



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 14–17 November 2022

Distribution: General
Date: 3 October 2022
Original: English

Agenda item 7
WFP/EB.2/2022/7-A/14
Operational matters – Country strategic plans
For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Timor-Leste country strategic plan (2023–2025)

Duration	1 January 2023–31 December 2025
Total cost to WFP	USD 13,973,015
Gender and age marker*	4

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Since the restoration of its independence in 2002 Timor-Leste has made significant progress, demonstrating a strong commitment to reconciliation, reconstruction, human rights and democracy. Twenty years on, with a continuing decline in oil and gas revenue, it is critical for Timor-Leste to invest in accelerating socioeconomic development.

Timor-Leste is a least-developed country and a small island developing State with a population of 1.3 million people. Its multidimensional poverty rate is 45.8 percent, the highest in Southeast Asia, with women, people with disabilities and communities in remote rural areas at greatest risk of multidimensional poverty.

An Integrated Food Security Phase Classification analysis published in 2019 found that only 25 percent of the population was food secure. A 2019 “fill the nutrient gap” study found that almost all households could afford a diet meeting their energy requirements but a nutritious diet was unaffordable for most households. Timor-Leste is a food-deficit country, importing 60 percent of its food requirements, and agricultural productivity is low.

Malnutrition is a serious concern. The prevalence of stunting in children under 5 is 47.1 percent, among the highest in the world. Communities in Timor-Leste face various forms of malnutrition, including undernutrition, micronutrient deficiencies and, increasingly, obesity and overweight.

Focal points:

Mr J. Aylieff
Regional Director
Asia and the Pacific
email: john.aylieff@wfp.org

Ms C. Garzon
Country Director
email: cecilia.garzon@wfp.org

Significant challenges face the building of a sustainable, diversified economy. Climate change and disaster risks pose significant threats to the future development of the non-oil economy, which is primarily agrarian. Gross domestic product contracted by 8.6 percent in 2020, the largest decline since independence, as a result of the coronavirus disease 2019 pandemic and exacerbating the underlying challenges in the economy.

WFP will support the Government's ambitions for zero hunger through capacity strengthening. Complementing national and bilateral investments, WFP's comparative advantage in Timor-Leste is its ability to strengthen the delivery of national programmes related to food security, nutrition and disaster risk reduction in partnership with other actors.

This country strategic plan is aligned with the United Nations sustainable development cooperation framework for Timor-Leste for 2021–2025 and the Government's Strategic Development Plan for 2011–2030. Its formulation was informed by the findings from an independent evaluation of the country strategic plan for 2018–2022. It will contribute to strategic outcomes 1, 2 and 4 of the WFP strategic plan for 2022–2025 and Sustainable Development Goals 2 and 17 through the following three country strategic plan outcomes:

- *Outcome 1:* Crisis-affected populations in Timor-Leste have equitable access to adequate nutritious foods that meet their basic nutritional needs during and in the aftermath of shocks.
- *Outcome 2:* People vulnerable to nutrition insecurity, in particular women, adolescent girls and school-age children, in Timor-Leste have equitable access to enhanced nutrition-sensitive programmes that promote and enable healthy diets by 2025.
- *Outcome 3:* People vulnerable to shocks in Timor-Leste benefit from enhanced national capacity for disaster preparedness and response and supply chain management by 2025.

Outcome 1 represents a contingency plan for crisis response that will be activated only if needed. Outcome 2 focuses on WFP's contribution to the achievement of the consolidated national action plan for nutrition and food security, with particular attention directed to nutrition outcomes for women, adolescent girls and school-age children. Outcome 3 encompasses WFP's contribution to capacity strengthening for national supply chains and emergency preparedness and response.

WFP will achieve these outcomes in partnership with the Government of Timor-Leste at the national and municipal levels, United Nations partners, including the other Rome-based agencies, research partners, civil society and community-based organizations, donors and the private sector.

Draft decision*

The Board approves the Timor-Leste country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/14) at a total cost to WFP of USD 13,973,015.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Following the restoration of its independence in 2002, Timor-Leste has demonstrated a strong commitment to reconciliation, reconstruction, human rights and democracy. With a legacy of conflict in a situation of increasing climate risk and other hazards, it is critical for Timor-Leste to invest in accelerating socioeconomic development. Sixty percent of the population of 1.3 million people is under the age of 25,¹ making investment in young people central to the country's future development.
2. Timor-Leste is a least-developed country and a small island developing State with a Human Development Index score of 0.606 in 2019, ranking 141st of 189 countries.² An estimated 45.8 percent of the population faces multidimensional poverty, the highest rate in Southeast Asia, with limited access to food, clean water, sanitation, social protection, education, skills, health care and decent work.³ Women, people with disabilities and communities in remote rural areas are most at risk of multidimensional poverty, but only limited disaggregated data on people with disabilities are available. Timor-Leste ranked 108th of 116 countries on the Global Hunger Index in 2021.⁴ Although Timor-Leste meets the criteria for graduation from least-developed country status, its fragility and economic vulnerability have led to the deferment of a decision on such graduation until 2024.⁵
3. Timor-Leste faces significant challenges in building a sustainable, diversified economy. Public expenditure, financed largely by withdrawals from the Petroleum Fund,⁶ is very high: over the period from 2008 to 2019, public expenditures were on average equivalent to 86 percent of gross domestic product (GDP). Due to the uncertainty of future petroleum revenues and the high level of withdrawals, there is a risk that the Petroleum Fund will be depleted within 10 years.⁷ The country's GDP contracted by 8.6 percent in 2020, the largest decline since independence, as a result of the coronavirus disease 2019 (COVID-19) pandemic and underlying economic problems that exacerbated its impact. The pandemic and flooding caused by tropical cyclone Seroja in 2021 further challenged economic stability.⁸
4. Climate change and disaster risks pose significant threats to the future development of the non-oil economy, which is primarily agrarian. Timor-Leste is vulnerable to a range of natural hazards, ranking 16th on the World Risk Index in 2021.⁹ Natural hazards include landslides, flash floods, tropical cyclones, windstorms, earthquakes, forest fires and tsunamis. The United Nations' common country analysis for Timor-Leste finds that existing vulnerabilities and lack of coping capacity are major factors in the country's disaster risk.¹⁰ More than

¹ World Bank. 2021. *Timor-Leste Economic Report, December 2021 – Steadying the Ship*.

² United Nations Development Programme. 2020. *Human Development Report 2020. The next frontier. Human development and the Anthropocene*.

³ United Nations. 2019. *Common Country Analysis – Timor-Leste 2019*.

⁴ Concern Worldwide and Welthungerhilfe. 2021. *Global Hunger Index 2021*.

⁵ United Nations Committee for Development Policy. 2021. *Report on the twenty-third session*.

⁶ The Government of Timor-Leste transfers petroleum revenues into the Petroleum Fund of Timor-Leste, a sovereign wealth fund.

⁷ World Bank. 2021. *Timor-Leste Public Expenditure Review – Changing Course: Towards Better and More Sustainable Spending*.

⁸ World Bank. 2021. *Timor-Leste Economic Report, December 2021 – Steadying the Ship*.

⁹ Bündnis Entwicklung Hilft and Rhur University Bochum – Institute for International Law of Peace and Armed Conflict (IFHV). 2021. *WorldRiskReport 2021*.

¹⁰ United Nations. 2020. *Common Country Analysis – Timor-Leste 2019*.

