

TEAM EUROPE COUNTRY ROADMAP FOR ENGAGEMENT WITH CIVIL SOCIETY IN TIMOR-LESTE ("CIVIL SOCIETY ROADMAP" – CSRM) 2025-2027

GENERAL INFORMATION

Status: Public
Date of Approval: March 2026
Update of a previous RM: Yes
Approved by: EUD Timor-Leste

MIP priorities:

- Green and Sustainable Economic Recovery: Supporting economic diversification, job creation, and sustainable growth, including potential investments in water, waste, and forestry
- Good Governance for Sustainable Development: Strengthening institutions, rule of law, human rights, and decentralization efforts, with a focus on gender equality

Global Gateway (GG) priority sectors:

- Agroforestry, Climate Change, and Renewable Energy
- Digital Transformation and Good Governance

TABLE OF CONTENTS

PART I – BRIEF ANALYSIS OF THE CONTEXT, CIVIL SOCIETY SITUATION AND EXISTING ENGAGEMENT	3
A. AN ENABLING ENVIRONMENT FOR CIVIL SOCIETY ENGAGEMENT	3
B. LESSONS LEARNT FROM PAST EU ENGAGEMENT WITH CIVIL SOCIETY.....	7
C. BRIEF DESCRIPTION OF THE GLOBAL GATEWAY STRATEGY AT PARTNER COUNTRY LEVEL.....	10
D. RESOURCES.....	12
PART II – STRATEGY TO ENGAGE WITH CSOs	13
E. STRATEGIC PRIORITIES FOR CIVIL SOCIETY ENGAGEMENT.....	13
F. GLOBAL GATEWAY SECTORS: POLITICAL ECONOMY ANALYSIS (PEA) AND CIVIL SOCIETY ACTORS MAPPING	20
G. ACTIONS FOR CIVIL SOCIETY ENGAGEMENT.....	25
PART III – MONITORING AND EVALUATION	28
PART IV - ANNEXES & REFERENCES.....	31
ANNEX 1: READINESS AND COORDINATION OF EUD AND TEAM EUROPE	31
ANNEX 2: VALIDATION AND APPROVAL	31
ANNEX 3: IMPLEMENTATION PLAN FOR FIRST YEAR.....	33
ANNEX 4: RELEVANT REFERENCES AND SOURCES TO DEEPEN THE UNDERSTANDING ON THE STATE OF CIVIL SOCIETY AND EU ENGAGEMENT WITH CIVIL SOCIETY	35
ANNEX 5: OTHER RELEVANT INFORMATION.....	37

PART I – BRIEF ANALYSIS OF THE CONTEXT, CIVIL SOCIETY SITUATION AND EXISTING ENGAGEMENT

A. AN ENABLING ENVIRONMENT FOR CIVIL SOCIETY ENGAGEMENT

Civil Society Organisations in Timor-Leste

Civil society in Timor-Leste includes a wide range of formal and informal organisations operating from local to national level, including NGOs, community-based and faith-based organisations, networks, social movements, media, and other citizen-led groups. However, the Tetum term “organizasaun sosedade sivil” (civil society organisation) is most commonly used to refer to a narrower set of non-governmental organisations (NGOs), advocacy networks and community-based organisations, with universities, churches and the media being seen as somewhat separate.

Having evolved from the clandestine, resistance, and humanitarian roles of the era of foreign occupation, CSOs in Timor-Leste today play central roles in holding government to account, policy reform, service delivery, and the training of future leaders.

Founded in 1998, the national civil society umbrella organisation FONGTIL (Timor-Leste NGO Forum) plays a central coordinating role, representing CSOs and serving as an interlocutor with government and development partners. As of December 2025, FONGTIL had a total of 289 members including 255 domestic 34 international NGOs. FONGTIL works closely with government, sitting on the committee that evaluates applications for government funding from the Civil Society Fund (CSF – see below). In addition to FONGTIL, a wide range of sectoral networks, faith-based organisations, women’s organisations, youth groups, community-based organisations, and research and advocacy groups operate across the country.

In recent years, there has been a noticeable increase in informal movements and issue-based groups, particularly among young people. These groups are often organised through social media and respond to specific social, economic or political concerns. Informal groups often have less access to formal engagement mechanisms and face greater challenges in accessing resources and protection.

A category that has some overlap with CSOs, but which will not be considered in detail here, are the so-called martial arts groups (MAGs). One of the key nodes connecting youth, communities, and local politics, these MAGs are deeply rooted in youth identity and post-conflict networks. They can play constructive roles in local communities but sometimes also maintain ambivalent ties to political parties, with a risk of being mobilised for partisan violence.

Enabling Environment and Civic Space

Since the restoration of independence, Timor-Leste has consolidated its democratic institutions and has demonstrated commitment to constitutional governance. The country has experienced multiple peaceful electoral cycles and transfers of power, with high levels of political participation and generally credible electoral processes. Civil society played a fundamentally important role in the country’s struggle for independence, the humanitarian response during the transition period, and the subsequent formation of the state. This historical legacy continues to shape the legitimacy, visibility, and societal standing of civil society organisations in the post-independence period. Timor-Leste benefits from a strong constitutional framework that provides robust protections for civil and political rights, including freedoms of expression, association, and peaceful assembly. The country has ratified eight of the nine core United Nations human rights treaties and has incorporated many of these commitments into domestic law. These legal guarantees provide an important foundation for civil society engagement although implementation continues to be a challenge.

Timor-Leste is frequently ranked as having one of the most open civic spaces in Southeast Asia and performs relatively well across a range of international indicators assessing civic space, media freedom and democratic governance.¹ However, it is important to distinguish between formal openness and practical experience. Access

¹ The V-Dem Institute’s Democracy Report 2024 ranked Timor-Leste 59th in the Liberal Democracy Index, the highest in the Southeast Asian region ahead of Indonesia (87th) and Malaysia (90th). In 2025 the country ranked 39th in the World Press Freedom Index of Reporters Without Borders. In its Monitor report for 2023, tracking the global state of freedom of association, peaceful assembly and expression, the civil society alliance CIVICUS upgraded the state of civic space in Timor-Leste, from ‘obstructed’ to ‘narrowed’ with a score of 69 out of a maximum 100. This is notable as the global development was one of narrowing civic space, described as ‘increasingly hostile’. Timor-Leste is an outlier in Southeast Asia where the highest scoring country after Timor-Leste was Malaysia with a score of 46, while its neighbour Indonesia scored 44.

to political space and decision-making remains uneven. CSOs typically rely on informal relationships with leaders and politicians to make their voices heard. Informal, younger, and rural organisations are often disadvantaged in this respect. Frequent changes in political appointments within the Government and civil service complicate these relationships.

Civil society actors working on politically or socially sensitive issues report facing heightened surveillance, informal pressure and in some cases intimidation and detention.² Youth-led movements and informal groups face greater exposure to these risks, as well as more limited access to established consultation mechanisms, compared to long-standing or well-connected organisations.

Governance and Legal Framework

Civil society organisations in Timor-Leste are regulated by the Decree Law 5/2005 and the Civil Code. To be legally established, organisations must be registered with the Ministry of Justice as either an association or a foundation (an endowed entity similar to a trust). While the law does not impose significant restrictions on their activities, CSOs must meet basic governance requirements. Many CSOs state these requirements are too onerous, particularly for smaller less formal associations.

As of 2021 there were 170 national and 2 international foundations, 609 national associations and 85 international NGOs registered with the Ministry of Justice.³ At least 50 associations and 10 foundations were created in 2025 alone. A consolidated list of all registered associations and foundations is not publicly available, highlighting broader challenges in sector-level data management.

CSOs, particularly smaller, rural and/ or less formal organisations, face practical barriers to establishment. The widespread use of one-size-fits-all or template-based statutes in Portuguese can undermine internal governance of existing organisations by introducing confusion on roles, decision-making processes and accountability mechanisms within organisations. Many civil society representatives state that their organisations struggle to operate in the ways outlined in the 2005 law and argue that the organisational structures are too complex and should be simplified. There is a lack of clarity in the legal and taxation frameworks regarding non-profit fundraising activities and fee for service activities carried out by NGOs.⁴

Funding Landscape for Civil Society

The funding landscape for civil society in Timor-Leste is characterised by a high degree of dependence on external funding, with limited domestic philanthropic or private-sector support. Bilateral donors and multilateral partners remain the primary source of funding for most CSOs. Over the past decade, bilateral funding to national and local CSOs has declined. More resources now flow through international organisations or intermediaries. This trend has been accompanied by increasingly rigid compliance, reporting and financial management requirements. Civil society actors report that short-term, inflexible funding cycles constrain their ability to plan strategically, retain skilled staff and invest in organisational development, particularly in areas not directly linked to donor priorities. Human rights, accountability, security and justice are areas where funding has reduced significantly.

The Timor-Leste government provides funding to civil society through the Civil Society Support Fund operated by the Office of Civil Society Support (GASC), under the Office of the Deputy Prime Minister. Other Ministries such as the Secretary of State for Equality and Inclusion, the Secretary of State for Youth and Sport, and the Secretary of State for Culture provide funding to CSOs providing services in their thematic areas. Since 2018, the state budget has allocated a total of USD 80 million to the GASC for grant dispersal. Approximately 70% of this funding has gone to religious institutions, 8% to resistance organisations, and 22% to secular CSOs and community groups.⁵ Organisations apply for funding through a competitive process and generally receive significantly less than the amounts they requested. While GASC funding plays an important role in supporting local organisations, this funding is mostly project-based, time-bound with short deadlines and implementation periods, and administratively demanding. At times, civil society actors have voiced their perception that motivations for the selection of beneficiaries and for the size of individual grant allocations are not always fully transparent.

² EUSEE, *Timor-Leste Country Focus Report* (2025); The Asia Foundation (TAF) and Tahan, *The State of Civil Society Resilience in Timor-Leste* (2026)

³ USAID, *2021 Civil Society Organisation Sustainability Index for Timor-Leste* (2022). Note that this data does not include other active but unregistered CSOs.

⁴ TAF and Tahan, *The State of Civil Society Resilience in Timor-Leste* (2026)

⁵ Since 2024, GASC has also provided USD 15 million per year to the Timorese Episcopal Conference. This funding is legally guaranteed in the 2015 cooperation agreement (concordat) signed between Timor-Leste and the Holy See.

Domestic philanthropic funding remains very limited, reinforcing reliance on bilateral donors. While ASEAN accession may create opportunities for increased engagement with Asian philanthropic actors, such funding is likely to concentrate on areas such as tourism, climate change, economic empowerment, education, and charitable activities, rather than governance, human rights or more technical sectors such as digital transformation or trade.

Government-Civil Society Engagement and Consultation

Civil society organisations are actively engaged in domestic policy formulation and influencing in certain fields. In equality and human rights, civil society policy influencing is highly advanced, particularly in relation to women's rights, gender-based violence, child rights, land rights, and disability rights. CSOs have shaped policy in human rights, gender equality, disability inclusion, and social protection. In the nascent digital sector, civil society involvement in policy debate has been limited, on the other hand, although some work is being done in this emerging space. In agroforestry and climate change, CSOs are more engaged in service provision at the community level than in policy processes at the national level.

Policy development and public consultation mechanisms are not yet institutionalised. Public consultation remains inconsistent and often superficial, with consultations frequently occurring late in decision-making processes and providing limited opportunities for meaningful influence, particularly on governance and rights-based reforms. Accountability on how civil society input is considered is rare. There are no systematic requirements to document how recommendations are incorporated or to provide justification when they are not reflected in final policy decisions.⁶

The ability of CSO actors to participate in consultations and influence policy outcomes is shaped by underlying power dynamics. Civil society actors with established relationships to political elites and decision-makers, or with legitimacy derived from the resistance era, have greater access and ability to influence policy processes. Conversely, newer organisations, youth-led movements, informal groups, and actors working on sensitive governance or rights-based issues often face higher barriers to entry, and more limited opportunities to shape outcomes. These dynamics contribute to an uneven consultation landscape. Inclusion of youth, women's organisations and community-based actors is uneven, particularly outside the capital. Despite these challenges issues-based networks working on land rights, gender equality and disability rights have successfully achieved significant advocacy wins in recent years.

Knowledge management within the Government limits CSO and citizen access to information. Policy documents, implementation plans, and technical data remain hard to access. This constrains civil society's ability to engage in evidence-based dialogue and oversight. Decree Law 43/2016 establishes a mechanism for citizens and CSOs to request access to official documents, but awareness and practical use of its provisions are limited, both among citizens and within public institutions, and in practice the law is rarely used.

Citizens' Access to Information and Human Rights Risks

Citizens' access to public information in Timor-Leste is ad hoc and uneven, varying significantly across sectors and institutions. Knowledge management within government is highly fragmented, with limited systems for archiving, sharing, and disseminating information. General information on human rights, equality, and climate change is relatively accessible through public statements, awareness campaigns, and civil society initiatives. However, more detailed information on government policies, implementation mechanisms, budgets, and regulatory frameworks is often difficult to obtain.

While Tetum is the most widely spoken language, Timor-Leste is home to over 29 distinct ethnolinguistic groups, each with their own local language and cultural systems. This cultural and linguistic diversity is an important element of the civil society operating environment. Knowledge and use of Portuguese and English remains limited, a fact that affects civil society's access to information and networking abilities if they are only made available in those languages.

Civil Society Capacity Strengthening

In line with the OECD DAC Recommendations, the EU recognises civil society organisations in Timor-Leste not only as capable partners in development cooperation, but as development actors with distinct mandates, values, and

⁶ EUSEE, *Timor-Leste: Country Focus Report* (2025)

accountability to their constituencies. Capacity strengthening is therefore understood not as a narrow technical exercise, but as a strategic investment in the long-term resilience, legitimacy, and effectiveness of civil society.

Recent research on civil society resilience in Timor-Leste emphasises that organisational capacity is multidimensional and influenced by both internal and external factors.⁷ A key finding of this research is that CSO funding in Timor-Leste has prioritised technical capacity development and compliance training at the expense of broader organisational development.

