

KOICA



2025 ANNUAL REPORT

YOUTH EMPLOYMENT AND ENTREPRENEURSHIP SKILLS PROJECT



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ACRONYMS

BIC	Business Innovation Challenge
CDT	Career Development Training
FONG-TIL	NGO Forum Timor Leste
GYBI	Generate Your Business Idea
HACT	Harmonized Approach of Cash Transfer
IADE	The Entrepreneurship Development Support Institute
INDMO	National Institute for Labor Force Development
IYB	Improve Your Business
KOICA	Korea International Cooperation Agency
LNOB	Leave No One Behind
MCI	Ministry of Commerce and Industry
MYSAC	Ministry of Youth, Sports, Arts, and Culture
NES	National Employment Strategy
NGO	Non-Governmental Organization
SEFOPE	Secretary of State for Vocational Training and Employment
SERVE	Entrepreneurship Registration and Verification
SYB	Start Your Business
ToT	Training of Trainers
UAT	User Acceptance Test
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) Adeline Carrier (adeline.carrier@undp.org)
Date of Submission	February 27 th , 2026
Target Country	Timor-Leste
Project Location	Dili, Baucau, Liquica, and Ermera
Beneficiaries	Direct beneficiaries: 24,442 youths Indirect beneficiaries: 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 ¹ .
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 Budget: 8,120,946.67 USD - Budget from KOICA: USD 5,998,176.67 - Other Source from the Ministry of Commerce and Industry of Timor-Leste: USD 1,632,770 - Other Source from UNDP: USD 490,000 The current project annual budget is allocated as follows:

¹ (1,502 entrepreneurs + 510 youths employed) × 5.3 = 10,663

	• 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
Plan for Monitoring and Evaluation	The 2025 Monitoring and Evaluation (M&E) Plan of the YEES Project was implemented to evaluate and measure the results, effectiveness, and impacts of project interventions in alignment with the Results and Resources Framework (RRF). The framework ensured systematic tracking of outputs and outcomes and provided evidence of the project's contribution to youth employment and entrepreneurship development. Indicators and data collection methodologies were reviewed, and a Results Tracker was operationalized with annual targets. Standardized monitoring tools—including surveys, pre- and post-tests, case study formats, and partner reporting templates—were developed and applied to ensure consistent data collection. Capacity-building sessions strengthened the monitoring capacity of project staff and partners. Regular field visits were conducted across municipalities to monitor key activities, including skills training, internship support, entrepreneurship development (including BIC monitoring), and financial literacy outreach. Pre- and post-assessments and beneficiary feedback mechanisms were used to measure changes in knowledge, skills, and early outcome-level results such as business progress and employment trends. Quarterly project review meetings assessed performance against targets and informed necessary adjustments. Monitoring findings were documented through field reports and integrated into Semi-Annual and Annual Progress Reports, as well as donor reports in line with KOICA requirements. Overall, the 2025 M&E framework generated measurable evidence of results and strengthened performance tracking, accountability, and institutional learning.

Changes of the plan	The changes to the original plan include: • Project Structure: To enhance the impact of the project, UNDP conducted a Midterm Evaluation (MTE) and identified several areas for improvement. Following the MTE, several recommendations were identified to strengthen the effectiveness, inclusiveness, and impact orientation of the YEES Project. In response, UNDP has incorporated key adjustments into the project design and implementation approach. First, entrepreneurship development will be further strengthened through the introduction of Business Idea Development Sessions and the conduct of a Value Chain Analysis to focus support on selected promising sectors. The HR plan will be updated to provide more targeted business mentoring across prioritized value chains. Second, certain activities have been revised to enhance strategic alignment and efficiency. The bakery support activity will be discontinued, and the budget will be reallocated to establish a systemized Entrepreneurship Development Pathway. The soft-loan promotion approach will be transformed into Financial Literacy Training to ensure more sustainable financial inclusion outcomes. Thrd, the M&E framework will be refined to enhance clarity and impact measurement. This includes the integration of dedicated LNOB indicators disaggregated by gender, geography, and vulnerable groups, as well as the introduction of medium- and long-term outcome indicators such as business income growth and employment creation. Target figures and activity numbering will be streamlined accordingly. In addition, strategic outreach efforts will be strengthened to ensure greater inclusion of vulnerable groups, and the Gender Action Plan has been updated and integrated into project implementation. Partnerships with private sector entities, financial
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	institutions, universities, and NGOs will be expanded to diversify implementation modalities. Governance arrangements will also be refined by repositioning Senior Beneficiaries into Technical Working Groups to improve role clarity. Upon endorsement by the Project Board Meeting in March 2026, the restructured project activities will be implemented. The detailed plan is described in Section 3, <i>Annual Work Plan for Year N+1</i>. • Budget: The 2025 budget was input as follows: - KOICA: USD 1,069,950.77 - Government via MCI: USD 142,799.19 - UNDP: USD 85,000.00 - Total allocated budget: USD 1,297,749.97 The KOICA budget allocated for 2025 amounted to USD 1,069,950.77, which exceeded the originally planned multiyear allocation of USD 1,025,647.82. The higher allocation was strategically set to accelerate the achievement of project target indicators and increase the delivery of outputs in 2025, thereby maximizing progress toward the overall project targets. This budget allocation was approved by the Project Board Meeting in 2024.
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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	Following the successful accreditation of the Soft Job Skill Training Module for Trainers, the project has continued its cooperation with the National Institute for Labour Force Development (INDMO) to pursue national certification of the remaining soft skills training module, namely the Soft Skills Training Module for Youth. In mid-2025, INDMO also accredited the soft skills training module for youth. The Tetun manual of the module for youth was translated in December 2025 and is expected to receive accreditation from the INDMO by Q1 2026.
1.2 Capacity building to become trainers	Following this accreditation, the project developed a list of participants for the Training of Trainers (ToT) on Soft Job Skills Training, under the guidance of INDMO, Secretary of State for Vocational Training and Employment (SEFOPE), and Ministry of Youth, Sports, Arts, and Culture (MYSAC), including recommendations on which training institutions should be included. Two rounds of ToT were conducted. Members of the YEES project team rotated their presence at the training venue and directly participated in the training to ensure quality assurance. These multiple layers of quality assurance are expected to ensure not only the quality of the modules but also their sustainable use by the government and relevant institutions.
1.3 Training on soft skills	Upon the issuance of certificates for the Soft Job Skill Training of Trainers (ToT), the trained trainers will deliver the Soft Job Skill Training to target youth in 2026.
1.4 Internships for youth to gain work experience	In line with the Midterm Evaluation (MTE) recommendations to (i) diversify strategic partnerships with the private and university sectors, (ii) strengthen strategic outreach to vulnerable groups under the Leave No One Behind (LNOB) principle, and (iii) operationalize the Gender Action Plan across all interventions, the Project conducted a comprehensive private sector and NGO mapping exercise. This exercise combined extensive desk research and stakeholder consultations with the Chamber of Commerce, the Businesswomen Association, the NGO Forum (FONG-TIL), and SERVE (Entrepreneurship Registration and Verification Authority). Beyond broadening institutional partnerships, the mapping specifically aimed to identify potential host institutions with demonstrated capacity and commitment to engaging women, persons with disabilities, rural youth, returnees, and other marginalized groups. The results will be formally shared with the Secretary of SEFOPE to inform the selection and diversification of host institutions for the 6th batch of the Youth Internship Programme (YIP) in 2026, ensuring that target-setting and