- 70 percent of the population depends on rainfed agriculture as a main source of income, making climate change a major threat to food systems and people's livelihoods.¹¹
5. Timor-Leste has made improvements in gender equality, ranking 64th in the 2021 Global Gender Gap Index compared with 125th in 2016.¹² The Government has prioritized action on gender equality and the prevention of gender-based violence, which is a major issue in Timor-Leste: a 2016 survey found that one-third of women age 15–49 had been subjected to sexual violence in the previous 12 months.¹³ Younger women and girls are at particular risk of sexual violence and early, child and forced marriage. Women who experience intimate partner violence are twice as likely to be living with disabilities than women who do not experience such violence.¹⁴ The COVID-19 pandemic has had a disproportionate impact on women's food insecurity, due in part to cultural norms of women eating "least and last".¹⁵ Women's labour force participation rate is 40.6 percent, compared with 53 percent for men, and women are more likely than men to engage in unpaid, insecure forms of labour.¹⁶
 6. Although Timor-Leste has not yet signed and ratified the Convention on the Rights of Persons with Disabilities,¹⁷ the national constitution provides for non-discrimination against and equal treatment of people with disabilities, and there is a national action plan on disability.
 7. Basic education in Timor-Leste covers grades 1 through 9 and is universal, compulsory and free. The country has made significant progress in gender parity in primary education and in increasing school enrolment, with 92 percent of primary-school-age children attending school.¹⁸ However, only 20 percent of preschool-age children attend preschool, adolescent mothers leave school at disproportionate rates and almost half of all children with disabilities between 3 and 18 years of age are not in school.¹⁹
 8. The Government reduced the spread of COVID-19 by restricting movement and closing non-essential businesses while implementing a substantial relief package equivalent to 13 percent of GDP. Nevertheless, the pandemic has increased food insecurity, and movement restrictions have disrupted the functioning of supply chains and markets. Underlying inadequacy in the country's preparedness for health emergencies made it difficult to manage the pandemic, especially in the context of historic floods in April 2021, and led to significant disruption in the delivery of essential health and nutrition services. While the full impact of the pandemic may only become clear in the long term, there are already implications for food security, nutrition and access to education. More than half of households have had to use at least one form of negative coping strategy, and 41 percent were affected by moderate or severe food insecurity in the 30 days preceding a 2021 assessment,²⁰ which found that compared with households headed by men households headed by women (16.8 percent of the households in the survey) were more

¹¹ *Ibid.*

¹² World Economic Forum. 2021. *Global Gender Gap Report 2021 – Insight Report, March 2021*.

¹³ The Asia Foundation. 2016. *Understanding Violence against Women and Children in Timor-Leste: Findings from the Nabilan Baseline Study – Main Report*.

¹⁴ *Ibid.*

¹⁵ CARE. 2020. *CARE Rapid Gender Analysis – COVID-19 Timor-Leste*.

¹⁶ United Nations. 2020. *Common Country Analysis – Timor-Leste 2019*.

¹⁷ United Nations. 2006. *Convention on the Rights of Persons with Disabilities*.

¹⁸ Government of Timor-Leste. 2019. *Report on the Implementation of the Sustainable Development Goals: From ashes to reconciliation, reconstruction and sustainable development, Voluntary National Review of Timor-Leste 2019*.

¹⁹ *Ibid.*

²⁰ United Nations and the Government of Timor-Leste. 2021. *Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, Round 2, 2021*.

economically vulnerable, had slightly higher rates of moderate or severe food insecurity and were more likely to be in the lower wealth quintiles.²¹

1.2 Progress towards the 2030 Agenda for Sustainable Development

9. Recognizing the progress made in human development, the United Nations common country analysis found that Timor-Leste must accelerate progress in lagging areas in order to achieve the Sustainable Development Goals (SDGs). Poverty and hunger remain major concerns, along with increasing inequality, persistent malnutrition, low levels of educational attainment, poor access to clean water and sanitation, challenges in access to high-quality health services, gender biases affecting women and girls and social biases affecting persons with disabilities. The common country analysis concluded that children, women and girls, persons with disabilities, people with long-term illnesses, migrants and households in remote rural areas were the groups most at risk of being “left behind”.
10. In response to the analysis, the United Nations sustainable development cooperation framework (UNSDCF) for 2021–2025 emphasizes the need to build human capital, diversify the economy and address climate change and other risks. Nutrition, food security and agricultural productivity are priorities in achieving those results. There is a need for action to overcome the legal, institutional and social barriers that marginalized groups encounter in exercising their rights.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

11. *Access to food.* The prevalence of undernourishment declined from 32.2 percent in 2004–2006 to 22.6 percent in 2018–2020.²² However, an Integrated Food Security Phase Classification analysis published in 2019 found that only 25 percent of the population was food-secure.²³ The 2019 “fill the nutrient gap” study found that although almost all households could afford a diet that met their energy requirements, only 15 to 37 percent of households (depending on the locality) could afford a nutritious diet.²⁴
12. *End malnutrition.* Malnutrition is a serious concern. The prevalence of stunting in children under 5 is 47.1 percent. Although this is a decrease from 50.2 percent in 2016 and 58.1 percent in 2010, it is among the highest in the world and constitutes a major impediment to development through its impact on health, educational attainment, human capital and health outcomes for future generations. Stunting is more prevalent among boys (52.0 percent) than girls (46.6 percent) and more prevalent in rural (52.5 percent) than in urban areas (39.8 percent). Stunting is correlated with the educational status, wealth quintile and access to improved sanitation of a child’s mother or caregiver.²⁵ The prevalence of wasting has decreased to 8.6 percent at the national level, putting Timor-Leste into the “medium” category of the World Health Organization (WHO) classification, compared with 11 percent in 2016 and 18.6 percent in 2010.²⁶ In the municipalities of Oecusse, Bobonaro and Dili, wasting prevalence is above 10 percent.²⁷

²¹ *Ibid.*

²² Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children’s Fund, WFP and World Health Organization. 2021. *The State of Food Security and Nutrition in the World 2021*.

²³ Government of Timor-Leste and national partners. 2019. *The First IPC Analysis Report on the Chronic Food Insecurity Situation in Timor-Leste*.

²⁴ National Council on Food Security, Sovereignty and Nutrition in Timor-Leste and WFP. 2019. *Fill the Nutrient Gap Timor-Leste: Final Report*.

²⁵ Government of Timor-Leste. 2022. *Timor-Leste Food and Nutrition Survey 2020 – Final Report*.

²⁶ *Ibid.*

²⁷ *Ibid.*

13. Women and girls face several forms of malnutrition. Nearly 19 percent of non-pregnant women and girls are thin.²⁸ Among women and girls of reproductive age, the prevalence of anaemia increased to 29.9 percent in 2019, from 26.8 in 2012.²⁹ Obesity and overweight in women and girls of reproductive age are rising steeply, nearly doubling from 9.8 percent in 2016 to 19.3 percent in 2020.³⁰
14. *Smallholder productivity and incomes.* Agriculture employs 64 percent of the workforce but contributes only 17 percent of non-oil GDP. The number of people employed in agriculture declined between 2004 and 2015. Although 56 percent of employed women work in agriculture, they make up only 26 percent of wage employment in the sector.³¹ Productivity is low due to a lack of markets, mechanization and advanced tools and limited participation of young people.³² Cereal yields are among the lowest in the region and, on average, women farmers produce 15 percent less than men.³³
15. *Sustainable food systems.* Timor-Leste is a food-deficit country, importing 60 percent of its food requirements.³⁴ Estimates of post-harvest losses range from 20 to 50 percent, affecting the incomes of smallholders and the availability of food for their own consumption.³⁵ The COVID-19 pandemic further disrupted the country's food system, including by limiting the access of producers and households to markets.³⁶

Progress on Sustainable Development Goal 17 targets

16. *Capacity strengthening.* Government capacity needs strengthening, particularly at subnational levels as the country increasingly decentralizes. Political impasse in the past has disrupted state spending and the implementation of programmes. There is a need for greater analysis of data on people living in poverty and food insecurity. Without sufficient disaggregation and analysis of those data, the design of key government programmes will be based on an inaccurate picture of multidimensional poverty, deprivation and vulnerability.
17. *Policy coherence.* Over the past decade, the Government has maintained consistent political focus on reducing malnutrition and food insecurity, leading to gains in access to health, education and social protection. The current national plan for the achievement of zero hunger, known as the SDG 2 consolidated national action plan for nutrition and food security (CNAP-NFS), was developed under the leadership of the National Council for Food Security, Sovereignty and Nutrition and the Prime Minister's office. The plan recognizes the importance of investing in health services, school meals and nutrition-sensitive social protection. It also identifies gender-sensitive nutrition and the reduction of gender-based violence as priorities. Targets for the plan include reducing the rate of stunting among children under 5 to 25 percent and the prevalence of wasting in the same group to 3 percent by 2030. The plan also recognizes the importance of nutrient-sensitive agriculture, food fortification and food marketing in building a resilient food system. The Government has

²⁸ *Ibid.*

²⁹ World Bank. 2019. [Global Health Observatory Data Repository/World Health Statistics](#).

