UNICEF Annual Report 2016

Timor-Leste

Executive Summary

Lower oil prices during the year affected Timor-Leste’s economic growth, while there is also increased recognition that the country’s oil wealth is not infinite. This clearly underlines the importance of economic diversification and the need to accelerate development of Timor-Leste’s mostly young human capital, including addressing malnutrition and prioritising early childhood development (ECD).

Accordingly, in 2016 UNICEF Timor-Leste further intensified its focus on promoting child rights by influencing policies, developing standards and guidelines, facilitating innovative interventions and supporting service delivery focused on the most marginalised. Evidence-based advocacy in close collaboration with development partners and the Commission for the Rights of the Child supported child-centred policy dialogue and implementation, and contributed to related increased Government budget allocations. The year also saw the participatory preparation of a 2016-2020 National Action Plan for Children (NAPC) taking in account the Concluding Observations of the Committee on the Rights of the Child released late 2015.

The recently released Timor-Leste Survey of Living Standards (TLSLS) 2014-2015 indicated a slight reduction in stunting from 50.2 per cent against the 49.2 percent of the Timor-Leste Food and Nutrition Survey (TLFNS) 2013. The ongoing Demographic Health Survey (DHS), partly supported by UNICEF, will provide new data. During the year, enhanced access to nutrition services provided by Ministry of Health (MOH) for 182,240 children under five-years-old was supported by provision of essential nutrition supplies and through development of a comprehensive evidence-based Specific Nutrition Intervention Package (SNIP). To date, 399 primary health care workers have been trained with further national rollout planned with funding support from the European Union (EU). An additional 30 sucos were supported to achieve open defecation free (ODF) status contributing to ongoing related endeavours district-wide.

During 2016 about 5,000 young children living in the remotest parts of the country (68 per cent of the cumulative 2015-2019 Country Programme Action Plan/CPAP target) participated in alternative pre-school programmes piloted with Ministry of Education (MOE) and NGOs with support from New Zealand Government and H&M Conscious Foundation. Central and local governments and communities demonstrated commitment to scale-up this initiative.

A baseline survey generated crucial data on child development outcomes, and pre-school teachers’ knowledge, attitude and practices, contributing along with the Pre-School Costed Action Plan into planned further expansion of quality pre-schooling. A pre-school accreditation system was introduced, allowing MOE to ensure pre-schools meet minimum standards.

MOE also launched the ‘WASH in Schools Guidelines’ developed with UNICEF support. Parents in 57 remote communities benefitted from a parenting education programme implemented by Ministry of Social Solidarity (MSS) with UNICEF support, complemented by airing of related community radio drama serials with plans for national broadcast in 2017. UNICEF advocacy also contributed to Ministry of State Coordination of Social Affairs (MECAS) increasingly prioritising ECD.
After the signing of the United Nations Development Assistance Framework (UNDAF) and CPAP in 2015, 2016 saw acceleration in overall programme implementation. Although fundraising picked up in 2016, a detailed analysis of the financial situation of the programme found the earlier set ambitious level not realistic given the country context. Consequently the 2015-2019 Country Programme Management Plan (CPMP) was revised in consultation with the UNICEF East Asia and Pacific Regional Office (UNICEF EAPRO), while also pursuing some 'working differently' modalities, especially with UNICEF Indonesia.

Constraints faced in 2016 were mainly linked to the lengthy consultation and approval processes of key policy and research documents, including the Nutrition Costed Action Plan, Costing Framework for Child and Family Welfare Policy, Knowledge Attitude Practice baseline survey on Parenting, Inclusive Education Policy, and NAPC. Delays were also faced in development and implementation of behaviour change strategies linked to health, nutrition and water, sanitation and hygiene (WASH), and the social welfare workforce capacity building project, although concerted efforts were made to address these.

UNICEF Timor-Leste’s partnership with MOH, the National Health Institute (INS) and the EU enhanced national capacity to deliver a package of nutrition interventions. An additional US$1.37 million in funding from EU was secured to expand this initiative nationwide in 2017. Another partnership with the EU, MOH, INS, World Food Programme (WFP) and non-governmental organisations (NGOs) established an institutionalised approach to community mobilisation and behaviour change communication using Mother Support Groups (MSGs) to address under-nutrition, poor caring practices, poor sanitation, and high burden of childhood illnesses. In collaboration with the Global Alliance for Vaccines and Immunisation (GAVI), MOH and the World health Organization (WHO) five additional vaccines for children were introduced in the routine immunisation schedule (bOPV – bivalent oral polio vaccine; IPV – inactivated polio vaccine; MR – measles and rubella vaccine; DT – diphtheria and tetanus toxoids vaccine; DPT – diphtheria, pertussis and tetanus vaccine)

Collaboration with several UNICEF National Committees was strengthened, involving valuable contributions by private sector and donors from Japan, Malaysia, New Zealand, and Republic of Korea. The enhanced partnership with the Secretary of State for Social Communications significantly augmented UNICEF Timor-Leste’s advocacy initiatives to promote child rights through national television/radio, community radios and media.

Humanitarian Assistance

In 2016, UNICEF Timor-Leste continued its role as lead or co-lead of the education, nutrition, protection and WASH clusters. Although there was no announcement of a critical humanitarian situation in the country during the year, UNICEF worked with various partners and Government to ensure preparedness for possible aggravation of the humanitarian situation due to the drought caused by the El Niño weather phenomenon.

This preparation involved various activities, including the updating of the nutrition cluster contingency plan and stock-piling of nutrition supplies for the treatment of approximately 1,400 children (6-59 months) with severe acute malnutrition in case of an emergency. Specific equipment used for conducting rapid assessment of the nutrition situation in case of emergency was also prepositioned, and related assistance for nutrition and WASH was partly provided through a contribution from the United Kingdom’s Department for International Development, channelled by UNICEF EAPRO.

In July 2016, the United Nations Secretary General’s Special Envoy for El Niño and Climate Change made a fact-finding visit to Timor-Leste. The Special Envoy also supported the strengthening of advocacy efforts on the humanitarian impact of El Niño related to the most
vulnerable communities and raising awareness on the likelihood of La Nina. The Special Envoy met with Government representatives, heads of UN agencies and partner organisations, to discuss the overall impact of El Niño in Timor-Leste and helped to highlight the importance of strengthening future resilience of most vulnerable communities, including those related to future climate change-related challenges.

Throughout the year, UNICEF Timor-Leste continued to be an active member of the United Nations Humanitarian Country Team (UN-HCT). UNICEF provided inputs for several El Niño-related joint preparedness and response planning exercises, while underlining the importance of flexibility, targeting and building upon the Government’s assessment and own response. Pending results of the needs assessment conducted by the Government in the most affected areas, UNICEF advocated for the importance of timely support for design and strengthening of existing water systems in most affected districts, thereby bringing humanitarian and development efforts in a more holistic manner together. This was important in relation to a slow on-set emergency: many children and their families in the country are living with rather unsustainable coping mechanisms, including eating fewer meals, using different water sources, borrowing money or selling part of their possessions.

During the year, UNICEF Timor-Leste participated in an Indian Ocean Wave Exercise aimed to increase emergency preparedness in the event of a tsunami. UNICEF was also involved in the regular Pacific Partnership exercise involving a disaster response preparedness exercise by personnel from humanitarian organisations and military towards a collaborative, rapid response in case of need. These exercises also incorporated a specific focus on women’s roles in disaster planning and response.

UNICEF Timor-Leste, with support of the UNICEF EAPRO, trained government officials and various stakeholders from the national level and the 13 municipalities on child protection in emergency. As co-lead of the Protection Cluster, UNICEF supported finalisation of its terms of reference and the development of a contingency plan. The Education Contingency Plan was also reviewed for updating. Furthermore, in close collaboration with the MOE and Plan International, UNICEF piloted school-level trainings on disaster risk reduction and emergency preparedness.

The Early Warning Early Action portal was updated in 2016 using the risk profile agreed with the UN-HCT, while also reflecting the latest information available on likely effect of recent weather phenomena for Timor-Leste.

**Emerging Areas of Importance**

**Climate change and children.** Over the past years, UNICEF Timor-Leste has supported the implementation of a limited number of initiatives around climate change adaptation and mitigation. These have included disaster risk reduction in schools, implementation of environmental protection measures during construction of schools and gravity-fed water systems in communities, and use of solar water pumps. Most recently, UNICEF supported the implementation of a solar energy project providing the joint UN compound with a source of clean energy, for which also valuable UNICEF headquarters and EAPRO assistance was received.

With parts of the country suffering from drought in 2016, climate change and children became an area of increased attention for UNICEF Timor-Leste. The country is ranked as the 12th most disaster-prone nation in the world (World Risk Report 2016), with high risk levels due to limited coping mechanisms and adaptive capacities to address the impacts of climate change and natural disasters. In view of this, UNICEF Timor-Leste, with the support of UNICEF headquarters, prepared a climate change adaptation/climate change mitigation strategy note that assessed the baseline situation, identified entry points and priorities on
climate change and the potential impact on children and their families. During the related exercise, an overview was also made of interventions supported by major bilateral players in the field of climate, energy and environment in Timor-Leste.

UNICEF Timor-Leste also provided technical inputs and engaged in the development of the National Climate Change Policy Framework, ensuring issues linked to children and their families were covered. The policy framework, being developed by the Ministry of Commerce, Industry and Environment with the support of the United Nations Development Programme (UNDP) is a cross-cutting policy instrument aimed at addressing sectoral concerns related to climate change. The policy is expected to be approved in 2017.

**Accelerate early childhood development (ECD).** The continued advocacy for ECD in Timor-Leste has been building on the gains achieved following the organisation of a national ECD conference in December 2015. UNICEF’s advocacy in 2016 contributed to the prioritisation of ECD by the Minister of State, Coordinator of Social Affairs and Minister of Education, and related terms of reference were prepared for the setting-up of an inter-ministerial ECD Working Group. UNICEF and other relevant key development partners were identified as members of the ECD Working Group.

An ECD Concept Note and Action Plan will be finalised in early 2017, both aimed at strengthening holistic interventions for ECD and developing a national ECD Policy.

During the year, high-level advocacy on ECD aimed at Parliamentarians, senior Government officials and journalists, coupled with community awareness-raising through parenting sessions and community radio increased awareness on the importance of early interventions following a holistic approach. The advocacy also highlighted the importance of ECD for achieving the Sustainable Development Goals (SDGs).

In December, a concert was broadcast live on national television to mark UNICEF’s 70th anniversary, with national artists and performers sharing key messages on the theme “For Every Child: Love and Care.”

The drafting of the country’s first NAPC 2016-2020 also strengthened the enabling environment for ECD interventions. The participation of the Vice Minister of Education, the Vice Minister of Health, the Commissioner of the Commission on the Rights of the Child, and other senior Government officials in the Third High-Level Meeting on South-South Cooperation for Child Rights with the theme "A Billion Brains: Smarter Children, Healthier Economies” hosted by the Government of Malaysia in November further increased understanding of the criticality of investments in children’s early years of life (including on cognitive capital), and the need to prioritise domestic resource mobilisation for early childhood investments and child-sensitive social protection systems. Papers from the meeting and from the 2016 Lancet ECD Series have been translated to Tetum and will be used to further advocate for ECD in the country.