	beneficiary outreach are aligned with revised LNOB indicators and gender-responsive targets under the updated M&E framework.
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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 organized multiple joint technical meetings with SEFOPE, TIC-Timor, and the website developer, Dream 71, to finalize the development of the SIMU-Web. Through these meetings, data migration from the old SIMU-Web to the new platform was successfully completed. In addition, the project organized a User Acceptance Test (UAT) involving SEFOPE, TIC-Timor, and Dream 71 to verify the full functionality of the new SIMU-Web on 9th December 2025. Following the UAT, Dream 71 addressed all identified issues and submitted the final deliverables, including the user manual, installation report, and deployment report. For the next step, the Technical Training on SIMU-Web was completed on 4th–5th February with 19 participants (13 males; 6 females). And the SIMU-Web was officially launched through the Handover Ceremony to SEFOPE on 10 February 2026. The project will continue to support the promotion to raise awareness of SIMU-Web with SEFOPE, in order to enhance access for job seekers and employers in Timor-Leste.
2.2 Strengthening local institutions to enhance job and career readiness	Refresher training on Career Development Training (CDT) was conducted for existing partners who had previously participated in the Training of Trainers (ToT), as well as newly invited participants from partner institutions. During the ToT, YEES project team members rotated their presence at the training venue and directly participated in the sessions to ensure quality assurance. In addition, the Project organized multiple CDT sessions in collaboration with project partners, particularly youth centers, across the target municipalities. To ensure the quality of the career development training, sufficient time was consistently allocated for questions and discussions to support clear and effective delivery. The Project also conducted pre- and post-tests to assess participants' learning outcomes. The M&E Officer regularly participated in the training sessions to oversee and ensure the implementation of these quality assurance measures.
2.3 Establishing partnerships with job providers	The 2nd batch of the Career and Education Fair will be organized in 2026.

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 partnered with The Bridge International to provide entrepreneurship skills training for migrant workers in the Republic of Korea. Progress reports submitted by The Bridge International were reviewed to ensure both the quality of implementation and the sound execution of financial management. In addition, project staff conducted regular monitoring of the training activities. To assess the effectiveness of training delivery, the project administered participant satisfaction surveys, as well as pre- and post-tests. In parallel, the project distributed the seed funding to the 2nd batch of entrepreneurship training beneficiaries in Timor Leste, disbursed by the implementation partner, the Entrepreneurship Development Support Institute (IADE). To ensure transparent exercise, the project conducted a HACT assessment to monitor the distribution of seed funding by hiring an audit company. The results of this assessment are expected to be finalized in March 2026 to ensure transparent and accountable fund transfers. Under the fifth batch of the Business Innovation Challenge (BIC V), a total of 42 entrepreneurs (22 men and 20 women) were awarded grants amounting to USD 199,993.50 following a competitive and results-based selection process. The awardees were selected from 398 applicants across 13 municipalities, ensuring broad national outreach and balanced participation between Dili (10 beneficiaries) and other municipalities (32 beneficiaries), representing 12 municipalities in total. The supported businesses were concentrated in three priority sectors: manufacturing (48%, 20 enterprises), hospitality and food services (31%, 13 enterprises), and agriculture-related activities (21%, 9 enterprises), including livestock, horticulture, and aquaculture. This sectoral distribution reflects a strategic focus on value-added production, job creation, and value-chain strengthening. Overall, BIC V demonstrated measurable progress toward economic diversification, inclusive entrepreneurship, and the promotion of sustainable MSMEs aligned with Timor-Leste's national development priorities.
3.2 Support existing small and micro-enterprises to apply for the soft loan	The soft loan decree law is currently under revision at the Council of Ministers, following a temporary suspension during the transition from the 8th Constitutional Government to the 9th Constitutional Government. The YEES project provided technical support to the Ministry of Commerce and Industry (MCI) and relevant government institutions in drafting a revised soft loan decree law. The continued delay in resuming the soft loan scheme poses a risk to the project. In line with the recommendations of the Midterm Review, the project will propose transitioning this activity to financial training from 2026 onward.
3.3 Provision of information on training courses, market demand and supply, input/resource	The topic of the second Value Chain Report will be determined in Q2 2026, considering the Government's sectoral priorities, after which the recruitment of the researcher will commence.

availability, and value-chain analysis	
3.4 Empowering local bakery to improve children's nutrition	The continued delay in the launch of this activity poses a risk to the project. In line with the recommendations of the Midterm Review, the project will propose removing this activity from 2026 onward.

2.2 Overall Project Result

2.2.1. Overall Project Result by outcome level

Outcome 1: Youth become employed.

Monitoring and follow-up verification are ongoing to determine the number of interns from previous batches of the Youth Internship Programme (YIP) who have secured additional employment. To date, 28 youths (16 males; 12 females) were additionally employed from previous batches of the Youth Internship Programme between 2023 and 2025, in collaboration with the SEFOPE.

Outcome 2: Young women and men become entrepreneurs.

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

The database is planned to be generated upon completion of the 3rd batch of entrepreneurship training in Q4 2026.

2.2 Number of new enterprises established or supported with YEES support.

A total of 61 promising entrepreneurs (39 males; 22 females) received seed funding in early 2025. The total amount disbursed was USD 158,600 (USD 101,400 to males and USD 57,200 to females).

