Ministry of Agriculture, Livestock, Fisheries and Forestry MALFF



Implementation Completion Report (ICR)

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Submitted to
The World Bank

SUSTAINABLE AGRICULTURE PRODUCTIVITY IMPROVEMENT PROJECT (SAPIP)

Implementation Completion Report
Covering period of November 2016 to July 2025

The document of the Ministry of Agriculture, Livestock, Fisheries and Forestry (MALFF)

(For official use only)

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Project Cover Sheet

Project tittle:	Sustainable Agriculture Productivity Improvement Project
Recipient representative:	Ministry of Agriculture, Livestock, Fisheries and Forestry (MALFF)
GAFSP Grant Number:	TFA2869
Implementation Period:	November 2016 to July 2025
Reporting Period:	November 2016 to July 2025
Grant Amount:	**US$ 21,000,000.00**
Funds received to date:	**US$ 20,877,821.77**
Expenditures to date:	**US$ 20,006,222.68 as on 31st July 2025**
Balance at designated account:	**US$ 993,777.32 as on 31st July 2025**
Total of Other (Non-GAFSP Grant):	N/A

Message from the Minister of Agriculture, Livestock, Fisheries and Forestry (MALFF)



I am honoured to acknowledge the successful completion of the Sustainable Agriculture Productivity Improvement Project (SAPIP), funded by Global Agriculture and Food Security Program (GAFSP) with the support of the World Bank. Through the unwavering dedication of our local communities, farmer groups, implementing partners, and MALFF functionaries, SAPIP has fostered sustainable transformation across the Raumoco, Bee-lulik, Loes, and Tono watersheds. The project's investments in watershed planning, small-scale infrastructure, Farmer Field Schools, and strengthened MAF planning and monitoring systems have significantly enhanced productivity, food security, nutrition and resilience for over 70,000 rural households—including nearly equal representation of women.

SAPIP's success lies in its holistic and inclusive approach, encompassing watershed restoration, farm mechanization, market linkages, and capacity-building for both farmers and government staff. I extend my sincere gratitude to global and local partners for their vision and hard work. Their collaboration and adaptability have laid the foundation for continued agricultural transformation in Timor-Leste.

Looking ahead, the ministry remains committed to building on the achievements of SAPIP, scaling its proven strategies, and deepening partnerships to promote climate-smart agriculture, diversify diets, and strengthen rural livelihoods. Together, we reaffirm our dedication to sustainable development that leaves no farmer behind.

Dili, 25 July 2025

Eng. Marcos da Cruz, MAgSt
The Minister

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Abbreviations and Acronyms

ACIAR	Australian Center for International Agriculture Research
ESMF	Environmental and Social Management Framework
ETDA	East Timor Development Agency
GAFSP	Global Agriculture and Food Security Program
GRM	Grievance Redress Mechanism
ICR	Implementation Completion Report
M&E	Monitoring & Evaluation
MALFF	Ministry of Agriculture, Livestock, Fisheries and Forestry
MoF	Ministry of Finance
NDRS	National Director of Research and Statistics
NGOs	Non-Government Organizations
PDO	Project Development Objective
PIS	Project Information Sheet
PIU	Project Implementation Unit
PMU	Project Management Unit
SAPIP	Sustainable Agriculture Productivity Improvement Project
TLARDI	Timor-Leste Agriculture Research Development Institute
WADP	Watershed Agriculture Development plan
WSMC	Watershed Management Council

Project Context and Development Objectives

CONTEXT AT APPRAISAL

Country Context

1. In 2016, Timor-Leste had made great progress over 14 years of existence as an independent nation, but its agriculture sector struggled to feed 1.2 million people and sustain the livelihoods of 75 percent of the population. While the country had moved away from conflict and violence, Timor-Leste was still fragile in its economic and social development. Economic growth in the oil sector had been hit by declining international prices, with double digit growth in 2011 falling to 5 percent in 2012 and a contraction of 18.7 percent in 2013. Non-oil GDP growth also declined from double digits between 2007 and 2010 to 2.8 percent in 2013. Non-oil growth was projected to recover to around 6 percent in 2014 and 4 percent in 2015 but remained below the levels seen over the last decade. Public sector spending had been the key driver of growth with elevated government spending directly raising growth in the local private construction and service sectors.

2. The rural environment was under severe pressure, with rain fed land used for unsustainable small-scale subsistence farming, including the clearance of large areas on steep slopes with infertile soils. Agricultural holdings tended to be small with 97 percent of plots being under one hectare. 'Slash and burn' agriculture persisted, and there was virtually no return of organic matter into cropping systems. Irrigated areas were more stable and less prone to degradation. Livestock were predominantly free-ranging, and land was typically over-stocked. Staple food production was declining, with an annual deficit of around 100,000 metric tonnes in 2011; there was seasonal food insecurity, with 90 percent of rural households exhausting their home-grown maize and rice supplies by September of each year; and there were high rates of malnutrition, with stunting in 58 percent of children under the age of five. For about 40 percent of the population, food consumption levels remained inadequate, according to the 2013 Food and Nutrition Survey[1].

Institutional and Sectoral Context

3. At approval, the agricultural sector in Timor-Leste was facing a number of challenges including severe natural resource depletion and degradation. The sector bore a huge responsibility for food and nutrition security, rural poverty reduction, and generation of non-oil employment – but struggled with low productivity, poor infrastructure, weak inter-sectoral coordination, and a variable climate. Agricultural productivity was low due to poor agricultural management practices, particularly with respect to soil and water management; inadequate public and private investment; limited access to credit; and substantial post-harvest losses due to inappropriate storage. Although the Ministry of Agriculture and Fisheries (MAF) had 2,126 staff, it was constrained by its operational budget and staff skills from addressing these barriers effectively. Notwithstanding these challenges and constraints, there were many opportunities in the sector, and the MAF Strategic Plan (MAFSP) outlined how Government intends to realize this potential.

4. MAF had developed five programs to address the MAFSP strategic objectives. These objectives and programs related to (i) sustainably increasing the production and productivity of key crops; (ii) improving market access and value addition; (iii) improving

[1] https://dl.tufts.edu/concern/pdfs/cz30q4797

the enabling environment of the agricultural sector; (iv) strengthening the capacity and performance of MAF; and (v) enhancing the capacity of primary producers to use natural resources sustainably.

5. SAPIP, funded under the Global Agriculture and Food Security Program (GAFSP), supported these objectives for the agriculture sector. It was also aligned with the priorities outlined in the Program of the VIth Constitutional Government (2012-2017), namely to: (i) improve the level of food security for the rural population, reduce hunger and malnutrition, and raise self-reliance; (ii) increase value addition for agriculture, fisheries and forestry products by fostering processing and marketing; (iii) achieve sustainable production and management of natural resources; (iv) contribute to the balance of trade by earning revenue from commodity exports, and by substituting imports; and (v) increase incomes and employment in rural areas.

Project Development Objective (PDO)

6. The PDO of the project was to increase the productivity and marketed production of smallholder agriculture in selected geographical locations in Timor-Leste. This objective was meant to be achieved by supporting watershed/sub-watershed and community-level agricultural development planning that will directly benefit 16500 households by providing them with training and small-scale investments and indirectly all communities in a watershed. Furthermore, by strengthening MALFF's planning, programming, monitoring and evaluation functions, the Project was supposed to act as a catalyst for a more effective and responsive agriculture sector for the whole of Timor-Leste. The map below shows the project area of SAPIP, covering four watersheds and seven municipalities:

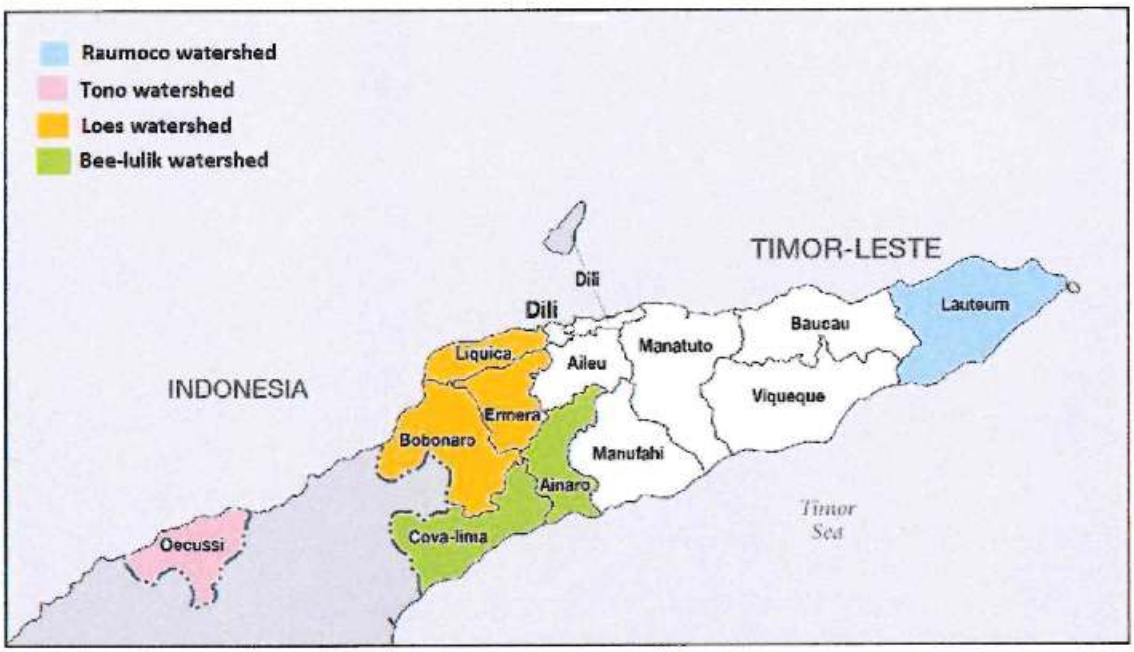


Figure 1: Map showing the watersheds and Municipalities covered under SAPIP

Key Expected Outcomes and Outcome Indicators

7. The success of the Program was to be measured by the following three PDO Indicators:

a. increase in farm productivity (yield per hectare) for direct beneficiary households by at least 20 percent for major crops.
b. share of production that is lost post-harvest will have been reduced by at least 20 percent for major crops.
c. share of total production sold on the market will have increased by at least 20 percent.

Components

8. The project comprised of five components:
   a. Component 1: Integrated watershed/sub-watershed agriculture development planning (Total Cost: US$710,000)
   b. Component 2: Component 2: Smallholder organization, advisory support and training (Total Cost: US$3.1 million)
   c. Component 3: Sustainable watershed/sub-watershed management and support to farmer groups (Total cost: US$9.3 million)
   d. Component 4: Strengthening MAF's services, planning, programming, coordination and monitoring and evaluation functions (Total cost: US$3.9 million)
   e. Component 5: Project management and monitoring (Total Cost: US$4 million)

9. Component 1: The objective of this component was to improve agriculture development planning within targeted watersheds. Watershed/Sub-Watershed Management Councils were to be formed, and Watershed/Sub-Watershed Agriculture Development Plans were to be prepared to guide planning at the watershed level. Detailed sub-watershed level Sustainable Community Agriculture Development Plans were supposed to guide investments at the community level. This component had the following sub-components:

   Sub-component 1.1: Formation and Strengthening of Watershed/Sub-Watershed Management Councils (WSMCs)

   Sub-component 1.2: Support for the preparation of Watershed/Sub-Watershed Agricultural Development Plans (WADPs)

   Sub-component 1.3: Support for the preparation of Sustainable Community Agriculture Development Plans (SCADPs)

10. Component 2: The development and strengthening of farmer groups was a priority area under the SAPIP. Component 2 was to facilitate the formation of farmer groups where needed, building on cohesion developed during the SCADP preparation process, and strengthen existing groups formed for other purposes by NGOs and other relevant programs. Farmer groups were to be supported by complementary investments in sustainable and nutrition sensitive agricultural production and environmental protection (see Component 3) to implement SCADPs. Trader groups were to be included in capacity building activities in order to facilitate linkages and build marketing opportunities. This component had the following sub-components:

    Sub-component 2.1: Facilitation of the identification, assessment and formation of farmer groups

    Sub-component 2.2: Support for farmer group development and capacity building

11. Component 3: The objective of this component was to support the implementation of SCADPs through the provision of targeted on-farm investments. These investments included equipment and technology promoting reduction of post-harvest losses, increasing value addition, addressing soil erosion and promoting climate resilience. Eligible investments were to be defined in the Project Implementation Manual (PIM). This component had the following sub-components:

    Sub-component 3.1: Rapid roll out of post-harvest storage and processing technology for grains

    Sub-component 3.2: Support to farmer groups for production, storage and processing facilities

    Sub-component 3.3: Technologies and small-scale works for sustainable watershed/sub-watershed management.

12. Component 4: This component was to support MALFF to strengthen institutional capacity following recent organizational changes. The support was to focus on improved services (including extension); planning; more efficient budget programming to increase sectoral investment returns and achieve sector objectives; better coordination with development partner activities, and improved alignment of these activities with MALFF's annual action plan; and improved monitoring, evaluation and reporting. Component 4 was to include support for the Timor-Leste Agriculture Advisory Council (TLAAC) and the Timor-Leste Agriculture Research and Development Institute (TLARDI), which are included in the national Strategic Development Plan. This component had the following sub-components:
    Sub-component 4.1: Institutional Support

    Sub-component 4.2: Development of MAF's M&E system

13. Component 5: The Government was in the process of creating a Development Partners Support Management Unit (DPSMU) within MALFF to manage and coordinate the implementation of all development partner-financed projects and programs in the agricultural sector. The Secretary General was to act as the Coordinator for the DPSMU, and the Project Manager from each project/program were to report to this Unit. Given SAPIP's size and geographic scope, it was to be coordinated and managed by a separate SAPIP PMU but was also expected to report to the DPSMU.

Significant changes during implementation

14. The project had two formal extensions during its eight years and nine months of implementation, but the PDO remained unchanged.

15. In November 2020, the project's closing date was extended by 23 months, from August 2022 to July 2024 due to start-up implementation delays. The project experienced initial delays due to political instability in Timor-Leste, limited capacity for implementation, and a lack of familiarity with World Bank procedures. Successive national elections in 2017 and 2018 led to changes in the Ministry's management, further hindering progress. After political conditions stabilized in 2019, the pace of project implementation began to accelerate. However, in February 2020, the COVID-19 pandemic resulted in additional unforeseen delays. The pandemic-imposed restrictions effectively closed off the country to physical implementation support missions for 24 months and poor internet connectivity hindered virtual communication.

16. The Government of Timor-Leste requested a twelve-month (12) extension of the project, through official letter No. 64/G-MALFF/II/2024 dated February 6, 2024. A restructuring for no cost extension was processed and MALFF was informed about the extension of closing date on July 2, 2024. The 12-month extension was considered critical to allow for on-the ground activities that would help achieve the intended scale of project objectives and build sustainability of interventions supported under the project. The extension was also considered critical for solidifying the successes achieved to date, meeting all PDO-level indicators, and strengthening the resilience of farmers in Timor-Leste against the impacts of climate change.

Outcome

Assessment of Achievement of Each Objective/Outcome

Relevance

17. At the time of closing, the project was still highly relevant to the current policy and priorities of the Government of Timor Leste. 'The project continues to align with the priorities identified in the Strategic Development Plan 2011-30 for the agriculture sub-sector.

18. Agriculture is recognised in Timor-Leste's Strategic Development Plan (2011–2030) as a critical sector for achieving food security, poverty reduction, and inclusive economic growth. The SDP 2011-30 prioritises transforming subsistence agriculture into a more commercial and productive sector through investments in irrigation infrastructure, improved seeds, fertilisers, and farming technologies. Strengthening extension services and building farmer skills are emphasised to increase productivity and enhance resilience against climate variability. Rehabilitation and expansion of irrigation networks, along with promotion of sustainable land management, are considered central to raising yields and reducing vulnerability to droughts and erratic rainfall.

19. The strategic plan also highlights diversification of agricultural production to include horticulture, livestock, and agroforestry to improve rural incomes and nutrition outcomes. Developing market linkages, strengthening cooperatives, and improving rural roads and storage facilities are key strategies to reduce post-harvest losses and enhance market access for smallholders. Overall, the plan envisions agriculture as the backbone of rural development, aiming to build food self-sufficiency, improve livelihoods, and support national economic stability while fostering environmentally sustainable practices.