³⁰ Government of Timor-Leste. 2022. [Timor-Leste Food and Nutrition Survey 2020 – Final Report](#).

³¹ Government of Timor-Leste. 2019. [Report on the Implementation of the Sustainable Development Goals: From ashes to reconciliation, reconstruction and sustainable development, Voluntary National Review of Timor-Leste 2019](#).

³² Government of Timor-Leste. 2021. [Democratic Republic of Timor-Leste: Food Systems Pathway Commitment and Position Statement](#).

³³ Gavalyugova, D., Caminha, S., Verdial, T., Perova, E. 2018. [Women Farmers in Timor-Leste : Bridging the Gender Gap in Agricultural Productivity. East Asia and Pacific Gender Policy Brief No. 4](#).

³⁴ United Nations. 2020. [Common Country Analysis – Timor-Leste 2019](#).

³⁵ *Ibid.*

³⁶ United Nations and the Government of Timor-Leste. 2021. [Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, Round 2, 2021](#).

joined the Scaling Up Nutrition (SUN) Movement and the global school meals coalition established in connection with the 2021 United Nations food systems summit, demonstrating political commitment to the achievement of significant improvements in the nutrition of the population, particularly children.

18. The Government has a set of policy instruments that prioritize disaster management. A revised National Disaster Risk Management Policy for 2019–2023 is being developed, while a 2020 law on civil protection established the Civil Protection Authority as the operational lead in disaster response, with which WFP maintains a strong partnership.
19. *Diversified resourcing.* The Government has made commitments and developed policies and strategies that can transform the lives of poor and food-insecure people, but insufficient resources have been allocated to them. There have been significant periods over the past five years when no budget approved by Parliament has been in place and public expenditures have instead been made through monthly allocations.
20. *Enhance global partnership.* Official development assistance has steadily declined in recent years, from USD 290 million in 2010 to USD 235 million in 2019.³⁷

1.4 Hunger gaps and challenges

21. Chronic food insecurity impedes the country's development. The major factors contributing to food insecurity include low agricultural productivity; poverty; poor basic infrastructure and facilities for sanitation, clean water, roads, irrigation, schools and health; inadequate financial and human capital; and the negative impact of climate hazards and risks.³⁸
22. Social sector spending has not produced results matching the level of investment. In 2018 public expenditure on health was equivalent to 7.6 percent of GDP, and expenditure on education was equivalent to 7 percent. Those investments, although large and increasing, have not translated into comparable outcomes in the sectors concerned.³⁹ The veterans' social protection scheme accounts for the most spending on social protection, while the *Bolsa de Mãe* programme (a conditional cash transfer programme targeting poor households with children) provided 34,500 beneficiaries in 2019 with an average benefit of USD 15 per month, for a total expenditure of only USD 7 million.⁴⁰ The Government is introducing a second phase of *Bolsa de Mãe* in 2022 with a stronger focus on nutritional needs, initially in the municipalities of Ainaro, Bobonaro and Oecusse. Improved targeting may improve results.
23. Discriminatory gender norms and persistent gender inequality in Timor-Leste influence child nutrition because of early childbearing and malnutrition among women and girls. A woman's height is a strong predictor of stunting in her children. Adolescent girls have relatively high nutrient needs for their growth, placing young mothers age 15-19 at particular risk of undernutrition and maternal mortality. Around 1 in 20 women have had a child by age 20.⁴¹ In addition, women face macronutrient and micronutrient deficiencies owing to inadequate and insufficiently diverse diets,⁴² partly due to the cultural tendency to prioritize men in food allocation.

³⁷ World Bank. *Country Profile: Timor-Leste*.

³⁸ Government of Timor-Leste and national partners. 2019. *The First IPC Analysis Report on the Chronic Food Insecurity Situation In Timor-Leste*.

³⁹ World Bank. 2021. *Timor-Leste Public Expenditure Review – Changing Course: Towards Better and More Sustainable Spending*.

⁴⁰ *Ibid.*

⁴¹ General Directorate of Statistics, Government of Timor-Leste. 2018. *Timor-Leste – Demographic and Health Survey 2016*.

⁴² TOMAK. 2018. *TOMAK Baseline Study – Component 1: Food Security & Nutrition – Summary Findings*.

24. The country's weak food system is a key driver of high levels of chronic food and nutrition insecurity, poor dietary habits and low agricultural productivity, with weak markets, vulnerable infrastructure, low productivity and investment, post-harvest losses, lack of food quality standards and the high cost of a healthy diet among the contributing factors. Addressing economic and human capital priorities, the Government has demonstrated a commitment to strengthening the food system and food value chains. The 2019 fill the nutrient gap study found that a package of interventions across key sectors, including targeted supplementation, increased transfers under *Bolsa de Mãe*, strengthened school meals programmes, diversified homestead production, nutrition interventions, social and behaviour change communication (SBCC) and fortification of staple foods, could more than double the percentage of households able to afford a nutritious diet.⁴³

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

25. WFP's operations have evolved from the direct implementation of food assistance programmes to an enabling role focusing on policy and strategic engagement, technical assistance and capacity strengthening.
26. WFP's first country strategic plan (CSP) for 2018–2020 was extended by two years from its original end date, allowing time to respond to the COVID-19 pandemic and to consult fully with the Government and partners on the strategic direction to be taken.
27. A CSP evaluation, published in 2020, concluded that WFP could be an effective and valued partner in Timor-Leste, especially by building on its strengths and experience in aspects of nutrition and logistics. Recognizing the challenges of shifting from direct implementation to capacity strengthening, the evaluation made the following four recommendations:
- Establish a minimum, stable stream of funding to support a core country office team capable of engaging in high-level policy dialogue and advocacy.
 - Strengthen CSP implementation through partnerships, with specific focus on the Government and United Nations partners.
 - Ensure capacity strengthening contributions that build on the established contributions of WFP in vulnerability analysis and mapping, school meals, focused elements of food systems development and elements of a multisectoral, gender-sensitive nutrition strategy.
 - Improve capacity strengthening of both the Government and civil society by conducting comprehensive capacity assessments and developing an appropriate monitoring framework.
28. During implementation of the first CSP, WFP was recognized for its success in supporting government supply chains, and food systems more broadly, through its technical assistance on rice fortification. The 2019 fill the nutrient gap analysis was an important achievement in building awareness of core nutrition issues, while WFP's contribution to SBCC has strengthened efforts to address the nutrition needs of vulnerable groups by creating messages that tackle harmful gender norms in intra-household food distribution. A rapid capacity needs mapping exercise undertaken in late 2021 identified these as the areas in which WFP was best positioned to provide capacity strengthening support.

⁴³ National Council on Food Security, Sovereignty and Nutrition and WFP. 2019. *Fill the Nutrient Gap Timor-Leste: Final Report*.