2.3 Number of new enterprises surviving with YEES support in the first three years.

From 2026 onwards, these indicators will be updated for UNDP-supported enterprises once they reach three years since establishment. The earliest batch of enterprises supported under the YEES project was established in 2023.

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	The soft skills training modules (English) were accredited by the National Institute	Training module developed for trainers

training modules	for Labor Force Development (INDMO) on 30 April 2025. In addition, The Tetun version of the manual of the module for youth was translated and finalized in December 2025, strengthening the accessibility and institutional readiness to provide the training for trainees. and the translated module is expected to receive accreditation from INDMO by Q1 2026.	(Tetun, English)
1.2 Capacity building to become trainers	In 2025, a total of 55 soft skills trainers (28 males; 27 females) successfully completed the Training of Trainers (ToT) for Soft Skills Training. The training was mobilized in coordination with the INDMO, the Secretary of State for Vocational Training and Employment (SEFOPE), and Ministry of Youth, Sports, Arts, and Culture (MYSAC). These organizations supported the participation of trainees from the government ministries (SEFOPE and MYSAC), youth centers, and training center across municipalities.	• Examination and certification of trainers • Examination and certification of trainers according to INDMO standard
1.3 Training on soft skills	In 2025, the soft skills training package was fully prepared and integrated into the framework of the Youth Internship Programme. In alignment with this introduction, the pre-tests and post-tests will be conducted during the upcoming soft skills training for youth in 2026. These tools will provide a structured mechanism to assess training effectiveness and strengthen results-based monitoring.	N/A
1.4 Internships for youth to gain work experience	In 2025, the preparatory framework for the next batch of the Youth Internship Programme (YIP) was finalized, followed by the Private/NGO mapping exercise, described as above. This includes not only overall implementation plan but also finding more partners to increase target number and diversify the scope of industries of internship providers. Based on the mapping result, a shortlisted organizations will be invited to participate in the 6th batch of the YIP.	N/A

* 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 development of the new SIMU-Web Job Portal was formally completed following a User Acceptance Test (UAT) conducted on 9 December 2025 with the participation of SEFOPE, TIC-Timor, and Dream 71, confirming the system's full functionality and operational readiness. Subsequently, technical training on SIMU-Web was delivered on 4–5 February to 19 participants (13 males; 6 females), strengthening institutional capacity for system administration and content management. The completion of the development phase was officially marked by the Handover Ceremony to SEFOPE on 10 February 2026, signifying the transition of the fully operational platform to national ownership.	• Documentation related to information platform (PD including the Final Report, User manual, etc)
2.2 Strengthening local institutions to enhance job and career readiness	28 new trainers (16 males; 12 females) were trained through the Refresher Training of Trainers (ToT). In cooperation with the INDMO, SEFOPE, and MYSAC, the trainers were drawn from a range of organizations, including MYSAC, youth centers, and training centers. This refresher training enhanced the technical consistency and delivery standards of the Career Development Training (CDT). The training strengthened the sustainability of the CDT trainer pool by reinforcing standardized methodologies and updated training tools. As a result, a strengthened and gender-balanced national trainer pool is now in place to support ongoing youth employability interventions.	• Career guidance manual (Handbook and Manual) • SEFOPE Organigram with departments responsible for career counseling & ToT participants • Training plans & reports • Satisfaction surveys (summary report)
	In 2025, 405 youths (175 males; 230 females) received the Career Development Training (CDT), delivered by trainers from the Youth Centers and UNDP, who were trained through the ToT in 2023 and 2024. The output figure was calculated based on the new completion criteria, which were approved by KOICA in May 2025. This training strengthened participants' employability skills and preparedness for internship and job placement opportunities.	• List of youth participants (in lieu of Organigram) • Training plans & reports • Satisfaction surveys (summary report)

	The intervention contributed to improving youth readiness for labor market entry through structured career planning and skills assessment. The high female participation rate demonstrates strengthened outreach to young women under the employability component.	
2.3 Establishing partnerships with job providers	The Private/NGO mapping exercise resulted in the identification of key institutions with existing career support services and employer networks. A consolidated database of potential participating institutions and partners was established in 2025 to support coordinated engagement. The exercise strengthened institutional coordination mechanisms between education providers and labor market actors. In 2026, a Career and Education Fair will be organized in collaboration with government stakeholders. To strengthen the linkage between job seekers and potential employers, the project conducted a mapping exercise of University Career Labs, training institutions, and other related associations in 2025.	N/A

* 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. The Entrepreneurship Skills Development training programme in Timor-Leste will be launched in 2026. Compared to previous entrepreneurship trainings, the 3rd batch of entrepreneurship training will target selected industries aligned with the government's economic priorities, such as Agriculture, Manufacturing, Hospitality, Food Services (etc) which have the potential to create value-adding chain effects in the Timor-Leste economy.	N/A

	3.1.1-b. GYBI training in the Republic of Korea (ROK) 35 Timorese migrant workers (29 males; 6 females) completed the pre-incubation training with the Bridge International in the Republic of Korea. The training enhanced participants' entrepreneurial readiness and business planning capacity prior to their return to Timor-Leste. Participants developed initial business concepts and action plans tailored to the Timorese market context. The intervention strengthened reintegration pathways by equipping migrant workers with practical entrepreneurship skills.	• 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 42 participants (22 males; 20 females) under the Business Innovation Challenge (BIC) successfully completed the Start Your Business (SYB) training and received grants, totaling USD 199,993.50. The grant support enabled the establishment and scaling of youth-led MSMEs across priority sectors. The intervention contributed to business formalization, job creation, and income generation in target municipalities. The gender-balanced participation reflects strengthened inclusion of women entrepreneurs within the enterprise development component.	• 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
	3.1.3. Vocational/technical skills training Vocational training is expected to be conducted in Q3 2026, with a newly defined topic and target area designed to address entrepreneurs' real-life challenges and demands.	N/A
	3.1.4. Improve Your Business (IYB) training The IYB training will be launched in Q2 2026 to support the first seed funding awardees in scaling up their businesses through access to tailored post-incubation sessions training. Out of 70 recipients in each batch of seed funding awardees, only 60 entrepreneurs will be invited following	N/A

	joint monitoring with the implementation partner, IADE.	
3.2 Support existing small and micro-enterprises to apply for the soft loan	The soft loan decree law is currently under revision at the Council of Ministers, following a temporary suspension during the transition from the 8th Constitutional Government to the 9th Constitutional Government. The YEES project provided technical support to MCI and various government institutions in designing a revised soft loan decree law. The continued delay in resuming the soft loan scheme poses a risk to the project. In line with the recommendations of the Midterm Review, the revised project framework incorporated lessons learned from the value chain analysis, finding that the main challenge of Timorese entrepreneurs and market constraints is derived from the lack of access to financial support such as loan product. Therefore, the project will propose transitioning this activity to financial literacy training from 2026 onward, in order to enhance financial management skills, which can improve the readiness to access financial products.	N/A
3.3 Provision of information on training courses, market demand and supply, input/resource availability, and value-chain analysis	The topic of the second Value Chain Report will be determined in consideration of the Government's sectoral priorities in Q2 2026, after which the recruitment of the researcher will begin.	N/A
3.4 Empowering local bakery to improve children's nutrition	The continued delay in the launch of this activity poses a risk to the project. In line with the Midterm Review recommendations, the project has decided to reallocate resources to other project activities that can generate stronger synergies when implemented together and will propose removing this activity from 2026 onward.	N/A

