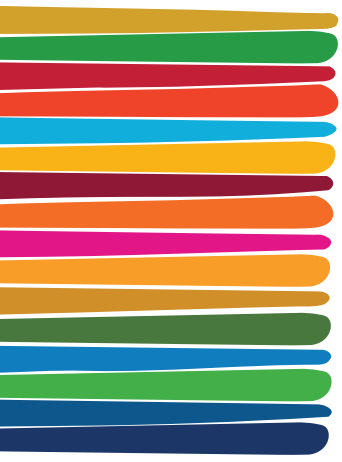




UNITED  
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TIMOR-LESTE



UNITED  
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SUSTAINABLE  
DEVELOPMENT  
COOPERATION  
FRAMEWORK



**TIMOR-LESTE**  
2026-2030



**UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK**  
Timor-Leste 2026-2030

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# UNITED NATIONS

## TIMOR-LESTE



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# ABBREVIATIONS

Acronym	Full Name
ASEAN	Association of Southeast Asian Nations
CF	Cooperation Framework
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
FAO	Food and Agriculture Organization
GNI	Gross National Income
HACT	Harmonized Approach to Cash Transfers
HRAU	Human Rights Adviser Unit
HDI	Human Development Index
INETL	National Institute of Statistics of Timor-Leste
ILO	International Labour Organization
ITC	International Trade Centre
IOM	International Organization for Migration
LDC	Least Developed Country
MEAs	Multilateral Environmental Agreements
MSMEs	Micro, Small and Medium Enterprises
NDCs	Nationally Determined Contributions
NER	Net Enrolment Rate
NGO	Non-Governmental Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
PFM	Public Financial Management
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan
SIDS	Small Island Developing State
TVET	Technical and Vocational Education and Training
UMAD	Performance Monitoring and Evaluation Unit
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	United Nations Volunteers
WHO	World Health Organization
WTO	World Trade Organization
WFP	World Food Programme
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women

# FOREWORD

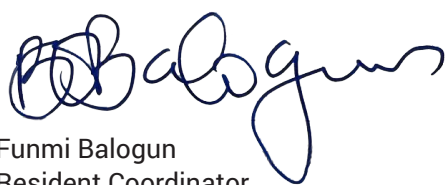
As the United Nations Resident Coordinator in Timor-Leste, I am honoured to present the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026–2030. This document constitutes our principal strategic instrument for supporting national development priorities and accelerating progress toward the Sustainable Development Goals (SDGs).

This Cooperation Framework is the product of deep and inclusive consultation with the Government of Timor-Leste, development partners, civil society and communities across the country. It builds on the lessons of the past cycle and reflects a renewed ambition to leave no one behind.

Anchored in the Timor-Leste Strategic Development Plan (2011–2030), Timor-Leste’s accession to ASEAN and its roadmap and informed by the Common Country Analysis (CCA), the UNSDCF supports the country’s aspirations for inclusive economic transformation, including as a potential competitive ASEAN country, resilient and equitable service delivery, sustainable use of natural resources and transparent, accountable governance.

As a Small Island Developing State (SIDS) and Least Developed Country (LDC), Timor-Leste faces heightened climate and economic vulnerabilities; the UNSDCF addresses these challenges by integrating gender equality, youth empowerment, climate resilience and human rights as cross-cutting priorities and aligned to the Doha Programme of Action for the Least Developed Countries for the Decade 2022-2031 (DPoA).

The UN Country Team in Timor-Leste stands ready to support government in the delivery of the commitment of the UNSDCF 2026-2030 through coherent and coordinated support, partnerships, digital innovation and leveraging the full breadth of the UN’s global knowledge and local presence. On behalf of the UN Country Team in Timor-Leste, I would like to once again thank the government of Timor-Leste and all other partners, for their trust and collaboration and look forward to our continued joint efforts to build a more inclusive, peaceful and sustainable future for all in Timor-Leste.



Funmi Balogun  
Resident Coordinator

**United Nations in Timor-Leste**

# JOINT STATEMENT

In its resolution 72/279 of 31 May 2018, the United Nations General Assembly created a dedicated, impartial, independent, empowered and sustainable development-focused coordination function for the United Nations Development System (UNDS). The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026–2030 is in line with Member States’ call for a United Nations development system reform to boost coordination in supporting countries to achieve the Agenda 2030.

The UNSDCF is aligned with the national vision set out in the Strategic Development Plan 2011–2030, the Programme of the IX Constitutional Government and sectoral strategies. It reflects our shared priorities for advancing social capital and inclusive services, sustainable economic transformation, resilient infrastructure and environmental stewardship and democratic governance and institutional effectiveness.

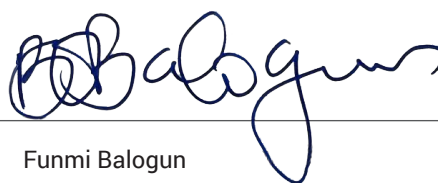
The UNSDCF is grounded in the principles of national ownership, mutual accountability, human rights, gender equality and the commitment to Leave No One Behind (LNOB). It also emphasizes the need for transformative partnerships, investment in human capital and a multi-sectoral approach that integrates climate resilience, youth engagement and digital innovation.

We acknowledge the critical role of the UNSDCF in supporting Timor-Leste’s global and regional commitments, including SDG implementation, accession to ASEAN, WTO and integration into the global economy. This joint commitment reflects our determination to achieve sustainable development outcomes that improve the lives of all people in Timor-Leste.

Together, we reaffirm our resolve to implement this Cooperation Framework with urgency, transparency and solidarity. In signing, the partners endorse this UNSDCF and emphasize their joint commitment towards fulfilling its objectives.



Bendito dos Santos Freitas  
Minister of Foreign Affairs and Cooperation  
**Government of Timor-Leste**



Funmi Balogun  
Resident Coordinator  
**United Nations in Timor-Leste**





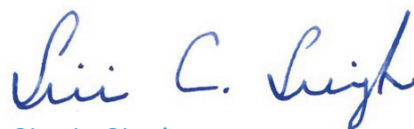
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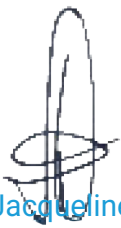
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# EXECUTIVE SUMMARY



The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026–2030 is the primary instrument guiding the collective contributions of the UN development system in Timor-Leste. It represents a strategic partnership between the United Nations and the Government of Timor-Leste, aligned with the country's Strategic Development Plan (2011–2030)<sup>1</sup>, the IX Constitutional Government Programme<sup>2</sup> and Timor-Leste's commitments to the 2030 Agenda for Sustainable Development. It reflects the shared vision for a more inclusive, resilient and sustainable Timor-Leste, particularly considering the country's status as both a Least Developed Country (LDC) and a Small Island Developing State (SIDS), with unique structural and environmental vulnerabilities.

The UNSDCF is the result of an inclusive, participatory process co-led with the Government and involving civil society, private sector, youth, development partners and communities across the country. Key partners included particularly women's groups, youth-led organizations, organizations of persons with disabilities (OPDs) and private sector actors. Additionally, development partners and the government were consulted through bilateral engagements and the UN-Government Steering Committee.

The overarching Strategic Vision guiding this Cooperation Framework is that:

***“By 2030, the people of Timor-Leste, particularly women, children, youth, people with disabilities and the most vulnerable, thrive in dignity through equitable access to quality services and decent work in a diversified and sustainable economy. This progress is supported by resilient governance systems, strengthened capacities for disaster risk reduction and climate adaptation and a commitment to environmental sustainability.”***

To realize this vision, the Cooperation Framework is structured around four interlinked Strategic Priority Areas, which directly correspond to the pillars of the SDP:

1. Social Capital and Inclusive Services
2. Economic Development & Sustainable Livelihoods
3. Disaster and Climate Resilience and Resilient Infrastructure
4. Democratic Governance and Institutional Framework

Each priority area is accompanied by a Theory of Change and operationalized through specific focus areas reflecting pathways for integrated UN support. The Cooperation Framework pays particular attention to advancing human rights, gender equality, disability inclusion, youth engagement and the Leave No One Behind principles. These cross-cutting commitments guide all interventions and are embedded within both the results and accountability frameworks.

The UNSDCF positions the United Nations not only as a partner in supporting Timor-Leste's preparations for ASEAN accession, but also as a long-term partner in meeting the obligations and opportunities that follow full membership. In this regard, the UNSDCF aligns with the ASEAN Roadmap for Full Membership (2023) and WTO integration requirements by:

- Economic diversification and competitiveness (AEC/WTO): Supporting Timor-Leste to transition from oil dependency to a diversified economy, with stronger MSMEs, tourism, agriculture, trade readiness and regional market integration. This strengthens the country's capacity to compete and prosper within ASEAN's single market and the global trade system.
- Governance, rule of law and institutional capacity (APSC/WTO): Enhancing bureaucratic efficiency, public financial management, legal harmonization and regulatory reform to comply with ASEAN frameworks and WTO standards, while ensuring inclusiveness and transparency.
- Social protection, inclusion and resilience (ASCC): Strengthening systems for health, education,

1 Government of Timor-Leste (2011), Strategic Development Plan 2011–2030. Dili: Government of Timor-Leste, 2011.

2 Government of Timor-Leste (2023), Programme of the IX Constitutional Government. Dili: Government of Timor-Leste, 2023.

social protection, gender equality and climate resilience so that Timor-Leste can fulfil ASEAN's socio-cultural commitments and safeguard its most vulnerable populations in a more integrated regional and global context.

Recognizing that financing is a critical constraint to achieving the SDGs, the UNSDCF incorporates a structured approach to financing and partnership. The UN will intensify its support to the Government in mobilizing resources through enhanced development cooperation, strengthened public finance systems and new models such as pooled funding, blended finance and SDG-aligned private sector investment. The Funding Compact will guide this process, with a dedicated focus on raising flexible, non-earmarked funding to drive transformative change in underfunded areas, such as food systems, data ecosystems and local governance.

The Cooperation Framework leverages the comparative advantage of the UN development system - combining normative leadership, technical expertise and convening power to advance evidence-based policy, strengthen national systems and catalyse multi-stakeholder partnerships. Drawing from the mandates and experience of UN entities, the UNSDCF promotes integrated solutions across sectors, linking policy, capacity development, systems strengthening and local-level service delivery. The Cooperation Framework will leverage the potential of South-South and Triangular Cooperation (SSTC), building on Timor-Leste's strategic geographic and political positioning within ASEAN. The UN will promote exchange with other UN Country Teams in the region, facilitating knowledge sharing and innovation across similar development contexts.

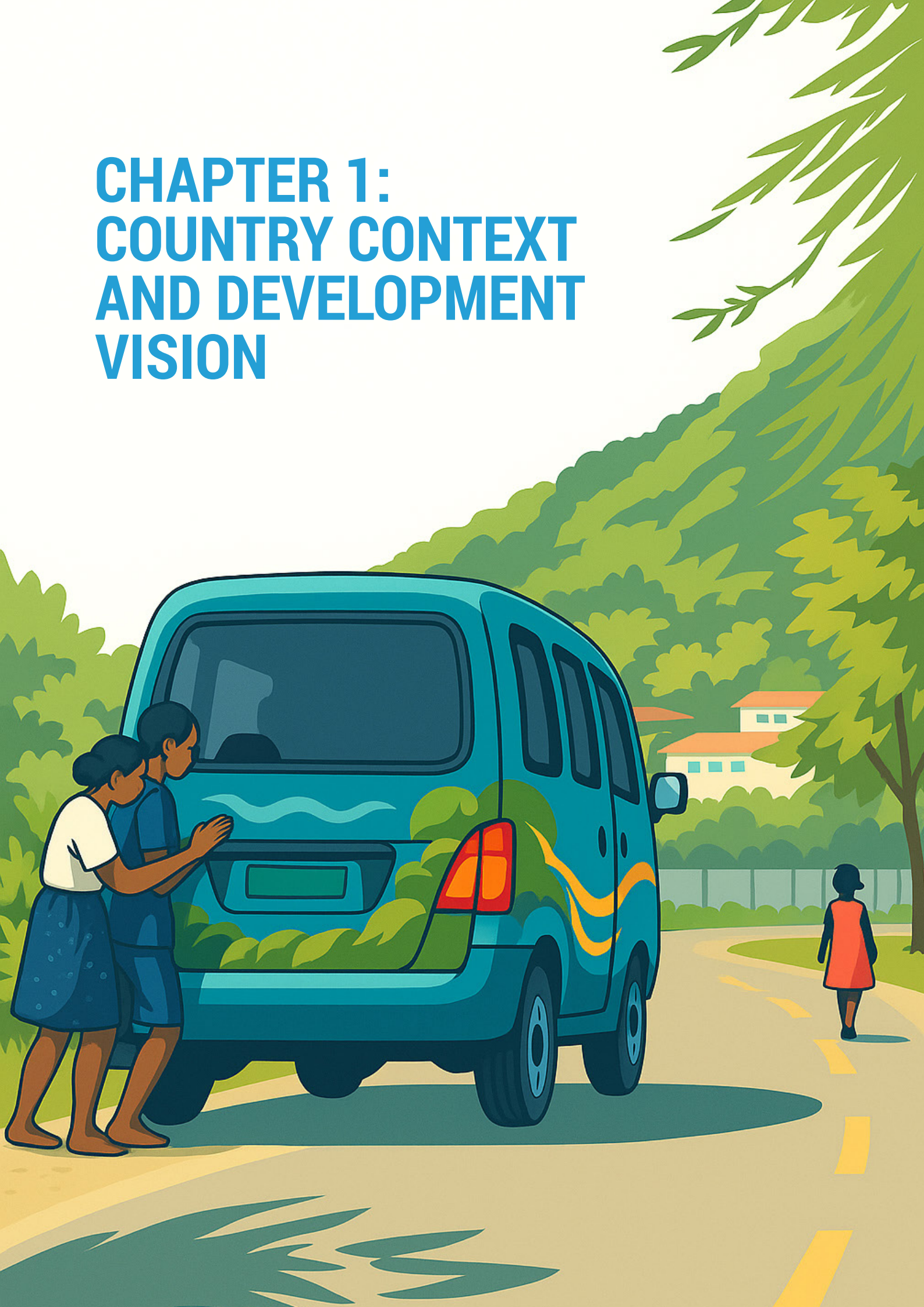
Implementation of the Cooperation Framework will be governed by a two-tier oversight mechanism, ensuring strong leadership and alignment with national priorities. A Joint Steering Committee (JSC), co-chaired by the Government and the UN Resident Coordinator, will meet biannually to steer the strategic direction of the Cooperation Framework. A Technical Coordination Platform will oversee implementation, reporting and joint planning. Dedicated Outcome Groups and four core coordination mechanisms (Monitoring, Communications, Operations and Cross-Cutting Themes) will support delivery, guided by multi-year Joint Work Plans.

The Cooperation Framework includes a Results Framework (Annexe 1) based primarily on national indicators, baselines and targets, aligned with Timor-Leste's SDG commitments. A Monitoring, Evaluation, Learning and Data (MELD) Plan will guide regular assessments and adaptive learning. An independent evaluation will be conducted before the final year of implementation. Joint Work Plans will translate the Cooperation Framework's strategic priorities into coordinated actions. Developed annually with national partners, they guide implementation, clarify responsibilities and align with national systems.

Through this Cooperation Framework, the UN development system affirms its strong partnership with the Government and people of Timor-Leste in building a more inclusive, resilient and sustainable future that will strive to leave no one behind.



# CHAPTER 1: COUNTRY CONTEXT AND DEVELOPMENT VISION



## 1.1 Country Context and Development Landscape

Since the restoration of independence, Timor-Leste has made steady progress in state-building, peace consolidation and service delivery. However, development gains remain fragile and uneven. High poverty and inequality persist, with women, youth, persons with disabilities and rural communities at heightened risk of being left behind. Challenges include limited economic diversification, climate vulnerability and institutional capacity gaps. This Cooperation Framework is grounded in the Strategic Development Plan (2011–2030), the Programme of the IX Constitutional Government and the 2030 Agenda. It reflects a shared commitment to building an inclusive, resilient and prosperous Timor-Leste.

## 1.2 Social Capital and Inclusion

Over 60% of Timor-Leste's population is under 25, presenting the promise of a demographic opportunity but also challenges on service delivery. While access to education, health and social protection has improved, disparities in quality and reach persist, particularly once age, gender, disabilities and geographies (urban/rural) are considered. Learning outcomes remain low; dropout rates are high among girls and children with disabilities. The health system faces persistent barriers, including workforce shortages and gaps in maternal and child health. Malnutrition is critical: 47% of children under five are stunted. Social protection has expanded but remains fragmented. Gender inequality remains a major constraint: women face barriers in education, health, economic participation and safety, with gender-based violence widespread. Youth face high unemployment, limited skills development opportunities and marginalization from civic processes. Addressing these barriers is essential to unlocking the full human potential of the country.