29. Since the CSP evaluation, WFP has contributed to government-led responses to the COVID-19 pandemic and historic flooding following tropical cyclone Seroja in early 2021. The responses strengthened the country's national disaster response architecture and humanitarian coordination mechanisms.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

30. The Government's Strategic Development Plan for 2011–2030 aims to shift Timor-Leste from being a low-income country to becoming an upper-middle-income country with a healthy, well-educated and safe population by 2030. The Government has made a strong commitment to reducing all forms of malnutrition, building resilient food systems and providing social safety nets through sectoral plans in health, education, school meals, nutrition, water and sanitation and social protection. More recently, the CNAP-NFS reflects the Government's priorities for food security and nutrition.

31. The UNSDCF for 2021–2025 features six strategic priorities, with gender and human rights mainstreamed into each priority:

- i) nutrition, food security and sustainable agriculture;
- ii) sustainable economic opportunities and decent work for all;
- iii) early childhood development and life-long learning outcomes and skills;
- iv) quality healthcare and well-being;
- v) accountable, inclusive and participatory governance and quality public services; and
- vi) sustainable management of natural resources and resilience to climate change.

32. WFP chairs the results group on UNSDCF strategic priority 1 and contributes to priorities 3, 4 and 6. In emergency responses, WFP leads the food security and logistics sectors under the operational lead of the Civil Protection Authority.

2.3 Engagement with key stakeholders

33. WFP contributed to the formulation of the UNSDCF through a multi-stakeholder consultation process in 2019 and 2020. Since then it has undertaken bilateral consultations with key United Nations, government and non-governmental organization (NGO) partners to validate the approach of the CSP, explore partnerships and identify complementarities.

34. WFP's engagement in the finalization of the CNAP-NFS influences the strategic direction of the CSP and will guide WFP's participation in sector-specific plans that prioritize the actions of the Government and partners in food security and nutrition over the next eight years. National and subnational consultations leading up to the United Nations food systems summit in September 2021 also informed the strategic direction of the CSP.

35. WFP contributed significantly to the jointly developed evidence base for the CSP through support for the 2019 United Nations common country analysis, the 2019 fill the nutrient gap study, COVID-19 socioeconomic impact assessments carried out in 2020 and 2021, the 2020 Timor-Leste food security and nutrition survey and the 2021 post-disaster needs assessment.

36. As chair of the results group on UNSDCF strategic priority 1, WFP coordinates the integrated approach of United Nations partners to food security, agriculture and nutrition. The CSP is also informed by the priorities of United Nations partners, including support for public service delivery in decentralized settings, with the United Nations Development Programme (UNDP); the leveraging of existing women's networks for outreach and communication, with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); a harmonized approach to nutrition for school-age children, with the

United Nations Children's Fund (UNICEF); and projects on climate-adaptive food systems and food security monitoring, with the Food and Agriculture Organization of the United Nations (FAO).

37. WFP also consulted with NGO partners, in part through the intensified coordination and collaboration prompted by the emergency response to tropical cyclone Seroja and WFP's role in the food security and logistics sectors. [WFP also consulted key partners having complementary programming in school health and nutrition.](#)
38. WFP also consulted the NGO forum of Timor-Leste (the *Forum Organizaçao Naun Governamental Timor-Leste*), an umbrella organization of more than 380 local civil society organizations, in order to validate the approach to community involvement in school health and nutrition and the use of community-level channels for SBCC on healthy diets.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

39. WFP seeks to consolidate its role as an enabler, supporting Timor-Leste's capacities to reduce hunger and encouraging nutrition-sensitive approaches in all areas of investment. Given the experience of the past five years, Timor-Leste's demographic profile and the prevalence of undernutrition in the country, WFP will move forward with a strategy that builds on partnership opportunities and is based on a realistic appraisal of the available resources.
40. As part of a broader, integrated approach that includes outreach to families and communities based on a systems approach to healthy diets, WFP will shift its focus from the health system towards education and food systems, and from the treatment of moderate acute malnutrition towards its prevention.
41. WFP's strategy in Timor-Leste will reflect an array of corporate approaches that include the WFP strategic plan and related corporate results framework for 2022–2025, the corporate school feeding strategy for 2020–2030, the 2022 revised gender policy, the 2020 protection and accountability policy, the 2021 social protection strategy, the 2022 updated policy on country capacity strengthening, the disability inclusion road map for 2020–2022 and the Asia-Pacific disability inclusion initiative.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Crisis-affected populations in Timor-Leste have equitable access to adequate nutritious foods that meet their basic nutritional needs during and in the aftermath of shocks

42. The country's capacity to effectively prepare for and respond to shocks, including sudden-onset hazards and slow-onset hazards, is limited. WFP will support the Government by responding to crises upon request.
43. Work under this CSP outcome complements efforts under CSP outcome 3 to strengthen national capacity for supply chain management and emergency response.
44. This CSP outcome contributes to SDG target 2.1.

WFP strategic outcome

45. CSP outcome 1 is aligned with WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

46. The focus area of this CSP outcome is crisis response.

Alignment with national priorities

47. This CSP outcome is aligned with strategic priority 1 (on nutrition, food security and sustainable agriculture) of the UNSDCF.

Expected outputs

48. CSP outcome 1 will be achieved through output 1.1:
- Output 1.1: Crisis-affected populations receive food assistance to meet their essential food security and nutrition needs.

Key activities*Activity 1: Provide food and nutrition assistance to crisis-affected populations*

49. In the event of a shock leading to a government request for assistance, WFP will provide food assistance for affected populations. Its response will focus on ensuring equitable assistance for women, men, girls and boys in meeting their essential food security and nutrition needs, with attention to the needs of people with disabilities and households in remote rural areas.
50. The response will focus on in-kind food assistance through general food assistance and fortified high-energy biscuits targeting children under 5, pregnant women and girls and new mothers. It is anticipated that any WFP intervention will complement a response by the Government and partners. As appropriate, the WFP response will include SBCC that promotes healthy dietary practices, especially among population groups identified as nutritionally vulnerable.
51. WFP anticipates that any response will utilize and supplement national capacity strengthened under CSP outcome 3, including with regard to the supply chain for the National Logistics Centre.

Partnerships

52. The main partner of WFP in crisis response is the Civil Protection Authority, which is charged with the operational coordination of disaster response. WFP leads the food security and logistics sectors in the event of a response.

Assumptions

53. The size, scope and modalities of this contingency plan are based on the trend in requests for assistance during the previous CSP. A larger response or requests for other assistance modalities would require the CSP to be revised. If no requests for assistance are received, funding for and implementation under this CSP outcome may be minimal.
54. As the Government's capacity for emergency preparedness and disaster risk management increases, including as a result of the capacity strengthening support provided under CSP outcome 3, the need for emergency support may decrease over time.

Transition/handover strategy

55. Direct food assistance under this CSP outcome is envisaged as complementing ongoing capacity strengthening work in supply chains and emergency preparedness and response under CSP outcome 3.

Country strategic plan outcome 2: People vulnerable to nutrition insecurity, in particular women, adolescent girls and school-age children, in Timor-Leste have equitable access to enhanced nutrition-sensitive programmes that promote and enable healthy diets by 2025

56. Government partners, donors and other actors have coalesced around the CNAP-NFS and its multisectoral approach to malnutrition in Timor-Leste. CSP outcome 2 focuses on WFP's contribution to the plan, complementing the focus of UNICEF, donors and the Government

on the first 1,000 days following conception, and the introduction of a simplified protocol for malnutrition treatment. WFP will assume a complementary role in addressing stunting and other forms of malnutrition and in filling nutrition gaps during the first 8,000 days of life, with a broad range of partners in the areas of education and food systems. WFP will focus its approach on its comparative advantages in Timor-Leste, including in evidence generation, SBCC, advocacy and convening, rice fortification and selected elements of programme and system design. WFP nutrition interventions will have a particular focus on school-age children, especially adolescent girls, and children with disabilities.

