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Câmara do Comércio e Indústria
de Timor-Leste



▶ DECENT WORK COUNTRY PROGRAMME TIMOR-LESTE

2022 - 2025





**DECENT WORK
COUNTRY PROGRAMME
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Abbreviations

ADB	Asian Development Bank
ADN	Agência do Desenvolvimento Nacional (National Development Agency)
ADTL	Asosiasaun Defisiénsia Timor-Leste (Disability Resources Timor Leste)
APRM	Asia and the Pacific Regional Meeting
ASEAN	Association of Southeast Asian Nations
CCI-TL	Chamber of Commerce and Industry of Timor-Leste
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CNTI	National Commission Against Child Labour
CoM	Council of Ministers
DFAT	Department of Foreign Affairs and Trade – Government of Australia
DRBFC	Directorate of Roads, Bridges and Flood Control
DWCP	Decent Work Country Programme
ERA	Enhancing Rural Access (EU-funded with technical assistance from ILO)
ESCAP	Economic and Social Commission for Asia and the Pacific
EU	European Union
FoW	Future of Work
GoA	Government of Australia
GoTL	Government of the Democratic Republic of Timor-Leste
HDI	Human Development Index
ICT	Information Communication Technology
IGT	General Labor Inspectorate
ILO	International Labour Organization
INSS	National Institute of Social Security
JSC	Joint Steering Committee
KSTL	Timor-Leste Trade Union Confederation
LMI	Labour Market Information

MoF	Ministry of Finance
MPW	Ministry of Public Works
MSA	Ministry of State Administration
MSEs	Micro and small enterprises
MSSI	Ministry of Social Solidarity and Inclusion
NES	National Employment Strategy
NSPS	National Social Protection Strategy
OSH	Occupational Safety and Health
PLWD	People living with disabilities
R4D	Roads for Development Program
R4D-SP	Roads for Development Support Program
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan (of Government of Timor-Leste for 2011-2030)
SEFOPE	Secretary of State for Vocational Training and Employment
SRM	Standards Review Mechanism's Tripartite Working Group
TL	Timor-Leste
ToC	Theory of Change
TVET	Technical and Vocational Education and Training
UN	United Nations
UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNSDCF	United Nations Sustainable Development Cooperation Framework
VAWG	Violence Against Women and Girls

▶ 1. Introduction

Tis Decent Work Country Programme (DWCP) is the third DWCP in Timor-Leste and covers the period from 2022 to 2025. The previous DWCP covered the period 2016 – 2020 and was extended to the end of 2021.

The dialogue and consultation for this new DWCP started in October 2021. Due to COVID-19 travel and meeting restrictions, the process was initially undertaken through a review of past and ongoing initiatives, teleconferencing and individual meetings with constituents. The process culminated in a high-level tripartite consultation meeting held on 11th February 2022 at which the constituents agreed on the three key priorities and their associated outcomes as described in this document.

This DWCP draws extensively on existing documents and plans, including the government’s Strategic Development Plan (2011-2030)¹ and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025.² In the development of the UNSDCF, the ILO contributed to the Common Country Assessment (CCA)³ and participated in the consultations leading-up to the finalization of the UNSDCF. This included ensuring opportunities for ILO social partners to engage in the consultative and participatory processes involving the Government, civil society and development partners.

The UNSDCF identifies six (6) priority areas in which the UN will support national efforts to develop the capacities and systems of Timorese institutions and empower the most marginalized rights-holders, in particular women, children, the poor and rural communities, to ensure that, by 2025, namely:

- ▶ **UNSDCF Priority 1:** Nutrition, food security and agricultural productivity have improved for all, irrespective of individual ability, gender, age, socio-economic status and geographical location.

1 Government of Timor-Leste, *Timor-Leste Strategic Development Plan 2011-2030*. 2010.

2 UN Timor-Leste, *Sustainable Development Cooperation Framework, Timor-Leste 2021–2025*. 2021.

3 United Nations Timor-Leste, *Common Country Assessment for Timor-Leste*. 2019.

- ▶ **UNSDCF Priority 2:** People throughout Timor-Leste in all their diversity, especially women and youth, benefit from sustainable economic opportunities and decent work.
- ▶ **UNSDCF Priority 3:** All people of Timor-Leste, particularly excluded and disadvantaged groups, have increased access to quality formal and innovative learning pathways (from early childhood through life-long learning) and acquire foundational, transferable, digital and job-specific skills.
- ▶ **UNSDCF Priority 4:** The people of Timor-Leste increasingly demand and have access to gender-responsive, equitable, high quality, resilient and inclusive primary health care and strengthened social protection, including in times of emergency.
- ▶ **UNSDCF Priority 5:** The people of Timor-Leste, especially the most excluded, are empowered to claim their rights, including freedom from violence and harassment, through accessible, accountable and gender-responsive governance systems, institutions and services at national and levels.
- ▶ **UNSDCF Priority 6:** National and sub-national institutions and communities (particularly at-risk populations including women and children) in Timor-Leste are better able to manage natural resources and achieve enhanced resilience to impacts of climate change, natural and human-induced hazards, and environmental degradation, inclusively and sustainably

In support of the UNSDCF, the ILO and its constituents agreed that with tripartism and social dialogue being encouraged at all stages of implementation, to continue with three key priorities of the previous DWCP, namely:

- ▶ **DWCP Priority 1:** Employment Promotion and Enterprise Development
- ▶ **DWCP Priority 2:** Enhanced protection of workers and social protection
- ▶ **DWCP Priority 3:** Improved labour market governance, including strengthened capacity of workers' and employers' organizations to effectively participate in and influence policy and decision-making processes

The DWCP will support the implementation of the Bali Declaration that was adopted at the 16th Asia and the Pacific Regional Meeting (APRM) of the ILO.⁴ The APRM concluded with a call for governments, workers' and employers' organizations in the region to galvanize efforts to promote inclusive growth, social justice and decent work. The Declaration outlined policy actions relating to the creation of more decent jobs, responding to the impact of technology on employers and workers, safe migration, actions against child and forced labour, reversing widening inequalities and sharing productivity improvements, and building resilience to conflicts and disasters.

4 International Labour Organization, *The Bali Declaration - Adopted at the 16th Asia and the Pacific Regional Meeting, 2016*

▶ 2. Country progress towards decent work and sustainable development

2.1. Context

Since independence, Timor-Leste has made significant progress, in terms of rebuilding public infra-structure, government facilities and services and institutional frameworks. Today with a population of over 1.3 million people of which about 70% live in rural area, Timor-Leste is a peaceful and democratic nation. However, fragility remains a challenge as the country contends with the legacies of past conflict, and improving citizens' lives, including addressing different forms poverty and inequality, creating a strong foundation for sustainable and inclusive growth, creating an economic system with sufficient employment opportunities for its young people, improving the quality of public services and responding to climate change, and the frequency of natural disasters (floods, droughts, earthquakes, Tsunamis etc..).