## 1.3 Economic Transformation

Timor-Leste's economy remains heavily dependent on petroleum revenues, an unsustainable model given resource depletion and market volatility. The non-oil economy—centred on subsistence agriculture and informal labour—lacks productivity and resilience. Rural livelihoods are constrained by climate variability, low market integration and

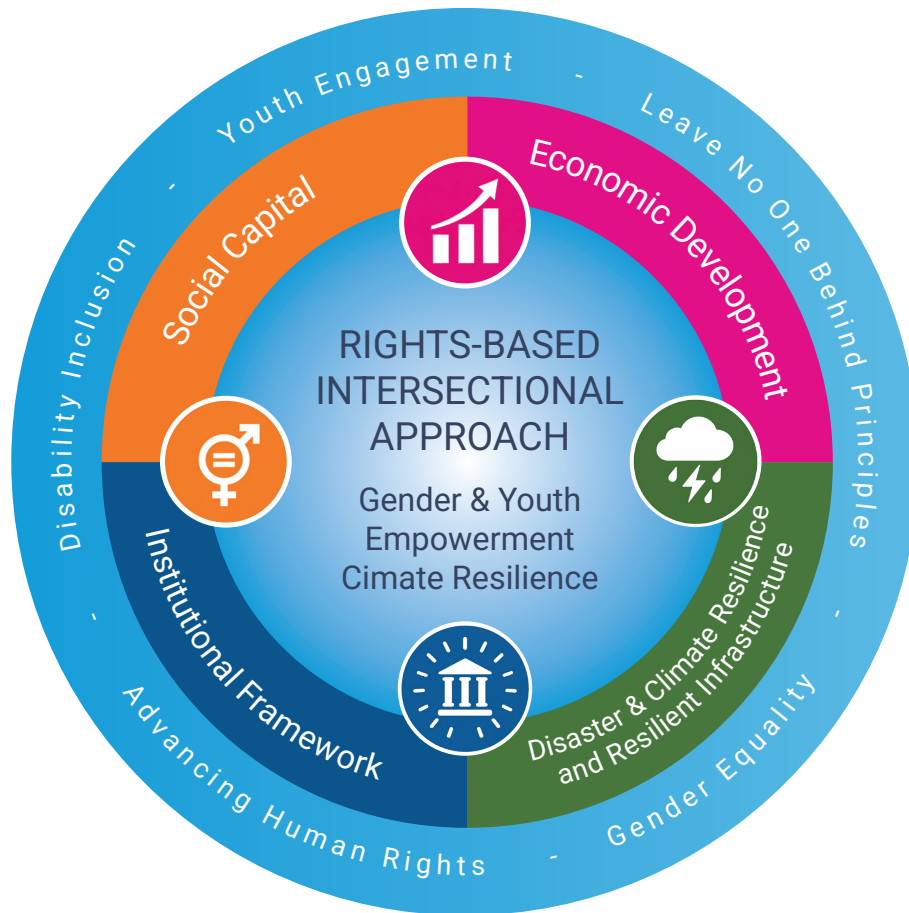
limited investment. Women and youth face additional obstacles in accessing land, finance and innovation. The private sector is small, with access to finance, regulatory complexity and skills deficits posing major barriers. Opportunities exist to expand MSMEs, particularly those led by youth and women and to leverage digital innovation. Accession to ASEAN and the WTO presents opportunities for structural reform and market integration. ASEAN accession in particular requires Timor-Leste to demonstrate progress in economic diversification, infrastructure and workforce skills development, while WTO membership demands alignment with trade and regulatory standards.

These regional and global integration processes are not only milestones but also drivers of reform, providing incentives for Timor-Leste to accelerate private sector growth, improve competitiveness and strengthen governance systems. Diversification will also lean on a Blue Economy transition that modernizes small-scale fisheries and coastal value chains, improves port / market access and embeds environmental safeguards in marine-based tourism and aquaculture.

## 1.4 Climate Change and Resilience

As both an LDC and SIDS, Timor-Leste is highly exposed to natural hazards—floods, landslides, droughts and cyclones—which are intensifying due to climate change. Climate risks affect agriculture, infrastructure, water, health and food security. Environmental degradation further undermines resilience, with women and rural communities especially vulnerable. National commitments such as the NDC and National Adaptation Plan signal strong policy intent. However, implementation is constrained by limited capacity, financing and data. The Cooperation Framework supports integrated climate action—advancing nature-based solutions, early warning systems and climate-smart agriculture and infrastructure—to strengthen systemic resilience. The Blue Economy lens strengthens adaptation by aligning coastal planning, reef and mangrove restoration and risk-informed fisheries management with resilient livelihoods for coastal communities.

# UNSDCF VISION



## 1.5 Governance and Institutions

Timor-Leste has maintained peace and democratic stability since independence, holding regular elections and nurturing a dynamic civil society. Yet, institutional capacity for service delivery remains limited, especially at the municipal level. Access to justice is uneven, particularly for women, persons with disabilities and rural populations. Public finance systems are under reform but require enhanced transparency and responsiveness. Decentralization is a national priority to improve inclusive governance and local service delivery. Young people remain underrepresented in civic life and decision-making. Strengthening governance requires advancing human rights, inclusive participation, subnational capacity and digital transformation. Full membership in ASEAN and the WTO will require stronger bureaucratic and institutional capacities to meet regional obligations, harmonize laws and standards and ensure Timor-Leste's effective participation in intergovernmental processes. The UNSDCF will support these institutional reforms, anchoring them in human rights, inclusion and transparency.

## 1.6 Cross-Cutting Themes and Integrated Approach

The Cooperation Framework adopts a rights-based and intersectional approach to development, with gender equality, youth empowerment and climate resilience as core cross-cutting themes. These dimensions intersect to create overlapping vulnerabilities—particularly for rural women, young people and persons with disabilities. As an LDC and SIDS, Timor-Leste's exposure to climate risk is an existential challenge. The Cooperation Framework embeds climate resilience and social inclusion across all outcomes, supporting gender-responsive education, youth-driven innovation, climate-smart agriculture and resilient infrastructure. Entry points within each outcome area are leveraged to address root causes of exclusion and build pathways for equitable development. These cross-cutting priorities also intersect with Timor-Leste's path to ASEAN and

WTO membership, where inclusive social policies, climate resilience and youth empowerment are increasingly central to regional and global agendas. Finally, as an integrative theme for SIDS, the Blue Economy will be used to link gender-responsive and youth-responsive livelihood opportunities with climate resilience in coastal municipalities.

## 1.7 Risk Landscape and UN Response

Timor-Leste's development trajectory is shaped by interlinked risks, including economic dependency, climate-related shocks, political transitions and institutional capacity constraints. These risks have the potential to disrupt progress toward sustainable and inclusive development if not proactively managed. The United Nations system will apply an integrated and forward-looking approach to risk mitigation. This includes scenario planning, early warning systems and adaptive programming that enable timely responses to emerging risks. Crisis prevention, conflict sensitivity, human rights and resilience-building will be embedded across all Cooperation Framework outcomes and implementation modalities. The UN will work with national partners to strengthen disaster risk management, promote economic diversification and improve governance systems to ensure transparency and accountability. Efforts will also focus on addressing social inequalities and protecting the rights of marginalized groups, including women, youth, people with disabilities and rural communities. Risk monitoring will be integrated into the Cooperation Framework's Monitoring, Evaluation, Learning and Data (MELD) system, allowing for continuous assessment and adjustment through Joint Steering Committee reviews and annual work planning processes. Risks also arise from the demands of ASEAN and WTO accession, where challenges to implement agreed reforms could undermine credibility and slow integration. The UNSDCF embeds risk monitoring and scenario planning to ensure that accession-related commitments are met in ways that protect vulnerable populations and strengthen resilience.



# CHAPTER 2: OUTCOMES, PRIORITIES AND PATHWAYS



The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026–2030 is the primary strategic tool for UN system support to Timor-Leste. It is fully aligned with the country's Strategic Development Plan (SDP) 2011–2030 and the IX Constitutional Government Programme. It is also informed by national monitoring institutions, including the National Institute of Statistics (INETL) and the newly established Performance Monitoring & Evaluation Unit (UMAD) in the Ministry of Finance.

The Cooperation Framework is grounded in the principles of country leadership, ownership and the use of national systems - as used by the Government of Timor-Leste: "country-led, country-owned and through country systems". These reflect Timor-Leste's vision of sovereign, effective development partnerships. In line with guidance from the Ministry of Finance, the UN will ensure full alignment with national priorities, including active participation in structured reporting and policy dialogue mechanisms.

The Cooperation Framework is organized around four interlinked Strategic Priorities that mirror the SDP pillars: Social Capital and Inclusive Services, Economic Development, Disaster and Climate Resilience and Resilient Infrastructure and Democratic Governance. These were identified through a participatory process involving national institutions, civil society, development partners and the UN system. They reflect both the country's long-term aspirations and a shift toward a more equitable and resilient development model. Each Strategic Priority is supported by specific Focus Areas, based on the UN's comparative advantage, lessons from past frameworks and alignment with national strategies and the Common Country Analysis. Together, they form a unified platform for impactful, results-based support.

The Cooperation Framework aims to catalyse systemic change, promote rights-based development and ensure inclusion for all, especially those left furthest behind. As a Small Island Developing State and Least Developed Country, Timor-Leste faces persistent vulnerabilities that require strengthened resilience, environmental sustainability and robust institutional capacity. The Cooperation Framework acknowledges these challenges while reinforcing

Timor-Leste's ambitions for ASEAN and WTO accession. These priorities are addressed through work on governance, economic diversification and human capital development.

The UN will support these efforts through coordinated mechanisms that build on its system-wide comparative advantage. This includes regulatory alignment, institutional strengthening and regional collaboration. Recent engagement with ASEAN opens a pathway for a more integrated approach, enabling the UN to accompany Timor-Leste in its global and regional integration.

## 2.1 UN Comparative Advantage

The UN system in Timor-Leste brings diverse mandates, technical expertise and long-standing partnership. Its strength lies in coordinated, cross-sectoral approaches that promote coherence across national priorities. The UN provides integrated policy advice, capacity development and strategic support for inclusive service delivery and governance. A core strength is its role in advancing evidence-based decision-making, especially through its work with line ministries on planning, monitoring and public finance. The UN will continue to support national statistical systems, data platforms and results-based budgeting to institutionalize inclusive and transparent governance.

The UN serves as a neutral platform for convening diverse actors across sectors and levels. It also brings access to regional expertise and South-South cooperation, enabling exchange with ASEAN countries and others facing similar development challenges. The UNSDCF also complements Timor-Leste's regional and global integration trajectory, particularly ASEAN and WTO accession. The UN brings comparative advantage in helping the country align national systems with ASEAN frameworks. Beyond accession, the UN will support Timor-Leste to sustain compliance with ASEAN and WTO obligations, leveraging South-South cooperation and regional expertise to embed reforms and ensure that integration delivers tangible benefits to all communities.

The United Nations System will support national priorities by providing integrated policy advice, strengthening systems and capacities at all levels and building inclusive partnerships. It will help expand access to quality services, promote sustainable livelihoods, strengthen resilience to climate and disaster risks and improve governance that is accountable and responsive. Across all efforts, the United Nations will prioritize gender equality, climate action and reaching those furthest behind, drawing on innovation, digital solutions and global cooperation to advance human rights and sustainable progress.

The UN system will use these platforms to scale solutions, align development support with national systems and mobilize innovative financing. Volunteerism strengthens civic engagement, social cohesion and community resilience. The UN will promote volunteerism as a cross-cutting implementation modality, supporting national and local efforts through youth engagement, disaster response and inclusive service delivery. In partnership with national institutions and civil society, the UN will help expand opportunities for volunteers—especially young people and women—to contribute to sustainable development and local ownership of results.

This includes efforts to unlock non-earmarked and pooled resources and to prioritize strategic underfunded areas such as food systems, local governance and interoperable data systems. All efforts will be framed by national priorities and integrated into public systems to maximize sustainability and impact.

## 2.2 Vision

By 2030, the people of Timor-Leste, particularly women, children, youth, people with disabilities and the most vulnerable, thrive in dignity through equitable access to quality services and decent work in a diversified and sustainable economy. This progress is supported by resilient governance systems, strengthened capacities for disaster risk reduction and climate adaptation and a commitment to environmental sustainability.

This Vision reflects Timor-Leste's long-standing development aspirations as outlined in the Strategic Development Plan (2011–2030), structured around its four pillars: Social Capital, Economic Development, Infrastructure Development and Institutional Framework. It also aligns with the IX Constitutional Government Programme, including commitments to deepen investment in social capital, modernize infrastructure, strengthen governance and promote inclusive economic transformation. The Vision was shaped through consultations with national stakeholders and reflects shared development priorities. To track progress, the UNSDCF will use jointly defined indicators and baselines aligned with the SDP and SDGs. Results-based monitoring and evaluation will be coordinated with INETL and UMAD, ensuring national ownership and alignment with performance management systems.

The Cooperation Framework's four outcome areas represent integrated pathways to address Timor-Leste's multidimensional development challenges. By focusing on inclusive service delivery, sustainable livelihoods, resilient infrastructure and accountable governance, the UN system will support national efforts to reduce poverty, inequality and vulnerability to climate and economic shocks, contributing to sustainable peace and prosperity.



### Long-Term Impact:

Timor-Leste is a stable, prosperous, and resilient nation, driven by sustainable economic diversification, good governance, equitable social development, and strengthened national sovereignty, ensuring improved quality of life and inclusive opportunities for all citizens.

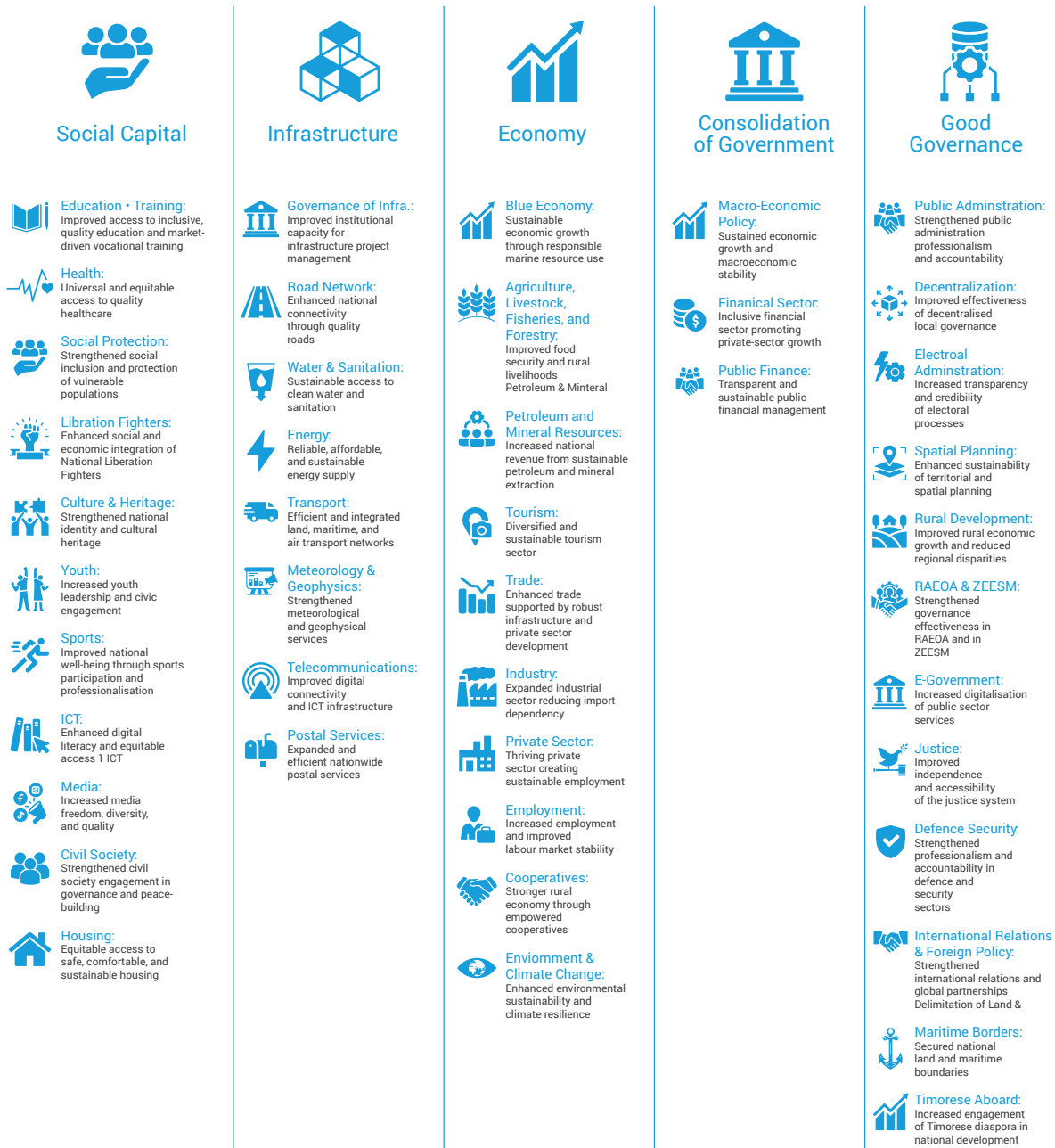


Figure 1 Results Framework of Timor-Leste's SDP. Source: Ministry of Finance 2025.

