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Operational matters

For approval

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Draft Timor-Leste country strategic plan (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 17,052,385
Gender and age marker*	2A

*<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

Executive summary

This country strategic plan supports attainment of the national Government's vision for Timor-Leste and contributes to its Strategic Development Plan 2011–2030.¹ The vision reflects the aspirations of the country's people to create a prosperous and strong nation. It builds on four core attributes: political will, economic potential, national integration and a dynamic population. The Government has been a strong advocate for global adoption of the Sustainable Development Goals having been proactive in shaping Sustainable Development Goal 16 and, once the goals were launched, joining the High-Level Group on the 2030 Agenda as a global champion of their implementation – the only country of Asia to do so. As a founding member of the G7+,² the Government of Timor-Leste used the 2017 conference of the G7+³ to promote the 2030 Agenda's call to “leave no one behind” and helped draft the joint Dili Communiqué, which states that “successful implementation of Agenda 2030 will require tailoring the Sustainable Development Goals to the unique context of countries in fragile and conflict-affected situations”.

¹ <http://timor-leste.gov.tl/wp-content/uploads/2011/07/Timor-Leste-Strategic-Plan-2011-20301.pdf>.

² Founded in 2010, the G7+ is an intergovernmental voluntary organization of countries that are either facing conflict or have recent experience of it: <http://www.g7plus.org/>.

³ Global Conference on the 2030 Agenda: a Roadmap for the Sustainable Development Goals in Fragile and Conflict-affected States. 21–23 May 2017, Dili.

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In June 2017, the Government published a road map for implementation of the 2030 Agenda,⁴ which lays out a framework for achieving the Sustainable Development Goals in line with the national Strategic Development Plan 2011–2030. In addition, Parliament approved a resolution to prioritize nutrition, which included a road map for meeting Sustainable Development Goal 2 targets.⁵ The country strategic plan will contribute to implementation of the Government’s SDG road map while also supporting sector strategies and ministerial plans of action. It is aligned with WFPs Strategic Results 2 and 5.

The country strategic plan builds on the Government’s decision to put people at the centre of the initial phase of implementation of the country’s road map for achieving the Sustainable Development Goals, including by ending hunger and all forms of malnutrition and establishing sustainable food systems, recognizing the impact that this will have on prosperity, the environment and peace. Partnerships are central to all elements of the country strategic plan, which aligns the activities of WFP and its partners in support of the Government and aims to enhance capacity for sustainable development at the national and subnational levels.

The country strategic plan is based on consultations with the previous Government, the new Government established after the July 2017 elections, development partners and beneficiaries and on context, gender and gap analyses. It addresses recommendations from the national strategic review of actions necessary for achieving Sustainable Development Goal 2 and supports the Government’s strategies and policies. It seeks to achieve the following two strategic outcomes:

- *Strategic outcome 1:* Children under 5, adolescent girls and pregnant and lactating women have improved nutrition towards national targets by 2025.
- *Strategic outcome 2:* National and subnational government institutions have increased capacity sustainably to deliver food-, nutrition- and supply chain-related services by 2020.

Timor-Leste is moving confidently towards the transformation stage of the “fragility spectrum” of the G7+⁶ and WFP aims to assist it in reaching the resilience stage by 2030.

Draft decision*

The Board approves the Timor-Leste country strategic plan (2018–2020) (WFP/EB.1/2018/6-A/3) at a total cost to WFP of USD 17,052,385.

⁴ Government of Timor-Leste. 2017. *Timor-Leste’s Roadmap for the Implementation of the 2030 Agenda and the SDGs*: http://timor-leste.gov.tl/wp-content/uploads/2017/08/UNDP-Timor-Leste_SDP-Roadmap_doc_v2_English_220717.pdf.

⁵ National Parliament of Timor Leste. 2017. Sobre o apoio ao Governo na identificação do Objetivo de Desenvolvimento Sustentável no. 2 (Erradicação da Fome). <http://timor-leste.gov.tl/?p=18028&lang=en>

⁶ The fragility spectrum is the approach developed by the G7+ as part of the implementation of its New Deal for Engagement in Fragile States: <http://www.g7plus.org/sites/default/files/resources/g7%2B%2BEnglish%2BFS%2BNote%2BDesign.pdf>.

* 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. Timor-Leste gained independence in 2002 after a protracted conflict during which 30 percent of the population died and the country's infrastructure was destroyed. Since independence, successive governments have focused on establishing peace and stability while building capital and infrastructure to enable economic and social development. Timor-Leste is now a young country moving out of conflict and aiming to achieve resilience by 2030.
2. Timor-Leste is a least developed country, ranking 133rd of 188 countries in the 2016 Human Development Index.⁷ It shares a land border with Indonesia and maritime boundaries with Australia and Indonesia.
3. With a population of 1.2 million⁸ and land area of 15,410 square kilometres, population density is 77 people per square kilometre. Fifty-nine percent of the population is under 25 years of age and 71 percent lives in rural areas. The country is ethnically diverse with 32 local languages.
4. Gross domestic product (GDP) growth has fallen in recent years from a high of 14.2 percent in 2008 to the current 4.3 percent.⁹ GDP is based predominantly on oil and gas production and declining growth reflects dwindling reserves and falling global prices.
5. In spite of steady progress in improving women's political participation and access to education, gender equality and women's empowerment remain a challenge. Timor-Leste is ranked 125th of 144 nations in the Global Gender Gap Index 2016.¹⁰ Rigid gender norms and relations and entrenched power inequalities hinder equality of opportunities in education, the economy and socio-political life and result in gender gaps in health and nutrition status, gender-based violence and other challenges.¹¹ Recent elections for village chiefs, however, showed increases¹² in the numbers of women seeking election and being elected. In the national Parliament, 36.9 percent of seats are occupied by women.
6. As a signatory to the New Deal for Engagement in Fragile States,¹³ Timor-Leste acknowledges the importance of development assistance and aims to establish a country-led and country-owned mechanism for planning and coordinating aid under the regulation of the Ministry of Finance's aid management effectiveness policy.

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

7. *Access to food.* Although Timor-Leste has managed to reduce the proportion of hungry poor people in the population from 46.9 to 34.3 percent over the past decade, the 2016 Global Hunger Index rates hunger levels in the country as "serious".¹⁴

⁷ United Nations Development Programme. 2016. Human Development Reports: Timor-Leste: <http://hdr.undp.org/en/countries/profiles/TLS>.

⁸ Ministry of Finance. 2015. *Population and Housing Census 2015. Preliminary results*: <http://www.statistics.gov.tl/wp-content/uploads/2015/10/1-Preliminary-Results-4-Printing-Company-19102015.pdf>. The balance between the sexes is even, with 49.3 percent women and girls and 50.7 percent men and boys.

⁹ World Bank 2016: <http://www.tradingeconomics.com/east-timor/gdp-growth-annual>

¹⁰ <http://reports.weforum.org/global-gender-gap-report-2016/rankings/>.

¹¹ Nationwide, adult literacy rates are 58 percent for men and boys and 52 percent for women and girls, with a significant disparity between rates in rural areas, which average 53 percent, and urban areas, with 83 percent. The ratio of boys to girls among primary school-aged children not attending school is four boys to one girl and boys under 5 have higher prevalence of malnutrition – stunting and wasting – than girls. Timor-Leste Population and Housing Census 2015: <http://www.statistics.gov.tl/wp-content/uploads/2015/10/1-Preliminary-Results-4-Printing-Company-19102015.pdf>.

¹² A recent amendment to the electoral law stipulates that 33 percent of the candidates listed by political parties must be women. There were 100 women candidates in the 2016 village chief elections. Aileu district had 28 women candidates compared with two in 2010.

¹³ http://www.pbsdialogue.org/media/filer_public/07/69/07692de0-3557-494e-918e-18df00e9ef73/the_new_deal.pdf.

¹⁴ International Food Policy Research Institute, 2016: <http://www.ifpri.org/publication/2016-global-hunger-index-getting-zero-hunger>.

8. On average, rural households have insufficient rice or maize for 3.8 months per year, while urban households experience food shortages for two months.¹⁵ Households' access to food is constrained by poverty, limited access to markets, volatile farmgate prices, low agricultural productivity, gender norms that exacerbate inequalities, and limited capacity to respond to emergencies. Changing climate patterns combined with poor access to markets and diverse livelihoods exacerbate the situation.
9. Food and nutrition insecurity are closely associated with poverty and vulnerability, with 41.8 percent of the population living below the national poverty line of USD 1.54 per person per day.¹⁶
10. *Nutrition.* Malnutrition remains a major challenge, with stunting affecting 53 percent of boys and 47 percent of girls and wasting affecting 13 percent of boys and 9 percent of girls.¹⁷ The reasons for these differences are not well understood. Malnutrition among children and women is exacerbated by a lack of nutrition knowledge, which prevents households from optimizing their use of food resources, and cultural norms that prioritize men in food allocation.¹⁸ The annual economic cost of undernutrition is estimated to be 1–2 percent of GDP or USD 41 million a year.¹⁹ Of this total, childhood stunting and anaemia are estimated to cause a loss of USD 14 million a year as a result of lost future productivity, while annual losses caused by reduced performance at work among anaemic adults total USD 13.5 million. Expenses incurred as a result of undernutrition and suboptimal breastfeeding behaviours among pregnant and lactating women and girls cost the Government and families more than USD 4 million a year. These costs impede achievement of the Sustainable Development Goal (SDG) targets for 2030, and delays in investing in appropriate action will lead to additional costs through impaired learning potential, poor school performance, compromised labour productivity and increased health costs.²⁰
11. Malnutrition affects people in all income quintiles; is heavily influenced by dietary restrictions during pregnancy, suboptimal child feeding practices, level of education and access to quality water and sanitation; and is linked to traditional gender norms, cultural beliefs and taboos. Overall, 62 percent of children under 6 months of age are exclusively breastfed, with a higher frequency of exclusive breastfeeding in rural populations compared with urban populations.²¹ Of the two thirds of children for whom complementary foods are first introduced when they are at least 6 months of age, most consume foods from only two food groups – grains, roots and tubers, and vitamin A-rich vegetables. Only 24 percent of the children under 2 years who are breastfed receive a minimum acceptable diet, and the figure drops to less than 4 percent among children who are

¹⁵ Ministry of Agriculture and Fisheries Strategic Plan 2014–2020: <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf>. Strategic Development Plan 2011–2030: <http://timor-leste.gov.tl/wp-content/uploads/2011/07/Timor-Leste-Strategic-Plan-2011-20301.pdf>.