Capacity building is frequently delivered as an adjunct to project funding and focuses on meeting administrative, financial and reporting standards linked to specific grants, and is disproportionately concentrated among CSOs that already receive bilateral or large-scale donor funding. As a result, smaller, rural, and informal organisations not receiving such funding are often locked out of support mechanisms, which widens the gap between highly professionalised organisations and smaller or more remote organisations that remain structurally under-resourced.

Opportunities for demand-driven, open-ended capacity strengthening are limited, particularly for organisations outside donor-funded project pipelines. Frequently, local technical assistance priorities are defined by donors and/ or international intermediaries with local organisations having little control over their own technical assistance budgets. There is strong evidence that organisational development support is best delivered in response to, and tailored to, recipient demands and needs rather than on a donor terms.

Evidence shows that other types of support that help organisations to embed learnings (for example, targeted organisational development consultancies, coaching, mentoring, and on-the-job training) are more effective than one-off trainings. Consultations with EUD CSO partners also confirmed a strong preference for mentoring, coaching, and peer learning over large-scale trainings.

Capacity levels vary significantly across thematic sectors and between organisations. Digital transformation represents a particular challenge with generally low baseline capacity, although emerging initiatives—especially among youth-led groups—suggest growing interest and innovation.

Emerging Trends Shaping Civil Society Engagement

Timor-Leste has made great strides since its transition to independence in 2002. Civil society has played an important role in consolidating peace and security while advocating for basic infrastructure, governance institutions, and the rule of law. Nonetheless, significant work remains. Timor-Leste is Asia's poorest nation with 42% of its people living below the national poverty line.⁸

Corruption is a persistent issue, and efforts to combat it may not be keeping pace with the country's development needs. This erodes the governance, public financial management (PFM), and accountability pillars that are central to Timor-Leste's development. Civil society's monitoring of government policy implementation plays a pivotal role by providing independent scrutiny that can reveal implementation gaps and build public pressure for accountability and good governance. The Open Government Partnership (OGP) in which Timor-Leste is now developing its engagement holds potential to counter the above, by institutionalizing transparency commitments, fostering multi-stakeholder accountability mechanisms that align with civil society oversight, and challenge patronage networks through verifiable policy tracking. Effective OGP implementation will be key, however.

Climate change is resulting in high temperatures, longer dry seasons, and more severe rainfalls in the wet season. Despite government commitments to the Sustainable Development Goals (SDGs), some reports suggest that inequality is increasing, and significant barriers exist to the empowerment of women, people with disabilities and the LGBTIQ+ community. Timor-Leste is making progress on gender equality and inclusion of marginalised groups but as with Government institutions, Timorese civil society leadership is currently male dominated. An investment in women and youth leadership support over coming years could lead to significant shifts in representation within civil society. Timor-Leste is seeing a rise in informal and youth movements which are growing in number, participation, and political presence. Informal collective movements like these are having a noticeable impact on the public conversation around the issues they raise and, given that they are often (but not always) led by younger activists, may portend a wider process of a generational change within civil society.

⁷ TAF and Tahan, *The State of Civil Society Resilience in Timor-Leste* (2026)

⁸ RDTL 2016 *Poverty in Timor-Leste 2014*. Ministry of Finance of Timor-Leste, National General Directorate of Statistics of Timor-Leste (DGE) and World Bank Group.

Timor-Leste's economy is very dependent on government spending. Since this spending has overwhelmingly been sourced from now-ceased oil and gas exploitation, the country's public finances may face a 'fiscal cliff', a dramatic drop off on the revenue side, over the course of a decade or so. While peace has prevailed in recent years, economic and social grievances coupled with the erosion of state funding, Timor-Leste's dramatic youth bulge, and high levels of unemployment have the potential to cause conflict in the future. These dynamics shape both the content and the form of civil society in Timor-Leste. Reducing and redirecting state spending and economic diversification should be significant priorities. While an increasing number of civil society actors question government spending, public engagement remains low and political options unclear. Many citizens and civil society groups find it difficult if not impossible to access information on these complex policy questions and therefore remain disengaged, a problem particularly acute in rural areas. Recent student protests against government spending favouring state employees suggest a growing public dissatisfaction with, and engagement on, these issues. The rapid meeting of the protesters' demands indicates that there is room for the government to be responsive to such vocal public calls for reform.

B. LESSONS LEARNT FROM PAST EU ENGAGEMENT WITH CIVIL SOCIETY

The EU has been a long-standing partner of civil society in Timor-Leste, providing support through geographic and thematic programmes, capacity development initiatives, policy dialogue, and structured consultation mechanisms. EU engagement has contributed to strengthening advocacy, service delivery, and rights-based work across a range of sectors, and has supported the emergence of a diverse civil society landscape. At the same time, experience from recent programming cycles and consultations with civil society highlight a number of structural and operational challenges that have limited the effectiveness, inclusiveness, and sustainability of engagement. These lessons provide important insights for the updated Civil Society Roadmap and future EU and Team Europe engagement.

Structured dialogue with civil society

The EU has maintained regular biannual structured dialogues with civil society organisations, complemented by ad hoc consultations, informal engagement through the EUD open-door policy, and CSO participation in selected programme and policy discussions. Structured dialogues are used to update civil society on ongoing EUD work and funding opportunities; as a space for EUD partners to share information about their programming; and as a space to share learnings and discuss key thematic issues. These structured EU-CSO Dialogues are deeply appreciated by civil society actors and reflect a strong relationship characterised by accessibility, trust, and predictable opportunities for direct engagement with the EU Delegation. The EU actively encourages informal dialogue mechanisms through their open-door policy. In some cases, these informal dialogues have enabled more open exchange than formal processes alone, particularly on sensitive issues.

During the CSRM consultation process civil society actors noted that language was central to their ability to participate and recommended that documents, agendas, and minutes used in these meetings be drafted in Tetun and that translation should remain available at all meetings.

While CSOs have a good working knowledge of CSO-specific funding streams and mechanisms, they reported more limited understanding of broader EU priority areas, actions, strategies, and policies. A number of CSOs explained during the consultation process that they felt it difficult to engage and advocate more broadly across the EU portfolio without this deeper understanding, with consultation often occurring late in policy or programme cycles and relying on individual relationships rather than predictable mechanisms. This has constrained civil society's ability to influence outcomes, particularly in complex policy areas. Experience indicates that meaningful civil society engagement requires early, predictable, and transparent participation throughout policy and project cycles, supported by clear feedback mechanisms. Consultation methodologies embedded horizontally across EU cooperation teams and integrated into programme identification, design, implementation and review, could help CSOs to play a more prominent role in the EUs own programming. The EU is also well placed to make more strategic use of its convening power to facilitate dialogue between civil society and public institutions, including in Global Gateway priority sectors. Consultations suggest that civil society actors would welcome more structured mechanisms for providing input into non-CSO-led programmes, particularly at earlier stages of programme design and implementation.

Operational support to civil society

Since 2021, the EU has allocated at least EUR 14 million directly to CSO-implemented programmes. Significant further funding was allocated to CSOs through programmes including the Public Finance Management and Oversight project and the Spotlight Initiative that was mandated to allocate at least 30% of its EUR 12 million budget through CSOs. EU support through both geographic and thematic programmes has focused primarily on governance, human rights, gender equality, agriculture, environment, and social accountability. Capacity development has been provided through project-embedded activities and a handful of delegation-led trainings on gender, financial management, project design and logframes.

EU funding has enabled important civil society action and contributed to strengthening advocacy, service delivery and rights-based work. Multi-year agreements have been particularly valued for enabling organisations to strengthen their institutions over time. Support to umbrella organisations and thematic networks has promoted coordination and exchange among civil society actors and strengthening of the CSO ecosystem. CSOs also appreciated the more broadly phrased calls for proposals, as these allow organisations to define their own objectives and areas of work.

Research examining the resilience of civil society in Timor-Leste in general has found that capacity strengthening has tended to focus on compliance and short-term project delivery, with more limited investment in leadership, governance, strategic planning, and organisational resilience.⁹ The ecosystem for civil society support in Timor-Leste is fragmented and highly supply driven. Standardised trainings have been more common than sustained and tailored organisational development, with limited mentoring, coaching, peer learning, and follow-up support. Evidence on the effectiveness and impact of capacity development initiatives remains limited, and duplication across international actors has been reported.

Organisational strengthening is most effective when it is demand-driven, holistic, and addresses organisational development alongside technical skills and compliance requirements. Mentoring, coaching, and peer learning approaches are often more impactful than stand-alone trainings as was specifically recommended by CSOs during the CSRM consultation process. The EU is well placed, as a significant donor, to mandate improved coordination and collaboration among partners, including the sharing of capacity development materials and approaches, and to strengthen monitoring of capacity development outcomes.

The EU's own capacity building initiatives could be strengthened by sourcing, where possible, local or Tetum-speaking trainers and/ or pairing international trainers with Tetum-speaking co-facilitators who are knowledgeable in the subject matter and can help with adapting materials and training to the local context.

While some coordination and exchange have occurred, fragmentation and uneven access to information persist across the civil society ecosystem. International agencies and INGOs often hold power and privilege within the development sector and can act as gatekeepers to funding, information, materials, and learning opportunities. Improved coordination, documentation and sharing of learning across EU-funded partners could broaden the impact of civil society support and promote more equitable access to information.

Funding modalities

Since 2021, the EU Delegation has signed 14 CSO-led grant contracts through a range of funding mechanisms, including the EU's thematic budget lines for Democracy and Human Rights and for Civil Society Organisations, as well as through bilateral programmes under the Multiannual Indicative Programme (MIP). In two of these grants the lead implementing partner was a local CSO.¹⁰ The other 12 grant contracts had an international CSO as lead implementing partner, each with one or more local organisations as co-applicants. There were 22 local co-implementing partners across those 14 grants. Within these larger grants, sub-granting was frequently used as a mechanism for getting funding to smaller and less formal organisations. A particular strength of the Spotlight Initiative was that it published data on all grants and the amounts of funding going to international versus local organisations. This level of transparency was appreciated by local CSOs and could potentially be replicated across the rest of the EUD portfolio by sharing more information. Data that would be particularly useful would include the number of actions led by local organisations, the number of actions including local co-applicants, the total number of local organisations acting as co-applicants, the total number of local sub-grantees receiving EU funding, and the total amount of funding going to local organisations. This is in line with broader recommendations from civil society to donor institutions to be more transparent about their funding modalities.

⁹ TAF and Tahan, *The state of civil society resilience in Timor-Leste* (2026)

¹⁰ Rede Feto Timor-Leste; Cruz Vermelha Timor-Leste

As of January 2026, the EU has 12 ongoing CSO-led actions in Timor-Leste with a portfolio value of about EUR 14 million (see list in Annex 5). Only two of these have a local lead implementing partner,¹¹ and while nine are led by seven international CSOs working with 14 local co-implementing partners, one is INGO-led without local co-implementing partners. All of these actions have working relationships with a number of local organisations, through provision of sub-grants (mostly financial support to third parties (FSTP), with a current total value of a little less than EUR 1 million), activity implementing arrangements, or trainings. The EUD has scheduled an additional two CSO-led actions being contracted in the coming years, including one with a focus on human rights and democracy and another with a focus on civil society.

EU funding has played a critical role in sustaining civil society action. Funding in the areas of human rights, governance, accountability and justice remains fragile, and the EU's funding has had a significant impact in ensuring the resilience of work in these critical areas. EU multi-year funding arrangements have contributed to organisational stability and the resilience of civil society. Considering continuation in sector funding across longer periods of time would allow for change and learning to be consolidated. At the same time, complex application processes, heavy compliance requirements, digital submission systems, and English-language documentation have limited participation by local organisations with lower administrative capacity from acting as either lead or co-implementing partners for grants and work to privilege international CSOs as lead implementers.

Previous social accountability initiatives, notably the Social Audit Programme and its community scorecard processes (concluded in 2019), may offer valuable lessons for future GG-related accountability mechanisms. Implemented some years ago, the programme supported CSOs in monitoring the implementation of infrastructure development and public policies in seed distribution, education, and water infrastructure. It demonstrated that structured local-level monitoring and feedback loops can strengthen participatory democracy and service delivery. Takeaways from this initiative include the creation of a government social audit coordination unit and the active involvement of community-based organisations. This could usefully inform the design of accountability and safeguard mechanisms in upcoming GG sectors. The skills and experience developed through the programme are likely still present within CSOs and participating communities, and could potentially be reactivated or built upon.

Funding volatility, compounded by recent donor withdrawals, has increased organisational fragility across the sector. Civil society actors expressed that sustainable funding remains a constant challenge and that current funding models do not adequately support long-term resilience. Funding modalities significantly shape who can participate and how. Flexible, longer-term, and localisation-friendly funding approaches are better suited to supporting sustainable civil society actors, particularly those working in complex and politically sensitive sectors. There is also interest among civil society actors in exploring complementary sustainability models, including income-generating approaches, alongside grant-based support.

Coordination with EU Member States and other relevant actors

Coordination with Member States, INGOs, and other development actors has taken place through project-level collaboration. Team Europe initiatives have been limited to date, but do provide an opportunity to improve coherence, reduce duplication and strengthen collective engagement with and support of civil society. The EU coordinated the development of the CSRSM with a parallel DFAT civil society assessment and engaged in dialogue around how to maximise coordination in support to civil society.

Implications for future EU coordination

These lessons underscore the need for a more strategic, sector-focused and outcome-oriented approach to civil society engagement in Timor-Leste. For the period 2025–2027, the EU and potentially Team Europe could look to place greater emphasis on:

- early and meaningful civil society engagement in the design of Global Gateway and other initiatives, EU country portfolio, and specific sectoral investments
- funding and partnership modalities that support greater organisational resilience and sustainability
- demand-driven capacity strengthening aligned with local definitions of resilience
- improved coordination and coherence across EU and EUMS engagement with civil society
- intensifying and amplifying support to CSO-led initiatives on human rights and governance

¹¹ CVTL, Reloka

- taking advantage of EU position and relationships to support CSO access to information and policy forums and amplify CSO voices on key issues

These implications directly inform the strategic priorities and outcomes outlined in Section E and the Action Plan in Section G.