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### 2.3 Partnerships and Cooperation

The Cooperation Framework will be implemented through inclusive partnerships with the Government, development partners, civil society, the private sector and regional and global institutions.

The UN will strengthen partnerships with ASEAN and WTO platforms to support Timor-Leste’s integration. Engagement will build on the ASEAN–UN Comprehensive Partnership, enabling policy dialogue and capacity support. The UN will promote peer exchange with ASEAN LDCs/SIDS (e.g. Laos, Cambodia) and foster South-South cooperation on digitalization, climate resilience, youth and gender. This ensures Timor-Leste benefits from regional solidarity while fulfilling its post-accession commitments. These partnerships will advance shared priorities, aligned with Timor-Leste’s Strategic Development Plan and the SDGs. The UN will:

- Leverage its convening role to promote multi-stakeholder dialogue and coordination
- Strengthen partnerships with ASEAN and WTO platforms to support Timor-Leste’s regional and global integration, including institutional

participation in regional fora, implementation of regional trade protocols and harmonization of national policies with international standards, especially on prioritized areas such as the Blue Economy

- Work with development partners and financial institutions to align financing and technical support with national priorities
- Engage civil society, including women’s and youth organizations and organizations of persons with disabilities, to amplify marginalized voices
- Partner with the private sector to promote inclusive economic growth, digital innovation and green technologies.
- Facilitate South-South and Triangular Cooperation to exchange solutions across the Asia-Pacific and beyond

The UN will also contribute actively to national development coordination platforms, including sector coordination mechanisms and Development Partners Meetings. Partnerships will be guided by national ownership, transparency and mutual accountability.

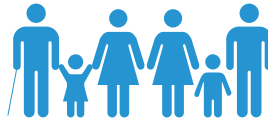




RESILIENCE



LEAVING NO ONE BEHIND



PEOPLE'S RIGHTS



GENDER EQUALITY

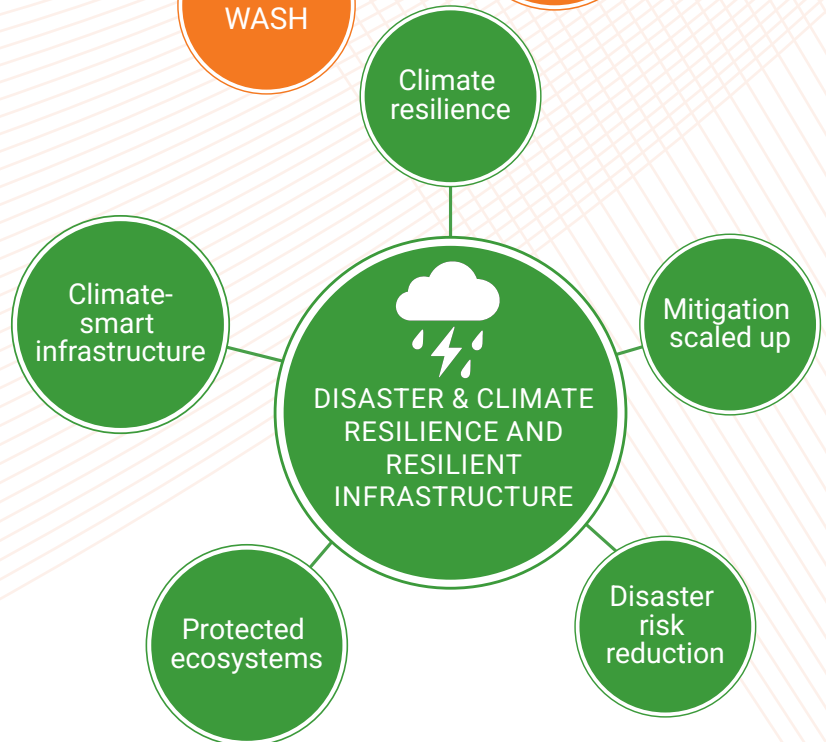


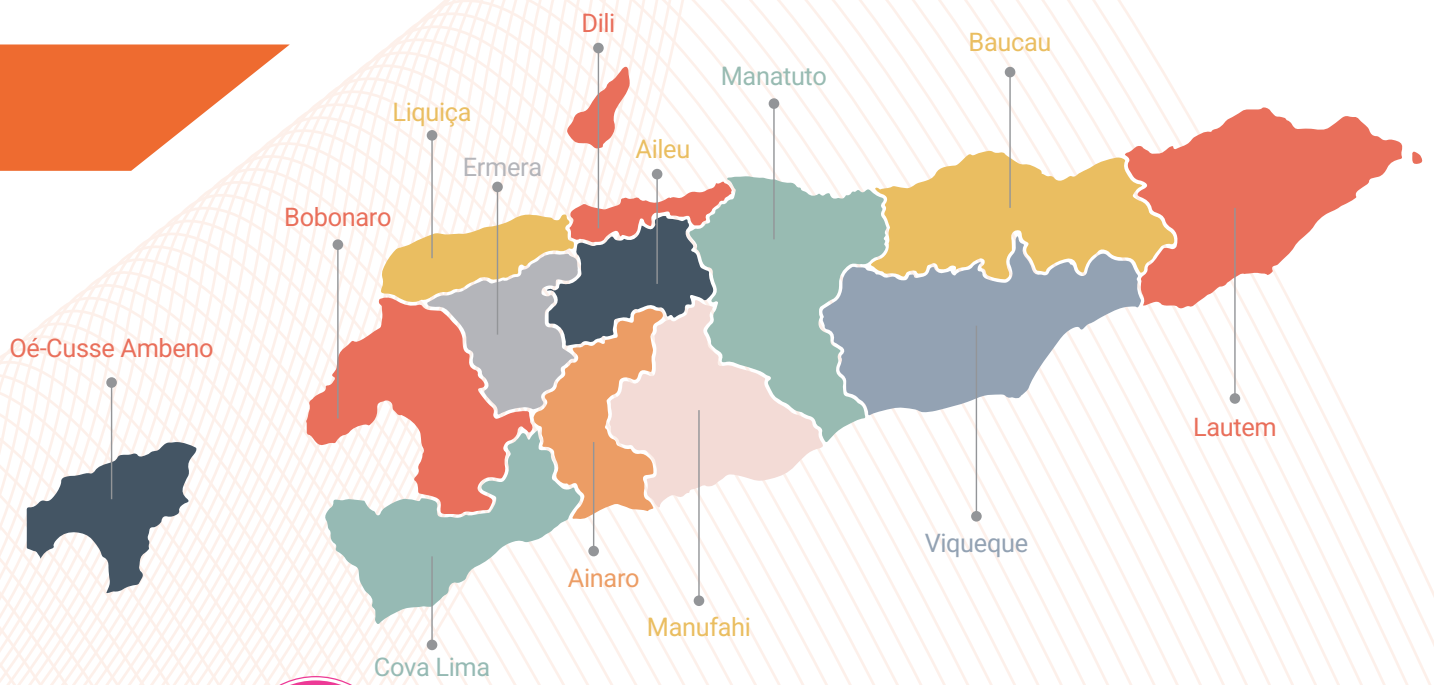
## ENABLERS

- Innovation & digitalisation
- Economic diversification
- Localised development
- Traditional knowledge

## MEANS OF IMPLEMENTATIONS

- Civil society engagement
- Data & evidence
- Capacity strengthening
- Partnerships & financing





**UN PRINCIPLES**

- Accountability
- Resilience
- Sustainability
- Leave No One Behind
- Gender equality
- Human rights
- Climate & environment

**GROUPS AT RISK OF BEING LEFT BEHIND**

- Women & girls
- Persons with disabilities
- People with HIV
- Children & youth
- Indigenous peoples
- LGBTQI+
- Older persons
- Migrants & refugees
- Detainees
- Victims of trafficking
- Informal settlements
- Remote rural populations
- Vulnerable workers

THEORY OF CHANGE				
<b>UNSDCF VISION</b>	By 2030, the people of Timor-Leste, particularly women, children, youth, people with disabilities and the most vulnerable, thrive in dignity through equitable access to quality services and decent work in a diversified and sustainable economy. This progress is supported by resilient governance systems, strengthened capacities for disaster risk reduction and climate adaptation and a commitment to environmental sustainability.			
OUTCOME AREAS	Social Capital and Inclusive Services	Economic Development and Sustainable Livelihoods	Disaster and Climate Resilience and Resilient Infrastructure	Democratic Governance & Institutional Framework
OUTCOME STATEMENT	By 2030, all people in Timor-Leste, especially women, children, youth, people with disabilities and other vulnerable groups, enjoy improved and equitable access to quality, climate-resilient and gender-responsive social services that promote human capital development, reduce multidimensional poverty and contribute to a more inclusive and just society.	By 2030, the people of Timor-Leste benefit from expanded and inclusive opportunities for decent work, climate-resilient agriculture, sustainable food systems and diversified economic sectors, particularly for women, youth and rural populations.	By 2030, people in Timor-Leste, particularly children, women, youth, persons with disabilities and other marginalized groups, benefit from resilient infrastructure and improved access to safe water and sanitation and are more resilient to climate change-induced disasters and environmental shocks.	By 2030, Timor-Leste's governance and public financial management systems are more inclusive, digital, transparent, accountable and responsive to women, children, youth and people with disabilities and ensure equitable access to public services.
CONDITIONS FOR CHANGE	<b>THEN</b> policies, systems and community programmes are strengthened to provide inclusive, climate-resilient and gender-responsive social services, including education, health, nutrition, social protection and protection from violence; and <b>THEN</b> national and subnational capacities are enhanced to reach the most vulnerable, including women, children, persons with disabilities and youth, <b>THEN</b> the people of Timor-Leste will enjoy better health, access to quality services, greater dignity and equity and a life free from violence and discrimination.	<b>THEN</b> Timor-Leste strengthens its enabling policy and institutional frameworks to support inclusive and sustainable economic transformation, particularly in labour systems, agriculture, food systems and tourism; and <b>THEN</b> targeted efforts are made to enhance productivity, skills and access to decent work and markets for vulnerable populations, <b>THEN</b> the country will be able to unlock its demographic dividend, reduce poverty and gender inequalities and build a more diversified, climate-resilient and people-centred economy.	<b>THEN</b> national and local institutions are equipped with the capacities, systems and resources to promote climate and disaster resilience, manage natural resources sustainably and develop inclusive, climate-resilient infrastructure and services. <b>THEN</b> communities are empowered to adopt nature-based and climate-sensitive solutions <b>THEN</b> the people of Timor-Leste will be better protected from climate change impacts, environmental and disaster risks, have enhanced access to essential services and be able to build long-term resilience.	<b>THEN</b> public institutions at national and municipal levels are strengthened to deliver services that are inclusive, transparent and accountable <b>THEN</b> legal, institutional and civic spaces are enhanced to ensure the meaningful participation of all people, particularly women, youth and marginalized groups <b>THEN</b> governance in Timor-Leste will be more equitable, rights-based and responsive to development needs. The UN system will contribute through integrated policy and technical support, institutional capacity development, civic empowerment and digital innovation to advance accountable, participatory and efficient governance.

<b>OUTPUT AREAS</b>	1. EDUCATION 2. HEALTH 3. NUTRITION 4. SOCIAL PROTECTION 5. SOCIAL INCLUSION	6. LABOUR AND EMPLOYMENT 7. AGRICULTURE 8. FOOD SYSTEMS 9. TOURISM 10. RURAL DEVELOPMENT	11. LOCAL INFRASTRUCTURE 12. WASH 13. DISASTER RISK REDUCTION 14. NATURAL RESOURCES 15. CLEAN ENERGY	16. PUBLIC FINANCE 17. JUSTICE SYSTEM 18. ELECTIONS 19. SECURITY SECTOR 20. DECENTRALIZATION 21. DATA AND DIGITALIZATION 22. GLOBAL ENGAGEMENT
<b>Institutional &amp; Capacity Systems</b>	<ul style="list-style-type: none"> <li>National and local institutions deliver integrated healthcare, quality social services to the most vulnerable. Cross-sectoral coordination supports human capital development.</li> </ul>	<ul style="list-style-type: none"> <li>Institutions promote inclusive economic policies, skills development and trade readiness.</li> </ul>	<ul style="list-style-type: none"> <li>Local and national institutions strengthen disaster preparedness, natural resource management and climate-resilient infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Institutions improve accountability, decentralization and responsive public service delivery.</li> </ul>

### System Delivery per Outcome

<b>Institutional &amp; Capacity Systems</b>	<ul style="list-style-type: none"> <li>National and local institutions deliver integrated healthcare, quality social services to the most vulnerable. Cross-sectoral coordination supports human capital development.</li> </ul>	<ul style="list-style-type: none"> <li>Institutions promote inclusive economic policies, skills development and trade readiness.</li> </ul>	<ul style="list-style-type: none"> <li>Local and national institutions strengthen disaster preparedness, natural resource management and climate-resilient infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Institutions improve accountability, decentralization and responsive public service delivery.</li> </ul>
<b>Inclusion, Gender Equality &amp; Participation Systems</b>	<ul style="list-style-type: none"> <li>Social services and community approaches promote gender equality and address social exclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Economic systems expand access for women, youth and marginalized rural communities.</li> </ul>	<ul style="list-style-type: none"> <li>Community-led adaptation and resilience planning address the needs of vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>Governance systems foster inclusive participation, gender equality and access to justice and services.</li> </ul>
<b>Climate &amp; Environmental Systems</b>	<ul style="list-style-type: none"> <li>Climate-resilient social services reduce vulnerabilities to environmental and disaster risks.</li> </ul>	<ul style="list-style-type: none"> <li>Climate-smart agriculture, green jobs and sustainable tourism build economic resilience.</li> </ul>	<ul style="list-style-type: none"> <li>Climate-resilient infrastructure, nature-based solutions, clean energy and inclusive adaptation protect people and ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>Governance systems integrate climate risk management, budgeting and resilience financing where relevant.</li> </ul>
<b>Digital Systems</b>	<ul style="list-style-type: none"> <li>Interoperable digital platforms improve access to education, health and social protection. Data systems support equity-based planning and monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>Digital solutions expand opportunities in employment, finance, markets and value chains.</li> </ul>	<ul style="list-style-type: none"> <li>Early warning systems and digital platforms enhance climate and disaster risk management.</li> </ul>	<ul style="list-style-type: none"> <li>Digital public services improve transparency, accountability and citizen engagement.</li> </ul>
<b>Contributing Agencies (alphabetical order)</b>	ILO, OHCHR/HRAU, UNDP, UNESCO, UNFPA, UNICEF, UNOPS, UN Women, WFP, WHO.	FAO, ILO, ITC, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNOPS, UN Women, WFP, WHO.	FAO, ILO, UNDP, UNDRR, UNEP, UNESCO, UNFPA, UNICEF, UNODC, UNOPS, UN Women, WFP, WHO.	FAO, ITC, OHCHR/HRAU, UNDP, UNESCO, UNFPA, UNIDO, UNICEF, UNODC, UNOPS, WFP, UN Women, WHO.



## Outcome 1: Social Capital and Inclusive Services



### Government Priorities

Improved access to and coverage of quality primary, secondary and tertiary services, maternal and child health, diseases prevention and control and health emergency preparedness and response, inclusive education, social protection, nutrition, gender equality and protection from violence



### UNSDCF Focus Areas



Health, Nutrition, Education,  
Social Protection, Child Protection



### Cross-Cutting Policies / Strategies

- Law on the Protection of Children and Youth in Danger
- National Youth Policy (2016)
- National Action Plan on Youth (2023-2027)
- National Action Plan on Gender-Based Violence (NAP-GBV) 2022–2032
- National Policy for Climate Change
- National Digitalization Strategy – Timor Digital 2032



## Key National Frameworks Supported

- National Education Strategic Plan (2011–2030)
- Education Sector Plan (2020–2024)
- National Health Sector Strategic Plan (2011–2030)
- National Integrated Health Policy
- National Health Sector Nutrition Strategic Plan (2024–2028)
- National Food and Nutrition Security Policy (2014, updated 2017)
- Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) Strategy
- National Action Plan to Combat Stunting
- National Strategy for Social Protection (2021–2030)
- National Action Plan on Gender-Based Violence (NAP-GBV) 2022–2032

## SDG Alignment



## 2.4 Outcome 1: Social Capital and Inclusive Services

This outcome is rooted in Timor-Leste's Strategic Development Plan (2011–2030), which prioritizes human capital as a foundation for national development. It also reflects the IX Constitutional Government's focus on expanding equitable access to quality public services, especially for those furthest behind. The United Nations will support this outcome through coordinated policy advice, capacity building and inclusive partnerships that uphold rights and promote well-being. To strengthen access to essential services, the UN will promote the use of digital tools in health, education and social protection. Support will emphasize inclusive and interoperable systems that improve outreach to remote and vulnerable populations, enhance service quality and build resilience to future shocks.