¹⁶ At the national level, more than 90 percent of poor people live in households headed by men. Poverty incidence is lower in women-headed than men-headed households, even among households of similar size. World Bank and Ministry of Finance. 2014. *Poverty in Timor-Leste 2014*: <http://documents.worldbank.org/curated/en/577521475573958572/pdf/108735-REVISED-PUBLIC-012-TL-REPORT-R02.pdf>.

¹⁷ Ministry of Health and United Nations Children's Fund (UNICEF). 2013. Timor-Leste Food and Nutrition Survey 2013: <https://nutritioninnovationlab.org/publication/timor-leste-food-and-nutrition-survey-2013-final-report/>.

¹⁸ In 2013, 24.8 percent of women and girls of reproductive age – 15–49 years – were underweight and 40 percent were anaemic. Many boys, girls and women also had zinc and vitamin A deficiencies. Among women of reproductive age, 16.7–18 percent were overweight and 3 percent obese. Among men, 8.2–11 percent were overweight and 1 per cent were obese. Ministry of Health. 2013. Timor-Leste Food and Nutrition Survey, 2013: <https://dl.tufts.edu/catalog/tufts:16788>. Government of Timor-Leste and Australian Aid. 2015. Roundtable Dialogue on Nutrition and Food Security – Mapping the Underlying Drivers of Malnutrition in Timor-Leste. WHO. 2014. National survey of non-communicable disease risk factors and injuries using WHO STEPS approach in Timor-Leste: http://www.who.int/entity/chp/steps/Timor-Leste_2014_STEPS_Report.pdf?ua=1.

¹⁹ Ministry of Health, Australian Aid, UNICEF, 2014. *The Economic Consequences of Undernutrition in Timor-Leste*.

²⁰ Global Panel on Agriculture and Food Systems for Nutrition, 2016. *The Cost of Malnutrition: Why Policy Action is Urgent*. Technical Brief No. 3. <https://www.glopan.org/sites/default/files/pictures/CostOfMalnutrition.pdf>

²¹ Ministry of Health and United Nations Children's Fund (UNICEF). 2013. Timor-Leste Food and Nutrition Survey 2013: <https://nutritioninnovationlab.org/publication/timor-leste-food-and-nutrition-survey-2013-final-report/>.

- not breastfed.²² Only one quarter of children aged 24–59 months have an adequate diet. Even among urban children in the wealthiest quintile, fewer than 20 percent have a minimum acceptable diet, and no significant differences have been found in child stunting rates between urban and rural areas. For all wealth quintiles, however, wasting rates are higher in urban areas, at 14 percent, than rural areas, at 10 percent. “Fill the nutrient gap” analysis of the affordability and availability of nutritious foods would enhance understanding of the barriers and enabling factors affecting household food insecurity and the quality of the diets of vulnerable groups.
12. While governments pursue the 2030 Agenda more than 25 percent of the global population and more than 60 percent of Timor-Leste’s population will become adults. Making the right investments in empowerment, education and employment for young people can accelerate development in the course of a generation – an effect known as the “demographic dividend”.²³ Childbearing starts early in Timor-Leste, with the median age of 22 for first giving birth among women aged 25–49 years;²⁴ 24 percent of women have had at least one child by the age of 20. Teenage pregnancies are more frequent among adolescent girls from rural and poor households and with lower levels of education. Mothers aged 15–19 years are at higher risk of undernutrition²⁵ and maternal mortality, and their babies have the highest rate of stillbirths and infant deaths in the first week of life, at 24 per 1,000 pregnancies. This impairs teenage mothers’ access to labour markets and their participation in the public sphere and exposes them to higher risk of gender-based violence. Mothers’ short stature – of less than 160 cm – is a strong predictor of child stunting in Timor-Leste. The nutrition status of women is poor in both rural and urban areas, with higher levels of underweight in rural areas and of overweight in urban areas.
 13. Findings from secondary analysis of nutrition data point to a number of influencing variables for malnutrition, including suboptimal conditions for antenatal care, poor intake and bioavailability of macronutrient- and micronutrient-rich foods for children, and poor absorption capacity and increased nutrition requirements resulting from illness, exposure to aflatoxin and poor sanitation and hygiene. Children’s exposure to aflatoxin is among the highest in the world, with 83.5 percent of children aged 6–59 months affected and no differences by age or wealth quintile.
 14. *Smallholder farmers’ productivity and incomes.* Overall, 63 percent of households are engaged in crop production, with maize, cassava and vegetables, farmed mainly by women, being the most common crops; although rice is a staple food, only 25 percent of households produce it.²⁶ The area of cultivated land dedicated to maize and rice has steadily declined in recent years from more than 76,000 hectares in 2013 to about 48,500 hectares in 2015²⁷ while average yields have remained low in comparison with yields in neighbouring countries, at 3.29 tonnes per hectare for rice and 2.15 tonnes per hectare for maize.
 15. Challenges related to landownership persist; a land act has only recently been approved by Parliament and landownership is currently being registered. Patriarchal cultural and gender norms are an additional constraint to access to land, technology and extension services for women farmers. Rural livelihoods provide incomes for about 70 percent of the population, but with 22 livelihood zones in the country²⁸ opportunities for maximizing income are very localized and limited. Men generate profits from cash crops such as coffee and rice while most of the crops grown by women are less valuable and are consumed by their families.

²² Monash University. 2016. *Measuring Undernutrition Among Young Children in Timor-Leste*. Monash Centre for Development Economics and Sustainability Research Paper Series on Timor-Leste. Monash University, Melbourne, Victoria, Australia: https://drive.google.com/file/d/0BxiFT7ChCZQqMGJibHIWdE5TckU/view?usp=drive_web.

²³ The demographic dividend is the accelerated economic growth that may result from decreases in the birth and death rates and the subsequent shift in a population’s age structure: <http://www.unfpa.org/demographic-dividend>

²⁴ National Statistics Directorate, Ministry of Finance and ICF Macro. 2010. Timor-Leste Demographic and Health Survey 2009–10: <https://dhsprogram.com/pubs/pdf/FR235/FR235.pdf>.

²⁵ Ministry of Health and United Nations Children’s Fund (UNICEF). 2013. Timor-Leste Food and Nutrition Survey 2013: <https://nutritioninnovationlab.org/publication/timor-leste-food-and-nutrition-survey-2013-final-report/>.

²⁶ Ministry of Agriculture and Fisheries Strategic Plan 2014–2020: <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf>.

²⁷ Ministry of Agriculture and Fisheries Statistics Department, reference DAAE-DNPEIG/MAP/IV/2017.

²⁸ WFP. 2016. Timor-Leste Consolidated Livelihood Exercise for Analysing Resilience: <http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp282841.pdf>.

16. Social safety nets account for almost 10 percent of the national budget and include unconditional cash transfers and targeted support for vulnerable groups.²⁹ The impact of social safety nets on nutrition and other social and economic development objectives has not been evaluated.
17. *Sustainable food systems.* Climate change is one of the main challenges affecting rural livelihoods. Timor-Leste has two major weather patterns that influence livelihoods: in the north, unimodal (single season) rainfall limits crop production, while in the south, bimodal (double season) rainfall enables the harvesting of a second crop and the production of root crops or more profitable cash crops such as soybeans, kidney beans and peanuts.
18. Climate change projections show that Timor-Leste will experience increased temperatures and decreased rainfall in most of the country³⁰ apart from Oecusse district. The combination of these trends will affect the magnitude of droughts and floods and the suitability of major crops, including coffee, the main export crop.
19. Changes in rainfall amounts and the onset of the rainy season affect the suitability of paddy and cash crops. Increases in temperature and shorter but intense rainy seasons increase the risks of both drought and flood. Only 17 percent of cultivable land is utilized and the availability of wild foods in the lean season is declining because of deforestation. Women face more challenges than men in gaining access to land, technology and training in entrepreneurial management. This increases the time that women must spend foraging, threatens to widen the gender gap in food consumption and reduces dietary diversity for vulnerable communities, especially following natural disasters. The unpaid care and domestic work that is predominantly undertaken by women and girls is made more difficult by climate change and represents a significant element of sustainable food systems that is not recognized or counted.³¹
20. *Genetic diversity and seed banking systems.* Timor-Leste has many different types of landscape, each with its own climate, agro-ecological characteristics and economy, and a large number of indigenous crops that are unique to the country or region. There is no national or regional seed bank, but the main stakeholders recognize the need to focus on indigenous crops that are nutritious and resilient to climate change. The introduction of new crops and new varieties of traditional crops, and the biodiversity of both cultivated and wild food, can contribute to improving the quality and diversity of diets.

