

COUNTRY STRATEGIC PLAN REVISION

Timor-Leste country strategic plan, revision 2

Gender and age marker code: 2A

	Current	Change	Revised
Duration	1 Jan 2018 - 31 Dec 2020	1 Jan 2021- 31 Dec 2021	1 Jan 2018 - 31 Dec 2021
Beneficiaries	72,195	---	72,195
Total cost (USD)	16,972,517	1,199,383	18,171,900
Transfer	12,382,519	549,848	12,932,367
Implementation	1,208,575	25,950	1,234,525
Direct Support Costs	2,345,542	550,383	2,895,925
Sub-total	15,936,636	1,126,181	17,062,817
Indirect Support Costs	1,035,881	73,202	1,109,083

RATIONALE

1. This revision proposes a one-year extension of the Timor-Leste country strategic plan (CSP) and corresponding budget increase.
2. Timor-Leste experienced a political impasse for much of 2019, which delayed the formalization of key agreements between WFP and line ministries and thus slowed implementation of the CSP. Political uncertainty continues: a 2020 national budget has not been passed, with a duodecimal regime providing for appropriations on a month-to-month basis.
3. The Government has introduced measures to respond to the COVID-19 pandemic and control the spread of the virus, including the declaration of a state of emergency. Case numbers have remained low, but the economy is projected to contract by between 3.7¹ and 5² percent as a result of the pandemic. Managing the national response to the pandemic and attendant economic impacts remains a top priority for the Government.
4. The United Nations sustainable development cooperation framework 2021-2025 (UNSDCF) was signed in May 2020. WFP contributed to the formulation of this framework to ensure the alignment of WFP programmes in Timor-Leste with other United Nations programmes. 'Nutrition, food security and agricultural productivity' features as the first of six priority areas of the UNSDCF.
5. Preliminary findings of the CSP evaluation suggest that WFP should extend the current CSP to allow adequate time for the finalized evaluation to inform subsequent programming. The proposed one-year extension allows time to consult with the Government and other partners in the development of a strengthened programme while standing ready to support an agile COVID-19 response.

CHANGES

Strategic orientation

6. This revision makes no changes to the strategic outcomes of the CSP.
7. WFP's contribution to the government-led COVID-19 response is being delivered under the existing strategic outcomes. It includes technical support to the national COVID-19 response in the areas of data collection, monitoring, and beneficiary registration into a national cash-based social safety net intervention. In addition, WFP is strengthening and augmenting government supply chain capacities. WFP stands ready to support a larger-scale response to COVID-19 in Timor-Leste, if requested, and may revise the CSP through a dedicated relief activity in the future should the situation require it.

Strategic outcomes

8. For the remainder of 2020 and 2021, WFP plans to continue the implementation of its CSP under the current activities. A slight budget decrease is planned for Strategic Outcome 1, Activity 1, while the budget of Activities 2, as well as 3 and 4 under Strategic Outcome 2 increases, mainly to account for the 12-month extension. The proposed increase will allow WFP to support the Government's emergency preparedness through the provision of equipment and expertise required to mount an effective response. In addition, WFP plans to pilot home-grown school feeding (HGSF) including Rice Fortification in five schools in Dili, in line with recommendations from the CSP evaluation. The pilot will combine the provision of locally produced fresh foods with locally fortified rice. Following COVID-19 prevention measures, WFP's support will include improving water sources and establishing handwashing stations; providing washable and reusable face masks; establishing school gardens; constructing/rehabilitating kitchens for the school feeding programme; as well as producing COVID-19 information, education and communication materials.
9. *Targeting approach and beneficiary analysis.* Following the handover of the moderate acute malnutrition (MAM) treatment and prevention programme in 2019 to the Government, WFP does not plan to reach direct beneficiaries for the remainder of this CSP, unless requested to do so by the Government to support a larger-scale emergency response. In this case, WFP would process another budget revision.
10. *Transfer modalities.* The food assistance modality will be removed from Activity 1 (*Provide nutritious food and raise awareness through social and behaviour change communication for targeted individuals*) given that the MAM programme has been handed over to the Government. This change will result in WFP conducting all activities in Timor-Leste through the capacity strengthening modality.
11. *Partnerships.* WFP will continue relevant partnerships with United Nations and government partners, including the World Health Organization. This includes support to the United Nations Country Team COVID-19 response plan and the Timor-Leste COVID-19 Strategic Preparedness and Response Plan (SPRP), especially the Risk Communication and Community Engagement Pillar led by the Ministry of Health.
12. *Supply chain.* WFP provides capacity strengthening support to national supply chains in the COVID-19 response through the existing programme and partnerships under Activity 4 (*Provide the Government and partners with technical expertise for the*