Timor-Leste's vision for sustainable development is outlined in its Strategic Development Plan (SDP) 2011–2030. This states that the country's aim is to transition from low to upper-middle-income country status by 2030, with a healthy, well-educated and safe population. It places state-building, social inclusion and economic growth at the core. Capitalizing on four main pillars – social capital, infrastructure, economic development and the institutional framework – the SDP provides the roadmap for the country to achieve its vision. Gender equality is included in the SDP as a cross-cutting issue. The SDP is currently being updated with an expected increased emphasis on decentralization and vulnerable groups.

The Government of Timor-Leste is committed to achieving the 2030 Agenda on Sustainable Development. In July 2019, Timor-Leste presented its first Voluntary National Review.⁵ The Voluntary National Review (VNR) process was an important opportunity for Timor-Leste to show the achievements of Timor-Leste and identify areas in which the country needs additional assistance and partnerships to accelerate the progress of the Global Objectives by 2030.

5 Government of Timor-Leste, *Voluntary National Review of Timor-Leste*. 2019.

The VNR identified four key accelerators to achieve the SDGs, and address the disparities that exist between municipalities and rural-urban areas and vulnerable groups (persons with disabilities and women), namely:

1. Building human capital and promoting sustainable growth;
2. Consolidating peace and addressing municipal and rural-urban disparities;
3. Strengthening institutional capacity and prioritizing and resourcing inclusive interventions to target the furthest behind first; and
4. Improvements in data collection and analysis.

Despite the significant gains Timor-Leste continues to experience very high levels of extreme poverty, hunger and child malnutrition as well as low levels of formal education. A large part of the population still lives in poverty and the country ranks 141 out of 189 countries and territories in the Human Development Index.

In Timor-Leste, poverty is a highly rural phenomenon, with more than 70 percent of the poor living in rural areas. The CCA notes that poverty is multidimensional in Timor-Leste and the country has the highest multidimensional poverty rate among Southeast Asian countries, with 45.8% of the population multidimensionally poor (56% in rural areas compared with 18.2% in urban areas). Poverty and inequality in Timor-Leste are not just caused by lack of income and inequality in opportunity but also the result of limitations related to access to food, quality of water, sanitation, social protection, education, skills, health care, discrimination and decent work.

As a result of rising geographic inequalities in access to jobs, health and education, international and internal migration is a growing phenomenon. After an influx of people returning to Timor-Leste in the first few years of independence, net migration became negative as Timorese took advantage of opportunities overseas. While outmigration is estimated to have gradually declined it is still significant. Between 2010 and 2015, around 75,000 people, most of working age, left Timor-Leste, which benefits from several international agreements which facilitate overseas work. However, much of this work is seasonal work and there are questions about what skills are being learnt by Timorese people going to work on short term basis overseas and how much of the wealth that is generated is flowing back to the country.

The largest groups of overseas Timorese can be found in Indonesia and Europe. Other significant populations are in 'other Asia', which is likely to mostly correspond to South Korea because Timor-Leste is part of their migrant worker program, as well as Australia's Seasonal Worker Program. Participation in these schemes has been growing, and as many Timorese are eligible for a Portuguese passport, which enables them to live and work across much of Europe and other countries that have labor mobility agreements with the European Union. Remittances from overseas workers are the largest non-oil contributor to the economy. Prior to COVID-19 travel restrictions, one in five Timorese households was receiving payments from overseas.

Internal migration is also growing. Dili's population increased by 20% between 2010 and 2015. It is estimated that two thirds of this growth was caused by internal migration from other municipalities, with 40% moving for education.

COVID-19 is causing further challenges and exacerbating existing vulnerabilities. Restrictions on domestic and international movement are disrupting agricultural markets, business activity and employment prospects, especially for women who have shouldered additional unpaid care burdens and who are concentrated in the hardest hit sectors, in an already fragile economy. COVID-19 has heightened the risk of gender-based violence and harassment, at home and at work, due to lockdowns and additional stressors. Reductions in income are constraining households' ability to meet basic needs and access sufficient nutritious food. The COVID-19 outbreak in the first half of 2021 as well as damage from the Easter floods have further undermined Timor-Leste's economic recovery.

Another key milestone that will shape the country's long-term prospects is whether Timor-Leste's application for full membership of the Association of Southeast Nations (ASEAN) is accepted.

2.2. Decent Work Challenges

Recognizing the profound ongoing transformations in the world of work, the ILO Centenary Declaration for the Future of Work calls for a human-centred approach by:

- Strengthening the capacities of all people to benefit from the opportunities of a changing world of work
- Strengthening the institutions of work
- Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

2.2.1. Strengthening the capacities of all people to benefit from the opportunities of a changing world of work

Timor is a very youthful country with about 70% of its population being under the age of 35. Since independence, the education sector has improved significantly, with education participation growing. However, the quality of learning is low, with large numbers of drop-out after primary school and vocational training and tertiary education that fail to sufficiently equip youth with the skills and training needed for the labour market. There are also significant inequalities in access to education, especially for women people with disabilities, and other marginalized groups of people.

Timor-Leste has made significant progress in establishing regulatory and policy frameworks for the employment and skills development. This includes the development of the National Qualifications Framework in 2010, the National Education Strategic Plan in 2011, the TVET Plan in 2012, and the National Employment Strategy 2017–30. However, there remains gaps in implementation, coordination, monitoring of outcomes, and budgetary commitment. Skills development policies and programmes need a greater emphasis on the expansion of knowledge areas that are both demanded by the private sector and present opportunities for growth in the future.

There are no recent labour force surveys (latest is 2013), which makes it challenging to present a comprehensive picture of employment and to develop evidence-based policies and programmes. However, what is clear is that there are currently not enough formal jobs to meet the large number of people entering the labour market and with employment generally being characterized by informality.

Using small survey and census-based data it has been estimated that in 2015⁶:

- Agriculture, forestry and fishing employment remain as highest branch of economic activity with nearly half of those employed working in these sectors.
- The unemployment rate increased from 7.8 percent in 2010 to 11.0 percent in 2013 and slightly decreased to 10.4 percent in 2016. Men's unemployment rate in 2013 (11.3%) was slightly higher than women (10.4%).
- More than half of those employed were in vulnerable jobs, as own-account or contributing family workers, most of whom are women and youth.
- 20.3% of youth (15–24 years) were not in education, employment or training (NEET) – 16.8% for males and 23.7% for females.
- Persons with disabilities are also five times less likely to be employed than those without any disability.
- A small percentage of children are engaged in child labour, many of them in agriculture supporting their families.

Eliminating child labour in all its forms remains critical. Timor-Leste has ratified most key international conventions concerning child labour and established laws and regulations related to child labour. The government has established institutional mechanisms for the enforcement of laws and regulations on child labour. However, gaps exist within the operations of enforcement agencies that may hinder adequate enforcement of their child labour laws. The National Action Plan of Child Labour is yet to be formally approved by the Council of Ministers nor is the list of hazardous work prohibited for all children below 18 years.

Reducing poverty and supporting people in their life and work transitions, requires a comprehensive, fair and equitable social protection system. The Government of Timor-Leste recognizes the

6 International Labour Organization, Timor-Leste: Employment and environmental Sustainability Fact Sheet, 2019

importance of social protection through its National Constitution, that says “All citizens have the right to social security and social assistance, according to the law” (Article 56). The current low levels of legal and effective coverage of non-contributory and contributory social security schemes, social health protection, benefits and allowances show that there is still much to do to bestow this Constitutional right and achieve the government’s objectives as well as the Sustainable Development Goals.