Macroeconomic environment

21. Timor-Leste is currently reliant on oil and gas revenue, which accounts for 89 percent of national income.³² In recent years, the national budget³³ has relied on withdrawals from the country's Petroleum Fund³⁴ to finance expenditure, particularly for infrastructure development. The long-term viability of this depends on having sustainable domestic revenue streams.

²⁹ Through the *Bolsa da Mãe* programme and support for elderly people, persons with disabilities and veterans.

³⁰ Pacific-Australia Climate Change Science and Adaptation Planning Program. 2015. Current and future climate of Timor-Leste: https://www.pacificclimatechangescience.org/wp-content/uploads/2013/06/5_PACCSAP-Timor-Leste-9pp_WEB.pdf.

³¹ Conference on Economics, Public Policy and Administrative Development. 2014.

³² Timor-Leste Institute for Development Monitoring and Analysis. 2014. 2014 Timor-Leste and Development Partners Meeting, July 2014. The Double Digit Disappears, April 2014: <http://www.laohamutuk.org/>.

³³ Timor-Leste has institutionalized gender-responsive budgeting that ensures that women and girls and men and boys benefit equally from government expenditures.

³⁴ The Government deposits surplus wealth from petroleum and gas into the Petroleum Fund, a sovereign wealth fund. <https://www.mof.gov.tl/budget-spending/petroleum-fund/>

TABLE 1: TIMOR-LESTE NATIONAL BUDGET 2013–2018 (USD MILLION)						
	2013	2014	2015	2016	2017	2018
Total expenditure	1 081.4	1 337.4	1 340.2	1 952.9	1 386.8	2 271.0
Financed from:						
Non-oil revenue	151.1	170.2	170.0	171.4	206.2	219.3
Petroleum Fund interest income	787.0	632.3	638.5	544.8	481.6	475.1
Petroleum Fund withdrawals	(57.0)	99.7	640.0	1 129.7	597.1	1 265.9
Other	200.3	435.2	(108.3)	107.0	101.9	310.7
Total revenue	1 081.4	1 337.4	1 340.2	1 922.9	1 386.8	2 271.0

Source: Ministry of Finance. 2016. *State Budget 2017. Book 1, budget overview*. https://www.mof.gov.tl/wp-content/uploads/2016/10/Final_Final_BB1_Final_English_01Fev2017.pdf.

22. About one third of the country's non-oil GDP is generated by the agriculture sector, including industrial tree crops – mainly coffee – which contribute 23 percent of export earnings and about 80 percent of non-oil exports.³⁵

Key cross-sector linkages

23. The strategic outcomes of this country strategic plan (CSP) will contribute to attainment of SDGs 2 and 17 and have an impact on the cross-cutting goals – SDGs 5 and 16 – which the Government has stated will link the three phases of its Strategic Development Plan 2011–2030.³⁶ The CSP's two strategic outcomes leverage the synergy and interdependence among SDG 4 on education, SDG 5 on gender equality and SDG 13 on climate action to move towards sustainable development. Under the national Zero Hunger Challenge action plan,³⁷ the cross-sector National Council for Food Security, Sovereignty and Nutrition in Timor-Leste (KONSSANTIL) provides the platform for bringing together ministries and other stakeholders and coordinating activities related to SDG 2. Food security is important for the achievement of SDG 16, and peace is seen as the foundation for national development.³⁸

1.3 Hunger gaps and challenges

24. In 2016–2017, an independent strategic review of the opportunities and requirements for attaining SDG 2 – the “SDG 2 strategic review” – was carried out. It involved extensive consultations with stakeholders at the central level and in selected municipalities, including in the Government, United Nations agencies, financial institutions, civil society, the private sector, academia and community groups of women and men.
25. The strategic review identified the following main requirements for promoting food and nutrition security: ensuring that national social safety net programmes meet the needs of vulnerable people, including through food fortification, and are sensitive to gender and nutrition concerns; improving the management and nutrition content of school meals; addressing wasting and stunting through food-based approaches, education and social and behaviour change communication; mitigating wasting by scaling up the national integrated management of acute malnutrition programme; investing in women farmers, including their access to land, to increase women's empowerment and agricultural productivity; and improving the coordination of food security and nutrition actors

³⁵ Ministry of Agriculture and Fisheries Strategic Plan 2014–2020: <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf>.

³⁶ Minister of State and Presidency of the Council of Ministers. 23 May 2017. “Government launches roadmap for implementation of 2030 Agenda”, press release, 23 May 2017: <http://timor-leste.gov.tl/?p=18005&lang=en>.

³⁷ KONSSANTIL. 2014. *Zero Hunger Challenge. National Action Plan for a Hunger and Malnutrition Free Timor-Leste*: http://www.fao.org/fileadmin/templates/rap/files/ESP/Action_plan_for_a_hunger___malnutrition_free_Timor-Leste__update_.pdf.

³⁸ Minister of State and Presidency of the Council of Ministers. 23 May 2017. “Government launches roadmap for implementation of 2030 Agenda”, press release, 23 May 2017: <http://timor-leste.gov.tl/?p=18005&lang=en>.

throughout the country by strengthening the coordination mechanism, funding and accountability of KONSSANTIL.

1.4 Country priorities

Government

26. At independence in 2002 Timor-Leste was both socially and physically devastated. A comprehensive strategic development plan was first published in 2002 and has been regularly revised and updated since then. The current plan, for 2011–2030, is a “living document” closely aligned with the SDGs. Government ministries base their own strategies and plans on this comprehensive document.
27. The National Nutrition Strategy 2014–2019,³⁹ the National Food and Nutrition Security Policy⁴⁰ and the Zero Hunger Challenge plan of action for 2014–2025⁴¹ emphasize the need for a coordinated multi-sector approach to accelerate the reduction of all forms of malnutrition. KONSSANTIL was established under the Zero Hunger Challenge plan of action in order to coordinate, plan, budget and implement the action plan in seven ministries.
28. The agriculture and fisheries strategic plan⁴² recognizes the fundamental importance of agriculture to Timor-Leste’s economy and the impact of agriculture on poverty reduction, food and nutrition security, economic growth and income and employment generation through its linkages to other sectors of the economy.
29. The Prime Minister’s office developed a road map for the implementation of the 2030 Agenda and achievement of the SDGs that⁴³ sequences the priorities for different SDGs in three phases aligned with the Strategic Development Plan 2011–2030 and culminates in the eradication of poverty by 2030.⁴⁴ The initial phase focuses on people-related SDGs, including SDG 2.
30. A country gender assessment⁴⁵ carried out in 2014 shows that considerable progress has been made in enhancing gender equality, which is an important element of the Government’s strategic development plan and has been embedded in the national normative framework since independence, along with related legislation and action plans. The Government has recently promulgated the National Action Plan on Gender-Based Violence 2017–2020,⁴⁶ which promotes a multi-sector approach centred on survivors of gender-based violence to prevent and address all forms of gender-based violence, particularly domestic violence.⁴⁷ Concerns remain, however, as

³⁹ Ministry of Health. 2013. National Nutrition Strategy 2014–2019: <https://extranet.who.int/nutrition/gina/sites/default/files/TLS%202014%20National%20Nutrition%20Strategy.pdf>.

⁴⁰ Government of Timor-Leste. 2014. National Food and Nutrition Security Policy: <https://extranet.who.int/nutrition/gina/sites/default/files/TLS%202014%20National%20Food%20and%20Nutrition%20Security%20Policy.pdf>.

⁴¹ KONSSANTIL. 2014. *Zero Hunger Challenge. National Action Plan for a Hunger and Malnutrition Free Timor-Leste*: http://www.fao.org/fileadmin/templates/rap/files/ESP/Action_plan_for_a_hunger___malnutrition_free_Timor-Leste__update_.pdf.

⁴² Ministry of Agriculture and Fisheries Strategic Plan 2014–2020: <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf>.

⁴³ Global Conference on the 2030 Agenda: a Roadmap for the Sustainable Development Goals in Fragile and Conflict-affected States. 21–23 May 2017, Dili.

⁴⁴ Minister of State and Presidency of the Council of Ministers. 23 May 2017. “Government launches roadmap for implementation of 2030 Agenda”, press release, 23 May 2017: <http://timor-leste.gov.tl/?p=18005&lang=en>.

⁴⁵ Asian Development Bank, Government of Timor-Leste and UN-Women. 2014. *Timor-Leste: Country Gender Assessment*: <https://www.adb.org/sites/default/files/institutional-document/84126/timor-leste-country-gender-assessment.pdf>.

⁴⁶ Secretariat of State for the Support and Socio-economic Promotion of Women. 2017. National Action Plan on Gender-Based Violence 2017–2021: <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/10/170509-pan-eng-s.pdf?la=en&vs=4905>.

