

2024

KOICA



ANNUAL REPORT

YOUTH EMPLOYMENT AND ENTREPRENEURSHIP SKILLS PROJECT



YOUTH
BECOME
EMPLOYED



YOUTH AND
MIGRANT WORKERS
BECOME
ENTREPRENEURS



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ACRONYMS

GYBI	Generate Your Business Idea
HACT	Harmonized Approach of Cash Transfer
IADE	The Entrepreneurship Development Support Institute
INDMO	National Institute for Labor Force Development
IT	Information and Technology
IYB	Improve Your Business
KOICA	Korea International Cooperation Agency
MCI	Ministry of Commerce and Industry
MSMEs	Medium, Small and Micro Enterprises
NGO	Non-Governmental Organization
POPP	Programme and Operations Policies and Procedures
ROK	Republic of Korea
SEFOPE	Secretary of State for Vocational Training and Employment
SYB	Start Your Business
ToT	Training of Trainers
UNDP	United Nations Development Programme
UNSDCF/CPD	United Nations Sustainable Development Cooperation Framework/Country Programme Documents
YEES	Youth Employment and Entrepreneurship Skills
YIP	Youth Internship Programme

1. PROJECT SUMMARY

Project Title	Youth Employment and Entrepreneurship Skills (YEES) Project
Organization	- United Nations Development Programme (UNDP) Timor-Leste - Katyna Argueta (katyna.argueta@undp.org / +67077770876) - Adeline Carrier (adeline.carrier@undp.org / +67077729841)
Date of Submission	February 4 th , 2024
Target Country	Timor-Leste
Project Location	Dili, Baucau, Liquica, and Ermera
Beneficiaries	Direct: 24,442 youths (including 600 students and graduates from the Becora Technical High School) Indirect: family members of the 1,502 entrepreneurs and 510 youths who will be employed so it is 10,663 individuals given the average family size is 5.3 people
Project Period	July 2022 – December 2027 (66 months) (Start-up Date: July 22 nd , 2022)
Goal and Objectives	This project contributes to the United Nations Sustainable Development Cooperation Framework/Country Programme Documents (UNSDCF/CPD) outcome-1: "By 2025, institutions and people throughout Timor-Leste in all their diversity, especially women and youth, benefit from sustainable economic opportunities and decent work to reduce poverty". This project also contributes to Timor-Leste's National Employment Strategy (NES) 2017-2030 which aims to "generate productive employment opportunities for the Timorese population, reducing unemployment and transitioning to formal employment opportunities, as a central means of nation building and wealth creation".

Project Budget	• Total Cost: 8,120,946.67 USD (2022: USD 524,095, 2023: USD 2,159,124.10, 2024: USD 1,606,095.04, 2025: USD 1,297,749.97, 2026: USD 1,266,941.28, 2027: USD 1,266,941.28) - Budget from KOICA: USD 5,998,176.67 - Other Sources from the Ministry of Commerce and Industry of Timor-Leste: USD 1,632,770 - Other Sources from the UNDP: USD 490,000												
Plan for Monitoring and Evaluation	The project entails several risks in 2025 with mitigation plans as follows: <table border="1"> <thead> <tr> <th data-bbox="480 763 935 801">Expected risks</th><th data-bbox="935 763 1394 801">Countermeasures</th></tr> </thead> <tbody> <tr> <td data-bbox="480 801 935 1077">Coordination issues related to the pending project activities such as the government counterpart's limited engagement in the development of the soft skills module, establishment of the job portal website, and organization of the Career Fair.</td><td data-bbox="935 801 1394 1077">The project will implement the Grievance Redressal Mechanism (GRM) to improve coordination with partners.</td></tr> <tr> <td data-bbox="480 1077 935 1279">The Multiyear budget lacks funding for career counseling training and promoting job portal websites, despite their significant proportion of output.</td><td data-bbox="935 1077 1394 1279">The project will collaborate with project partners to discuss appropriate budget allocation for certain project activities including career counselling, and promotion of the job portal website.</td></tr> <tr> <td data-bbox="480 1279 935 1447">Delay of launching the Soft Loan scheme.</td><td data-bbox="935 1279 1394 1447">The project continues to provide technical support in relaunching the Soft Loan scheme to work on the project activity on soft loan promotion.</td></tr> <tr> <td data-bbox="480 1447 935 1592">The delay in training implementation because of the added post-incubation training activities (IYB).</td><td data-bbox="935 1447 1394 1592">To input additional post-incubation training, a realistic training timeline will be developed.</td></tr> <tr> <td data-bbox="480 1592 935 1995">The overlap of entrepreneurship training with the pre-boot camp and boot camp of the Business Innovation Challenge (BIC) activities.</td><td data-bbox="935 1592 1394 1995">To prevent overlap between "entrepreneurship training for the BIC participants" and "entrepreneurship training for Timorese youth by the hired Project Implementation Partner", the project will have the BIC participants attend the entrepreneurship training, provided by the Implementation Partner. This approach ensures that the training results will be</td></tr> </tbody> </table>	Expected risks	Countermeasures	Coordination issues related to the pending project activities such as the government counterpart's limited engagement in the development of the soft skills module, establishment of the job portal website, and organization of the Career Fair.	The project will implement the Grievance Redressal Mechanism (GRM) to improve coordination with partners.	The Multiyear budget lacks funding for career counseling training and promoting job portal websites, despite their significant proportion of output.	The project will collaborate with project partners to discuss appropriate budget allocation for certain project activities including career counselling, and promotion of the job portal website.	Delay of launching the Soft Loan scheme.	The project continues to provide technical support in relaunching the Soft Loan scheme to work on the project activity on soft loan promotion.	The delay in training implementation because of the added post-incubation training activities (IYB).	To input additional post-incubation training, a realistic training timeline will be developed.	The overlap of entrepreneurship training with the pre-boot camp and boot camp of the Business Innovation Challenge (BIC) activities.	To prevent overlap between "entrepreneurship training for the BIC participants" and "entrepreneurship training for Timorese youth by the hired Project Implementation Partner", the project will have the BIC participants attend the entrepreneurship training, provided by the Implementation Partner. This approach ensures that the training results will be
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		counted toward the overall project output, rather than being tracked separately.
	Lack of diversification of the business creation due to lack of tailored training on broadening the perspective on innovative business models.	To diversify the business models developed by youth entrepreneur beneficiaries, the project will try to input the training on introducing various business models.
	The prevent and avoid the expected risk, the project established the Monitoring and Evaluation plan of 2025, which includes survey, site visiting, focus group interview, case studies, spot checks, risk and needs assessment, regular audit, post workshop on evaluation of activities, pre-test & post-test to measure the achievement of training, etc. The Korea International Cooperation Agency (KOICA) has been included in the monitoring and evaluation based on the agreed communication with the KOICA country office. The project will submit annual and biannual reports as an evaluation mechanism to KOICA as well as provide a quarterly update through a meeting or a conference call.	
Changes of the plan	The changes to the original plan include: • Implementation of Midterm Review: Considering the timeline of the project, UNDP decided to conduct the midterm review in 2024, one year earlier than the original plan. Through this review, the project will provide suggestions of raising the impact of project for beneficiaries. It is expected that the report will be in January and the findings of reports will be shared at the ad-hoc Project Board Meeting in January 2025. • Budget: the 2024 budget was inputted as follows: - KOICA: USD 1,356,732.04 - Government via MCI: USD 199,363.00 - UNDP: USD 90,000 - Total budget: USD 1,606,095.04 The 2024 budget from KOICA was USD 1,356,732.04, higher than the multiyear plan of	