20. The 9th constitutional government has accorded high priority to the economic sector, within which agriculture is placed. Significant investments have therefore been allocated to productive sectors such as agriculture, fishing, and livestock farming. The aim is to increase local production, reduce dependence on imports and encourage innovation, thus promoting a more robust and resilient economic ecosystem.

21. The 9th constitutional government has adopted a series of initiatives to increase productivity, ensure food security throughout the country, promote sustainable development in rural areas, and create a solid base for the national economy.

22. Recent policy research working paper[2] from World Bank notes that Timor Leste's agricultural production system is one of the least developed in the world, with the sector's productivity being well below that of other small island developing states and below the average for other low-income states. To address the issue of low farm productivity, the paper suggests considering the following factors: facilitation of farm mechanization, enhancement of access to credit and extension, encouragement to farmers to join farmer groups, expansion of the commercialization of farm produce, and reduction in the gender gap in agricultural productivity.

Achievement of PDO (Efficacy)

23. The PDO of the project was to increase the productivity and marketed production of smallholder agriculture in selected geographical locations in Timor-Leste. This objective was meant to be achieved by supporting watershed/sub-watershed and community-level agricultural development planning that will directly benefit 16500 households by providing them with training and small-scale investments. Furthermore, by strengthening MALFF's planning, programming, monitoring and evaluation functions, the Project was supposed to act as a catalyst for a more effective and responsive agriculture sector for the whole of Timor-Leste. The proposed interventions were expected to result in increase in farm productivity, reduced post-harvest loss and higher share of total production sold on the market.

24. The main modality of implementation was through farmer groups – existing groups where possible and formation of new groups where needed. It was expected that about 550 farmer groups, with an average size of 30 members, will benefit from planning and capacity building support. The project was to ensure that at least 30 percent of the farmer group members are women (including the formation of women-only farmer groups where appropriate), and that at least 10 percent are youths.

Figure 2: SAPIP/MALFF's integrated model combined participatory watershed planning

- Capacity building and advisory services for farmers and local institutions
- Farmer Group training and organization
- Access to agricultural inputs and technologies
- Small grants to support adoption of improved practices
- Institutional strengthening of MALFF and the Timor-Leste Agricultural Research and Development Institute (TLARDI)

25. The project was designed with five components and underlying activities to achieve the sole objective of increasing the productivity and marketed production of smallholder agriculture.

Component 1

26. SAPIP adopted a landscape-based approach to agricultural development by promoting participatory watershed and sub-watershed planning in four priority watersheds: Loes, Bee-Lulik, Raumoco, and Tono. Through the establishment of Watershed Management Councils (WSMCs) and the development of Suco and Watershed Agricultural Development Plans (SCAPDs and WADPs), the project aimed to integrate environmental stewardship with agricultural productivity. These plans provided a platform for aligning local land use priorities with broader climate resilience and conservation goals. Key investments under this component included reforestation activities, soil conservation

[2] Making agriculture work for poor in Timor-Leste, Policy Research Working Paper 10862, World Bank Group, July 2024.

infrastructure, and the rehabilitation of suco-level community halls to serve as hubs for planning and implementation. This component also laid the foundation for coordinating support services, infrastructure, and farmer outreach in each watershed area.

27. Key achievements under this component include:
    a. **Watershed Management Councils** (WMCs) established and **made operational for all four watersheds** targeting all the seven municipalities under the project.
    b. **Watershed Agricultural Development Plans** (WADPs) were prepared for all the four watersheds with the project support. The **structured and participatory approach** used for development of these plans has helped ensure that farmer groups are actively engaged in the management and development of their respective watersheds, contributing to the overall success and sustainability of the program.
    c. **44 Sustainable Community Agricultural Development Plans** are currently in place, exceeding SAPIP/MALFF's original target of around 40 plans. The endline assessment of the project notes that farmer groups reported improvements in agricultural productivity across key crops such as rice, maize, horticulture, and livestock. Farmers also noted that support from SAPIP/MALFF and MALFF interventions had positively influenced their cultivation practices, particularly in the adoption of improved agricultural technologies. The table below provides data on the WSMCs and WADPs supported under the project:

Table 1: Watershed Management Councils supported under SAPIP

Watersheds Management Council (WSMC)	Members of WSMC formed by SAPIP			# of Watershed Agriculture Development Plan (WADP)	# of Sustainable Community Agriculture Development Plan (SCADP)
	Male	Female	Total		
Raumoco	14	0	14	1	9
Tono	15	0	15	1	6
Loes	48	3	51	1	16
Bee Lulik	34	3	37	1	13
TOTAL	111	6	117	4	44



Figure 3: Clockwise from top left 1 & 2. Meeting of Watershed Management Council; 3. Reforestation activities under WADP; 4. Distribution of saplings as part of reforestation activities

Component 2

28. Recognizing that knowledge and organization are critical enablers of improved productivity, SAPIP worked to strengthen smallholder capacities through farmer group formation, targeted training, and access to advisory services. The project prioritized practical farmer-centered training on topics such as climate-smart agriculture (CSA), sustainable land use, post-harvest handling, food safety, nutrition and financial literacy (e.g., savings and loan practices). A combination of Farmer Field Schools (FFS) and extension support—delivered increasingly through local NGO partners—enabled widespread outreach across target municipalities. This component also supported the establishment of linkages between farmers and municipal extension structures, while piloting the use of small-scale technologies such as mini-tillers, composting tools, and biochar production units.
29. Key achievements under this component include:
    a. 37% female beneficiaries as against a target of 30%.
    b. The target for training days have been met for specific themes: post-harvest storage, transportation and/or management practices, and nutrition. The details are as below:

Table 2: Client Days of Training on different topics		
Training	Client Days of Training	
	Target	Achievement
Agricultural Productivity	396,000	301,703
Post-harvest storage, transportation, and/or management practices	99,000	110,072
Nutrition	33,000	33.016

30. The endline assessment of SAPIP indicates that SAPIP's training activities have significantly contributed to building farmer capacity across its target municipalities. While participation rates have increased, particularly in productivity, post-harvest, and management training areas, persistent gender gaps and municipality-level disparities suggest the need for more inclusive and targeted programming.

Table 3: Details of Groups formed under SAPIP								
Municipality	Total Villages	Total Aldeia	# of group formed	# of group members		Total	% of women (target 30%)	% of youth (target 10%)
				Male	Female			
Ainaro	12	72	175	2,586	1,621	4,207	38,5	28,4
Covalima	1	4	26	300	179	479	37,4	34,0
Bobonaro	6	32	89	1,628	899	2,527	35,6	20,5
Ermera	6	22	36	738	285	1,023	27,9	17,3
Liquica	4	28	55	1,060	562	1,622	34,6	31,6
Lautem	9	34	59	812	454	1,266	35,9	22,1
Oecusse	6	21	110	1,939	1,323	3,262	40,6	16,6
	44	**213**	**550 (100%)**	**9,063**	**5,323**	**14,386**	**37.0**	**23.6**

31. Training on Savings and Loans: The Savings and Loans Training aimed to enhance the capacity of farmer groups in Timor-Leste to manage informal financial mechanism thorough savings and internal lending systems. These mechanisms were designed to support the financial inclusion of rural communities, encourage savings culture, and improve access to financial resources for household and agricultural needs. The training was tailored to be practical, participatory, and accessible to communities with low literacy levels. The details of group members trained on savings and loans are mentioned in Table 3 below:

Table 4: Training on Savings and Loans Conducted during Jan-May 2025					
S. No	Municipality	Total Groups	Female	Male	Total Beneficiaries
1	Ainaro	100	586	909	1495
2	Bobonaro	91	385	744	1129
3	Covalima	30	162	249	411
4	Ermera	21	179	342	521
5	Lautem	29	37	62	99
6	Liquica	42	267	538	805
7	RAEOA	110	1018	1551	2569
TOTAL		423	2634	4395	7029

32. Training on Post-Harvest Technology: The training covered essential topics in post-harvest handling such as proper harvesting techniques, cleaning, sorting, grading, drying, and storage and introduced value-addition technologies including simple processing methods like sun-drying and tent dryers. The details of group members trained on post-harvest technology are mentioned in Table 4 below:

Table 5: Training on Post-Harvest Technology Conducted during Jan-June 2025					
S. No	Municipality	Total Groups	Female	Male	Total Beneficiaries
1	Ainaro	173	1089	1717	2806
2	Bobonaro	87	462	490	952
3	Covalima	30	178	247	425
4	Ermera	35	272	542	814
5	Lautem	56	113	158	271
6	Liquica	55	330	496	826
7	RAEOA	110	1277	1902	3179
TOTAL		**546**	**3721**	**5552**	**9273**

33. Training on Nutrition: The training was delivered through interactive workshops that focused on three essential categories of nutritious foods: Body-building foods (proteins), Energy-giving foods (carbohydrates and healthy fats) and Protective foods (vitamins and minerals). In addition, participants received practical guidance on meal planning and preparation, appropriate portion sizes and utilization of locally available ingredients to promote dietary diversity and improve household food security. The details of group members trained on nutrition are mentioned in Table 5 below:

Table 6: Training on Nutrition Conducted during March-June 2025					
S. No	Municipality	Total Groups	Female	Male	Total Beneficiaries
1	Ainaro	173	1098	1714	2812
2	Bobonaro	87	465	492	957
3	Covalima	30	178	247	425
4	Ermera	35	259	553	812
5	Lautem	56	113	158	271

6	Liquica	55	330	496	826
7	RAEOA	110	1272	1908	3180
TOTAL		**546**	**3715**	**5568**	**9283**

34. Training on climate-resilient and sustainable agricultural practices: The training ensured practical reinforcement of key techniques such as:
    a. Sustainable Agriculture Land Techniques (SALT) to prevent soil erosion and restore fertility on sloped lands.
    b. Tree nursery management and grafting methods to support agroforestry and orchard development.
    c. Drip irrigation and plastic tunnel techniques to optimize water use and improve year-round vegetable production.
    d. Integrated cropping systems to promote crop diversity and improve soil health.

A total of 10,386 group members were trained which included 3983 women and 6403 men.



Figure 4: Members of Farmer Groups attended training on agriculture, terracing, horticulture and livestock facilitated by SAPIP and MALFF



Figure 5: Members of Farmer Groups attended training on five topics including machinery and mechanisation delivered through three agencies (FUNDEF, BDS Smart and Millennium Green)

Component 3

35. SAPIP introduced a small grants mechanism to support farmer-led adoption of improved agricultural practices and technologies. These grants enabled groups to co-finance investments in land preparation, soil fertility management, climate-resilient cropping systems, and post-harvest improvements. Emphasis was placed on participatory group proposals, local leadership, and knowledge sharing within communities. The grants were complemented by ongoing technical support and monitoring from municipal teams and implementing partners. This component aimed to translate training and planning into action on the ground, strengthening food security, building household resilience, and contributing to reduced land degradation across SAPIP/MALFF's watersheds.
36. Key achievements under this component include:
    1. 58% of farmers supported under the project report adoption of improved land management practices.
    2. Almost all female farmers supported under the project report adoption of improved land management practices.
37. The table 6 below provides a breakdown of small grants awarded across the seven Municipalities and the activities supported:

Table 7: Small Grants Implementation Types of activities supported across various Municipalities						
S. No.	Municipality	Food Crops	Horticulture	Livestock	Aquaculture	Industrial Plants and Fruits
1	Lautem	4	9	6	15	59
2	Oe-Cusse	18	0	73	0	110
3	Bobonaro	0	2	23	3	89
4	Ermera	0	7	27	2	24
5	Liquica	6	6	47	1	36
6	Ainaro	0	27	133	13	175
7	Covalima	16	3	13	0	13
	TOTAL	**44**	**54**	**322**	**34**	**506**

38. In addition to the above, 82 additional proposals were funded to support machinery across the seven Municipalities and another 154 proposals were funded to support industrial plants and fruticulture in the Municipalities of Lautem, Ermera and Ainaro.

39. A total of USD 7.684 million was awarded to farmer groups as small grants. As much as 52% of this support went towards groups focusing on industrial plants and fruticulture. Other significant activities taken up through small grants were livestock (21%) and machinery (20%). The small grants funding breakdown across different activities is shown in the pie-chart below:

Figure 6: Small Grant Funding across different activities (in USD)

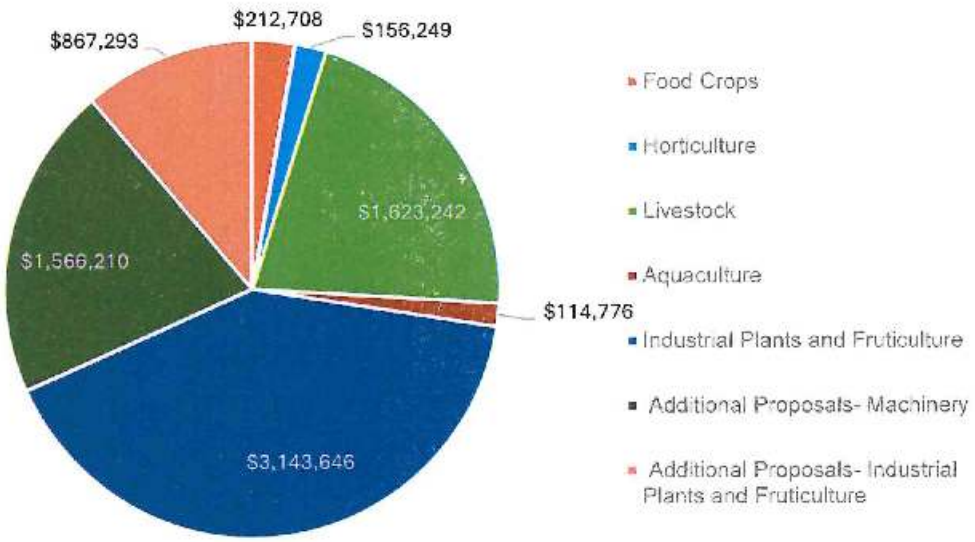




Figure 7: Support for Farmer groups to procure machinery and post-harvest technology equipment, under Component 3



Figure 8: Various activities taken up by farmer groups with support of small grants (Rice, Horticulture, Livestock, Vanilla production)



Figure 9: Vice Prime Minister, Minister Coordinator for Social Affairs and Minister of Rural Development and Community Housing, Minister of Agriculture, Livestock, Fisheries and Forestry, President of Commission D of the National Parliament of Timor-Leste, Local leaders, farmer groups participated in rice planting ceremony in Bobonaro and Lautem



Figure 10: Prime Minister, Minister of Agriculture, Livestock, Fisheries and Forestry, President of Commission E of the National Parliament of Timor-Leste, Local leaders, farmer groups participated in rice planting ceremony in Bobonaro, Covalima and Oecusse

Component 4

40. Under this component, SAPIP/MALFF invested in the capacity of MALFF and the TLARDI to deliver more effective, evidence-based, and responsible agricultural services. Support

included infrastructure rehabilitation including provision of laptop, printers and tractors at research centers in Darasula, Loes, and Betano; the development of TLARDI's statute and strategic framework; and efforts to improve coordination between national and municipal agriculture services.

41. SAPIP/MALFF also supported the roll-out of safeguards training and grievance redress mechanisms, expanded monitoring and evaluation tools (e.g., using Kobo Toolbox), and worked to strengthen the Ministry's planning and service delivery systems.
42. Key achievements under this component include:
    1. Project supported the updation of the national strategy for the government extension services to reflect extension needs assessment.
    2. Development and operationalisation of the M&E system of MALFF. This system is designed to strengthen MALFF's capacity for data management, resource allocation, and utilization by supporting more effective planning, coordination, and budgeting aligned with the Ministry's strategic objectives.
    3. Funding for 15 research proposals was approved, with an overall budget of USD 65,288.50



Figure 11: SAPIP supported infrastructure equipment for MALFF; and installation of critical IT infrastructure to support M&E system, under Component 4



Figure 12: The Minister of Agriculture, Livestock, Fisheries and Forestry, together with the Secretary of State for Forests and the Director General of Forests, distributed motorcycles and radios to forest guards. In addition, SAPIP also provided motorcycles for veterinary staff and extension officers.