⁴⁷ The Timor-Leste Demographic and Health Survey of 2009–2010 indicated that 38 percent of women aged 15–49 years had suffered from physical violence, particularly from their intimate partners, and that 86 percent of women and 81 percent of men perceived it as normal for husbands to beat their wives in certain circumstances. In spite of the 2010 law on domestic violence (law no. 7/2010), which criminalizes domestic violence, cases are still seen as private matters and are underreported. Women and children in Timor-Leste are victimized by various forms of violence resulting from structural and cultural factors, including child marriage, corporal punishment in homes and schools and domestic violence, including marital rape. Poverty intensifies the stress put on women in these circumstances. Silove, D., Rees, S., Tam, N. *et al.* 2015. Prevalence and correlates of explosive anger among pregnant and post-partum women in post-conflict Timor-Leste. *British Journal of Psychiatry*, 1(1): 34–41. <http://bjpo.rcpsych.org/content/1/1/34>.

domestic violence is pervasive, maternal mortality remains high and significant gender gaps persist in the labour market and participation in local government.

31. The Timor-Leste emergency response and preparedness plan sets out the roles and responsibilities of stakeholders in coordinating their activities in response to natural disasters.
32. Timor-Leste aims to join the Association of Southeast Asian Nations (ASEAN) and is seeking a rapid resolution to disputes over the maritime boundary with Australia in order to strengthen its economic ties within the region.

United Nations and other partners

33. The United Nations development assistance framework (UNDAF) for 2015–2019 is the result of joint efforts by the Government and the United Nations system to establish a strategic programme framework for supporting the attainment of national priorities. It reflects the aspirations of the 2030 Agenda and is structured to support the national strategic development plan through work under four thematic pillars: social capital development, infrastructure development, economic development and government and institutional development.
34. Addressing challenges to food security and the high rates of malnutrition are priorities in the social capital pillar, with the aim of improving the health of the population, reducing poverty, increasing income levels and improving national productivity. Partnership agreements with the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) provide an integrated approach to managing moderate and severe acute malnutrition and collaborating on nutrition information systems, emergency preparedness and response and social and behaviour change communication.
35. The importance of agriculture for future economic and social development is recognized, with major donors leading and driving projects that focus on the transition from subsistence to market-oriented agricultural production. The Food and Agriculture Organization of the United Nations (FAO) is piloting conservation farming projects to support improved productivity, increase farmers' resilience to climate change and reduce post-harvest losses. Maintaining a safe food supply will help to address the high levels of aflatoxin contamination, which is a contributing factor to child stunting.
36. The United Nations Population Fund (UNFPA) focuses on providing integrated sexual and reproductive health services, increasingly prioritizing the delivery of such services to adolescent girls.⁴⁸ Working with the Women's Parliamentary Group, UNFPA has contributed to the development of a road map on sexual and reproductive health rights, which includes specific actions for nutrition, and conducted research on pregnancy among teenage girls and early marriage in Timor-Leste.⁴⁹ In support of the national youth policy,⁵⁰ UNFPA is also leading a joint United Nations initiative for youth-responsive programming and budgeting.
37. Non-governmental organizations (NGOs) provide capacity development and policy support and implement projects for food and nutrition security, disaster preparedness and early warning.
38. Traditional donors provide multi-year development assistance either directly to the Government or through international organizations; other donors provide bilateral technical cooperation. The amount of donor support is declining, from USD 263 million in 2014 to USD 156 million in 2017, and is forecast to fall to USD 40 million in 2020.⁵¹

⁴⁸ UNFPA programme activities 2015: <https://www.unfpa.org/es/transparency-portal/unfpa-timor-leste>.

⁴⁹ Secretariat of State for Youth and Sports, UNFPA, Plan International. 2017. *Teenage Pregnancy and Early Marriage. Research on the Decision-Making Pathways of Young Women in the Municipalities of Covalima, Aileu and Dili*: <http://timor-leste.unfpa.org/sites/default/files/pub-pdf/REPORTPEMLOWRESOLUTIONFINAL.pdf>.

⁵⁰ Secretary of State for Youth and Sport. 2007. National Youth Policy of Timor-Leste: http://www.youthpolicy.org/national/Timor_Leste_2007_National_Youth_Policy.pdf.

⁵¹ Ministry of Finance. Aid transparency portal, 2016: <https://www.mof.gov.tl/aid-effectiveness/aid-transparency-portal/?lang=en>.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

39. WFP's support in Timor-Leste has evolved as development has progressed. In 1999, following the departure of Indonesian forces, WFP focused on life saving activities, providing unconditional food transfers to internally displaced persons as they started to rebuild their lives. As the Government brought security and stability, WFP shifted to recovery and relief work, focusing on food assistance for assets and social safety nets, managing a school meals programme and supporting the development of disaster response and early warning procedures. More recently, WFP has supported programmes for treating and preventing malnutrition and for building reliable, efficient and effective supply chain mechanisms.
40. The Timor-Leste country portfolio evaluation⁵² for 2008–2012 led to a recommendation for increasing the focus on capacity development, and WFP's programme of work has tended towards a gradual transfer of delivery of services to the Government and a greater role for WFP in capacity strengthening at both the national and subnational levels.
41. The evaluation found that the incorporation of gender concerns into the portfolio was weak. There was a lack of gender mainstreaming in programme design, monitoring, reporting and advocacy because of limited staff capacity and support. Recent articles published in *The Lancet*⁵³ have reinforced the need to address this, noting the importance of targeting adolescent girls. The SGD 2 strategic review and the second President's national roundtable on food and nutrition security⁵⁴ identified the need to prioritize young people through three main activities:
 - engaging schoolchildren and youth groups as agents for change;
 - empowering women and girls by defining and promoting practices for improving the nutrient intake of adolescent girls and women; and
 - improving households' nutrition practices through school activities that build skills and raise awareness among adolescent girls in relation to protecting foetal, infant and young child growth.
42. Since 2008/09 WFP has partnered with the private sector company Timor Global, which produces the fortified blended food – Timor Vita – that WFP uses for its supplementary feeding programme. While the partnership was designed to support local farmers' production and the local economy, there have been continued challenges regarding the reliability of production and the cost of Timor Vita compared with similar international products. WFP has therefore recently sought to share the cost burden with government ministries that have overlapping mandates, advocate for parallel imports of SuperCereal to ensure continuity of supply, and encourage stronger management practices and efficiencies in Timor Global.
43. An independent mid-term evaluation of the current integrated nutrition project funded by the European Union and implemented jointly by WFP and UNICEF concludes that the programme is achieving its objectives but might have been more efficient if the roles of the two organizations and a shared timeframe had been more clearly defined at the outset.
44. In 2016, in response to the threat from El Niño and in partnership with ministries, WFP conducted a livelihood resilience survey to help target immediate interventions and to provide insights regarding future risks, including the impact of climate change on communities' livelihoods. The SDG 2 strategic review noted the trend in concentrating agricultural production on a few genetic seed types and highlighted the risks to food security that the impact of climate change could have under such circumstances.

⁵² WFP Office of Evaluation. 2013. *Country Portfolio Evaluation. Timor-Leste: An Evaluation of WFP's Portfolio (2008–2012)*. Reference OE/2013/001: <http://documents.wfp.org/stellent/groups/public/documents/reports/wfp257249.pdf>.

⁵³ Sheehan, P. *et al.* 2017. Building the foundations for sustainable development: a case for global investment in the capabilities of adolescents. *The Lancet*, 390(10104): 1792–1806: [http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(17\)30872-3/abstract](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(17)30872-3/abstract).

⁵⁴ The first roundtable dialogue was held in November–December 2015 and the second in May 2017.

45. WFP participated in the 2016 disaster response exercise of the Pan Pacific Partnership, which was facilitated by the Government of Timor-Leste and the United Nations Office for the Coordination of Humanitarian Affairs. The exercise brought together government, military, United Nations and NGO representatives in a simulation to develop understanding of the operational roles each actor might play in an emergency. A local tsunami response exercise was also conducted in 2016 with the participation of various agencies.

2.2 Opportunities for WFP

46. The strategic review identified priorities for each of the five national targets related to SDG 2. The comparative advantages of WFP offer opportunities to support the Government and communities by continuing to provide treatment for malnutrition while the Government develops its capabilities and WFP prepares to shift to preventing malnutrition through more extensive social and behaviour change communication, including communications targeting adolescent girls and men; conducting an impact analysis of the effects of social safety net programmes on nutrition and agricultural production; promoting the consumption of locally available nutrient-rich foods as a means of promoting diet diversity; supporting small-scale farmers along the value chain, including through continued support to the development of fortified foods and legislation on food fortification; and facilitating regular supplies and disaster preparedness in communities through effective and efficient supply chain management. Other priorities identified in the strategic review are better suited to other actors.