USD 1,147,121.90. This is to deliver higher output of project activities to meet the target number of project by spending remaining budget of 2022. The lower budget in 2022 was due to the late start of the project. In 2022, the project was effectively implemented for 3 months from October to December 2022 after the project kick-off in July 2022 and resource transfer from KOICA in September 2022 compared to the original plan of full-year implementation in 2022. Consequently, some balance from 2022 was carried over to 2024.

- Activities: The delay of the project implementation in 2023 affected the delivery of the activities in 2024. Several activities in 2023 had to be postponed to 2024 and 2025 as listed in the table below:

	Postponed to 2024	Postponed to 2025
Output 1	(Activity 1.1) Development of soft job skill training modules	(Activity 1.2.2) Refresher training to be provided to the master trainers of soft skill training every 2 years
	(Activity 1.2.1) TOT to produce trainers who will deliver the training at SEFOPE or accredited training centers or in the Youth Centers	
	(Activity 1.3) Training on soft job skills for youth	
Output 2	(Activity 2.3) Establishing partnership with job providers	
Output 3	(Activity 3.1.2.c) Incubation training: Providing Seed fund for the entrepreneurs after completing the Incubation (Start Your Business (SYB)) training	(Activity 3.1.3) Post-incubation training: Improve your Business (IYB) training
		(Activity 3.4) Empowering local bakery to improve children's nutrition

2. PERFORMANCE REVIEW

2.1 Monitoring and Evaluation Activities

- Output 1: Youth obtain skills, competencies, and knowledge to be employed

Activity	Record of M & E activities
1.1 Development of soft skills training modules	The project kept tracking the progress of soft skills module development by having regular meetings with the national expert who is in charge of developing the modules. Moreover, the project also hired a separate international expert to provide more robust quality assurance to the module. Upon the completion of the internal review, these experts worked with the National Institute for Labor Force Development (INDMO) to nationally certify the soft skills training modules. In mid-2024, the INDMO accredited the soft skills training module for trainers in English. Following up on this accreditation, the project had a validation session with stakeholders such as INDMO, MYSAC, and Youth Center. These multiple layers of quality assurance will ensure not only the quality of the modules but also the sustainable use of them by the government and relevant institutions.
1.2 Capacity building to become trainers	N/A
1.3 Training on soft skills	
1.4 Internships for youth to gain work experience	The M&E on the Youth Internship Programme was jointly implemented with the Secretary of State for Vocational Training and Employment (SEFOPE) in collaboration with the host institutions of the interns. The M&E activities included the mid-term evaluation and final evaluation of the internship. During these evaluations, the interns presented their progress and end reports. The feedback from host institutions was also collected to improve the implementation of the activity.

- Output 2: Service providers are available to deliver holistic support to enhance employability

Activity	Record of M&E activities
2.1 Information platforms connecting jobseekers to potential employers	The project had held joint technical meetings with SEFOPE, TIC-Timor, and the website developer, Dream71. The goal of these meetings was to discuss technical issues on the refurbishment of the new SIMU-Web. At these meetings, SEFOPE and TIC-Timor had opportunities to intervene in the decision-making on the direction of development of the SIMU-Web, as well as to technically understand the development progress in more detail. Besides, the project arranged an all-staff meeting of SEFOPE between Dream 71 and SEFOPE to be on the same page regarding the renewal of SIMU-Web. The Dream 71 made a presentation to explain the status of the development of the renewed SIMU-Web. Currently, the project is inputting the feedback of users on the renewed SIMU-Web through user acceptance test for employers and

	SEFOPE. the Dream71 will provide post-management guidance on the website for six months to ensure the handover of the maintenance work to the SEFOPE and TIC-Timor.
2.2 Strengthening local institutions to enhance job and career readiness	The Youth Social Entrepreneurship and Innovation Coordinator from the UNDP Regional Bureau in Bangkok provided quality assurance of the career counseling module. Moreover, the project also hired a professional translator to provide not only translation but also contextualization of the module to local trainers. To ensure quality assurance of the career development training, the project always secures ample time for Q&A to deliver the training clearly. The project also conducts the pre & post tests to measure the achievement of participants in the career development training. The M&E officer regularly participated in the training to ensure the implementation of these quality assurance activities.
2.3 Establishing partnerships with job providers	To hold the Career and Education Fair successfully, the project ensured the preparation of the event was arranged well between partners, SEFOPE, and the Municipal Authority of Ermera. During the event, the project distributed the Satisfaction surveys for exhibitors and visitors to measure the achievement of performance. Meanwhile, the project had reflection meetings with partners to find the points of improvement after the event.

- Output 3: Youth, including migrants/returnees, obtain skills, knowledge, and services to start or expand their business

Activity	Record of M&E activities
3.1 Implementation of entrepreneurship skills development	The project engaged responsible parties to deliver this activity, which are Entrepreneurship Development Support Institute (The Entrepreneurship Development Support Institute (IADE) – Government agency), Bridge International (Republic of Korea (RoK)-based international NGO), and Projetu HADALA (project funded by KOICA). The progress reports of each responsible party are assessed quarterly to ensure not only quality implementation but also financial execution. The project staff also conducted direct monitoring of the training activity. To ensure the effectiveness of the training delivery, the project conducts a satisfactory survey, pre-test & and post-test of training participants.
3.2 Support to existing small and micro-enterprises to apply for the soft loan	N/A
3.3 Provision of information on trainings, market demand and supply, input/resource availability, and value-chain analysis	The value chain analyst with the support from project personnel conducted site visits to 124 youth-led enterprises supported by UNDP to understand the status as well as to analyze the value chain of their businesses.
3.4 Empowering local bakery to improve children's nutrition	N/A

2.2 Overall Project Result

2.2.1. Overall Project Result by outcome level

- Outcome 1: Youth become employed

1.1 Number of young women and men becoming employed with YEES support

In 2024 alone, 24 (6 males; 18 females) secured jobs. Out of a total of 239 interns, 94 (35 males; 59 females) successfully secured employment with their host institutions and other employers until the end of 2024.