Best Practice: SAPIP's support to transform MALFF's M&E system
Context:
Despite significant progress achieved since Timor-Leste's independence, the country continued to face significant human resource capacity constraints and a recognized need for a decentralized approach across all government institutions, including the MAF. The latter requires accurate information on its activities and evidence-based analysis of its performance and the outcomes of the programmes it oversees. To address these challenges, the Government of Timor-Leste sought assistance from the Food and Agriculture Organization of the United Nations (FAO) to develop an evidence-based Monitoring and Evaluation (M&E) System as a sub-component of the SAPIP.
SAPIP's support:
SAPIP sought FAO's expertise to develop a comprehensive Management Information System (MIS), incorporating three modules: a. Module 1, supporting the planning and budgeting of activities within the MAF, ensuring that resources are allocated efficiently; b. Module 2, facilitating timely monitoring and data collection, allowing for real-time adjustments and improvements; and

c. Module 3, providing dashboards with analytics and visualizations to track progress against key performance indicators.

The MIS was formalized through Standard Operating Procedures for the M&E plan and the Annual Action Plan and budget preparation in 2023, establishing its use across all Directorates National and Directorates General within the MAF.

Key Activities Conducted:

- Conducted a comprehensive M&E capacity assessment of the MAF via focus group discussions and key informant interviews.
- Developed and implemented a survey, involving over 300 extension workers across 13 municipalities, to introduce the concept of MAF M&E System, MobileApp and dashboard, and to gather participant feedback.
- Conducted African Swine Fever (ASF) rapid data collection to support the ASF outbreak response, with results shared with various stakeholders including the Timor-Leste ASF task force, FAO Regional Office, FAO Indonesia, the European Union and Australian researchers.
- Supported the design of an IT-supported questionnaire and dashboard, providing data collection training and tracking the progress of the vaccination campaign for the Directorate National of Veterinary during the chicken vaccination campaign.
- Developed a comprehensive IT supported MIS for the MAF, encompassing not only the M&E System but also other critical functions, such as planning and costing of the activities in the mid-term perspective.
- Developed and implemented a comprehensive Capacity Development Programme focusing on M&E, IT and Excel skills, and on-the-job experiences, along with support in policy and regulatory navigation, leadership development and knowledge sharing to successfully implement the MIS.

Impact:

The project represented a significant innovation in Timor-Leste, providing the MALFF with cutting-edge tools and capabilities for sustainable agricultural development. The project's innovative approach to capacity development and M&E System implementation substantially enhanced the sustainability of project outcomes and contributed to the institutional strengthening of the MALFF.



Figure 13: SAPIP supported training on soil analysis, plant breeding technology and post-harvest technology in Indonesia, as part of TLARDI activity

Component 5

43. Under Component 5, all the proposals received for small grants were screened for social and environmental risks. The screening of proposals formed a crucial environmental and social measurement process aimed at preventing and minimizing environmental and social risks and impacts associated with project implementation activities on the ground.

44. The Grievance Redress Mechanism (GRM) was conceptualized to be an integral element of project management designed to collect feedback from beneficiaries and address complaints related to project activities implementation and performance. The objective of Grievance Redress Mechanism (GRM) training was to enhance the capacity and knowledge of farmer group members, community leaders, and other potential individuals at the community level in grievance procedures. This includes understanding how disaffected persons can submit their feedback, queries, or complaints, how to validate the queries, feedback, or complaints, and how to resolve the issues addressed through Grievance Focal Points and reporting.

45. Overall, the SAPIP team trained 368 farmers' groups with a total of 9,510 farmer groups members (Female 5,920 and Male 3,590), as detailed in the table below:

46.

Table 8: Trainings on Grievance Redress Mechanism (GRM)

No	Municipality	Target FGs	# of FGs trained	Member of Farmer groups participated in the GRM training		
				Male	Female	Total
1	Bobonaro	89	0	0	0	0
2	Ermera	36	19	360	158	518
3	Liquica	55	55	1060	562	1622

4	Covalima	26	26	300	179	479
5	Ainaro	175	99	1504	931	2435
6	Oecusse	110	110	1939	1323	3262
7	Lautem	59	59	812	454	1266
TOTAL		550	368	5975	3607	9582

Achievement of Project Development Objectives (PDO)

47. SAPIP was designed with four core Project Development Objectives (PDO) indicators, each aligned with the overarching goal of improving agricultural productivity and market engagement among smallholder farmers in Timor-Leste. These indicators served as key benchmarks for measuring the project's effectiveness, tracking progress from baseline to midline and ultimately to endline.

PDO Indicator 1: Increase in farm productivity (yield per hectare) for direct beneficiary households by at least 20 percent for major crops

48. The updated productivity and sales data reinforce the strong impact of SAPIP in driving efficiency, production, and commercialization of both staple and horticultural crops. While paddy production gains are widespread, maize presents a mixed picture—improved yields despite shrinking land use, and treatment groups underperforming in volume compared to controls. Horticulture, on the other hand, shows a strong endline surge, indicating success in market-linked vegetable production
49. The following table captures the improvements in productivity of major crops:

Table 9: Productivity Enhancement under SAPIP

	Before SAPIP	At end of SAPIP	Percentage Change
Paddy	1.85 tons/ha	2.6 tons/ha	+73%
Maize	0.6 tons/ha	0.8 tons/ha	+17%
AVERAGE TOTAL	1.22 tons/ha	1.67 tons/ha	+45%

50. As per the endline assessment, the combined productivity for paddy and maize increased by 45%, which has substantially exceeded the SAPIP endline target of 20% improvement.
51. The same endline assessment suggests that land area under paddy cultivation per farmer decreased from 3.73 ha to 3.58 ha, and the land under maize cultivation declined slightly from 2.40 ha per farmer to 2.33 ha per farmer.

52. The productivity gains are attributed to:
    a. Use of organic compost and improved planting techniques
    b. Planting rotation systems
    c. Access to multifunctional planting and cutting machinery
    d. Modernized irrigation and soil preservation techniques (e.g., tree planting to prevent erosion)

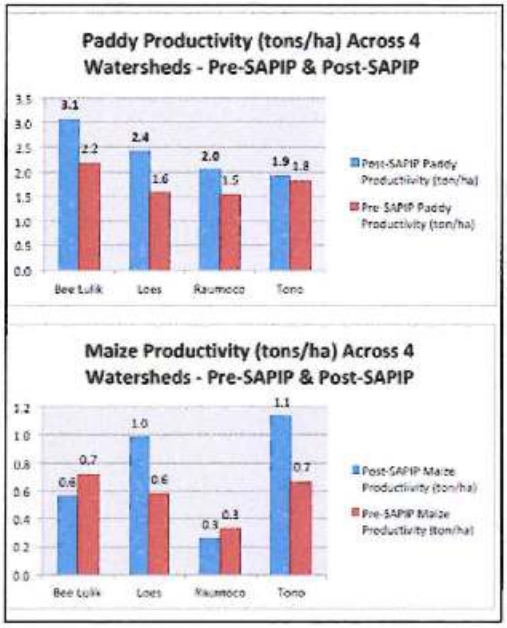


Figure 14: improvement in productivity across the four watersheds



Figure 15: Farm Mechanisation supported under SAPIP in Ainaro district

PDO Indicator 2: Share of production that is lost post-harvest will have been reduced by at least 20 percent for major crops

53. SAPIP interventions have significantly reduced post-harvest losses for both paddy and maize across target municipalities. The key informant interviews conducted under the endline assessment indicate that farmers now combine traditional storage and handling methods (e.g., rice bags, metal drums) with modern technologies such as tarpaulins, silos, and threshing machines. These approaches have enhanced grain preservation by limiting exposure to pests and environmental damage.

Table 10: Reduction in post-harvest losses under SAPIP		
	Before SAPIP	At end of SAPIP
Paddy	25%	5%
Maize	22%	10%
AVERAGE TOTAL	24%	7%

54. The endline assessment data supports this improvement. SAPIP interventions reduced post-harvest losses of paddy from 25% (baseline) to 5% (endline), with maize losses decreasing from 22% to 10%. The overall reduction of loses for both paddy and maize stood at 7%, much better compared to the endline target for the project.
55. Overall, there was a strong positive impact of the SAPIP interventions in mitigating post-harvest losses for paddy and maize. The consistent reduction in losses across all four watersheds provides strong evidence that the SAPIP program's interventions were effective in mitigating post-harvest losses for both crops.