The Ministry of Social Solidarity, in partnership with the ILO and other UN agencies recently developed the National Social Protection Strategy of Timor-Leste to address these challenges. The strategy was analysed and approved on 11 November 2021 by the Council of Ministers.

Gender inequality persists in practice, along with prevalent discrimination and violence and harassment, particularly against women. National policies call for equal access to services and rights, including the execution of rights-based and gender-responsive approaches to address exclusion, marginalization and inequality. Basic legislation to enshrine non-discrimination based on gender is in place in Timor-Leste, with the Constitution explicitly highlighting gender in prohibiting discrimination. However, regulatory gaps in assuring gender equality still exist. While Timor-Leste has paid maternity leave under social insurance, it falls short of the 14 weeks minimal agreed international standard (C183). In addition, some categories of workers such as civil servants and domestic workers are excluded under legislature granting ‘equal pay for work of equal value’. The country has not defined ‘work of equal value’, which is required under the ratified convention C100.

However, in practice gender inequality persists, manifested in discrimination and very high levels of violence and harassment against women and remains one of the most widespread human rights abuses in Timor-Leste. Women’s labour force participation is 24.9 per cent, less than half that of men at 52.5 per cent.⁷ Women are concentrated in a narrower range of jobs and sectors than men due to established norms about the roles of women and men. According to the most recent data, women made up 70 per cent of vulnerable workers, compared to 48 per cent of men and on average, their monthly earnings are 17 per cent less than men’s. Strengthening the institutions of work

7 ILOSTAT, <https://www.ilo.org/ilostat>

The key government institutions governing the world of work in Timor-Leste, include:

- Secretary of State for Vocational Training and Employment (SEFOPE) under the Coordinating Minister of Economic Affairs. SEFOPE is responsible for training and articulating national employment policies and programmes. It is mandated to oversee employment and labour policies in partnership with representative organizations of workers' and employers.
- The General Labor Inspectorate (IGT) under the Coordinating Minister of Economic Affairs is responsible for carrying out inspection activity in workplaces, including the respective prosecution of labour and social security violations.
- The Ministry of Social Solidarity and Inclusion which among other responsibilities is responsible for the design, implementation, coordination and evaluation of social security, social assistance for workers and other populations.

The Chamber of Commerce and Industry of Timor-Leste (CCI-TL) is an umbrella organisation representing business associations in Timor-Leste was established in April 2010. The objective of CCI-TL is to represent the needs of its members in policy advocacy and to deliver a range of business services to enhance the skills, knowledge and performance of the businesses it represents to achieve private sector growth.

The national trade union congress, Timor-Leste Trade Union Confederation (KSTL), was established in February 2001. Since its establishment, KSTL has been successful in creating seven affiliate members, which consists of three from the private sector, three from the public sector and one from the informal sector.

The current dispute resolution system is not effective - SEFOPE provides mediation services, but its capacity and effectiveness need to be improved. Since no labour courts exist, labour matters are dealt with by civil courts who too often lack the expertise and their priority is often given to criminal cases. It is necessary to support tripartite consultations for providing time bound, accessible and affordable process for dispute resolution and enforcement of decisions, which will also promote constructive labour relations and

productive businesses. Furthermore, what dispute resolution capacity exist is mainly available in Dili and with the governments ongoing decentralization reforms, it will be critical that capacity development strategies prioritize those services that will be performed outside the capital?

Improving the regulatory and policy frameworks requires up-to-date information regarding the changing context and performance of these frameworks. As high-lighted by the VNR, strengthening national capacity to collect and analyse disaggregated data leading to evidence-based policy formulation is essential.

As the Timor-Leste economy develops from a predominantly subsistence agriculture to include more secondary and service sector enterprises, the changing nature of the work and work process has exposed workers to a range of new safety and health hazards in addition to the persisting ones. Working in extreme hot tropical weather in the construction industry, using pesticides in agriculture; and welding, drilling and demolishing areas for construction projects to build hotels, harbors, airports and roads exposes workers to numerous hazards.

However, in Timor-Leste, the need for safe and healthy work is only recently being widely recognised as a basic human right and as an essential part of building a competitive modern economy.⁸ Thus, there is a need to strengthen national and workplace capacities to ensure compliance with national laws and regulations to protect workers' safety and health, including the right to work free from violence and harassment, including gender-based violence and harassment and to improve productivity, particularly in informal and small enterprises.

Social dialogue and the capacity and representational strength of the social partners

The labour code in Timor-Leste shows a strong commitment to tripartism and collective bargaining. Timor-Leste has incorporated the dispute resolution mechanism in its Labour Code namely the Law No.4, 2012 and SEFOPE has established National Labour Council and Labour Arbitration Council to strengthen the social dialogue for constructive labour relations and to promote peaceful and fruitful relations between workers,

8 Ximenes, G. and W. Pearse, Attitudes to work health and safety legislation in Timor-Leste. *Journal of Health, Safety and Environment*, 2017. 33(2): p. 1-16.

governments and businesses to achieve objectives of economic growth and diversification.

In practice, the National Council for Labour has met infrequently and bipartism nearly non-existent which prevents any social partnership and workplace cooperation from developing between employers (CCI-TL) and trade unions (KSTL).

Ratification and application of international labour standards

Timor-Leste has ratified six (6) of the eight (8) fundamental International Labour Conventions, namely:

- Forced Labour Convention, 1930 (No. 29) – ratified in 2009
- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) – ratified in 2009
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98) – ratified in 2009
- Equal Remuneration Convention, 1951 (No. 100) – ratified in 2016
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111) – ratified in 2016
- Worst Forms of Child Labour Convention, 1999 (No. 182) -- ratified in 2009

The two other core conventions not yet ratified are the Conventions on minimum age (C138) and abolition of forced labour (C105) and currently preliminary work is taking place with a view to ratifying the Violence and Harassment Convention, 2019 (No. 190) as part of the EU-UN Spotlight Initiative to eliminate all forms of violence and harassment against women and girls by 2030. The Office has provided considerable assistance under the EU-UN Spotlight Initiative, including the production of a comparative analysis of Timorese law vis-a-vis the requirements of C. 190, and an attendant set of comprehensive recommendations for bringing the country's law and policy framework into conformity with the instrument; additionally a workshop presenting the said recommendations was held in 2021, along with a follow-up workshop to advise the C 190 tripartite working group on next steps.

Finally, a consultant was also retained to draft the necessary amendments and additions to the law based on the comparative analysis report's recommendations.

As regards other ratifications, generally, the Standards Review Mechanism's Tripartite Working Group (SRM) has issued standing recommendations for ratification for each ILO member State. With respect to Timor Leste, the SRM has urged the Government to ratify the remaining fundamental Conventions yet ratified. The SRM has further requested that the priority, or governance Conventions—C No. 122 (Employment Policy), 81 and 29 (Labour Inspection), and Convention No. 144 (Tripartite Consultations).