57. Timor-Leste has achieved nearly universal primary school enrolment but significant challenges remain, including in gender parity and the inclusion of children with disabilities. With the Government having recently joined the school meals coalition and committing to investing in human capital, there are opportunities to move forward with an integrated package of school health and nutrition interventions, [building on the complementary work of NGOs and development partners already active in the sector.](#)
58. CSP outcome 2 contributes to SDG target 2.2.

WFP strategic outcome

59. This CSP outcome is aligned with WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

Focus area

60. The focus area of this CSP outcome is response to root causes.

Alignment with national priorities

61. CSP outcome 2 is aligned with strategic priority 1 (on nutrition, food security and sustainable agriculture) of the UNSDCF and contributes to strategic priority 3 (on early childhood development and life-long learning outcomes and skills) and strategic priority 4 (on quality health care and well-being).
62. The CSP outcome is also aligned with the priority identified in Timor-Leste's Strategic Development Plan for 2011–2030: "optimize multi-sectoral and cross-cutting areas of effective collaboration to achieve health, education and environmental goals".

Expected outputs

63. CSP outcome 2 will be achieved through outputs 2.1–2.3:
- Output 2.1: Vulnerable populations, in particular adolescent girls, benefit from strengthened government capacity to implement gender-sensitive national social assistance programmes that promote positive behaviours with regard to healthy diets and support them in their effort to meet their nutrition needs.
 - Output 2.2: Schoolchildren have access to safe and nutritious meals through enhanced capacity of national institutions to manage and scale up a gender- and nutrition-sensitive school health and nutrition programme to meet their nutrition needs.
 - Output 2.3: Vulnerable populations have access to nutritious, safe and affordable food, including fortified food, through strengthened capacity of government and private sector actors in the national food system to meet their nutrition needs.

Key activities

Activity 2: Provide technical assistance to national institutions working to enhance the quality and nutrition integration of school-based programmes and other social assistance programmes by improving the availability, affordability, equitable access to and consumption of nutritious and safe food

64. In support of the CNAP-NFS and following consultation with partners, WFP has identified a set of priority areas on which to focus capacity strengthening efforts.
65. *Nutrition in social assistance programmes.* WFP will advocate the inclusion of nutrition objectives in national social assistance programmes, with a particular focus on ensuring that services are gender-responsive and disability-inclusive and that they reach nutritionally vulnerable populations. WFP will facilitate the formulation of nutrition-sensitive national programmes, including through appropriate beneficiary selection, the use of social assistance programmes as platforms for SBCC programmes and the design of transfer values and modalities to meet nutrition objectives. Ultimately, such actions will support the development and implementation of a national, multisectoral action plan for nutrition. This area of work contributes to output 2.1.
66. WFP will conduct research in order to enable informed policy decisions on nutrition, especially for nutrition-sensitive approaches in interventions such as school meals, emergency response and social protection programmes. All research will use gender, protection and disability lenses to ensure robust disaggregation and understanding of multidimensional vulnerability. The research envisaged includes formative research for, and a review of the results of, SBCC activities; national and municipal nutrition surveys and analysis; and a “cost of diet” analysis. WFP will also strengthen national capacity in monitoring, evaluation, reporting and food safety risk assessment, with a focus on the school meals programme and other social assistance programmes.
67. WFP will conduct training on nutrition in emergencies, mainstreaming gender and protection, to support an enabling environment for emergency responses from government partners, community health workers and NGOs. The training will complement efforts in malnutrition prevention and leverage WFP’s field presence.
68. *School meals.* Building on lessons learned from ~~a~~ home-grown school meals ~~pilot~~ pilots, a joint programme on school health and nutrition with WHO, and the results of a planned Systems Approach for Better Education Results (SABER) exercise, WFP will develop and implement a comprehensive capacity strengthening strategy for integrated school health and nutrition programming in consultation with the Government, partners already engaged in school meals and the affected population. WFP will facilitate the exchange of knowledge and skills through South–South exchanges, with particular attention to models of nationally owned school meals programmes in the region. This area of work contributes to output 2.2.
69. WFP will continue to implement in partnership with WHO the joint school health and nutrition programme, which provides an integrated package of food safety facilities, SBCC and capacity strengthening for rice fortification and supply chain management. WFP will explore opportunities to expand school health and nutrition programming into additional municipalities, including in partnership with other actors. With the funding available and the partnerships and complementarities with school meals and school health actors established, WFP will be able to support the Government’s implementation capacity at the central and local levels over the long term. WFP support for the Government’s school meals programme will be firmly rooted in the multisectoral framework of the CNAP-NFS in order to maximize synergies with other sectors and promote long-term funding.

70. WFP will cooperate with existing actors to support the Government in the development of a country-specific home-grown school meals model. It will provide technical assistance for the local procurement, market linkages and village-level supply chains of the school meals programme, including linkages with farmers and the economic empowerment of rural women. WFP will provide support in assessing food safety and quality along the school meals supply chain.
71. Using schools as a platform for nutrition education, WFP will improve the existing SBCC strategy, focusing on the first 8,000 days of life to promote good nutrition practices among adolescent girls, women and families.⁴⁴ As part of this approach, it will develop SBCC campaigns based on lessons learned from and partnerships for its existing programming. WFP will use its school meals programming to reach schoolchildren and will collaborate with ~~United Nations~~ partners and the affected population to co-develop and implement a community engagement and communication strategy that meets the information needs and preferences of adolescent girls, women and girls of reproductive age, women with disabilities and municipal-level medical workers, men and boys. The SBCC topics envisaged include child and adolescent nutrition, personal hygiene, fortified rice consumption and positive gender roles. Messages on the importance of healthy diets during pregnancy and lactation will be disseminated through focus group discussions, mothers' support group activities, cooking demonstrations and information, education and communication materials.
72. Building on the pilots, partners' efforts and technical assistance envisaged, WFP will advocate and support the development of a national school meals policy and legislation and the prioritization of school meals in national budget allocations. It will also provide technical advice on the establishment of a government-led coordination forum for the launch and implementation of the school meals coalition.
73. *Rice fortification.* WFP will support the Government in developing its rice fortification programme, partnering primarily with the National Logistics Centre. Leveraging existing social safety net programmes, rice fortification will help address micronutrient deficiencies among women and girls of reproductive age, and WFP is developing a strategic road map for gender-sensitive rice fortification, including a proof of concept, policy development and an investment plan for scale-up. This area of work contributes to output 2.3.
74. WFP will partner with the National Logistics Centre to introduce Codex food standards to increase food safety and quality in national procurement processes and guidance on food quality standards and controls.

Partnerships

75. WFP will pursue strategic partnerships with UNICEF, the World Bank, WHO, UN-Women, UNDP, the United Nations Population Fund (UNFPA) and NGOs on advocacy, resources and the required multisectoral approach.
76. WFP will contribute to the SUN Movement through technical support to the SUN secretariat and the establishment of SUN civil society and business networks in the country. These platforms will support partnership and coordination in the implementation and monitoring of the multi-sectoral national action plan for nutrition.
77. The National Council for Food Security, Sovereignty and Nutrition is chaired by the Ministry of Agriculture and Fisheries. WFP engages in this platform by providing technical support and conducting analytical work with government ministries.

⁴⁴ This component of activity 2 will reach a small number of direct beneficiaries through the capacity strengthening modality, as described in section 4.1 and table 1.