C. BRIEF DESCRIPTION OF THE GLOBAL GATEWAY STRATEGY AT PARTNER COUNTRY LEVEL

A Global Gateway (GG) strategy is in the early stages of development in Timor-Leste. While there is currently only one tentative GG project in the country, the EUD in partnership with the Timorese Government has chosen the following GG-relevant sectors: (1) Digital Transformation and Good Governance; (2) Agroforestry, Climate Change, and Renewable Energy. Equality and Human Rights, as a cross-cutting sector, shapes the enabling environment and safeguards for Global Gateway implementation. The Partnership for Public Financial Management (PFM) and Digital Transition in Timor-Leste (PADIT-TL – just started implementation) and e-JUS TL (yet to be finalised) digital projects mark an important shift, signalling early Global Gateway 360-degree approach alignment in the digital sector.

Overall, the EU in Timor-Leste is focusing Global Gateway engagement through governance and people-centred foundations of the enabling ecosystem in a ‘360-degree approach’ in which hard physical projects are premature for now. Given the current government’s position on sovereign lending, the potential for full-fledged Global Gateway actions has yet to materialise. Civil society is being positioned as a critical enabling actor for future Global Gateway sectors helping to build trust, inclusion, accountability, and social legitimacy at a stage where national sector prioritisation and investment pipelines are still taking shape. This approach reflects both Timor-Leste’s political and institutional context and the EU’s comparative advantage in supporting capital-intensive Global Gateway investments as locally rooted and integrated in rights-based development at the same time.

Current CSO understanding of the GG Strategy is minimal. Steps will need to be taken to build awareness of strategies, policies and support transparent consultation methodologies during the identification and formulation of sector programmes and infrastructure investment.

Going forward, civil society engagement is expected to contribute across these priority areas at two interlinked levels: (i) policy level, through input into sector strategies, regulatory frameworks and oversight mechanisms; and (ii) project level, through community consultation, monitoring, grievance-related feedback, and accountability mechanisms. In order for CSOs to be able to support these areas they will need access to information and technical support to relating to: technical GG policy areas; policy processes and oversight mechanisms; understanding of and ability to use safeguarding mechanisms

In order to address power dynamics within the sector additional support should be provided to women-led, youth-led, disability-led and rural/community-based groups to support their participation in and advocacy on GG sectoral areas.

The table below provides a preliminary summary of GG sectors, indicative initiatives, actors and entry points (to be confirmed/ updated as relevant). A more detailed, sector-specific mapping and political economy analysis of civil society actors relevant to these GG sectors and initiatives will be undertaken as a priority early action under this Roadmap to refine entry points, safeguards and engagement modalities.

GG sector	Initiatives	Actors	Brief description	Preliminary entry points for CSO engagement
Digital	Partnership for Public Financial Management (PFM) and Digital Transition in Timor-Leste (PADIT-TL): Budget support component (EUR 9 million)	Ministry of Finance	The PFM Budget Support objective is to reduce inequalities and improve human development for all in Timor-Leste, notably to improve efficiency, transparency, sustainability and equality of the budget cycle.	<ul style="list-style-type: none"> • Early consultation with civil society on strategy and design of EU digital sector interventions • Strengthening civil society’s knowledge of the digital sector, policy issues, and ways to monitor and research on these issues.
	Partnership for Public Financial	Ministry of Finance, Ministry of State	The objective is to increase the use of safe e-governance	

	<p>Management (PFM) and Digital Transition in Timor-Leste (PADIT-TL): Dalan ba Digital: A New Path for Digital Citizenship in Timor-Leste (EUR 3 million)</p>	<p>Administration, Ministry of Justice, the Central Bank, the National Parliament, Ministry of Transportation and Communication, TIC Timor, The Institute for Public Administration and CSOs Implementing partner: UNDP</p>	<p>services by the citizens and enterprises with a focus on women and vulnerable groups Modernize public services by (1) establishing an enabling legal and policy framework for digital governance, (2) improving digital infrastructure and interoperability of platforms, (3) building digital literacy and skills of civil servants and citizens, (4) developing digital service blueprints and platforms tailored to the needs of citizens, and (5) promoting inclusive, rights-based, and gender-sensitive digital public service delivery (such as passports, birth certificates, citizenship cards, and other essential legal documents).</p>	<ul style="list-style-type: none"> • CSO engagement and consultation on the development of laws and policies related to digital transformation (particularly the current draft cyber security law and the draft data protection law). • Monitoring citizen rights, protection from harm and inclusivity of digital policy interventions (e.g., data protection, inclusion of marginalised groups in processes and services) • Independent awareness and monitoring of online risks and scams, particularly in relation to online payments • Broader citizen-focused digital literacy initiatives.
	<p>e-Governance for the Judicial System in Timor-Leste (e-JUSTL) (EUR 6 million)</p>	<p>Court of Appeal, Superior Council of the Magistracy, District Courts (Dili, Baucau, Suai, Oecussi), Ministry of Justice, Office of the Prosecutor General, Superior Council of the Public Prosecutor's Office, National Police of Timor-Leste (PNTL), National Parliament, Ministry of Transport and Communications (MTC), National Directorate for Communication Infrastructure (DNIC), TIC Timor, Office of the Provider for Human Rights and Justice, Ministry of Finance, and Civil Society Organisations</p>	<p>To improve access to justice in support of sustainable social and economic development, including through e-governance in the judicial system of Timor-Leste.</p>	
	<p>PALOP-TL Regional Economic Governance Programme – (Pro PALOP-TL – Phase III)</p>	<p>Ministries of Finance and National Tax Revenue Authorities, Parliaments, Court of Auditors, external control institutions, and Civil Society Organisations Implementing partner: UNDP</p>	<p>Enhanced transparent and gender inclusive budgets, domestic resource mobilisation and external control of public expenditures and policies practices in the PALOP-TL countries. Includes: The use of digital platforms and ICT contributes to strengthening parliamentary budget oversight and awareness initiatives regarding digital financial literacy</p>	
Climate Change,	RESTORE (Restoring	Conservation International	To strengthen the adaptive capacity and economic	

Renewable Energy & Agroforestry	Ecosystems for Sustainable Transformative and Resilient Communities) – Conservation International		resilience of Pacific Islanders – specifically to improve shoreline stability, coastal protection and sustainable livelihoods – through NBS focused on community-based ecosystem restoration in Fiji, Samoa and Timor-Leste.	<ul style="list-style-type: none"> • Early consultation with civil society on strategy and design of EU agroforestry and climate change sector interventions • Monitoring of environmental and social impacts of EU agroforestry programs (e.g. economic impacts, GEDSI impacts, land conflict impacts) • Engagement in local grievance feedback mechanisms • Participation of community-based and rural actors in agroforestry and climate change policy processes. • Service provision, including community mobilisation, support implementing and monitoring inclusive PLUP methods, training on economic management.
	Enhanced Agroforestry for Resilient Timorese Households (EARTH) Project	World Vision Australia, World Vision International, FarmTree B.V, Fundação Carbon Offset Timor – FCOTI, Nature Company Pty Ltd – NatureCo	To increase food and income security and ensure sustainable and equitable benefits for Timorese women and men, including youth and other vulnerable groups, through a thriving climate-resilient agroforestry sector.	
	Agroforestry Skills for Employment and Resilience	ILO, SEFOPE, INDMO, Ministry of Agriculture, Secretary of State of Cooperatives, Training Centres, Technical Vocational Schools, CSOs	To promote green and sustainable economic diversification in Timor-Leste through private sector development, technical and vocational education training (TVET) for youth integration in the labour market.	
	CRESCE – Creation and Development of Sustainable and Circular Economy Businesses	Contribution Agreement with International Organisation (to be defined)	Contribute to the creation and development of green and blue MSMEs and jobs by supporting entrepreneurs improving their entrepreneurial and management competencies and facilitating access to credit.	
	Support to DG forestry (project implementation support planned for 2026; Budget support planned for 2027-2028)	TBC	TBC	
	Unlocking the potential of agroforestry for climate resilience and sustainable development in Timor-Leste (AFCLIM-TL)	Asian Forest Cooperation Organisation (AFOCO); World Agroforestry (ICRAF), International Union for the Conservation of Nature (IUCN), Biamalai Foundation	Increase climate-resilient livelihoods, landscape sustainability and climate change mitigation and adaptation synergy through the development of the agroforestry sector	

D. RESOURCES

Resources from the 2021-2027 MIP

Under the first priority of the MIP, the bilateral programme Agroforestry Skills for Employment and Resilience (EUR 6 million) has supported civil society engagement by contracting CSOs for the implementation of programme activities like skills training. Two contracts of EUR 1.5 million each from the MIP have been contracted as grants for Agroforestry actions. The other bilateral programme under this priority, Support to Regional Integration and Trade (EUR 3 million), has engaged civil society for policy awareness raising and by supporting civil society networking and advocacy on topics related to regional integration and trade. This engagement will be further strengthened in the next EUR 6 million phase, now being formulated.

The good governance for sustainable development priority focuses on public finance management and digital governance and has a current portfolio of EUR 15 million. EUR 9 million is allocated to budget support. Two additional bilateral programmes, for public finance management (EUR 3 million) and digitalisation (EUR 3 million) engage civil society for awareness raising, policy consultation, and implementation of specific activities such as community trainings.

The EU-Timor-Leste Cooperation Facility Support (EUR 3.1 million) has been used, and will continue to be used, to support EUD support for CSO consultation meetings and specific targeted CSO support activities like policy and skills trainings, networking, analytical work, etc.

Resources from the Thematic Budget Lines

The geographical envelopes for Timor-Leste from the thematic budget lines for Civil Society Organisations (CSO) and for Human Rights and Democracy (HRD) are implemented through grants contracts with civil society organisations. To promote civil society development, especially of local civil society organisations, these calls generally include the minimum requirements of working closely with at least two local CSOs (in case a lead applicant is an INGO), of including activities to develop the capacity of these local CSOs, and providing financial support (financial support to third parties, FSTP) to other small-sized CSOs as third parties.

From the CSO budget line, a EUR 2.1 million portfolio of three projects is in implementation, through contracts engaging three international and six local CSOs. Dozens more local CSOs are involved as beneficiaries of their capacity development activities. These contracts have as their specific aim to strengthen the role of local CSOs in Timor-Leste's governance and development by supporting them as inclusive, participatory, and independent actors, with a strong focus on women's and youth empowerment. They prioritise local CSO leadership and ownership of civil action, the development of their institutional and operational capacity, and the empowerment of women's and youth groups supporting vulnerable populations. These actions must promote long-term structural change, collaboration with local stakeholders, and inclusion of cross-cutting issues such as environmental sustainability, disability needs, gender equality, and support for LGBTIQ+ and youth communities.

Currently, there is one HRD contract in implementation (EUR 1 million). In addition to the standard minimum CSO development requirements, this includes a focus on strengthening the capacity of 12 CSOs in child protection policies and systems. Another call (for EUR 0.5 million) will be launched in 2026.

Resources from Regional Programmes

An ongoing programme in the context of Lusophone cooperation (PALOP-TL) focusing on public finance management involves CSOs by strengthening their capacity for e.g. policy consultation and budget analysis. Some participation had already started, but with Timor-Leste's accession to ASEAN in 2025 the possibilities for engagement in regional networks for civil society and government-civil society have widened and EUD Timor-Leste will promote such opportunities.

Resources from EU MS

Only one EU MS has a full-fledged diplomatic presence in Timor-Leste: Portugal. Various EU MS provide small scale support (each of about EUR 10-20,000 per year) to local CSOs in thematic fields like agriculture, social development, business promotion. These tend to be short-term grants and do not include core funding or institutional costs. The consultations by EUMS with these CSOs do contribute to EUMS' analysis of Timor-Leste's development, thereby providing a channel for advocacy.

PART II – STRATEGY TO ENGAGE WITH CSOs

E. STRATEGIC PRIORITIES FOR CIVIL SOCIETY ENGAGEMENT

Across EU programming and implementation, a number of common issues shape civil society engagement. While these issues manifest differently by sector, they reflect shared structural constraints and opportunities in Timor-Leste.

- **Issue 1: Limited knowledge and mutual understanding:** CSOs have limited knowledge of EU objectives, processes, safeguards, and entry points in priority sectors. EUMS currently have a limited understanding

of which CSOs matter to GG priority sectors, where power lies in these sectors, how civil society might be strategically engaged, and have limited visibility over the capacity needs of local civil society organisations in priority sectors. Ways of working with civil society are also likely to shift as the cooperation section of the delegation moves to Jakarta in late-2026.

- **Issue 2: Weak and ad hoc participation mechanisms:** State policy consultation processes are ad hoc and personality-driven. Opportunities for CSO-Government dialogue are highly sector-dependent. Civic participation is undermined by consultation mechanisms that frequently do not have feedback loops, difficulty accessing information, weak knowledge management within and outside of Government.
- **Issue 3: Uneven CSO capacity and resilience:** Strong advocacy organisations exist but experience varies by sector, geographic location, and type of work. Lack of flexible core funding and the technical complexity of funding mechanisms limit sustained CSO engagement in key sectors and undermines resilience.
- **Issue 4: Limited civil society role in accountability and safeguards:** Civil society engagement on key EU priority sectors is varied. While some sectors have strong CSO engagement in advocacy and service delivery, others have more limited and ad hoc involvement in monitoring, feedback, and accountability functions. If, e.g., GG sector interventions are scaled up in the coming years this gap may lead to missed opportunities to use CSOs in design, early-warning, and accountability processes.

The tables below identifies issues and outcomes across each priority sector. Given the scale of new EU investments in civil society support, the Roadmap explicitly articulates civil society strengthening as a cross-cutting priority to ensure coherence and impact across all engagements (see final table below).

The issues and outcomes below reflect lessons learnt from previous EU engagement with civil society in Timor-Leste (Section B) and are informed by the political economy analysis in Section F, which highlights recurring constraints related to access, power dynamics, capacity and accountability across priority sectors.

