

Country Name	The Project for the Capacity Development of Road Works in Timor-Leste (CDRW) (Phase 1) The Project for the Capacity Development of Road Services in Timor-Leste (Phase 2)
The Democratic Republic of Timor-Leste	

I. Project Outline

Background	<p>In Timor-Leste, road transport has been the sole mode of transportation apart from maritime transport, and the national road network is the main infrastructure for transport and distribution throughout the country. However, these road networks have been damaged by deterioration, heavy rains and river flooding, and a lack of proper maintenance caused by the turmoil since the independence in 2002 has exacerbated the damage. Under these circumstances, the government of Japan supported road development through grant aid projects and capacity development for road management through the technical cooperation projects. In the technical cooperation project, the “Project for the Capacity Development of Road Works (CDRW)” (Phase 1), JICA supported technical transfer on road maintenance management in Dili, the capital city of Timor-Leste. However, it was difficult to identify causes of damage and formulate a repair plan due to insufficient accumulation of road repair records. In addition, there was a need to strengthen the capacity for road repair works, including advanced disaster resilient repair works on national roads in rural areas. In response, the “Project for the Capacity Development of Road Services in Timor-Leste (CDRS)” (Phase 2) was implemented with the aim of contributing to a stable and sustainable road transport system in Timor-Leste.</p>																								
Objectives of the Project	<p>Through improving road maintenance and rehabilitation capacity, enhancing construction management, and providing technical guidelines, the project aims at strengthening the technical and management capacity of Directorate of Roads, Bridges and Flood Control (DRBFC) and the Public Institute of Equipment Management (IGE) for road maintenance and rehabilitation in Timor-Leste, thereby contributing to stable and sustainable traffic flows and improved maintenance conditions of major roads across the country.</p> <p><Phase 1></p> <ol style="list-style-type: none"> Overall Goal: Road conditions on major trunk road sections in Timor-Leste are improved. Project Purpose: Technology and management capacity on road works by the Timorese (DRBFC & IGE) have been enhanced. <p><Phase 2></p> <ol style="list-style-type: none"> Overall Goal: The maintenance conditions of major roads are improved in Timor-Leste. Project Purpose: Capacity of DRBFC for maintenance of major roads in the whole country is enhanced. 																								
Activities of the Project	<ol style="list-style-type: none"> Project Site: <ul style="list-style-type: none"> <Phase 1> Whole area of Timor-Leste (mostly in the area of Dili) <Phase 2> National Roads in Timor-Leste Main Activities: <ul style="list-style-type: none"> <Phase 1> 1) Timely and properly managing road maintenance by DRBFC, 2) conducting construction works (including maintenance/ repair) with sufficient quality by DRBFC, and 3) properly maintaining the equipment at IGE. <Phase 2> 1) Realizing appropriate road maintenance and rehabilitation for major road in accordance with annual work plan and annual budget plan, 2) Improving the capacity of DRBFC construction management for maintenance and rehabilitation, including slope protection through case studies in the whole country, and 3) Providing technical guidelines of investigation and design for maintenance and rehabilitation as a tool for more appropriate design including slope protection. Inputs (to carry out above