78. WFP will ~~develop a coordination structure work~~ with other school meals, health and nutrition actors to ~~ensure the alignment of~~develop a coordination structure to align advocacy and technical assistance with the needs and priorities of the Ministry of Education, Youth and Sport and the Ministry of State Administration.
79. WFP will partner with the National Logistics Centre and private sector actors on the development and implementation of a national rice fortification programme.
80. At the community level, WFP will engage with diverse civil society organizations with a view to building their capacity for food assistance and collaboration so that they can better reach the groups they represent, such as people with disabilities and women. WFP will also engage with civil society organizations to support village-level farmer associations and mothers' support groups through cooking demonstrations, awareness raising on nutrition and household cash management, and the development of model home gardens for nutrition.

Assumptions

81. This approach to nutrition assumes that an integrated protocol for the treatment of acute malnutrition, supported by UNICEF, will continue to be the preferred policy for the treatment of malnutrition and that WFP will not be called on to implement a treatment programme directly.

Transition/handover strategy

82. The interventions under CSP outcome 2 aim to strengthen government programmes in line with national priorities as identified in the CNAP-NFS. The approach to school meals in the CSP is aligned with regional and global school meals strategies developed with a view to fostering national ownership and sustainability.
83. WFP will continue to work with the Government of Timor-Leste on co-funding to support sustainability and encourage country ownership.

Country strategic plan outcome 3: People vulnerable to shocks in Timor-Leste benefit from enhanced national capacity for disaster preparedness and response and supply chain management by 2025

84. WFP will seek to improve the institutional capacity of the Government and the humanitarian community to respond to shocks in the areas of its comparative advantage, including supply chain management, vulnerability analysis, mapping and digital solutions and improved humanitarian sector coordination.
85. This CSP outcome contributes to SDG target 17.9.

WFP strategic outcome

86. CSP outcome 3 is aligned with WFP strategic outcome 4 (National programmes and systems are strengthened).

Focus area

87. The focus area of this CSP outcome is resilience building.

Alignment with national priorities

88. This CSP outcome is aligned with strategic priority 6 (on sustainable management of natural resources and resilience to climate change) of the UNSDCF and contributes to strategic priority 1 (on nutrition, food security and sustainable agriculture).

Expected outputs

89. CSP outcome 3 will be achieved through output 3.1:
- Output 3.1: Vulnerable populations benefit from the strengthened capacity of local and national disaster preparedness and response and supply chain management actors to effectively anticipate, prepare for, manage and mitigate the risks to food and nutrition security associated with climatic and other shocks in a gender-sensitive manner.

Key activities

Activity 3: Provide technical assistance to national institutions in strengthening disaster risk and supply chain management

90. WFP will support the Civil Protection Authority, the National Logistics Centre and the Ministry of Social Solidarity and Inclusion in strengthening supply chain management practices. WFP will assess capacity gaps in storage infrastructure, procurement practices, quality control and general management practices. It will explore opportunities for integrating systems and activities that promote gender equality into supply chain management and will continue to provide technical assistance through the deployment of WFP staff at the municipal and national levels. Capacity strengthening for supply chain management under this activity will be closely linked to school meals under activity 2. WFP will also explore linkages among national procurement, the school meals programme and national social assistance programmes, keeping in view the potential to increase demand for fortified rice and locally produced food.
91. WFP will support the Government, civil society and communities in developing an understanding of multidimensional risks and vulnerabilities, including those related to gender, disability and rights; strengthening local adaptation capacity; and building systems and capacity for emergency preparedness and disaster risk management. A joint United Nations mission on capacity for disaster reduction will assess the capacity of the Government and partners to respond to disasters and help to identify key gaps and comparative advantages for WFP in disaster risk management in Timor-Leste.
92. WFP will strengthen capacity at the national and subnational levels for the analysis and use of acute and chronic food security monitoring based on the Integrated Food Security Phase Classification methodology. The monitoring will provide the basis for real-time forecasts of acute food insecurity in the face of current and future crises, enabling institutions, communities and individuals to take action based on more useful, needs-based, strategic and timely information.
93. WFP will partner with Timor-Leste's Civil Protection Authority to improve the country's emergency preparedness architecture. This work will include an analysis of gaps in the law, policy, coordination and implementation structures pertaining to food security and logistics. As a lead of the emergency logistics and food security sectors, WFP will also explore the introduction of tools and global best practices in sectoral humanitarian coordination.

Partnerships

94. WFP will partner with the National Logistics Centre on supply chain interventions. Partnerships with the Civil Protection Authority and the Ministry of Agriculture and Fisheries will provide additional support for the envisaged work on disaster risk management.
95. WFP will work closely with FAO on strengthening the Government's capacity to gather and analyse data and will explore possible partnerships on improving disaster risk management capacity with UNDP, UNICEF and community-based organizations such as *Rede Feto*.

Assumptions

96. It is assumed that the partnerships and entry points identified under this CSP outcome remain stable and that government partners are well-resourced.

Transition/handover strategy

97. CSP outcome 3 requires WFP to strengthen country capacities at the national and subnational levels in line with identified national priorities. It is expected that large shocks will result in government requests that WFP provide extensive support. Lessons learned in providing such support will inform CSP adjustments and prioritization of the investments needed to increase national emergency preparedness capacity and resilience to future shocks.

4. Implementation arrangements

4.1 Beneficiary analysis

98. Activity 1, the contingency plan for crisis response, will entail general distributions for women, men, girls and boys and the distribution of high-energy biscuits to children and pregnant women and girls and new mothers in both Dili and rural areas.
99. Activity 2 will reach a limited number of direct beneficiaries through SBCC interventions using the capacity strengthening modality, as shown in table 1. Activity 3, focusing on institutional capacity strengthening, will have no direct beneficiaries.
100. Given WFP's focus on institutional capacity strengthening, most beneficiaries will be indirect. WFP will support the national school meals programme under activity 2, benefiting an estimated 320,000 students with nutritious meals and nutrition knowledge. An estimated 230,000 people will benefit from improvements in existing social safety net interventions, including rice fortification capacity and technical support to the Government on improved food basket composition and supply chain management and targeting.

Country strategic plan outcome	Output	Activity	Beneficiary group	2023	2024	2025	Total
1	1.1	1	Girls	10 045	10 045	10 045	30 135
			Boys	10 536	10 536	10 536	31 608
			Women	6 655	6 655	6 655	19 965
			Men	2 764	2 764	2 764	8 292
			Total	30 000	30 000	30 000	90 000
2	2.2	2	Girls	-	-	-	-
			Boys	-	-	-	-
			Women	1 420	1 420	1 420	4 260
			Men	1 364	1 363	1 363	4 090
			Total	2 784	2 783	2 783	8 350
Total (without overlap)				31 254	31 253	31 253	93 760

4.2 Transfers

101. The main transfer modality will be capacity strengthening, reflecting government investment in key sectors and the trend of major donors transferring resources through bilateral channels. In this context, WFP can serve as an enabler through targeted actions to improve the efficacy and efficiency of government and partner programmes. Comprehensive assessments of capacity gaps will guide WFP's approach to capacity strengthening. Interventions may include technical assistance, the provision of equipment, training, the secondment of staff, research, advocacy and the facilitation of South-South and triangular cooperation. WFP will maintain strategic partnerships and participate in platforms to ensure coordination in areas of joint work.
102. Activity 1 represents a contingency plan for food transfers in the event of shocks. Annexes II and III describe the food requirements for this contingency, with projections based on the trend in previous government requests.
103. WFP selected the food modality for the activity 1 contingency plan based on trends observed during shocks in recent years, including the Government's preference for in-kind assistance, and disruptions to the functioning of local markets due to infrastructure damage and COVID-19-related restrictions. Given the unaffordability of healthy diets in local markets, it is expected that in-kind assistance will be used to support households in meeting their essential nutrition needs.
104. Food transfers from WFP will complement the interventions of the Government and partners under the operational coordination of the Civil Protection Authority. WFP will direct capacity strengthening efforts to strengthen the coordination and implementation capabilities of the Government in responding to future crises. WFP also aims to strengthen the nutrition-sensitivity of government programmes, including government cash-based transfer programmes.