### Outcome 1 - Collaborative Outputs

#### 1.1. Education systems and policies enhanced to expand equitable access, quality and relevance of lifelong learning, particularly for women, children, youth and marginalized groups, through inclusive curricula, teacher capacity building and community engagement.

The United Nations will support the transformation of Timor-Leste's education system to be more inclusive, equitable and resilient. Efforts will strengthen access to quality learning for girls, children with disabilities, rural learners and other marginalized groups. Support will focus on curriculum reform that promotes peace and intercultural education, foundational and digital skills, green competencies and inclusive teaching methods. Special emphasis will be placed on expanding mother tongue and multilingual education and preserving traditional knowledge and civic values. Improving teacher availability and training is central, including sign language, braille and inclusive pedagogy. The United Nations will also support early childhood education, school readiness and flexible learning options for children who are out of school. To enhance system resilience, investments will target climate and disaster ready infrastructure, stronger education information systems and integrated monitoring. Cross-sector efforts with nutrition, health,

child protection and social protection will promote holistic child development. Digital solutions and cultural preservation will be used to enrich learning and ensure inclusive, future ready education for all.

#### 1.2. Health systems strengthened to ensure comprehensive, inclusive and climate-resilient service delivery, with a focus on integrated health services at primary, secondary and tertiary care level, disease prevention and control, health emergency preparedness and response and community-based health promotion especially in underserved areas.

The United Nations will support inclusive, resilient and rights-based health policies and strategies that strengthen integrated health care services, including reproductive, maternal, newborn, child, adolescent and mental health services. Joint UN action will improve access to quality health services across the continuum of care, with a focus on immunization, WASH in health facilities, adolescent friendly services and the integration of sexual and reproductive health and rights and gender-based violence prevention and response. Community based service delivery will be expanded through *Programa Integradu Saude* (PIS) and Community Health Volunteers, mother groups and behaviour change initiatives. The health workforce will be strengthened through medical, nursing and midwifery education, provider training and institutional capacity building. To promote equity and universal health coverage, the United Nations will contribute to governance, planning and resource allocation. Digital systems such as health information platforms and civil registration tools will support better data and decision making. Recognizing the social, commercial and environmental determinants of health, the United Nations will promote multisectoral collaboration across health, education, nutrition, WASH and social protection. The UN will also provide support to facilitate the health sector move towards more climate resilient, environmentally sustainable and low carbon systems to protect the health of Timorese people from the adverse impacts of climate change and ensure necessary response and preparedness measures are put in place. These efforts will reduce disparities, build system resilience and advance the right to health for all people in Timor-Leste.

### 1.3. Improved access to quality nutrition services and strengthened relevant systems to prevent malnutrition and improve diets.

The United Nations will support national efforts to reduce malnutrition and strengthen food and nutrition security. Focus will be on children, adolescents and pregnant and lactating women, using a life course and systems strengthening approach. UN support will integrate preventive and curative nutrition services into primary health care and community platforms. Priority interventions include maternal counselling, promotion of infant and young child feeding, micronutrient supplementation, adolescent nutrition and the treatment of acute malnutrition. Positive nutrition practices will be promoted through caregiver engagement, nurturing care and improved school food environments. To build resilience, the United Nations will support shock responsive and nutrition sensitive systems, including school feeding with local and fortified foods, dietary diversity and food fortification policy. Social protection will target young children and pregnant women at risk of stunting. Support will strengthen coordination across health, agriculture, education, WASH and social protection. Investments in data and climate preparedness will improve monitoring and enhance nutrition outcomes over time.

### 1.4. Social Protection frameworks strengthened and tailored to address vulnerabilities and promote inclusion for women, children, youth and the most marginalized populations

The United Nations will support the expansion and integration of inclusive, gender responsive, nutrition sensitive and shock responsive systems. Efforts will follow a life cycle approach, prioritizing children, older persons, persons with disabilities, informal workers and others facing overlapping vulnerabilities. The UN will assist in strengthening policy and legal frameworks for universal and contributory schemes through fiscal analysis, evidence generation and gender responsive planning and budgeting. Support will include the development of digital systems for beneficiary registries, targeting and payments to improve programme efficiency and transparency. Subnational capacities will be strengthened to deliver social assistance and insurance, improve linkages with health, education, WASH, nutrition and employment and extend services to remote

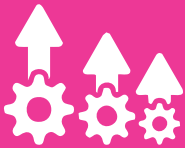
communities. Social protection will be embedded in disaster preparedness to enable continuity and rapid scale up during crises. The UN will promote nutrition focused support for pregnant and breastfeeding women and children under two and expand cash transfers that enhance women's economic autonomy. Inclusive communication and community engagement will improve uptake and accountability. Integrated systems will help reduce poverty, advance human development and build resilience. UN plans to provide basic comprehensive primary healthcare services to the most remote and vulnerable population across the country by revitalizing the community health volunteers program, thus ensuring 'no one is left behind'.

### 1.5. Strengthened systems and mechanisms to promote social inclusion and eliminate violence and discrimination against vulnerable groups

The United Nations will support the development and implementation of inclusive laws, systems and services to eliminate all forms of violence, harassment and (online and offline) discrimination and to foster greater social cohesion and trust. Efforts will focus on strengthening institutional capacity across sectors to deliver coordinated, survivor-centred responses and uphold the rights and dignity of all individuals, particularly women, children, persons with disabilities and other marginalized groups. Support will include technical and policy assistance for the implementation of national action plans on child protection, gender-based violence and child-friendly justice systems. This includes capacity building for justice, health, education and social service professionals, as well as strengthening referral pathways and inter-agency coordination. The UN will promote community engagement and behavioural change strategies to transform harmful social and gender norms, reduce stigma and discrimination and build inclusive, resilient communities. Data systems will be enhanced to better capture the prevalence and drivers of violence and exclusion, with specific indicators on inclusion, trust and resilience used to inform evidence-based policymaking. Efforts will align with human rights principles and international commitments to ensure no one is left behind in the pursuit of peaceful, just and inclusive societies.



## Outcome 2: Economic Development and Sustainable Livelihoods



### Government Priorities

Diversify the economy, promote youth and female employment, enhance agriculture and tourism



### UNSDCF Focus Areas



Employment, TVET, Agriculture,  
Food Systems, Tourism



### Cross-Cutting Policies / Strategies

- Law on the Protection of Children and Youth in Danger
- National Youth Policy (2016)
- National Action Plan on Youth (2023-2027)
- National Action Plan on Gender-Based Violence (NAP-GBV) 2022–2032
- National Policy for Climate Change
- National Digitalization Strategy – Timor Digital 2032



## Key National Frameworks Supported

- National Employment Strategy (2017–2030)
- TVET Plan (2011–2030)
- Timor-Leste Skills Strategy (2022)
- National Tourism Policy: Growing Tourism to 2030
- National Adaptation Plan (2021-2028)
- Agricultural Policy and Strategic Framework (2017)
- National Program of Development of Sucos
- National Strategic Plan for Tourism Development (2023–2030)

## SDG Alignment



## 2.5 Outcome 2: Economic Development & Sustainable Livelihoods

In support of national priorities, the United Nations will promote coordinated interventions across workforce development, entrepreneurship, agriculture, tourism and local value chains. Particular attention will be given to gender equality, digital and environmental skills and improved access to finance and markets for women, young people and communities in remote areas. The use of digital technologies, including

financial platforms, agricultural innovation and online marketplaces, will be encouraged to expand economic opportunities and improve service delivery. These efforts will also contribute to Timor-Leste's accession to ASEAN and the WTO by strengthening national institutions, aligning regulatory systems and enhancing the country's capacity to participate in regional and international markets. In view of the country's exposure to economic and environmental risks, the United Nations will promote inclusive and climate resilient approaches that support the development of a more diverse and sustainable economy.



## Outcome 2 - Collaborative Outputs

### 2.1. Labour, employment, private sector and market systems - including technical vocational education and training – are strengthened to expand access to decent work, livelihoods and entrepreneurship for youth, women and marginalized groups. Support includes small business development, skills training in rural areas and improved labour migration systems for safe mobility and reintegration.

The United Nations will support efforts to expand access to decent work, sustainable livelihoods and inclusive labour markets for youth, women, persons with disabilities and rural communities. Support will include policy advice and technical assistance to develop employment policies that respond to demographic shifts, promote labour rights and ensure safe working conditions. The UN will strengthen labour market institutions, improve employment services and build capacity in public employment centres and labour market information systems. To enhance workforce readiness, the UN will support inclusive and high quality TVET systems, with a focus on green and digital skills and alignment with national and regional economic trends. Partnerships with the private sector will be promoted to strengthen training and job placement. The UN will also support entrepreneurship and small business development, particularly for women and youth. Labor mobility governance will be reinforced through improved coordination, pre departure training, skills recognition and reintegration support for returning migrants, in line with national plans and rights-based frameworks.

### 2.2. Agricultural policies and systems strengthened to enhance climate-resilient, nutrition-sensitive and sustainable practices, improving productivity and supporting livelihoods, particularly for smallholders and vulnerable populations.

The United Nations will support the transformation of agriculture to promote climate resilience, nutrition outcomes and sustainability, especially for smallholders, women, youth and rural communities.

The UN will assist national and local institutions to scale up climate resilient and diversified farming, improve livestock and agroforestry systems and strengthen extension services and cooperatives. Support will focus on increasing access to technologies, financial services and markets, with an emphasis on gender equality and youth empowerment across value chains. Digital tools will be used to improve data, market linkages and the delivery of advisory services. Agriculture and nutrition will be better integrated through support for home grown school feeding, diversified diets and stronger connections between food production and local food systems. These efforts will reinforce ongoing work in climate adaptation, research, food fortification and digital transformation of agriculture, contributing to sustainable food systems, rural livelihoods and the right to food.

### 2.3. Food systems are sustainably operationalized and food safety policies and mechanisms strengthened to ensure access to safe, nutritious and affordable food, with targeted actions to combat malnutrition and promote healthy dietary practices, especially for women, children and other at-risk groups.

The United Nations will support the implementation of inclusive, sustainable and nutrition sensitive food systems. Support will focus on strengthening food safety legislation, inspection systems and multisectoral coordination, while promoting local value chains that align food production with climate resilience and dietary diversity. The UN will assist producers, processors, distributors and regulators through capacity building in sustainable farming, food fortification and risk-based food safety management. Digital tools such as food safety data platforms, procurement systems and real time monitoring will be promoted to improve food distribution and school-based nutrition. Public procurement for school feeding and social protection will be used to boost local production and strengthen nutrition focused supply chains. These efforts aim to improve access to safe, affordable and nutritious food, particularly for women, children and communities vulnerable to food insecurity.



#### 2.4. Enabling the environment for sustainable tourism strengthened through the development of inclusive policies, regulatory frameworks and institutional capacities that promote eco-tourism, cultural heritage preservation, local economic development and environmental sustainability.

Assistance will include technical support for policy development, institutional strengthening and inclusive tourism planning. Efforts will focus on integrating environmental sustainability, gender equality, youth participation and digital innovation across tourism strategies and governance. Support will help build a resilient, community centred tourism sector that promotes eco-tourism, cultural heritage conservation and local economic development. The UN will promote skills development in areas such as hospitality, digital marketing and entrepreneurship for women, youth and rural populations. Data systems will be developed to monitor inclusivity and labour conditions in the tourism sector to inform policy decisions. Community tourism initiatives will be encouraged to strengthen local ownership and protect cultural and natural assets. Women's participation in tourism value chains and youth engagement in innovation will be prioritized, along with access to digital tools to enhance service quality. These efforts will position tourism as a key contributor to sustainable livelihoods, inclusion and national economic growth.

#### 2.5. Inclusive rural development promoted through expanded access to sustainable livelihoods and decent employment opportunities, with a focus on empowering rural populations especially to participate in and benefit from local economic growth.

The United Nations will support national and municipal institutions in advancing integrated rural development strategies that improve access to sustainable livelihoods, food and income security and decent work. Efforts will promote rural economic inclusion through community-based planning, diversified local economies and strengthened rural service delivery.

Support will include mapping livelihood opportunities, expand rural enterprises and foster green and digital skills for women, youth and other underserved groups. Emphasis will be placed on agriculture, fisheries and

forest-based value chains, alongside climate resilient technologies and sustainable resource management. These programmes will serve as platforms to expand rural infrastructure, improve agricultural practices and increase access to finance and markets for rural producers. The UN will also strengthen data systems to inform inclusive policy and investment, ensuring that rural development contributes to social cohesion, gender equality and local ownership.





## Outcome 3: Disaster and Climate Resilience and Resilient Infrastructure



### Government Priorities

Expand climate adaptation, risk-informed infrastructure, water and sanitation and sustainable energy access



### UNSDCF Focus Areas



DRR, Infrastructure, WASH, Environment and Energy



### Cross-Cutting Policies / Strategies

- Law on the Protection of Children and Youth in Danger
- National Youth Policy (2016)
- National Action Plan on Youth (2023-2027)
- National Action Plan on Gender-Based Violence (NAP-GBV) 2022–2032
- National Policy for Climate Change
- National Digitalization Strategy – Timor Digital 2032



## Key National Frameworks Supported

- National Adaptation Plan (2021–2028)
- Civil Protection Law (Decree-Law No. 3/2016)
- National Anticipatory Action Roadmap (2025–2028)
- National Public Water Supply and Basic Sanitation Policies (2012). Government Resolution No. 43/2020 National Policy for Public Water Supply
- Decree law number 31/2020 approving the quality of control of Water for Human Consumption
- Humanitarian and Emergency Support Strategy
- Climate Resilient and Environmentally Sustainable Health Care Facilities Policy and Strategy 2024

## SDG Alignment



## 2.6 Outcome 3: Climate Change & Disaster Preparedness

The UN will provide policy and technical advice, strengthen systems and capacities and support climate-smart infrastructure and community engagement. It will work with national and local institutions to improve risk-informed infrastructure,

enhance resource management and reduce disaster exposure—especially for vulnerable communities. Support will include nature-based solutions, traditional knowledge and digital tools like early warning systems and data platforms to strengthen planning and service delivery. These efforts aim to advance health, education, food security and livelihoods through a more resilient and equitable development pathway.



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## Outcome 3 - Collaborative Outputs

- 3.1. Local public infrastructure systems strengthened through community-based approaches that enhance construction capacities, integrate social and environmental safeguards and promote climate-resilient, inclusive service delivery.

The United Nations will support national and municipal institutions in planning, implementing and maintaining inclusive and climate resilient infrastructure. Interventions will focus on strengthening the resilience of education, health and social protection infrastructure to climate and environmental shocks, ensuring equitable access for women, youth, persons with disabilities and other marginalized groups.

The UN will provide technical assistance for risk informed infrastructure design, the application of green and nature-based solutions and the integration of environmental and social safeguards. Support will also cover the development of inclusive rural and urban development policies and standards, as well as capacity building for local authorities and service providers to implement infrastructure strategies. Efforts will include small scale, climate smart infrastructure that fosters local ownership and long-term sustainability. The UN will promote improved infrastructure maintenance through data driven planning, skills development and participatory monitoring. Informed by the Civil Protection Authority and anticipatory action strategies, the UN will also help strengthen emergency preparedness infrastructure to ensure that vulnerable communities remain protected and have uninterrupted access to essential services.

- 3.2. Inclusive and climate-resilient WASH systems strengthened through the development of policies, infrastructure and community-based management, ensuring equitable access to safely managed drinking water, improved sanitation facilities and hygiene services, particularly for children and vulnerable populations.

The United Nations will support the scale up of safe, climate resilient water, sanitation and hygiene services, especially in underserved rural and peri urban areas. Assistance will include support for policy and institutional reforms that integrate water safety planning, climate adaptation and community-based governance. Technical support will strengthen national and local capacities to design, construct and maintain sustainable, accessible and inclusive WASH infrastructure, benefiting children, persons with disabilities, women and marginalized populations. Investments will improve water systems in schools and health centres, promote gender responsive sanitation and ensure hygienic service delivery. Digital tools will be used to monitor coverage, performance and hygiene practices, while community led data generation and youth engagement will drive behaviour change and accountability. WASH interventions will be linked with health, education, nutrition and disaster preparedness to prevent disease and build resilience. Gender equality will be advanced through women's leadership in water governance and youth capacity development will foster sustainability and local ownership.

- 3.3. Disaster risk reduction frameworks, early warning systems and community-based preparedness initiatives strengthened and expanded to build resilience, reduce vulnerabilities and enhance timely and inclusive responses to natural and climate-related hazards.