activities) <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">Japanese Side</td> <td style="width: 50%; border: none;">Timor-Leste Side</td> </tr> <tr> <td style="border: none;"><Phase 1></td> <td style="border: none;"><Phase 1></td> </tr> <tr> <td style="border: none;">1) Experts: 3 persons</td> <td style="border: none;">1) Staff allocated: 225 persons</td> </tr> <tr> <td style="border: none;">2) Trainees received: 9 persons</td> <td style="border: none;">2) Land and facilities: Project office</td> </tr> <tr> <td style="border: none;">3) Training in the third country: 20 persons (Indonesia)</td> <td style="border: none;">3) Operation cost: Costs of repair work as case studies</td> </tr> <tr> <td style="border: none;">4) Equipment: Movable Asphalt Sprayer with kettle, Asphalt Cutter, Plate Compactor, Tamping Rammer, Concrete Breaker, Leveling Instrument, Total Station, GPS Instrument, Truck with Crane</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">5) Operation cost</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;"><Phase 2></td> <td style="border: none;"><Phase 2></td> </tr> <tr> <td style="border: none;">1) Experts: 14 persons</td> <td style="border: none;">1) Staff allocated: 69 persons</td> </tr> <tr> <td style="border: none;">2) Equipment: In-hole inclinometer, Inclinometer embedded material, Water level gauge, Dokenbo soil penetrometer, Desktop PC</td> <td style="border: none;">2) Land and facilities: Project office and office equipment</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;">3) Operation cost: Office equipment maintenance costs, Costs required for case studies and Costs concerning counterparts</td> </tr> </table> 			Japanese Side	Timor-Leste Side	<Phase 1>	<Phase 1>	1) Experts: 3 persons	1) Staff allocated: 225 persons	2) Trainees received: 9 persons	2) Land and facilities: Project office	3) Training in the third country: 20 persons (Indonesia)	3) Operation cost: Costs of repair work as case studies	4) Equipment: Movable Asphalt Sprayer with kettle, Asphalt Cutter, Plate Compactor, Tamping Rammer, Concrete Breaker, Leveling Instrument, Total Station, GPS Instrument, Truck with Crane		5) Operation cost		<Phase 2>	<Phase 2>	1) Experts: 14 persons	1) Staff allocated: 69 persons	2) Equipment: In-hole inclinometer, Inclinometer embedded material, Water level gauge, Dokenbo soil penetrometer, Desktop PC	2) Land and facilities: Project office and office equipment		3) Operation cost: Office equipment maintenance costs, Costs required for case studies and Costs concerning counterparts
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	(ex-ante) July 2009 - July 2012 [36 months] (actual) 15 June 2010 - 31 October 2014 [53 months] <Phase 2> (ex-ante) February 2016 – February 2019 [36 months] (actual) 15 February 2016 - 14 December 2019 [46 months]	(Japanese side only)	(ex-ante) 307 million yen, (actual) 396 million yen <Phase 2> (ex-ante) 303 million yen, (actual) 320 million yen
Implementing Agency	<Phase 1> Directorate of Roads, Bridges and Flood Control (DRBFC) and Public Institute of Equipment Management (IGE) of the Ministry of Infrastructure (MOI) <Phase 2> DRBFC of the MPW Following the election results, the Cabinet of Timor-Leste was reshuffled in August 2012. As a result, MOI was divided into two Ministries: the MPW and the Ministry of Transportation/Communications (MTC). Both the DRBFC and the IGE were placed under the control of MPW. In 2022, DRBFC was restructured into the General Directorate for Road, Bridge, and Flood Prevention and Control (GDRBFPC).		
Cooperation Agency in Japan	<Phase 1> Nippon Koei Co., Ltd <Phase 2> Ingerosec Corporation, Earth System Science Co.,Ltd.		