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

2.3 Performance during the target period (2025.01.01–2025.12.31)

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	28 interns (16 males; 12 females) secured jobs.

Outcome 2: Young women and men become entrepreneurs.

Indicator	Key Achievements
2.2 Number of new enterprises established or supported with YEES support	61 promising entrepreneurs (39 males; 22 females) established enterprises with a seed fund totaling USD 158,600.

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 soft skills training modules (English) were accredited by the National Institute for Labor Force Development (INDMO) on 30 April 2025.
1.2 Capacity building to become trainers	55 soft skills trainers (28 males; 27 females) completed the Training of Trainers (ToT) for Soft Skills Training delivered by a Master Trainer hired by UNDP.

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	28 new trainers (16 males; 12 females) were trained through the Refresher Training of Trainers (ToT) by a Master Trainer, hired by UNDP.
2.2.2: Number of youth beneficiaries who received services to enhance job readiness	In 2025, 405 youths (175 males; 230 females) received the Career Development Training (CDT), delivered by trainers from the Youth Centers and UNDP, who were trained through the ToT in 2023 and 2024.

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	35 Timorese migrant workers (29 males; 6 females) completed the pre-incubation training with the Bridge International in the Republic of Korea.
3.1.2: Number of young men and women who completed SYB training	42 participants (22 males; 20 females) successfully completed the incubation training

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 development and accreditation of the soft job skill training module for youth were completed as planned.
1.2 Capacity building to become trainers	Two rounds of ToT for the soft job skill training were conducted to build trainers capacity.
1.3 Training on soft skills	Following the issuance of certificates for the Soft Job Skill Training ToT, trained trainers will be deployed to deliver the Soft Job Skill Training to target youth.
1.4 Internships for youth to gain work experience	To address the challenge of the YEES Project's relatively limited partnership and beneficiary pool, a Midterm Evaluation was undertaken to identify strategic adjustments that could expand outreach and inclusiveness. The evaluation recommended diversifying partnerships with private sector and university actors, strengthening strategic outreach to vulnerable groups under the Leave No One Behind (LNOB) principle, and operationalizing the Gender Action Plan across all interventions. In response, the Project conducted a comprehensive private sector and NGO mapping exercise through extensive desk research and consultations with relevant stakeholders, including the Chamber of Commerce, the Businesswomen Association, FONG-TIL, and SERVE. The results of this mapping exercise will be shared with SEFOPE to diversify host institutions for the 6th batch of the YIP in 2026. Besides, the project agreed with the potential partnership work to hire IOB and ETDA to perform the role of umbrella institution to jointly manage the overall Youth Internship Programme, in addition to SEFOPE. As a result of these ongoing measures, the project anticipates launching the 6th batch of the YIP in 2026, subject to final endorsement by the Project Board at the Project Board Meeting.

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 time required for coordination with the government stakeholder, SEFOPE, the overall process has taken longer than initially anticipated. In addition, as technical discussions require the involvement of both SEFOPE and TIC-Timor, additional time has been needed to align the availability of all parties, including the technical partner, Dream 71. Furthermore, data from the previous SIMU-Web had been stored in an unstructured manner, which extended the expected duration of data migration from one week to several months. However, the project completed UAT with SEFOPE, TIC-Timor, and Dream 71 on 9th December 2025, technical Training on 4th–5th February, and Handover Ceremony on 10th February 2026, through close communication facilitation.
2.2 Strengthening local institutions to enhance job and career readiness	The current Annual Work Plan does not include a dedicated budget allocation for the delivery of Career Development Training (CDT) to youth trainees. This budget gap has created structural constraints in achieving the annual indicator target of 1,000 training participants as stipulated in the existing Monitoring and Evaluation framework. Without sufficient financial resources to cover training-related costs, including facilitation, materials, and logistical arrangements, the project’s capacity to scale up CDT delivery has been limited. To mitigate this risk and safeguard the achievement of approved targets, the project has proposed an additional budget allocation to support the organization and implementation of Career Development Training for youth trainees at the meeting with the Deputy Director of KOICA, Mr. Sung Hwan Jang on 30th May 2025. This adjustment was authorized and will be proposed along with the restructured project framework at the upcoming Project Board Meeting (PBM). This change is intended to ensure alignment between planned outputs and available resources, thereby strengthening results-based implementation under the current M&E framework.
2.3 Establishing partnerships with job providers	In parallel, the project is exploring ways to enhance project impact and assess the effectiveness of existing partnerships. In line with the Midterm Evaluation recommendations, the project will strengthen collaboration with universities and training institutions to organize the Career and Education Fair at these institutions. This approach is expected to improve access to job information for youth job seekers and enable universities and training