2.3 Strategic changes

47. The CSP aims to address the challenges identified and proposes priority actions based on findings from evaluations and impact assessments, the SDG 2 strategic review and consultations with the Government, development partners and communities. These consultations, and feedback from communities regarding WFP's El Niño response, highlighted the importance of continuing to provide food assistance in the short term while recognizing the longer-term need for WFP to strengthen national and local capacities and invest in sustainable food security and nutrition programmes to support the country's progress towards middle-income country status and SDG 2. This provides an opportunity for a strategic shift to a gender-transformative approach that involves men, boys and adolescent girls.
48. The CSP builds on WFP's long-term partnership with the Government and its comparative strengths and complementarities with partners. It is aligned with the national strategic development plan and supports the social capital and institutional development pillars of the UNDAF (2015–2019). It contributes to WFP's Strategic Results 2 and 5.

3. WFP's strategic orientation

3.1 Direction, focus and intended impacts

49. The national Zero Hunger Challenge plan of action, nutrition strategy and food and nutrition security policy provide the overall framework for WFP's contribution to achieving national food security and nutrition priorities and targets. KONSSANTIL coordinates interministerial actions for achieving this collective goal. Both of WFP's strategic outcomes contribute directly and in an integrated way to the goal, and WFP and FAO are active members of the KONSSANTIL forum.
50. The vision is for WFP to continue to shift from the provision of food assistance to policy engagement and capacity development for a gradual hand-over to community-run and government-financed programmes.
51. In alignment with the Government's social audit strategy and decentralization policy and WFP's commitments to social and behaviour change communication and accountability to affected populations, WFP reaffirms the Government and its institutions as its primary partners and puts communities at the centre of all action, ensuring that equitable participation in and ownership of activities are gradually incorporated into local development plans and structures.

52. In accordance with the WFP Strategic Plan (2017–2021),⁵⁵ the Gender Policy (2015–2020)⁵⁶ and the WFP Gender Action Plan,⁵⁷ gender concerns will be integrated throughout the development, implementation and monitoring of the CSP to ensure gender-transformative programmes and policies for a world free of hunger. WFP will thus ensure the sex- and age-disaggregation of all person-related data; the embedding of gender analysis in all assessments, research, technical assistance, knowledge, information management and related work; the mainstreaming of gender issues into programmes, policies and capacity strengthening initiatives; and the engagement of women, men, girls and boys – and their organizations and institutions – in a manner that is empowering, fosters equality of outcome and advances gender equality.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Children under 5, adolescent girls and pregnant and lactating women have improved nutrition towards national targets by 2025

53. WFP will contribute to the achievement of national targets for improving nutrition and access to adequate, nutritious and affordable food all year round, as stated in the national Zero Hunger Challenge plan of action, nutrition strategy and food and nutrition security policy. The overarching goal is a hunger- and malnutrition-free Timor-Leste by 2025, contributing to the achievement of SDG target 2.2 by 2030 and to WFP's Strategic Result 2.

Focus area

54. This strategic outcome will focus on addressing the root causes and underlying determinants of malnutrition by increasing the availability of and access to nutrient-dense food for targeted individuals, raising awareness of nutrition- and health-related topics and improving the quality of nutrition services by enhancing the capacities of institutions and generating evidence on effective interventions and delivery mechanisms. WFP's delivery of nutrition services aims to fill existing capacity gaps while establishing sustainable solutions for improving nutrition outcomes throughout Timor-Leste.

Expected outputs

55. The nutrition security of targeted individuals and vulnerable populations will be enhanced through a dual approach that includes the provision of services and nutrient-dense foods coupled with capacity building and technical support for national initiatives.
56. Strategic outcome 1 will be achieved through two outputs:
- Targeted individuals (tier 1) receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment.
 - Vulnerable populations (tier 3) benefit from strengthened government capacity to implement national nutrition programmes that are grounded in gender equality in order to improve nutrition status.

Key activities

Activity 1: Provide nutritious food and raise awareness through social and behaviour change communication for targeted individuals.

57. In collaboration with FAO, UNFPA, UNICEF, UN-Women, WHO, donors and local partners, WFP will support the Ministry of Health and KONSSANTIL in accelerating progress in the implementation of prioritized nutrition-specific interventions for the reduction of malnutrition and micronutrient deficiencies among children, adolescent girls and pregnant and lactating women as established in the national nutrition strategy implementation plan and the Zero Hunger Challenge plan of action. In particular, the activity will contribute to the national nutrition strategy's strategic priority 1 on improved nutrient intake for pregnant and lactating women, children under 5 and

⁵⁵ WFP/EB.2/2016/4-A/1/Rev.2.

⁵⁶ WFP/EB.A/2015/5-A.

⁵⁷ WFP/EB.1/2016/4-B.

- adolescent girls, and strategic priority 5 on optimal gender sensitive nutrition behaviour and practices promoted through social mobilization and behaviour change communication.
58. This activity will address the specific needs of the following target groups: children aged 6–23 months, with malnutrition prevention interventions focused on improving complementary feeding and dietary diversity; girls and boys aged 6–59 months, with prevention and treatment of moderate acute malnutrition in accordance with national guidelines on integrated management of acute malnutrition; pregnant and lactating women and girls, by responding to their increased nutrition needs through the provision of fortified food and improving care practices through behaviour change communication on nutrition, health, sanitation and hygiene; men, boys and community influencers, to increase their awareness of, advocacy for and engagement in optimal mother and child nutrition practices and the links between these and water, sanitation and hygiene, health and food security activities; and adolescent girls and boys, with gender sensitive messages and discussions regarding nutrition, gender equality and reproductive health appropriate to this age group.
 59. To accelerate progress in reducing wasting, in partnership with the Ministry of Health, UNICEF and WHO, WFP will support the implementation of integrated management of acute malnutrition and its scale up to nationwide coverage by providing specialized nutritious foods and enhanced community mobilization and awareness raising activities that contribute to early case detection and reduced default rates. Based on national guidelines, treatment of acute malnutrition activities will target girls and boys aged 6–59 months and pregnant and lactating women and girls. WFP’s provision of specialized nutritious foods to these target groups is envisaged to end in 2019 with full transfer of the activity to the Ministry of Health by 2020. This is in line with recommendations for increasing the capacity to treat seasonal and emergency levels of acute malnutrition, which were made in the SDG 2 strategic review.
 60. A community-based approach to the management of acute malnutrition will be used as a platform for activities aiming to treat and prevent all forms of malnutrition, with increasing focus on prevention and the inclusion of adolescent girls occurring in parallel with the phase out of specialized-food-based interventions for the treatment of acute malnutrition by 2019. Prevention of both undernutrition and obesity will follow a multi-pronged approach, including social and behaviour change communication at health facilities and in communities and households, with links to programmes for improving access to safe water, sanitation and hygiene facilities in line with the “WASH” (water, sanitation and hygiene) nutrition approach⁵⁸ and recommendations made in the strategic review. The Ministry of Health’s communications package for mother and child health and nutrition, together with national guidelines for mother support groups, will form the basis for this activity. The social and behaviour change communication strategy will adopt a gender transformative approach that challenges harmful gender norms and roles, gender relations and power inequalities at the household and community levels, including with regard to access to and control over resources and participation in decision making in households and communities. Activities will provide safe spaces for women, men, adolescent girls and boys to discuss effective gender sensitive nutrition, complementary feeding and care practices, reproductive health, hygiene and sanitation as core components in reducing child stunting. A gender and age sensitive nutrition analysis will be conducted to identify entry points for effective interventions and service delivery mechanisms for ensuring the participation of adolescent girls and boys and men in social and behaviour change communication activities, including through the engagement of local and religious leaders, youth clubs and mother support groups.

Activity 2: Provide the Government and partners with technical assistance and evidence for enhancing the efficiency of national programmes and safety nets.

61. In line with the national nutrition strategy’s aim to improve policies and capacity for multi-sector nutrition action – strategic priority 6⁵⁹ – and provide evidence for programme design – output

⁵⁸ Action Contre la Faim. 2017. *WASH’ Nutrition: A practical guidebook on increasing nutritional impact through integration of WASH and nutrition programmes*:

http://www.actioncontrelafaim.org/sites/default/files/publications/fichiers/manuel_wash_nutrition_online.pdf.

⁵⁹ Ministry of Health. 2013. National Nutrition Strategy 2014–2019:

<https://extranet.who.int/nutrition/gina/sites/default/files/TLS%202014%20National%20Nutrition%20Strategy.pdf>.

3.1.4 – WFP will provide technical assistance and build the evidence base for nutrition and food security interventions in Timor-Leste. Support for nutrition assessments will also be provided. This activity will involve close collaboration with KONSSANTIL on fostering an enabling environment through enhanced effectiveness of nutrition coordination mechanisms at the national and subnational levels and the development of cohesive policies and regulatory frameworks for nutrition. In particular, the country office will carry out the following actions:

- Undertake a “Fill the Nutrient Gap” analysis to assess people’s access to and needs for nutrients, with support from WFP headquarters and the regional bureau and in collaboration with key partners. Through the compilation and analysis of nutrition and food security data, including analyses of the cost of diet and the policy environment, the Fill the Nutrient Gap analysis will contribute to national dialogue and inform decision making on evidence-based nutrition programmes and future policies. It will also define ways to address the nutrient gaps of adolescent girls and vulnerable groups identified through the analysis.
- Conduct contextual operational research to identify effective interventions for managing acute malnutrition that are relevant to Timor-Leste and based on internationally agreed research priorities identified by the No Wasted Lives coalition,⁶⁰ with a view to recommending improvements in the quality, delivery and scale of the integrated management of acute malnutrition programme and contributing to the national and global evidence base for the treatment of acute malnutrition.
- Advocate for, provide technical assistance in and build a robust coordination mechanism for food fortification as a means of addressing micronutrient deficiencies, particularly through the introduction of rice fortification. Capacity strengthening activities will include developing and implementing a national food fortification strategy based on a market analysis and studies of the acceptability to consumers of various products; developing a regulatory framework, guidelines, standards and business plans for providing fortified rice through social protection and commercial channels; supporting a multi-sector coordination platform for food fortification; strengthening the Government’s external monitoring and quality assurance and control mechanisms; building consumer awareness and demand for fortified foods in targeted communities; and sharing information and evidence through workshops and dialogue. In addition, WFP will continue to work with the public–private partnership for local production of the fortified food Timor Vita and seek to develop new age-appropriate nutrient-dense products suitable for the social protection and commercial markets.