Follow-up measures of assistance to the work previously undertaken respecting the ratification of Conventions No.144 and 190 are therefore envisaged in the coming year(s). Under this DWCP, emphasis is on the ratification and application of the following Conventions:

- Tripartite Consultation (International Labour Standards) Convention, 1976 (No.144).
- Violence and Harassment Convention, 2019 (No. 190).
- Minimum Age Convention (International Labour Standards), 1973 (No. 138).

Finally, discussions with SEFOPE and the constituents are to be held to draft a broad plan for ratifications over the period of the DWCP, in accordance with the SRM's standing recommendations and with a view towards gradually filling out Timor-Leste's modest ratification record.

As regards C 144, a tripartite workshop on the prospects for this instrument's ratification was held in July 2021. The participating constituents all agreed to pursue its ratification.

With respect to ratified Conventions, the CEACR has issued comments with respect to each of the six (6) ratified by Timor. The comments contain numerous requests for additional information to further assist the former in examining the extent to which the country is complying with the instrument concerned. The comments also contain several recommendations, primarily

concerning the need to revise existing labour laws or draft new ones, to bring Timor-Leste's legal framework into conformity with the Conventions ratified.

2.2.2. Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The Timor-Leste economy has grown significantly in the past 20 years; however, the pace of growth has not been sufficient to provide productive employment and decent work to those already in vulnerable employment and the significant number of new entrants to the labour market. What jobs have been created are predominantly in the public sector, and economic growth has been largely driven by public expenditure, financed by petroleum revenue, with around 85 per cent of government expenditure each year financed by transfers from Timor-Leste's Petroleum Fund. Timor-Leste private sector is still underdeveloped, characterized by micro and small enterprises (MSEs), individually owned, self-financed, agro-based and informal activities. There is no clear 'policy framework' to support those working in the informal sector (including in subsistence agriculture, agro-forestry and fisheries). There is also a small but significant production through agricultural and other cooperatives.

Enhancing productivity is key to improve the competitiveness and suitability of the economy. When compared to the East Asia and Pacific region, the average firm in Timor-Leste is younger, smaller (in terms of the number of employees), less capital intensive, and has lower labour (and total factor) productivity levels. Difficulties in business registration, lack of access to finance, poor electricity and water services, cumbersome import and business regulations, corruption and bribe requests, and low workforce skills and education levels have all been associated with weaker firm performance.⁹

The ILO's Enabling Environment for Sustainable Enterprises survey¹⁰, assessed the overall environment for building sustainable enterprises, identified the following priorities for future action:

9 World Bank Group, *Timor-Leste Economic Report: Charting a New Path*. 2021.

10 International Labour Organization, *The enabling environment for sustainable enterprises in Timor-Leste*. 2017.

- Good governance: strengthen institutional capacity to improve transparency in public administration;
- Entrepreneurial culture: support potential entrepreneurs through business development and mentoring programmes;
- Access to financial services: promote access to finance, particularly for SMEs and start-ups, to ensure that entrepreneurs are better able to access credits and pay their loans;
- Physical infrastructure: improve rural and urban infrastructure to promote private sector growth;
- Enabling legal and regulatory environment: accelerate and simplify regulatory procedures to facilitate business development;
- Education and lifelong learning: promote skills development in the education system to respond to employers' needs in the labour market.

Conditions must be in place to promote employment and enterprise creation, particularly including the targeting employment and enterprise creation for youth and women-led businesses or cooperatives, in rural areas, where most people living in poverty reside. Lack of employment or alternative livelihood opportunities, along with underemployment, stands as a major root cause of poverty and vulnerability across the country. Labour shortage in rural areas (as many young women and men migrate to Dili for better job opportunities), low capacities of extension services, inadequate irrigation schemes and postharvest technology, limited access to markets due to bad roads and limited capacity of the private sector to identify business opportunities further exacerbates the situation for farmers in rural areas.

In Timor-Leste the poor state of rural roads particularly affects people living in rural areas, where higher transport costs impede economic growth and the reduction of poverty. In 2018, a national survey found that 68% of persons living outside of Dili found the conditions of roads and bridges as one of the biggest challenges faced by people in their area.

▶ 3 DWCP priorities and outcomes

Since becoming the 177th member states of the ILO in 2003, the Government of Timor-Leste has worked closely with the ILO, making some notable improvements in the world of work. This new DWCP build on this foundation and benefits from lessons learnt from development cooperation initiatives and ongoing projects work and evaluations. These major lessons being:

Need for prioritize goals and a flexible approach to implementation – As discussed previously, the development needs of Timor-Leste are significant. Thus, the needs for technical assistance are at times beyond delivery capacity of development agencies and the absorptive capacity of Timorese institutions. It is imperative that ILO constituents focus on the agreed DWCP priorities and regularly monitor implementation. However, concurrently flexibility is required as Timor-Leste is decentralizing and adjusting its institutional frameworks. Furthermore, as Timor-Leste suffers from extreme natural disasters (floods, droughts, earthquakes, Tsunamis etc.) there are at times need to realign resources to address humanitarian needs.

- *Need to strengthen institutional capacities and particularly at municipal levels of government* -- Both the government's VNR, and the CCA recognized that inefficient service delivery, particularly at local level, is hindering the overall capacity of the country to achieve the SDGs by 2030.

While previous DWCP did put priority on institutional capacity building, this should be seen as a long-term goal with continuous efforts and improvement by all concerned. The efforts now also need to focus on municipality due to the government's ongoing decentralization efforts. Decentralization has the significant benefit of moving public services closer to the people and empowers local authorities to make more appropriate and timelier decisions. However, decentralization could also lead to deterioration in the quality of services if government's capacity to implement policies and programs, at both central and local levels is not improved. DWCP will take every opportunity to work closer and together with the constituents and partners to demonstrate improvement.

In the development of this DWCP, the tripartite constituents discussed country priorities and programme outcomes during rounds of consultation, noting that the promotion of gender equality, tripartism, social dialogue and institutional capacity building are mainstreamed throughout the DWCP priorities. The identified priorities respond to the post-COVID recovery and the future of work.

Guided by and contributing to the UNSDCF, constituents and the ILO agreed to focus on the following three key Priorities and associated Outcomes.

Table 1: DWCP Priorities and Outcomes as related to UNSDCF and SDG Goals

DWCP Priority	DWCP Outcomes	Contributes to UNSDCF Outcome 2	Contributes to SDG Goal
1. Employment Promotion and Enterprise Development	Outcome 1.1: Inclusive and innovative learning and training systems including public and private TVET are put in place to support lifelong learning, competencies and skills development of people, particularly women and youth, to engage in gainful employment. ¹¹	UNSDCF Sub-Outcome 2.3	SDG Goal 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value SDG Goal 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training.