- Outcome 2: Young women and men become entrepreneurs

2.1 Number of young women and men becoming entrepreneurs with YEES support

In 2024, 122 (74 males; 48 females) youths became entrepreneurs with support from the YEES project.

In addition to completing the Pre-Incubation (Generate Your Business Idea, GYBI) and Incubation (Start Your Business, SYB) training, 90 youths (54 males; 36 females) demonstrated their business readiness for the real industry through multi-layered verification methods:

- i) successfully conducted Rapid Market Appraisal, a form of market survey;
 - ii) submitted tangible business plans;
 - iii) and passed the site visit evaluating the feasibility of business actualization through assessment of product prototypes and business sites.
- 11 youths (6 males; 5 females) who did not pass the site visit, but otherwise fulfilled all other requirements, were afterwards confirmed through a follow-up verification to have successfully launched businesses. The total was thus calculated as 101.

2.2 Number of new enterprises established or supported with YEES support

By May 2024, UNDP had distributed seed funding to 70 promising entrepreneurs (50 males; 20 females) who were selected from among the trainees who completed the SYB training. The seed fund totalled \$173,603.98 (\$173,277.50 excluding bank fee - \$123,525.00 to males; \$49,752.50 to females).

2.2.2. Overall Project Result by output level

- Output 1: Youth obtain skills, competencies, and knowledge to be employed

Activity	Overall result	Sub-outputs*
1.1 Development of soft skills training modules	UNDP developed the soft skills training module for trainers but is still working on the final stage of development of the module for youth.	• Training module developed for trainers (Tetun, English)

	i) For the soft skills module for trainers in English, UNDP received accreditation from the INDMO. And the INDMO is reviewing the module for trainer in Tetun. The validation session was held before releasing it to stakeholders. ii) The soft skills module for youth is developed by adapting the soft skills module for trainers. It will be translated into Tetun in the first quarter of 2025.	
1.2 Capacity building to become trainers	After completing the development of soft skills training modules, the project will recruit trainers to receive Training of Trainers (ToT) in coordination with the INDMO. After the INDMO validates the training venue, the project will begin Training of Trainers (ToT) for public officers from SEFOPE, Youth Centers, the Ministry of Youth, Sports, Arts, and Culture (MYSAC), or municipal authorities in Dili, Baucau, Ermera, and Liquica in Q1 of 2025.	N/A
1.3 Training on soft skills	Upon the completion of the ToT training, the soft skills training for youth will be implemented for the 6th batch of the Youth Internship Programme (YIP) in 2025.	
1.4 Internships for youth to gain work experience	In 2024, 9 new host institutions (3 private companies; 2 NGOs; 4 public institutions) participated out of the total 18 host institutions (7 private companies; 2 NGOs; 9 public institutions) in the 5th batch of the Youth Internship Program (YIP). As this indicator only pertains to the number of new host institutions, the performance figure was set as 9. In 2024, 68 interns (24 males; 44 females) from the 5th batch of the Youth Internship Programme (YIP) were placed in internships at host institutions from May 2024 to October 2024. And 64 interns (22 males; 42 females) from the 5th batch of the Youth Internship Programme (YIP) completed their internships.	• Internship plans • List of interns • List of host organizations • Internship progress reports • Mentoring & field visit reports • Satisfaction surveys

* The files of Sub-outputs will be shared through the USB

- Output 2: Service providers are available to deliver holistic support to enhance employability

Activity	Overall result	Sub-outputs*
2.1 Information platforms connecting jobseekers to potential employers	The demo version of the new job portal website, SIMU-Web, was launched on June 28, 2024. A user acceptance test is ongoing to identify and address errors and malfunctions reported by users. Following the completion of the test, the fully-	• Documentation related to information platform (User manual, IT manual)

	functioning version of the SIMU-Web will be launched.	
2.2 Strengthening local institutions to enhance job and career readiness	In 2024, UNDP provided Training of Trainers (ToT) to 28 officers (17 males; 11 females) from youth centers, SEFOPE, the YEES project, and other relevant government institutions.	• Career guidance manual (Handbook and Manual) • SEFOPE Organigram with departments responsible for career counseling & ToT participants • Training plans & reports • Satisfaction surveys (summary report)
	Meanwhile, 460 youths (194 males; 266 females) completed the career counseling training delivered by trained trainers and the YEES Project's Career Counselling Expert.	• List of youth participants (in lieu of Organigram) • Training plans & reports • Satisfaction surveys (summary report)
2.3 Establishing partnerships with job providers	In partnership with SEFOPE and the Ermera Municipal Authority, UNDP organized the Career and Education Fair on June 28 and 29, 2024, in Ermera. The fair attracted 851 visitors (439 males; 412 females), including students, recent graduates, and youth. At the fair, 32 exhibitors (12 private companies; 8 public institutions; 6 training centers; 4 scholarship providers; 2 NGOs) provided information on employment, education, and training.	• Job providers list (exhibitor list) & visitors list • Satisfaction surveys (exhibitors & visitors) • Media coverage • Photo reports

* The files of Sub-outputs will be shared through the USB

- Output 3: Youth, including migrants/returnees, obtain skills, knowledge, and services to start or expand their business

Activity	Overall result	Sub-outputs*
3.1 Implementation of entrepreneurship skills development	3.1.1-a. Pre-incubation (GYBI) training in Timor Leste. In collaboration with the IADE, out of 561 registered youths, 311 (187 males; 124 females) completed the GYBI Training including counseling for developing business ideas.	• Overall training report (includes description of recruitment and outreach activities; description of no. Applications submitted) • List of participants • Certificates for participants • Incubation, progress, event reports (pre- and post-tests)