62. Timor-Leste is very vulnerable to slow-onset droughts, flash floods, landslides and wildfires. Should any such shock occur, work under this strategic outcome will enable WFP to respond by contributing to the prevention and management of moderate acute malnutrition in line with the nutrition cluster’s contingency plan for Timor-Leste.

Strategic outcome 2: National and subnational government institutions have increased capacity sustainably to deliver food-, nutrition- and supply chain related services by 2020

63. Building on WFP’s comparative advantages in monitoring and evaluation, supply chain management and service delivery at the municipal level, this outcome is intended to develop capacity in these areas in government ministries. This strategic outcome contributes to SDG target 17.9 and WFP’s Strategic Result 5.

Focus area

64. This strategic outcome focuses on resilience building by enhancing the capacity of the Government in the monitoring and evaluation of safety net programmes, including school meals programmes, and in supply chain management, particularly for health and logistics activities. Concurrently, the capacity of staff in decentralized structures, including at the municipal level, will be strengthened to ensure equitable, effective and efficient service delivery at the community level.

⁶⁰ www.nowastedlives.org

Expected outputs

65. This outcome is linked to SDG 5 in that it embeds gender equality in normative frameworks, social protection programmes and supply chains. Vulnerable groups (tier 3) benefit from government programmes that are informed by quality disaggregated data and analysis and supported by increased capacities in central and local government to manage supply chains, thus ensuring access to food and medical supplies.

Key activities

Activity 3: Provide the Government and partners with technical expertise for improved targeting, monitoring and programme analysis.

66. Through the Ministry of Social Solidarity, the Government launched *Bolsa da Mãe*, or “Mother’s Purse”, in early 2008. This social assistance programme has appropriate and well-defined targets and will support the Government’s efforts to move towards a more effective social protection system, lifting poor households out of poverty by providing cash transfers. A major advantage of building on *Bolsa da Mãe* is that it is the only programme in Timor-Leste that aims to build human capital through the promotion of school attendance. The programme provides cash transfers of USD 5 per child per month for up to three children.
67. Since its launch in 2008, the *Bolsa da Mãe* programme has expanded significantly to provide assistance to poor people nationwide. The programme initially covered 7,051 households with children, but in 2014 it provided cash transfers to 55,488 vulnerable households. In line with the Government’s commitment to addressing the risks and vulnerabilities of households with children, the budget allocation for the programme has increased to support this expansion. The total budget for cash transfers was USD 9 million in 2014, accounting for 6 percent of the Ministry of Social Solidarity’s total budget for that year.
68. The cash transfers are aimed at stimulating households to invest in the health, nutrition and education of their children, thus enhancing human capital. A household is eligible for the transfers only if all children in the household aged 6–17 years are enrolled in school and attend on at least 80 percent of school days and if all children up to 12 months of age receive all mandatory vaccinations.
69. One challenge facing the programme has been difficulty in monitoring beneficiary compliance⁶¹ with these conditions owing due to a lack of administrative capacity. The conditions are therefore “soft” meaning that there are no consequences in terms of transfers received if beneficiaries do not comply with them. Effective monitoring systems are lacking and a study on the impact of these conditional cash transfers on school attendance is needed.
70. WFP will support the Government’s efforts to strengthen its national social protection systems under the *Bolsa da Mãe* programme by establishing and maintaining sex- and age-disaggregated registers of beneficiaries, with updated socio-economic and nutrition data on all household members in order to facilitate the targeting of nutritionally vulnerable groups, including vulnerable women, elderly people, orphans and persons with disabilities. The *Bolsa da Mãe* programme will also serve as a platform for disseminating nutrition sensitive and gender transformative social and behaviour change communications tailored to various groups participating in the social protection system, including nutrition specific and nutrition sensitive messages promoting diet diversification using locally available foods, access to education for girls, increased demand for health and nutrition services and gender equality, while addressing discriminatory and harmful attitudes and behaviours. Social and behaviour change communications will be based on the comprehensive social and behaviour change communication strategy envisaged under activity 1.
71. In addition, WFP will support the Government in using the opportunities offered by South–South cooperation with the WFP centre of excellence against hunger in Brazil and strategic partnerships in China and India in order to benefit from knowledge, resources, technologies and technical assistance for sustainable implementation of the *Bolsa da Mãe* programme. WFP will also explore

⁶¹ World Bank. 2013. Timor-Leste Social Assistance Public Expenditure and Program Performance Report. Report No: 73484-TP: <http://documents.worldbank.org/curated/en/193531468117251571/pdf/734840WP0P126300PER000240June00eng.pdf>.

solutions and innovations identified by Timor-Leste as “national successes”, such as health care reform and the Ministry of Health’s basic health services package,⁶² which might have potential for being shared with other developing countries.

Activity 4: Provide the Government and partners with technical expertise for the development of an efficient and effective supply chain management system.

72. The partnership with the private sector company Timor Global and the distribution arm of the Ministry of Health – the central pharmacy (SAMES, *Serviço Autónomo de Medicamentos e Equipamentos de Saúde*) – in 2016 and 2017 led to a successful pilot of supply chain management for pharmaceutical and therapeutic foods in one municipality, which resulted in cost savings through timely procurement and distribution of medicines to targeted locations. The piloted approach prevents both pipeline breaks and overstocking of expensive medicines and enables real-time tracking of use at each health post. WFP 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 and through enhanced support for national policies and strategies for SAMES, the Ministry of Health and other ministries, particularly the Ministry of Commerce, Industry and Environment.
73. As the stock management software mSupply Mobile⁶³ is rolled out to all municipalities and expanded to include the operations of the National Logistics Centre, support will be provided to develop the technical skills of all stakeholders and lay robust foundations for continuous learning on the job.
74. WFP will support the Ministry of Commerce, Industry and Environment, particularly its National Logistics Centre, in strengthening supply chain management practices through warehouse management training; improved storage, handling and transport planning and practice; and strategic policy support on grain reserves and distribution planning particularly for disaster preparedness activities and safety net interventions and distributions, but also to help curb the prevalence of aflatoxin in locally grown food.
75. The activity will include support for the Ministry of Education in addressing the specific supply chain management challenges of the ministry’s school meals programme, including in product specification and choice, distribution modality options and distribution planning and tracking.
76. Considering the high levels of aflatoxin and their correlation to child stunting in Timor-Leste, WFP, in collaboration with FAO and WHO, will support the development of food safety policies and quality standards in food production.

3.3 Transition and exit strategies

77. The CSP covers a transitional period and represents an important shift in WFP’s role, from the direct implementation of development programmes to the provision of capacity strengthening support in the prevention of malnutrition, awareness raising and behaviour change activities. Decision making and service delivery will be facilitated by an effective supply chain mechanism, complementary knowledge management and effective monitoring and evaluation.
78. WFP will ensure that activities are aligned with national programmes and integrated into the Government’s development plans in order to enable gradual hand over. WFP will develop and augment capacities at all levels of government and in communities, including capacities for advancing gender equality as a requirement for achieving food and nutrition security. WFP will promote women’s empowerment by fostering an environment where women can make decisions for their own benefit and choices that affect their households and communities. WFP will advocate for women’s economic empowerment and girls’ education by promoting recognition of women’s agency at the community level and women’s effective participation and decision making in programme design, implementation and monitoring. The engagement of men and boys in nutrition

⁶² Of the 188 nations in the health-related SDG index for the period 2000–2015, Timor-Leste is rated as having made the most progress: <http://timor-leste.gov.tl/?p=16239&lang=en>; and Measuring the health-related Sustainable Development Goals in 188 countries: a baseline analysis from the Global Burden of Disease Study 2015: [http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(16\)31467-2/fulltext](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(16)31467-2/fulltext).

⁶³ mSupply© is software designed for stock management of medical supplies. It is currently used in more than 35 countries, including in Africa, Asia and the Pacific region.

activities will also be promoted. To ensure the sustainability and community ownership of programmes, communities will be considered as active partners and “first responders” rather than recipients of assistance. This will lead to communities making their own decisions and ensuring their own food and nutrition security using local inputs and capacities.

4. Implementation arrangements

4.1 Beneficiary analysis

79. Targeting of activities under strategic outcome 1 will be based on the admission criteria established in the national guidelines for integrated management of acute malnutrition, using mid-upper-arm circumference to determine nutrition status and eligibility for treatment with specialized nutritious foods. For prevention of malnutrition, data from nutrition surveys and the national demographic and health survey will be used to identify geographic areas with high stunting rates and low proportions of girls and boys aged 6–23 months with minimum acceptable diets. WFP’s digital beneficiary and transfer management platform SCOPE will be used to register beneficiaries under both strategic outcomes.