11 Verbatim from UNSDCF – Sub-Outcome 2.3 Skill Development

DWCP Priority	DWCP Outcomes	Contributes to UNSDCF Outcome 2	Contributes to SDG Goal
	<p>Outcome 1.2:</p> <p>Conditions and incentives for diversified and sustainable entrepreneurship and private sector growth, prioritizing NEET youth, women, returning labour migrants and rural population, are created.¹²</p>	<p>UNSDCF Sub-Outcome 2.1</p>	<p>SGD Goal 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors.</p> <p>SDG Goal 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of MSMEs, including through access to financial services.</p>

12 Verbatim from UNSDCF – Sub-Outcome 2.2 Business Environment

DWCP Priority	DWCP Outcomes	Contributes to UNSDCF Outcome 2	Contributes to SDG Goal
	<p>Outcome 1.3:</p> <p>Promotion of climate resilient employment-intensive investment programmes for socio-economic development.</p>	<p>UNSDCF Sub-Outcome 2.2</p>	<p>SDG Goal 9.1 Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being.</p>
<p>2. Enhanced protection of workers and social protection</p>	<p>Outcome 2.1:</p> <p>Improved labour regulations and compliance, including application of international labour standards. Enhanced Occupation Safer and Health (OSH), and the elimination of child labour</p>	<p>UNSDCF Sub-Outcome 2.1</p>	<p>SDG 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>SDG Goal 8.8 Protect labour rights and promote safe and secure working environments</p>

DWCP Priority	DWCP Outcomes	Contributes to UNSDCF Outcome 2	Contributes to SDG Goal
<p>2. Enhanced protection of workers and social protection</p>			<p>of all workers, including migrant workers, particularly women migrants, and those in precarious employment.</p>
	<p>Outcome 2.2: Inclusive social protection and enhanced services accessibility</p>	<p>UNSDCF Sub-Outcome 2.1</p>	<p>SDG Goal 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p>
	<p>Outcome 2.3: Enhanced protection of women’s rights through the enactment and effective enforcement of laws and policies on gender equality, violence and harassment at work, and empowerment of women</p>	<p>UNSDCF Sub-Outcome 2.1</p>	<p>SDG 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child</p>

DWCP Priority	DWCP Outcomes	Contributes to UNSDCF Outcome 2	Contributes to SDG Goal
			<p>soldiers, and by 2025 end child labour in all its forms</p> <p>SDG Goal 8.8 Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment.</p>
<p>3. Improved labour market governance, including strengthened capacity of workers' and employers' organizations to effectively participate in and influence policy and deci-</p>	<p>Outcome 3.1: Improved availability of labour market information for policy maker and advocates</p>	<p>UNSDCF Sub-Outcome 2.1</p>	<p>SDG 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through</p>

DWCP Priority	DWCP Outcomes	Contributes to UNSDCF Outcome 2	Contributes to SDG Goal
<p>Decision-making processes.</p>			<p>access to financial services</p>
	<p>Outcome 3.2: Revitalized National Council for Labour for regular social dialogue, and improved system of dispute resolution mechanism</p>	<p>UNSDCF Sub-Outcome 2.1</p>	<p>SDG 16.6 – Develop effective, accountable and transparent institutions at all levels</p>
	<p>Outcome 3.3: Enhanced capacity of capacity of representative workers’ and employers’ organizations to provide services to members and effectively participate in and influence policy</p>	<p>UNSDCF Sub-Outcome 2.1</p>	<p>SDG 16.7 – Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>

It is important to note that several DWCP Outcome, contribute to other UNSDCF priorities and outcomes. For example, (a) DWCP work on Social Protection also contributes to UNSDCF Outcomes 4 and 5, (b) DWCP work on skills development also contributes to UNSDCF Outcome 3: Early Childhood Development and Life-Long Learning and Skills and (c) DWCP work on Labour market governance and strengthening capacity of workers’ and employers’ organizations also contributes to UNSDCF outcomes related to governance and public sector development.

Details of each of the DWCP priorities are explained in the subsequent sections of this chapter and more information is included in the results matrix appended to this document.

3.1. DWCP Priority 1: Employment promotion and enterprise development

This priority directly addresses the implementation of the National Employment Strategy (NES) 2017–30 and addresses the recognized gaps in implementation, coordination, monitoring of outcomes, and budgetary commitment.

3.1.1. Outcome 1.1: Inclusive and innovative learning and training systems including public and private TVET are put in place to support lifelong learning, competencies and skills development of people, particularly women and youth, to engage in gainful employment

Rationale

Over the next few years, the working age population will grow rapidly raising the prospect of a demographic dividend if these people are well-equipped and ready to enter the labour market, and with sufficient prospects for employment. The government's VNR notes that "Seizing a potential demographic dividend will require investment in education, skills and the generation of decent jobs, but also a continued decline in fertility rates. Employment services and other gender-responsive labour market policies will be needed to support the labour market transition.

Timor-Leste has established technical and vocational training systems including the national qualifications framework and skills certification mechanisms. However, there is a recognized need to ensure the vocational training and entrepreneurship development systems and programs are more responsive to the needs of businesses and the local economy. This includes (a) dedicating a greater emphasis to the expansion of knowledge areas that are both demanded by the private sector and present opportunities for growth in the future. (See section 2.2.2 above), (b) integrating gender sensitive entrepreneurship education into technical training course and (c) providing support to new and emerging entrepreneurs, including approaches that respond to the specific needs of youth and women-led

businesses, to start and expand their businesses, d) promoting lifelong learning policies that close gender skills gaps and support work transitions for workers with family responsibilities.

Theory of change

If the ILO supports the development of gender responsive and accredited training (and as appropriate, in line with ASEAN standards), in key occupations, and **if the ILO** supports reviewing lessons from past labour market interventions and skills and entrepreneurship development programs, including gendered analysis, and **if the ILO** ensures the involvement of social partners in improving coordination and cooperation in forecasting skills demands, developing and reviewing occupational standards, curricula, and teacher training by incorporating the gender perspective, and **if the ILO** assists in improving career guidance and job search including support for young women to choose male dominated occupations, and addresses gender-based norms, stereotypes, discrimination, violence and harassment,

... **then** competencies of young TVET graduates will respond better to needs of the labour market,

... **leading** to higher employability of trained youth with higher rates of labour market insertion and lower youth unemployment or inactivity for young women and men.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 "Policy Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market".

3.1.2. Outcome 1.2: Conditions and incentives for diversified and sustainable entrepreneurship and private sector growth, prioritizing NEET youth, women, returning labour migrants and rural population, are created

Rationale

While the Timor-Leste economy has grown significantly in the past 20 years, the pace of growth has not been sufficient to provide decent work to those already in vulnerable employment and the significant number of new entrants to the labour market. Furthermore, most what jobs have been

created have predominantly been driven by public expenditure, financed by petroleum revenue from the Timor-Leste's Petroleum Fund.

To ensure the private sector in Timor-Leste grows and reaches its full potential, the government along with social partners and stakeholder, must focuses on creating formal employment for Timorese, through continuing to remove critical constraints for business to operate responsible and more easily, developing sound sectoral regulatory regimes and investing resources in key sectors in partnership with private companies.

Institutional framework, incentives and investments need to be put in place to diversify the economy, create sustainable enterprises, and decent jobs. Particular attention needs to be given to policies and programmes youth, women and the broader rural population.

Theory of change

If the ILO provides technical assistance on the conditions for an environment conducive to the creation of decent jobs through the growth of formal enterprises on a sustainable basis which combines the legitimate quest for profit, with the need for development that respects human dignity, environmental sustainability¹³ and **if the ILO** supports national assessment of these conditions, and **if the ILO** facilitates tripartite negotiations building a national consensus on the needed improvements to the enabling environment

...**then** the government will make needed policy changes to improve the business environment

...**leading** to an environment that that enables formal businesses to start, grow and create decent jobs.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 "Policy Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work" and in particular "Output 4.1. Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises".