Figure 16: Rice harvest machines empowering farmers for higher yields, in Village Raemia, Covalima under Bee-lulik watershed

PDO Indicator 3: Share of total production sold on the market will have increased by at least 20 percent

56. The endline assessment suggests that market access has improved notably for SAPIP supported farmers, with buyers like *Centro Logistico Nasional* (CLN) and the school feeding program expressing interest in purchasing local rice. CLN offered two pricing schemes, $0.55/kg (farmer-delivered) and $0.49/kg (CLN collection). The school feeding

initiative allocated US$1.6 million for local rice procurement. These engagements represent crucial steps toward building a more stable, diversified market for farmers.

57. Despite these efforts, endline sales of rice and maize were lower than anticipated largely due to the timing of the endline assessment, when crops were not yet harvested or sold. Compared to the baseline figure of 8.8%, paddy sales ratio grew to 24% at endline.
58. By contrast, vegetables and livestock saw strong gains. While vegetables market ration increased from 73.8% to 83.9%; livestock market ratio improved from 19.4% to 41%. Across all products, there was a 15% increase in market sales ratio from baseline to endline. Despite this performance, the project could not achieve the 20% end target for PDO 3.
59. Several factors that might have contributed to the low production sales and these include:
    a. Lack of price stabilization mechanism that prevent farmer group to sell at lower price.
    b. Rural farmers receive lower price due to high transportation costs and the middlemen markups.
    c. Limited training on market linkage and more than 70% of households could not access to market.
    d. Over 60% of rice consumed is imported, suppressing demand for local paddy, and cheaper imported maize discourage local maize sales beyond subsistence levels.
    e. Extension officers lack expertise in agribusiness and market analysis, focusing mainly on crop yields.
    f. Lack of real-time price tracking system in place for farmers in rural watersheds and relying only on word-of-mouth from traders, leading to misinformation.

The detailed results framework with details of PDO indicators and other intermediate result indicators can be seen at Annex-2.

Efficiency

60. At appraisal stage, the economic internal rate of return (ERR) for the whole project, when benefits to the direct beneficiaries and associated investment costs are accounted for, is estimated at 13.0 percent with the economic net present value at US$9.5 million and a benefit to cost ratio of 4.0.

Other Outcomes and Impacts

61. Adoption of improved land management practices (LMP) increased significantly in the treatment group. As per the endline assessment, among 522 farmers surveyed, 310 adopted hand tractors (nearly 50%), while 131 and 107 adopted composting and liquid fertilizer, respectively. Adoption of Sloping Agricultural Land Technology (SALT) reached 64 farmers, and land weeding equipment was adopted by 43. Tunnel and greenhouse adoption remained low at 13 farmers.
62. A total of 708 adoptions were recorded across five technologies. Milling machines were the most adopted (65%), followed by threshing machines (43%). Coffee miiling, coconut pressure, and pellet machines were adopted by 14%, 9%, and 4% farmers, respectively. Female technology adoption followed similar trends, with 47% using milling and 29% threshing machines.
63. The high uptake of milling and threshing machines indicate that post-harvest processing for staple crops such as rice and maize is a clear priority for farmer groups. Their widespread use highlights both the relevance of these technologies and SAPIP's success in improving access and providing training.
64. The data clearly illustrates that SAPIP's introduction of agricultural technologies has had a substantial impact on post-harvest processing capacity among participating farmer

groups. The strong preference for staple crop processing equipment, particularly milling and threshing machines, underscores the importance of aligning technology support with farmer priorities.

65. Significant progress has been made in establishing M&E systems within MALFF, though operationalization remains ongoing. FAO was contracted to support system development, with further funding requested to complete activities.

Sustainability

66. SAPIP mobilised and leveraged government staff on the ground to implement and monitor its activities. This approach not only enhanced the capacities of local government personnel, such as extension workers and forest guards at the suku level, but also strengthened the sustainability of the project's interventions. Throughout implementation, SAPIP invested significantly in building the skills of 13 suku-level extension officers and provided them with motorbikes to support their mobility. As a result, even after the programme concludes, these extension workers and forest guards will be better equipped to continue their activities effectively.

67. The development of municipality-level Watershed Management Plans under the project has been a key activity that will continue to guide and inform sustainable agricultural practices in these areas. These plans will also serve as valuable resources for future agricultural projects in the region.

68. Furthermore, activities such as strengthening the knowledge and skills of target communities, establishing forward linkages with buyers and supermarkets, and setting up group-level maintenance funds for operation and maintenance of equipment will further enhance the sustainability of project interventions.

Challenges Faced during Implementation

69. The project was affected by COVID-19 disruptions and limited implementation capacities, resulting in two extensions. Frequent government changes and three changes in Project Directors caused delays, as orientation and approvals had to be repeated.
70. High turnover among project staff led to implementation delays and loss of continuity.
71. Variation in group capacities meant some communities required intensive support to implement activities effectively.
72. Planned institutional strengthening activities, such as the establishment of the National Watershed Management Council and agricultural research initiatives, could not be completed due to political changes and shifting government priorities. Although the project facilitated the establishment of TLARDI by developing its statute and organic law, these have yet to be approved by MALFF, putting the sustainability of this initiative at risk.

Lessons Learned and Recommendations

73. SAPIP has made measurable progress toward its development objectives, particularly in promoting improved land management, reducing post-harvest losses, and enhancing market access for vegetables and livestock. However, continued support is needed to sustain these gains, especially through targeted technical follow-up, institutional capacity building, and gender-inclusive programming.
74. Farmer groups have expressed strong interest in the project's continuation, recognizing its tangible benefits to their livelihoods. The government also acknowledges SAPIP's significant contributions and sees clear merit in expanding its approach to other

Municipalities. Expanding successful practices to other underserved areas and investing in infrastructure and market linkages will be crucial to ensuring long-term impact.

75. Some of the lessons learned are listed below:
    a. Continued support from the government is very key, so that the project can comprehensively achieve the intended objectives. The project has provided key learnings with respect to farm mechanization techniques, and it would be key to continue with such approaches to further improve productivity and improve incomes of the target communities.
    b. The project's strategy of strengthening existing systems has proven effective and should be continued. Watershed plans were developed at the watershed level (covering four watersheds), while Sustainable Community Agricultural Development Plans were prepared at the suku level, typically for a five-year period. The development of suku plans was supported by the agriculture municipality in close consultation with the target communities, which is why different sukus adopted varying agricultural activities and trades based on their specific needs and priorities.
    c. It is important to continue investing in agriculture, as there is a significant amount of abandoned land with untapped potential. Although land is available, it remains unused mainly due to the lack of appropriate technologies to make it productive. It is also equally important to continue engagement with farmer groups to provide handholding support and invest in their capacity building.
    d. To further improve adoption rates for more specialized equipment, SAPIP and its partners must consider enhanced awareness-raising, demonstration activities, and tailored support for groups engaged in value chains such as coffee and livestock feed production.
    e. The project has made an important contribution to improving the data management systems of MALFF and it would be necessary to build the capacities of the functionaries at district and lower levels on using this system to guide decision making at various levels.
    f. The strategy of closely engaging with target communities and providing support throughout every stage of implementation has delivered promising results under SAPIP. Such community engagement is a critical success factor for any development intervention.

Annex 1: Draft Inception Report and Interview Tool

1. Introduction

This inception report outlines the approach, scope, and timeline for preparing the Implementation Completion Report (ICR) for the Sustainable Agriculture Productivity Improvement Project (SAPIP). The ICR will assess project achievements, draw lessons learned, and provide recommendations to inform future agricultural development programming in Timor-Leste.

2. Purpose of the ICR

The ICR will serve as the primary self-evaluation tool for the SAPIP project to assess the relevance, efficacy, efficiency, sustainability, and institutional development impacts of SAPIP, and will be a key input to the World Bank's ICR for SAPIP. It will also provide key learnings for the Government of Timor-Leste, the World Bank, and other stakeholders.

3. Objectives

- Evaluate the extent to which SAPIP achieved its development objectives.
- Assess the project's design, implementation, and results.
- Identify key lessons learned to inform the design and implementation of future agricultural and food security projects in Timor-Leste.