Strategic outcome	Activities	Women and girls*	Boys**	Total
1	Provide nutritious food and raise awareness through social and behaviour change communication for targeted individuals.	54 000	18 000	72 000
	Provide the Government and partners with technical assistance and evidence for enhancing the efficiency of national programmes and safety nets.			
2	Provide the Government and partners with technical expertise for improved targeting, monitoring and programme analysis.			
	Provide the Government and partners with technical expertise for the development of an efficient and effective supply chain management system.			
Total		54 000	18 000	72 000

* Pregnant and lactating women and girls, adolescent girls and girls aged 6–59 months receiving specialized nutritious foods.

** Boys aged 6–59 months receiving specialized nutritious foods. Actual beneficiary numbers will be collected, analysed and reported by sex and age. Beneficiaries receiving social and behaviour change communication – approximately 250,000 women, men, girls and boys – are not included.

5 Transfers

Food and cash-based transfers

80. Cost effectiveness, sustainability and acceptance by communities – ensuring that gender equality issues are taken into account – are key factors in selecting the appropriate transfer modalities to achieve strategic outcomes.
81. Food assistance transfers will help to achieve the outcomes in combination with activities encompassing social and behaviour change communication and nutrition programmes. Over the duration of the CSP, food transfers will gradually be reduced.

TABLE 3: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY		
	Strategic outcome 1	
	Activity 1: Provide nutritious food and raise awareness through social and behaviour change communications for targeted individuals.	
	Children aged 6–59 months, pregnant and lactating women and girls, and adolescent girls	
	Food: Timor Vita/SuperCereal	Food: Ready-to-use supplementary food
Ration	200	100
Total kcal/day	781	535
% kcal from protein	15.5	10.5
Cash (USD/person/day)		
Number of feeding days	180	60

TABLE 4: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Ready-to-use supplementary food	216.7	666 476
Mixed and blended foods	1 298.5	1 688 037
Cash-based transfers	0	0
Total	1 515.2	2 354 513

Capacity strengthening including South–South cooperation

82. Capacity development and technical assistance will be provided under both strategic outcomes as Timor-Leste moves towards middle-income country status and WFP gradually shifts from direct implementation to working “upstream” by providing assistance and support to the Government and partners. Strong partnerships with government ministries will lead to the development of skills and capabilities that support national ownership and sustainability.
83. WFP will facilitate the exchange of knowledge, skills and expertise through South–South cooperation with the WFP centre of excellence against hunger in Brazil in order to strengthen the capacities of the Government and communities to implement and manage the school meals programme, including home grown school meal activities that promote local purchases from smallholder farmers and redress economic inequalities between women and men. Partnership opportunities will be explored with the WFP centre of excellence in China in order to support advocacy for food security and nutrition policy, strengthen national capacity development and share experiences of targeting and analysis for food security, poverty reduction and nutrition programmes, and with the new WFP centre of excellence in India for exchanges of learning on improved nutrition outcomes, particularly with regard to reducing micronutrient deficiencies through food fortification.
84. WFP will monitor the process of Timor-Leste’s application to join ASEAN and will adapt its emergency preparedness and response systems accordingly.

85. Recognizing Timor-Leste's transition from conflict to peace, and the G7+ effort to spearhead cooperation among fragile states, WFP will facilitate the sharing of experiences in overcoming conflict and fragility. Timor-Leste's development of an SDG road map that establishes a framework for achieving the SDGs in alignment with government plans provides an example of commitment to implementation of the 2030 Agenda for other countries in fragile and conflict-affected situations.

4.3 Supply chain

86. Supply chain networks are well established in WFP operations. The public-private partnership involving Timor Global, the Government and WFP for producing the locally fortified food Timor Vita for pregnant and lactating women and girls and adolescent girls will continue to be developed for expansion into commercial markets and potential expansion into school meals programmes. Supplementary food for girls and boys under 5 will continue to be imported.
87. Efforts to encourage the Government to use fortified foods in its social safety nets and to establish national food reserves will continue, including through advocacy for legislation on food fortification standards.

4.4 Country office capacity and profile

88. WFP will maintain an adequate field presence by embedding country office staff in the subnational offices of the Ministry of Health and in SAMES. WFP will provide specialist technical skills in nutrition while a programme for nationalizing senior positions in the country office through development of the necessary skills and empowerment of staff will be leveraged. Currently national staff head the monitoring and evaluation, information technology, human resources, procurement and logistics functions in the country office.
89. Staff profile will be reviewed and gender parity at all levels and in all functional areas will be promoted, along with competencies relevant to considering and addressing gender issues.

4.5 Partnerships

90. To achieve the goal of improved food security, access to nutritious foods is needed nationwide. This requires partnerships with the private sector to encourage commercial enterprises to use local raw materials and manufacturing to enable local products to compete with imported goods.
91. Based on findings from the SDG 2 strategic review, WFP has positioned itself as a generator of knowledge; through concerted efforts with the Ministry of Health, WFP will explore the possibility of undertaking periodic monitoring of the continuing relevance of these findings and the activities developed in response.
92. The support provided by WFP complements that of FAO, which is closely involved in the subsistence farming elements of work to achieve SDG 2 through its conservation farming programme, support for the prevention of post-harvest losses and the provision of seeds, implemented in collaboration with the Ministry of Agriculture and Fisheries. The close working relationship between WFP and FAO supports the Government's interministerial forum, KONSSANTIL, in setting priorities for achieving the goals of the Zero Hunger Challenge action plan.
93. WFP will leverage the opportunities offered by its membership in the multi-stakeholder Committee on World Food Security in order to strengthen engagement with the private sector to encourage commercial supply chains to reach rural communities with nutritious foods, explore the feasibility of local food fortification, mobilize resources in support of WFP and Government initiatives, and strengthen cooperation and innovation through the establishment of business networks. WFP will collaborate with Committee on World Food Security civil society counterparts, academia and research institutes to support evidence generation for policy processes, the development of social and behaviour change communications and the engagement of men and boys in nutrition activities.
94. Partnerships with local NGOs will continue to support the establishment of and collaboration with community groups such as mother support groups and youth groups in order to enhance understanding of nutrition at the community and household levels. WFP, UNFPA and UN-Women plan to undertake joint programming for adolescent girls. Partnerships on

strengthening the engagement of men and boys in nutrition activities will be promoted, and the food security and water, sanitation and hygiene sectors will continue to collaborate and complement one another.

95. Recognizing the vulnerability and isolation of the most food-insecure people, WFP will systematically incorporate consideration of protection issues, gender equality and accountability to affected populations – including the prevention of sexual exploitation and abuse – into all its strategic and operational partnerships.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

96. WFP will develop a gender-responsive monitoring, review and evaluation plan that is aligned with the WFP corporate results framework and that measures performance against the targets of Timor-Leste's Zero Hunger Challenge action plan and WFP's corporate indicators. Outcome and performance indicators will be measured annually in coordination with the Ministry of Health and other partners. COMET, WFP's country office tool for managing effectively, will be used to capture data for standard performance reports and, in line with the New Deal for Engagement in Fragile States, feed them into the Ministry of Health's information system. COMET and MDCA (mobile data collection and analytics) will be used to track key performance indicators and for the planning and management of activities. Data from the field will be collected electronically through monitoring questionnaires, joint assessments and surveys, with data submission in real time. Financial resources for baseline measurement, evaluations and the necessary staff have been included in the budget.
97. Information on outcome, output and process indicators will be collected by women and men staff members of WFP and the Government. Indicators will be disaggregated by sex and age as applicable and by disability status when possible. Performance will be regularly monitored, analysed and published in annual outcome reports and six-monthly monitoring reports. These reports will be complemented by food security and nutrition assessments and monitoring of market prices by the Ministry of Finance. Baseline data for all outcomes will be set within three months of the start of CSP implementation, building on data from pre-existing nutrition interventions when available and on previous monitoring procedures. A decentralized evaluation is planned for early in 2020 to assess the capacity development and augmentation interventions not related to the provision of food assistance that are implemented under activity 2, and a country portfolio evaluation will be conducted towards the end of 2020.
98. Key performance indicators will be identified that reflect the national targets identified in the national food and nutrition security policy and nutrition strategy. Analysis of trends will gauge achievements for comparison with historical trends. The key performance indicators will also track progress in closing the gender gap.
99. Based on WFP's Gender Policy (2015–2020) and aligned with the regional gender implementation strategy, the country office's gender action plan covers all areas and stages of activities, from design to implementation and monitoring, ensuring gender mainstreaming and targeted actions for promoting gender equality and women's empowerment. The country office's gender result network will be the catalyst for advancing implementation of WFP's gender policy and coordinating a review of work under the gender action plan every six months to assess whether the different needs and interests of women, men, girls and boys are addressed and equal opportunities created. While all of WFP's workforce has been trained in gender and protection issues, systematic capacity development on gender will be promoted and extended to partners through regular learning opportunities and integration into the "onboarding" of all newly recruited staff and WFP partners.