### Summary Notes and Acronyms

- **AMP** Annual Management Plan
- **CFS** Child-Friendly School
- **CFS/E** Child-Friendly School/Education
- **CLTS** Community-Led Total Sanitation
- **CMT** Country Management Team
- **CPAP** Country Programme Action Plan
- **CPMP** Country Programme Management Plan
- **CRC** Convention on the Rights of the Child
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>DCT</td>
<td>Direct Cash Transfer</td>
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<td>DHS</td>
<td>Demographic Health Survey</td>
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<td>DRR</td>
<td>Disaster Risk Reduction</td>
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<td>DT</td>
<td>Diphtheria and Tetanus</td>
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<td>DTP</td>
<td>Diphtheria, Pertussis and Tetanus</td>
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<td>EAPRO</td>
<td>(UNICEF) East Asia Pacific and Regional Office</td>
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<td>ECD</td>
<td>Early Childhood Development</td>
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<td>EMIS</td>
<td>Education Management Information System</td>
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<td>EPI</td>
<td>Expanded Programme on Immunisation</td>
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<td>ERM</td>
<td>Enterprise Risk Management</td>
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<td>EU</td>
<td>European Union</td>
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<td>EVM</td>
<td>Effective Vaccine Management</td>
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<td>GAVI</td>
<td>Global Alliance for Vaccines and Immunisation</td>
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<td>GCPAS</td>
<td>Global Communication and Public Advocacy Strategy</td>
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<td>GDS</td>
<td>General Directorate of Statistics</td>
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<td>GPE</td>
<td>Global Partnership for Education</td>
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<td>HACT</td>
<td>Harmonised Approach for Cash Transfers</td>
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<td>HMIS</td>
<td>Health Management Information System</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>INS</td>
<td>National Institute of Health/Instituto Nacional Saude (INS)</td>
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<td>IMEP</td>
<td>Integrated Monitoring, Evaluation and Research Plan</td>
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<td>IPV</td>
<td>Inactivated Polio Vaccine</td>
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<td>KAP</td>
<td>Knowledge, Attitudes, and Practices</td>
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<td>LISIO</td>
<td>Mother and child health home-based record booklet/ Livrinho Saude Inan ho Oan</td>
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<td>MECAS</td>
<td>Ministry of State Coordination of Social Affairs</td>
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<td>MNCH</td>
<td>Maternal, Neonatal and Child Health</td>
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<td>MOE</td>
<td>Ministry of Education</td>
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<td>MOH</td>
<td>Ministry of Health</td>
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<td>Ministry of Finance</td>
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<td>MORES</td>
<td>Monitoring Results for Equity Systems</td>
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<td>MR</td>
<td>Measles-Rubella</td>
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<td>MSG</td>
<td>Mother Support Groups</td>
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<td>MSS</td>
<td>Ministry of Social Solidarity</td>
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<td>NAPC</td>
<td>National Action Plan for Children</td>
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<td>ODF</td>
<td>Open Defecation Free</td>
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<td>OIAI</td>
<td>Office of Internal Audit and Investigation</td>
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<td>OPV</td>
<td>Oral Polio Vaccine</td>
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<td>OR</td>
<td>Other Resources</td>
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<td>PAS</td>
<td>Performance Appraisal System</td>
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<td>PHC</td>
<td>Primary Health Care</td>
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<td>RR</td>
<td>Regular Resources</td>
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<td>RBM</td>
<td>Results-Based Management</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SNIP</td>
<td>Specific Nutrition Intervention Package</td>
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<td>TLFNS</td>
<td>Timor-Leste Food and Nutrition Survey</td>
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<td>TLSLS</td>
<td>Timor-Leste Survey of Living Standards</td>
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UNICEF Timor-Leste provided technical support to the General Directorate of Statistics (GDS) of the Ministry of Finance (MOF) in updating the Timor-Leste CensusInfo database with Census 2015 data using DevInfo technology. This allowed GDS to develop 442 village-level data books called Sensus Fo Fila Fali (Giving Back Census Results to People) to support local level evidence-based planning. Furthermore, technical assistance was provided to the Education Management Information System (EMIS) unit for data collection, reporting and analysis.

Working closely with MOH, 24 nutrition indicators were included into Timor-Leste’s Health Management Information System (HMIS). UNICEF also supported collection of nutrition data as part of the DHS 2016 to enable tracking of progress of nutrition indicators and the determinants of under-nutrition.

National capacity to deliver nutrition interventions was enhanced through the development of the Specific Nutrition Intervention Package. Developed in partnership with the EU, MOH, INS, the Primary Health Care (PHC) network, and UNICEF, the package is paving the way for enhanced community access to nutrition services and information. Supporting guidelines, training curriculum and materials, and job-aids focused on building skills of PHC workers’ job-functions were developed. The INS rolled out the training for 399 PHC staff in the five UNICEF-targeted municipalities. The success of this initiative resulted in additional US$1.37 million in funding from EU. Capacity for nutrition programme planning and budgeting was also enhanced with 60 health sector managers, finance officers and planning focal points trained on results-based planning and programme-based budgeting.

The year also saw continued assistance to MSS to enhance the capacity of the social welfare workforce to provide prevention, early intervention and response services to child victims of violence, abuse, neglect and exploitation. A competency framework and appraisal process for social workers was finalised, with a curriculum for their training developed and tested.
and improve their quality. An Out-of-School Children Study and a Study on Violence against Children in and around Educational Settings were validated by MOE, and strengthened the evidence-base to address equity issues in education.

An evaluation of the school-based Child-Friendly School/Education (CFS/E) teacher training programme supported by UNICEF found positive results in terms of teaching in the classroom. This contribute to the decision by the MOE to fully integrate CFS/E principles into the national teacher training programme. It also influenced an innovative teacher mentoring programme.

The MOE also launched the National WASH in Schools (WinS) Guidelines, developed with UNICEF support. To ensure that the WinS Guidelines are implemented and funded, UNICEF is supporting the MOE develop a Costed Action Plan, which is expected to be finalised early 2017.

An end-of-project review on “Strengthening the Justice and Welfare System for Children in Timor-Leste” funded by the Government of Norway between 2012 and 2015, was finalised. This review concluded that the project delivered solid, consistent improvements to strategy, implementation and ownership of child protection policy at national, municipality and community levels.

The National Action Plan for Children 2016-2020 was prepared in a participatory manner following the release of the Concluding Observations of the UN Committee on the Rights of the Child in late 2015. Evidence-based advocacy in collaboration with other development partners and the country’s Commission for the Rights of the Child contributed to Government’s decision to increase budget allocations for several child-related interventions in the 2017 budget, including for nutrition.

Partnerships

During 2016, UNICEF Timor-Leste continued to co-chair together with World Bank the Health Development Partners Group. In partnership with EU, MOH, INS, WFP and implementing partners (CARE International, World Vision, and Alola Foundation) an institutionalised approach was established to community mobilisation and behaviour change communication using mothers support groups to address under-nutrition, poor caring practices, poor sanitation, and high burden of childhood illnesses. National guidelines, training curriculum and materials for establishing, training and engaging MSGs were developed and national trainers trained.

UNICEF Timor-Leste continued to play a key role in sector coordination as co-chair of the Local Education Group and as Coordinating Agency for the Global Partnership for Education (GPE). UNICEF facilitated the application of Timor-Leste for GPE funding for the education sector analysis, which was approved in December 2016. UNICEF also chaired the Education Informal Development Partners Coordinating Group.

During the annual Timor-Leste Development Partners Meeting, UNICEF was selected to make a presentation on behalf of all development partners on SDG 3 & 4, while focusing on financing for sustainable development and enhanced partnership building.

The partnership with the Secretary of State for Social Communications was instrumental in enhancing advocacy initiatives to promote child rights and key SDGs for children both at policy and local levels. Through national TV/radio and community radios, remote areas as well as policy makers could be reached with key messages on child rights. These included violence against children, nutrition, ECD and protective environments for children. UNICEF Timor-Leste also collaborated with the Youth Parliamentarians Alumni Association to
disseminate messages on child-online protection. Furthermore, with the assistance of various UNICEF National Committees (including Japan, Malaysia, New Zealand and Republic of Korea) collaboration was strengthened with the private sector and donors building on shared goals to improve lives of children, thereby also expanding work around the child and family-friendly community initiative.

**External Communication and Public Advocacy**

Alignment with the UNICEF Global Communication and Public Advocacy Strategy (GCPAS) sharpened and strengthened the reach and engagement of external communication and public advocacy initiatives in Timor-Leste. In line with GCPAS, advocacy initiatives such as early childhood development and end violence against children are underway, along with the new branding and social media campaign on issues of global and country focused events.

In 2016, key messages on child rights were disseminated among policy makers and reached many in the population, including people living in remote areas. Concerted efforts were made to disseminate messages on ECD, nutrition and ending violence against children through various events such as concerts with themes focusing on these topics, issue-based media interface, and photo exhibitions at the National Parliament and the International Airport.

During the year, 1,124 news items were published in national newspapers focusing on children, with UNICEF explicitly mentioned 48 times in the news, three times more than in 2015. All national newspapers published an opinion column on “inequality” in connection to the State of the World’s Children Report launch, reaching a wide variety of audiences, including policy makers.

For social media, Facebook is widely used in the country. The number of followers of UNICEF’s Facebook page increased from approximately 4,000 (2015) to around 12,000, while website hits increased from five (2015) to 902.

The signing of a partnership agreement with the national television and radio stations enabled UNICEF to broadcast public service announcements, paving the way to introduce new programmes made for and by children.

With a call ‘For Every Child, Love and Care’, the Government of Timor-Leste hosted a celebration of UNICEF’s 70th anniversary which was broadcast by national TV and radio.

**South-South Cooperation and Triangular Cooperation**

South-South and triangular cooperation are important modalities for Timor-Leste. In relation to this, officials from the MOE and MSS benefitted from learning from other countries as part of a workshop on Parenting Support Intervention Programmes for Violence Prevention and related follow-up, with facilitation by UNICEF EAPRO.

UNICEF also supported the MOE to participate in the Asia-Pacific Education 2030 Meeting focusing on SDG 4. Participants benefitted from exchanging learning regarding integrating the SDG 4 on quality education into national policies.

Four Government officials were supported to participate in ‘Public Finance for Nutrition Workshop’ organised by EAPRO, enabling them to internalise the importance and process of improving financing for nutrition. Country level follow-up by this team ensured linkage of nutrition indicators in the MOH budget.
The Commission on the Rights of the Child in Timor-Leste was supported in knowledge and experience sharing with its counterpart in Indonesia. The Timor-Leste Commission shared with Indonesia its five-year strategic plan and reader-friendly summary of their Concluding Observations of the Committee on the Rights of the Child.

A Government delegation headed by the Vice Minister of Education, and including the Vice Minister of Health, the Commissioner of the Commission on the CRC and staff of Ministry of Justice participated in the 3rd High-Level Meeting on South-South Cooperation for Child Rights in Asia and the Pacific, with the theme “A Billion Brains: Smarter Children, Healthier Economies”. This facilitated cross-country learning and increased understanding on investments in cognitive capital, ensuring universal health care and children protection. Three young Timorese represented Timor-Leste during the Youth Innovation Challenge as part of High Level Meeting. They formulated their ideas to improve the lives of children, and were supported to continue developing/testing their ideas while making use of the Youth Innovation Hub set up in the UNICEF office in late 2016.

### Identification and Promotion of Innovation

An innovation related to decentralisation, results-based management and nutrition is reflected separately in this report.

In 2016 a ‘Youth Innovation Hub’ was launched to provide space and opportunity for young people to develop and test innovative ideas. The hub was created in conjunction with the participation of young Timorese to the boot camp as part of the High Level Meeting Youth Innovation Challenge, encouraging young people to develop innovative ideas on the theme ‘A billion brains: smarter children, healthier economies’.

The development and rollout of a country-specific training on the SNIP guidelines covering nutrition service and functions involved an innovation that shortened the training period and lowered the training cost per/person, thereby facilitating scale-up. There were previously no comprehensive related guidelines for PHC service providers. As such, various global guidelines on specific topics had been used for training, with three weeks training required to cover all subjects at a cost of US$1,050 per person. Using international technical expertise and extensive consultations with local stakeholders, MOH and INS, the national health training institute developed comprehensive SNIP guidelines and a training package. This made it possible to train PHC workers for only six days at US$350 per/person. The success of this initiative and high demand for nutrition services capacity development led to the MOH, UNICEF and EU agreeing to scale-up training to all municipalities in 2017.

During the year the Mother and Child Health home-based record booklet “Livrinho Saude Inan ho Oan” (LISIO) which has an 85.8 per cent retention rate (TLFNS 2013) was revised and launched nationwide receiving appreciation by both health workers and families. The revised LISIO has improved health records of mother and child, and also includes key messages, including on newborn care, birth registration, ECD and disability. GAVI, a key partner in this initiative hailed it as “an impressive innovation” and a “record for life”.

### Support to Integration and Cross-Sectoral Linkages

The country’s first National Action Plan for Children 2016-2020 was developed with the support of UNICEF Timor-Leste, involving a participatory approach to enhance inter-ministerial joint action for children. NAPC was finalised and presented to the Council of Ministers and National Parliament late 2016, with formal approval expected in early 2017. The NAPC covers all key sectors and areas crucial for children’s holistic development.

In 2016, UNICEF Timor-Leste continued its support to the MSS for the implementation of a
holistic parenting education programme aimed at enhancing parents’ knowledge and skills and thereby child development outcomes. The programme was piloted in two municipalities and has reached 3,092 parents and 5,488 children aged 0-8. A 48-episode drama serial on parenting education was produced and airing has started in two community radios in two municipalities with plans to expand airing in all community radios in the country. ‘Listener Groups’ were established for the community radios, thereby playing an active role in communicating key messages at the community level.

Following the approval of the WASH in Schools Guidelines, UNICEF is supporting the MOE to develop a WinS Costed Action Plan expected to be finalised in early 2017. A workshop involving central and local officials from the MOE, the Department of Public Works, MOH, NGOs and Development Partners was held in November. This helped raise the awareness of various stakeholders on the WinS Guidelines. It also allowed representatives from different sectors from the central and local levels to provide inputs to the action plan.

UNICEF started implementation of the Child and Family Friendly Community initiative in five communities in two municipalities to enhance the convergence of the implementation of UNICEF supported programmes at community level. Donor support to this initiative was secured.