II. Result of the Evaluation

<Special Perspectives Considered in the Ex-Post Evaluation>

- In the ex-post evaluation, phase 1 and phase 2 were evaluated as a single project, integrated project. Since both phases share similar Overall Goals (improvement of maintenance condition of major roads) and Project Purposes (capacity development of the implementing agency), the survey adopts the Overall Goal and Project Purpose of Phase 2 for the integrated project. The assessment of the achievement of these goals and objectives was based on the indicators established in Phase 2.
- The final report (4th Year) (October 2014) for Phase 1 of the Project describes “Objective and Scope of the Project (4th year)”, including Overall Goal, Project Goal, and Achievements. However, the terminal evaluation report refers to the project plan formulated in June 2012. It has been confirmed that the project plan has not been revised since then between JICA and the implementing agencies. Therefore, the ex-post evaluation was conducted using the project plan as of June 2012.
- Since the verifiable indicator for the Project Purpose was only one indicator to assess the length of maintained roads, it is difficult to evaluate Continuation Status of Project Effects at the time of ex-post evaluation after project completion. Thus, this ex-post evaluation verifies the status of the Outputs, including the utilization of the road database and guidelines prepared by the project, to assess the continuation status of the project effects.

1 Relevance/Coherence

[Relevance]

<Consistency with the Development Policy of Timor-Leste at the Time of Ex-Ante Evaluation >

The projects were consistent with the development policy of Timor-Leste at the time of ex-ante evaluation. At the time of ex-ante evaluation of Phase 1, the “National Development Plan (NDP)” (2002-2020) prioritized socio-economic infrastructure development and promoted the development and improvement of the road network, which forms the basis for the stability of people’s lives and economic development. The MOI had a 10-year plan for road network development, including the construction of suitable road network, improvement of road accessibility and rehabilitation and enhancement of major roads. The government of Timor-Leste designated 2009 as the Year of Social Infrastructure and strengthened its focus on the road sector. At the time of ex-ante evaluation of Phase 2, in addition to the NDP, the “Strategic Development Plan (SDP)” (2021-2030) identified the development of paved roads that can be used year-round and the construction of a national road network as the top priorities.

<Consistency with the Development Needs of Timor-Leste at the Time of Ex-Ante Evaluation >

The projects were consistent with the development needs of Timor-Leste at the time of ex-ante evaluation. As mentioned in the “Background”, there were needs to strengthen road repair capacity and implement disaster-resilient repair techniques for national roads in rural areas of Timor-Leste. Insufficient maintenance, heavy rains, and flooding had severely damaged the road network, exacerbated by a lack of proper maintenance caused by the turmoil since the independence of the country in 2002.

<Appropriateness of Project Design/Approach>

The project design/approach of the two projects was appropriate. During the project implementation, the active involvement of both male and female engineers in the project was confirmed. In phase 2, a total of 69 officials including 15 female engineers, were allocated for project activities. Some female engineers were newly recruited during the project to take part in activities, such as the development of the database, other female persons were also hired as assistants for the experts. These efforts highlight the promotion of gender equality and delivery of inclusive benefits. The projects used the lesson learned from the past similar projects. One of the key lessons learned from the “Project for Capacity Building of Periodic Road Maintenance (2005-2008)” was the importance of implementing OJT and case studies, through the On-the-Job Training and case studies in the project, the engineers were able to apply the technical knowledge and skills acquired from the JICA experts in practice. In addition, the lesson learned from the project for CDRW emphasized the importance of establishing working groups. Through the activities of the working groups, engineers gained a better understanding of each personnel role and actively involved with experts and other learning activities such as surveys, case studies, and presentations.

No problem attributed to the project design/approach was confirmed.

<Evaluation Result>

In light of the above, the relevance of the projects is [(3)]¹.

[Coherence]

<Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation>

¹ ④ : very high, ③ : high, ② : moderately low, ① : low

The projects were consistent with the Japan's ODA policy to Timor-Leste at the time of ex-ante evaluation. The government of Japan began supporting the reconstruction and development of Timor-Leste in 2000, prioritizing the improvement and maintenance of road network. Furthermore, the basic policy of "Country Assistance policy for Timor-Leste" (2012) was assisting the process for establishing the foundation of economic growth from reconstruction. In line with this, the "JICA Country Analysis Paper" (2013) also identified building infrastructure for stimulating economic activity as one of the priority areas.

<Collaboration/Coordination with JICA's other interventions>

The collaboration/coordination between the Project and the "Project for Capacity Development of the Faculty of Engineering, Science and Technology, the National University of Timor-Lorosa'e Phase 2" (2016-2023) of JICA was planned during the project period and was implemented, but the positive effect was not confirmed at the time of ex-post evaluation. As part of this project, a dispatched faculty member studying at Gifu University was developing an application that can observe the international roughness index (IRI) of roads using a smartphone. On the one hand, the JICA expert team of the project helped to visualize the results in the database by investigating the video of the current road conditions using a dashboard camera. In this way, in collaboration with UNTL and the other technical cooperation projects, more efficient and effective inspection and evaluation methods were being developed. However, this collaboration couldn't be established due to the lack of communication from both parties.