The United Nations will support national and local institutions to strengthen disaster risk reduction systems and community preparedness. Assistance will focus on early warning systems, hazard and vulnerability mapping and the integration of risk information into municipal planning and budgeting. The UN will help expand data infrastructure and institutional capacity to generate accurate, timely climate and hazard information, supporting risk informed governance at all levels.



Community based preparedness will be promoted through training, drills and local emergency planning, with strong participation of women, youth and persons with disabilities. Technical support will encourage diverse leadership and inclusive engagement in preparedness systems. Digital innovations, including hazard monitoring apps and early alert tools, will be introduced alongside training to ensure their effective use and maintenance. These efforts aim to build resilient communities and responsive institutions that are better prepared for future shocks.

### 3.4. Policies, regulatory measures and community-based programmes for natural resource management and environmental protection strengthened to promote sustainable use of resources, biodiversity conservation and climate resilience.

The United Nations will support the development and implementation of inclusive and effective policies, legal frameworks and community-based programmes to strengthen natural resource management, biodiversity conservation and climate resilient land use. Technical assistance will enhance environmental monitoring, risk informed land and coastal planning and ecosystem restoration. The UN will promote climate smart agriculture, mangrove reforestation, watershed conservation and sustainable fisheries to improve livelihoods, reduce disaster risk and restore ecosystem health. Institutional capacities at national and local levels will be strengthened through training, data tools such as GIS mapping and community monitoring apps and legal frameworks that safeguard environmental rights and access to information and justice. Community leadership will be central, with women and youth engaged in conservation efforts, traditional knowledge and decision making in

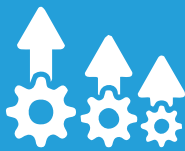
natural resource committees. Public awareness and school-based campaigns will foster environmental responsibility and local ownership of sustainable practices.

### 3.5. Access to clean, affordable and reliable energy expanded through strengthened policies, infrastructure and promotion of renewable energy and energy-efficient technologies, particularly in underserved and off-grid areas, to reduce environmental impact and support inclusive development.

The UN will support national and local efforts to expand access to clean, affordable and reliable energy, particularly in remote, off-grid and underserved areas. The UN offer encompasses policy advice to strengthen energy governance and regulatory frameworks, alongside technical support for decentralized renewable energy solutions such as solar mini-grids and clean cooking technologies. Interventions will include capacity development for energy service providers to plan, install, operate and maintain energy systems sustainably, complemented by support for integrating energy-efficient designs into public infrastructure (e.g., schools, health centres). Community-based energy initiatives will build local ownership, promote climate-smart livelihoods and reduce emissions. Special focus will be placed on empowering women and marginalized youth through training in renewable energy technologies and business management. The UN will also facilitate access to finance, markets and economic opportunities related to clean energy. Digital tools and data systems will enhance energy access mapping, performance monitoring and decision-making.



## Outcome 4: Democratic Governance and Institutional Framework



### Government Priorities

Promote inclusive governance, rule of law, decentralization and digital transformation



### UNSDCF Focus Areas



Governance, Justice, Public Finance, Digital Government, Data Systems



### Cross-Cutting Policies / Strategies

- Law on the Protection of Children and Youth in Danger
- National Youth Policy (2016)
- National Action Plan on Youth (2023-2027)
- National Action Plan on Gender-Based Violence (NAP-GBV) 2022–2032
- National Policy for Climate Change
- National Digitalization Strategy – Timor Digital 2032



## Key National Frameworks Supported

- Public Finance Management Reform Strategy
- Justice Sector Strategic Plan
- Justice Sector Reform Roadmap
- National Strategic Plan for Digital Development and Information and Communication Technology (Timor 2032)
- National Strategy for the Development of Statistics 2022-2032

## SDG Alignment



## 2.7 Outcome 4: Democratic Governance and Institutional Framework

The UN will provide integrated policy and technical support, build institutional capacity and promote civic empowerment and digital innovation. It will work with national and municipal institutions to

improve public services, expand access to justice and strengthen local governance—especially for women, youth and marginalized groups. Efforts will focus on modernizing public administration, enhancing public trust and fostering participatory processes like inclusive planning and budgeting. The UN will also support secure digital systems and open civic space to ensure people-centred governance rooted in human rights.



## Outcome 4 - Collaborative Outputs

### 4.1. Policies and systems for inclusive and accountable governance and public finance management strengthened to ensure equitable access to services and promote participation and representation of women, youth and marginalized groups.

The UN will support efforts to strengthen governance, fiscal transparency and public financial management systems so that all people can access public services equitably, especially women, youth, children and persons with disabilities. Support will be provided for the introduction of program-based, medium-term, gender- and climate-responsive budgeting processes, enhanced fiscal risk management and robust internal audit, procurement and transparency mechanisms. Technical assistance will strengthen systems for budget credibility, improve execution rates and ensure expenditure aligns with national priorities and development objectives. Modernized public administration reforms will include digitalization of financial systems (for example, integrated finance and information systems), participatory planning processes and open-data platforms for public scrutiny—including gender and disability disaggregated data. Capacity-building interventions will focus on institutions at both national and municipal levels to enable transparent fiscal governance, performance-oriented service delivery and strengthened civic accountability mechanisms—enabling citizens to monitor spending and participate meaningfully in governance.

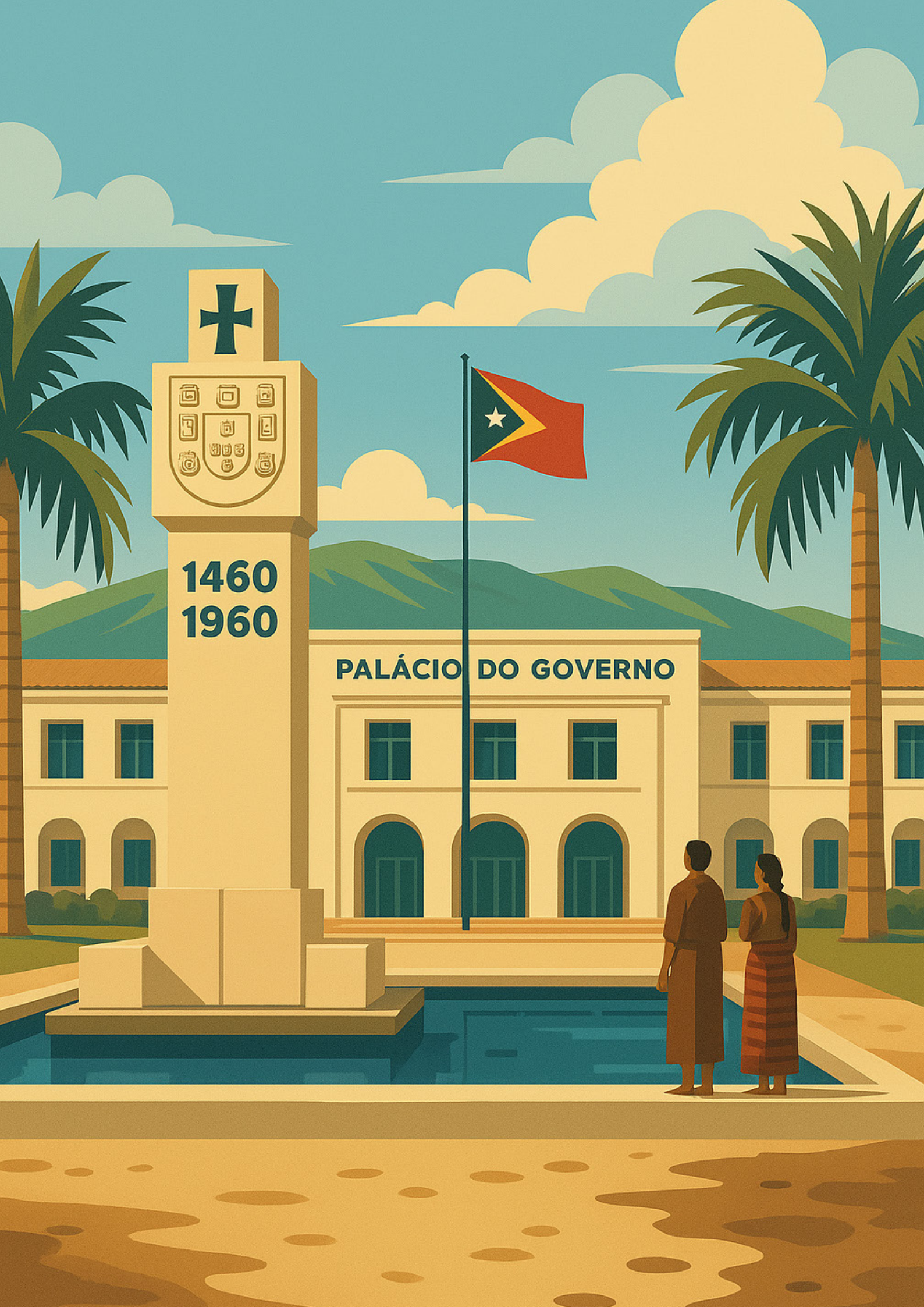
### 4.2. Justice systems expanded and strengthened with support to the government to improve institutional capacities, including police and law enforcement, to ensure equitable access to justice, improve efficiency, address violence against women and children and promote accountability and the protection of human rights, particularly for vulnerable and underserved populations.

The UN will support national efforts to expand and strengthen justice systems, ensuring equitable access to legal and judicial services, improved efficiency and protection of human rights, with specific attention to the most vulnerable and underserved populations. Technical assistance will

enhance legal aid mechanisms, child- and gender-sensitive justice processes and alternative dispute resolution, strengthening both formal and customary justice pathways. Capacity development will extend to law enforcement, prosecution, public defenders and judicial staff through specialized training and professional development systems. Reform support will include rollout of digital justice tools and information systems to improve case management, transparency and prosecutions. Anti-corruption measures will be reinforced via improvements to oversight, transparency and accountability frameworks—complemented by civic awareness campaigns and human rights literacy to combat violence against women and children. Inclusive participation will be built into justice governance structures, ensuring women, youth, persons with disabilities and marginalized communities inform system design, monitoring and legal awareness initiatives. Communities will be empowered to access justice through outreach programmes, digital access points and collaboration with traditional leaders.

### 4.3. Institutional capacities and inclusive engagement mechanisms strengthened to ensure transparent, credible and peaceful and safe electoral processes for all stakeholders, promoting political participation of women, youth and marginalized groups.

The UN will support efforts to strengthen Timor-Leste's electoral systems—ensuring they are transparent, credible, peaceful and inclusive, particularly for women, youth, persons with disabilities and marginalized groups. Technical assistance will target legal and regulatory reforms, updates to the electoral code and enhancements to digital and biometric voter registration systems, ensuring accuracy, accessibility and data protection. Support will also cover improvements to civic education and inclusive voter outreach—employing accessible communication channels and targeted strategies to engage underrepresented populations. Efforts will bolster secure voting environments and accessible polling stations, including disability-friendly infrastructure and logistical measures to ensure safety. Robust, community-trusted grievance redress mechanisms will be established to address electoral complaints and prevent intimidation or violence, with training for local monitors and institutional stakeholders to uphold electoral integrity.



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Special focus will be placed on promoting the political participation of women, youth and persons with disabilities through leadership workshops, policy advocacy for equitable candidate quotas and public awareness campaigns. Civic engagement will be strengthened via digital platforms, youth councils and community dialogue sessions—enhancing youth-led civic initiatives linked to electoral participation.

#### 4.4 Security sector institutions supported to strengthen institutional capacities, operational effectiveness and accountability mechanisms to respond to community needs, promote citizen safety, address violence against women and children and uphold peace, human rights and the rule of law.

The UN will support national efforts to strengthen the institutional frameworks, professionalism and operational readiness of security institutions, including the police and civil protection entities. Assistance will focus on enhancing internal and external accountability and oversight mechanisms, promoting rights-based and conflict-sensitive approaches and advancing inclusive models such as community-oriented policing. Support will also target the integration of gender equality, child protection and human rights standards into security operations, recruitment and training. Where requested, the UN will assist national efforts to address transnational threats - such as trafficking, money laundering and cybercrime - through legislative reform, institutional capacity development and strengthened regional cooperation. Additional support may include modernization of border management systems, improve interoperability and establish legal safeguards that protect both national security and individual rights. These efforts aim to build a more accountable, inclusive and people-centred security sector that fosters citizen safety, promotes social cohesion and upholds the rule of law.

#### 4.5. Decentralization frameworks and local governance systems strengthened to enhance institutional capacities for participatory planning, budgeting and service delivery, promoting inclusive governance and improved access to quality services for rural and marginalized communities.

As decentralization advances, the strengthening of municipal governance and local service delivery systems will become increasingly central to achieving the Cooperation Framework's outcomes. This Country Framework acknowledges that decentralization is not a standalone intervention, but rather a structural shift that cuts across multiple sectors and institutions. The UN will support the Government's efforts to advance decentralization as articulated in the National Decentralization Policy and the accompanying legal frameworks guiding municipal governance. To avoid fragmentation or duplication, the Cooperation Framework will promote integrated support to decentralization, ensuring strategic coordination across output areas and aligning with government-led reforms. The UN will assist in advancing decentralization reforms and strengthening local governance systems. Support may include capacity development for municipal administrations in inclusive planning, participatory budgeting, performance monitoring and service delivery. Attention will be given to institutionalizing participatory mechanisms at local level, enhancing coordination between levels of government and improving local revenue systems and transparency tools.

#### 4.6. National governance and data systems strengthened to improve the generation, management and use of quality, disaggregated data for evidence-based policymaking, including enhanced interoperability, digital governance and secure data ecosystems across government institutions.

The UN will support the development of integrated and interoperable data ecosystems that underpin transparent, responsive and inclusive governance. Efforts will align with Timor-Leste's Digital Transformation Strategy (2023–2028), the National Statistics Development Strategy and the government's commitments to SDG monitoring

and Open Government principles. Collaboration with UMAD, INETL and Sectoral Line ministries will enhance monitoring and evaluation capacities through unified M&E frameworks, real-time data tools, shared baselines and joint evaluations guided by international standards. Technical assistance will focus on strengthening national statistical capacity, modernizing SDG tracking infrastructure and establishing open-data platforms that increase public access to timely and disaggregated data—by sex, age, disability, location and other factors. The UN will facilitate secure digital governance practices, including interoperability between administrative systems, data protection mechanisms and ethical data use to inform planning, performance monitoring and public feedback. Capacity building will be provided to government staff and civic stakeholders in data literacy, digital mapping and analytics, improving their use of statistics in budgeting, policy design and service delivery. This will enable evidence-based decision-making and increase accountability to citizens, empowering underrepresented groups through data-driven transparency.

#### 4.7. Government capacity strengthened to effectively engage in regional and international fora, advance national development priorities and foster partnerships through South-South and triangular cooperation, including in support of the 2030 Agenda.

The United Nations will support Timor-Leste's efforts to deepen its participation in regional and global governance platforms and to align national priorities with international standards and commitments. This includes tailored support for accession to ASEAN and WTO, with assistance focused on institutional preparedness, compliance with regional protocols and capacity development for treaty negotiation, implementation and reporting. The UN will contribute to strengthening inter-ministerial coordination, supporting the mainstreaming of regional integration goals across national planning processes and

enhancing government systems for tracking international commitments related to the SDGs, human rights, climate agreements and peacebuilding frameworks. To leverage the potential of South-South and Triangular Cooperation (SSTC), the UN will assist Timor-Leste in identifying, documenting and adapting good practices and solutions from comparable contexts. Efforts will also promote knowledge exchange, technical partnerships and cooperation opportunities with other least developed, small island and middle-income countries within the Asia-Pacific region and beyond. Emphasis will be placed on building national institutional capacity for sustained international engagement and on strengthening monitoring mechanisms to ensure that international obligations are translated into inclusive, accountable development outcomes at national and local levels.

## 2.8 Development Financing Context for the Cooperation Framework

The UNSDCF 2026–2030 is being launched in the context of an increasingly volatile and constrained development financing landscape. Timor-Leste's public financing remains heavily reliant on a few core sources—namely, the Petroleum Fund and Official Development Assistance (ODA)—but both have been subject to growing pressures.

Petroleum revenues continue to decline and fiscal deficits continue to average 57–60% of non-oil GDP. Domestic revenues reached \$271 million in 2023, covering only 13% of total financing needs. Remittances now represent the second-largest external financial flow after petroleum revenues, totalling \$244.8 million in 2024—equivalent to nearly 9% of non-oil GDP. However, their contribution to long-term development remains underleveraged. Despite reforms in public financial management, expenditure remains concentrated on recurrent costs and subsidies, with limited space for capital investments or expansion of social services.

Simultaneously, ODA to Timor-Leste has shown a downward trend, with annual disbursements decreasing from post-independence peaks of over \$400 million in the early 2000s to approximately \$240–250 million in recent years. This reduction reflects a global recalibration of development cooperation portfolios, as donor countries and international institutions respond to emerging crises and competing priorities worldwide. Recent years have also seen a moderation in concessional finance and programmatic lending from International Financial Institutions (IFIs). While multilateral partners such as the World Bank and ADB remain engaged, funding pipelines have narrowed and disbursements have become more selective, placing greater emphasis on debt sustainability and targeted reforms.