	institutions to independently organize Career and Education Fairs beyond the project duration.
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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	Following the completion of seed funding disbursement to the winners of the 2nd batch of entrepreneurship training in Q1 2025, the Project Team has been coordinating with IADE to review a revised entrepreneurship training pathway, including the introduction of business idea generation sessions and financial literacy training. In parallel, the project is reviewing the beneficiary scope to accommodate a higher proportion of beneficiaries from vulnerable groups, in line with the recommendations of the Midterm Evaluation. As a result of these ongoing measures, the project anticipates launching the 3rd batch of entrepreneurship training in Q2 2026, subject to final endorsement by the Project Board at the Project Board Meeting.
3.2 Support existing small and micro-enterprises to apply for the soft loan	The soft loan decree law is currently under revision at the Council of Ministers, following a temporary suspension during the transition from the 8th Constitutional Government to the 9th Constitutional Government. The YEES project has provided technical support to MCI and relevant government institutions in the drafting of a revised soft loan decree law. However, the continued delay in resuming the soft loan scheme poses a risk to the project. In line with the recommendations of the Midterm Review, the project will propose transitioning this activity to financial literacy training from 2026 onward to be approved by the Board.
3.3 Provision of information on training courses, market demand and supply, input/resource availability, and value-chain analysis	To enhance the impact of the project, a business idea generation session will be introduced prior to the delivery of entrepreneurship skills training. This approach is planned for implementation in 2026, subject to endorsement by the Project Boards at the Project Board Meeting scheduled for March 2026. Following approval, the project will initiate a value chain analysis to identify value-adding sectors within Timor-Leste's economic structure.
3.4 Empowering local bakery to improve children's nutrition	The continued delay in the launch of this activity poses a risk to the project. In line with the Midterm Review recommendations, the project has decided to reallocate resources to other activities within the same project that can generate stronger synergies when implemented together and will propose removing this activity from

	2026 onward.
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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 49% of participants (28 males; 27 females) of the Soft Job Skill ToT were females. And 43% of YIP participants (16 males; 12 females) who secured jobs with the YEES support were females.
 - In output 2, around 43% of the CDT ToT participants (16 males; 12 females) were female. Furthermore 57% of Career Counselling trainees (175 males; 230 females) were females.
 - In output 3, 18% of female migrant workers (28 males; 6 females) completed the GYBI training, and around 48% of female youths (22 males; 20 females) completed the SYB training.
- To increase the future percentage of female participation, the project will place the recommendations from the Midterm Evaluation, which is to invite more participants from vulnerable groups to contribute to Leave No One Behind (LNOB). So, 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 table below.

Communication record with KOICA in 2025			
Type	Main Discussions	Date	Attendees
Monitoring Visit	Technical Meeting to discuss adjusting the Career Counseling Project Activity	May 30th, 2025	- Sunghwan JANG (Deputy Country Director)
Monitoring Visit	Launching of Bootcamp of the 5th BIC	September 15th, 2025	- Sunghwan JANG (Deputy Country Director) - Jose Santos Silva (Program

			Manager) - Joohee Jeong (Program Officer)
Regular Meeting	Closing Ceremony of the 5th BIC	September 29th, 2025	- Sunghwan JANG (Deputy Country Director) - Jose Santos Silva (Program Manager) - Joohee Jeong (Program Officer)
Monitoring Visit	Launching Soft Job Skill ToT	October 20th, 2025	- Sunghwan JANG (Deputy Country Director) - Jose Santos Silva (Program Manager)

- 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 2025 is described in Annex 2 and Annex 3.

2.6 Risk Management

- The project entailed several risks and challenges during its implementation in 2025, which were:

Expected Risks	Mitigation measures
Rainy-season floods and landslides may restrict travel and delay activity implementation	Travel-intensive activities will be scheduled for the dry season, with rainy season months avoided when preparing annual and implementation plan.
There is a risk that UNDP may be unable to transfer funds if the implementation partner does not demonstrate adequate transparency and capacity	To manage this risk, UNDP applies HACT procedures, including mandatory micro-assessments for partners receiving over USD 300,000, as well as audits, spot checks, and regular monitoring visits
Grievances or objections from potentially affected stakeholders	To mitigate this risk, the project applies lessons learned from the SEEWAY Project and will establish a GRM in line with UNDP guidance
Limited oversight in remote municipalities may increase the risk of sexual exploitation and abuse involving team members or community members	This risk is mitigated through mandatory safeguarding training, gender-balanced staffing, conducting activities in open and supervised settings, assigning at least two staff per activity, matching staff gender to beneficiaries when needed, and prohibiting access to brothel areas.
Power struggle, between government agencies to lead the	To address delays caused by inter-agency power struggles over the Soft Loan scheme, the project will

Soft Loan scheme, triggers the postponing of the project activity on the promotion of the Soft Loan Scheme	collaborate with partner institutions to deliver Financial Literacy Training. This ensures that young entrepreneurs continue receiving essential financial capacity-building support despite the postponement of the Soft Loan promotion activities
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- To prevent and avoid the expected risk, the project established the Monitoring and Evaluation plan of 2026, 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. 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.

3. ANNUAL WORK PLAN FOR YEAR N+1

Outputs	Activity	Action Plan	Timeframe				Budget (USD)
			Q1	Q2	Q3	Q4	
Output 1: Youth obtain skills, competencies and knowledge to be employed	1.3. Training on soft skills	Among the previous Youth Internship Programme (YIP) cohorts, 160 youths (50% women) will receive soft skills training across four target municipalities: Baucau, Dili, Ermera, and Liquica.		X	X	X	386,267.43
	1.4. Internships for youth to gain work experience (up to 4 months)	400 interns (100 per batch, 50% women) will be placed in host institutions (private companies, NGOs, public Institutions, etc) across four target municipalities.		X	X	X	
Output 2: Service providers are available to deliver holistic support to enhance employability	2.1 Information platforms connecting jobseekers to potential employers	Outreach promotion activities on the SIMU-Web will be conducted to raise awareness and increase utilization among 300 youth job seekers and local employers from four target municipalities, particularly in rural areas.		X	X	X	144,513.27
	2.2 Services to enhance job readiness provided	Career Development Training will be delivered to 400 youths (50% women) selected from youth center members and previous YIP batches in four target municipalities.		X	X	X	
	2.3 Establishing partnership with job providers	800 youths (50% women) will participate in two job fairs held in two regions across the four target municipalities.			X	X	
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)	400 youths (50% women) will participate in Business Idea Development Sessions across four target municipalities in Timor-Leste.		X	X	X	678,791.50
		500 youths (50% women) will participate in Pre-incubation Entrepreneurship (GYBI) training across four target municipalities in Timor-Leste.		X			
		50 youths (50% women) will participate in GYBI training in the Republic of Korea.		X			
		450 youths (50% women) will participate in Incubation Entrepreneurship (SYB) training in four target municipalities.	X	X	X	X	
		Seed funding totaling USD 251,000 will be distributed to 100 youths upon completion of SYB training.			X		
		Vocational and technical training will be delivered to 125 youths (50% women) in four target municipalities.				X	
		Post-incubation Entrepreneurship (IYB) training will be delivered to 100 youths (50% women) who completed GYBI and SYB trainings in 2023 and 2024, across four target municipalities.			X		
		Business mentoring will be provided to 300 (50% women) entrepreneurs in four target municipalities, who were supported by the YEES project through entrepreneurship trainings or BIC.		X	X	X	
	3.2 Financial Capacity Building for small and micro-enterprises	Financial Literacy Training will be delivered to 90 youth entrepreneurs (50% women) running MSMEs and supported by the YEES project across four target municipalities.		X	X	X	
	3.3 Provision of information on training, market demand, and supply, input/resource availability, and value-chain analysis	A comprehensive value chain analysis based on beneficiaries' needs and potential value-adding industries will be conducted		X			
Project Operational and Management							167,568.64
Direct Project Costing (DPC) & General Management Support (GMS)							154,790.62