4.3 Country office capacity and profile

105. WFP will expand its field presence in Timor-Leste, supporting implementation of the planned activities and government capacity at the municipality level, in line with the Government's policy on the decentralization of services to municipalities.
106. Successful implementation of the CSP will require the recruitment of staff with the skills needed to develop and implement sustainable long-term capacity strengthening programmes and manage the required partnerships.

4.4 Partnerships

107. WFP will build on its broad base of government partnerships to achieve maximum impact through multisectoral approaches to addressing food security and nutrition, including with the Coordinating Ministry of Economic Affairs, the Ministry of Tourism, Trade and Industry, the Ministry of Education, Youth and Sport, the Ministry of State Administration, the Ministry of Social Solidarity and Inclusion, the Ministry of Justice, the Ministry of Health and the Ministry of Agriculture and Fisheries.
108. WFP will continue to support and invest in the capacity of the National Council for Food Security, Sovereignty and Nutrition and the SUN secretariat in the Prime Minister's office with a view to helping to strengthen coordination and integrated approaches to food security and nutrition and to advance the nutrition research agenda with partners.
109. Timor-Leste is a priority country for the United Nations Global Action Plan on Wasting. WFP supported the development of the country's operational road map for implementation of the plan and will support several priority actions in that road map through the CSP, including through support for national supply chains, food value chains, food fortification, strengthened social protection and food safety and quality.

110. In line with the recommendations of the CSP evaluation, WFP will continue to pursue opportunities for joint programming with United Nations partners, including UNICEF, WHO, FAO and UNDP, in order to leverage complementary capacities and geographical reach. WFP will seek to accelerate progress under the results group for UNSDCF strategic priority 1 by pursuing strategic partnerships with the World Bank and development partners investing in the Government's SDG 2 agenda.
111. WFP will also seek to strengthen partnerships with UNFPA, UN-Women and UNDP to mobilize women's organizations and associations as partners in the implementation of the CSP, especially activity 2. WFP will partner with women's rights and gender equality entities, including *Rede Feto*, and organizations for people with disabilities, such as the umbrella organization *Associação Deficientes de Timor-Leste* (Association of Disabled Persons of Timor-Leste).
112. WFP will seek to expand its engagement with civil society organizations and deepen its engagement with the NGO forum of Timor-Leste. Through its field presence, WFP will pursue opportunities to partner with NGOs in support of decentralized public services.
113. WFP will continue to cultivate partnerships with private sector actors with a view to strengthening food systems by promoting standards in the production and marketing of nutritious foods, supporting food fortification and providing improved technology for nutrition promotion.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

114. WFP will monitor the CSP through its corporate monitoring and evaluation frameworks, in alignment with minimum monitoring standards and WFP's revised corporate results framework for 2022–2025, which include the setting of baselines, the monitoring of activity implementation and outcome monitoring through qualitative data collection and surveys. These activities will be complemented by the monitoring of food security and market prices. WFP will promote gender-responsive monitoring and the disaggregation of data by age, gender and disability status. Dedicated field support at the municipality level will include the independent monitoring of ongoing activities and will support efforts to improve the existing monitoring system through municipality-level structures, including nutrition coordination committees. As recommended in the CSP evaluation, WFP will develop an appropriate monitoring framework for measuring its capacity strengthening contributions. The logic of interventions will be defined by theories of change, which will also serve as tools for improving evaluability.
115. WFP will provide capacity strengthening support for the monitoring and evaluation systems of the Government, focusing especially on the monitoring frameworks of the CNAP-NFS, the school meals programme and the Nutrition and Food Security Unit of the Ministry of Agriculture and Fisheries, which supports national coordination efforts under the National Council for Food Security, Sovereignty and Nutrition. Other WFP technical assistance for government programmes, such as national social safety net interventions in response to the COVID-19 pandemic, will include a focus on monitoring and evaluation and generating evidence of contributions to SDG targets.
116. Through the results group for UNSDCF strategic priority 1, WFP will work closely with United Nations partners to define and monitor progress under the UNSDCF and will explore opportunities for joint evaluations and lessons learned exercises. WFP will also support the monitoring capacity of partners through the food security sector coordination group.

117. The CSP will be subject to an evaluation to assess its contribution to outcomes. WFP will also conduct a decentralized evaluation of school health and nutrition activities and will participate in the deployment of the UNINFO platform.⁴⁵

5.2 Risk management

Strategic risks

118. Government priorities may shift owing to a change of government, an impasse on the passage of a budget or the rotation of government staff. Public expenditure may diminish, especially in response to depletion of the petroleum fund, causing a drop in the amount of resources for social sectors. WFP will address these risks by maintaining a strong partnership with the Government and recruiting staff with the skills to manage it, and by supporting advocacy efforts by United Nations and development partners.
119. Timor-Leste is poorly prepared to address sudden onset humanitarian needs on a large scale. WFP will focus on strengthening national emergency preparedness and will maintain a contingency plan for a modest direct response; however, a large-scale response by WFP would require an increase in the country portfolio budget.
120. Should the COVID-19 pandemic and the measures put in place to contain it persist into 2023 and beyond, the outcomes and strategic focus of the CSP could be compromised. WFP will continue its ongoing advocacy efforts to ensure that the restrictions adopted minimize the negative impact on children and that social protection interventions effectively target the most vulnerable.

Operational risks

121. Timor-Leste has limited consistent high-quality data available to inform decision making, targeting, programme prioritization and monitoring, evaluation and learning, including data disaggregated by gender, age and disability status. WFP support includes a focus on evidence generation and the building of government capacity for evidence-based decision making and data disaggregation.

Fiduciary risks

122. The security situation in Timor-Leste presents low direct risk to staff. WFP will ensure compliance with corporate and United Nations security protocols and will regularly assess the security environment.
123. The continuing COVID-19 pandemic and a generally weak health system present a health and safety risk for staff and partners. WFP will maintain measures to control COVID-19 transmission resulting from its activities and will continue to work with relevant parties on medical evacuation options.

5.3 Social and environmental safeguards

124. WFP will support the United Nations-led gender and protection working group in its efforts to implement the beneficiary accountability system developed after tropical cyclone Seroja.
125. In recognition of women's particular vulnerability to food and nutrition insecurity in Timor-Leste, a gender-responsive approach will be taken in all WFP technical assistance with a view to strengthening national programmes that address food insecurity and undernutrition.
126. WFP will partner with civil society organizations, including through the NGO forum of Timor-Leste, to ensure that its programming reflects the needs of the most marginalized, including those with disabilities.

⁴⁵ [The United Nations Sustainable Development Group data portal.](#)

127. WFP is committed to ensuring the centrality of protection in its operations, including through accountability to affected populations. All WFP activities will be informed by protection considerations and goals. Affected populations of all ages, genders and disability and other status will be meaningfully engaged throughout CSP implementation in order to facilitate empowerment, inclusion and sustainability.
128. WFP will screen programme activities for social and environmental risks in accordance with the WFP environmental and social sustainability framework.

6. Resources for results

6.1 Country portfolio budget

129. Most of the budget for the CSP is allocated to CSP outcomes 2 and 3, with a higher proportion dedicated to outcome 2, which entails an array of investments in nutrition-sensitive programming. The allocation to outcome 1 represents a contingency fund for crisis response and is based on past trends.
130. In line with corporate commitments, 14.3 percent of the total budget is allocated to gender equality activities.