Service Delivery

The UNICEF-supported community-based alternative pre-schools in Ermera and Viqueque municipalities funded by the New Zealand Government and H&M Conscious Foundation generated community engagement and increased demand for pre-schools during the first year of piloting. This initiative, implemented in partnership with the MOE, also aims to improve efficiency of the education system where grade 1 repetition rate is 28 per cent, primarily due to the fact that the majority of children do not have had pre-schooling. The evidence generated is being used to advocate with the Government to increase investment in and expand pre-school education.

In November, UNICEF Timor-Leste started the construction of five basic education and one pre-school building in remote parts of the country. The buildings, which will include child-friendly, gender-appropriate and accessible WASH facilities, will benefit nearly 2,000 children. Through this process, MOE Infrastructure Unit capacity on planning, implementing and monitoring school construction will be enhanced.

Thirty villages (‘sucos’) with a population of 57,000 were mobilised to achieve open defecation free (ODF) status. Another 46 sucos (98,000 total population) were reached with hygiene messages. Seven water supply schemes with connections to three health posts and four primary schools were completed, providing access to improved water supply to 1,098 students and 2,314 community members.

In collaboration with GAVI, MOH and WHO, the range of immunisation services for children was expanded by adding five additional vaccines (IPV, bOPV, MR, DPT, DT) into the country’s routine immunisation schedule. These were made available to 123,701 children nationwide. An effective vaccine management improvement plan was developed to provide a roadmap for ensuring vaccine quality and safety. Primary health care newborn care services delivery capacity was enhanced with the training of additional 51 PHC workers, increasing the total number trained to 295.

Human Rights-Based Approach to Cooperation

Programming continued to benefit from the 2014 Situation Analysis of Children, which used a human rights-based approach while assessing the situation of children in Timor-Leste
involving an analysis of the immediate, underlying and structural causes of shortfalls and disparities.

In 2016, UNICEF Timor-Leste supported the Government with the development of the National Action Plan for Children in Timor-Leste (2016-2020). This was as a follow-up to the Concluding Observations received by the Government following the 70th Session of the Committee on the Rights of the Child in Geneva in October 2015. With UNICEF support, the Concluding Observations were translated into the two official national languages, Tetum and Portuguese, and then summarised in reader-friendly two page versions. The Concluding Observations informed key budget discussions held in Parliament in 2016. The Commission for the Rights of the Child in Timor-Leste led the development and finalisation of the NAPC in consultation with multiple stakeholders from the government (central and subnational), the National Parliament, and communities including children and youth. The NAPC was presented at a meeting of the Council of Ministers in September 2016, and is expected to be approved in early 2017.

The Government of Timor-Leste received the Concluding Observations for the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in November 2015. Along with partners, UNICEF Timor-Leste will continue to support the Government to address key Concluding Observations, particularly those also related to children.

UNICEF also supported the 2016 Universal Periodic Review (UPR) process of the UN Human Rights Council, by providing inputs to the United Nations Country Team (UNCT) Report. In addition, the UNICEF Representative, as acting UN Resident Coordinator, chaired a mock exercise with the Government delegation led by the Minister of Justice prior their departure for the UPR by the UN Human Rights Council in late 2016.

Gender Equality

An important approach has been the attention paid by UNICEF Timor-Leste and its partners to encouraging participation of women, men, girls and boys in programming actions. These have included the parenting education programme implemented in selected municipalities/districts, in youth parliament engagement and in the social welfare workforce capacity development. In the parenting education programme, a special emphasis was given to the participation of fathers in the sessions, as well as concerted advocacy on the engagement of fathers in parenting. The UNICEF-supported community-led total sanitation (CLTS) approach also continued to promote equal gender participation.

The Out-of-School Children Study supported by UNICEF specifically highlighted gender disparities in education access, repetition and dropout, with boys found to be more disadvantaged. As a follow-up, UNICEF Timor-Leste will support the MOE to prepare case studies on the gender dimensions of exclusion in education to provide further evidence and advocate for specific actions. The Violence against Children in and around Educational Settings study also highlighted gender dimensions of violence against children and the need for advocacy and awareness-raising efforts in 2017 to further focus on school-related gender-based violence.

Following a staff survey in late 2015, which was conducted to serve as a baseline of staff perceptions on the status of gender equality in UNICEF’s programmes and processes, a 2016 UNICEF Timor-Leste Gender Action Plan was prepared with valuable support from the UNICEF EAPRO’s Gender Adviser. Progress of implementation against this rather simple, but effective Gender Action Plan - which focused on concrete actions regarding ‘programme’, ‘office’ as well as ‘self and home’ - was reviewed on regular basis during the year.
During the 2016 year-end review, a reflection exercise took place to identify specific gender mainstreaming priority activities for 2017, along with the identification of related funding sources. As an example, during 2017 more concerted efforts will be paid to some key programme barriers which were identified, such as the absence of operational WASH facilities in schools and the lack of attention and awareness around issues of menstrual hygiene.

**Environmental Sustainability**

All construction activities supported by UNICEF Timor-Leste in 2016 were in line with national guidelines and standards, with site selection of school buildings, toilets, water tanks and other structure carefully done to avoid damage by flood and landslides.

A noteworthy initiative has been the partnership of UNICEF with MOE and Plan International in a disaster risk reduction- (DRR) related project in 2014 involving 15 child-friendly schools in Aileu municipality. These UNICEF-supported interventions reached approximately 150 teachers and 3,750 students, who benefitted from enhanced emergency preparedness and increased resilience through training around DRR in education settings. The training included setting-up early warning systems in schools and communities, especially for flooding. The project also contributed to a renewed commitment from the MOE to integrate DRR components into the basic education curriculum and teacher training programmes.

A draft strategy note commissioned by UNICEF in late 2016 on climate change adaptation/climate change mitigation and its impact on children, including an initial assessment of the baseline situation, identified helpful entry points and priority areas for 2017 and beyond. UNICEF Timor-Leste also continued to be a partner in the development of the National Climate Change Policy Framework supporting the Government and UNDP.

The Office contributed to the greening of the UN Compound by supporting the setting up of solar panels as power source for the whole UN House. Since its activation on 30 September, the entire UN compound, including the UNICEF office, has been running on full solar energy during day time. The total cost of the project was US$650,000, shared between nine resident UN agencies, with a UNICEF contribution of US$100,534 for this solar project. This alternative power source is expected to generate annual savings of about 286,000 kg of carbon dioxide (CO2) emissions, and contribute positively to mitigate climate change impact in the country.

**Effective Leadership**

During 2016, UNICEF Timor-Leste continued the practice initiated in 2015 of convening monthly country management team (CMT) meetings. The meetings included review of standard CMT agenda items, such as key performance and management indicators, key programme/operation issues including Harmonised Approach to Cash Transfers (HACT), Annual Management Plan (AMP) status updates, Integrated Monitoring and Evaluation Plan (IMEP) review, fundraising and partnerships, staff issues (including follow-up on the Global Staff Survey-related Action Plan for the office), and other pressing topics.

Following the UNICEF Office of Internal Audit and Investigation (OIAI) audit in late 2015, UNICEF Timor-Leste prepared and implemented an action plan, resulting in the closure of all audit recommendations by August. The audit had contained 17 recommendations, of which five were of high priority, relating to advocacy, implementation of HACT, construction projects, programme monitoring and procurement processes.

In view of the challenging fundraising context for UNICEF Timor-Leste, a revision involving both a financial and structural review of the current 2015-2019 CPMP took place in early
2016. During this exercise, the risk assessment and related mitigation measures and risk drivers were reviewed. In February, the Enterprise Risk Management (ERM) for 2016 was finalised as part of the 2016 Annual Management Plan. In September, a full ERM workshop was conducted by an accounting firm which resulted in a revised ERM profile being drawn up and accepted by the CMT in November. This refined risk assessment will become an integral part of the 2017 AMP.

In the last quarter, the business continuity plan and ICT disaster recovery business continuity plan were reviewed and updated.

**Financial Resources Management**

As of 31 December 2016, there were no long outstanding Direct Cash Transfers (DCTs) of more than 6 months, while the total amount of DCTs for UNICEF Timor-Leste was US$1,501,084.

The live operations with the newly-established UNICEF Global Shared Services Centre (GSSC) commenced in May for financial transactions, including bank reconciliations. For 2016, bank reconciliations were all submitted and approved within the deadlines set, and there were no open items of more than three months. The office achieved more than 99 per cent utilisation of regular resources (RR), other resources (OR) and of the institutional budget based on the mechanisms developed focusing on timely action on key financial, administrative, human resources and supply related issues.

Another milestone achieved in year 2016 was full implementation of the Harmonised Approach to Cash Transfers, which could only commence after the signing of the CPAP in late September 2015. UNICEF engaged an audit firm on a cost-sharing basis with UNDP and the United Nations Population Fund (UNFPA) in the last quarter of 2015, with four civil society organisations (CSOs) micro-assessed. In early 2016, 10 Government implementing partners and one CSO were micro-assessed.

During the year, UNICEF took the lead in engaging the same audit firm to conduct a macro-assessment for the current country programme cycle 2015-2019. The report was finalised in October and shared with the UN Resident Coordinator’s Office, UNDP and UNFPA. UNICEF also organised HACT training for all implementing partners as well as for relevant UN staff, with valuable assistance from UNICEF EAPRO.

**Fundraising and Donor Relations**

As of late 2016, UNICEF Timor-Leste had raised about 60 per cent of the new OR fundraising ceiling of US$27 million for the country programme, as per the revised CPMP. Funds were used as planned, and the CMT monitored implementation on a regular basis against both the 2015-2019 Fundraising Strategy and the Communication/ Advocacy Strategy.

UNICEF continued to pursue quality and timely donor reporting and concept note/proposal preparation, including for the EU, the Government of Norway and the Korean, Japanese, and New Zealand National Committees for UNICEF. The revamped website, as well as the Facebook page of UNICEF Timor-Leste, increasingly started to support the various fundraising efforts.

Successful discussions took place with the EU on additional funding for the nutrition programme from 2017, while initial discussions took place in relation to nutrition funding for Timor-Leste under the 11th European Development Fund. The partnerships with GAVI, H&M Conscious Foundation/Swedish National Committee for UNICEF and the Nepia/Japan National Committee for UNICEF were extended. A new partnership was created with Ono.
City Japan National Committee for UNICEF focusing on the provision of water in remote communities. The New Zealand National Committee for UNICEF, through a private donor and matching funding arrangement, also committed to support the expansion of pre-school education from 2017 to 2019.

In 2016, six UNICEF national committee visits were organised, resulting in some important multi-year funding, especially for WASH and education-related interventions. Late in the year, a private donor in Malaysia expressed commitment for multi-year funding for the implementation of the Child and Family-Friendly Community concept in sucos in selected municipalities. Throughout the year, UNICEF Timor-Leste also continued with the conduct of evidence-based advocacy jointly with other locally-based development partners, towards enhanced Government allocations and support to the social sector.

Evaluation and Research

UNICEF Timor-Leste established technical reference groups for several evaluations and studies undertaken in 2016 to assure impartiality, relevance and use of findings and recommendations. The reference groups included representatives of UNICEF Timor-Leste and UNICEF EAPRO, Government and development partners. The office's IMEP was updated and discussed or reviewed on a regular basis in the country management team.

During this reporting period, the Child-Friendly Schools Teacher Training Interventions evaluation was completed and uploaded in the UNICEF evaluation database in a timely manner. The related management response plan was developed and monitored, enabling systematic follow-up and improvement.

UNICEF Timor-Leste developed a policy brief summarising key findings and recommendations from the CFS school-based teacher training evaluation which was disseminated among stakeholders in English and. Key recommendations around teacher training and mentoring were adapted and reflected upon with the Ministry of Education and the main donor (Australian Government). The CFS evaluation also aimed to enhance the national capacity in the conduct of evaluations, and included the close involvement of Faculty members of the University of Timor-Leste, who benefitted from learning more about the classroom observation evaluation techniques, which are also being used and adapted by other donors.

Efficiency Gains and Cost Savings

During the year, UNICEF Timor-Leste continued to benefit from cost savings through using common procurement arrangements with other UN agencies for security guards, waste water treatment, pest control and maintenance of the standby generator. UNICEF reduced redundant areas from 28 per cent of the total space allocation in the UN compound to 24 per cent in 2016. This led to savings on common premises cost of about 4 per cent per year.

One major achievement was the installation of a solar energy system in the UN compound, which became fully operational in September. The total cost of the project was US$650,000. This cost was shared between nine resident agencies, including UNICEF, who contributed US$100,534 for the project. The payback period for this investment to UNICEF was calculated to be four years, based on an estimated yearly electricity cost saving of US$25,673. This alternative power source is expected to generate annual savings of about 286,000 kg of CO2 emissions, and contribute positively to mitigate climate change impact in the country. It also enabled a reduction of generators in the UN compound from four generators to two generators, and this resulted in savings of generator maintenance and fuel costs.
All UN agencies present in the UN compound also continued to pro-actively encourage efficient use of electricity in the common premises; and UNICEF also continued to make substantial savings by utilising the UN common conference rooms for several meetings and trainings in 2016.