development of an efficient and effective supply chain management system). Timor-Leste is heavily reliant on food imports with a limited capacity to respond to emergencies. COVID-19 prevention measures such as border closures and movement restrictions impacted people's access to markets and the availability of food in those markets. The Government approached WFP to fill capacity gaps in food and non-food supply chain management. In the COVID-19 response, WFP will further reinforce its activities supporting the capacity strengthening of national supply chains through the existing programme and partnerships under Activity 4 - provide the Government and partners with technical expertise for the development of an efficient and effective supply chain management system. WFP will augment its supply chain capacity, so expertise in the form of trainings, assessments and technical advisory can be provided to fill gaps in food and non-food supply chain management. Additionally, WFP plans to provide extra storage equipment to augment government warehouse capacities for food and non-food items, used by the National Logistics Center, Medical and Pharmaceutical Supply Agency (SAMES), Ministry of Education, Youth and Sport, and Ministry of Social Solidarity and Inclusion. In addition, to support partners and smoothen the implementation of the COVID-19 response until commercial flights to Dili become available, WFP Aviation Global Passenger Air Services will continue operating flights from Kuala Lumpur and the Pacific (via Papua New Guinea) as needed.

13. *M&E*. Precautions to reduce the risk of COVID-19 transmission will be put in place for on-site monitoring. Due to limited capacity, the Government has challenges in effectively monitoring activities covered by the CSP. WFP is supporting the National Statistics Office and Ministry of Agriculture and Fisheries with regular price monitoring and production of a Quarterly Food Security Bulletin. These activities are intended to strengthen the Food Security Information Management System in the country. WFP is also planning to conduct a study to assess the impact of fortified rice in improving nutrition status of the school-aged children of the five HGSF pilot schools as well as regular monitoring with baseline and follow-up surveys to understand the effectiveness of the HGSF model.
14. *Country Office capacity*. In order to deliver CSP outcomes focused on capacity strengthening, WFP requires an adequate staffing structure. The current revision reintroduces the position of the Deputy Country Director and the conversion of some staff contract types from service contracts to fixed-term contracts to ensure continuity of staff capacity.
15. *Proposed transition/handover strategy*. In its CSP, WFP has adopted a strategic shift in Timor-Leste from direct implementation to the provision of capacity strengthening. All activities aim to strengthen national social protection and supply chain systems, contributing to greater sustainability and national ownership.
16. *Risk Management*. WFP will ensure protocols are in place to minimize the risk of transmission of COVID-19 to partners, beneficiaries, and staff.

Beneficiary analysis

17. As foreseen in the CSP, WFP has phased out from direct implementation in 2019 and is focusing its assistance on capacity strengthening since the beginning of 2020. The current budget revision does not change this plan.

Transfers

18. No direct transfers to beneficiaries are planned for the remainder of this CSP. The only transfer modality is capacity strengthening.

COST BREAKDOWN

19. The cost increase in Table 1 is a projection based on the 2020 planned budget. The increase in direct support costs reflects the cost of staffing in 2021, including the Deputy Country Director position and the conversion of some national staff contracts.

TABLE 1: COST BREAKDOWN OF THE REVISION ONLY (USD)			
	Strategic Result 2/ SDG Target 2.2	Strategic Result 5/ SDG Target 17.9	Total
Strategic outcome	01	02	
Focus area	Root Causes	Resilience Building	
Transfer	(645,232)	1,195,080	549,848
Implementation	(109,898)	135,848	25,950
Direct support costs			550,383
Subtotal			1,126,181
Indirect support costs (6.5%)			73,202
TOTAL			1,199,383

TABLE 2: OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (USD)			
	Strategic Result 2 / SDG Target 2.2	Strategic Result 5 / SDG Target 17.9	TOTAL
Strategic outcome	01	02	
Focus Area	Root Causes	Resilience Building	
Transfer	9,172,798	3,759,570	12,932,367
Implementation	805,287	429,238	1,234,525
Direct support costs	1,832,096	1,063,828	2,895,925
Subtotal	11,810,181	5,252,636	17,062,817
Indirect support costs	767,662	341,421	1,109,083
TOTAL	12,577,842	5,594,058	18,171,900