Country strategic plan outcome	Activity	2023	2024	2025	Total
1	1	481 454	535 827	501 598	1 518 880
2	2	2 456 480	2 667 739	2 071 381	7 195 601
3	3	1 890 912	1 776 876	1 590 747	5 258 535
Total		4 828 847	4 980 443	4 163 726	13 973 015

6.2 Resourcing outlook and strategy

131. The CSP for 2018–2022 was 71 percent funded. The resourcing trend in 2021–2022 has been notably better as the result of increased donor support for Government-led emergency responses. WFP will continue to advocate CSP donors provide resources for the CSP capacity strengthening portfolio.
132. The resource levels for CSP outcomes 2 and 3 reflect a realistic funding projection based on recent resource mobilization efforts and partnerships established. The resourcing strategy will focus on donors and the host government, emphasizing multi-year funding, and joint and thematic programming with United Nations partners. WFP expects that funding for CSP outcome 1 will be received only in the event of a crisis to which WFP must respond.

ANNEX I

LOGICAL FRAMEWORK FOR TIMOR-LESTE COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2025)

SDG 2: Zero hunger**SDG target 2.1: Access to food**

Country strategic plan outcome 1: Crisis-affected populations in Timor-Leste have equitable access to adequate nutritious foods that meet their basic nutritional needs during and in the aftermath of shocks

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Nutrition-sensitive

Assumptions

WFP augments government capacity to address the most urgent food security needs in the wake of sudden onset disasters.

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Activities and outputs**1. Provide food and nutrition assistance to crisis-affected populations. (URT-1.2: Unconditional resource transfer)**

1.1 Crisis-affected populations (tier 1) receive food assistance to meet their essential food security and nutrition needs (Output Category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Crisis-affected populations (tier 1) receive food assistance to meet their essential food security and nutrition needs (Output Category B: Nutritious food provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 Crisis-affected populations (tier 1) receive food assistance to meet their essential food security and nutrition needs (Output Category E: Social and behaviour change communication (SBCC) provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2.2: End malnutrition

Country strategic plan outcome 2: People vulnerable to nutrition insecurity, in particular women, adolescent girls and school-age children, in Timor-Leste have equitable access to enhanced nutrition-sensitive programmes that promote and enable healthy diets by 2025

Strategic outcome 2: People have better nutrition, health and education outcomes

Focus area: root causes

Nutrition-sensitive

Assumptions

The host government remains committed to providing nutrition-sensitive interventions in accordance with the consolidated action plan for nutrition and food security (CNAP-NFS).

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Percentage increase in production of high-quality and nutrition-dense foods

Systems Approach for Better Education Results (SABER) school feeding index

Transition strategy for school health and nutrition and school feeding developed with WFP support

Activities and outputs

2. Provide technical assistance to national institutions working to enhance the quality and nutrition integration of school-based programmes and other social assistance programmes by improving the availability, affordability, equitable access to and consumption of nutritious and safe food (NPA-1.3: Malnutrition prevention programme)

2.1 Vulnerable populations, in particular adolescent girls, benefit from strengthened government capacity to implement gender-sensitive national social assistance programmes (tiers 2 and 3) that promote positive behaviours with regard to healthy diets and support them in their effort to meet their nutrition needs (Output Category C: Capacity development and technical support provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

2.1 Vulnerable populations, in particular adolescent girls, benefit from strengthened government capacity to implement gender-sensitive national social assistance programmes (tiers 2 and 3) that promote positive behaviours with regard to healthy diets and support them in their effort to meet their nutrition needs (Output Category E: Social and behaviour change communication (SBCC) provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

2.2 Schoolchildren (tiers 1, 2 and 3) have access to safe and nutritious meals through enhanced capacity of national institutions to manage and scale up a gender- and nutrition-sensitive school health and nutrition programme to meet their nutrition needs (Output Category C: Capacity development and technical support provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.2 Schoolchildren (tiers 1, 2 and 3) have access to safe and nutritious meals through enhanced capacity of national institutions to manage and scale up a gender- and nutrition-sensitive school health and nutrition programme to meet their nutrition needs (Output Category E: Social and behaviour change communication (SBCC) provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

2.3 Vulnerable populations (tier 3) have access to nutritious, safe and affordable food, including fortified food, through strengthened capacity of government and private sector actors in the national food system to meet their nutrition needs (Output Category C: Capacity development and technical support provided. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

2.3 Vulnerable populations (tier 3) have access to nutritious, safe and affordable food, including fortified food, through strengthened capacity of government and private sector actors in the national food system to meet their nutrition needs (Output Category E: Social and behaviour change communication (SBCC) provided. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

SDG 17: Partnerships for the goals**SDG target 17.9: Capacity building**

Country strategic plan outcome 3: People vulnerable to shocks in Timor-Leste benefit from enhanced national capacity for disaster preparedness and response and supply chain management by 2025

Strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

Limited government capacity for emergency preparedness and response, in particular with regard to supply chain management and food security data.

Outcome indicators

Emergency preparedness capacity index

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Activities and outputs

3. Provide technical assistance to national institutions in strengthening disaster risk and supply chain management. (EPA-1.1: Emergency preparedness and early action)

3.1 Vulnerable populations (tier 3) benefit from the strengthened capacity of local and national disaster preparedness and response and supply chain management actors to effectively anticipate, prepare for, manage and mitigate the risks to food and nutrition security associated with climatic and other shocks in a gender-sensitive manner (Output Category C: Capacity development and technical support provided. Standard output 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

3.1 Vulnerable populations (tier 3) benefit from the strengthened capacity of local and national disaster preparedness and response and supply chain management actors to effectively anticipate, prepare for, manage and mitigate the risks to food and nutrition security associated with climatic and other shocks in a gender-sensitive manner. (Output Category G: Skills, capacities and services for climate adapted livelihoods. Standard output 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)

SDG 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

- CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes
- CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance
- CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes
- CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services
- CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability**Cross-cutting indicators**

- CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA
- CC.2.2: Country office meets or exceeds UNDIS standards on consulting organizations of persons with disabilities (QCPR)
- CC.2.3: Country office has a functioning community feedback mechanism
- CC.2.4: Country office has an action plan on community engagement
- CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)
- CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

- CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality
- CC.3.2: Percentage of food assistance decision making entity members who are women
- CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Percentage of WFP offices implementing environmental management systems

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

REVISION

ANNEX II

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY			
	CSP outcome 1		
	Activity 1		
Beneficiary type	Children age 0-59 months	Pregnant women and girls and new mothers age 12-59	Adults age 60 and over
Modality	Food	Food	Food
Cereals	450	450	450
Pulses	70	70	70
Oil	30	30	30
Salt	-	-	-
Sugar	-	-	-
High-energy biscuits	100	100	100
Super Cereal Plus	-	-	-
Micronutrient powder	-	-	-
Total kcal/day	2 573	2 573	2 123
% kcal from protein	9	9	8.5
Number of feeding days per year	30	30	30

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Fortified rice	405	247 266
Beans	63	96 424
Vegetable oil	27	33 380
High-energy biscuits	180	276 537
Total (food)	675	653 608
Cash-based transfers	-	-
Total (food and cash-based transfer value)	675	653 608

ANNEX IV

INDICATIVE COST BREAKDOWN BY CSP OUTCOME (USD)				
	SDG 2 target 2.1/ WFP strategic outcome 1	SDG 2 target 2.2/ WFP strategic outcome 2	SDG 2 target 17.9/ WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	
Focus area	Crisis response	Root causes	Resilience building	
Transfers	956 561	4 291 814	3 208 899	8 457 275
Implementation costs	159 089	996 287	662 909	1 818 286
Adjusted direct support costs	310 527	1 468 331	1 065 783	2 844 642
Subtotal	1 426 178	6 756 432	4 937 592	13 120 202
Indirect support costs (6.5 percent)	92 702	439 168	320 943	852 813
Total	1 518 880	7 195 601	5 258 535	13 973 015

Acronyms

CNAP-NFS	consolidated national action plan for nutrition and food security
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
NGO	non-governmental organization
SABER	Systems Approach for Better Education Results
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WHO	World Health Organization

REVISION MODE