In 2025, these shifts have translated into a notable decrease in dedicated development funds for Timor-Leste, signalling a broader need for the country and its partners to adapt to a more constrained external financing environment. The evolving aid landscape underscores the importance of diversifying the financing base, improving public spending efficiency and leveraging emerging sources—such as climate finance, remittances and private sector engagement. To respond to this shifting context, the Government of Timor-Leste launched the Strategic Plan for the Development of the Financial Sector (2025–2035) to deepen financial inclusion, modernize financial governance and expand access to capital for MSMEs and underserved populations. These efforts are expected to support more resilient and diversified financing for national development and SDG acceleration.

## 2.9 UN Cooperation Framework Resource Requirements

The UN Sustainable Development Cooperation Framework (UNSDCF) 2026–2030 identifies an indicative funding requirement of \$407.26 million to deliver on four strategic outcomes.

As of mid-2025:

- Core / Regular Resources committed: \$33.99 million
- Other / Non-Core Resources projected: \$150.69 million
- Estimated Funding Gap: \$222.57 million
- Total Projected Resources (Secured + Estimated): \$184.68 million

The Multi-Year Funding Framework (MYFF) reflects both confirmed agency envelopes and extrapolated estimates for UN entities based on expenditure trends from the 2021–2024 cycle. Approximately 45% of the required financing has been secured or projected, while the remaining 55% will require targeted and coordinated resource mobilization. In this climate of financial uncertainty, the Cooperation Framework offers a strategic platform to enhance financing coordination, leverage catalytic funding sources, especially climate finance and blended finance—and promote joint efforts to align public and private investments with national priorities and the 2030 Agenda.



Multi-Year Funding Framework (MYFF) United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026-2030					
UNSDCF Outcome	Predicted cost of the outcome	Core / Regular Resources	Other / Non-Core Resources	Resources to be Mobilized	Total Required
Outcome 1	\$152,105,207.00	\$22,140,250.00	\$60,680,439.00	\$69,284,518.00	\$152,105,207.00
Outcome 2	\$90,510,250.00	\$3,549,250.00	\$24,601,997.20	\$62,359,002.80	\$90,510,250.00
Outcome 3	\$137,420,406.00	\$2,660,250.00	\$74,721,413.00	\$60,038,743.00	\$137,420,406.00
Outcome 4	\$54,234,250.00	\$6,055,250.00	\$20,469,891.80	\$27,709,108.20	\$54,234,250.00
<b>Total</b>	<b>\$434,270,113.00</b>	<b>\$34,405,000.00</b>	<b>\$180,473,741.00</b>	<b>\$219,391,372.00</b>	<b>\$434,270,113.00</b>



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3 In addition to the figures presented in this table, an estimated \$28.47 million in indicative proxy funding has been calculated for UN entities that are expected to contribute to outcomes based on past delivery, strategic engagement, or confirmed presence. These proxy figures are non-binding and will be reviewed during the Joint Work Planning process in 2026.

## 2.10 Delivering As One – Principles and Financing for Integrated Implementation

The Cooperation Framework 2026–2030 will be implemented through a unified and nationally owned approach, grounded in the principles of the UN development system and reflecting the aspirations of the people of Timor-Leste. In line with General Assembly resolution A/RES/72/279 on the repositioning of the UN Development System, the UN Country Team will operate as one—leveraging the comparative strengths of each entity while ensuring coherence, complementarity and integration across all interventions.

Central to this approach is national leadership and the use of country systems. The UN will support country-led implementation, monitoring and evaluation, with human rights, gender equality and leaving no one behind serving as cross-cutting enablers. Programming will aim to reach the most marginalized populations, including women, youth, children and persons with disabilities. Institutional capacity will be strengthened through inclusive, climate-responsive and digitally enabled solutions that build long-term resilience and social cohesion. Joint workplans will drive UN programming, ensuring coordinated planning, shared monitoring frameworks and alignment with national policies and the budget cycle. Implementation will reinforce decentralized service delivery and adopt a whole-of-government and whole-of-society approach. Partnerships with civil society, academia and the private sector will be deepened, including through participation in thematic groups and multi-stakeholder reviews.

A diversified and forward-looking financing strategy will underpin implementation. The UN will mobilize both core and non-core resources and work with partners to catalyse co-investment in national priorities. Priority will be given to pooled and flexible funding that can support cross-sectoral outcomes in traditionally underfunded areas, including food

systems, local governance, social protection and integrated data. In line with the UN Funding Compact, the UN will promote quality, predictable funding and enhance joint resource mobilization efforts. Structured financing dialogues will begin in late 2025 to support early implementation in 2026. These will include engagement with development partners, vertical and multilateral funds and exploration of innovative financing solutions such as blended finance and private sector alignment. All financial and programmatic support under the Cooperation Framework will be reported through the Government's Aid Transparency Portal (ATP), ensuring alignment with national systems and reinforcing transparency and mutual accountability.



# CHAPTER 3: OVERSIGHT AND GOVERNANCE



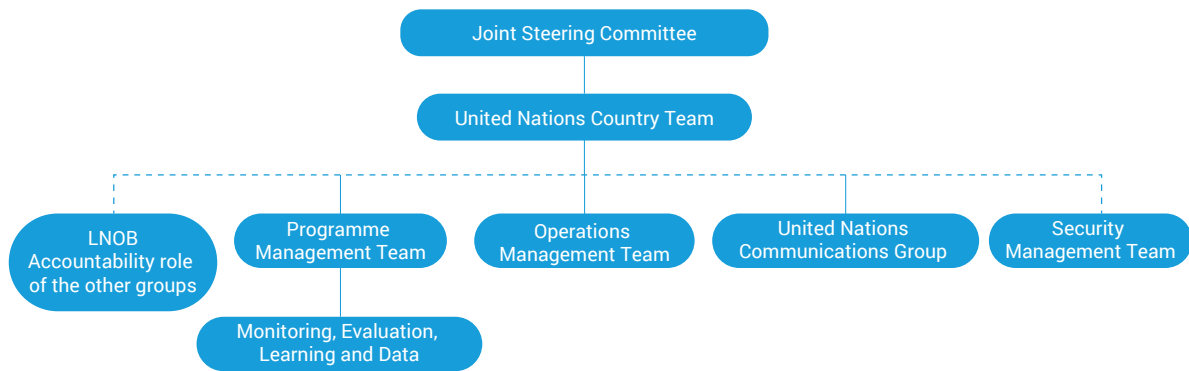
### 3.1 Cooperation Framework Oversight

Effective oversight of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026–2030 is essential to ensure alignment with national priorities, coherence across partners and mutual accountability. Oversight arrangements are grounded in country ownership and shared leadership between the Government of Timor-Leste and the United Nations system. The primary oversight mechanism is the Joint National–UN Steering Committee, co-chaired by the Government of Timor-Leste and the UN Resident Coordinator. This

### 3.2 Coordination and Enabling Mechanisms

Effective implementation of the UNSDCF 2026–2030 depends on a robust coordination structure that promotes integration, coherence and accountability across the United Nations system. The United Nations Country Team (UNCT) will facilitate joint implementation oversight and provide regular updates and recommendations to the Steering Committee. The oversight system is designed to be adaptive and results-oriented, anchored in regular reviews, including annual performance assessments and a midterm review, to ensure continued relevance

#### Joint Steering Committee (JSC) - United Nations and Government of Timor-Leste



high-level Committee provides strategic direction, ensures alignment with national development goals and reviews progress on an annual basis.

In line with Government Resolution No. 43/2024, which established Inter-ministerial Sectoral Development Coordination Commissions, the UNSDCF will be integrated into these national structures to strengthen policy coherence, institutional alignment and harmonized aid delivery. The Joint National–UN Steering Committee will provide oversight of the evolving risk landscape and guide adaptive responses to ensure the Cooperation Framework remains responsive to national and global shifts. It will facilitate alignment between the UNSDCF and Timor-Leste’s work with ASEAN and WTO, helping to strengthen the country’s engagement in regional and global systems.

in a dynamic national context. These mechanisms uphold the principles of national ownership, mutual accountability and evidence-based decision-making, enabling the Cooperation Framework to remain responsive, coherent and impactful.

The Programme Management Team (PMT) coordinates implementation across Outcome Areas. It meets to review progress, manage risks and address delivery challenges. The PMT maintains the Joint Work Plans, which serve as the operational roadmap for delivering results under the Cooperation Framework. It also supports cross-outcome coordination and promotes quality assurance, knowledge sharing and learning. Monitoring, Evaluation, Learning and Data Group works under PMT and oversees tracking progress against the Cooperation Framework Results Framework. It uses UNINFO for centralized reporting and collaborates with national counterparts to strengthen data quality, disaggregation and

availability. It also explores innovative approaches, including satellite data and real-time analytics.

The Operations Management Team (OMT) is the inter-agency coordination mechanism responsible for strengthening the efficiency, effectiveness and sustainability of the UN's common operational support in the country. The OMT plans, oversees and continuously improves shared services and business operations to enable timely, risk-informed and value-for-money programme delivery. The OMT also works to ensure that operational policies and practices reflect LNOB principles and integrate gender-responsiveness, youth-responsiveness, disability inclusion and PSEA considerations across operational processes and vendor engagement.

The United Nations Communications Group (UNCG) is the coordination mechanism through which UN entities in the country plan and implement joint, coherent and strategic external communication in support of the Country Framework's priorities and results. The UNCG helps ensure that the Cooperation Framework is communicated to the public in a transparent, inclusive and accessible way, and that communication products and channels uphold the LNOB principles.

The Security Management Team (SMT) is the senior inter-agency security coordination mechanism that advises the Designated Official on all matters related to the safety and security of UN personnel, premises and assets in the country. In the context of the Cooperation Framework, the SMT ensures that security risk management measures enable, rather than constrain, programme delivery, including safe access to communities furthest behind. It oversees the implementation of security risk assessments and mitigation measures in support of CF priorities and operations, and promotes a security culture that is aligned with LNOB principles, including gender-responsive, youth-sensitive, disability-inclusive and PSEA-compliant approaches to field presence and engagement.

A dedicated Leave No One Behind (LNOB) Accountability Group will be established to safeguard and promote the principles of gender-responsiveness, youth-responsiveness, disability inclusion and protection from sexual exploitation and abuse (PSEA) throughout the implementation architecture of the Cooperation Framework. The

LNOB Accountability Group will work in close coordination with the Programme Management Team (PMT), the Security Management Team (SMT), the Operations Management Team (OMT) and the United Nations Communications Group (UNCG) to support the systematic integration of these principles in planning, implementation, monitoring and reporting processes. Through this arrangement, the Cooperation Framework will seek to ensure that LNOB considerations are consistently reflected in decision-making, risk management, resource allocation and joint advocacy, and that accountability for LNOB is embedded across all core implementation structures. The UN and Government reaffirm zero tolerance for sexual exploitation, abuse and harassment. All entities commit to prevention, survivor-centred response and accountability in line with international standards and national legal frameworks.

### 3.3 Implementation Modalities and Joint Work Plans

The implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026-2030 will be guided by the principles of national ownership, coherence, transparency and accountability. As a strategic instrument, the Cooperation Framework aligns with the Timor-Leste Strategic Development Plan, the Programme of the Ninth Constitutional Government and the national planning and budgeting cycle, including the Five-Year Programme and Institutional Annual Action Plans. Implementation will follow a collaborative, inclusive and flexible approach that strengthens national systems, supports cross-sector coordination and delivers results that are integrated and transformative. This alignment promotes consistency with national priorities, improves predictability of support and enables the inclusion of United Nations contributions within programme-based budgeting processes.

Implementation will be structured around Joint Work Plans, corresponding to the four Outcome Areas. These plans represent the operational expression of the Cooperation Framework, detailing the annual and medium-term contributions of the United Nations system at the output level. Through these plans, the United Nations will coordinate, implement and report on collective actions with national partners, ensuring delivery that is consistent, inclusive and measurable. Each Joint Work Plan will define targeted support under five shared categories: policy, strategy and

legal frameworks; institutional and human capacity development; inclusive access to services and economic opportunities; data systems for planning and evidence-based decision-making; and community engagement and resilience. These categories provide a unified structure that accommodates sector-specific work while allowing for system-wide coherence and alignment. The plans will include indicators and results disaggregated by sex, age, disability status and geographic location, in line with the commitment to leave no one behind. Joint Work Plans will be developed in coordination with government counterparts and relevant stakeholders. They will oversee delivery, monitor progress and produce regular reporting. Output-level reporting will inform annual progress reviews, national reporting processes and shared learning across the United Nations system. Implementation will also reflect the values of the Funding Compact, which promotes predictable, efficient and aligned financing for country-level development action.

Resource mobilization will support timely and coordinated implementation. The focus will be on securing flexible and pooled funding that enables cross-sector approaches and strategic investments. These efforts will give particular attention to areas such as food systems, local governance and data systems, which often face resource gaps despite their critical importance. The United Nations will work with government, development partners and the private sector to expand the base of financing, align support with national strategies and promote blended and innovative funding solutions. Implementation will be guided by the cross-cutting principles of gender equality, disability inclusion, youth engagement, environmental sustainability and human rights. These principles will be integrated throughout the Cooperation Framework through dedicated coordination groups, capacity development initiatives and partnerships with civil society and communities.

### 3.4 Monitoring, Evaluation, Learning and Data

The Cooperation Framework will be implemented through an adaptive and participatory approach to Monitoring, Evaluation, Learning and Data (MELD). This approach will strengthen national systems and ensure accountability for results across government, the United Nations system and development partners. Evidence generated from monitoring and evaluations

will inform adaptive planning and promote continuous learning to improve programme quality and alignment with national priorities.

Implementation of the Cooperation Framework will be guided by a multi-year Monitoring, Evaluation, Learning and Data (MELD) Plan, anchored in the Results Framework (Annexe 1) and aligned with national indicators and data systems. The MELD Plan will draw on official government statistics, SDG indicators and validated sectoral baselines, promoting joint accountability, national alignment and adaptive programming. Monitoring and evaluation will be a shared responsibility between the Government and the United Nations system. Each year, the UN Country Team will produce a Cooperation Framework Progress Report to inform dialogue with national counterparts, development partners and stakeholders. These reports will form the basis for reviewing achievements, addressing challenges and adjusting Joint Work Plans to respond to emerging needs and lessons learned.

In addition to routine monitoring, periodic reviews of agency contributions and joint initiatives will help extract lessons learned and promote continuous improvement across all outcomes. A final independent evaluation will be conducted in the penultimate year of implementation. Commissioned by the UNRCO, the evaluation will assess the relevance, coherence, effectiveness, efficiency and sustainability of the UN system's contributions and inform the next Cooperation Framework cycle. The MELD Group will lead the implementation of the MELD Plan. The Group will work closely with national institutions, including the National Institute of Statistics (INETL) and the Performance Monitoring & Evaluation Unit (UMAD), to strengthen data quality, indicator harmonization and national evaluation capacity. The MELD Group will also promote the use of disaggregated data, real-time tracking and innovative tools such as satellite imagery and non-traditional data sources to strengthen SDG monitoring and evidence-based decision-making.

### 3.5 Cooperation Framework Financing

The financial implementation of the Cooperation Framework will be guided by a multi-year Funding and Partnership Strategy, developed and regularly updated by the UN Country Team. The strategy

outlines a coherent approach to resource mobilization and partnership engagement, aligned with national development priorities and the principles of the UN Funding Compact. To reinforce national ownership, the UN system will report programmatic and financial contributions through the Government's Aid Transparency Portal, in accordance with Government Resolution No. 43/2024. This commitment supports national leadership and accountability in development coordination.

Resource mobilization efforts will focus on securing predictable, flexible and catalytic financing, including pooled funds, joint funding arrangements and innovative modalities that enable cross-sectoral and transformative programming. The UN will seek to broaden the resource base by strengthening partnerships with development partners, international financial institutions, the private sector and through South-South and Triangular Cooperation. The UNINFO platform will serve as the primary tool for tracking implementation and financial flows across Joint Work Plans. The UN Country Team will produce annual financial performance reports against the Cooperation Framework's funding targets, with results shared with the Government, development partners and the public. These efforts will be complemented by biannual reviews by the Joint Steering Committee to support transparency, strategic alignment and adaptive management. Where relevant, the UN system will support Timor-Leste's efforts to develop and implement an Integrated National Financing Framework (INFF) and other national instruments that strengthen SDG-aligned public and private financing strategies.

The UN system agencies will provide support through technical assistance, cash contributions, supplies,





commodities and equipment, procurement services, training, research, monitoring and evaluation and staff support. Support may also include access to global UN platforms, rosters of consultants and development expertise. Subject to annual reviews and implementation progress, resources are distributed by calendar year and detailed in joint or agency-specific work plans. By mutual consent, unearmarked funds may be reallocated to equally valuable initiatives. The UN system agencies shall not be directly liable under contracts concluded between implementing partners and third parties. Where multiple UN agencies support the same partner, audits and monitoring will be jointly planned where feasible.