UNICEF Timor-Leste also achieved cost savings from the abolishment of its International Human Resources Officer post, and embarked on a joint initiative with UNICEF Indonesia to acquire part-time assistance from UNICEF Indonesia.

**Supply Management**

UNICEF Timor-Leste’s total procurement decreased by 4 per cent to US$2,180,188.42, from US$2,280,287.86 in 2015.

Local procurement remained a challenge, as the market has limited experience and expertise. Nevertheless, the in-country market survey successfully conducted with the support of UNICEF Indonesia in 2015 continued to be used.

During the year, a total of 190 purchase orders were issued; with 85 per cent of procurement done locally and 15 per cent off-shore. Out of the 161 local procurement purchase orders, 40 were for service contracts, which included five contracts for school construction projects with WASH facilities in Ermera and Ainaro municipalities. The school construction projects are being implemented in partnership with the Ministry of Education’s Infrastructure Unit which serves as quality assurance agent. In compliance with the 2015 audit recommendation, UNICEF Timor-Leste obtained guidance from UNICEF Supply Division for the procurement process linked to the construction projects undertaken until the signing of the contracts, with the construction companies identified through a transparent bidding process.

Procurement services provided to the Government were for vaccines such as OPV, DTP, BCG and TT vaccines and devices. Total procurement services for 2016 amounted to US$558,135.60 of which US$75,864.60 were supplies channelled via GAVI and remaining US$482,271.00 channelled via regular procurement services. Some capacity constraints were faced around clearing and forwarding of shipments for procurement services supplies.

For the year, 12 long-term agreements were in place, providing support to programme implementation and reducing transaction times for commonly procured supplies and services.

### UNICEF Timor-Leste Procurement

<table>
<thead>
<tr>
<th>Description</th>
<th>Total value (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme supplies</td>
<td>$639,349.33</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>$272,510.48</td>
</tr>
<tr>
<td>Services</td>
<td>$473,461.77</td>
</tr>
<tr>
<td>School construction</td>
<td>$794,866.84</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td><strong>$2,180,188.42</strong></td>
</tr>
<tr>
<td>Procurement services</td>
<td>$482,271.00</td>
</tr>
<tr>
<td>GAVI</td>
<td>$75,864.60</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td><strong>$558,135.60</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,738,324.02</strong></td>
</tr>
</tbody>
</table>
Security for Staff and Premises

In the second half of 2016, a review of the Security Level System for Timor-Leste resulted in the elevation of the security level from Low to Moderate. Factors contributing to this increase were an increase in “home grown terrorism” caused by youths/gang members in the city, increased crimes linked to home invasions, as well as the likelihood of civil unrest as some crowds can be disruptive and violent given previous history of violence erupting during demonstrations.

In the last quarter of the year, the UNICEF Timor-Leste business continuity plan and ICT disaster recovery business continuity plan were reviewed and updated. Radio checks and telephone tree testing were conducted during the year on a regular basis to ensure all staff are aware of the communication procedures during emergencies.

One of the airlines flying the Dili-Bali route was still categorised as restricted in 2016, causing inconvenience and higher costs as staff have to use the other two more costly airlines flying the Dili-Singapore-Dili and Dili-Darwin-Dili routes for official travels. The frequency of flights to Singapore will be reduced to only twice weekly effective January 2017, while the more-costly route via Darwin is on daily basis, except Tuesdays.

Medical facilities continue to be a major challenge in the country, with inadequate services and medical equipment available in the areas of cardiology, urology, ophthalmology, gynaecology, paediatrics, dentistry and several types of laboratory tests. During the year, UNICEF Timor-Leste medically evacuated one staff member to seek medical treatment in Bangkok. Late in the year, a further review of the UN’s medical evacuation procedures in Timor-Leste was initiated, which is currently under completion.

During the year a small number of earthquakes were felt in Timor-Leste, but no major damages were reported nor any tsunami warnings provided.

Human Resources

Early in 2016, UNICEF Timor-Leste undertook a revision of the 2015-2019 CPMP, including a detailed review of the existing staffing structure given the changing country context and challenging fundraising environment. As a result, 12 posts were abolished and two new posts created. The staffing structure is 44, with a 36 per cent reduction in total staffing cost following the restructuring. The CPMP revision was carried out in a participatory manner, while also benefiting from inputs by the human resources specialist based in Indonesia supporting UNICEF Timor-Leste. In the first six months of the year, UNICEF Timor-Leste was authorised to use some regular resources funds to bridge the funding gap of seven staff on OR-funded posts. This accounted for use of 9 per cent of the office RR funds in 2016.

UNICEF Timor-Leste prepared a staff learning and development plan for 2016. Training was conducted for all staff on gender, results-based management and monitoring results for equity systems (MoRES), public speaking and teambuilding. The training identified was also partly based on the action plan drawn up in response to the results of the global staff survey.

In 2016, staff also attended the UN Family Care training and self-defence class organised by the UN Resident Coordinator’s Office. Three UNICEF Timor-Leste staff participated in regional programme emergency training.

UNICEF Timor-Leste achieved a performance appraisal system completion rate of 92 per cent within the 2015 global deadline, compared to 72 per cent completion rate in 2014. For ACHIEVE, which was launched in March 2016, a 100 per cent completion rate for the planning phase was achieved, as per the July 2016 report. All staff were guided on using the talent management system, ACHIEVE and MyCase, while Career Conversations started to
be rolled out in 2016.

During the year regular joint consultative committee and all staff meetings were held.

Effective Use of Information and Communication Technology

In 2016 UNICEF Timor-Leste worked closely with UNICEF headquarters to migrate to Windows Server 2012 and to Windows 8.1, to align with latest technology updates and improve efficiency and effectiveness of the work. As of late 2016, 95 per cent of laptops had been migrated to Windows 8.1 and this will continue until a 100 per cent rate is achieved.

The ICT unit staff member continued to receive helpful remote support from UNICEF Indonesia. Two staff members were trained to serve as support ICT focal points with a focus on troubleshooting of equipment and acting as a backup during the absence of the ICT unit staff member.

Throughout the year, the ICT unit supported the updating of UNICEF Timor-Leste’s social media accounts (Facebook and Instagram) and website. Ongoing training support was provided by the ICT unit staff member to the Senior Communication Assistant to use red dot website and blogspot.

During the last quarter of the year, ICT-related support was provided to the Youth Innovation Challenge initiative as part of the Third High-Level Meeting on South-South Cooperation for Child Rights held in Kuala Lumpur, Malaysia in November. The ICT Unit staff assisted participants to the Youth Challenge covering the preparation stage and submission stage of their innovative ideas up to the final selection of three youths to represent Timor-Leste in the High-Level Meeting Youth Innovation Boot Camp. The ICT unit staff will continue to provide support to the Youth Innovation Hub recently established in the UNICEF office, which was regularly utilised by a selected number of youth for research and development of their respective projects.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 The identity, direction and wellbeing of UNICEF and staff are managed efficiently and effectively to enable the achievement of results for children in the country.

Analytical Statement of Progress:
Programmes were delivered in an efficient manner through the effective management of risks, opportunities and processes and human, financial and other resources.

All audit findings were closed in August 2016.

The office conducted a restructuring exercise, decreasing its OR ceiling for the country programme cycle from US$55 million to a more realistic US$27 million, and by further reducing the number of staff to 44.

OUTPUT 1 Governance and systems exist to support the direction of country operations.
Analytical Statement of Progress:
In 2016, all statutory committees, including the country management team, joint consultative team, contracts review committee, partnership review committee and property survey board, were in place, while membership was reviewed regularly to ensure full participation of relevant staff.

Following the audit in late 2015, UNICEF Timor-Leste prepared and implemented an audit action plan resulting in the closure of all audit recommendations by August 2016. The audit, conducted by the UNICEF Office of Internal Audit and Investigation in the third quarter of 2015 produced 17 recommendations, of which five were of high priority in the areas of advocacy, implementation of HACT, construction projects, programme monitoring and procurement processes.

Another milestone achieved was the full implementation of HACT, which could only commence after the signing of the Country Programme Action Plan in September 2015. UNICEF Timor-Leste engaged an audit firm (cost-shared with UNDP and UNFPA) in the last quarter of 2015 whereby four CSOs were micro-assessed, and in early 2016, 10 Government implementing partners and one CSO were micro-assessed. UNICEF also took the lead in engaging the audit firm to conduct a macro-assessment for the country programme cycle. The report was finalised in October and shared with UN Resident Coordinator’s Office, UNDP and UNFPA. UNICEF also conducted the first HACT training in October 2016 for all implementing partners and for relevant UN staff, with the assistance of UNICEF EAPRO.

In February, the ERM was finalised as part of the Annual Management Plan. In September, a full ERM workshop was conducted by an accounting firm, which resulted in a revised risk profile being drawn up and accepted by the CMT in November.

OUTPUT 2 Stewardship of Financial Resources creates the conditions to pursue country operations.

Analytical Statement of Progress:
The live operations with the newly-established UNICEF Global Shared Services Centre (GSSC) successfully commenced in May for financial transactions, including bank reconciliations. For 2016, bank reconciliations were all submitted and approved within the deadlines set, and there were no open items of more than three months. Utilisation of both RR and OR reached 99 per cent at the end of 2016.

Following the audit by in late 2015, UNICEF Timor-Leste prepared and implemented an audit action plan, resulting in the closure of all 17 audit recommendations by August.

Another achievement was the full implementation of HACT in 2016, which could only commence after the signing of the CPAP in late September 2015. All implementing partners receiving more than US$100,000 per year have been HACT micro-assessed. In addition, 22 programmative visits and eight financial spot checks were conducted: 100 per cent achievement against the planned HACT assurance activities.

OUTPUT 3 Human Resources have the capacity, skills, morale and motivation to support country operations.

Analytical Statement of Progress:
During the year, UNICEF Timor-Leste undertook a revision of the 2015-2019 CPMP given the country’s changing context, including a review of the existing staffing structure. As a
result, 12 posts were abolished (five international and seven national) and two new posts were created to support the new staffing structure, making a total staff structure of 44; a 36 per cent reduction in total staffing cost. The revision process was carried out in a participatory manner with all staff being kept informed of the process and results of the exercise. For the first six months of the year, UNICEF Timor-Leste was authorised to use RR funds to bridge the funding gap of seven staff on OR-funded posts, which used 9 per cent of the RR funds for the year.

The staff learning and development plan for 2016 was prepared, and career conversations were initiated. Trainings were conducted for all staff on Gender, Results-Based Management/MoRES, and public speaking. In December, the office organised a successful team building session for all staff on team effectiveness and efficiency as part of the action plan drawn up in response to UNICEF Timor-Leste’s Global Staff Survey result. UNICEF staff also attended the UN Family Care training, which included HIV/AIDS organised by the UN Resident Coordinator’s Office. Three UNICEF Timor-Leste staff participated in programme-related emergency trainings in Bangkok, organised by UNICEF EAPRO.

UNICEF Timor-Leste achieved a Performance Appraisal System completion rate of 92 per cent within the global deadline for 2015, compared with a 72 per cent completion rate in 2014. For ACHIEVE, which was launched in March 2016, the office registered a 100 per cent completion rate for the planning phase as per the July 2016. All staff were guided on using the Talent Management system, ACHIEVE and MyCase.

OUTCOME 2 Country programmes are efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children.

Analytical Statement of Progress:
Quarterly programme and operation coordination meetings were conducted in 2016 during which key bottlenecks for programme implementation were identified. UNICEF Timor-Leste finalised a concept note to enhance the convergence of the implementation of UNICEF supported programmes at community level. Implementation of this so-called Child and Family Friendly Community initiative commenced in Ermera District, focusing on interventions around the construction of schools and water systems, Community Led Total Sanitation and a number of other child and family friendly interventions in a limited number of villages.

As a follow up to the audit findings, UNICEF Timor-Leste also implemented a new system to help with the planning and implementation of field monitoring trips and the follow up on key bottlenecks identified during field monitoring trips.

OUTPUT 1 Premises and Security

Analytical Statement of Progress:
UNICEF Timor-Leste's programmes and related fundraising were managed in a coordinated and structured manner, thereby enhancing the quality of programmes towards achieving equity focused results for children. Related fundraising and advocacy strategy notes were developed.

The monthly country management team meetings, chaired by the Representative, continued to review both office operations and management issues. Standard agenda items included the status of implementing the annual office workplan and assessing performance on the agreed management indicators, as well as on specific additional issues including those
related to programme convergence, gender, IMEP implementation, fundraising, donor reporting and specific staff/human resource-related matters.