* This Annual Work Plan for 2026 will be presented for endorsement by the Project Board members at the follow-up Project Board Meeting in March 2026. Should any changes be made during the meeting, the project will resubmit this Annual Work Plan for 2026 with the necessary amendments.

Annex

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



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

Channel Type	Activity	Link	Date of Publication	Language
Press Release	Business Innovation Challenge	[BIC 5 Winners Story Included] Awards Ceremony of the "Path to Business" – 5th Business Innovation Challenge 2025	02-Oct-25	English
	Entrepreneurship Training	[Korea Entrepreneurship Training Nurtured Entrepreneurs] "단순 노동자에서 CEO 로"... 더 브릿지, 동티모르 이주민 창업가 11 명 배출	22-Dec-25	Korean
		[Korea Entrepreneurship Training Nurtured Entrepreneurs] 귀환 이후의 삶을 설계하다...동티모르 외국인 근로자 창업교육 TLBI 마무리	24-Dec-25	Korean
		[Korea Entrepreneurship Training Nurtured Entrepreneurs] "수혜자에서 사회 혁신가로," 더브릿지 외국인 근로자 창업 프로그램 성황리 마무리	22-Dec-25	Korean
UNDP Blog	Business Innovation Challenge	[BIC Beneficiary Success Story] Quin Café n' Resto, Ainaro: A Story of Resilience and Empowerment	29-Jul-25	English
Social media	Business Innovation Challenge	[BIC Beneficiary Success Story] (FB) Quin Café n' Resto in Ainaro: A Story of Resilience and Empowerment	01-Aug-25	Tetum & English
		[BIC Beneficiary Success Story] (Insta) Quin Café n' Resto in Ainaro: A Story of Resilience and Empowerment	01-Aug-25	English
		[BIC Beneficiary Success Story] After the pandemic, Natália returned to Ainaro to rebuild her future.	01-Aug-25	English
		[BIC Winners Granted Funding] (FB) New Opportunities Begin: 42 Entrepreneurs Signed "Public Grant Transfer Agreements"	24-Oct-25	Tetum & English
		[BIC Winners Granted Funding] (Insta) New Opportunities Begin: 42 Entrepreneurs Signed "Public Grant Transfer Agreements"	28-Oct-25	English
		[BIC 5 Winners Story Included] (FB) Awards Ceremony of the "Path to Business" – 5th Business Innovation Challenge 2025	02-Oct-25	Tetum & English

		<u>[BIC 5 Closing] (Insta) Awards Ceremony of the "Path to Business" – 5th Business Innovation Challenge 2025</u>	02-Oct-25	English
		<u>[BIC 5 Closing] (Insta 2) Awards Ceremony of the "Path to Business" – 5th Business Innovation Challenge 2025</u>	02-Oct-25	English
		<u>[BIC 5 Closing] Awards Ceremony 🏆 BIC 2025</u>	02-Oct-25	English
		<u>[BIC Success Story Revisit] (Insta) Beneficiary Success Story: Happy International Youth Day!</u>	12-Aug-25	Tetum & English
		<u>[BIC Success Story Revisit] (FB) Beneficiary Success Story: Happy International Youth Day!</u>	18-Aug-25	Tetum & English
	Entrepreneurship Training	<u>[Korea Entrepreneurship Training Winner 1 Success Story] (FB) Where is a mobile motorcycle repair shop? Here is East Timor! Story of Samda Moto Solution</u>	10-Jan-25	Korean
		<u>[Korea Entrepreneurship Training Winner 1 Success Story] (Insta) Where is a mobile motorcycle repair shop? Here is East Timor! Story of Samda Moto Solution</u>	10-Jan-25	Korean
		<u>[Korea Entrepreneurship Training Winner 2 Success Story] (FB) The story of Restaurante Hahan Saudável, an East Timorese chef who competes solely on health.</u>	07-Feb-25	Korean
		<u>[Korea Entrepreneurship Training Winner 2 Success Story] (Insta) The story of Restaurante Hahan Saudável, an East Timorese chef who competes solely on health.</u>	07-Feb-25	Korean
		<u>[Korea Entrepreneurship Training Winner 3 Success Story] (FB) East Timore baby pig three siblings, the first one is born! Story of Rea Farm</u>	12-Feb-25	Korean
		<u>[Korea Entrepreneurship Training Winner 3 Success Story] (Insta) East Timore baby pig three siblings, the first one is born! The story of Rea Farm</u>	12-Feb-25	Korean
		<u>[Korea Entrepreneurship Training Winner 1 Success Story] (Sebasa) The Mobile Motorcycle Repair Shop in East Timor! The Story of Samda Moto Solution CEO Bendito</u>	22-Jan-25	Korean
		<u>[Korea Entrepreneurship Training Winner 2 Success Story] (Sebasa) Is there a restaurant like this in East Timor? Mario, owner of Restaurante Hahan Saudavel, tells the story.</u>	06-Feb-25	Korean
		<u>[Korea Entrepreneurship Training Winner 3 Success Story] (Sebasa) A Healthy Pig Farm in East Timor! The Story of Rea Farm CEO Justino</u>	13-Feb-25	Korean
		<u>[Korea Entrepreneurship Training Crowdfunding Result] (FB) 🏆 Over \$14k mobilised to help Timorese migrant workers start their businesses! 🏆</u>	19-May-25	Tetum & English
		<u>[Korea Entrepreneurship Training Crowdfunding Result] (Insta) Over \$14k mobilised to help Timorese migrant workers start their businesses!</u>	19-May-25	Tetum & English
	Soft Skills Training	<u>[Soft Skills Module Development Story] (FB) Empowering Youth for the Future: Accredited Soft Job Skills Module Launched with Training of Trainers in Timor-Leste</u>	24-Oct-25	Tetum & English
		<u>[Soft Skills Module Development Story] (Insta) Empowering Youth for the Future: Accredited Soft Job Skills Module Launched with Training of Trainers in Timor-Leste</u>	28-Oct-25	English