		• Mentors & Consultants reports
	3.1.1-b. GYBI training in Republic of Korea (RoK) Out of 48 recruited migrant workers in RoK, 33 (33 males) completed the GYBI training with the support of the Bridge International in the ROK. Therefore, in total, 344 youths (220 males; 124 females) completed GYBI training in Timor-Leste and the ROK.	• Overall training report (narrative report) (includes Certificates for participants; Incubation, progress, event reports; description of Youth centers' outreach activities; description of no. Applications submitted) • List of participants • Mentors & Consultants reports
	3.1.2. Incubation (SYB) training Out of the 311 youth who completed GYBI training, 234 (139 males; 95 females) youths completed the Incubation (SYB) Training. The time gap of 3 months between the end of the GYBI training and the launch of the SYB training caused some trainees to drop out of the Entrepreneurship Skills Development training. Additionally, 142 youths (95 males; 47 females) from the 4th batch of the Business Innovation Challenge (BIC) also completed the SYB training. Therefore, in total, 376 (234 males; 142 females) completed the SYB training in 2024. The project sent the seed funding to IADE in December 2024. The IADE will distribute the seed funding to winners of business pitching after receiving the authorization of remittance from the Ministry of Finance in Q1 2025.	SYB-Entrepreneurship Skills Development Training • Overall training report (includes description of participant selection) • List of participants • Certificates for participants • Incubation, progress, and event reports (pre-and post-tests) • Mentors & Consultants reports
		SYB-Business Innovation Challenge (BIC) 4 • Overall training report (includes description of recruitment activities and no. Applications submitted for BIC 4 who serves as mentors & consulting report simultaneously) • List of participants • Certificates for participants • Incubation, progress, and event reports (pre-and post-tests)

		• Mentors & Consultants reports
	3.1.3. Vocational/technical skills training In collaboration with the Projetu HADALA, 99 Timorese youths (64 males; 35 females) completed vocational training in horticulture in 2024.	• Overall training report (includes description of no. people who gained vocational training certificates) • List of participants • Certificates for participants • Incubation, progress, event reports (pre- and post-tests) • Mentors & Consultants reports • Income generation survey of participants of 2023 vocational training (TBC)
	3.1.4. Improve Your Business (IYB) training The IYB training will be launched in 2025 to support seed funding awardees who are interested in improving their existing businesses.	N/A
3.2 Support to existing small and micro-enterprises to apply for the soft loan	The soft loan scheme was temporarily put on hold during the transition from the 8th constitutional government to the 9th constitutional government. The Ministry of Commerce and Industry is having numerous technical meetings with various government institutions to design a renewed decree of Soft Loan. Currently, administrative and legal documents for the new scheme are being processed. Upon its launch, UNDP will support the promotion of the soft loan scheme.	N/A
3.3 Provision of information on trainings, market demand and supply, input/resource availability, and value-chain analysis	The first Value Chain Analysis report was released in May 2024 on the 124 youth-led enterprises supported by UNDP. The report identified that their major bottlenecks are lack of business management skills, financial literacy, access to finance, etc.	• Value Chain Report
3.4 Empowering local bakery to improve children's nutrition	This activity will be delayed until 2026 and will be finalized after further discussion in the project board meeting later this year.	N/A

* The files of Sub-outputs will be shared through the USB

2.3 Performance during the target period (2024.01.01–2024.12.31)

2.3.1. Key Achievements (by outcome or output level)

2.3.1.1. Key Achievements by Outcome level

- Outcome 1: Youth become employed

Indicator	Key Achievements
1.1. Number of young women and men becoming employed with YEES support	24 youths (6 males; 18 females) secured jobs.

- Outcome 2: Young women and men become entrepreneurs

Indicator	Key Achievements
2.1 Number of young women and men becoming entrepreneurs with YEES support	122 (74 males; 48 females) youths became entrepreneurs with support from the YEES project.
2.2 Number of new enterprises established or supported with YEES support	70 promising entrepreneurs (50 males; 20 females) established enterprises with a seed fund totaling \$173,603.98

2.3.1.2. Output level

- Output 1: Youth obtain skills, competencies and knowledge to be employed

Indicator	Key Achievements
1.1 Development of soft skills training modules	The project completed the development of soft skills training module for trainers in English with receiving accreditation from the INDMO.
1.4.1: Number of internship hosting institutions (employers)	9 new host institutions (3 private companies; 2 NGOs; 4 public institutions) completed the hosting of the 5 th batch of YIP in 2024.
1.4.2: Number of young women and men who are placed in internships	68 interns (24 males; 44 females) from the 5th batch of the YIP were placed in internships.
1.4.3: Percentage of interns who complete their internship	64 interns (22 males; 42 females) from the 5th batch of the Youth Internship Programme (YIP) completed their internships.

- Output 2: Service providers are available to deliver holistic support to enhance employability

Indicator	Key Achievements
2.2.1: Number of trainers who is trained and actively provided job and career guidance services	UNDP provided Training of Trainers (ToT) to 28 officers (17 males; 11 females) from youth centers, SEFOPE, the YEES project, and other relevant government institutions.
2.2.2: Number of youth beneficiaries who received services to enhance job readiness	The career counseling training was delivered to 460 youths (194 males; 266 females) .
2.3.1 Establishing a	851 visitors (439 males; 412 females) visited the

partnership between job seekers and providers (Number of visitors registered for job fairs)	Career and Education fair in Ermera composed of 32 exhibitors (12 private companies; 8 public institutions; 6 vocational training centers; 4 scholarship providers; 2 NGOs) .
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- Output 3: Youth, including migrants/returnees, obtain skills, knowledge, and services to start or expand their business

Indicator	Key Achievements
3.1.1: Number of young men and women who completed GYBI training	344 youths (220 males; 124 females) completed GYBI training, with the details: • In Timor-Leste, 311 (187 males; 124 females) completed the GYBI training delivered by IADE. • In ROK, 33 (33 males) completed the GYBI training delivered by the Bridge International.
3.1.2: Number of young men and women who completed SYB training	In Timor-Leste, 376 (234 males; 142 females) completed the SYB training delivered by IADE.
3.1.3: Number of young men and women who got additional vocational trainings to start their business	99 Timorese youths (64 males; 35 females) completed the vocational training on Financial Literacy and Digital Finance delivered by TRM.
3.3.1 Number of studies on market supply and demands, input/resource availability, and value-chain analysis conducted	One Value Chain Analysis report was released in May 2024.