Brief weekly heads of sections meetings were held as a further key mechanism for coordination, chaired by the Representative. Furthermore, regular all staff meetings were convened to update all staff members on key CMT decisions, programme matters discussed in the Regional Management Team and at other meetings held at EAPRO level, and other issues that impact on programmes. Bi-monthly operations meeting, chaired by the operations manager, were attended by all operations section staff members, and where needed involved other managers in case of issues related to programme matters needed further review/solutions.

The Quarterly Programme/Operation Coordination Meetings chaired by the Deputy Representative and attended by all programme and operation staff, further contributed to knowledge sharing and inter-sectorial coordination, especially for reviewing key bottlenecks in programme implementation identified. These meetings were instrumental for the design and implementation of the Child and Family Friendly Community concept in five communities in the two districts (also called municipalities) of Ermera and Ainaro to enhance the convergence of the implementation of UNICEF-supported programmes at community level.

**OUTPUT 2** UNICEF staff and partners are provided tools, guidance and resources for effective communication on child rights issues with stakeholders.

**Analytical Statement of Progress:**
Based on the UNICEF Timor-Leste communication and advocacy strategy (2015-2019), external relations activities were carried out to maximise the reach of UNICEF’s work. Celebrating International Children’s Day 2016 through various events, photo exhibitions at the National Parliament and at the International airport, live broadcasting of a children’s concert by the national TV were some of the key initiatives undertaken during this reporting year. A total of 17 press releases were issued and posted on the UNICEF Timor-Leste website on various issues, according to the need of the programmes and global initiatives.

Efforts commenced to popularise the UNICEF logo with the new tag line “for every child”.

In 2016, 1,124 stories were published in national newspapers focusing on children. UNICEF was mentioned 48 times in the news. This is three times higher compared to 2015.

All national newspapers published an opinion column on “inequality” in connection with the State of the World’s Children Report launch, reached a wide variety of audiences, including policy makers. The 70th Anniversary of UNICEF concert was hosted by the Government of Timor-Leste with a call ‘For Every Child, Love and Care,’ and was broadcast by national radio and television.

The public service announcement on immunisation and John Lennon’s “Imagine” song were broadcast by radio and television stations and reached large number of audiences. Immunisation public service announcements were distributed to all health posts for dissemination during public events.

Billboards on the Sustainable Development Goals and immunisation were produced with the UNICEF logo and a specific standard statement in Tetum. They were placed in the strategic locations of the country, maximised the reach of UNICEF-supported initiatives to the public.
Four UNICEF National Committee visits were organised successfully; and communication materials for National Committees developed, which contributed to generate new funding commitments for education and WASH programmes.

Facebook is most popular and widely used social media in the country. The number of followers of UNICEF’s Facebook page increased from 4,000 (2015) to around 12,000, while website hits increased from five in 2015 to 902 by November 2016.

**OUTPUT 3** Strategies to address cross-cutting issues related to child rights are developed and applied.

**Analytical Statement of Progress:**
Required operational support was provided to all programmes to ensure smooth and effective implementation.

**OUTCOME 3** By 2019, reduced child mortality and under-nutrition through improved and equitable use of high impact health, nutrition and WASH interventions.

**Analytical Statement of Progress:**
The Timor-Leste Survey of Living Standards released in 2016 showed that stunting among under-five children reduced from 50.2 percent in 2013 (Timor-Leste Food and Nutrition Survey 2013) to 49.2 percent. Between 2007 and 2014, the percentage of households with stunted children reduced from 38 percent to 24 percent, households with wasted children from 20 percent to 7 percent, and households with poor sanitation from 58 percent to 40 percent (TLSLS 2007 and TLSLS 2014/15). The Ministry of Health reported a reduction in the absolute number of newborn deaths from 266 in 2015 to 168 in 2016, a 37 percent reduction (MOH/HMIS Presentation of 2016 Annual Health Review).

With funding support from the EU, and in collaboration with the MOH, INS and the MOH Primary Health Care network, access to nutrition services was enhanced by:

a) developing an evidence-based Specific Nutrition Intervention Package, Guidelines, training curriculum and training materials;
b) training of 399 PHC workers, and;
c) ensuring availability of essential nutrition supplies nationwide for treatment of an estimated 2,463 severely malnourished children; vitamin A, deworming medicine and zinc for an estimated 182,240 children; and iron folic acid for an estimated 160,003 pregnant and lactating women.

Capacity for nutrition programme planning and budgeting was improved by training 60 managers on results-based planning and programme-based budgeting for nutrition. The focus on budgeting for nutrition was enhanced by supporting participation of four Government officials in the “Public Finance for Nutrition Workshop” and subsequent engagement with them in the 2017 budget planning process. Nutrition information management was mainstreamed with the inclusion of 24 nutrition indicators into the Timor-Leste Health Management Information System.

In collaboration with GAVI, MOH and WHO, five additional vaccines for children (IPV, bOPV, MR, DPT, DT) were introduced into routine immunisation schedule and made available to 123,701 children nationwide through UNICEF’s Procurement Services. These children
include 43,193 under one year, 42,221 aged between 12 and 24 months, and 38,287 of school entry age. A total of 9,400 community leaders from 376 suco (village) out of total of 442 were engaged in creating awareness on the benefits of immunisation.

An effective vaccine management (EVM) improvement plan was developed to provide a roadmap for improving vaccine management. Newborn care services capacity of the PHC services in two municipalities were enhanced by training 51 PHC workers and equipping 16 health facilities. The Mother and Child Health home-based record booklet called “Livrinho Saude Inan ho Oan” (LISIO) which has retention rate of 85.8 percent (TLFNS 2013) was revised and launched for use nationwide. The revised LISIO has improved health records of mother and child and has key messages covering continuum of care including, newborn care, birth registration, early childhood development and disability. The LISIO was appreciated by health workers and families, and GAVI, a key partner of UNICEF Timor-Leste in this initiative, hailed it as “an impressive innovation” and “record for life”.

Thirty sucos, with total population of 57,047, achieved ODF status by implementing the community-led total sanitation approach. Forty-six sucos, with a total population of 98,041, were reached with hygiene messages. Seven water supply schemes with connections to three health posts and four primary schools were completed, providing access to improved water supply to an additional 1,098 students and 2,314 population. In collaboration with BESIK (Australian Department of Foreign Affairs and Trade/DFAT-funded), World Vision, and UNICEF Timor-Leste's implementing partners, the CLTS implementation approach was changed from a village-wide ODF initiative facilitated by NGOs to a municipality-wide initiative led by the Municipality Administrator. This approach increased sanitation coverage from 47 percent to 92 percent and sets a new model for scaling-up CLTS.

Absence of institutionalised capacity and approaches for community mobilisation and behaviour change communication is a major bottleneck in addressing poor sanitation, under-nutrition and child health. To address this, UNICEF Timor-Leste assisted the MOH to develop national guidelines for establishing and engaging Mother Support Groups to promote key care practices for nutrition, maternal, newborn and child health (MNCH), hygiene and sanitation. Twenty national trainers were trained, and partnerships with NGOs established in three municipalities (Ermera, Bobonaro and Ainaro) to assist the PHC network to train and engage MSGs to promote key care practices. UNICEF Timor-Leste plans to support MOH to scale-up this model in 2017 and beyond.

An approach and materials for key care practices for nutrition, MNCH, hygiene and sanitation through regular PHC contacts are also being defined, and will be implemented concurrently with the MSG initiative. UNICEF Timor-Leste and MOH have also decided to change the modality of implementing CLTS from an NGO-led approach and agreed to train and engage PHC workers to trigger, mobilise and achieve ODF in respective communities.

OUTPUT 1 By the end of 2019, over 500,000 people in the UNICEF-supported five focus districts have improved availability of and increased demand for high impact nutrition interventions.

Analytical Statement of Progress:
With funding support from the EU, and working closely with MOH, INS and the PHC network, community access to nutrition services and information was enhanced. A nationally defined evidence-based Specific Nutrition Intervention Package was developed with supporting guidelines, training curriculum and materials, and job-aids focused on building skills of PHC workers’ job-functions. The focus of training on job-functions ensured skills building while reducing the training period from three weeks to six days, making it feasible to scale-up training of PHC workers nationwide.
The capacity of INS to conduct in-service training was enhanced through this curriculum and training materials and training of 20 national trainers. The INS rolled out the SNIP training with 399 PHC staff in five municipalities trained. This ensured that 100 percent of health facilities in the municipalities of Bobonaro, Covalima and Ermera, and 91 percent in Ainaro and Oecusse have at least one PHC staff trained on SNIP. Nutrition services availability was improved nationwide by providing supplies for treatment of an estimated 2,463 children with severe acute malnutrition; vitamin A, deworming medicine and zinc for an estimated 182,240 children; and iron folic acid for an estimated 160,003 pregnant and lactating women. Multiple micronutrient powders for fortification of home cooked complementary food was expanded to three municipalities reaching 9,900 children aged 6-23 months.

With funding support from the EU and in collaboration with Ministry of Finance and MOH, capacity for nutrition programme planning and budgeting was enhanced. A total of 60 health sector managers, finance officers and planning focal points were trained on results-based planning and programme-based budgeting prior to the budget preparation process enabling participants to improve planning and budgeting for nutrition. Four key Government officials were supported to participate in “Public Finance for Nutrition Workshop” organised by UNICEF EAPRO, enabling them to internalise the importance and process of improving financing for nutrition. Country level follow-up by this team ensured linkage of nutrition indicators in the MOH budget.

Working closely with MOH HMIS Department and Nutrition Department, 24 nutrition indicators were included into the Timor-Leste Health Management Information System. With funding from EU, UNICEF Timor-Leste also supported the DHS 2016 to obtain data to enable tracking of progress of nutrition indicators and determinants of under-nutrition. The Nutrition Cluster Contingency Plan was updated, and emergency stock-pile of nutrition supplies and equipment were procured and placed in MOH storage.

Inadequate capacity to deliver nutrition services, and lack of availability of nutrition equipment and inadequate caring practices remain key challenges in scaling-up coverage of nutrition intervention. Recognising the success of the EU-UNICEF-MOH partnership in addressing these gaps in three municipalities, all partners have agreed to extend the SNIP training, placing Public Health Technicians in community health centres and equipping health facilities in all other 10 municipalities in 2017.

**OUTPUT 2** By the end of 2019, over 500,000 people in the five UNICEF-supported focus districts have improved availability of and increased demand for high impact maternal, new-born and child health interventions.

**Analytical Statement of Progress:**
Through a collaboration of UNICEF, MOH, WHO and GAVI, vaccines were provided, routine immunisation were expanded and access and quality of vaccination was improved. Five additional vaccines were introduced into routine immunisation schedule. The expanded range of vaccines were made available to 123,701 children nationwide (43,193 aged under one; 42,221 aged 12 to 23 months; 38,287 school entry age children through UNICEF’s Procurement Services. A total of 9,400 community leaders from 376 sucos (out of total of 442 sucos in the country) were empowered with knowledge about immunisation and engaged to mobilise and create awareness in their respective communities. The EVM assessment guided the development of an EVM Improvement Plan which provides a roadmap for improving vaccine management.

WHO and UNICEF Timor-Leste jointly supported the MOH to develop a comprehensive multi-year plan for immunisation for 2016–2020. This process ensured stakeholders’
understanding of key actions and financing needed for meeting national immunisation targets. GAVI partners jointly worked with MOH to conduct a ‘transition assessment’ to identify key needs for sustaining immunisation programme when GAVI financing ends, and in developing a GAVI support “Transition Plan”. The process further strengthened the commitment of the Government to address bottlenecks to sustain gains made and to enhance coverage and equity of immunisation.

The MCH home-based record booklet, “Livrinho Saude Inan ho Oan” (LISIO), has a retention rate of 85.8 percent (TLFNS 2013) and serves as a record and information source to families. It was revised to prepare for new vaccine introduction and to improve MCH record and information to caregivers. The revision was undertaken through a consultation and testing process spanning over 18 months. The revised LISIO launched in 2016 has improved health records of mother and child (one record for mother and child pair) and has key messages for family and caregivers covering the entire continuum of care for mothers and children including, newborn care, birth registration, preventive health and nutrition care, early childhood development and disability. The LISIO was appreciated by health workers and families, GAVI, and UNICEF’s partners supporting the initiative.

Newborn care capacity of the MOH PHC services were enhanced by training 40 workers on essential newborn care, 21 workers on community-based new born care and equipping 16 health facilities with essential newborn care equipment.

Overall, notable strategic directions, comprehensive guidelines and approaches for maternal, newborn and child health services delivery exist and health facilities and human resources have expanded, but the capacity to deliver quality services and coverage of services remain less than optimal. Needs have been identified to train all PHC workers on: a) are of mothers around delivery and post-partum period; b) newborn care; c) Integrated Management of Childhood Illness; d) immunisation; e) nutrition; f) sanitation promotion, and; g) community mobilisation and behaviour change communication. UNICEF, MOH and INS are working to fill these gaps through advocacy with donors and engagement with health partners. WHO, UNFPA and UNICEF have committed to explore UN joint programming options in these areas.