(GG) Priority sector: Digital Transformation and Good Governance

Project(s)/Flagship(s):

- (1) Partnership for Public Financial Management (PFM) (PADIT-TL): Budget support component
- (2) Digital Transition in Timor-Leste (PADIT-TL); Dalan ba Digital: A New Path for Digital Citizenship in Timor-Leste
- (3) e-Governance for the Judicial System in Timor-Leste (e-JUSTL)
- (4) PALOP-TL Regional Economic Governance Programme – (Pro PALOP-TL – Phase III)

Key issues to be addressed	Outcomes	Strategic Pillars
<p>Civil society does not have significant understanding of EU work on digital initiatives.</p> <p>The EU has carried out limited mapping and PEA of the digital civil society ecosystem relevant to EU-supported actions.</p>	<p>Outcome 1: Team Europe deepens its understanding of and partnerships with diverse civil society actors and systematically integrates meaningful participation, feedback, monitoring and learning mechanisms into the EU-programme cycle in priority sectors.</p> <p>Specifically in the digital sector this includes:</p> <ul style="list-style-type: none"> • making information relating to EU digital programming more accessible • ensuring meaningful participation in the design of future digital interventions • mapping CSOs active in the space and their digital policy capabilities and plans • consider the relevance of also involving actors like the consumer association, universities working in IT, and any other non-traditional stakeholders • improving delegation’s knowledge of, and relationships with, civil society working in the digital space 	<p>Knowledge & understanding of civil society</p>

	<ul style="list-style-type: none"> • establishing civil society mechanisms for accountability, monitoring, learning, and feedback on digital interventions 	
<p>Civil society is not sufficiently engaged in the design and governance of national digital legal drafting processes (data protection, cybersecurity, digital identity/ interoperability and digital payments). Dalan ba Digital foresees stakeholder workshops/ consultations, but without formalisation, CSO participation risks being sporadic or tokenistic, with limited influence on safeguards and rights-based approaches.</p>	<p>Outcome 2: Structured, inclusive and predictable consultation mechanisms between civil society and the Government of Timor-Leste are strengthened in priority sectors, enabling earlier engagement, meaningful influence, and transparent feedback on how civil society inputs are considered and addressed.</p> <p>In the digital space this includes:</p> <ul style="list-style-type: none"> • assessing opportunities for civil society engagement in key legislative processes, including but not limited to: cybersecurity/ cybercrime provisions, data protection and privacy rights, safeguards against digital violence/ online harassment, accessibility and inclusion measures for digital service delivery. • Using existing programmes (PADIT-TL, Dalan Digital and e-Governance) to advocate for increased citizen and civil society participation in policy processes. • Ensuring early civil society access to information about policy processes and planned changes to legal and technical frameworks. 	<p>Consultations & dialogue</p>
<p>Emerging civil society technical capacity to engage on specialised elements of digital transition, including: interoperability, APIs, data protection, cybersecurity controls, technology facilitated abuse, digital identity frameworks and the interaction between law and technical architecture.</p>	<p>Outcome 3: CSOs engaged in EU-supported actions strengthen organisational sustainability and technical capacity, enabling them to engage effectively in policy dialogue, safeguards, monitoring, and accountability across priority sectors.</p> <p>In the digital sector this will mean:</p> <ul style="list-style-type: none"> • Strengthen CSO capacity to engage on digital governance, inclusion, and rights • Strengthen CSO capacity to use key digital tools and protect themselves and their organisations from digital risks • Assess the feasibility of establishing CSO-specific projects and funding in this area. 	<p>Enabling conditions for engagement</p>
<p>Limited civil society roles in monitoring safeguards, accountability and citizen protection in emerging digital systems, including privacy and data protection compliance, accessibility, user protection, and adaptive learning during rollout. This is particularly relevant for citizen-facing services under Dalan ba Digital and justice sector</p>	<p>Outcome 1: Team Europe deepens its understanding of, and partnerships with, diverse civil society actors and systematically integrates meaningful participation, feedback, monitoring and learning mechanisms into EU-supported programmes in priority sectors.</p> <p>Civil society contributes to feedback, monitoring, and learning mechanisms that support adaptive implementation of selected EU-supported digital initiatives and stronger safeguarding and accountability across the sector, including:</p> <ul style="list-style-type: none"> • civil society participation in user feedback loops • independent monitoring/ learning • accessible complaint and redress mechanisms (incl. e-justice applications where relevant) <p>This outcome is supported by Outcome 3 (capacity strengthening).</p>	<p>Partnerships for impact & accountability</p>

digitisation under e-JUSTL.		
-----------------------------	--	--

(GG) Priority sector: Agroforestry, Climate Change, and Renewable Energy

Project(s)/Flagship(s):

- (1) Support to Agroforestry actions – NGO projects
- (2) RESTORE "Restoring Ecosystems for Sustainable, Transformative and Resilient Communities" under KIWA INITIATIVE
- (3) Agroforestry Skills for Employment and Resilience

Key issues to be addressed	Outcomes (by 2027)	Strategic Pillars
EU has limited understanding of and access to civil society actors relevant to agroforestry and climate initiatives, particularly those that are more actively engaged in monitoring, feedback and governance related to policy and land-use dynamics. There is a risk of engaging primarily with "usual suspects" and overlooking rural/ community groups and local organisations with legitimacy in land and resource governance.	<p>Outcome 1: Team Europe deepens its understanding of and partnerships with diverse civil society actors and systematically integrates meaningful participation, feedback, monitoring and learning mechanisms into EU-supported programmes in priority sectors.</p> <p>In the agroforestry/ climate space this includes:</p> <ul style="list-style-type: none"> • mapping and political economy analysis of civil society actors relevant to agroforestry/ climate and land-use governance (including customary/ community structures) • improving EU access to rural/community-based organisations, women’s groups, youth-led groups and disability-inclusive actors • strengthening Team Europe relationships with civil society actors engaged in monitoring, feedback and safeguards • improving access to programme information (in accessible formats/ languages) to enable meaningful engagement 	Knowledge & understanding of civil society
Civil society participation in EU intervention design processes and monitoring is limited, and often happens too late for meaningful influence (especially on safeguards and land/ conflict risks).	<p>Outcome 1: Team Europe deepens its understanding of and partnerships with diverse civil society actors and systematically integrates meaningful participation, feedback, monitoring and learning mechanisms into EU-supported programmes in priority sectors.</p> <p>In the agroforestry sector this includes:</p> <ul style="list-style-type: none"> • establishing earlier and more predictable opportunities for CSO/ community input in programme identification, formulation and monitoring. 	Consultations & dialogue
Civil society participation in GoTL policy remains ad hoc and often occurs late, limiting influence on agroforestry/climate policies and safeguards.	<p>Outcome 2: Structured, inclusive and predictable consultation mechanisms between civil society and the Government of Timor-Leste are strengthened in priority sectors, enabling earlier engagement, meaningful influence, and clearer feedback on how civil society inputs are used.</p> <p>In the agroforestry/ climate space this includes:</p> <ul style="list-style-type: none"> • assessing opportunities for civil society engagement in key legislative processes • using EU position to promote policy dialogue objectives • supporting more consistent CSO participation in climate, land-use, agriculture, and forestry policy processes 	Consultations & dialogue

	<ul style="list-style-type: none"> • promoting inclusion of community-based and rural actors in consultations processes • strengthening feedback/ traceability of consultation outcomes (“how recommendations were used”) 	
CSOs, particularly community-based and rural organisations, face resource constraints and capacity constraints	<p>Outcome 3: CSOs engaged in EU-supported actions strengthen organisational sustainability and technical capacity, enabling them to engage effectively in policy dialogue, safeguards, monitoring and accountability across priority sectors.</p> <p>In the agroforestry/ climate space this includes:</p> <ul style="list-style-type: none"> • strengthening CSO capacity for participatory land mapping/ participatory land use planning, land rights awareness, and conflict-sensitive approaches • strengthening CSO capacity to engage with environmental and social safeguards, including GEDSI risks and biodiversity/ water use • improving resourcing modalities that enable participation (including rural CSOs), including international–local consortia and/ or financial support to third parties (FSTP) 	Enabling conditions for engagement
Across agroforestry programming, CSOs are often treated mainly as implementers, rather than as governance/accountability actors monitoring environmental and social risks. Mechanisms for this role remain limited.	<p>Outcome 1: Civil society plays an increased governance and accountability role in selected EU-supported agroforestry actions through strengthened monitoring, feedback and learning mechanisms that support adaptive implementation and risk management.</p> <p>This includes:</p> <ul style="list-style-type: none"> • ensuring civil society participation in community feedback loops and grievance/ complaints mechanisms • CSO inputs on land conflict risks and safeguard implementation (biodiversity, water use, inclusion impacts) 	Partnerships for impact & accountability

In parallel to engagement in Global Gateway priority sectors, the EU and Team Europe will prioritise support to civil society strengthening as a cross-cutting enabling area, building on recently signed EU initiatives that support civil society capacity, resilience and inclusion in Timor-Leste. This priority recognises that meaningful civil society engagement in GG-related initiatives depends on the organisational sustainability, representativeness and adaptive capacity of CSOs. Given the importance of media in public debate in Timor-Leste, further integration of media engagement within civil society strategies will also be considered.

Priority sector: Good Governance for Sustainable Development: strengthening institutions, rule of law, human rights, and decentralization efforts, with a focus on gender equality.

Project(s)/Flagship(s):

- (1) Strengthening Civil Society to Promote Good Governance in Timor-Leste
- (2) Support to Timor-Leste CSOs as actors of good governance and development
- (3) Haforsa CSOs ba Diversidade: Strengthening Civil Society Leadership for Improved Governance and Sustainable Development in Timor-Leste

Key issues to be addressed	Outcomes	Strategic Pillars
----------------------------	----------	-------------------

<p>Uneven access to political space and decision-making, particularly for sensitive rights issues. Government consultation mechanisms remain ad hoc and selective, often occurring late and offering limited influence. Accountability on how civil society recommendations influence policy is rare.</p>	<p>Outcome 2: Structured, inclusive and predictable consultation mechanisms between civil society and the Government of Timor-Leste are strengthened in priority sectors, enabling earlier engagement, meaningful influence, and clearer feedback on how civil society inputs are used.</p> <p>In governance/equality & human rights this includes:</p> <ul style="list-style-type: none"> • supporting more predictable and inclusive consultation/ dialogue processes in selected policy areas (rights, equality, justice, governance) and using priority sectors mentioned as “best practice” incubators • using EU/ Team Europe convening power to widen access for underrepresented groups (youth-, women-, disability- and community-led organisations) • promoting transparency/ traceability of consultation outcomes (how recommendations are considered and addressed) 	<p>Enabling environment</p>
<p>CSO organisational sustainability is undermined by funding volatility and an uneven, donor-driven civil society support ecosystem. Training are prioritised over long-term, demand-driven organisational development (especially disadvantaging smaller/ rural/ informal actors).</p>	<p>Outcome 3: CSOs engaged in EU-supported actions strengthen organisational sustainability and technical capacity, enabling them to engage effectively in policy dialogue, safeguards, monitoring and accountability across priority sectors.</p> <p>In this sector this includes:</p> <ul style="list-style-type: none"> • strengthening organisational resilience (leadership, governance, strategy, financial sustainability) • working towards expanded demand-driven organisational development support (coaching, mentoring, peer learning) rather than one-off trainings • strengthening coordination, learning, and sharing across EU-supported partners to reduce duplication and gatekeeping 	<p>Enabling conditions for engagement</p>
<p>Many local CSOs wish to shift beyond implementer roles toward greater leadership in programme design and delivery.</p>	<p>Outcome 1: Team Europe deepens its understanding of and partnerships with diverse civil society actors and systematically integrates meaningful participation, feedback, monitoring and learning mechanisms into EU-supported programmes in priority sectors.</p> <p>In governance/ equality & human rights this includes:</p> <ul style="list-style-type: none"> • strengthening local CSO leadership roles in programme design, delivery and learning through recurrent consultation and dialogue • promoting more equitable partnership and funding modalities (including stronger local co-applicant roles in consortia) including through broad consultation involving international and local CSOs in line with international commitments, and through steering towards local ownership in calls for proposals. 	<p>Knowledge & partnerships</p>
<p>Gaps in CSO capacity to engage in complex policy and investment processes, including safeguards, accountability, and Global Gateway-</p>	<p>Outcome 3: CSOs engaged in EU-supported actions strengthen organisational sustainability and technical capacity, enabling them to engage effectively in policy dialogue, safeguards, monitoring and accountability across priority sectors.</p> <p>In this sector this includes:</p>	<p>Enabling conditions</p>

<p>relevant engagement (rights-based approaches, inclusion, oversight).</p>	<ul style="list-style-type: none"> • strengthening capacity for policy analysis and evidence generation (including budgets, investments, implementation oversight) • strengthening engagement on rights-based safeguards (GEDSI, disability inclusion, child protection, etc.) • supporting civil society engagement relevant to GG processes where applicable 	
---	---	--

Principles for EU Engagement with Civil Society in Timor-Leste

In line with existing EU commitments on civil society engagement, democracy and human rights, EU and Team Europe engagement with civil society in Timor-Leste will be guided by the following context-specific operational principles. These principles are intended to support consistent, inclusive and effective engagement across sectors and instruments and do not replace or reinterpret EU policy frameworks.

Engaging with a diverse set of civil society actors

EU will seek to include a broad and diverse range of civil society actors in dialogue processes, including women’s organisations, youth-led, and informal groups, organisations representing marginalised communities, and actors operating outside Dili, recognising the uneven distribution of access, resources, and influence.

Early, predictable and meaningful engagement

Where feasible, civil society will be engaged at early stages of policy dialogue, programme design and implementation, including in relation to Global Gateway-related initiatives, in order to enable substantive input rather than late-stage or ad hoc consultation.

Accessibility, proportionality and power awareness

Engagement modalities and partnership approaches will be adapted, where possible, to civil society capacities and will take into account differences in power, resources and access among civil society actors, with particular attention to ensuring meaningful participation of local, grassroots and community-based organisations.