2.3.2. Challenges and Counterplans (by output or activity)

- Output 1: Youth obtain skills, competencies, and knowledge to be employed

Activity	Challenges and Counterplans
1.1 Development of soft skills training modules	The project aims to complete the development of the soft skills module by 2024. The major reason for the delay of the long process of accreditation of modules. The project found that the INDMO reviews not only the contents of training modules but also each and every terminology in the module is written according to their regulation. As the volume of the soft skill training module in English is more than 400 pages to address comprehensive soft skill topics, it took much time to get the perusal and accreditation from the INDMO. To address this challenge, the project hired a professional interpreter to interpret the soft skill training module in English into Tetun and submitted it to the INDMO to authorize the module. Besides, the project developed the soft skills training module for youth with the same unit of competencies as the soft skills training module for trainer to expedite the accreditation process.
1.2 Capacity building to become	To minimize further delay in delivering this activity, the project team and INDMO will deliver the ToT in Q1 2025 after the soft skills

trainers	modules are certified.
1.3 Training on soft skills	
1.4 Internships for youth to gain work experience	Due to the slow coordination from the government stakeholder, SEFOPE, the project succeeded in organizing only one batch of the YIP in 2024. To expedite the process, the project already executed some budget for the next batch to have more frequent engagement of youth participants.

- Output 2: Service providers are available to deliver holistic support to enhance employability

Activity	Challenges and Counterplans
2.1 Information platforms connecting jobseekers to potential employers	Due to the slow coordination from the government stakeholder, SEFOPE, it is taking a longer process to conduct the user acceptance test from stakeholders, especially from SEFOPE when it comes to placing feedback from SEFOPE into the renewed SIMU-Web. The project is planning to place the Grievance Redressal Mechanism (GRM) to improve coordination with partners.
2.2 Strengthening local institutions to enhance job and career readiness	Due to a lack of budget for career development training for youth, it has been difficult to achieve the target. The project will collaborate with project partners to discuss appropriate budget allocation for this activity.
2.3 Establishing partnerships with job providers	The project aimed to hold two career fairs in different municipalities in partnership with the SEFOPE. Though the career and education fair in Ermera was successful, there was slow coordination from SEFOPE to hold the career and education fairs in other municipalities. To explore the ways of improving the impact of the project and examine the effectiveness of partnership, the project conducted the Midterm-evaluation in 2024. Based on the result of the mid-term review, the project will seek a solution to achieve the target of this activity.

- Output 3: Youth, including migrants/returnees, obtain skills, knowledge, and services to start or expand their business

Activity	Challenges and Counterplans
3.1 Implementation of entrepreneurship skills development	3.1.1. Entrepreneurship training (GYBI and SYB) The project completed all entrepreneurship training courses in collaboration with the implementation partners. However, the only encountered challenge was slower authorization by the Ministry of Finance to disseminate seed funding for youth entrepreneurs who participated in entrepreneurship training in 2024. Upon the completion of authorization, the project will distribute the seed funding to winners in Q1 2025.
	3.1.3. Vocational/technical skills training Overall, the project and the TRM completed the vocational/technical skills training without major issues.
	3.1.4. IYP training This activity will be launched in 2025 to provide post-incubation

	training for entrepreneurs who will receive seed funding in 2024. To meet the target number of participants, the project will closely monitor the seed funding awardee and encourage them to participate in more advanced post-incubation training in 2025.
3.2 Support to existing small and micro-enterprises to apply for the soft loan	The soft loan scheme was temporarily put on hold during the transition from the 8th constitutional government to the 9th constitutional government. The Ministry of Commerce and Industry is having numerous technical meetings with various government institutions to design a renewed decree of soft loan. Currently, administrative and legal documents for the new scheme are being processed. The project continues to provide technical support in relaunching the Soft Loan scheme to work on the project activity on soft loan promotion. Upon its launch, UNDP will support the promotion of the soft loan scheme.
3.3 Provision of information on trainings, market demand and supply, input/resource availability, and value-chain analysis	To identify the in-depth bottlenecks of business management in local areas, the project conducted face-to-face focus group interviews with 124 youth-led enterprises supported by UNDP over different municipalities, which took a longer timeline to complete the value chain research. The follow-up value chain research will be conducted after receiving the recommendations from the Midterm Review to redesign the YEES project in order to improve the impact on beneficiaries.
3.4 Empowering local bakery to improve children's nutrition	This activity will be launched in 2026 and the project will conduct the preparatory work with relevant stakeholders in 2025.

2.4 Achievement(s) in Cross-Cutting Issues

- The project managed to mainstream gender by providing equal access for young men and women to the overall project activities. Under the output 1, around 65% of interns (24 males; 44 females) were females. And 75% of interns (6 males; 18 females) who successfully secured job offers with the YEES support were females.
In output 2, 39% of the trained career counselors (17 males; 11 females) were female government officials and 58% of Career Counselling trainees (194 males; 266 females) were females. 48% of female visitors (439 males; 412 females) attended the Career Fair.
In output 3, 36% of female youths (220 males; 124 females) completed the GYBI training, and 38% of female youths (234 males; 142 females) completed the SYB training. 35% of the vocational training participants (64 males; 35 females) were females.
- To increase the future percentage of female participation, the project will encourage more female youths to participate in activities with a lower participation rate of women and will conduct outreach activities to especially women in rural areas, young mothers, and youth with disability, who have limited access to employment and entrepreneurship training.

2.5 Communication and Partnership with KOICA

- KOICA is always informed and invited to all events of the project. Communication with KOICA is mainly maintained via email through KOICA's Deputy Country Director, or Program Manager. The schedule of the event that requires KOICA's attendance has always been consulted with KOICA to have a mutually agreed schedule. The major engagement is recorded in the below table.

Communication record with KOICA in 2024			
Type	Main Discussions	Date	Attendees
Monitoring Visit	Closing Ceremony of pre-incubation training for migrant workers in RoK	Feb 24th, 2024	Jieun Kim (Program Manager)
Monitoring Visit	Opening Ceremony of pre-incubation training for returned migrant workers from RoK and Australia	May 15th, 2024	Youn Hwa KANG (Country Director), Jieun Kim (Program Manager), and Jose Santos Silva (Program Manager)
Regular Meeting	Quarterly Meeting	May 24th, 2024	Jieun Kim (Program Manager), and Jiyeon Lee (Program Officer)
Monitoring Visit	Career and Education Fair in Ermera	June 28th, 2024	Jieun Kim (Program Manager), and Jose Santos Silva (Program Manager)
Monitoring Visit	Sharing lessons learned of Value Chain Analysis report at the Youth Business Forum	July 5th, 2024	Youn Hwa KANG (Country Director), Jieun Kim (Program Manager), and Jose Santos Silva (Program Manager)
Monitoring Meeting	Trilateral Meeting between UNDP-SEFOPE-KOICA	July 10th, 2024	Sunghwan JANG (Deputy Country Director), Jieun Kim (Program Manager), and Jose Santos Silva (Program Manager)
Monitoring Visit	Opening Ceremony of Youth Entrepreneurship Expo	December 4th, 2024	Youn Hwa KANG (Country Director), Sunghwan JANG (Deputy Country Director), Jose Santos Silva (Program Manager), Doyeon Jun (Program Coordinator), Jieun Kim (Consultant), and Taeyoon Moon (Intern)
Monitoring Visit	Seed Funding Awarding Ceremony	December 5th, 2024	Jose Santos Silva (Program Manager)
Monitoring Visit	i) Closing Ceremony of Youth Entrepreneurship Expo ii) Graduation Ceremony of Business Innovation Challenge	December 6th, 2024	Sunghwan JANG (Deputy Country Director), and Jose Santos Silva (Program Manager)
Steering Committee	Project Board Meeting	December 19th, 2024	Youn Hwa KANG (Country Director), Sunghwan JANG (Deputy Country Director), Jose