4. Project Background

SAPIP is implemented by the Ministry of Agriculture, Livestock, Fisheries and Forestry (MALFF) with US$21 million financing from the Global Agriculture and Food Security Program (GAFSP). Approved in 2016, the project aims to improve incomes, food security and nutrition by increasing smallholder agricultural productivity and marketed production in selected watersheds (Raumoco, Belulik, Loes, and Tono). Its design included integrated watershed management, institutional strengthening of MALFF, and promotion of nutrition-sensitive, climate-smart agriculture to improve food security and livelihoods of approximately 16,500 households (around 85,000 people).

It also empowers farmers and links them to markets, strengthening adaptive research and extension institutions, reducing risk and vulnerability, improving rural non-farm livelihoods, and strategically deploying technical assistance. Further, the project supports municipal and watershed agriculture development planning, farm development initiatives, small-scale infrastructure and farm equipment, and the Ministry of Agriculture's planning, financing, monitoring, and coordination functions.

SAPIP is being implemented by the MALFF through a Project Management Unit (PMU) located in Dili and seven Project Implementation Units (PIUs) located at each targeted municipality.

The project supports four watersheds including Raumoco, Tono, Bee-lulik and Loes. These four watersheds cover six municipalities and one special region, including Lautem municipality (Raumoco watershed); Special Region of Oecusse (Tono watershed); Ainaro and Covalima municipalities (Bee-Lulik watershed); and Liquica, Bobonaro and Ermera municipalities (Loes watershed).

5. Scope of the ICR

The ICR will cover:

- **Relevance** of project objectives and design.
- **Efficacy** in achieving intended outcomes.
- **Efficiency** of implementation and resource use.
- **Other Outcomes and Impacts**
- **Sustainability** of results achieved.
- **Lessons learned** for future interventions.

6. Methodology and Approach

- **Document review**: Project Appraisal Document, Implementation Status and Results Reports, M&E data, financial records, and mission reports.
- **Stakeholder interviews**: MALFF SAPIP project staff, community representatives, implementing partners.
- **Analysis framework**: aligned with guidelines, focusing on results chain, and sustainability.

7. Proposed ICR Table of Contents

a. Introduction
b. Project Background and Context
c. Project Development Objectives and Design
d. Achievement of Objectives (Efficacy)
e. Sustainability
f. Lessons Learned
g. Annexes (Data tables, stakeholder consultations, financial summary)

8. Work Plan and Timeline

Activity	Timeline
• Desk review of project documents • Preparation of inception report along with interview tools	14th July, 2025
• Stakeholder consultations	18th July, 2025
• Drafting of ICR	24th July, 2025
• Submission of draft ICR to SAPIP, MALFF	25th July, 2025
• Incorporation of feedback and finalisation	31st July, 2025

9. Team Composition and Responsibilities

- **ICR Lead Author**: Overall report preparation, results assessment and analysis will be led by Mr. Ankur Aggarwal, consultant onboarded by SAPIP MALFF for this assignment.
- Necessary support will be provided by the SAPIP team to organise stakeholder consultations and sharing relevant documents and data for the analysis.

10. Data Requirements and Support Needed

- Final M&E dataset and progress reports
- Financial disbursement records
- List of key project stakeholders and contacts for interviews

11. Potential Risks and Mitigation Measures

Risk	Mitigation Measures
Limited availability of key stakeholders for interviews	Schedule early and confirm availability through SAPIP MALFF focal points
Time constraints for report finalisation	Strict adherence to work plan milestones
Gaps in final M&E data	Triangulate with field visits and community consultations

Proposed Interview Tool to be used with SAPIP project team members

The tool has been developed and translated into Tetun to ease the process of data gathering from project team members. The same can be seen at https://forms.gle/rHCw4cYEpsUdiM14A

The following team members will be interviewed:

1. Project Manager
2. Agribusiness Specialist
3. Team Leads: Small grants officer, Safeguards officer, Procurement officer
4. District Project Officers: for all 7 Municipalities

Stakeholder Consultation Tool: Development of Implementation Completion report for SAPIP

(Konsulta Parte Interesada: Dezenvolvimento Relatorio Kompletasaun Implementasaun ba Projetu SAPIP)

Instrumentu intervista ba konsultasaun ho membro Projetu SAPIP

1. What were the main achievements of SAPIP in your view?

(Saida maka atinjimentu prinsipal projetu SAPIP husi ita nia hare?)

2. Which components or activities worked well, and why?

(Komponente ka atividade sira ne'ebé maka Lao ho di'ak, no tanbasá?)

3. What challenges did you face during implementation, and how were they addressed?

(Dezafiu saida maka ita-boot hasoru durante implementasaun, no oinsá dezafiu sira ne'e rezolve?)

4. Were there any activities that could not be completed as planned? Please explain.

(Iha atividade ruma ne'ebé labele kompleta tuir planu? Favor ida esplika.)

5. How effective was the coordination with other ministries, local authorities, and development partners?

(Oinsá koordenasaun nebe mak efetivu ho ministériu sira seluk, autoridade lokál sira, no parseiru dezenvolvimentu sira?)

6. How has SAPIP contributed to institutional capacity within MAF?

(Oinsá SAPIP kontribui ona ba kapasidade institusionál iha MAF nia laran?)

7. What measures are in place to sustain the results achieved after project closure?

(Medida saida maka iha atu sustenta rezultadu sira ne'ebé hetan hafoin taka projetu?)

8. What are the key lessons learned from SAPIP implementation for future projects?

(Saida maka lisaun xave sira ne'ebé aprende hosi implementasaun SAPIP ba projetu sira iha futuru?)

Consent: I provide consent for using my responses for the SAPIP ICR evaluation

(Ha'u fó konsentimentu ba ha'u nia resposta sira ne'ebé uza ba preparasaun Relatóriu Kompletasaun Implementasaun SAPIP nian.)

Annex 2: SAPIP Results Framework

Result Framework and Monitoring									
Project Development Objective Indicators									
Indicator Name	Cumulative Target Value							End target VS Actual	
	Baseline	YR1 (2019)	YR2 (2020)	YR3 (2021)	YR4 (2022)	YR5 (2023)	YR6 (2024)	End target	Actual
Percentage Increase in productivity (percentage)	1.85 tons/ha							20%	**45%**
Share of production that is lost post-harvest (Percentage)	25%							10%	**7%**
Share of total production sold on market (percentage)	36.80%							20%	**15%**
Intermediate Result Indicator as of July 2025									
Component 1									
1. Indirect project beneficiaries (Number) - (Core) - Disaggregated by male and female-headed households		0	0	0	70 121	0	0	85 000	**70 121**
2. Female beneficiaries (Percentage - Sub-Type: Supplemental) - (Core)		0%	0%	0%	0%	37%	0%	30%	**37%**
3. Direct project beneficiaries (Number) - (Core) - Disaggregated by male and female-headed households		0	0	0	14 386	0	0	16 500	**14 386**

4. Watershed Management Councils established and operational (cumulative) (Number)		1	2	1	0	0	0	4	**4**
5. Watershed Agricultural Development Plans prepared and in use (cumulative), Number		1	2	1	0	0	0	4	**4**
6. Sustainable Community Agricultural Development Plans prepared and in use (cumulative) (Number)		4	9	31	0	0	0	40	**44**
7. Targeted clients who are members of an association - (percentage) -(Core)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	**0.0%**
8. Targeted clients who are members of an association - male (number) (Number - Sub-Type: Breakdown) - (Core)		0	0	0	0	0	0	11 550	**5 323**
Component 2									
9. Targeted clients who are members of an association – female (number) (Number - Sub-Type: Breakdown) - (Core)		0	0	5 323	0	0	0	4 950	**5 323**
10. Client days of training provided (number)		1 166	6 435	23 541	68 614	232 558	165 867	528 000	**498 181**
11. Client days of training provided - Female (number) (Number - Sub-Type: Breakdown) - (Core)		380	2 892	8 178	24 428	67 548	82 488	158 400	**185 914**

12. Client days of training to increase agriculture productivity;		853	4 708	17 224	50 202	170 152	58 564	396 000	**301 703**
13. Client days of training ii) post-harvest storage, transportation, and/or management practives;		267	1472	5385	15694	53194	34060	99 000	**110 072**
14. Client days of training on nutrition		10 056	4 330	0	0	0	18 630	33 000	**33 016**
Component 3									
15. Farmers adopting improved land management practices (number)		31	170	621	1 811	3 467	3 486	16 500	**9 586**
16. Female farmers adopting improved land management practices (Number)		11	61	224	653	1 443	3 340	4 950	**5 732**
17. Clients who have adopted an improved agriculture technology being promoted by the project (Number)		18	100	364	1 061	1 756	11 317	16 500	**14 616**
18. Female clients who have adopted an improved agriculture technology being promoted by the project (Number, custom Breakdown)		6	34	124	361	623	4092	4 950	**5 240**
Component 4									
19. National strategy for the government extension services is updated to reflect extension needs assessment (Yes/No)		No	No	No	Yes	Yes	Yes	Yes	Yes