13 Based on the Conclusions concerning the Promotion of Sustainable Enterprise Development, International Labour Conference 2007

3.1.3. Outcome 1.3 Promotion of climate resilient employment-intensive investment programmes for socio-economic development

Rationale

With about 70% of its population living in rural areas, and poverty (malnutrition, unemployment and lack of access to quality education and basic infrastructure) being a highly rural phenomenon, it is imperative that conditions must be in place to promote productive employment and enterprise creation in rural areas.

The poor state of infra-structure particularly affects people living in rural areas, where for example higher transport costs impede economic growth and the reduction of poverty. In 2018, a national survey found that 68% of persons living outside of Dili found the conditions of roads and bridges as one of the biggest challenges faced by people in their area.

The government's Strategic Development Plan (SDP) 2011-2030, (a) recognises that road network is deteriorating, with most roads in poor condition and requiring climate resilient rehabilitation; and (b) prioritizes roads infrastructure noting that an "extensive network of quality and well-maintained roads is essential to connect our communities, promote rural development, industry and tourism, and provide access to markets." The SDP further calls for the rehabilitation and maintenance of all rural roads using employment-intensive technologies to boost local employment creation.

The GoTL approved a Rural Roads Master Plan and Investment Strategy (RRPMIS), in 2016. It provides a strategy for rural investments and outlines a pathway for capacity development at national and municipal levels. The investment plan and prioritization of road works within the RRMPIS provided the basis for the General State Budget submissions by the MPW. However, the broader rural roads strategy as described in the RRMPIS has been constrained by an inability to implement. Political instability, elections and lack of committed budget meant that progress towards agreed workplans and targets remains incomplete.

Theory of change

If the ILO provides technical assistance to the key national (Ministry of Public Works) and Municipalities to effectively manage and upgrade rural infrastructure (including updating the Rural Roads Master Plan), and applying climate resilient work methods that involve the use of an approximate mix of labour, equipment, and local materials with the goal of maximizing short-term employment opportunities without compromising the quality of the work and ensuring equal opportunity, and **if the ILO** supports the provision of technical assistance (management and technical construction) to locally-based (national) contractors to undertake the infrastructure works, through competitive public tendering process.

...**then** investment in the budget of operations and capital works to rehabilitate and maintain the rural infrastructure

...**leading** to climate resilient infrastructure that improves access to schools and health facilities, improving market access, and stimulating private sector development, as well as creating short-term employment opportunities for women and men involved in the rehabilitation and maintenance work.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 "Policy Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all", and in particular "Output 3.2. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in the rural economy".

3.2. DWCP Priority 2: Enhanced protection of workers and social protection

3.2.1. Outcome 2.1: Improved labour regulations and compliance, including application of international labour standards. Enhanced Occupation Safer and Health (OSH), and the elimination of child labour

Rationale

Timor-Leste with its large informal economy and newly emerging SME sector has challenges to protect workers due to the lack of capacity of

employers and workers (and the wider community) and of effective law enforcement mechanisms. This particularly applies to OSH, gender equity, and the elimination of child labour. In addition, with the large and increasing number of Timorese working or seeking work overseas, there is a need to review and update protection systems for these workers.

Established international labour standards provide helpful guidance and good practices to safeguard workers' rights and assure enabling business environment. Ratification and application of relevant ILO Conventions will be encouraged.

Compliance with labour regulations on OSH is an important enabler of productive and sustainable business and workers' welfare. As the Timorese economy develops, the changing nature of the work and work process have exposed workers to a range of new safety and health hazards, in addition to the persisting ones.

This outcome intends to contribute to build the capacity of labour inspectors and helping improve the labour inspection system by providing technical assistance and facilitating social dialogue on this topic. It also enhances the capacity of tripartite constituents in preventing occupational accidents and diseases by facilitating data and information gathering for better and evidence-based OSH policymaking and by training labour inspectors, workers and employers. Technical support is needed to finalize and seek formal approval by the Council of Ministers, and effectively implement that National Action Plan of Child Labour (including the list of hazardous work prohibited for all children below 18 years). Additionally, support will be provided to the ratification and application of the Minimum Age Convention (International Labour Standards), 1973 (No. 138).

Theory of change

Worker protection

If the ILO provides technical assistance to Timorese authorities, in consultation with social partners, to revise and draft laws and regulations bringing the country's gender-responsive worker protection regulatory framework (including protection of overseas workers) including OSH and aligns it with international labour standards best practices, and **if the ILO** facilitates tripartite negotiations building a national consensus on the needed improvements to the gender-responsive regulatory and policy frameworks on OSH and elimination of child labour, and **if the ILO** supports

the design and delivery of training for staff of the national labour inspection system, workers and employers.

... **then** legislative actors will have the knowledge to modernize the national OSH legal framework and policies which are aligned with key international standards, the national labour inspection system will have the power and capacity to promote and enforce compliance with the law, and workers and employers will comply with the laws and implement good practices.

... **leading** to safer, healthier and more productive working environment for Timorese workers.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 "Policy Outcome 7: Adequate and effective protection at work for all", and in particular "Output 7.2. Increased capacity of Member States to ensure safe and healthy working conditions".

Elimination of Child Labour

If the ILO provides technical assistance to Timorese authorities, in consultation with social partners, to finalize the National Action Plan of Child Labour (including the list of hazardous work prohibited for all children below 18 years), and **if the ILO** facilitates tripartite negotiations building a national consensus on National Action Plan of Child Labour, and **if the ILO** supports the design and delivery of training based on international best practices and resources to labour inspectors, the tripartite members of the National Commission Against Child Labour (CNTI),

... **then** the Council of Ministers is likely to approve the National Action Plan of Child Labour, including the allocation of need budgets

... **leading** to more effective work in combating and ending child labour in Timor-Leste.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 "Policy Outcome 7: Adequate and effective protection at work for all", and in particular "Output 7.1. Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work".

3.2.2. Outcome 2.2: Inclusive social protection and enhanced services accessibility

Rationale

Reducing poverty and inequality and supporting people in their life and work transitions, requires a comprehensive, fair and equitable social protection system. With the current low levels of legal and effective coverage of non-contributory and contributory social security schemes, social health protection, benefits and allowances there is a need to reform the overall system, in line with the Ministry of Social Solidarity, National Social Protection Strategy - 2021-2030 (NSPS) of Timor-Leste which was approved on 11 November 2021 by the Council of Ministers.

Theory of change

If the ILO supports the design and delivery of training on the comprehensive national social protection systems, based on international best practices and in-line with the NSPS, and **if the ILO** supports national capacities to monitor and evaluated the coverage and impact of the national social protection (with a particular emphasis on the most vulnerable), and **if the ILO** supports the design and implementation of the annual work plan of the NSPS,

... **then** the government will increase the long-term financial sustainability of comprehensive national social protection systems targeting the most vulnerable,

...**leading** to adequate benefits, higher coverage, and improved standards of living.