			Santos Silva (Program Manager), Doyeon Jun (Program Coordinator), Jieun Kim (Consultant), and Taeyoon Moon (Intern)
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- On the other hand, the project published various communication materials about the key achievements with the KOICA logo to increase the visibility of KOICA and to appreciate the contribution of KOICA as the main donor of the project. The record of communication products in 2024 is described in Annex 2 and Annex 3.

2.6 Risk Management

- The project entailed several risks and challenges during its implementation in 2024, which were:

Expected Risks	Mitigation measures
After the Parliamentary elections, Suco elections, and the first-ever municipal elections of Timor Leste in 2023, the new cabinet of the IX Constitutional Government launched its program, and there was a risk of not continuing the existing programs established/agreed with the previous government.	As this project focused more on working with the youth directly, elections did not have much detrimental impact on project implementation and plans. As UNDP closely monitored the context and the preparations for all the elections, it had access to information from all relevant institutions, and therefore, the project work plans and activities were adjusted accordingly if needed.
In the rainy season, floods and landslides are common which may hinder travel to municipalities and delay implementation of activities.	When doing the annual work plans and implementation plans, the rainy season months were taken into consideration, and activities that require extensive travel were avoided during these months and planned in the dry season
Lack of coordination between projects working in the same municipalities in similar themes	There were overlaps with other projects, but complementarity with those projects was perceived as a strength, as those projects created enabling conditions to generate jobs or entrepreneurship opportunities.
The inadequate budget could delay the project implementation and make the implementation less effective.	The budget was developed based on the existing salary scale and by considering the potential salary increment. Other unit costs for various activities were based on the current market cost with small increments.
Though the COVID-19 pandemic is almost endemic period, there might be safety issues for the staff and beneficiaries if the mutation of COVID-19 spreads globally.	With the experience in 2020 of managing risks against COVID, UNDP already had a lot of experience in managing events with appropriate protocols that included PPEs and social distancing. Also, online mentorship for youth had already started in 2020 during the pandemic. This project also set up online mentoring and support

	alternatives, and SOPs were developed for all event management.
Potential fraud and corruption of using the project budget by project implementation partners.	UNDP follows Harmonized Approach of Cash Transfer (HACT) procedures which include micro-assessment of all organizations that receive more than \$300,000 per programme cycle. HACT also includes audits, spot checks, and programme monitoring visits.
Potential high dropout rates of skills training during the harvest season	The project adjusted the training schedule based on the cultural context of Timor-Leste and the schedule for any other project activities during the harvest season.
While the Project's focus was to engage marginalized and vulnerable groups, there was a potential risk that the more vulnerable and marginalized groups, who were less vocal or had a lesser presence on public platforms, might have been left out in favor of groups that were more prominent or had a stronger presence.	The risk is rated low since the project outcome aims to strengthen economic inclusivity by particularly targeting potentially marginalized groups / excluded individuals, such as returnee migrants, youth, and women. A proactive approach through massive outreach by all field coordinators was applied to reach out to marginalized communities, such as youth in rural areas or young mothers who were not able to participate in the series of training provided but were interested in becoming entrepreneurs or being employed. A community approach through PWD, women, and youth support groups was also implemented to ensure no one was left behind.
Coordination issues related to the pending project activities such as the government counterpart's limited engagement in the development of the soft skills module, establishment of the job portal website, and organization of the Career Fair	To address coordination delays, the project prioritized key tasks to be done, such as receiving validation of the soft skill modules. The project regularly monitors progress and ensures resources and stakeholder support.
Delay of launching the Soft Loan scheme	In order to resume the soft loan promotion program, the government counterparts have been conducting internal discussions and requested the project to provide technical support to redesign the program's structure. As a result, the project provided the necessary technical assistance to prepare the renewal of the scheme in collaboration with the government of Timor-Leste.

3. ANNUAL WORK PLAN FOR YEAR N+1

- The annual work plan of this project 2025 is as following table:

Outputs	Activity	Action Plan	Timeframe				Budget (USD)
			Q1	Q2	Q3	Q4	
Output 1: Youth obtain skills, competencies, and knowledge to be employed	1.1. Development of soft skills training modules	Consultative meeting to review and update material	X				\$1,125
	1.2. Capacity building to become trainers and mentors	TOT to produce 40 master trainers who will deliver the training at SEFOPE or accredited training centers or in the Youth Centers	X				\$12,300
	1.3. Training on soft-skills	Training on soft skills to 140 youths	X		X		\$13,500
	1.4. Internships for youth to gain work experience (up to 4 months)	Two batches of interns (70 interns per batch) are placed in host institutions	X	X	X	X	\$72,640
Output 2: Service providers are available to deliver holistic support to enhance employability	2.1 Information platforms connecting jobseekers to potential employers	Dream71 to make modifications needed to the new SIMU-web platform	X	X	X	X	- (The budget is already delivered to hire the web-developer in 2023, even though the activity will be completed in 2025)
	2.2 Services to enhance job readiness provided	Refresher training for the job counselors			X		\$ 8,100
	2.3 Establishing partnership with job providers	Organize two Career fairs in municipalities		X		X	\$27,500
Output 3: Youth, including migrants/ returnees, obtain skills, knowledge, and services to start or expand their business	3.1 Implementation of entrepreneurship skills development (pre-incubation, incubation, and post-incubation)	GYBI training in Timor-Leste		X			\$412,080
		GYBI training in ROK	X	X	X	X	
		SYB training			X		
		Training on vocational/technical skills				X	
		Seed funding for the start-ups				X	
		IYB training				X	
	3.2 Support to existing small and micro-enterprises to apply for the soft loan	Municipal outreach and marketing for soft-loan promotion	X	X	X	X	\$31,110
	3.3 Provision of information on trainings, market demand, and supply, input/resource availability, and value-chain analysis	Expert to conduct analysis and studies	X			X	\$29,600

* A follow-up Project Board Meeting will be held in Q1 2025 to find the Midterm Evaluation results of the YEES project and potentially revise the Annual Work Plan of 2025 based on the findings, if it is necessary.