OUTPUT 3 By 2019, people living in five target districts have access to improved water and sanitation services and are practicing safe hygiene behaviours (Target - 15,000 rural people with access to water, 90,000 with access to sanitation and 15 Health Posts with WASH facilities)

Analytical Statement of Progress:
Community-led total sanitation triggering was completed in 168 aldeias (sub-villages) with a total population of 98,041 in partnership with the NGOs, Haburus Ita Moris (HIM), ETADeP and SERVBFUTILOS. ODF status was verified and declared in 30 sucos with a total population of 57,047.

A personal and environmental hygiene practices promotion campaign was conducted in 46 sucos with a total population of 98,041. In partnership with NGO HIM, ETADeP and the Ministry of Public Works and Communication, seven water supply schemes with connections to three health posts and four primary schools were completed, ensuring improved water supply to 1,098 students and 2,314 community members.

UNICEF Timor-Leste collaborated with the BESIK project (funded by the Australian Government) and World Vision to change the scope of the CLTS initiative from a village-wide (sucu-wide) approach facilitated by NGO partners to a municipality-wide ODF initiative led by the Municipality Administrator in Bobonaro Municipality. The aim was to make all 50 sucos of Bobonaro open defecation free. UNICEF and its NGO partners (HIM and
T future (with funding from BESIK) called this “an outstanding result”. This success inspired other municipalities and partners to explore municipality-wide initiatives recognising the potential to mobilise contributions from Government, accelerate progress and sustain results.

CLTS scaling-up remains a major challenge. UNICEF Timor-Leste and MOH have agreed to adjust the implementation approach to enhance Government ownership, resource inputs and the feasibility of scaling-up by training and engaging the PHC network. This network reaches all 442 sucos in the country.

Funding for rural water supply schemes remained substantially inadequate, leaving communities that achieve ODF status without access to improved water supply. In addition, environmental health issues such as protecting water sources, managing waste-water, putting in relevant measures to control diseases vectors such as mosquitoes, and understanding ways to reduce indoor air pollution remain largely unaddressed. Finally, there is increasing decentralisation, where services for rural communities is being handed over to municipalities, who do not have adequate capacity. Considering these challenges, UNICEF and MOH plan to expand the CLTS process to engage communities to overcome the environmental health issues, control disease vectors, reduce indoor air pollution and empower them to fill gaps in water supply by developing and handing over to the community a design and bill of quantity for appropriate water supply scheme. This will give communities a tool to seek funding through local development budgets.

OUTCOME 4 By 2019, children, especially the most disadvantaged children, benefit from inclusive, quality early learning and basic education with improved learning outcomes attained.

Analytical Statement of Progress:
UNICEF’s supported interventions focusing on influencing policies, strengthening systems by developing standards and tools, and modelling of innovative initiatives contributed to more children accessing quality education, particularly marginalised children.

In 2016, 4,903 young children (68 per cent of the cumulative CPAP 2015-19 target) in the remotest parts of the country were participating in early learning programmes piloted with UNICEF support. The government (central and local) and communities demonstrated commitment to scale-up the pilot. Children attending the UNICEF-supported alternative community-based pre-schools showed improved school readiness. A pre-school accreditation system was launched that allows the MOE to assess pre-schools and ensure they meet minimum standards potentially benefitting all pre-school going age children (91,539 based on the 2015 census). Developed with the support of UNICEF, the standards reflect child-friendly schools/education (CFS/E) principles and are part of UNICEF’s efforts to improve the quality of pre-school education in Timor-Leste. Increased awareness on the importance of early learning was reflected in the higher pre-school gross enrolment rate of 17 per cent in 2015, up from 14 per cent in 2014 (EMIS 2014 and 2015), although the rates in general remain low compared with other developing countries.

A National Quality School Standards Framework for Basic Education, developed with the support of UNICEF was approved by the MOE. This will pave the way to ensure schools
across the country meet minimum standards, potentially benefitting all children enrolled in basic education cycles 1 to 3.

The UNICEF supported Out-of-School Children Study was validated by the MOE providing a strong evidence base to address equity issues in education. The Study on Violence against Children in Education Settings was approved by the MOE with clear actions identified. Corporal punishment is prevalent in schools with 70 per cent of children surveyed as part of the study reporting they experienced physical violence.

In partnership with the MOE, community-level engagement promoting child rights and engagement of parents in their children’s education is expected to benefit 6,578 pre-school and basic education age children. Another 3,750 students benefitted from enhanced emergency preparedness and increased resilience through trainings around disaster risk reduction in education settings. In total, 10,588 children (43 per cent of cumulative CPAP target) directly benefitted from UNICEF interventions in basic education.

The introduction of the National WASH in Schools Guidelines, a first in Timor-Leste, will help ensure school children across the country have access to clean water and functioning toilets and are taught proper sanitation and hygiene practices. The Guidelines, developed with UNICEF support, are aimed to improve the school environment and the overall wellbeing of children. Its implementation is crucial, as 50 per cent of basic education schools in the country do not have toilets. In view of this, UNICEF has been supporting the MOE to develop a WASH in Schools Costed Action Plan, which will be finalised in 2017. The plan is being developed in consultation with a wide range of stakeholders.

To support the Government improve school facilities in the remotest areas, UNICEF started the construction of six new school buildings (five basic education and one pre-school building). The new school buildings will come with child-friendly, gender-appropriate and accessible WASH facilities, as well as a library and teachers’ rooms. They will benefit nearly 2,000 children. This is in addition to the 1,400 pre-school and basic-education school age children in remote areas who gained access to child-friendly school buildings with functioning facilities after the completion of eight preschool and six basic education school buildings in early 2016. Another 1,098 children attending four basic education schools benefitted from the connection of their schools to community water schemes. Another 8,471 children from 25 basic education schools are enjoying enhanced WASH facilities since 2015. This brings the total number of children reached with improved WASH in schools’ facilities to 14,559 (36.4 per cent of the cumulative CPAP 2015-19 target).

Overall, the quality of education remains a major challenge as well as low access to pre-school education. These two factors are pushing children out of the education system. While the repetition rate in primary education reduced to 14.9 per cent in 2015 from 17.6 per cent in 2013, the dropout rate slightly increased to 2.5 per cent from 2.3 per cent during the same period. For lower secondary (cycle 3 grades 7 to 9), repetition has slightly gone up to 2.2 per cent in 2015 from 2 per cent, while dropout also increased to 3.1 per cent from 2 per cent during the same period. Boys are increasingly showing lower indicators, an issue that needs to be addressed before the gender gap becomes too big.

Working with development partners, UNICEF will continue to support the MOE expand access to pre-school education by piloting alternative delivery modes, improve the quality of pre-school and basic education through rolling out the new curriculum and teacher training, and improvement of WASH facilities in schools. Support will also be provided in improving the measurement of learning outcomes.
OUTPUT 1 By 2019, 7,200 children aged 3-5 years in the five target districts, especially in remote areas, benefit from quality early learning programmes.

Analytical Statement of Progress:
A total of 4,903 young children (68 per cent of CPAP 2015-19 target) in remote areas are accessing early learning programmes and showing signs of improved school readiness.

The UNICEF-supported community-based pre-schools in Ermera and Viqueque municipalities funded by the Government of New Zealand and H&M Conscious Foundation was documented to have generated community engagement and increased demand for pre-schools in its first year of piloting. Children (50 per cent girls) are learning, using the Government curriculum. Implemented with the MOE, this initiative is also aimed at improving the efficiency of the education system where repetition rate in grade 1 is 27.6 per cent (EMIS 2015) since majority of children do not have pre-school experience.

Evidence generated is being used to advocate for increased public investment in pre-schooling. This will also promote on-time enrolment of six year olds, and increase the net intake rate in primary education. This is currently at 32.7 per cent (EMIS 2015), indicating only one in three children aged six enrol in Grade 1, while the rest either enrol when they are older or younger.

In May, the MOE with the support of UNICEF launched a pre-school accreditation system with 304 pre-schools (53 per cent of all pre-schools in Timor-Leste) assessed. The standards reflect CFS/E principles. A public pre-school baseline survey conducted in June 2015 in partnership with the General Directorate of Statistics, MOE and UNICEF had generated crucial data on child development outcomes and pre-school teachers’ knowledge, attitude and practices. The baseline found that 49 per cent of pre-school children answered correctly pre-literacy skills items, 48.6 per cent pre-numeracy skills items, and 81 per cent motor skills items.

Along with the Pre-School Costed Action Plan, this baseline will be used for policy-making to expand quality pre-school education.

Key MOE Directorate of Pre-School Education staff were trained on parenting education. A pilot was initiated to integrate parenting education for parents of children attending the alternative pre-schools raising their awareness on issues around health, nutrition, hygiene, and positive discipline. This is done undertaken jointly with MOE and Ministry of Social Solidarity.

UNICEF advocacy has contributed to the Ministry of State and Coordinator of Social Affairs prioritising ECD. MECAS plans to set-up an inter-ministerial ECD Coordination Working Group with draft terms of reference having been prepared. An ECD Concept Note and Action Plan will be finalised early 2017.

High-level advocacy on holistic ECD aimed at Parliamentarians, senior Government officials, and journalists coupled with community awareness-raising through parenting sessions and community radio has increased awareness on ECD. This is reflected in the higher pre-school gross enrolment rate of 17 per cent (2015) from 14 per cent (2014), although the rate remains low compared with other developing countries. This low rate is due to supply (lack of pre-schools) and demand issues (low awareness on importance of ECD). Public spending for pre-school remains very low. To address these, UNICEF will continue to pilot community-based pre-schools as an alternative mode and work with MOE to strengthen the regulatory framework, improve quality and support setting-up a pilot bridging programme for children enrolled in Grade 1 with no pre-school experience.
OUTPUT 2 By the end of 2019, 25,000 children in five districts access and complete quality basic education with improved learning outcomes.

Analytical Statement of Progress:
All of UNICEF’s supported interventions were aimed at improving education quality potentially benefitting the 321,000 children enrolled in basic education (EMIS 2015).

The evaluation finalised in April 2016 of the UNICEF-supported school-based CFS/E teacher training programme has shown positive results in terms of teaching in the classroom leading the MOE to fully integrate CFS/E principles into the national teacher training programme. It has also influenced an innovative teacher mentoring programme. A National Quality School Standards Framework was validated. This will be used to establish a Basic Education Accreditation System. UNICEF also supported the National Teacher Training Institute to rollout in-service teacher training on the new curriculum (2015), which reflects CFS/E principles.

The studies on Out-of-School Children, and Violence against Children in education settings were validated by the MOE. Both provide a strong evidence base to address equity issues in education. MOE has agreed to launch several actions to eliminate violence against children, including highlighting positive discipline in teacher training.

MOE was also supported to strengthen M&E capacity through technical assistance to the EMIS data collection, report production and data analysis. Accordingly, the MOE 2015 Databook was finalised and the EMIS 2016 data collection conducted. The EMIS contains disaggregated data, but timely release of new data and data utilisation at district and community levels needs to be improved.

UNICEF interventions at the school level reached 3,750 students from 15 schools who benefitted from enhanced emergency preparedness and increased resilience through training around disaster risk reduction in education settings. Another 260 children from nine schools were provided with age-appropriate school furniture. An additional 6,578 pre-school and basic education age children benefitted from social mobilisation campaigns promoting child rights, and the importance of parents’ engagement in their children’s education. This brings to 10,588 children (43 per cent of cumulative CPAP target) directly benefitting from UNICEF-supported interventions, excluding those reached through school construction.

UNICEF continued to play a key role in sector coordination as co-chair of the Local Education Group-ACETL and as Coordinating Agency for the Global Partnership for Education. Timor-Leste’s GPE Education Sector Plan Development Grant application was approved, with UNICEF playing a coordinating role with the MOE, the World Bank (as Grant Agent), the GPE Secretariat and Development Partners. UNICEF also chaired the Education Informal Development Partners Coordinating Group.

Among the advocacy points that UNICEF promoted with the Government and development partners were the SDGs, with an emphasis on ensuring that children in school are learning, and increasing public expenditure on education. At the 2016 Timor-Leste Development Partners Meeting in July, UNICEF presented on SDGs 3 and 4, providing a strategic opportunity to advocate for SDG targets linked to children and improved cross-sectoral coordination.

The quality of education remains an issue linked to qualification of teachers and weak pedagogical skills, teacher absenteeism, and limited actual time spent on learning in schools. The lack of a national assessment on learning outcomes is also a barrier. UNICEF will continue to support the MOE to rollout the new curriculum and teacher training, and in improving the measurement of learning outcomes.
OUTPUT 3 By 2019, 20,000 boys and 20,000 girls from 200 schools benefit from improved, child-friendly, gender appropriate and inclusive WASH facilities.