20. M&E system of MAF is developed and functional (Yes/No)		No	No	No	In progress	In progress	In progress	Yes	In progress
Component 5									
21. Annual work plans and progress reports are prepared and submitted on six-monthly basis by the PMU (Yes/No)		Yes	Yes	Yes	Yes	Yes	In progress	Yes	In progress
22. The project monitoring and evaluation system is established and functioning (Yes/No)		No	No	No	No	No	No	Yes	No
23. Beneficiary assessments are conducted annually for participatory planning processes (Yes/No)		No	No	No	Yes	Yes	Yes	Yes	**Yes**
24. Grievances registered related to delivery of project benefits addressed (%) (Percentage) - (Core)		0%	6%	15%	21%	58%		80%	**100%**
25. Grievances related to delivery of project benefits that are addressed- (number) (Number - Sub-Type: Supplemental) - (Core)		0	3	7	10	28		30	**48**

Annex 3: Supporting Documents

Press Release

- https://www.worldbank.org/en/news/press-release/2016/11/16/rural-farming-families-to-benefit-from-new-agriculture-project

HAPAS-SAPIP YouTube Channel

- https://www.youtube.com/@hapas-sapip27

Annex 4: Success Stories

I. Success Story of a goat farmer in Usitacae, Oecusse

Arsenio Queno, a 34-year-old married man from Suco Ucitacae in RAEOA, Oecusse, lives with his wife and their two daughters and two sons. In 2019, he joined a farmer group under the Sustainable Agriculture Productivity Improvement Project (SAPIP) with the aim of improving his family's income. At the time, Mr. Arlindo was the head of the farmer group *Masin Taun*, which had 30 members—15 women and 15 men.

That year, Arsenio received a small grant of approximately USD 146.75 from SAPIP, which he used to purchase three goats (two females and one male). Within a few months, the female goats gave birth, and the herd began to grow. By 2023, he had a total of 31 goats. He then sold 7 male goats for about USD 81 each, earning a total of USD 570. From this amount, he saved USD 300 in the village treasury and used the rest to pay for his children's school fees and support his family's daily needs.



THE GOAT FARMER TAKES CARE OF HIS GOATS, SUPPORTED BY THE SAPIP PROJECT.

Arsenio expressed deep gratitude to the SAPIP project. He noted that during the colonial era and even until recently, goat farming was rare in his area—including in his own family. But now, goat farming has grown significantly in their community. "This is my success story. Thank you, SAPIP Project," he said proudly.

II. Success story of a Dragon Fruit farmer Group in Lautem Municipality

The *Moris Foun* group, established under the Sustainable Agriculture Productivity Improvement Project (SAPIP), consists of 15 members—9 women and 6 men. This farmer group is based in Serelau, Lautem Municipality, and is known for its dedication and hard work in farming. One of their key initiatives has been the cultivation of dragon fruit on a 0.25-hectare plot of land.

Due to their exemplary commitment, the SAPIP project conducted a survey in 2016 to identify potential areas for implementation within key watershed zones. Among the nine post-administrative areas in Lautem, Suco Serelau was selected as a target site based on its suitability for agriculture, particularly for growing dragon fruit.

In 2022, the SAPIP project provided the *Moris Foun* group with a grant of USD 4,000 to purchase dragon fruit seedlings and support the realization of their dream. With great enthusiasm and determination, the group began planting in the same year, aiming for a productive harvest in 2023.



THE FARMER GROUP *MORIS FOUN*, ENTHUSIASTICALLY PRODUCED DRAGON FRUIT AND SOLD IT IN THE LOCAL MARKET ACROSS LAUTEM MUNICIPALITY.

Their efforts paid off. In 2023, the group achieved their first successful harvest of 50 kilograms of dragon fruit. Sold at USD 5 per kilogram, they earned a total profit of USD 250. This income was partially saved in the village treasury to support future group activities. The remaining funds were used for farm maintenance and to help group members meet their daily needs.

The story of the *Moris Foun* group is a powerful reminder that with hard work and determination, any dream is achievable. Their journey reflects how community-based agriculture, when supported and well-planned, can lead to meaningful livelihood improvements.

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Annex 5: Video Documentation of SAPIP Human Interest Stories

As part of its knowledge sharing and communication efforts, the Sustainable Agriculture Productivity Improvement Project (SAPIP) has produced a series of four human interest videos showcasing the real-life impact of the project on rural communities in Timor-Leste. These videos capture personal stories of resilience, innovation, and transformation, highlighting how targeted support from SAPIP has improved livelihoods, strengthened food security, and built local capacity.

Each video focuses on a key agricultural subsector – **aquaculture, cattle, rice, and vegetables** – and features a farmer group who have achieved notable success through their participation in the project. The narratives provide a compelling account of the struggles faced by these communities before the intervention, including limited resources, low productivity, and lack of access to markets or modern farming techniques.

Through SAPIP's support – such as provision of quality inputs, technical training, infrastructure development, and market linkages – these groups have been able to enhance productivity, diversify income sources, and improve household nutrition. Individual members share their personal journeys, detailing the tangible changes in their lives, from better harvests and increased incomes to improved living conditions and access to education for their children.

Highlights from the Four Videos:

- **Aquaculture** – Story of Grupo Hari Futuru from Lautem Luro which was able to expand the fish production through SAPIP's support. The group was provided USD 3720 as small grants to expand the fish production by adopting improved pond management techniques, using high-quality fingerlings, and learning sustainable feeding practices. The initiative not only boosted their income but also increased the availability of affordable protein in the local diet.
- **Cattle** – Story of Grupo Lorobiduk-Covalima and Grupo Nunoboku-Ainaro, both of which took up cattle rearing. Through support from SAPIP, livestock keepers transitioned to improved breeds and better husbandry practices. With veterinary support and structured marketing channels, they achieved higher sales prices and group members used part of the incomes to support their children's education and build house for themselves.
- **Rice** – Story of Grupo HAE-OAN from Covalima, who were involved in rice farming. SAPIP provided this group of smallholder rice farmers with modern cultivation methods, including planters, harvesters and mechanized threshing. This led to significantly higher yields, better grain quality, and greater food security for farming households. The group members plan to ensure that the assets provided by SAPIP are maintained well.
- **Vegetables** – Story of Grupo Hametin Agrikultura from Ermera. The group took up production of mustard, lettuce, cotton, tomato and brinjal. With SAPIP's guidance on crop rotation, pest management, and marketing, they increased earnings while ensuring a steady supply of fresh produce for their families.

These videos not only serve as powerful advocacy tools, illustrating the human dimension of agricultural development, but also stand as a testament to the importance of community-led initiatives and sustained investment in rural livelihoods.

Annex 6: Photo Gallery







Figure 17: The Vice Prime Minister, the Minister of Agriculture, Livestock, Fisheries and Forestry, the Secretary of State for Forestry, the U.S. Ambassador, the Ambassador of Japan, representatives of other embassies, relevant stakeholders, local leaders, and representatives of farmer groups participated in the opening of the SAPIP Project Closing Workshop and Exhibition



Figure 18: The Vice Prime Minister, the Minister of Agriculture, Livestock, Fisheries and Forestry, the Secretary of State for Forestry, the U.S. Ambassador, the Ambassador of Japan, representatives of other embassies, relevant stakeholders, and local leaders visited the exhibition of local products promoted by SAPIP farmer groups.



Figure 19: Supporting farmer groups to boost rice production and reduce reliance on imports



Figure 20: Supporting farmer groups to invest in industrial crops and fruit cultivation with the objective of increasing household income



Figure 21: Members of farmer groups attending training on land management practices



Figure 22: Members of farmer groups attending training on nutrition, post-harvest technology, and savings and loans



Figure 23: Members of Farmer groups attended training on basic knowledge on the machinery and its operation, maintenance of hand tractor, rice planting machine and combine harvester