<Cooperation with other institutions/ Coordination with international framework>

Although the cooperation/coordination with UNTL's Faculty of Engineering, Science and Technology was planned during the project period and was implemented, no positive effects were confirmed at the time of ex-post evaluation.

<Evaluation Result>

In light of the above, the coherence of the projects is ②.

[Evaluation Result of Relevance/Coherence]

In the light above, the relevance/coherence of the projects is ③.

2 Effectiveness/Impact

<Status of Achievement of the Project Purpose at the Time of Project Completion>

At the time of project completion, the Project Purpose of Phase 2 was mostly achieved as planned. It is confirmed that the total length of national road maintenance reached 312 km during the project period, equivalent to 78% of the target value set for the indicator (Indicator 1). The database created by the Project was transferred into a Geographic Information System (GIS), and road alignments and structures were shown on the GIS maps. However, the data entry work took an unexpectedly long time, and it was not completed. In 2017, after the national election, the DRBFC proposed a 5-year plan for road maintenance to the new government, using the road inspection results supported by Phase 2. However, after that, there is no evidence that the database was used for the preparation of the annual road maintenance plan (Indicator 2). Four technical guidelines for slope protection, bridge substructure protection, culvert design, and landslide investigation were prepared. In September 2019, the Vice Minister of Public Works gave provisional approval for the products of Phase 2 to be official documents of the NRBFC (Indicator 3).

<Continuation Status of Project Effects at the Time of Ex-Post Evaluation>

By the time of the ex-post evaluation, the project effects have been continued. In 2020, the volume of road maintenance work was relatively low, as it marked the initial year of implementation of a structured maintenance plan for improved road sections and a new planning system was being established. However, in subsequent years, the total length of the maintained national roads has gradually increased since the maintenance activities have significantly increased. This success can be attributed to the following key factors, such as the selection of experienced contractors in an efficient manner by a performance-based methodology, ensuring consistent implementation of maintenance work at a high standard. As road maintenance projects are typically small in scale requiring less budget and manpower compared to larger road construction projects, Timorese-owned national companies are often contracted to carry out the work. Furthermore, the transition from DRBFC to GDRBFPC granted it greater financial autonomy, allowing it to manage its own budget. This financial autonomy enabled the GDRBFPC to allocate resources more efficiently towards maintenance activities without requiring budget approval from the Ministry of Public Works.

The database system prepared by the project was no longer in use at the time of ex-post evaluation due to the expiration of the system's license and the lack of sufficient budget allocation for its continuous usage. However, the GDRBFPC manually developed a similar database system, which is currently being handled by the Database Department under the National Directorate of Planning for designing maps, preparing reports, and planning and budgeting. This new database carries over the concepts, framework and items from the database established by the Project for prioritizing road maintenance projects, optimizing resource allocation, and enhancing maintenance efficiency.

Furthermore, it serves as a reference material to address changes in government priorities and policies in Timor-Leste, supporting effective road maintenance operation. The technical guidelines developed by the project have been used without any revision, as they still reflect the current needs of GDRBFPC and align with the latest conditions. These guidelines often serve as reference documents for detailed engineering design and are distributed to consultants for project supervision by the Planning and Programming Section in the National Directorate of Planning during the project planning stage.

<Status of Achievement of the Overall Goal at the Time of Ex-Post Evaluation>

At the time of ex-post evaluation, the Overall Goal of Phase 2 has been achieved as planned. The length of national roads in good conditions has steadily increased over time. One contributing factor to this growth is the expansion of investments in road construction projects by development partners such as Asian Development Bank, World Bank, the European Union, and JICA. These investments have contributed to the improvement of road quality through infrastructure development and have been further reinforced by maintenance activities conducted by the GDRBFPC. Two years after the completion of these construction projects, following the expiration of the contractors' defect liability period, the GDRBFPC engages local Timorese companies to carry out performance-based maintenance. This approach ensures the stable maintenance of road conditions post-construction and contributes to the systematic improvement in road quality. In addition to development partners' support, the government's strong commitment to improving road conditions and the increasing risks posed by climate change, have further driven the GDRBFPC to actively conduct both routine and periodic maintenance. These combined efforts in investment and maintenance have been crucial in significantly enhancing the overall quality of the country's road network (Indicator 1).