Do no harm and conflict-sensitive engagement

Engagement approaches will be sensitive to political, social and cultural dynamics and will seek to avoid exposing civil society actors to undue risk. Where possible, attention will also be paid to the potential systemic effects of EU and Team Europe engagement on the wider civil society ecosystem, including risks of exclusion, fragmentation or unintended imbalances.

Transparency and feedback

Where civil society input is sought, efforts will be made to clarify the purpose of consultations and, where feasible, to provide feedback on how civil society inputs are considered within EU and Team Europe processes.

Sustained support for equality, human rights and civic space

Engagement with civil society will recognise the continued importance of standalone support for equality, human rights and civic space, including advocacy, monitoring and accountability work. In a context where such work is often under-resourced, EU and Team Europe engagement will seek to maintain attention to these areas alongside sectoral and Global Gateway priorities, recognising their central role in democratic governance, social inclusion and an enabling environment for development.

F. GLOBAL GATEWAY SECTORS: POLITICAL ECONOMY ANALYSIS (PEA) AND CIVIL SOCIETY ACTORS MAPPING

This section provides a preliminary political economy analysis and civil society mapping of three Global Gateway priority sectors in Timor-Leste: (i) Agroforestry, Climate Change and Renewable Energy; (ii) Digital Transformation; and (iii) Equality and Human Rights. The analysis focuses on power relations, incentives, risks and opportunities for meaningful civil society engagement, and identifies key civil society actors with relevance to each sector. In-depth sector-specific mappings will be prioritised as an early action under this Roadmap.

Cross Cutting Political Economy Factors

- **Centralised Executive Power:** Key decisions about the facilitating environment for GG are concentrated in the Council of Ministers and line ministries. There is limited institutional consultation and policy processes remain ad hoc, limiting the ability of civil society to engage constructively.
- **Elite and resistance networks:** Organisations linked to resistance-era figures often enjoy privileged access to resources and decision making.
- **Land tenure ambiguity:** Customary land systems intersect with weak formal land registration, affecting infrastructure, climate and energy projects. The state has struggled with good governance in the land sector and there is little bilateral support in this area. Land tenure insecurity is also one of the most important drivers of social tension and local conflict, further underlining the important role that conflict-sensitive safeguards and accessible grievance mechanisms can play in land-related interventions.
- **Fiscal cliff and dependence on Petroleum Fund:** The impending fiscal cliff heightens political sensitivity around large investments and public spending. Government support to GG sectors may not be sustainable in the medium term.
- **Youth demographic pressure:** Youth-led movements are increasingly vocal but face structural barriers in accessing formal policy processes.
- **Language barriers:** Portuguese/English dominance within bilateral donors and Portuguese dominance within legal structures restricts CSO participation in technical GG processes.
- **Limited core funding has led to fragile CSOs:** CSOs are operating in a starved resource environment which has increased organisational fragility. Support to CSOs that focuses only on technical support or CSO engagement will not enable organisations to build capacity for long-term engagement.

Digital Transition: Political Economy and Civil Society Perspectives

Key state actors relevant to the digital transition in Timor-Leste include the Ministry of Transport and Communications, the national ICT agency TIC Timor, the Ministry of Finance in relation to digital public financial management and the Ministry of Justice in relation to e-government reforms. Other key actors include the Ministry of State Administration (notably in relation to decentralised service delivery reforms and municipal-level platforms), the Central Bank in relation to digital payments regulation, and Parliament given its role in passing enabling digital legislation. Municipal administrations are also increasingly involved as implementers of digital tools, but with uneven capacity across municipalities.

Civil society engagement in the digital sector remains limited and uneven, with few organisations identifying digital policy as a core focus. A preliminary mapping of relevant civil society actors includes:

Type	Examples
Organisations focusing specifically on digital rights	Fundasaun Hadomi Timor
Governance, transparency and rights-based CSOs	National NGOs: ALFeLa, CEPAD, JSMP, La’o Hamutuk, International NGOs: Plan International, The Asia Foundation digitalisation project
Organisations providing training and advisory services on digital platforms and services	Catalpa

Media and journalism organisations	Neon Metin, Diligente, community radio networks, youth media such as: Gen-Z Talk Timor-Leste etc.
Youth and innovation initiatives	Student ICT groups, informal coding clubs
Inclusion-focused groups	ALFeLa is working on technology-assisted abuse in Timor-Leste. The Asia Foundation Nabilan programme is currently carrying out research on the use of technology in gender-based violence.
Academic institutions	UNTL faculties engaging with digital literacy and policy

For many CSOs in Timor-Leste, the digital transition is not yet framed as a specialised policy sector, but instead intersects with broader concerns around access to information, public accountability, inclusion, and civic rights. Civil society actors are currently engage with digitalisation more through these substantive concerns rather than through technical ICT policy advocacy.

The national 2025 Tatoli survey found that just over half (51%) of Timorese adults reported using the internet, with higher usage among younger people and those in urban areas. Usage patterns also show a significant digital divide: 69% of respondents aged 18-34 use the internet, compared with only 11% of those aged 55 and over; and 76% of urban residents use the internet versus 40% of rural residents. Most users (90%) access the internet via smartphones, but many also face challenges with cost, quality, and safety online. The survey reported that around 28% of internet users had encountered hostile or degrading messages online, and one in five had experienced online harassment, particularly women and minorities.¹²

CSOs working on governance, human rights and media freedom view digitalisation as having potential benefits and risks. On the positive side, digitalisation is seen as a means to enhance transparency, expand access to public information and improve service delivery, especially where physical access barriers persist in rural areas. Initiatives such as e-government services and national digital ID systems (including the EU PADIT-TL and Dalan ba Digital programmes) aim to digitise basic services like passports and civil documentation, providing potential entry points for improved citizen engagement.¹³ The current reform agenda also places growing emphasis on interoperability and whole-of-government digital infrastructure (notably through the Balkaun Úniku platform), which may increasingly shape how citizens and CSOs access services, interact with the state, and seek redress.

However, civil society actors also express significant concerns. The high cost and slow speed of internet connectivity remain formidable obstacles: internet access in Timor-Leste has historically been among the slowest and most expensive in the region, though a new submarine fibre-optic infrastructure may be used to improve both speed and cost in the medium to long term.¹⁴ These structural barriers inhibit civil society's ability to use digital tools consistently and constrain broader public participation in digital spaces.

CSOs also raise concerns about digital safety and rights, including privacy, freedom of expression, and online harassment. Civil society and media organisations have voiced criticism of a proposed cybercrime law, arguing that, as drafted, it could be used to curb online criticism, restrict free expression or be applied in ways disproportionate to the harms targeted. Journalists' associations and CSO networks have warned that regulations focused more on protecting reputations than on addressing fraud, harassment or data misuse could inadvertently undermine civil freedoms.¹⁵ Wider legal and regulatory reforms (including data protection and privacy frameworks aligned to international standards) will also be important determinants of whether digital government expands civic space and trust, or increases perceptions of surveillance and risk.

¹² <https://asiafoundation.org/publication/tatoli-a-survey-of-the-timorese-people-2025-results/>

¹³ UNDP 23 October 2025: Dalan ba Digital Press Release. Available at: <https://www.undp.org/timor-leste/press-releases/undp-and-european-union-launch-dalan-ba-digital-new-path-digital-citizenship-timor-leste>

¹⁴ Mann, T. and Pereira Faria, J. 2025 Timor-Leste: on the cusp of digital transformation despite challenges. DevPolicy Blog Article. Available at: <https://devpolicy.org/timor-leste-on-the-cusp-of-digital-transformation-despite-challenges-20250721/>

¹⁵ UCA News, 07 March 2025. Timor-Leste's proposed cyber law sparks concerns. Available at: <https://www.ucanews.com/news/timor-lestes-proposed-cyber-law-sparks-concerns/108098>

National human rights institutions have also engaged on digital rights issues. The Provedor dos Direitos Humanos e Justiça (PDHJ) has emphasised the importance of upholding digital rights as integral to broader human rights obligations, including through training and public engagement on rights in online and ICT contexts.¹⁶

Despite these concerns, CSOs' capacity to influence digital policy remains limited. Digital transformation processes are typically driven by government agencies and technical partners, with consultation that is often sporadic and informal. Many CSOs report lacking the technical expertise and analytical capacity to engage effectively with complex digital policy issues such as data protection, cybersecurity frameworks, digital infrastructure planning or digital inclusion strategies. This capacity gap is compounded by limited funding for sustained engagement and a lack of institutionalised mechanisms for regular civil society input into digital governance processes.

Barriers to meaningful engagement also include fragmented civil society networks on digital issues and uneven digital literacy within civil society itself. While youth-led groups and informal ICT initiatives demonstrate strong interest and growing digital skills, these actors frequently lack pathways to policy spaces or partnerships that would enable sustained advocacy or co-design of digital programmes.

CSO participation is improving in this area. Citizens' use of digital tools is increasing, particularly among younger and urban populations. Training on digital safety and security, including programmes delivered jointly by civil society partners and regional organisations, offer foundations for building civil society competence and engagement. Initiatives like the EU-supported Dalan ba Digital project aim to strengthen digital governance and inclusivity, ideally creating spaces where civil society could contribute to design and oversight.

CSOs themselves have flagged important knowledge gaps constraining their influence: these include limited understanding of national digital strategies and regulatory reforms, low awareness of international norms around data protection and digital rights, and insufficient capacity to assess the social and governance implications of digital investments. Civil society's own digital skills are extremely varied with some smaller organisations struggling with even basic digital functions such as email. Very few organisations would have digital security policies, antivirus software or up to-date hardware. Addressing these gaps through sufficient resourcing, dedicated capacity building, structured dialogue mechanisms and accessible information channels would support civil society's transition from reactive engagement to proactive participation in shaping Timor-Leste's digital future.

In parallel, there is a need to strengthen analysis of the political economy dimensions of Timor-Leste's digital transition, including private sector engagement, procurement models and risks of vendor lock-in, as well as the emerging role of digital payments (including digital wallets and QR-code systems) in enabling access to public services. As these systems expand, telecom operators, financial institutions and regulators may increasingly shape inclusion outcomes and citizen experience of the state, with potential equity implications for rural and low-income communities and for CSOs supporting vulnerable groups. Additional PEA would help identify how incentives, fees, market concentration and interoperability choices influence who benefits from digital investments, where risks of exclusion or capture emerge, and how CSOs and media actors can play a constructive role in transparency and accountability.

Climate Change and Renewable Energy & Agroforestry

Key state actors relevant to the climate change, renewable energy and agroforestry work include the Ministry of Agriculture, Livestock, Fisheries and Forestry, the General Directorate for Forest, Coffee and Industrial Plants (FCIP) Secretariat of State for the Environment, Ministry of Petroleum and Mineral Resources and municipal administrations in relevant municipalities. The National Designated Authority (NDA) serves as the official government focal point for accessing international climate funds, while the National Directorate for Climate Change (NCC/NDCC) provides technical leadership on climate policy and implementation.

There is a diverse range of civil society actors working in this space. A detailed mapping will need to be carried out but a preliminary list includes:

Type	Examples
------	----------

¹⁶ PDHJ Timor-Leste. 29 July 2024. Deputy Ombudsman Opens Training on the "Information and Technology Ecosystem in Timor-Leste". Press Statement. Available at: <https://www.pdhj.tl/en/deputy-ombudsman-opens-training-on-the-information-and-technology-ecosystem-in-timor-leste/>

Policy analysis, land governance, climate accountability	National NGOs: La’o Hamutuk, KSI, MDI, Rede ba Rai International NGOs: Oxfam
Service Provision related to community forestry, livelihoods and agroforestry implementation	National NGOs: Rai Matak, F-COTI, Raebia, Permatil, other municipal organisations International NGOs: Oxfam, World Vision
Public awareness, community mobilisation	Youth and Informal Groups: Tropas ba Lixu, Student Eco-groups
Research, knowledge generation	Universities: UNTL Agriculture and Environment Faculties

For many civil society organisations (CSOs) and community groups in Timor-Leste, agroforestry is not simply an environmental concept, but a lived practice and livelihood strategy. Traditional agroforestry systems (where trees are integrated with crops and livestock on village plots and home gardens) are widespread across rural areas. Recent research demonstrates that these systems can store significant amounts of carbon and contribute to climate resilience, evidence that CSOs increasingly draw upon when advocating for greater recognition of local land-use practices within national climate and land-management policies.¹⁷ The rural population of Timor-Leste are highly focused on short-term food security activities and significantly impacted by a harsh lean season. Successful agroforestry interventions must ensure that communities are making sufficient economic value from agroforestry activities to make these activities viable.

CSOs working in rural development, land rights, environmental protection and food security bring distinct but overlapping interests to agroforestry. Across these groups, there is a strong desire for agroforestry to be used as a strategy for sustainable land management, climate adaptation and rural wellbeing. For organisations supporting farmers and rural communities, agroforestry is valued because it links food production with environmental stewardship in landscapes facing increasing pressures from soil degradation, erratic rainfall and shrinking arable land.¹⁸

A key civil society concern focuses on the question of security and inclusion asking: who benefits from these interventions? Many CSOs emphasise that agroforestry policies and programmes should not promote top-down models of tree planting or restoration without adequate respect for customary land rights, local decision-making and community governance systems. CSOs also express concern that poorly designed agroforestry initiatives could inadvertently weaken smallholder land rights vis-à-vis the state and/or undermine local customary land institutions.

A recent multi-stakeholder agroforestry policy dialogue held in Dili brought together representatives from government agencies, research institutions, NGOs and community groups to share lessons and explore implementation pathways. Available reporting suggests that many CSOs welcomed this dialogue as a rare opening for exchange between state and non-state actors on land-use and restoration strategies. Participants highlighted the multiple social, environmental and economic benefits of agroforestry, while also noting that scaling up such approaches sustainably would require deeper collaboration, clearer policy signals and improved coordination across institutions.¹⁹ As EU-supported agroforestry programming may rely on formal coordination and governance fora (e.g., steering committees and technical working groups), EU actors will need to carefully consider not only whether CSOs are included, but how their participation is structured to ensure meaningful voice, representation of community-level concerns, and the ability to raise sensitive issues (including land disputes and safeguards) without reputational or political risk.