Analytical Statement of Progress:
The MOE approved and launched the National WinS Guidelines, which were developed with UNICEF support. The guidelines provide minimum standards for WinS. Their development will help ensure schoolchildren across the country, even in the remotest areas, have access to clean water and functioning toilets, and are taught proper sanitation and hygiene practices. This also means there are standards to map and monitor the situation of WinS. This is important for Timor-Leste where nearly 50 per cent of schools do not have toilets, and where access to clean water is limited.

To ensure that the WinS Guidelines are implemented and funded, UNICEF supported the MOE develop a WinS Costed Action Plan, which is expected to be finalised in early 2017. A workshop involving central and local officials from the MOE, Department of Public Works, Ministry of Health, NGOs and development partners was held in November. This helped raise awareness of various stakeholders on the WinS Guidelines, and allowed them to provide inputs to the Costed Action Plan.

In November, UNICEF started the construction of five basic education and one pre-school building in remote parts of Timor-Leste. The new buildings, which will come with child-friendly, gender-appropriate and accessible WASH facilities, library and teachers' rooms will benefit nearly 2,000 children. This is in addition to the 1,400 pre-school and basic-education age children who gained access to child-friendly school buildings after the completion of eight pre-school and six basic education school buildings in early 2016. Another 1,098 children in four basic education schools benefitted from having functioning WASH facilities through the connection to community water supply. UNICEF also supported the MOE to model a group handwashing facility in two schools, reaching 1,320 children. Another 8,471 children from 25 basic education schools have gained enhanced WASH facilities since 2015. This brings total number of children reached to date to 14,559 (36.4 per cent of the CPAP target).

All UNICEF-supported construction is being undertaken with the MOE. Through this process, capacities of the MOE Infrastructure Unit on planning, implementing and monitoring school construction are further enhanced. All of the schools directly supported by UNICEF were trained on the operation and maintenance of WASH facilities. Together with the MOE, this training will be scaled up in schools across the country in 2017. Student Councils will also be provided with training to serve as WASH Clubs. Documentation of the group handwashing facility modelled in two schools will be undertaken to assess whether it can be scaled up.

A key challenge is the coordination at the community level and the need for integrated plans with the Ministry of Public Works to ensure water is available in schools. UNICEF will address this by promoting integrated plans and a community-approach to water that looks at not only ensuring that schools have water connections and functioning WASH facilities but also the whole community. Advocacy and awareness raising on sanitation and hygiene will also be carried out not only in schools, but across the whole community.

OUTCOME 5 Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children and participation of adolescents.

Analytical Statement of Progress:
UNICEF in collaboration with Government counterparts undertook significant steps in enhancing capacities of parents, care-givers and staff of the Ministry of Social Solidarity to prevent violence, abuse, exploitation and neglect of children in providing protective environment for children in Timor-Leste.

In 2016, a total of 279 children (112 boys and 167 girls) benefitted from direct protective services provided by the Ministry of Social Solidarity, of which according to MSS statistics 196 were criminal cases. Overall, there was a slight reduction in cases handled by MSS compared to in 2015. The likely reason for the reduction of the budget allocation for child protection, with 11 per cent less allocated in 2016 compared to 2015. A total of 82 children (72 girls and ten boys) received legal assistance from ALFeLa (Women’s and Children’s Legal Aid), with most of them victims of sexual abuse. The Vulnerable Persons Unit of the National Police of Timor-Leste reported that it handled 112 cases of child abuse, violence and exploitation (11 boys and 101 girls).

With support from the Government of Norway, UNICEF successfully advocated for the approval of the Child and Family Welfare Policy. The policy shifts to a more holistic approach encompassing proactive and preventative child and family welfare services, rather than only providing reactive interventions after violence, exploitation, abuse or neglect of a child have occurred. It was rolled out in two municipalities (Dili and Viqueque) as well as in the special Economic Zone of Oecusse, benefitting 1,740 parents. The MSS’s Social Welfare Workforce capacity development commenced, with the finalisation of a competency framework, curriculum topics and module development.

UNICEF supported the MOE and the Commission on the Right of the Child to finalise the study on Violence against Children in and around Educational Settings. The study was approved by the MOE for launching in early 2017.

The National Youth Policy, developed with the support of UNICEF, was approved by Secretary State of Youth and Sports. UNICEF also successfully collaborated with the Youth Parliament Alumni Association on the dissemination of child online protection on the safety of using internet and social media. The dissemination covered six Municipalities - Dili, Ermera, Ainaro, Liquicia, Manatuto and Aileu – and 837 young participants. With the support from H&M Conscious Foundation, three young people were selected and represented Timor-Leste during the Youth Innovation Challenge as part of the 3rd High Level Meeting on South-South Cooperation for Child Rights in Asia and the Pacific. The meeting, held in Malaysia in November focused on the theme “A billion brains: smarter children, healthier economies.” Timorese youth shared ideas to improve the lives of children linked to the theme, and with support of UNICEF, they will continue to develop and test their ideas through 2017.

UNICEF supported the MSS to pilot a holistic parenting education programme in the two municipalities of Ermera and Viqueque. Implemented with the support of H&M Conscious Foundation, the ongoing initiative covers 57 communities in both municipalities benefitting 3,092 parents and 1,110 children aged three to five. The parenting education programme was aired through community radio in Ermera and Viqueque municipalities, with 15 episodes covering all messages of parenting modules.

**OUTPUT 1** Enhanced support and increased capacities of children, adolescents, and families to protect themselves and to eliminate practices and behaviours harmful to children and adolescents.

**Analytical Statement of Progress:**
UNICEF, with support from the H&M Conscious Foundation, assisted the Government to further develop a holistic parenting education programme aimed at enhancing parenting
skills and promoting non-violent discipline. The programme is being piloted in Ermera and Viqueque municipalities and has ten modules covering general parenting, health, nutrition, early stimulation, education, early learning, positive discipline, birth registration, child protection and youth issues. The first two modules on general parenting and early stimulation were rolled out, reaching 57 communities/sucos in both municipalities. This benefitted 3,092 parents and 1,110 children aged three to five.

A Study on Violence against Children in and around Educational Settings was validated by the MOE, and recommends concrete actions to be undertaken in 2017 to further strengthen child protection in educational settings. The study assessed the nature of violence in and around educational settings, the context and causes of violence; the prevalence, frequency and intensity of violence; impact of the violence on children and society more widely; the child protection systems and processes in place to prevent and respond to violence.

The National Youth Policy developed with the support of UNICEF and other SSYS partners was approved by the Council of Ministers in February. The National Youth Policy is the framework and general vision that provides guidance for the development of youth in all its aspects in the whole country. The Youth policy seeks to respond to great challenges and concerns that both young men and women are facing in their daily lives.

UNICEF successfully collaborated with the Youth Parliament Alumni Association in disseminating child online protection awareness-raising materials on safe use of the Internet and social media. The dissemination covered six municipalities: Dili, Ermera, Ainaro, Liquicia, Manatuto and Aileu.

**OUTPUT 2** Increased equitable access to and utilisation of child protection systems that prevent and respond to violence, abuse, exploitation and neglect in programme districts.

**Analytical Statement of Progress:**
UNICEF supported the Ministry of Social Solidarity to implement the Child and Family Welfare Policy. The policy, developed with funding provided by the Government of Norway, aims to create a better balance between prevention, early intervention and response services. Implementation of the policy is expected to increase equitable access to and utilisation of child protection systems, to prevent and respond to violence, abuse, exploitation and neglect. Under this child and family welfare approach, interventions are directed at the whole family, aiming to improve parents’ capacities to provide appropriate care and protection.

The Policy Implementation Group established is functioning at Municipality level in Dili, Oecusse and Viqueque. Bi-monthly meetings were held at the municipality level to review the progress of the activity implemented and quarterly meetings held at national level to share experiences on dealing with children’s cases. To date, 1,740 parents enhanced their knowledge on prevention and responses, based on implementation of policy.

To strengthen the roll-out of the approved Child and Family Welfare Policy, the MSS, with the support of UNICEF, developed and finalised the competency framework for the Social Welfare Workforce. Curriculum topics were defined and 14 modules developed. Six of the 14 modules were reviewed and contextualised and used to train 100 social welfare workforce staff. The remaining eight modules are being revised for finalisation in 2017. A staff appraisal process which aims to assess progress on core skills and values measurable over the longer term is under process of development.

Regarding emergency preparedness and response support to the Government of Timor-Leste, UNICEF in collaboration with the Human Rights Adviser’s Unit of the Office of the UN
Resident Coordinator supported the development of a terms of reference for the Protection Cluster. These were approved and the contingency plan for the cluster also finalised and approved. Training on child protection in emergencies was provided to Government officials and stakeholders with the support of UNICEF EAPRO.

Towards ensuring that all children in rural areas have access to a birth certificate, UNICEF collaborated with the Ministry of Justice and Ministry of Health to establish four Birth Registration Posts in three municipalities, Ainaro, Covalima and Lautem. A total of 80 midwives in these posts were trained to register births.

**OUTCOME 6** By 2019, high quality data and analytical evidence are available and used to support equity sensitive and child centred policy discussion, planning and implementation

**Analytical Statement of Progress:**


In 2016, a total of 1,083 stories were published in national newspapers focusing on children and UNICEF was mentioned 48 times in the news three times higher compared to 2015.

Evidence-based advocacy, in collaboration with other development partners and Commission for the Rights of the Child, contributed to the Government’s decision to increase state budget allocation in key child sensitive programmes for 2017. During the 2016 General State Budget discussions, UNICEF and the Commission for the Rights of the Child organised a budget consultation meeting with Commission F (Commission of Health, Education, Culture, Veterans and Gender Equality) of the National Parliament focusing on:

1) high stunting rate among children under five years old;
2) Concluding Observations of the UN Committee of the Rights of the Child, and;

Following the meeting and other advocacy efforts of UNICEF and other development partners, the General State Budget was increased from 2016 to 2017 for the key child sensitive programmes such as: 1) 68 per cent increase for nutrition programme; 2) 207 per cent increase for child protection and victim of abuse and; 3) 17 per cent increase for Bolsa da Mãe Programme (Conditional Cash Transfer programme targeting female-headed poor household with children under 17 years old).

In order to promote the ongoing decentralisation process, the Government decided to allocate US$41.9 million to sub-national levels (municipalities/districts). To address critical capacity gaps in budget planning, UNICEF supported Ministry of Finance to establish a technical working group consisting Prime Minister’s Office/Unit of Planning, Monitoring and Evaluation, MOH, Ministry of State Administration, Commission for the Rights of the Child, and UNICEF to conduct a training on decentralised evidence-based budget planning focusing on nutrition issues for three municipalities (Ermera, Aileu, and Liquicia). These cover 20.8 per cent of the total population (Census 2015).

Relevant stakeholders at both national and sub-national levels obtained the knowledge and skills on Results-Based Management and Programme-Based Budgeting using the
Government’s standard budget template. MOF decided to expand the same type of training to another three municipalities in 2017 following the success in 2016.

To support the Government's commitment to UN Convention of the Rights of the Child, UNICEF supported the development of a reader-friendly version of the Concluding Observations and the National Action Plan for Children in Timor-Leste 2016-2020. The NAPC was developed as a follow up to the Concluding Observations. Summary versions were disseminated at both national and sub-national levels, to National Parliament, line ministries, CSOs, and children and youth.

The NAPC was finalised through participation of all stakeholders, including the Government, civil society, children and youth which was presented to Council of Ministers in September 2016. The official launch is expected in 2017 after the approval by the Council of Ministers.

In 2016, UNICEF in collaboration with the International Labour Organization (ILO) provided technical inputs to the child thematic group as part of the development of the National Social Protection Strategy by focusing on cognitive capital investment and early childhood education. ECD materials were timely shared and included into one of the key areas in the National Social Protection Strategy.

During the preparation of the UPR, UNICEF worked closely with the UN Human Rights Commission by providing technical inputs to UN joint report. UNICEF highlighted key CRC issues including equitable budget allocation for social sectors (CRC Article 4) and by chairing a mock session prior to the UPR session.

UNICEF presented SDG 3 and 4 on behalf of all development partners during the Timor-Leste Development Partners Meeting, which was held in July 2016 under the theme of “Financing Sustainable Development in Timor-Leste”. UNICEF also advocated for the need to integrate more child-related indicators to national surveys and to strengthen the existing system to collect quality data and promote use of data at all levels of the country (central, sub-national/municipalities, local level/suco (village) for evidence-based planning and monitoring.

These efforts resulted in: 1) integration of key child development indicators into Census 2015 and DHS 2016; 2) development of Census Fo Fila Fali (Giving Back the Census) for all 442 sucos (villages) based on the results of the Census 2015; 3) updating DevIfo and Census Info using latest national survey (TLFNS 2013 and TLSLS 2014/15), and; 4) development of SDG factsheet for SDG 4 (education) and a Budget Brief on SDG4. UNICEF also initiated and was appointed as a group chair of the UN Results Monitoring and Evaluation working group to coordinate joint UN efforts to enhance national capacity of M&E.