Annex

1. Project Worksheet (Workplan, Financial Report, Project Performance)



(UNDP YEES project)
Project Worksheet for

2. Include success stories of activities and(or) beneficiaries

- Success stories published on the Press
 - [UNDP, SEFOPE, and KOICA organized the Career and Education Fair with the launching of SIMU-Web \(Job-portal site\) Demo, Soft Skills module, and Career Counseling module](#)
 - [UNDP and SEFOPE Signed MoU to Provide Access to Job Market, Entrepreneurship Training, and Sustainable Livelihoods Solutions in Timor-Leste](#)
 - [Seventy Young Entrepreneurs Received Seed Funding from UNDP in Partnership with IADE](#)
 - [인니 K 배터리 공장에 숙련공 수혈...이집트선 '한국형 대학' 통째 이식](#)
 - [더 브릿지, 한국 거주 동티모르인 대상 창업 심화교육](#)
 - ["한국 청년은 동티모르의 '롤 모델'...좋은 동기부여 될 것"](#)
 - [더 브릿지, 동티모르 이주노동자 창업 교육 프로그램 성황리 마무리](#)
 - [더 브릿지, 동티모르 이주노동자 창업 교육 프로그램 성료...우수 창업 아이디어 발표](#)
- Success story published on the UNDP Blog
 - [Beneficiary Success Story | Coconut Oil Dreams: Victor's Inspiring Rise](#)
- Publication of report on the UNDP Facebook page
 - [UNDP YEES Project Value Chains Analysis Report](#)

3. Charts, tables and visual aids including photos

The communication products and Facebook posts of main activities in 2024 are available in the link below:

- Facebook
 - i) Youth Internship Program & Career Counseling

- [Final Presentation and Closing Ceremony for the fourth batch internship from 21 August – 21 December 2023](#)
- [Youth Internship Programme \(YIP\) Batch III and IV finalized Career Development Training](#)
- [Today, 5th of February 2024, UNDP signed a Memorandum of Understanding \(MoU\) with the Secretary of State for Vocational Training and Employment \(SEFOPE\) in the office of SEFOPE, Dili.](#)
- [UNDP signed a Memorandum of Understanding \(MoU\) with the Secretary of State for Vocational Training and Employment \(SEFOPE\) in the SEFOPE office in Dili.](#)
- [Youth Internship Programme's Beneficiary-Demitriana Mendes](#)
- [UNDP-YEES project team conducted a workshop with the SEFOPE team to overview the MoU, Development status of SIMU-Web and Career Counseling Modules.](#)
- [Information Sharing session of Youth Internship Programme Cohort V](#)
- [Launched Youth Internship Programme Cohort V](#)
- [Launched Youth Internship Programme Cohort V](#)
- [A total of 30 \(13 females and 17 males\) participants from SEFOPE and Youth Centers took part in a Training of Trainers of a career counseling module for 4 days to support Timorese youth to enhance employability.](#)
- [A total of 30 \(13 females and 17 males\) participants from SEFOPE and Youth Centers took part in a Training of Trainers \(TOT\) of a career counseling module for 4 days to support Timorese youth to enhance employability.](#)
- [Youth Internship Programme's Beneficiary-Frederico da Cruz](#)
- [Internship Placement of YIP cohort V](#)
- [Announcement of Career and Education Fair in Ermera](#)
- [A brief Message from Excellency Secretary State \(SEFOPE\) introducing the CAREER AND EDUCATION FAIR](#)
- [Career and Education Fair in Ermera 2024 - The three products were launched to enhance youth employment in Timor-Leste: i\) SIMU-web job platform, ii\) Soft job skill Manual, and iii\) Career counseling training manual.](#)
- [Career fair has officially open for the public](#)
- [Information sharing session to study abroad-Career Fair in Ermera](#)
- [Last day of Career Fair in Ermera](#)
- [Seminar at Career Fair in Ermera](#)
- [Participants received the certificates who has completed the Career Development training-Career Fair in Ermera](#)
- [Employer Barnding at Career Fair in Ermera](#)
- [Info Session on SIMU-Web Platform at Career Fair Ermera](#)
- [Mid-term presentation of YIP cohort V](#)
- [YIP Cohort V has successfully completed the Career Development Training and Final presentation](#)

ii) Entrepreneurship Training

- [A total of 100 \(Female: 33 and Male: 67\) selected from 236 participants completed SYB module \(Start Your Business\) did the final pitching of their business plan in the CDEs of Baucau, Ermera, Liquiçá and Dili.](#)
- [IADE and UNDP Announce the Results of the Candidate's Access to Incubation Funds \(SFI 1\)](#)
- [70 young entrepreneurs, comprising of 50 males and 20 females, have successfully received seed funding to kickstart their innovative business ideas in various productive sectors.](#)
- [70 young entrepreneurs, comprising of 50 males and 20 females, have successfully received seed funding to kickstart their innovative business ideas in various productive sectors.](#)
- [Launched SFI 2: UNDP-YEES Project in partnership with IADE officially open second registration for the Business Incubation Training.](#)
- [Information sharing session on the Business Incubation Training Batch II](#)
- [Dalila Pinto: Beneficiary of Seed Funding Incubation 1 - IWD2024](#)
- [Nivia dos Reis: Beneficiary of Seed Funding Incubation 1 - IWD2024](#)
- [CSW68 Equanomics: Making economies work for gender equality - Nivia dos Reis, Beneficiary of SFI 1](#)
- [CSW68 Equanomics: Making economies work for gender equality - Dalila Morato, Beneficiary of SFI 1](#)
- [A total of 34 migrant Timorese workers in the Republic of Korea \(RoK\) benefitted from the entrepreneurship training delivered by the UNDP-Youth Employment and Entrepreneurship Skills \(YEES\) project in close collaboration with the Bridge International \(TBI\) headquartered in the Republic of Korea.](#)
- [Evaluation Result of Business Incubation Training-Phase II 2024](#)
- [IADE and UNDP YEES Project Launch GYBI Training for Youths in Thirteen Municipalities](#)
- [Empowering Returned Workers: Launching of Entrepreneurship Training Program for Returned Timorese Workers in Timor-Leste](#)
- [A total of 64 Timorese workers \(36 female, 28 male\) recently completed a 3-day business incubation training program, "Grow Your Business Idea" \(GYBI\), upon returning from employment opportunities in Australia and the Republic of Korea.](#)
- [IADE and UNDP Announce the Results of the Candidate's Access to Incubation Funds \(SFI 2\)](#)
- [Empowering Timorese Laborers in South Korea for Future Entrepreneurship Success in Timor-Leste](#)