### 3.6 Commitments of the Government

The Government of Timor-Leste commits to supporting the UN's resource mobilization efforts and agrees to cooperate in advocating contributions from development partners, the private sector and individuals, including ensuring applicable tax exemptions. The Government shall honour obligations under cooperation agreements and apply the provisions of the Convention on the Privileges and Immunities of the United Nations and Specialized Agencies to the UN, its staff and affiliates. The Government is responsible for claims and liabilities unless caused by gross negligence or misconduct by the UN. UN Volunteers shall be accorded the same privileges as UN officials. The Government agrees to allow timely access to financial records and internal controls related to cash transfers. Implementing partners will report on fund utilization within six months, using the standard FACE form. Where national procedures do not align with international standards, UN agency rules will prevail.



# ANNEXE I: UNSDCF 2026-2030 ALIGNMENT

Framework		Alignment		
Timor-Leste's National Strategic Development Plan	Social Capital	Economic Development	Infrastructure Development	Institutional Framework
<b>IX Constitutional Government Program</b>	<ul style="list-style-type: none"> <li>Continue the Development of Social Capital</li> </ul>	<ul style="list-style-type: none"> <li>Continue the Development of the Economy</li> </ul>	<ul style="list-style-type: none"> <li>Continue the Development of Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Continue the consolidation of Government</li> <li>Good Governance and Fighting Corruption</li> </ul>
<b>UNSDCF OUTCOMES (2026-2030)</b>	Strategic Priority I: Social Capital and Inclusive Services	Strategic Priority II: Economic Development & Sustainable Livelihoods	Strategic Priority III: Disaster and Climate Resilience and Resilient Infrastructure	Strategic Priority IV: Democratic Governance and Institutional Framework
<b>2030 Agenda (SDGs)</b>				
<b>Post-ASEAN Ascencion</b>	Socio-Cultural Community (ASCC) Social protection, youth, gender equality, inclusive services	Economic Community (AEC) Diversification, skills, MSMEs, trade integration	Socio-Cultural Community (ASCC) Climate resilience, disaster preparedness, sustainable development	Political-Security Community (APSC) Governance, rule of law, human rights, regional cooperation
<b>ANTIGUA AND BARBUDA AGENDA FOR SIDS GOALS</b>	<p>Social Inclusion and Equity: Ensuring no one is left behind, especially vulnerable populations.</p> <p>Human and Social Development: Promoting education, health and well-being.</p>	<p>Sustainable Economic Development: Diversifying economies to reduce dependence on narrow industries.</p> <p>Sustainable Agriculture and Fisheries: Promoting food security through resilient practices.</p>	<p>Climate Change and Resilience: Addressing the vulnerabilities of SIDS to climate change and disasters.</p> <p>Sustainable Energy and Infrastructure: Promoting clean energy and resilient infrastructure.</p>	<p>Good Governance and Partnerships: Strengthening institutions for transparency, accountability and inclusiveness.</p> <p>Digital Transformation: Supporting innovation in governance systems.</p>



# ANNEXE II: UNSDCF (2026-2030) RESULTS FRAMEWORK



## OUTCOME 1: SOCIAL CAPITAL & INCLUSIVE SERVICES

**Outcome 1:** By 2030, all people in Timor-Leste, especially women, children, youth, people with disabilities and other vulnerable groups, enjoy improved and equitable access to quality, climate-resilient and gender-responsive social services – including education, health, nutrition, social protection and protection from violence – that promote human capital development, reduce poverty and contribute to a more inclusive and just society.

**Relevant SDGs:** 1, 2, 3, 4, 5, 10

Contributing UN agencies: UNDP, UNESCO, UNICEF, UNFPA, WHO, UN WOMEN, WFP, UNOPS, ILO, IOM, OHCHR/HRAU

**Key Assumption for Outcome:** Government maintains strong political commitment, financing and institutional capacity to deliver inclusive social services and uphold protections for marginalized groups<sup>4</sup>

Outcome Indicator	Baseline (year)	2030	Data source, MoV
(SDG 1.1.1) Proportion of the population living below the international poverty line, by sex, age, employment status and geographic location	16% (2019)	0	VNR Timor-Leste
(SDG 1.3.1) Proportion of children/households receiving child/family cash benefit, disaggregated by sex, age, urban/rural	16.4% (2023)	20%	ILO Social Security Enquiry Database
(SDG 2.1.1) Prevalence of undernourishment, disaggregated by sex and age	22.3% (2021)	0	SDG Global (FAO)
(SDG 2.2.1) Children moderately or severely stunted, disaggregated by sex, age, urban/rural	45.1% (2022) 47.1% (2020)	29.8	SDG Global (UNICEF, WHO, WORLD BANK) TLFNS
(SDG 3.1.2) Proportion of births attended by skilled health personnel	56.7% (2016)	95%	INETL
(SDG 3.7.1) Proportion of women of reproductive age (aged 15-49) who have their need for family planning satisfied with modern methods, disaggregated by age	45.9% (2016)	100%	INETL
(SDG 3.8.1) Health Service Coverage Index <sup>5</sup>	52%	80%	WHO
(SDG 3.1.1) Maternal Mortality ratio	195 per 100,000 live births (2016) 413 per 100,000 live births (2022)	70 per 100,000 live births	SDG Global (IAEG; WHO) DHS PHC

4 Assumptions are informed by the multi-dimensional and long-term risk analyses developed by the UN Country Team in 2024–2025 with the support and guidance of UNDRR. The Multidimensional Risk Analysis included risks identified by UN agencies in consultation with national stakeholders. Risks to Outcome 1 are linked to limited institutional capacity, infrastructure challenges and constrained public financing, which may affect the delivery and equity of essential services such as education, health, nutrition and social protection. Additional risks include unequal access for rural and vulnerable populations; social norms and stigma that impede inclusion and protection; and increased exposure to climate and environmental shocks that disrupt service continuity. Fragmented coordination and limited fiscal space may also hinder the effective implementation of inclusive, gender-responsive policies and programs.

5 Composite index that combines 14 tracer indicators into a single summary measure. It is organized by four components of service coverage – (1) reproductive, maternal, newborn & child health; (2) Infectious diseases; (3) Non-communicable diseases; (4) Service capacity & access

(SDG 4.1.2) Completion rate, disaggregated by sex, urban/rural, disability status (for the next DHS)	Primary education 80.7 (2016)	100	DHS
	Lower secondary education 66 (2016)		
	Upper secondary education 52 (2016)		
(SDG 4.3.1) Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, both sex, age groups, disability.	Female (15-24) 68.5% (2022)	Female (15-24) 82.5%	TLPHC
	Female (25-34) 9.9% (2022)	Female (25-34) 82.5%	
	Male (15-24) 65.4% (2022)	Male (15-24) 86%	
	Male (25-34) 11.3% (2022)	Male (25-34) 86% <sup>6</sup>	
Percentage of children aged 36-59 months attending an early childhood education programme, disaggregated by sex, rural/urban	Female 21.5%	Female 80%	EMIS and Population and Housing Census
	Male 19.2%	Male 80%	
(SDG 5.2.1) Percentage of ever-partnered women and girls subjected to physical and/or sexual violence by a current or former intimate partner in the previous 12 months, disaggregated by age groups, education, rural/urban	36.8% (2016)	27% (2030)	DHS SEI/MSSI
(OI 5.8) Proxy Indicator: % of UN Implementing partner agreements that include the standard PSEA Clauses	TBD	90%	UN Agencies
(OI 5.8) % of UN Staff who completed mandatory PSEA training	TBD	100% (2030)	UN Agencies
Percentage of allocated fund to NAP-GBV from the State Budget	12.71% (2021)	65% (2030)	SEI/MSSI

6 This figure will be revised and reviewed following the release of the Implementation Plan for the National Employment Strategy, which is expected by the end of 2025.

**OUTPUTS**

- 1.1. Education systems and policies enhanced to expand equitable access, quality and relevance of lifelong learning, particularly for women, children, youth and marginalized groups, through inclusive curricula, teacher capacity building and community engagement. WHO, UNFPA, UN Women, UNESCO, UNDP, UNICEF, WFP, ILO, IOM, OHCHR/HRAU
- 1.2. Health systems strengthened to ensure comprehensive, inclusive and climate-resilient service delivery, with a focus on integrated health care, maternal and child health, disease prevention and control and community-based health promotion in underserved areas. WHO, UNFPA, UNICEF, UNOPS, WFP, IOM, UNDP
- 1.3. Improved access to quality nutrition services and strengthened relevant systems to prevent malnutrition and improve diets. WHO, UNFPA, WFP, UNICEF, FAO, IOM
- 1.4. Social Protection frameworks expanded and tailored to address vulnerabilities and promote inclusion for women, children, youth and the most marginalized populations. UNICEF, WFP, ILO, UN Women, UNFPA, FAO, ILO, IOM, OHCHR/HRAU
- 1.5. Strengthened systems and mechanisms to promote social inclusion and eliminate violence and discrimination against vulnerable groups. UNFPA, UN Women, WHO, UNDP, UNICEF, ILO, IOM, OHCHR/HRAU



## OUTCOME 2: ECONOMIC DEVELOPMENT & SUSTAINABLE LIVELIHOODS

**Outcome 2:** By 2030, Timor-Leste makes significant improvements towards ensuring a diversified and inclusive economy for all, availability of decent work and optimization of the demographic dividend, sustainable livelihood opportunities.

**Relevant SDGs:** 2, 5, 8, 9, 10, 12, 13

Contributing UN agencies: UNFPA, FAO, UN WOMEN, WHO, UNDP, UNESCO, UNICEF, WFP, UNOPS, ILO, IOM, ITC

**Key Assumption for Outcome:** Policies and investments to promote inclusive economic growth, decent work and rural livelihoods remain a national priority and are effectively implemented.<sup>7</sup>

OUTCOME INDICATOR	Baseline (year)	2030	Data source/MoV (Base/ Target)
(Proxy Indicator) Average cost of the basic food basket per person per day, disaggregated by commodity	US\$ 0.99/person/day (Dec 2024)	Keep basic food basket inflation within ±1% annually	WFP Market Monitor quarterly reports
(Proxy Indicator) Quarterly food price inflation for imported rice and locally produced staples, disaggregated by commodity	0% change in Q4 2024 (rice) -2% in Q4 2024	Keep rice price inflation within ±1% annually Achieve a net 5% reduction in real cost	WFP Market Monitor quarterly reports
(SDG 8.3.1) Proportion of informal employment, disaggregated by sector and sex	80% (2021)	62% <sup>8</sup>	Labour Force Survey
(SDG 8.5.2) Unemployment rate, by sex, age and persons with disabilities	1.57%	1.05 <sup>9</sup>	Labour Force Survey Population and Housing Census
(SDG 8.6.1) Percentage of Youth (aged 15-24) not in education, employment or training	32.38%	Male 14%  Female 17% <sup>10</sup>	Labour Force Survey, Population and Housing Census
(SDG 10.4.1) Labour income share of GDP	31.5%	43.9% <sup>11</sup>	SDG Global (UNESCO)

7 Assumptions are informed by the multi-dimensional and long-term risk analyses developed by the UN Country Team in 2024–2025 with the support and guidance of UNDRR. The Multi-Dimensional Risk Analysis included risks identified by UN agencies in consultation with national stakeholders. Risks to Outcome II relate to the structural challenges Timor-Leste faces in diversifying its economy and expanding inclusive growth. These include infrastructure and connectivity gaps, limited access to finance and markets and constraints affecting private sector development. Young people, especially in rural areas, continue to face barriers to skills development and employment. Climate change and environmental degradation pose additional risks to the sustainability of key sectors such as agriculture, fisheries and tourism, while institutional and technical capacity limitations may slow the pace of policy implementation and economic transformation.

8 This figure will be revised and reviewed following the release of the Implementation Plan for the National Employment Strategy, which is expected by the end of 2025.

9 Same as the previous footnote

10 Same as the previous footnote

11 Same as the previous footnote

**OUTPUTS**

- 2.1. Labour, employment, private sector and market systems - including technical vocational education and training – are strengthened to expand access to decent work, livelihoods and entrepreneurship for youth, women and marginalized groups. Support includes small business development, skills training in rural areas and improved labour migration systems for safe mobility and reintegration. UNFPA, FAO, UN Women, WHO, UNDP, UNICEF, UNESCO, UNOPS, WFP, IOM, ILO, ITC, UNIDO
- 2.2. Agricultural policies and systems strengthened to enhance climate-resilient, nutrition-sensitive and sustainable practices, improving productivity and supporting livelihoods, particularly for smallholders and vulnerable populations. FAO; WHO, UN Women, UNDP, WFP, ILO
- 2.3. Food systems are sustainably operationalized and food safety policies and mechanisms strengthened to ensure access to safe, nutritious and affordable food, with targeted actions to combat malnutrition and promote healthy dietary practices, especially for women, children and other at-risk groups. WHO, FAO, UN Women, UNDP, UNICEF, WFP
- 2.4. Enabling the environment for sustainable tourism strengthened through the development of inclusive policies, regulatory frameworks and institutional capacities that promote eco-tourism, cultural heritage preservation, local economic development and environmental sustainability. UN Women, UNDP, UNESCO, UNIDO, ILO, ITC
- 2.5. Inclusive rural development promoted through expanded access to sustainable livelihoods and decent employment opportunities, with a focus on empowering rural populations especially to participate in and benefit from local economic growth. UN Women, UNDP, UNOPS, UNICEF, WFP, ILO, IOM



## OUTCOME 3: DISASTER AND CLIMATE RESILIENCE AND RESILIENT INFRASTRUCTURE

**Outcome 3:** By 2030, people in Timor-Leste, particularly children, women, youth, persons with disabilities and other marginalized groups, benefit from inclusive, adaptive and climate resilient infrastructure and improved access to safe and clean water and sanitation and are more resilient to climate change-induced disasters and environmental shocks.

**Relevant SDGs:** 1, 6, 7, 9, 13, 14, 15

Contributing UN agencies: UNICEF, WFP, FAO, WHO, UNDP, UNOPS, UNFPA, UN Women, UNEP, UNESCO, ILO, IOM, UNODC, UNDRR

**Key Assumption for Outcome 3:** Government institutions continue to invest in climate resilience and disaster risk reduction and communities remain engaged in preparedness and response efforts.<sup>12</sup>

Outcome Indicators	Baseline (year)	2030	Data source/MoV
(SDG 6.2.1) Population using safely managed sanitation services, by sex, age group, rural/urban	Rural 21% (2022)	Rural 100%	SDG Global (UNICEF, WHO) Population and Housing Census
	Urban 42% (2022)	Urban 100%	
(SDG 6.1.1) Proportion of population using safely managed drinking water, at least basic service, total (disaggregated by water source, rural/urban)	85.5% (2022)	100%	VNR, Population and Housing Census
(Proxy) Adoption and implementation national disaster risk reduction strategies in line with the SENDAI Framework for Disaster Risk Reduction 2015–2030 <sup>13</sup>	No	Yes	UNEP, CPA, SENDAI Framework
(SDG 4.a.10) Schools with access to basic drinking water (disaggregated by primary and secondary)	Primary 68.146% (2019)	Primary 100%	UNESCO UIS
	Lower secondary 68.146% (2019)	Lower secondary 100%	
	Upper secondary 64.516% (2019)	Upper secondary 100%	
(SDG 14.5.1) Proportion of marine key biodiversity areas covered by protected area status	19.61% (2023)	46.7%	SDG Global
(SDG 15.1.2) Proportion of important sites for terrestrial biodiversity that are covered by protected areas	45.578% (2023)	100%	SDG Global
(SDG 15.4.1) Coverage by protected areas of important sites for mountain biodiversity	50.787% (2023)	100%	SDG Global (UNEP, BLI, IUCN)

<sup>12</sup> Assumptions are informed by the multi-dimensional and long-term risk analyses developed by the UN Country Team in 2024–2025 with the support and guidance of UNDRR. The Multi-Dimensional Risk Analysis included risks identified by UN agencies in consultation with national stakeholders. Risks to Outcome III relate to limited technical and institutional capacity to implement environmental, climate and disaster risk reduction strategies at scale. Access to clean energy, water and climate-resilient infrastructure remains uneven, particularly in rural and vulnerable communities. Climate change and environmental degradation continue to impact livelihoods, ecosystems and infrastructure, while coordination gaps and financing limitations may hinder the uptake of sustainable and inclusive solutions.