100. Based on WFP's Humanitarian Protection Policy (2012),⁶⁴ an action plan for protection and accountability to affected populations is in place. The plan addresses the differences in awareness of WFP programmes among different gender groups and includes the establishment of an inclusive beneficiary feedback mechanism that takes into account literacy and language challenges.

5.2 Risk management

Contextual risks

101. The main contextual risk is that future economic stability is heavily dependent on finding a viable long-term and sustainable alternative to the current oil and gas revenues on which the country depends. The challenge is to manage this risk while maintaining commitment to investing in human resources, an asset that Timor-Leste has in abundance, particularly in its young people.

Programmatic risks

102. The major programmatic risk is a lack of funding. Historically the national budget has been heavily weighted in favour of capital infrastructure rather than social development and human resources. Building on the findings of a successful nutrition seminar held jointly by the national Parliament and WFP, the 2017 national budget shows the first signs of a change in this trend, with funding for nutrition increasing sevenfold in the Ministry of Health's budget. To achieve SDG 2 and related targets in the national strategic development plan for 2011–2030, the national budget's funding for nutrition needs to continue growing, as advocated by donor countries.
103. In parallel with shifts in the national budget, the investments made by donors in the years since independence will need to continue to complement government financing. The opportunities for private sector investment in the nutrition market and commercial agriculture need to be developed further.
104. There is an operational risk with the use of Timor Vita for supplementary feeding of pregnant and lactating women and girls. The reliability of Timor Vita production, in terms of both quality and timeliness, is a risk to operational success. Requests to mitigate this risk by allowing imports of SuperCereal as an alternative product have been unsuccessful as the Government continues to encourage the development of local production, while the quality of local raw materials, particularly with regard to the prevalence of high aflatoxin levels, makes it difficult to comply with WFP's standards for food safety.

Institutional risks

105. Since Timor-Leste's independence, successive governments have adopted a vision for a better, more equitable and hunger-free society, but transforming that vision into action has been a challenge because the staff in ministries and other implementing organizations have limited skills as a result of low levels of education and nutrition rooted in the conflict years. This skills deficit constitutes an institutional risk, and capacity building in ministries is needed to complement other development activities.
106. Timor-Leste is politically stable, having had a successful presidential election in March 2017 following a voluntary change of prime minister in 2015. The Economist Intelligence Unit Democracy Index for 2016⁶⁵ ranks Timor-Leste favourably with a score of 7.24, placing it higher than any other ASEAN member state.
107. WFP's country and field offices and their operating procedures are in compliance with the minimum operating security standards of the United Nations.

⁶⁴ WFP/EB.1/2012/5-B/Rev.1.

⁶⁵ <https://infographics.economist.com/2017/DemocracyIndex/>.

6. Resources for results

6.1 Country portfolio budget

TABLE 5: COUNTRY PORTFOLIO BUDGET (USD)			
Strategic outcome	Year 1	Year 2	Year 3
1	5 534 031	4 589 413	3 519 723
2	1 772 082	941 285	695 851
Total	7 306 113	5 530 698	4 215 574

108. The CSP has a budget of USD17 million for its three year period. Budget allocations reflect a gradual shift from direct service delivery towards increased advocacy and capacity development support, with the objective of handing over supplementary feeding to the Government by 2020. This approach, which entails a progressive decrease of food transfers, aims to ensure sustainability for both strategic outcomes.
109. Strategic outcome 1 includes addressing malnutrition during the first 1,000 days following conception by combining supplementary feeding to reduce stunting in boys and girls under 2 with increased efforts in behaviour change, awareness raising on nutrition and access to locally available nutritious food. The phase-out of food transfers to pregnant and lactating women is planned for 2020. At a total cost of USD 13.6 million, this outcome accounts for 80 percent of the budget.
110. Strategic outcome 2 focuses on capacity development at the central and local levels of government for improved service delivery. Activities under this outcome will support governance systems in coordinating and implementing multi-sector response plans effectively.
111. The resources allocated to gender mainstreaming and actions that promote gender equality and the empowerment of women for both strategic outcomes account for more than 15 percent of the total budget.
112. As the strategic outcomes are interlinked and have complementary activities, there will be clear division of responsibilities to avoid duplication of efforts and ensure that the funds spent contribute to the achievement of outputs and outcomes and that assistance is provided in ways that make efficient use of available resources and facilitate accountability.

6.2 Resourcing outlook

113. The CSP is expected to be funded mainly by traditional government donors, the national budget and, to some extent, the private sector. Between 2012 and 2016, WFP received an average of USD 3 million per year for its activities in Timor-Leste. Contributions have remained stable because of multi-year funding from the European Union and the Korea International Cooperation Agency. Based on donors' interest in supporting the country's transition towards middle-income country status, WFP is optimistic that it will maintain similar funding levels until 2020, but with a broader donor base than in previous years.
114. It is expected that strategic outcome 1 will receive multi-year funding sufficient for the duration of the CSP. Based on confirmed contributions and favourable indications from donors for the short term, strategic outcome 2 will be 78 percent funded.

6.3 Resource mobilization strategy

115. The resource mobilization and communication strategies that have been developed highlight WFP's new strategic direction and the support that it can provide for Timor-Leste's efforts to graduate to middle-income country status and achieve national targets for SDGs 2 and 17 while also contributing to attainment of SDGs 1, 3, 4, 5 and 13.

116. Consistent with its new strategic direction, WFP will adopt a dual approach: it will engage increasingly in policy support, community empowerment, capacity development and knowledge generation to ensure the sustainability of interventions and facilitate hand-over while at the same time continuing to provide food assistance through in-kind or – possibly – cash-based transfers until the Government is ready to take over.
117. WFP will maintain its engagement with donor countries in Timor-Leste and in their respective capitals, providing regular communications on results, accountability and transparency. WFP has also recently engaged donors from the private sector and has received positive indications of future support.

ANNEX I

LOGICAL FRAMEWORK FOR TIMOR-LESTE COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2020)

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition (SDG target 2.1)

Strategic outcome 1: Children under five, pregnant and lactating women, and adolescent girls in Timor-Leste have improved nutrition towards national targets by 2025 Outcome Category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus Area: root causes

Assumptions:

MoH is committed to allocate nutrition supplies in its budget for addressing wasting and stunting and gradually take over the procurement of Timor Vita/SuperCereal.

MoH is committed to scale up the implementation of the national protocol for Integrated Management of Acute Malnutrition (IMAM).

Government and local partners are committed to implement the national guidelines for Mother Support Groups.

Outcome indicators

MAM Treatment Default rate

MAM Treatment Mortality rate

MAM Treatment Non-response rate

MAM Treatment Recovery rate

Minimum Dietary Diversity – Women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Zero Hunger Capacity Scorecard

Activities and outputs

Provide nutritious food and raise awareness through SBCC to targeted individuals (NPA: Malnutrition prevention activities)

Targeted individuals receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment. (A: Resources transferred)

Targeted individuals receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment. (B: Nutritious foods provided)

Targeted individuals receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment. (E: Advocacy and education provided)

Provide technical assistance and evidence, for enhancing efficiency of national programmes and safety nets, to Government and partners (CSI: Institutional capacity strengthening activities)

Vulnerable populations benefit from strengthened Government capacity to implement national nutrition programmes, grounded in gender equality, in order to improve nutritional status. (C: Capacity development and technical support provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs (SDG target 17.9)

Strategic outcome 2: National and subnational government institutions have increased capacity sustainably to deliver food-, nutrition- and supply chain related services by 2020

Outcome Category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience building

Assumptions:

Institutional context is conducive for enabling discussions on policies and regulatory framework for monitoring and programme analysis in the Ministry of Education (MoE) and Ministry of Social Solidarity (MSS), and supply chain in the Ministry of Health (MoH) and Ministry of Social Solidarity (MSS).

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs**Provide technical expertise for improved targeting, monitoring and programme analysis to Government and partners
(CSI: Institutional capacity strengthening activities)**

Vulnerable groups benefit from government programmes that are informed by quality disaggregated data and analysis supported by increased central and local government capacity to manage supply chains thus ensuring access to food and medical supplies. (C: Capacity development and technical support provided)

**Provide technical expertise for the development of an efficient and effective supply chain management system to Government.
(CSI: Institutional capacity strengthening activities)**

Vulnerable groups benefit from government programmes that are informed by quality disaggregated data and analysis supported by increased central and local government capacity to manage supply chains thus ensuring access to food and medical supplies. (C: Capacity development and technical support provided)

Strategic Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN (USD)			
	Strategic Result 1, SDG target 2.1	Strategic Result 5, SDG target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	
	Root causes	Resilience building	
Transfers	9 967 668	2 506 795	12 474 462
Implementation	879 331	235 757	1 115 088
Adjusted direct support costs	1 903 624	443 521	2 347 258
Subtotal	12 750 623	3 186 185	15 936 808
Indirect support costs (7 percent)	892 544	223 033	1 115 577
Total	13 643 167	3 409 218	17 052 385

Acronyms used in the document

ASEAN	Association of Southeast Asian Nations
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
KONSSANTIL	National Council for Food Security, Sovereignty and Nutrition in Timor-Leste
NGO	non-governmental organizations
SAMES	central pharmacy (<i>Serviço Autónomo de Medicamentos e Equipamentos de Saúde</i>)
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WHO	World Health Organization