<Other Impacts at the Time of Ex-Post Evaluation>

Some positive impacts have been observed in the ex-post evaluation. During the implementation of the Project, several case studies

were developed with the aim of promoting technology transfer and community participation. For instance, local residents participated in the installation of kilometer posts² and received payment for their contributions. While the installation of kilometer posts did not create sustained employment creation, it provided temporary financial benefits to the local economy. Furthermore, in Fatuahi, a disaster-prone area in Dili, a box culvert construction project carried out under the project was featured as a case study. The construction of a box culvert bridge in this area is expected to improve water flow and reduce the risks of flooding and landslides. The GDRBFPC tried to enhance employment opportunities for women in the country by hiring 39 female officials, including 15 engineers who actively participated in the project activities. Two of these engineers have advanced to senior management positions, who serve as the National Director of Maintenance and as the National Director of Flood Control. In 2018, during the mandate of the VIII constitutional government of Timor-Leste, the government through Secretary of State for Equality and Inclusion adopted Maubisse Declaration, a policy framework aimed at promoting gender equality and empowering women in Timor-Leste. It serves as a comprehensive policy framework that mandates the integration of gender equality into the planning and implementation of government programs across all sectors. Accordingly, the project (particularly the second phase) was trying to actively promote gender equality, as highlighted in the project's inputs for "consideration of gender, peacebuilding, and poverty reduction".

No negative impact on natural environment was observed as of the ex-post evaluation.

<Evaluation Result>

In light of the above, the effectiveness/impact of the projects is [③].

Achievement of Project Purpose and Overall Goal (Phase 2)

Aim	Indicators	Results	Source																																			
(Project Purpose) Capacity of DRBFC for maintenance of major roads in the whole country is enhanced.	Indicator 1 Total length of maintained national roads becomes 400km.	<p>Status of the Achievement (Status of the Continuation): mostly achieved as planned (continued) (Project Completion) - The total length of national road maintenance reached 312 km. (Ex-Post Evaluation)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Target [Km]</th> <th>Total Achievement [Km]</th> <th>Progress (%)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td rowspan="3">599*</td> <td rowspan="3">428</td> <td rowspan="3">71</td> </tr> <tr> <td>2020</td> </tr> <tr> <td>2021</td> </tr> <tr> <td>2022</td> <td>373**</td> <td>179</td> <td>48</td> </tr> <tr> <td>2023</td> <td>N.A.***</td> <td>254</td> <td>-</td> </tr> <tr> <td>2024**</td> <td>N.A.***</td> <td>99</td> <td>-</td> </tr> </tbody> </table> <p>**</p>	Year	Target [Km]	Total Achievement [Km]	Progress (%)	2019	599*	428	71	2020	2021	2022	373**	179	48	2023	N.A.***	254	-	2024**	N.A.***	99	-	Project Completion Report (PCR) and GDRBFPC													
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3 Efficiency

² Kilometer posts provide road users with information about distances to and from cities, towns, and key locations, while also confirming they are on the correct route.

The total project costs slightly exceeded the plan (the ratio against the plan:117%) and the total project periods exceeded the plan (the ratio against the plan:138%).

The cost overrun in phase 1 was due to operational costs such as staff training, equipment operation and maintenance, fuel, spare parts for new equipment, and other related expenses. In phase 2, the overrun was mainly due to the recruitment of two additional experts specializing in landslide and topographical analysis. These budget overruns were exacerbated by delays in budget approval and disbursement by the government of Timor-Leste's political instability.

The project period was extended due to the delay in the budget approval and disbursement by the government of Timor-Leste, which was caused by frequent changes in political leadership in Timor-Leste during the project period. Therefore, it was necessary to increase the man-months of experts dispatched during the extension project.