<sup>13</sup> This is same indicator with SDG Indicator 1.5.3

(SDG 7.b.1) Renewable energy capacity	0.5927 (2022)	4.4	IRENA
(SDG 7.2.1) Renewable energy share of total final energy consumption	12.14% (2022)	50%	SDG Global (IEA, UNSD, IRENA)
(SDG 15.1.1) Forest areas as a proportion of land areas	61.94% (2020)	71.8%	SDG Global (FAO)

**OUTPUTS**

- 3.1. Local public infrastructure systems strengthened through community-based approaches that enhance construction capacities, integrate social and environmental safeguards and promote climate-resilient, inclusive service delivery. UNFPA, UN Women, WHO, UNOPS, UNDP, UNICEF, WFP, ILO, IOM
- 3.2. Inclusive and climate-resilient WASH systems strengthened through the development of policies, infrastructure and community-based management, ensuring equitable access to safely managed drinking water, improved sanitation facilities and hygiene services, particularly for children and vulnerable populations. FAO, WHO, UNDP, UNOPS, UNICEF, UNESCO
- 3.3. Disaster risk reduction frameworks, early warning systems and community-based preparedness initiatives strengthened and expanded to build resilience, reduce vulnerabilities and enhance timely and inclusive responses to natural and climate-related hazards. UNFPA, FAO, UN Women, WHO, UNEP, UNOPS, UNDP, UNICEF, UNESCO, WFP, IOM, UNDRR
- 3.4. Policies, regulatory measures and community-based programmes for natural resource management and environmental protection strengthened to promote sustainable use of resources, biodiversity conservation and climate resilience. FAO, UNEP, UNDP, UNOPS, UNICEF, UNESCO, ILO, UNODC
- 3.5. Access to clean, affordable and reliable energy expanded through strengthened policies, infrastructure and promotion of renewable energy and energy-efficient technologies, particularly in underserved and off-grid areas, to reduce environmental impact and support inclusive development. UNDP, UNICEF, IOM, UNOPS, WFP, UNEP



## OUTCOME 4: DEMOCRATIC GOVERNANCE AND INSTITUTIONAL FRAMEWORK

**Outcome 4:** By 2030, Timor-Leste's governance and public financial management systems are more inclusive, digital, transparent, accountable and responsive to women, children, youth and people with disabilities and ensure equitable access to public services.

**Relevant SDGs:** 5, 16, 17

Contributing UN agencies: UNDP, UNESCO, UNICEF, UNFPA, WFP, UNESCO, UN Women, IOM, OHCHR/HRAU, UNODC, ITC, WHO

**Key Assumption for Outcome 4:** Political leadership remains committed to transparency, inclusion, decentralization and strengthening of justice and public financial management systems.<sup>14</sup>

Outcome Indicator	Baseline (year)	2030	Data source/MoV
(SDG 5.5.1) Seat held by women in national parliament, disaggregated by age group	38.46% (2024)	50	IPU/UN women
(SDG 16.6.1) Primary government expenditures as share of original approved budget	83.36% (2019)	100	Ministry of Finance
(SDG 16.7.1) Proportion of positions (by sex, age, disability, population groups) in public institutions (national and local)	0.777/0.36 (2024)	0.9/1	IPU/SDG Global
(Proxy) Compliance of National Human Rights Institutions with the Paris Principles <sup>15</sup>	2 (2024)	2	SDG Global (OHCHR) Provedoria de Direitos Humanose Justiça
(SDG 17.8.1) Proportion of individuals using the internet, by age, sex, rural/urban	40.75% (2022)	100%	SDG Global (ITU)
(SDG 17.18.1) Data Infrastructure performance index (Statistical Performance Indicators Pillar 5)	65 (2022)	100	SDG Global (World Bank)
(SDG 17.19.1) Resources made available to strengthen statistical capacities in developing countries	0.8776 (2021)	2.3	SDG Global Paris

<sup>14</sup> Assumptions are informed by the multi-dimensional and long-term risk analyses developed by the UN Country Team in 2024–2025 with the support and guidance of UNDRR. The Multi-Dimensional Risk Analysis included risks identified by UN agencies in consultation with national stakeholders. For Outcome IV, continued progress depends on sustained investments in institutional and technical capacities to strengthen public financial management, justice and local service delivery systems. While decentralization is a national priority, its successful implementation requires careful planning and allocation of resources to ensure sustainability across all levels of government. Enhancing the availability and use of disaggregated, timely data remains important to support evidence-based policymaking and service delivery. Strengthened coordination and inclusive participation—particularly of women, youth and vulnerable groups—are essential to further promote transparency, accountability and equitable governance.

<sup>15</sup> Proxy indicator of (SDG 16.a.1) Countries with National Human Rights Institutions in compliance with the Paris Principles

## OUTPUTS

- 4.1. Policies and systems for inclusive and accountable governance and public finance management strengthened to ensure equitable access to services and promote participation and representation of women, youth and marginalized groups. UNFPA, UN Women, WHO, UNDP, UNICEF, OHCHR/HRAU, UNODC, ITC, IOM
- 4.2. Justice systems expanded and strengthened with support to the government to improve institutional capacities, including police and law enforcement, to ensure equitable access to justice, improve efficiency, address violence against women and children and promote accountability and the protection of human rights, particularly for vulnerable and underserved populations. UN Women, UNDP, UNICEF, UNESCO, UNFPA, OHCHR/HRAU, UNODC, ITC, IOM, WHO
- 4.3. Institutional capacities and inclusive engagement mechanisms strengthened to ensure transparent, credible and peaceful and safe electoral processes for all stakeholders, promoting political participation of women, youth and marginalized groups. UN Women, UNDP, UNESCO, OHCHR/HRAU
- 4.4. Security sector institutions supported to strengthen institutional capacities, operational effectiveness and accountability mechanisms to respond to community needs, promote citizen safety, address violence against women and children and uphold peace, human rights and the rule of law. UN Women, UNDP, UNICEF, OHCHR/HRAU, UNODC
- 4.5. Decentralization frameworks and local governance systems strengthened to enhance institutional capacities for participatory planning, budgeting and service delivery, promoting inclusive governance and improved access to quality services for rural and marginalized communities. UN Women, UNDP, UNICEF, WFP, UNFPA, IOM, OHCHR/HRAU
- 4.6. National governance and data systems strengthened to improve the generation, management and use of quality, disaggregated data for evidence-based policymaking, including enhanced interoperability, digital governance, cybersecurity safeguards and responsible development and application of artificial intelligence across government institutions. WHO, UNFPA, FAO, UNOPS, UN Women, UNDP, UNICEF, WFP, OHCHR/HRAU, ITC, UNESCO, IOM
- 4.7. Government capacity strengthened to effectively engage in regional and international fora, advance national development priorities and foster partnerships through South-South and triangular cooperation, including in support of the 2030 Agenda. WHO, UNFPA, UNIDO, UN Women, UNICEF, WFP, OHCHR/HRAU, UNDP, UNODC, ITC, FAO, IOM



# ANNEXE III: CONSULTED STAKEHOLDERS



Category	Institution / Stakeholder	Full Name / Description
<b>Civil Society</b>	Timor Aid	Development NGO
	PRADET	Psychosocial Recovery and Development in East Timor
	FONGTIL	Forum of NGOs in Timor-Leste
	CVTL	Cruz Vermelha de Timor-Leste (Red Cross)
	JLHFS-TL	Possibly local human rights group (unverified acronym)
	AJTL	Association of Journalists of Timor-Leste
	AEAL-TL	East Timorese Anti-Leprosy Association
	KSTL	Trade Union Confederation of Timor-Leste
	CBRN-TL	Community-Based Rehabilitation Network – Timor-Leste
	FHM	Fundasaun Haburas Moris – “Foundation for Growing Life”
	AlFeLa	Association of Women for Leadership and Development
	Belun	Conflict prevention and early warning network
	ADTL	Timor-Leste Disability Association
	MOFFE-TL	Young Women Movement of Timor-Leste
	Fundasaun Alola	Women’s empowerment and child health
	APFTL	Association of Physiotherapy Professionals of Timor-Leste
	FOKUPERS	Forum for Communication and Development of Women
	ANCT	National Association of the Blind of Timor
	ESTRELA+	Positive Star – People living with HIV/AIDS
	PERMATIL	Permaculture Timor-Leste
	Rede Feto	National Women’s Network
	AJAR	Asia Justice and Rights (regional NGO)
	NOVA TERA	Peacebuilding and social development foundation
	ACBIT	Chega! Ba Ita Association – Transitional justice and reparations
	HATUTAN	Education and nutrition initiative (USAID-supported)
	RFTL	Women’s Equality Network in Timor-Leste
<b>Academia</b>	UNTL	Universidade Nacional Timor Lorosa’e – National University
<b>Private Sector</b>	AEMTL	Timor-Leste Business Association
<b>Government</b>	Ministry of Health	
	Ministry of Education, Youth and Sports	
	Ministry of Higher Education, Science and Culture	
	Ministry of Social Solidarity and Inclusion	
	Secretariat of State for Equality	
	Secretariat of State for Secondary Education and Technical Schools	
	Ministry of Trade and Industry	
	Ministry of Finance	
	Ministry of Agriculture, Livestock, Fisheries and Forestry	

Category	Institution / Stakeholder	Full Name / Description
		Secretariat of State for Vocational Training and Employment
		Ministry of Planning and Strategic Investment
		Ministry of Public Works
		Secretariat of State for Civil Protection
		Secretariat of State for Toponymy and Urban Organization Affairs
		Ministry of Justice
		Office of the General Prosecutor
		Ministry of State Administration
		Ministry of Interior
		Ministry of Foreign Affairs and Cooperation
		Office of the President of the Republic
<b>Development Cooperation Partners</b>	KOICA	Korea International Cooperation Agency
	JICA	Japan International Cooperation Agency
	EU	European Union Delegation to Timor-Leste
	Government of Malaysia	Bilateral partner
	DFAT	Department of Foreign Affairs and Trade (Australia)
	ADB	Asian Development Bank
	WB	World Bank

# ANNEXE IV: PSEA CLAUSE



Protection from Sexual Exploitation and Abuse (PSEA) is a key priority for the UNCT entities, with a special focus on prioritizing victims' rights and creating an environment in which sexual exploitation and abuse (SEA) do not occur. SEA is unacceptable behaviour and is prohibited for UN personnel and UN implementing partners.

The UNCT entities will therefore pursue all appropriate means to protect against, prevent and respond to SEA and will require a similar commitment from its partners.

In delivering on the obligations articulated in the present Cooperation Framework, the UNCT and the

Government of Timor-Leste affirm their commitment to preventing and responding to reports of SEA in connection with their personnel involved in common/joint projects.

It is understood that this would entail the need to:

1. adhere to common values on PSEA,
2. take preventive measures against SEA,
3. investigate allegations and
4. take appropriate corrective action when incidents occur, including providing support to victims in accordance with a victimcentred approach.



# ANNEXE V: LEGAL ANNEXE

This Annexe refers to the cooperation or assistance agreements or other agreements that are the already existing legal basis for the relationship between the Government of Timor-Leste and each UN agency supporting the country to deliver on the UNSDCF 2026–2030.

The Government of Timor-Leste (hereinafter referred to as “the Government”) has entered into the following relationships:

- a. The **Food and Agriculture Organization (FAO)** established a representation in Timor-Leste on 20 October 2011, as a response to a request by the Government to focus more on developmental activities for furthering food security interventions.
- b. The Basic Cooperation Agreement with the **International Labour Organization (ILO)** was signed and entered into force on 17 September 2010, including its Article 7 providing for the application of the Convention on the Privileges and Immunities of the Specialized Agencies 1947 and Annex I thereof relating to the ILO.
- c. The **International Organization for Migration (IOM)** entered into a Cooperation Agreement with the Government on 20 May 2002.
- d. The Government entered into a Standard Basic Assistance Agreement (SBAA) with the **United Nations Development Programme (UNDP)** to govern UNDP’s assistance to the country, which both parties signed on 20 May 2002. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs and subject to the availability of the necessary funds to the UNDP. In particular, Decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of “execution” and “implementation” enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDP simplification and harmonization initiative. In light of this decision, the UNSDCF, together with a work plan (which shall form part of the UNSDCF and is incorporated by reference), constitute together a project document as referred to in the SBAA.
- e. An Agreement between the Government and the **United Nations Educational, Scientific and Cultural Organization (UNESCO)** concerning the establishment of UNESCO Antenna Office in Timor-Leste to consolidate the process of decentralizing UNESCO’s programmes and strengthening cooperation with the member state, National Commission and national partners, institutional partners of the UN system and NGOs was signed in 2010.
- f. The Basic Agreement between the Government and UNDP on 20 May 2002 mutatis mutandis applies to the activities and personnel of the **United Nations Population Fund (UNFPA)**. This UNSDCF together with any work plan concluded within it, which shall form part of the UNSDCF and is incorporated by reference, constitutes the Project Document as referred to in the Basic Agreement
- g. With the **United Nations Children’s Fund (UNICEF)**, a Basic Cooperation Agreement was concluded between the Government and UNICEF on 20 May 2002.
- h. The Basic Agreement concluded between the Government and UNDP on 20 May 2002 mutatis mutandis applies to the activities and personnel of the **United Nations Entity for Gender Equality (UN WOMEN)**. The UNSDCF together with any work plan concluded within it, which shall form part of this UNSDCF and is incorporated by

reference, constitutes the Project Document as referred to in the Basic Agreement.

- i. The Basic Agreement between the Government and UNDP on 20 May 2002 *mutatis mutandis* applies to the activities and personnel of the United Nations Volunteers (UNV). This UNSDCF together with any work plan concluded within it, which shall form part of the UNSDCF and is incorporated by reference, constitutes the Project Document as referred to in the Basic Agreement.
- j. A Basic Agreement concerning assistance from the **World Food Programme (WFP)** was signed between the Government and WFP on 7 August 2006.
- k. With the **World Health Organization (WHO)**, a Basic Agreement with the Government for the establishment of technical advisory cooperation relations was signed in May 2002.

For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures.

The UNSDCF will, in respect of each of the UN system agencies signing, be read, interpreted and implemented in accordance with and in a manner that is consistent with the basic agreement between such UN system agency and the Government.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph on the Basis of the Relationship.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the agencies' property, funds and assets and to their officials and experts on mission.

The Government shall also accord to the agencies and their officials and to other persons performing services on behalf of the agencies, the privileges, immunities and facilities as set out in the cooperation

and assistance agreements between the agencies and the Government. In addition, it is understood that all UN Volunteers shall be assimilated to officials of the agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention.

The Government will be responsible for dealing with any claims that may be brought by third parties against any of the agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular agency that such claims and liabilities arise from gross negligence or misconduct of that agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the agencies from civil liability under the law of the country in respect of vehicles provided by the agencies but under the control of or use by the Government.

- l. "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement."
- m. Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the UN and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 or the Convention on the Privileges United nations sustainable development Cooperation Framework and Immunities of the Specialized Agencies of 21 November 1947, as applicable and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

## Harmonized Approach to Cash Transfers

UNDP, UNFPA and UNICEF follow Harmonized Approach to Cash Transfers (HACT) procedures in Timor-Leste. HACT establishes common principles and process for managing cash transfers among UN agencies that have adopted the approach across all countries and operational contexts.

All cash transfers to an Implementing Partner are based on work plans agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in work plans can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner.
2. Prior to the start of activities (direct cash transfer), or
3. After activities have been completed (reimbursement)
4. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner
5. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies. Cash transfer modalities, the size of disbursements and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner and of an assessment of the financial management capacity of the non-UN30 Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies, may conduct

such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting and audits.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNFPA and UNICEF will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details and request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans and that reports on the utilization of all received cash are submitted to UNDP, UNFPA and UNICEF within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGOs/civil society organizations and international governmental organization Implementing Partners, cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans and that reports on the full utilization of all received cash are submitted to UNDP, UNFPA and UNICEF within six months after receipt of the funds. To facilitate scheduled and special audits, each Implementing

Partner receiving cash from UNDP, UNFPA and UNICEF will provide the UN system agency or its representative with timely access to:

- All financial records that establish the transactional record of the cash transfers provided by UNDP, UNFPA and UNICEF, together with relevant documentation
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed. The findings of each audit will be reported to the Implementing Partner and UNDP, UNFPA and UNICEF. Each Implementing Partner will furthermore:
  - Receive and review the audit report issued by the auditors
  - Provide a timely statement of the acceptance or rejection of any audit recommendation to UNDP, UNFPA and UNICEF that provided cash (and where the Supreme Audit Institution (SAI) has been identified to conduct the audits, add

and to the SAI) so that the auditors include these statements in their final audit report before submitting it to UNDP, UNFPA and UNICEF

- Undertake timely actions to address the accepted audit recommendations
- Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the SAI has been identified to conduct the audits, add and to the SAI), on a quarterly basis (or as locally agreed). In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner. For UNICEF direct cash transfers, funds are transferred to the Implementing Partner before the Implementing Partner incurs obligations and expenditures to support agreed upon programme activities within a prescribed period and will be paid within three weeks upon submission of the FACE form by the Implementing Partner.





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TIMOR-LESTE**



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