Despite these positive signals, CSOs themselves identify barriers to their meaningful engagement. Many organisations lack technical expertise on aspects such as carbon measurement, climate finance, or detailed agroforestry system design, which limits their ability to participate fully in technical policy spaces or engage with donors and planners. Grassroots organisations, in particular, face constraints in accessing and interpreting emerging research in ways that can be translated into policy influence.

¹⁷ Piponiot, C. et al. 2025 Traditional agroforestry systems in Timor-Leste can store large amounts of carbon in both soil and biomass. *Agroforestry systems*. Vol 99, No. 138. Available at: <https://link.springer.com/article/10.1007/s10457-025-01222-8>

¹⁸ Paudel et al. 2022 Agroforestry: Opportunities and Challenges in Timor-Leste. *Forests*. 13(1),41. Available at: <https://www.mdpi.com/1999-4907/13/1/41>

¹⁹ Finlayson, R. 2024. Agroforestry policy dialogue in Timor-Leste. Article in *Forest News*. Available at: <https://www.forestsnews.org/90670/agroforestry-policy-dialogue-in-timor-leste>

Relationships between CSOs and government counterparts are mixed. Some CSOs report collaborative ties with ministries and technical staff, especially when dialogues are convened by development partners or research institutions. Other CSOs describe sporadic consultation, especially at the national policy level, and point to the absence of institutionalised mechanisms for input meaning that they must repeatedly negotiate access to decision-making arenas. Barriers also include limitations in funding, staffing and continuity with many CSOs depend on short-term projects that make sustained engagement with complex sectors like agroforestry difficult.

There are opportunities for enabling more robust civil society participation. Because of its links to food security, climate resilience, livelihoods and cultural land use, agroforestry work must engage with a wide set of thematic CSO networks including women's groups, youth associations, agricultural service providers, environmental NGOs and land advocacy groups.

CSOs themselves acknowledge knowledge gaps that, if addressed, could significantly enhance their influence. These include a deeper understanding of how agroforestry can be integrated into national climate commitments, funding mechanisms and forestry policy frameworks, as well as improved awareness of market access and value-chain opportunities for agroforestry products. Strengthening capacity in policy analysis, climate finance literacy and engagement strategies would help civil society actors move from largely reactive participation towards a more proactive role in shaping agroforestry-related initiatives. In addition, civil society knowledge of 'Free Prior and Informed Consent' (FPIC) should be strengthened to ensure CSOs can use FPIC both as a community protection principle and as an operational lens for monitoring agroforestry implementation, including in relation to land-use decisions, beneficiary selection and conflict sensitivity.

Finally, agroforestry interventions designed around market access, value chains and carbon farming arrangements may generate new incentives and power dynamics across local economies (e.g., through the role of intermediaries, market gatekeepers, processors or cooperatives). Additional PEA is required to better understand these political economy dynamics and associated risks, including who benefits, how value is distributed, and whether commercial incentives could reshape land-use decision-making or exacerbate exclusion.

G. ACTIONS FOR CIVIL SOCIETY ENGAGEMENT

This Action Plan operationalises the strategic priorities set out in Section E, drawing on the lessons learnt in Section B and the political economy analysis in Section F. Actions are structured around a limited number of shared outcomes and are designed to be adaptive, proportionate, and aligned with available EU resources.

Actions will be implemented across priority sectors and complementary civil society strengthening initiatives, recognising that effective engagement depends on both sector-specific entry points and cross-cutting enabling conditions.

Action Plan Table

Actions	Means	Timeline
Outcome 1: Team Europe deepens its understanding of and partnerships with diverse civil society actors and systematically integrates meaningful participation, feedback, monitoring and learning mechanisms into EU-supported programmes in priority sectors.		
<p>1.1 (A) Undertake sector-specific civil society mapping and political economy analysis for Digital, Climate/ Agroforestry and Equality & Human Rights ensuring the inclusion of informal, youth-led, women-led, disability-led and sub-national actors.</p> <ul style="list-style-type: none"> • Include in the mapping information about CSOs vision, strategic plans and current advocacy goals so that the EU can align its work with CSO priorities. • If doing capacity assessments as part of this process, make sure that assessment tools take full account of both external and internal factors affecting CSO capacity/ resilience, are (wherever possible) providing opportunities for mutual accountability, are not overly burdensome on non-funded CSO partners and are co-designed with local CSO partners to reflect local understandings of civil society resilience rather than external definitions of capable organisations. <p>1.1 (B) Ensure that civil society has an opportunity to verify and provide feedback on PEA analysis and CSO mapping findings.</p>	Cooperation Facility	2026
<p>1.2 Produce accessible summaries of all GG and EU Timor-Leste priorities in Tetum including information about relevant safeguards and entry points for civil society</p>	Cooperation Facility	2026
<p>1.3 Internal briefings for EUD staff on civil society mapping, PEA findings, and engagement risks.</p>	Cooperation Facility, EU staff (political and cooperation sections)	2026
<p>1.4 Ensure that the EUD transition plan for relocation to Jakarta includes clear arrangements for maintaining regular and meaningful engagement with civil society in Timor-Leste.</p>	EU staff (political and cooperation sections)	2026
<p>1.5 Alongside established structured civil society dialogues, establish formal dialogue opportunities linked to EU programming cycle (during design, mid-term review, evaluation). Engage CSOs at early stages of policy dialogue and programme design, as well as during implementation.</p>	EU staff (political and cooperation sections)	Ongoing

Actions	Means	Timeline
<p>1.6 Ensure that implementing partners of existing EU-supported priority sector programmes assess and document opportunities within their current work for increased civil society engagement across the programme cycle (design, implementation, review), including engagement in safeguards, monitoring and learning mechanisms.</p>	<p>EU staff (political and cooperation sections); implementing partners</p>	<p>2026</p>
<p>1.7 Ensure key priority sector programmes establish and socialise accessible grievance/ complaints and feedback mechanisms linked to EU-supported actions.</p>	<p>EU staff (political and cooperation sections); implementing partners</p>	<p>2027</p>
<p>1.8 Conduct an annual cross-sector learning review (including with Team Europe partners where feasible) documenting lessons from civil society engagement in priority sectors, and apply lessons to improve engagement approaches.</p>	<p>EU staff (political and cooperation sections); Cooperation Facility; Team Europe</p>	<p>Annually</p>
<p>1.9 Continue regular (bi-annually) structured civil society dialogues.</p> <p>Maximise effectivity of these meetings by:</p> <ul style="list-style-type: none"> • Working with FONGTIL to distribute invitations to a broader set of CSOs • Updating the CSO mailing list • Collecting disaggregated data about types of orgs (youth-led, women’s rights organisation, organisation of people with disabilities, rural/ urban, informal/ formal) • Allowing space for CSOs to suggest agenda items, ask questions and present their work • Ensuring good quality translation of all materials and minutes 	<p>Cooperation Facility / Support Measures / CSFP</p>	<p>Ongoing</p>
<p>Outcome 2: Structured, inclusive and predictable consultation mechanisms between civil society and the Government of Timor-Leste are strengthened in priority sectors, enabling earlier engagement, meaningful influence, and clearer feedback on how civil society inputs are used.</p>		
<p>2.1 Assess opportunities for EU support to the Government of Timor-Leste in the digital sector to showcase and promote best practice in policy consultation mechanisms, including earlier engagement of civil society in policy drafting, inclusive participation approaches, and clearer feedback on how inputs are used.</p>	<p>EU staff (political and cooperation sections); UNDP Dalan Digital</p>	<p>2026</p>
<p>2.2 Continue to support informal, thematic or issue-based dialogue spaces that provide safe entry points for engagement on sensitive or emerging issues, including where formal government-led consultation mechanisms are limited or absent.</p>	<p>EU staff (political and cooperation sections)</p>	<p>Ongoing</p>
<p>2.3 Use the EU’s role as a bilateral development partner to promote more regular, inclusive and meaningful consultation between the Government of Timor-Leste and civil society on priority issues (digital, agroforestry, governance), including by:</p>	<p>EU staff (political and cooperation sections)</p>	<p>Ongoing</p>

Actions	Means	Timeline
(i) encouraging government counterparts to include civil society actors in relevant policy dialogue and consultation processes; and (ii) supporting civil society organisations to prepare for and engage effectively in such processes, including through capacity strengthening, coordination and access to information.		
2.4 Facilitate exchange between CSOs, oversight bodies (e.g. PDHJ) and implementers where relevant.	EU staff (political and cooperation sections)	2026
OUTCOME 3: Strengthened CSO capacity and resilience to engage in GG-related processes Directly reflects resilience research findings cited in Sections A and B on funding volatility, over-compliance and uneven access to capacity support.		
3.1 Implement demand-driven organisational development support. Ensure that topics for support are chosen based on CSO needs. Increase the use of mentoring, coaching and peer learning as opposed to stand-alone training).	CSO project portfolio/ Cooperation Facility/ CSO Support Measures	Ongoing
3.2 Carry out a mapping of existing capacity development methodologies, materials and resources and build a set of pooled resources/ materials on key topics (focus first on current EU INGO partners but look to expand where feasible).	CSO project portfolio/ Cooperation Facility/ CSO Support Measures	2026
3.3 Undertake an assessment of FSTP modalities implemented under previous EU-funded projects, to better understand their impact on localisation, sustainability, and administrative burden, and to inform the design of future funding modalities.	CSO project portfolio/ Cooperation Facility/ CSO Support Measures	2026
3.4 Ensure the representation of youth-led, women-led, OPDs and rural organisations.	EU Programme Officer/ Civil Society Calls for proposals/ direct grants. CSO-LA and EIDHR allocations, cooperation support facility	Ongoing
3.5 Provide capacity support (training, mentoring, etc) on relevant GG related technical issues including for example: <ul style="list-style-type: none"> • Safeguards and accountability: environmental and social safeguards, conflict sensitivity, grievance 	EU staff (political and cooperation sections) responsible for relevant sectoral areas	Ongoing

Actions	Means	Timeline
<p>mechanisms, monitoring and reporting (incl. ESG where relevant);</p> <ul style="list-style-type: none"> • Policy and investment literacy: understanding policy processes, regulatory frameworks, and public investment/budget processes; • Digital rights and safety: data protection/privacy, cyber security, online harassment risks, organisational digital security; • Inclusion / GEDSI mainstreaming: gender equality, disability inclusion and protection risks in sector programmes; • Evidence and advocacy skills: research, monitoring, community feedback methodologies, and strategic communication. 		
<p>3.6 Maintain support to standalone civil society initiatives on equality, human rights and civic space, recognising their importance alongside Global Gateway-related engagement. Ensure that future civil society actions, where feasible, further adapt formats, documentation and partnership arrangements to civil society capacities in order to further promote balanced participation between international and local actors.</p>	<p>Calls for proposals/ direct grants. CSO-LA and EIDHR allocations, cooperation support facility</p>	<p>Ongoing</p>

PART III – MONITORING AND EVALUATION

Monitoring, learning and adaptation activities will include:

- **Activity data collection:** Ensure disaggregated participant data from all events. Collect at minimum satisfaction data from all events and dialogues. Ensure that trainings include at minimum a mechanism for assessing and documenting learning and changes in knowledge/ skills/ attitudes.
- **Activity reflections:** After any major outward-facing event/ dialogue, carry out a 30-minute internal reflection/ evaluation to identify follow-up actions, strengths, lessons learnt and areas for improvement.
- **Quarterly (internal) CSRM check-ins (led by EU civil society focal point):** Review progress on actions, emerging risks (civic space / sensitive issues), upcoming consultation moments, and update an action tracker.
- **Annual CSRM stocktake & planning (EU civil society focal point with civil society):** Validate what changed, what didn't, review outcomes 1-4. Findings will be used to update and adapt CSRM as needed.
- **Final evaluation:** Collate evidence and organise against outcome indicators; generate qualitative feedback from CSOs/ partners through dialogue and/ or survey; co-develop lessons learnt and recommendations for the next CSRM cycle.