		Project Cost (Japanese side only, yen)	Project Period (months)
Phase 1	Plan (ex-ante)	307 million yen	36 months
	Actual	396 million yen	53 months
	Ratio (%)	129%	147%
Phase 2	Plan (ex-ante)	303 million yen	36 months
	Actual	320 million yen	46 months
	Ratio (%)	107%	128%

Outputs for phase 1 and phase 2 were produced as planned.

In the light above, the efficiency of the projects is ②.

4 Sustainability

<Policy Aspect>

The SDP (2011-2030) remains valid from the time of the ex-ante evaluation to the present. The Overall Goal of the project was to improve the major road conditions in the country as well as enhance their maintenance activities. This goal aligned with the SDP (2011-2030) in the road sector, which outlines specific targets for road improvement and maintenance as part of a broader national development vision. The SDP serves as a foundational document guiding government initiatives. All the government ministries have been required to refer to the SDP when formulating their five-year programs to ensure alignment with national priorities. Although these five-year programs are changeable with different administrations in every five years, they must reflect the targets set in the SDP.

<Institutional/Organizational Aspect>

In 2022, the DRBFC was restructured into the GDRBFPC. This new entity comprises four directorates: the National Directorate of Maintenance, the National Directorate of Planning, the National Directorate of Construction, and the National Directorate of Flood Control. The GDRBFPC employs nearly 300 officials, most of whom are on long-term permanent contracts. Each directorate has experienced officials who have been actively involved in the project. They hold senior positions to play a key role in institutional development. While the current staff has been adequate to sustain the knowledge and systems introduced by the project, the GDRBFPC plans to recruit additional officials to further enhance its capacity in the future.

Also, the Institute of Management of Equipment, Public Institute (IGE I.P.) was also restructured into the Infrastructure Development Support Equipment Management Institute, Public Institute (IGEADI I.P.) in 2022. This organizational reform granted IGEADI I.P. opportunities to oversee the management of all heavy equipment and provide support for infrastructure development activities, including disaster risk reduction and recovery, construction, and maintenance projects. Similar to the GDRBFPC, the institute consists of four national directorates. The National Directorate of Cooperative Works manages administration, finance, human resources development, and procurement. The National Directorate of Management of Equipment and Workshops is responsible for managing the equipment and the workshop including the repairing of the equipment and machines. The National Directorate of Maintenance and Technical Studies has been responsible for technical and operational works including flood control, road construction and maintenance, etc. Lastly, the National Directorate of Logistics and Warehouse is responsible for managing the logistics data of the equipment as well as the warehouses. These organizational changes within the institutions involved in the project highlight the significant impact of the capacity development initiative in contributing to institutional growth and enhancing institutional capabilities.

<Technical Aspect>

The GDRBFPC has established the National Directorate of Planning and Research Development to oversee capacity development activities. In collaboration with agencies such as Australia's Department of Foreign Affairs and Trade, the International Labour Organization, JICA, and other development partners, the GDRBFPC facilitates training programs to enhance its officials' technical capabilities.

Every year, both international and local consultants are engaged to deliver these training sessions, while some officials, particularly those involved in the project, are sent overseas for training on road maintenance, slope protection, and other related topics. Effective knowledge transfer during the project implementation enabled officials to retain and apply skills effectively. Moreover, as most officials in GDRBFPC are employed on a permanent basis, they actively contribute to institutional development across various departments. In addition, the participation of national and regional officials in the project reduced technical and management disparities between urban and rural areas.

Some of the guidelines and manuals introduced by the project have not been used effectively. However, certain documents still serve as valuable reference materials for consultants when preparing Detailed Engineering Design. Apart from this specific use, engineers tend to prefer other documents. In addition, some of these documents include the content that reflects the country's previous severe conditions, which no longer align with the current context, indicating the need for updates.

<Financial Aspect>

The table indicates that the percentage of achievement against the budget target for road maintenance has shown steady improvement over the years. In 2019, 100% of the target amount was achieved. While the percentage dropped to 65.2% in 2020, it gradually recovered, reaching 89.2% in 2024. The budget targets for road maintenance are mainly based on estimated cost, which are sometimes derived from field survey data. In addition, the annual impacts of climate change have contributed to an increase in the achievement amounts for road

maintenance work. These financial resources are expected to be continuously secured to sustain the activities introduced by the project, such as maintenance work conducted as part of the case study.