iii) Business Innovation Challenge

- [The UNDP-YEES project team met with MCI's National Directorate of Industry at the Business Incubator Centre to assess project successes and develop the 2024 work plan.](#)
- [25 entrepreneurs who participated in the Business Innovation Challenge have completed financial literacy training facilitated by Ms. Jennie Bolang from ANZ for 2 days.](#)
- [UNDP Timor-Leste Strengthens Government staff Data Collection Through KoboToolbox to facilitate the BIC team to collect data in the field.](#)
- [The Ministry of Commerce and Industry \(MCI\) and the UNDP-YEES project team had a productive meeting to review the Value Chain Analysis on Youth-led Enterprises supported by the YEES Project's implementation through joint funding from KOICA and Government of Timor Leste.](#)
- [President Horta Visits YEES Project Beneficiary in Ainaro-Quin Cafe, the champion of Central region BIC III](#)
- [Youth business forum was organized with a graduation ceremony of Business Innovation Challenge \(BIC\) as part of the Youth Employment and Entrepreneurship Skills \(YEES\) project, supported by KOICA through cooperation between MCI, SEFOPE, IADE, and UNDP.](#)
- [UNDP and MCI organized the Youth Business Forum and Graduation Ceremony as a part of the Business Innovation Challenge \(BIC\) program under the Youth Employment and Entrepreneurship Skills \(YEES\) project, which is jointly funded by the Korea International Cooperation Agency \(KOICA\), the Government of Timor Leste via the MCI, and UNDP.](#)
- [161 beneficiaries of BIC IV attend Start Your Business \(SYB\) module training for four days by IADE to equip them with core business competencies essential for successful entrepreneurship including business plan development, financial management, marketing strategies, and navigating local regulations.](#)
- [Beneficiary of Business Innovation Challenge, Batch III - Vitor Monteiro, Founder of Monte Group](#)
- [Discover How 124 Youth-led Enterprises are Transforming Timor-Leste's Economy!](#)
- [Opening Ceremony of Business Incubation \(SYB\) Training to BIC IV Beneficiaries](#)

iv) Others

- [The UNDP-YEES project officially handed over equipment to the Comoro Youth Centre in Dili.](#)
- [Today, the UNDP-YEES project officially handed over equipment to the Comoro Youth Centre in Dili.](#)
- [The UNDP-YEES project had a productive technical meeting with the representatives of youth centres from 12 Municipalities across in Timor-Leste to discuss the collaboration between the YEES Project.](#)
- [Celebrate International Women's Day](#)

- [Celebrate International Youth Day](#)
- [Amplifying Timorese Voices for a Brighter Future!](#)

○ X

i) Youth Internship Program

- [In Timor-Leste, through the Youth Internship Programme, Timorese youth gain more work experience to be well prepared for the job opportunity](#)
- [Final Presentation and Closing Ceremony for the fourth batch internship from 21 August – 21 December 2023](#)

ii) Career Development Training

- [A Training of Trainers on career counseling was conducted to support Timorese youth to enhance employability with a total of 30 \(13 females and 17 males\) participants from SEFOPE and Youth Centers](#)

iii) Career Fair

- [Building youth resilience & job creation through entrepreneurship](#)
- [In Ermera, UNDP, SEFOPE, and KOICA organized the Career and Education Fair, which provided students and job seekers with access to career development, education, training, and scholarship opportunities](#)

iv) Entrepreneurship Training

- [YEES supported 239 youth with internships, 93 secured jobs, 1,300 with entrepreneurship training, and 439 with grants to scale or launch businesses](#)
- [A total of 34 Timorese workers in Korea benefited from entrepreneurship training by the UNDP-YEES project and Bridge International](#)
- [A total of 34 migrant Timorese workers in the Republic of Korea \(RoK\) benefitted from the entrepreneurship training delivered by UNDP and Bridge International](#)
- [70 young entrepreneurs, 50 males and 20 females, have successfully received initial capital to kickstart their innovative business ideas in various productive sectors](#)

v) Business Innovation Challenge

- [H.E. José Ramos Horta, President of Timor-Leste visits Quin Cafe in Ainaro, owned by a YEES beneficiary](#)
- [Victor's Coconut Oil Dreams is a shining success through the YEES project](#)
- [Victor, a young entrepreneur from #TimorLeste, transformed his coconut oil business, from humble beginnings into a thriving enterprise](#)

- [22 entrepreneurs from the Business Innovation Challenge I and II batches graduated](#)

vi) ETC

- [Equanomics: Making economies work for gender equality](#)
- [Equanomics: Making economies work for gender equality: Nivia Dos Reis](#)
- [Women in Timor-Leste do not have enough time or space to develop themselves. They are frequently obliged to stay at home and perform household chores.](#)
- [Let's #investinwomen #genderequaleconomies #DecentWork #CareerOpportunities #IWD2024 #InvestInWomenAccelerateProgress](#)
- [Ms. Manuela do Rosário Maria is the female director. Investing in women involves developing & providing opportunities for them to reach their greatest potential](#)
- [Unleashing Women's Economic Power: Strengthening an Ecosystem of Partners for Resilient, gender Gender-equal Economies](#)
- [Women can contribute. We need to create decent work opportunities for them to show their full potential](#)
- [The UNDP Youth Employment and Entrepreneurship Skills Project officially handed over equipment to the Comoro Youth Centre](#)
- [UNDP signed an MoU w/ the Secretary of State for Vocational Training and Employment to collaborate to provide access to the job market, soft skill training, career counseling, a job fair, entrepreneurial & vocational training & a cash-for-work program for community employment](#)

○ Traditional Media (TV, Radio, Newspaper, etc)

- [Media Mudansa: Live streaming-Career Fair and Education Fair in Ermera](#)
- [Media Mudansa: Live streaming Seminar at Career Fair in Ermera](#)
- [RTTL: SEFOPE Abertura Feira Karreira Edukasaun iha Munisípiu Ermera](#)