3. Charts, tables and visual aids including photos

The communication products and Facebook posts of main activities in 2025 are available in the link below:

Channel Type	Activity	Link	Date of Publication	Language
Press Release	Business Innovation Challenge	Timor-Leste Youth Empowered to Strengthen MSMEs and Promote Economic Diversification	17-Sep-25	English
	Soft Skills Training	Empowering Youth for the Future: Accredited Soft Job Skills Module Launched with Training of Trainers in Timor-Leste	24-Oct-25	English
News	Business Innovation Challenge	UNDP News: In Person with Youth Entrepreneurs: Progress Update on the Business Innovation Challenge	09-Sep-25	English
		MCI News: MCI-UNDP Launch Business Innovation Challenge Phase 5: Stimulate Business Innovation and Economic Diversification in Timor-Leste	17-Jun-25	Tetum
		Information on the Call for Applications for the 5th Business Innovation Challenge – MCI 2025	25-Jun-25	Tetum
	Entrepreneurship Training	[UNDP] Motorbike Repair? Here, Timor-Leste! (1st Winner)	17-Feb-25	English
		[UNDP]Timor-Leste's Three Little Pigs, and I'm the Eldest! (2nd winner)	17-Feb-25	English
		[UNDP] A Timor-Leste Chef Committed to Health	17-Feb-25	English
Blog & News letter	Entrepreneurship Training	[UNDP] Apply for TLBI season 3 !	17-Jul-25	English & Korean
		[UNDP TLBI 3rd Term] From East Timorese Migrant Worker to Entrepreneur, Preparing for a New Leap!	30-Sep-25	Korean
		[TLBI 3rd Session] A New Beginning for East Timorese Migrant Workers and Entrepreneurs!	29-Oct-25	Korean
		TLBI 3rd Advanced-incubation Opening	06-Nov-25	Korean
		Timor-Leste Prospective Entrepreneurs TLBI Advanced course completion ceremony event	10-Nov-25	Korean
		Timor-Leste TLBI Graduation Ceremony 2025 (Registration)	04-Dec-25	Korean
		[TLBI 3] Completion of Advanced-Incubation Training Course	26-Dec-25	Korean
		[TLBI 3] Graduation Ceremony of Advanced-Incubation Course	29-Dec-25	Korean
Facebook	Career Development Training	Career Development Training	12-Feb-25	Tetum & English
		Career Development Training: Registration Now Open!	09-Jul-25	Tetum & English

	Soft Skills Training	<u>INVEST PEOPLE Participated in UNDP's Briefing Session on the Upcoming for Soft Skills</u>	13-Oct-25	English
		<u>Today, October 10, 2025, we're thrilled to announce the official Celebration of Accreditation of the Soft Job Skills Module and the launch of its Training of Trainers</u>	20-Oct-25	Tetum & English
		<u>2nd Day of TOT Training YEES Project Funded by UNDP</u>	22-Oct-25	English
		<u>CJMB Manager, Trainer and Facilitator participated in TOT SOFT Skill Job Training for five days at STVJ - Comoro.</u>	29-Oct-25	Tetum
		<u>FC-STVJ is thrilled to be part of the launch of the Accredited Soft Job Skills Module and the five-day Training of Trainers (TOT), held by UNDP Timor-Leste in Dili!</u>	04-Nov-25	English
		<u>🚀 Unlocking Youth Employability Through Soft Skills Training 🚀</u>	01-Dec-25	Tetum
	Business Innovation Challenge	<u>Business Innovation Challenge 5 Coming Soon</u>	12-Jun-25	Tetum & English
		<u>Path to Business: Business Innovation Challenge 5 Application Now Open!</u>	17-Jun-25	Tetum & English
		<u>Launch of the Business Innovation Challenge 5 with the Ministry Program "Path to Business," supporting MSMEs for job creation and economic diversification.</u>	17-Jun-25	Tetum & English
		<u>BIC Batch V Reaches the Public! "Path to Business"</u>	18-Jun-25	Tetum
		<u>Watch & Apply Path to Business: Business Innovation Challenge V</u>	02-Jul-25	Tetum & English
		<u>Application extended: Business Innovation Challenge V</u>	04-Jul-25	Tetum & English
		<u>YEES Project Business Innovation Challenge (BIC) 5th Batch Boot Camp Launch</u>	15-Sep-25	Tetum & English
		<u>YEES Project 5th Business Innovation Challenge (BIC) Awarding Ceremony</u>	30-Sep-25	Tetum & English
		<u>From Applications to Action: BIC 5 Moves Forward with Site Visits and Interviews</u>	09-Sep-25	Tetum & English
		<u>Results: 44 Candidates of BIC V advance to the Bootcamp Phase</u>	11-Sep-25	Tetum & English
		<u>Timor-Leste Youth Empowered to Strengthen MSMEs and Promote Economic Diversification</u>	17-Sep-25	Tetum & English
	Entrepreneurship Training	<u>Donate now to help Timorese migrant workers achieve their entrepreneurial dreams!</u>	12-Feb-25	Tetum & English
		<u>Gosta hasouru ita bo'ot! Timorese workers in Korea, please attention! Apply now for TLBI Season 3!</u>	17-Feb-25	English & Korean
		<u>Empowering Local Entrepreneurs Through Seed Funding 🌱</u>	29-May-25	Tetum & English