INDICATORS	TARGETS	BASELINE (if available)	SOURCES OF INFORMATION & MEANS OF VERIFICATION
<p>OUTCOME 1: Team Europe deepens its understanding of and partnerships with diverse civil society actors and systematically integrates meaningful participation, feedback, monitoring and learning mechanisms into EU-supported programmes in priority sectors.</p>			

<p>1.1 Sector-specific CSO mapping and PEA completed for the two GG priority sectors areas: 1) Digital, 2) Agroforestry/ Climate/. Including validation with diverse CSOs (youth, women-led, OPDs, sub-national)</p>	Two sector mappings produced, validated, and disseminated (at least 1 validation moment per sector)	0 (new deliverable)	<ul style="list-style-type: none"> • Final mapping/PEA reports; • validation meeting notes/and disaggregated attendance lists; • dissemination products
<p>1.2 Number of accessible Tetum information products on EU/ GG priorities, safeguards, and entry points for CSOs (briefs, summaries, infographics).</p>	≥3 Tetum products (at least 1 per sector in 2026–2027)	0 (new deliverable)	<ul style="list-style-type: none"> • Published briefs; • distribution lists; • website/social analytics
<p>1.3 % of relevant EUD/ Team Europe staff reporting improved understanding of key civil society actors/ risks</p>	≥75% report improvement by 2027	N/A	<ul style="list-style-type: none"> • internal briefing attendance; • briefings' short feedback forms • Quick survey of team perceptions
<p>1.4 Number of moments for CSO engagement in each stage of the EU-programme cycle (during design, mid-term review, evaluation). Engage CSOs at early stages of policy dialogue and programme design, as well as during implementation.</p>	All new priority sector programmes include a mechanism for CSO engagement in design.		<ul style="list-style-type: none"> • Meeting agendas, participant lists, notes
<p>1.5 # of existing EU-supported priority sector programmes that have assessed and documented CSO engagement opportunities within their current work (incl. safeguards, monitoring and learning mechanisms).</p>	≥2 initiatives by end 2027		Action documents/ contracts; stakeholder engagement plans; mechanism TORs/ MOU; programme governance documents.
<p>1.6 # of key priority sector programmes with grievance/ complaints and feedback mechanisms established and socialised (including accessible dissemination/ communication to communities and CSOs).</p>	≥2 priority sector programmes by end 2027.		Programme documents, communication materials, evidence of dissemination
<p>1.7 # of biannual structured EU-CSO dialogues held using inclusive methods</p>	≥4 dialogues (2026–2027)	2	Agendas; shared materials; participant lists (disaggregated); meeting notes.
<p>OUTCOME 2: Structured, inclusive and predictable consultation mechanisms between civil society and the Government of Timor-Leste are strengthened in priority sectors, enabling earlier engagement, meaningful influence, and clearer feedback on how civil society inputs are used.</p>			
<p>2.1 # of GoTL-led consultation or policy processes in priority sectors supported by the EU that apply improved consultation practices, including earlier CSO engagement and inclusion measures.</p>	≥1 improved consultation process (2026-2027)		Consultation agendas; invites; participant lists (disaggregated); policy drafting

			timelines showing early engagement.
2.2 Digital policy consultation indicator: evidence that EU-supported digital programmes (e.g., Dalan ba Digital/ PADIT-TL/ e-JUSTL where relevant) strengthen civil society participation in digital policy/ legal drafting.	≥1 documented mechanism/ process by 2027		Programme documentation; meeting records with gov/CSOs; consultation outputs.
2.3 # of times that EU facilitates, organises, supports or convenes a meeting or dialogue between CSO partners and Government of Timor-Leste officials	≥2 EU facilitated/ supported dialogue moments (2026–2027 total)	None	Notes of meeting; photos; media coverage
2.4 # of EU-supported GoTL–CSO consultation moments with documented feedback	≥1		Consultation reports; written feedback summaries; government/EU follow-up notes.
OUTCOME 3: Strengthened CSO capacity and resilience to engage in GG-related processes			
3.1 Indicator relating to # of CSOs that have documented multi-year OD plans and are receiving tailored organisational development support (distinct from general compliance trainings)	Target to be set based on portfolio (e.g., ≥10 CSOs by end 2027).	TBC	OD plans; mentoring/ coaching logs; partner reports; case examples.
3.2: % of supported CSOs reporting improved ability to engage in GG-relevant processes (policy dialogue, safeguards, evidence/ monitoring), measured via pre/ post self-assessment tool.	≥70% of targeted CSOs understand GG sector areas and show improvement in ability to engage with GG-relevant processes	0	Pre/ post tools; follow-up interviews; case examples of engagement.
3.3 A shared repository of capacity materials/ methodologies established and used (downloads/ requests or documented use by partners).	2026: Repository established 2027: ≥50 uses/ downloads/ requests by end-2027.	0	Repository analytics; referencing pooled materials.
3.4 # of technical capacity strengthening engagements delivered aligned to GG/ priority sector needs	Target TBD	TBD	Training/ mentoring reports; disaggregated participant lists; curricula/materials; post-support feedback forms.
3.5 Tracking data for CSO actions:	<ul style="list-style-type: none"> • % of CSO-Led Actions led by local CSOs • # of local co-applicants • # of local sub-grantees • % of funding going to local/ international CSOs 		Contracts, project documents; budget and partner tracking database.

PART IV - ANNEXES & REFERENCES

ANNEX 1: READINESS AND COORDINATION OF EUD AND TEAM EUROPE

<p>How was the <i>whole-of-Delegation approach</i> applied in the elaboration of the CSRSM?</p>	<p>The CSRSM was developed under the coordination of the EU Delegation’s civil society focal point, with inputs from relevant sections of the Delegation. The drafting process drew on perspectives from cooperation and political sections, ensuring that the CSRSM reflects both programmatic and policy dialogue dimensions of EU engagement with civil society. Internal consultations and exchanges contributed to aligning the CSRSM with ongoing cooperation, Global Gateway priorities, and political engagement in Timor-Leste.</p>
<p>What measures are foreseen to ensure a whole of delegation approach in the implementation of the CSRSM?</p>	<p>Implementation of the CSRSM will be supported through internal coordination mechanisms within the EU Delegation. These include periodic internal check-ins to review progress against the CSRSM action plan, sharing of information on planned and ongoing civil society engagement across sections, and use of the CSRSM as a reference document for programming, dialogue and implementation related to EU-supported initiatives. The CSRSM action plan and monitoring framework are designed to support joint ownership across relevant sections of the Delegation.</p>
<p>How were Team Europe actors (MS and DFIs) involved in the drafting of the CSRSM?</p>	<p>Team Europe actors present in Timor-Leste, including EU Member States (France and Portugal), were informed of the CSRSM process and its objectives. Meetings were held with both MS and they were also given opportunities to provide inputs and feedback during the drafting phase.</p>
<p>What measures and mechanisms are foreseen to ensure coordination amongst Team Europe actors?</p>	<p>Coordination amongst Team Europe actors will be supported through regular information sharing on EU engagement with civil society. Periodic coordination meetings and ad hoc exchanges will provide opportunities to identify synergies, avoid duplication, and promote complementarity between EU and Member State engagement with civil society in Timor-Leste.</p>

ANNEX 2: VALIDATION AND APPROVAL

<p>How were civil society and other relevant actors involved in the validation of the CSRSM?</p>	<p>Civil society organisations and relevant partners were engaged in the validation of the CSRSM through a range of consultation mechanisms. A specific CSRSM consultation meeting was organised on the 12th of December 2025 with participation from local CSOs. An online survey was carried out in December 2012 and CSOs were also given an opportunity to share written submissions. A draft version of the CSRSM was shared with EU partner CSOs for comment in February 2026. This engagement helped ensure that the CSRSM reflects the needs of CSOs operating in Timor-Leste.</p>
--	---

<p>How was the CSRSM benchmarked against best practices and lessons from other countries?</p>	<p>The CSRSM was informed by lessons learnt from the implementation of previous EU Civil Society Roadmaps in Timor-Leste, as well as by reference to EU guidance on CSRSM preparation and implementation. The drafting process took into account good practices emerging from other country roadmaps, particularly regarding focused outcomes, realistic action planning, and streamlined monitoring frameworks. The Brussels-based EU Civil Society Support Facility was also consulted, and their feedback integrated into the document.</p>
<p>How was decided if the CSRSM would be publicly available or restricted?</p>	<p>The CSRSM was made publicly available in recognition of the general need for transparency in EU cooperation, while the political environment in Timor-Leste does not present risks that would require restricting access. This ensures that civil society actors and the wider public can engage fully with the roadmap.</p>
<p>Who and when approved the CSRSM?</p>	<p>The EU Civil Society Roadmap for Timor-Leste (2025–2027) was approved by the EU Delegation to Timor-Leste in accordance with relevant procedures.</p> <p>Date of approval: March 2026</p>

ANNEX 3: IMPLEMENTATION PLAN FOR FIRST YEAR

ACTIVITIES (main tasks)	KEY MILESTONES (outputs, deliverables)	LEAD ACTOR (entity, officer or team)	TIMELINE (over 12 months)
Action 1.1: Undertake sector-specific CSO mapping and political economy analysis (PEA)			
Define scope and priority questions for digital PEA and CSO mapping (Digital & Good Governance; Climate & Agroforestry)	ToRs	CSFP (w Cooperation Facility)	Q2 2026
Prepare TOR and mobilise support (TA or service contract)	Contract	CSFP (w Cooperation Facility)	Q3 2026
Conduct initial desk review and stakeholder identification and carry out field consultations for at least two priority sectors	Report	CSFP (w Cooperation Facility)	Q3 2026
Validate preliminary findings with CSOs and key stakeholders	Minutes Final Report	CSFP (w Cooperation Facility)	Q1 2027
Action 1.2 Improve access to information on EU/ GG priorities and entry points for CSOs			
Identify priority information gaps for CSOs	Review	CSFP (w Cooperation Facility)	Q2 2026
Produce 2-3 Tetum summaries on EU/ GG priorities and participation opportunities	Documents	CSFP (w Cooperation Facility)	Q4 2026
Disseminate materials through dialogues and existing CSO channels	Meetings	CSFP (w Cooperation Facility)	Q1 2027
Action 1.3 Internal briefings for EUD and Team Europe staff on civil society mapping, PEA findings and engagement risks.			
Organise internal briefing(s) on CSO landscape and risks	Briefing	CSFP (w Cooperation Facility)	Q3 2026
Share key findings from mapping/ PEA with relevant sections	Reports	CSFP (w Cooperation Facility)	Q4 2026
Action 1.9 Continue regular (bi-annually) structured civil society dialogues			
Prepare agenda, logistics and invitations for structured dialogues	Meetings	CSFP (w Cooperation Facility)	Q2 2026
Run dialogues (ensure disaggregated data of organisaiton type)	Meetings	CSFP (w Cooperation Facility)	Q3/ Q4 2026
Write up notes and share follow-up actions	Meetings	CSFP (w Cooperation Facility)	Q3/ Q4 2026

Action 2.1 Alongside established structured civil society dialogues, establish formal dialogue opportunities linked to selected EU-supported Global Gateway initiatives			
Identify opportunities for dialogue in the digital sector	PEA Assignment	CSFP (w Cooperation Facility)	Q3 2026
2.2 Continue to support informal, thematic or issue-based dialogue spaces that provide safe entry points for engagement on sensitive or emerging issues, including where formal government-led consultation mechanisms are limited or absent.			
Convene at least one pilot EU/ GG related dialogue	Meeting	EUDEL Coop staff	Q4 2026
Monitor perception and satisfaction with the process	Feedback	EUDEL Coop staff	Q4 2026
3.2 Mapping of existing capacity development methodologies, materials and resources and building a set of pooled resources			
Collect and review all materials	CSO support measures assignment	CSFP (w CSO Support Measures)	Q1 2027
3.4 Capacity support on relevant GG related technical issues			
Develop approach and strategy for the CSO support measures	Tender	CSFP	Q2 2026
Develop a set of pooled resources/ materials on key topics	CSO support measures assignment	CSFP (w CSO Support Measures)	Q1 2027
Action 3.5 Maintain support to standalone civil society initiatives on equality, human rights and civic space, recognising their importance alongside Global Gateway-related engagement.			
Launch new call for proposals	CfP published	CSFP	Q2 2026

ANNEX 4: RELEVANT REFERENCES AND SOURCES TO DEEPEN THE UNDERSTANDING ON THE STATE OF CIVIL SOCIETY AND EU ENGAGEMENT WITH CIVIL SOCIETY

Abud, M., and Vieira, Z. (2024), "State of the Media: Timor-Leste 2024." Australian Broadcasting Corporation International Development (ABCID) / The Asia Foundation. Available at: https://asiafoundation.org/wp-content/uploads/2024/08/State-of-the-Media-Timor-Leste_ENG.pdf

AJAR (2024), "Our Young People Can Also Lead in Contributing to Peace: Youth Peace and Security in Timor-Leste." Research report by AJAR, funded by the European Union. Available at: <https://asia-ajar.org/justiceforpeace/wp-content/uploads/2024/10/12.-Timor-Leste-PAR-Our-young-people-contribute-in-Peace-Amel.pdf>

Almeras, et al. (2025), *Landscape Analysis of Civil Society Support Ecosystems in Brazil, Colombia, Mexico, China and Japan*. INTRAC.

Beck, M. (2024), "Developing Higher Education in Timor-Leste: A Work in Progress," in Pe Symaco, L., *Higher Education in Southeast Asia*, Emerald Publishing Limited.

CIVICUS (2025), "Timor-Leste: Parliament scraps plans on cars and lifetime pensions after student protests mobilised." *CIVICUS Monitor*, 7 October. Available at: <https://monitor.civicus.org/explore/timor-leste-parliament-scraps-plans-on-cars-and-lifetime-pensions-after-student-protests-mobilised/>

CIVICUS and Partners Global (2020), *Resiliency+ Framework*. CIVICUS and Partners Global

Civil Society Europe (2025), *Civil Society Europe's Contribution to the Consultation on the EU Civil Society Strategy*. CSE. Available at: <https://civilsocietyeurope.eu/wp-content/uploads/2025/09/Civil-Society-Europe-Contribution-Consultation-on-the-Civil-Society-Strategy.pdf>

Cryan, M. (2015), *Dispossession and Impoverishment in Timor-Leste: Potential Impacts of the Suai Supply Base*. SSGM Discussion Paper 2015/15. Australian National University: Canberra.

Cryan, M. (2019), *Property, State Land and Lisan: Assembling the Land and the State in Post-Independence Timor-Leste*. Australian National University: Canberra.

Diamond, L. (1994), "Rethinking Civil Society: Toward Democratic Consolidation." *Journal of Democracy*, 5(3), 9.

EU SEE Timor-Leste (2025), *Timor-Leste enabling environment updates for civil society*. Available at: <https://eusee.hivos.org/country/timor-leste>

FONGTIL (2023), *Institutional Capacity Assessment*. Available at: <https://fongtil.org/tl/1501-2>

Freedom House (2025), *Freedom in the World Report*. Available at: <https://freedomhouse.org/country/timor-leste/freedom-world/2025>

James, R. (1998), *Demystifying Organisation Development: Practical Capacity-Building Experiences of African NGOs*. INTRAC.

James, R. (2019), "Leadership Transition: Overcoming the Threat of Founder's Syndrome." INTRAC Praxis Paper No. 9, September 2019. Available at: <https://www.intrac.org/app/uploads/2024/12/Praxis-Series-Paper-No-9-Leadership-Transition-Overcoming-the-Threat-of-Founders-Syndrome.pdf>

Lao Hamutuk website (2019, 30 May), "General State Budget." Available at: <http://www.laohamutuk.org/econ/OGE19/18OGE19.htm>

Lewis, D. (2014), *Non-Governmental Organizations, Management and Development*. Routledge.