Prolonged processes within the Government to approve key policies and survey reports remains a key challenge for evidence-based policy planning and implementation. Based on the partnership newly built and enhanced in 2016, UNICEF will continue to support equity sensitive and child centred policy discussions and implementation in 2017.

OUTPUT 1 By 2019, improved national data collection and monitoring system to support planning, budgeting and monitoring of the situation of children and women, in particular the most disadvantaged groups.

Analytical Statement of Progress:
UNICEF provided support to the General Directorate of Statistics to further build capacity for data collection and data processing to include child development indicators into the Timor-Leste Demographic Health Survey, the public pre-school baseline study, and the Population and Housing Census 2015.
The Census 2015 for the first time collected information on the school attendance of children aged three years old and above, while the 2010 Census only covered children five years old and above. This will provide information on pre-school age children’s school participation. The Census 2015 also continued to collect information on birth registration.

Good collaborative relationships were maintained after the appointment of a new General Director of GDS who was previously a national director of GDS. Final results of the Timor-Leste Survey of Living Standard and Census 2015 with priority tables were officially launched by the Government of Timor-Leste. The Timor-Leste DevInfo v4.0 was updated with 2013 Timor-Leste Food and Nutrition Survey and Timor-Leste Survey of Living Standard data. UNICEF also provided technical support to GDS in updating Timor-Leste Census Info database with Census 2015 data using DevInfo technology. This allowed GDS to develop 442 village (suco) reports called “Sensus Fo Fila Fali” (Giving Back the Census) for dissemination in early 2017, to support budgeting and planning at national and subnational levels.

UNICEF presented SDG 3 and 4 on behalf of all development partners during the Timor-Leste Development Partners Meeting which was held in July under the theme of “Financing for Sustainable Development in Timor-Leste”. UNICEF developed a factsheet and a Budget Brief on SDG 4.

UNICEF initiated the UN Results Monitoring and Evaluation working group to coordinate joint UN efforts to enhance national capacity of M&E, and was appointed as the group chair by UNCT. UNICEF continued to support Timor-Leste, together with other stakeholders, to improve national data collection and monitoring systems to support planning, budgeting and monitoring of the situation of children and women.

In 2016, several documents were made available, including the Timor-Leste Food and Nutrition Survey, Violence against Children in and around School Settings study, Child Friendly School evaluation, and a final review on the project on “Strengthening the Justice and Welfare System for Children”. These documents serve to enhance programme implementation for children in Timor-Leste.

Key challenges remain in timely use of latest data due to prolonged approval processes within the Government, and the limited local capacity for data collection. Together with key stakeholders including GDS, UNICEF will continue to support the improvement of national data collection and monitoring system with an equity focus in 2017.

**OUTPUT 2** By 2019, improved institutional capacity on effective and child-sensitive evidence based planning and budgeting supported by policy analysis and recommendations, and an enhanced social protection system.

**Analytical Statement of Progress:**
UNICEF led the formulation of the inter-ministerial working group for decentralised results-based budget planning with the Ministry of Finance, Ministry of State Administration, and Ministry of Health, among others. As a result, three municipalities (Ermera, Aileu and Liquiçia) enhanced their related knowledge on Results-Based Management, focusing on child malnutrition, as was shown in the 80 per cent improvement in related post-test during the workshop. These municipalities have high stunting rates for under five years old, with 65 per cent in Ermera, 52.3 per cent in Aileu, and 50.7 per cent in Liquicia, all higher than the national average of 50.2 per cent (Timor-Leste Food and Nutrition Survey 2013). They also cover 20.8 per cent of total population of the country (Census 2015).
The country’s first National Action Plan for Children was finalised to enhance inter-ministerial joint action for children. The NAPC was presented to the Council of Ministers and National Parliament. UNICEF in collaboration with ILO also provided technical input for the child thematic group in the process of development of National Social Protection Strategy, by focusing on cognitive capital investment and early childhood development.

During the General State Budget 2017 discussion, UNICEF and Commission for the Rights of the Child organised a budget consultation meeting with Commission F (Commission of Health, Education, Culture, Veterans and Gender Equality) of National Parliament on three main topics. These were: the high stunting rate among children under five years old; Concluding Observation of the Committee on the Rights of the Child, and; the 2016-2020 National Action Plan for Children in Timor-Leste.

Following the meeting and other advocacy efforts undertaken by UNICEF and other development partners, the child-related budget was increased from 2016 to 2017. The increases included: 68 per cent increase for nutrition programme from US$251,800 to US$422,000; 207 per cent increase for child protection and victim of abuse from US$58,640 to US$180,000; 17 per cent increase for Bolsa da Mae Programme (Conditional Cash Transfer programme targeting female-headed poor household with children under 17 years old) from US$8,449,922 to US$9,907,000.

In 2016, the National Action Plan for Children and Five-Year Costed Action Plan for the Preschool Education was finalised and a Budget Brief on SDG 4 was prepared by Commission for the Rights of the Child, with the support of UNICEF.

During the preparation of Universal Periodic Report in 2016, UNICEF worked closely with UN Human Rights Commission by providing technical inputs in the UN Joint report, highlighting key CRC issues including equitable budget allocation at social sectors (CRC Article 4) as well as chairing a mock session as UN Resident Coordinator a.i. prior to the UPR session.

Prolonged processes within the Government to approve key policy and research documents remained a critical challenge for timely use of generated evidence. This was particularly challenging for cross-sectoral documents such as NAPC 2016-2020, Nutrition Costed Action Plan, and costing framework for the Child and Family Welfare Policy, which require consultation with multiple stakeholders. UNICEF will continue to work closely with the Government to ensure their ownership and sustainability of impact for children and women in Timor-Leste.

**OUTPUT 3** By 2019, policy makers, opinion leaders, general public and children with increased awareness and capacities to identify and respond to children's rights and equity dimensions of social inclusion.

**Analytical Statement of Progress:**

Alignment with the UNICEF Global Communication and Public Advocacy Strategy sharpened and strengthened the reach and engagement of communication initiatives in Timor-Leste. Communication for development elements are embedded in all external communication activities and advocacy initiatives, in line with the Strategy.

Key messages on child rights were disseminated among policy makers and the general public, reaching a large number of the population of Timor-Leste, including people living in the remote villages. Considerable progress was made in communicating messages linked to
upstream advocacy while reaching out to communities with key messages on positive parenting, elimination of violence against children, and good nutrition. Special efforts were made to disseminate messages on early childhood development and ending violence against children through various events. These included concerts with special themes on ending violence against children and ECD, issue-based media interface and photo exhibitions at the National Parliament and the international airport.

In 2016, 1,124 stories were published in national newspapers focusing on children. UNICEF was mentioned 48 times in the news, three times higher than in 2015. All national newspapers published an opinion column on “inequality” in connection with the State of the World’s Children Report launching, reached a wide variety of audiences, including policy makers. The 70th Anniversary of UNICEF concert was hosted by the Government of Timor-Leste with a call ‘For Every Child, Love and Care,’ and broadcast by national radio and television.

Activities around communication for development gained momentum at the community level, with a 48-episode drama serial on parenting education programme being aired by two community radios in two Municipalities (Ermera and Viqueque). “Listeners Groups” were established for three community radios, thereby playing an active role in communicating key messages at the community level.

As part of targeted communication efforts, support was provided to the Nutrition Department of the Ministry of Health to further build capacity in implementation of behaviour change communication at the field level, which enabled them to communicate key messages more effectively. A public service announcement on immunisation was aired by radio and television and distributed to all health posts for use during public events. In partnership with WHO, a video documentary was produced on primary health care, which was distributed during the High-Level Meeting in Malaysia, and disseminated nationwide.

As part of the comprehensive advocacy approach, the signing of a partnership with the National Television and Radio of Timor-Leste enabled UNICEF to broadcast Public Service Announcements free of charge, paving the way to introduce new programmes made by children.

For social media, Facebook is most popular and widely used in the country. The number of followers of UNICEF’s Facebook page increased from 4,000 (2015) to around 12,000, while website hits increased from five in 2015 to 902 by November 2016.

**OUTCOME 7** To support programme implementation and monitoring

**Analytical Statement of Progress:**
Operational support to programme delivery was provided in an effective and efficient manner in the areas of administration services, office supplies and procurement services, finance, human resources and ICT services.

DCTs and open travel authorisations were closely monitored in the weekly Head of Section meetings and CMT meetings. This resulted in no outstanding DCT of more than six months and no open travel authorisations after 15 days from the completion of travel.

HACT micro-assessments for all implementing partners receiving more than $100,000 per year were conducted, and a macro-assessment for the country programme cycle was also completed. A 100 per cent rate was achieved for HACT assurance activities, with all carried out as planned and according to UNICEF guidelines. HACT training was also conducted for all relevant UN staff and for all implementing partners.
In August, the office closed all the 17 recommendations from the internal audit conducted in late 2015.

UNICEF Timor-Leste contributed to greening of the UN compound by cost-sharing the establishment of a solar energy system which became operational in September. This resulted in savings of electricity, and annual savings of 286,000 kg of carbon dioxide emissions, which contributes positively to mitigate climate change impact in the country.

Throughout the year, the updating of UNICEF Timor-Leste social media accounts and website was conducted. Ongoing support was provided to the Youth Innovation Hub established in the office, where selected youth use the facilities to undertake research and development of their respective projects.

In early 2016, UNICEF Timor-Leste undertook a successful revision of 2015-2019 CPMP, including a detailed review of the existing staffing structure, which resulted in 36 per cent reduction in total staffing cost. During the year, staff were further motivated and their capacities developed through office learning and development plan, and through Performance Appraisal System

**OUTPUT 1** Operational support to all programme to ensure smooth and effective implementation by providing transportation services, all office supplies, furniture and equipment, and ICT support provided and coordinated.

**Analytical Statement of Progress:**
Operational support was successfully provided to ensure effective implementation of programme activities.

Financial resources were properly managed, with encouraging results of no outstanding DCTs of more than six months and no open travel authorisations more than 15 days after completion of travel.

HACT was fully implemented during the year, with all implementing partners receiving more than $100,000 per year having been micro-assessed and a macro-assessment conducted for the country programme cycle. HACT assurance activities were also all carried out as planned and as per UNICEF guideline.

During the year, UNICEF Timor-Leste continued to benefit from cost savings by using common procurement arrangements with other UN agencies for security guards, waste water treatment, pest control and maintenance of the standby generator. During the year, UNICEF Timor-Leste reduced the building space of redundant areas from 28 per cent of the total space allocation in the UN compound to 24 per cent in 2016. This led to savings on common premises cost of 4 per cent per year.

One major achievement for this year was the installation of a solar energy system in the UN compound, which became fully operational on 30th September. The total cost of the project was US$650,000. This cost was shared between nine resident agencies, including UNICEF, which contributed US$100,534 for the project. The payback period for this investment by UNICEF was calculated to be four years, based on an estimated yearly electricity cost saving of US$25,673. This alternative power source is expected to generate annual savings of about 286,000 kg of CO2 emissions, and contribute positively to mitigate climate change impact in the country. It also enabled a reduction of generators in the UN compound from four generators to two generators, and this resulted in savings of generator maintenance and fuel costs.
UNICEF Timor-Leste also achieved cost savings from the abolishment of its own international Human Resources Officer post, and embarked on a joint initiative to acquire part-time support from UNICEF Indonesia.

Due to the revision of CPMP in early 2016 which included a detailed review of the existing staffing structure, 12 posts were abolished (five international and seven national) and two new national posts were created to support the new staffing structure of the revised CPMP. This resulted in a total staff of 44, with a 36 per cent reduction in total staffing cost. Staff capacities and motivation were further developed through the office staff learning and development plan, of which training were identified partly based on the action plan drawn up in response to UNICEF Timor-Leste’s Global Staff Survey results.

### Document Centre

#### Evaluation and Research

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<tr>
<th>Title</th>
<th>Sequence Number</th>
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<td>Study on Violence Against Children In and Around Educational Settings Timor-Leste</td>
<td>2016/002</td>
<td>Study</td>
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#### Other publications

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<tr>
<td>MCH Hand Book-LISIO (Livriñu Saúde Inan no Oan)</td>
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<td>Guidelines and training materials for establishment and operation of mother support groups for nutrition and maternal, newborn and child health practices in the context of primary health care (English and Tetum)</td>
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<tr>
<td>Specific Nutrition Intervention Package (SNIP/PINS) (English and Tetum)</td>
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<tr>
<td>Water, Sanitation and Hygiene (WASH) in Schools Guidelines for Timor-Leste (English and Tetum)</td>
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<tr>
<td>Parenting Session Implementation Manual Vol-2 (Tetum)</td>
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<td>Parenting Session Implementation Manual Vol-1 (Tetum)</td>
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#### Lessons learned

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#### Programme documents

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