3.2.3. Outcome 2.3: Enhanced protection of women's rights through the enactment and effective enforcement of laws and policies on gender equality, violence and harassment at work, and empowerment of women

Rationale

Despite the notable efforts in state-building and economic growth (especially between 2007-2016), Timor-Leste is one of the least developed nations in the region, with 41.8% of the population living below the poverty line. This inequality is predominant in rural areas - where 70% of the population is

disproportionately affected by poverty, malnutrition, unemployment and lack of access to quality education and basic infrastructure.

This gender inequality, norms and power differentials fuel the high levels of violence and harassment, against women and girls (VAWG), which remains one of the most widespread human rights abuses in Timor-Leste. A dedicated prevalence survey in 2016 found that 59% of Timorese women (15-49 years) reported having experienced physical and/or sexual violence by an intimate partner in their lifetime.

As part of the holistic approach to address VAWG (under the EU-UN Spotlight Initiative) the ILO will support constituents to address national legislation and policies and programmes to address discrimination, violence and harassment at work.

Theory of change

If the ILO supports the Secretary of State for Vocational Training and Employment (SEFOPE) in consultation with social partners, to undertake a review of national labour laws, regulations and frameworks, based on guidance from the International Labour Standard on Eliminating Violence and Harassment in the World of Work (C190), and **if the ILO** supports the Civil Service Commission in consultation with social partners, to review, revise and promote its policies and regulations towards eliminating violence and harassment, in the world of work, and **if the ILO** facilitates tripartite negotiations building a national consensus on the needed changes to the legislative and regulatory environment on addressing gender-based violence and harassment, in the world of work, including the spill-over effects of domestic violence (including ratification of Convention No. 190) and **if the ILO** supports the design and delivery of policies and training of staff of programmes that respond to eliminating violence and harassment in the world of work.

... **then** the government will put in place laws and regulations to eliminating violence and harassment in the world of work, and the government and other actors will have capacities to design and implement programs that and respond violence and harassment, in both private and public workplaces- particularly against women

... **leading** to safer more equitable workplaces where women's rights are valued, protected and promoted by the laws and culture, and more women can progress to more and better jobs and opportunities.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 “Policy Outcome 6: Gender equality and equal opportunities and treatment in the world of work”, and in particular “Output 6.3. Increased capacity of Member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment”.

3.3. DWCP Priority 3: Improved labour market governance, including strengthened capacity of workers’ and employers’ organizations to effectively participate in and influence policy and decision-making processes

3.3.1. Outcome 3.1: Improved availability of labour market information for policy maker and advocates

Rationale

Having up-to-date information on the labour market is essential for the development of policies that support decent job creation. In Timor-Leste information on the labour market is dated. Administrative data on the labour market and information on industrial relations such as trade union membership, industrial disputes, mediation and court cases, strikes, labour inspection data on compliance is not often collected and made available.

Labour force surveys (LFS) are one of the primary national household surveys conducted by countries. They are designed with the objective to produce official national statistics on the labour force, employment and working conditions for monitoring and planning purposes. LFS are the main source behind headline indicators of the labour market for short-term monitoring as well as more structural information on the number and characteristics of the employed, their jobs and working conditions, the job search activities of those without work, etc.

As high-lighted by the VNR, strengthening national capacity to collect and analysis data leading to evidence-based policy formulation is essential. In respect to the labour force, the last statistically reliable information on Timor-Leste’s labour force is more than eight-year-old, with the last Labour Force Survey being conducted in 2013.

In late 2021, with technical support from the ILO, the General Directorate of Statistics (GDS) under the auspices of the Ministry of Finance, undertook the collection of field data for a labour force survey. What is now urgently required is that this data is analysed and made available to policy maker and advocates, so that policy and programmes can be reviewed as needed.

Theory of change

If the ILO supports the General Directorate of Statistics (GDS) and Secretary of State for Vocational Training and Employment (SEFOPE) to disaggregate and analyze the data from the latest labour force survey, and publish its findings in appropriate formats and **if the ILO** facilitates tripartite negotiations on the implication arising from the survey findings, including on different groups of workers, including women, youth and persons with disabilities,

...**then** the government will update labour market policies and programmes

...**leading** to more effective and efficient labour market policies and programmes.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 “Enabling Outcome A: Improved knowledge and influence for promoting decent work”.

3.3.2. Outcome 3.2: Revitalized National Council for Labour for regular social dialogue, and improved system of dispute resolution mechanism

Rationale

Strengthening the capacity of and improving relations between those who demand labour (employers) and those who supply it (workers) is an integral part of labour market governance. Labour market governance is unlikely to improve if the tripartite constituents do not meaningfully participate in the process – which in Timor- Leste is the National Labour Council.

To date, tripartite social dialogue in National Council for Labour has been infrequent and bipartism nearly non-existent which prevents any social partnership and workplace cooperation from developing between employers (CCI-TL) and trade unions (KSTL).

While there are many immediate causes for conflicts in labour relations, the underlying root cause often is the inadequacies of social dialogue and conflict resolution mechanisms which then lead to labour disputes being piled up in the overburdened civil courts where they lay pending. It is therefore important that not only Government's conciliation/mediation services are improved but also bipartite workplace level dispute/grievance handling mechanisms are made more effective. This requires technical capacity building and strengthening the culture of social dialogue and cooperation that may reduce not just conflict but create conditions for decent work and productive and innovative enterprises. Additionally, support will be provided to the ratification and application of the Tripartite Consultation (International Labour Standards) Convention, 1976 (No.144).

Theory of change

If the ILO shares good international practices and mechanisms for tripartite policy dialogue on measures for employment, wages and working conditions as part of COVID recovery responses, and **if the ILO** promote bipartite social dialogue and capacity building to put in place arrangements for workplace consultations and cooperation for managing changes and address challenges at work and **if the ILO** provides technical assistance to review dispute resolution mechanisms to enable improvements in bipartite and state provided conflict management services; (focus on grievance handling, and conciliation/mediation), and **if the ILO** supports the design and delivery of resources and training on labour standards, dispute resolution, collective bargaining, and workplace cooperation to support the policy, practice and priorities of the social partners,

... **then** Timor-Leste National Council for Labour will more be revitalized for regular social dialogue to recommend measures to address challenges posed by COVID-19 crisis and Secretary of State for Vocational Training and Employment (SEFOPE) dispute resolution mechanism will be strengthened,

.. **leading** to the establishment of fair and productive working conditions and harmonious industrial relations.

Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 "Policy Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue", and in particular "Output 1.4. Increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions".

3.3.3. Outcome 3.3: Enhanced capacity of representative workers' and employers' organizations to provide services to members and effectively participate in and influence policy making

Rationale

Independent and representative employers' and workers' organizations play a crucial role in advancing the collective interests of their members and in influencing policy development. Throughout this DWCP, the participation of and engagement with social partners is stressed.

However, for social partners to effectively fulfil these roles, it is critical that they have the necessary organizational infrastructure and technical capacity needed.

Thus, as part of this DWCP support for social partners will be provided to assist:

- improved and innovative governance systems, strategies to widen representation and service provision that responds to their members' needs; and
- strengthened analytical capacity of social partners (national and municipal levels) for evidence-based policy advocacy and implementation of advocacy activities

Theory of change

If the ILO assists CCI-TL and KSTL to rethink their value proposition to members, enhance governance systems and membership retention strategies, adapt service provision and increase their capacity for evidence-based policy advocacy,

... then social partners will be better placed to respond to their members' needs and to participate more effectively in social dialogue considering the Government's decentralization agenda,

... leading to stronger involvement of social partners in the formulation of economic and social policies that work for everyone.