Niner, S. (2020), "Veterans and Heroes: The Militarised Male Elite in Timor-Leste." *The Asia Pacific Journal of Anthropology*, 21(2), 117–139.

OECD (2012), *Partnering with Civil Society: 12 Lessons from DAC Peer Reviews*. OECD Development Co-operation Peer Reviews. OECD Publishing, Paris. Available at: <https://dx.doi.org/10.1787/9789264200173-en>

OECD (2020), *Development Assistance Committee Members and Civil Society*. The Development Dimension. OECD Publishing, Paris. Available at: <https://doi.org/10.1787/51eb6df1-en>

OECD (2023), *Funding Civil Society in Partner Countries: Toolkit for Implementing the DAC Recommendation on Enabling Civil Society in Development Co-operation and Humanitarian Assistance*.

Pedro Barreto Ximenes (2024), "Higher Education in Timor-Leste," in Pe Symaco, L., and Hayden, M. (eds), *International Handbook on Education in Southeast Asia*, Springer, pp.1273–1301.

Robke, A. (2025), *How to Resource and Fund Impact Networks: An Interactive Guide*. INTRAC and Fito Network.

Smith, Y., Craney, A., and Roche, C. (2024), "Racism, Colonialism and Whiteness in Development: Insights from Pacific Professionals Following Repatriation of White Staff during Covid-19." *Third World Quarterly*, 45(9), 1517–1535.

The Asia Foundation (2019), *The Changing Face of Civil Society in Timor-Leste: Southeast Asia Civil Society Scoping Study*.

The Asia Foundation (2025), *Tatoli: A Survey of the Timorese People*. The Asia Foundation: Dili.

UCA News (2024), "Timor-Leste draws flak for arresting activists during papal visit." Available at: <https://www.ucanews.com/news/timor-lestes-draws-flak-for-arresting-activists-during-papal-visit/106347>

UCA News (2025), "Timor-Leste drops contentious clause in amendment to media law," 15 August. Available at: <https://www.asia-pacific-solidarity.net/news/2025-08-15/timor-lestes-drops-contentious-clause-amendment-media-law.html>

USAID (2022), *Civil Society Organisation Sustainability Index for Timor-Leste*, p.2. Available at: <https://www.icnl.org/our-work/timor-lestes> (index information page; full historical sustainability reports may be downloaded separately)

Vieira, Z. (2025), "Numeru Vitima Ba Asediu Sexual Iha UNTL Aumenta Need, Deskonfia Komete Husi MB." *Neon Metin*, 9 October. Available at: <https://neonmetin.info/buletin/2025/10/09/numeru-vitima-ba-asediu-sexual-ih-untl-aumenta-need-deskonfia-komete-husi-mb>

ANNEX 5: OTHER RELEVANT INFORMATION

Table of actions begun under the third CSRM. Each project has been classified as either CSO-led, Some CSO engagement, or no explicit CSO focus.

Project Name	Short Description	Partners (Lead + Key)	CSO Engagement Type	Total Budget (EUR)	Timeframe (Start–End)	Project Status
Spotlight Initiative – Timor-Leste	Eliminates violence against women and girls through systemic reform.	UN agencies + Government, sub-grants to CSO organisations	Some CSO Engagement	€ 12,000,000	Ended Dec 2023	finalised
Project to Empower & Strengthen Consumers	Strengthens consumer rights awareness and advocacy.	DECO + TANE	CSO-led	€ 620,000	Ended Jan 2023	finalised
PACRES – Climate Action (GCCA+)	Mainstreams climate adaptation into national and local planning.	State Secretariat for Environment	No explicit CSO focus	€ 350,000	Ended Jan 2023	finalised
Local Development & Municipal Capacity Project	Strengthens municipal governance and service delivery.	UNDP	Some CSO Engagement	€ 3,250,000	Ended March 2023	finalised
Maloa Urban Resilience Initiative	Builds urban resilience to floods and climate shocks.	Mercy Corps	CSO-led	€ 2,100,000	Ended Sep 2023	finalised
District Roads Rehabilitation & Maintenance	Rehabilitates and maintains district-level road infrastructure.	Asian Development Bank	No explicit CSO focus	€ 20,450,000	Ended Dec 2023	finalised
Technical Assistance for the Project Preparation and Implementation (PPI) Programme for Timor-Leste	Supports preparation of large infrastructure and investment projects.	EIB	No explicit CSO focus	€ 5,190,000.00	Ended Aug 2024	finalised
Project Rai Matak	Improves climate-resilient livelihoods and community resource management.	Oxfam Australia + Ho Musan Ida + xpand	CSO-Led	€ 2,700,000	Ended Nov 2024	finalised

Project Name	Short Description	Partners (Lead + Key)	CSO Engagement Type	Total Budget (EUR)	Timeframe (Start–End)	Project Status
Hakbiit Feto Project	Promotes women’s leadership and participation in decision-making.	ADRA Austria & Timor-Leste + Rede Feto	CSO-Led	€ 888,889	Ended Feb 2025	finalised
Decentralisation Budget Support	Support the deconcentration and decentralisation process, bringing governance, public administration and services closer to people.	Ministry of State Administration (MSA)	No explicit CSO focus	€ 11,250,000	2020 – 2025	finalised
PROCULTURA - Promotion of Employment in Income-Generating Activities in the Cultural Sector in the PALOP-TL countries	Contribute to increasing employment and income-generating activities in the cultural sector in the PALOP-TL countries	Implementing partner: Instituto Camoes Ministries and departments of Culture in the PALOP and East Timor. Ministries and departments of Education and/or Vocational Training in the PALOP and East Timor	Some CSO Engagement	€ 19,000,000 (for all countries)	March 2019 to June 2025	ongoing
Partnership for the improvement of urban governance, social inclusion and entrepreneurship promotion in Dili, East Timor	Improvement of urban governance, social inclusion and entrepreneurship promotion in Dili, East Timor	União das Cidades Capitais de Língua Portuguesa (UCCLA), Camara Municipal de Lisboa (CML), Autoridade Municipal de Dili (AMD)	Some CSO Engagement	€ 3,050,000	May 2022 - August 2025	finalised
Agroforestry Skills for Employment and Resilience	Promote green and sustainable economic diversification through private sector development, technical and vocational education training (TVET) for youth integration in the labour market.	ILO, SEFOPE, INDMO, Ministry of Agriculture, Secretary of States of Cooperatives, Vocational Schools, CSO	Some CSO Engagement	€ 6,000,000	September 2023 to August 2027	ongoing

Project Name	Short Description	Partners (Lead + Key)	CSO Engagement Type	Total Budget (EUR)	Timeframe (Start–End)	Project Status
Support to Regional Integration and Trade	Support Timor-Leste’s economic integration and trade in the South East Asia region and the broader world through ASEAN and WTO accession.	ITC , MNEC, MCAE, MCI, Parliament, CSO, Private Sector	Some CSO engagement	€ 3,000,000	October 2023 to September 2026	ongoing
Towards inclusive and assured futures: Unlocking the full potential of Timorese people in all their diversity	Unlocking the full potential of Timorese people in all their diversity	Plan International Timor-Leste, AHDMTL, Arcoiris Timor-Leste	CSO-led	€ 666,667	Feb 2023 – July 2025	finalised
POWER - Promotion of Women through Economic Empowerment and Rights	Women’s economic empowerment and women’s rights promotion	World Vision Australia, World Vision Timor-Leste, FEEO, FOKUPERS	CSO-led	€ 1,670,000	September 2023 - August 2026	ongoing
PALOP-TL Regional Economic Governance Programme – (Pro PALOP-TL – Phase III)	Promotion of accountable and inclusive institutions in the PALOP-TL countries	Ministries of Finance and National Tax Revenue Authorities, Parliaments, Court of Auditors, external control institutions, and Civil Society Organisations Implementing partner: UNDP	Some CSO engagement	€ 7,850,000 Of which 1,400,00 for Timor-Leste	2023 to 2026	ongoing
Building Safety and Resilience in the Pacific – Phase II (BSRP II)	To reduce the impacts of disasters, including those relating to climate change in Pacific island countries.	State Secretary for Social Protection - Civil Protection Authority (APC). Implementing partner: Civil	No explicit CSO focus	€ 550,000	1 April 2023 – 31 July 2026	ongoing

Project Name	Short Description	Partners (Lead + Key)	CSO Engagement Type	Total Budget (EUR)	Timeframe (Start–End)	Project Status
		Protection Authority (APC)				
RESTORE "Restoring Ecosystems for Sustainable, Transformative and Resilient Communities" (KIWA)	Strengthen the adaptive capacity and economic resilience of Pacific Islanders – specifically to improve shoreline stability, coastal protection and sustainable livelihoods – through community-based ecosystem restoration in Fiji, Samoa and Timor-Leste.	Conservation International	CSO-Led	€ 798,809	November 2024 - October 2027	ongoing
PFM Technical Assistance	Contribute to strengthen democracy, the rule of law and governance, including e-governance. The specific objective is to strengthen domestic and other revenue mobilisation, public expenditure management and increased transparency, efficiency and effectiveness of public expenditure.	Implementing contractor: DAI Global Belgium SRL; Timor-Leste Beneficiary: MoF	No explicit CSO focus	€ 3,000,000	October 2025 to September 2028	ongoing
Enhanced Agroforestry for Resilient Timorese Households (EARTH)	To increase food and income security and ensure sustainable and equitable benefits for Timorese women and men, including youth and other vulnerable groups, through a thriving climate-resilient agroforestry sector.	World Vision Australia, World Vision International, FarmTree B.V, Fundação Carbon Offset Timor – FCOTI, Nature Company Pty Ltd – NatureCo	CSO-Led	€ 3,058,824	March 2025 to February 2030	ongoing
Nutrition and Social Protection – Contribution Agreement with entrusted Entity	Contribute to reduced malnutrition and increased social inclusion amongst pregnant and breastfeeding women, children under five, and school-aged children.	WFP, UNICEF & ILO	No explicit CSO focus	€ 9,900,000	May 2025 to April 2029	ongoing
Enhancing Nutritional Outcomes	To contribute to reduced malnutrition and increased social inclusion amongst	Care Australia, MOFFE-TL	CSO-Led	€ 665,000	August 2025 to July 2028	ongoing

Project Name	Short Description	Partners (Lead + Key)	CSO Engagement Type	Total Budget (EUR)	Timeframe (Start–End)	Project Status
for Children and Reproductive-Age Women in Timor-Leste through Community-Based Interventions	pregnant and breastfeeding women, children under five, and school-aged children.					
Strengthening Health, Improving Nutrition and Empowering Community (SHINE-C)	To contribute to reduced malnutrition and increased social inclusion amongst pregnant and breastfeeding women, children under five, and school-aged children.	ChildFund Australia, Alola Foundation	CSO-led	€ 665,000	August 2025 to July 2028	ongoing
Strengthening Nutrition and Social Inclusion	To contribute to reduced malnutrition and increased social inclusion amongst pregnant and breastfeeding women, children under five, and school-aged children.	Cruz Vermelha de Timor-Leste (CVTL), Catholic Relief Services	CSO-led	€ 665,000	August 2025 to July 2028	ongoing
Partnership for PFM and Digital Transition in Timor-Leste (PADIT-TL) – Budget Support	Reduce inequalities and improve human development for all in Timor-Leste. Improve efficiency, transparency, sustainability, and equality of the budget cycle.	Ministry of Finance,	No explicit CSO focus	€ 9,000,000	May 2025 to December 2027	ongoing
Partnership for PFM and Digital Transition in Timor Leste (PADIT-TL) - Dalan ba Digital	Reduce inequalities and improve human development for all in Timor-Leste. Increase the use of safe e-governance, services by citizens and enterprises with a focus on women and vulnerable groups.	UNDP	No explicit CSO focus	€ 3,000,000	August 2025 to August 2028	ongoing
Haforsa CSOs ba Diversidade: Strengthening Civil Society Leadership	Strengthen civil society leadership for improved governance and sustainable development in Timor-Leste	Plan International Sweden, Fundacao Caucus Feto Iha Politika, Forum ONG	CSO-led	€ 829,195	2025 – 2028	ongoing

Project Name	Short Description	Partners (Lead + Key)	CSO Engagement Type	Total Budget (EUR)	Timeframe (Start–End)	Project Status
for Improved Governance and Sustainable Development in Timor-Leste		Timor-Leste (FONGTIL)				
Support to Timor-Leste CSOs as actors of good governance and development	Strengthen civil society leadership for improved governance and sustainable development in Timor-Leste	CARE Netherlands, FOKUPERS, Asosiasaun HAK	CSO-led	€ 794,988	2026 – 2028	ongoing
Strengthening Civil Society to Promote Good Governance in Timor-Leste	Strengthen civil society leadership for improved governance and sustainable development in Timor-Leste	Oxfam Australia, Kdadalak Sulimutuk Institute (KSI), Mata Dalan Institute (MDI)	CSO-led	€ 825,132	2025 – 2028	ongoing
Free to be Yourself: Empowering the Most Vulnerable Children to Claim Their Rights	Empowering the most vulnerable children to claim their rights	Plan International Timor Leste, Ba Futuru, Mane Ho Vizaun Foun, Plan International Sweden	CSO-led	€ 1,021,053	February 2025 – January 2028	ongoing
CRESCE - Creation and Development of Sustainable and Circular Economy Businesses	Contribute to the creation and development of green and blue MSMEs and jobs by supporting entrepreneurs, with particular attention to disadvantaged groups, namely women, youth and return migrants, improving their entrepreneurial and management competences and facilitating access to credit.		No explicit CSO focus	€ 3,000,000	Planned for 2026	planned
e-Governance for the Judicial	To improve access to justice in support of sustainable social and economic development,		No explicit CSO focus	€ 5,000,000	Planned for 2026	planned

Project Name	Short Description	Partners (Lead + Key)	CSO Engagement Type	Total Budget (EUR)	Timeframe (Start–End)	Project Status
System in Timor-Leste (e- JUSTL)	including through e-governance in the judicial system of Timor-Leste.					