[Unit: million USD]

	2019 Project completion	2020	2021	2022	2023	2024 Ex-post evaluation
Target	3.2	6.9	9.1	8.9	13.2	18.5
Achievement	3.2	4.5	8.0	7.0	11.0	16.5
Percentage [%]	100.0	65.2	87.9	76.7	83.3	89.2

<Environmental and Social Aspect>

No issue on environmental and social aspects has been observed, and it has not been necessary to take any countermeasures. Within the National Directorate of Planning, there is one environmental section in charge of monitoring and anticipating environmental issues. This section plays a crucial role in arranging and coordinating with the National Environmental Licensing Authority, to ensure that all projects met the existing environmental criteria.

<Evaluation Result>

In light of the above, slight problems have been observed in terms of the technical and financial aspects of the implementing agency. Therefore, the sustainability of the project effects is (3).

5 Summary of the Evaluation

The projects mostly achieved as planned the Project Purpose to strengthen the technical and management capacity of GDRBFPC and IGE for road maintenance and rehabilitation in Timor-Leste and achieved as planned the Overall Goal to contribute to stable and sustainable traffic flow and improved maintenance conditions of major roads across the country. Considering all of the above points, these projects are evaluated to be highly satisfactory.

IV. Recommendations & Lessons Learned

Recommendations for Implementing Agency:

- To increase the effectiveness of the usage and the sustainability of the guidelines prepared during the project, it is crucial for the GDRBFPC to develop a strategic approach. First, it is necessary to create Standard Operating Procedures (SOPs) based on the contents of guidelines and provide them in a format that is easy for staff to understand. Moreover, to effectively disseminate and encourage the use of SOPs among staff, conducting workshops and training sessions is indispensable. During the training sessions, it is desirable to include practical examples of the application of the SOPs, enabling participants to apply them effectively in their actual work. In addition, these SOPs need to be available in digital format and should be translated into the local language (Tetum) to ensure easy access for staff and should be translated into local language. This approach can accommodate those staff who may not have sufficient English proficiency. Furthermore, the guidelines and SOPs should be regularly reviewed and updated to ensure continuous improvement. By doing so, the implementing agency can effectively promote the usage of the guidelines and ensure the sustainability of the project's technical aspects.

Lessons Learned for JICA:

- To effectively promote cooperation with other institutions and maximize the impact of the project, it is essential for JICA to prioritize the appointment of a focal point responsible for coordinating collaborative efforts. In this project, the absence of such a coordinator resulted in missed opportunities to generate synergies with other institutions. To avoid similar issues in the future, it is crucial for JICA to ensure that, particularly Joint Coordination Committee, a focal point is clearly designated to oversee collaborative activities and to manage the division of roles and responsibilities among the institutions involved. Furthermore, at the planning stage of such collaboration, it is important to develop detailed and actionable collaboration plans that clearly define the objectives, timelines and responsibility for each stakeholder. In addition, it is important to establish an effective communication channel, such as regular meetings, to ensure sufficient information sharing and active engagement among all stakeholders in the project.
- Cost overruns can be effectively mitigated through more accurate and realistic budgeting strategies that take into account both the project's operational requirements and potential uncertainties. The project experienced significant cost overruns compared to the existing plan. To mitigate such risks in future projects, it is important to enhance the accuracy of the cost planning at the initial stage. By developing a detailed cost estimation based on realistic assumptions, the risks of cost overrun can be reduced, thereby enhancing project efficiency.
- At the planning or early stage of the project, it is important to consider the local institution's ability to operate and finance the system over the long term. Instead of depending only on advanced systems that require licenses or external maintenance, simpler and locally manageable options should also be considered. This helps ensure that the main functions and ideas of the tools can continue after the project's completion.



Truck with crane- provided during the project