		<u>Gosta hasouru ita bo'ot! Timorese workers in Korea, please attention! Apply now for TLBI Season 3!</u>	07-Jul-25	Tetum, English & Korean
		<u>TLBI 3rd Basic Course Completed</u>	30-Sep-25	Korean
		<u>34 Migrant Workers Complete Pre-Incubation Training in South Korea</u>	30-Oct-25	Tetum & English
		<u>TLBI 3rd Advanced-incubation Opening</u>	29-Oct-25	Korean
		<u>Timor-Leste TLBI Graduation Ceremony 2025!</u>	10-Nov-25	English & Korean
		<u>🌸 You're Invited: Timor-Leste TLBI Graduation Ceremony 2025! 🌸</u>	17-Nov-25	English
		<u>[The Bridging Story TLBI Graduation Ceremony 🇹🇱🇰🇷]</u>	23-Dec-25	English & Korean
		<u>🚀 News on the completion of TLBI 3rd Advanced-Incubation Training Course 🚀</u>	26-Dec-25	Korean
		<u>🚀 TLBI 3rd Advanced-Incubation Course Graduation Ceremony Site Sketch 🚀</u>	29-Dec-25	Korean
	Others	<u>Watch now to witness the future of entrepreneurship in action!</u>	02-Jan-25	Tetum & English
		<u>Meeting between MCI and UNDP Resident Representative in TL</u>	21-Jan-25	Tetum, English & Portuguese
		<u>🌸 Celebrating International Education Day by empowering individuals through training!</u>	24-Jan-25	Tetum & English
		<u>Youth Co:Lab Springboard PLUS 2025 Programme – OPEN for registration!</u>	17-Feb-25	Tetum & English
		<u>Celebrating International Women's Day 2025 by empowering 600+ incredible women!</u>	08-Mar-25	Tetum & English
		<u>In 2024, the Youth Employment and Entrepreneurship Skills (#YEES) Project took great strides in empowering youth with essential skills and knowledge, enhancing their employment readiness, and vitalising the entrepreneurship landscape.</u>	10-Mar-25	Tetum & English
Tiktok	Business Innovation Challenge	<u>Business Innovation Challenge 5 Coming Soon</u>	13-Jun-25	Tetum
		<u>Path to Business: Business Innovation Challenge (BIC) 5 Now Open!</u>	18-Jun-25	Tetum
Instagram	Business Innovation Challenge	<u>Business Innovation Challenge 5 Coming Soon</u>	12-Jun-25	Tetum & English
		<u>Path to Business: BIC 5 Application Now Open!</u>	17-Jun-25	Tetum & English
		<u>Watch & Apply Path to Business: Business Innovation Challenge V</u>	02-Jul-25	Tetum & English
		<u>Application extended: Business Innovation Challenge V</u>	04-Jul-25	Tetum & English
		<u>From Applications to Action: BIC 5 Moves Forward with Site Visits and Interviews</u>	10-Sep-25	Tetum & English
		<u>Results: 44 Candidates of BIC V advance to the Bootcamp Phase</u>	11-Sep-25	Tetum & English

		<u>Timor-Leste Youth Empowered to Strengthen MSMEs and Promote Economic Diversification</u> 🌱💰	17-Sep-25	English
	Entrepreneurship Training	<u>Donate now to help Timorese migrant workers achieve their entrepreneurial dreams!</u>	12-Feb-25	Tetum & English
		<u>Empowering Local Entrepreneurs Through Seed Funding</u>	29-May-25	Tetum & English
		👊 <u>Gosta hasouru ita bo'ot! Timorese workers in Korea, please attention! Apply now for TLBI Season 3!</u> 🙌	17-Jul-25	Tetum, English & Korean
		👊 <u>[TLBI 3rd Basic Course Completed 🎉] Young migrant workers from East Timor took the first step towards entrepreneurship!</u> 🙌	30-Sep-25	Korean
		<u>TLBI 3rd Advanced-incubation Opening</u>	29-Oct-25	Korean
		<u>34 Migrant Workers Complete Pre-Incubation Training in South Korea</u>	30-Oct-25	English
		<u>Timor-Leste TLBI Graduation Ceremony 2025!</u>	09-Nov-25	Korean
		👊 <u>News on the completion of TLBI 3rd Intensive Training Course</u> 👊	25-Dec-25	Korean
		👊 <u>TLBI 3rd Intensification Course Graduation Ceremony Site Sketch</u> 👊	29-Dec-25	Korean
	Career Development Training	<u>Career Development Training</u>	11-Feb-25	Tetum & English
		<u>Career Development Training: Registration Now Open!</u>	09-Jul-25	Tetum & English
		<u>Notice: No Registration Open for Career Development Training in August</u>	05-Aug-25	Tetum & English
	Soft Skills Training	👊 <u>Unlocking Youth Employability Through Soft Skills Training</u> 🙌	01-Dec-25	Tetum & English
	Others	<u>Celebrating International Education Day by empowering individuals through training!</u>	04-Jan-25	Tetum & English
		<u>Celebrating International Women's Day 2025 by empowering 600+ incredible women!</u>	08-Mar-25	Tetum & English
		<u>In 2024, the Youth Employment and Entrepreneurship Skills (#YEES) Project took great strides in empowering youth with essential skills and knowledge, enhancing their employment readiness, and vitalising the entrepreneurship landscape.</u>	10-Mar-25	Tetum & English
X (Twitter)	Business Innovation Challenge	<u>Business Innovation Challenge 5 Coming Soon</u>	12-Jun-25	Tetum & English
		<u>Path to Business: Business Innovation Challenge 5 Application Now Open!</u>	17-Jun-25	Tetum & English
		<u>Great news! APPLICATION EXTENDED!</u>	04-Jul-25	Tetum & English
		<u>42 Entrepreneurs Empowered!</u>	28-Oct-25	English
	Entrepreneurship Training	<u>34 Migrant Workers Complete Pre-Incubation Training in South Korea</u>	30-Oct-25	Tetum & English
	Career Development Training	<u>Career Development Training – Register Now!</u>	09-Jul-25	Tetum & English

	Soft Skills Training	<u>Empowering Youth in Timor-Leste!</u>	28-Oct-25	English
		<u>Unlocking Youth Employability Through Soft Skills Training 2</u>	01-Dec-25	English
	Others	<u>Watch the highlights of the #Youth Entrepreneurship EXPO 2024</u>	02-Jan-25	Tetum & English
Youtube	Others	<u>Youth Entrepreneurship EXPO 2024 - UNDP #YESS Project</u>	02-Jan-25	Tetum & English
Traditional Media (TV, Radio, Newspaper, etc)	Business Innovation Challenge	<u>STL: MCI Launches 5th Business Innovation Challenge</u>	17-Jun-25	Tetum
		<u>Tatoli TL: MCI launches Business Innovation Challenge 5 to support local business</u>	17-Jun-25	Tetum
		<u>RTTL: Government launches Business Innovation Challenge 5</u>	17-Jun-25	Tetum
		<u>SAP News: Create a Work Field! Ministry of Commerce and Industry opens "Path to Business" competition</u>	22-Jun-25	Tetum
		<u>KADE DADER "Path to Business: with Business Innovation Challenge Implementation Modalities</u>	02-Jul-25	Tetum