Work under this DWCP Outcome is linked to ILO Programme and Budget

2022-23 “Policy Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue”, and in particular “Output 1.1. Increased institutional capacity of employer and business membership organizations” and Output 1.2. Increased institutional capacity of workers’ organizations

3.4. Comparative advantage of the ILO

The ILO is the only tripartite UN agency with government, employer, and worker representation. An ILO’s particular advantage stems from tripartite actions to promote decent work. Indeed, the ILO’s 2008 Declaration on Social Justice for a Fair Globalization re-affirmed the four strategic objectives that are at the core of the Decent Work Agenda, namely:

- Promoting employment by creating a sustainable institutional and economic environment;
- Developing and enhancing measures of social protection – social security and labour protection – which are sustainable and adapted to national circumstances;
- Promoting social dialogue and tripartism as the most appropriate methods for translating economic development into social progress, and social progress into economic development; making labour law institutions effective; and facilitating consensus building on relevant national and international policies that impact on employment and decent work strategies; and
- Respecting, promoting and realizing the fundamental principles and rights at work.

The ILO’s constituents (governments, employers and workers) debate basic principles and rights at work, draw up and adopt international labour standards, including an effective mechanism of monitoring the ratified Conventions and safeguarding workers’ rights.

As the world of work is experiencing major transformative change, driven by technological innovations, demographic shifts, climate change and globalization. In response to these challenges and to mark 100 years since the ILO’s founding, a Centenary Declaration for the Future of Work was adopted in 2019 at the 108th session of the International Labour Conference. The Declaration’s “human-centred approach” focuses on three areas of

action:

- Increasing investment in people's capabilities
- Increasing investment in the institutions of work
- Increasing investment in decent and sustainable work

The Declaration calls on all Member States to:

- Ensure all people benefit from the changing world of work
- Ensure the continued relevance of the employment relationship
- Ensure adequate protection for all workers
- Promote sustained, inclusive and sustainable economic growth, full employment and decent work

The Declaration sets priorities for the ILO's work, and one of the key foundations upon which this DWCP is based.

▶ 4. Management, implementation, monitoring, reporting and evaluation arrangements

The UNSDCF is the primary instrument for the planning and implementation of UN development activities in support of the 2030 Agenda for Sustainable Development in Timor-Leste. For each of the six priority outcomes in the UNSDCF, Results Groups will be established.

The UNSDCF will be operationalized through the Joint Work Plans for each Groups which will serve as the main tool for the UN in Timor-Leste to carry out programming, resource mobilization, monitoring and reporting activities in a joint manner.

To provide strategic guidance and oversight to implementation of the UNSDCF implementation, the UN resident coordinator and a senior government representative designated by the prime minister will jointly chair a Joint Steering Committee (JSC). The membership of the JSC will include representatives of the key government ministries; civil society representatives and the UN chairs/co-chairs of the six UNSDCF Results Groups.

The ILO as co-chair (along with UNDP) of the Results Group responsible for “Cooperation Framework Outcome 2: Sustainable economic opportunities and decent work for all”, will be a member of the JSC. Additionally, the UNSDCF lists SEFOPE, CCI-TL, and KS-TL as partners under Outcome 2, amongst other national and international development partners.

In addition to the UNSDCF Results Groups, other UN inter-agency groups, to which the ILO will seek representation, include:

- UN M&E Group which will support the Results Groups with preparation of Joint Work Plans; support the Results Groups to monitor implementation of the UNSDCF and draft the annual One Country Results Report.

- UN Gender Theme Group will ensure the UN system is unified and coordinated in providing support to the Government and other partners on issues related to gender equality. It will provide guidance to and strengthen the capacity of the Results Groups to mainstream gender quality.
-
- UN Operations Management Group will build on existing efficiency gains and seek to find new ways of improving organizational effectiveness for the UN's work in the country, in support of the UNCT reconfiguration required to deliver on the UNSDCF.
 - The UN Communications Group will support joint UN communications and advocacy efforts on the SDGs and the Decade of Action so the UN speaks with One Voice with common messages on key issues.

A multi-year costed M&E Plan for the full duration of the UNSDCF is currently being developed, relevant government agencies. The M&E Plan will ensure data collection activities take place in a timely manner, and that the data collected generate the evidence needed to measure the UNSDCF results. Data will be disaggregated by sex, age, disabilities and other relevant personal characteristics. Additionally, the M&E Plan will support the Government in data collection capacity-building.

The CCA identified several risks and threats likely to hamper progress towards the SDGs, that are relevant to this DWCP, namely:

- Political deadlock has had adverse impacts on the country's development since 2017 and continues to hamper and postpone key decisions regarding future direction
- The oil-dependent economy and its unsustainability constitute significant economic risks for Timor-Leste
- Fiscal unsustainability of the current social transfers, VAWG and a high level of youth unemployment all represent risks to the social cohesion
- Climate risks and the country's vulnerability to disaster risks, including health emergencies

Annual each UNSDCF Results Groups, with support from the UN M&E Group, will undertake a review of progress at results at the levels of output (Joint Work Plan) and outcome (UNSDCF Results Matrix) and produce an annual One UN Country Results Report on the following markers – including an analysis of risks, threats and opportunities.

To ensure tripartite engagement and participation in the DWCP implementation, an Advisory Committee, comprised of the Government, and employers' and workers' organizations will be established. The participation of women representatives will be actively promoted in this committee. This committee will be responsible for addressing operational issues related to DWCP implementation and any adjustments or reorientation of related outcomes according to changing practical realities or socio-economic and political circumstances.

Building upon and integrating the UNSDCF priorities, outcome, outputs and indicators a DWCP Results Matrix is appended to this document. The DWCP may be subject to an ILO independent high-level evaluation as part of the ILO's Governing Body approved programme of work.

▶ 5 Funding plan

Under the government approved UNSDCF, which is the border framework in which this DWCP operates, UN agency support may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, M&E, training activities and staff support.

The current ILO development cooperation projects operating in Timor-Leste and their contributions to DWCP Outcomes are shown below.

Table 2 Current ILO Projects and DWCP contribution

Project	Related DWCP Outcome
ERA Agro-Forestry 'improving access to agro-forestry areas'	Outcome 1.3: Promotion of climate resilient employment-intensive investment programmes for socio-economic development
Road for Development Bridging Phase	Outcome 1.3: Promotion of climate resilient employment-intensive investment programmes for socio-economic development
ACTION/Portugal (Phase 2) – Strengthening of the Social Protection Systems of the PALOP and Timor-Leste, within the framework of the Global Flagship Programme on Social Protection Floors and the Sustainable Development Goals of the 2030 Agenda	Outcome 2.2: Inclusive social protection and enhanced services accessibility

Project	Related DWCP Outcome
Spotlight Initiative in Timor-Leste – A Joint EU-UN Initiative to Eliminate Violence Against Women and Girls (ILO component)	Outcome 2.3: Enhanced protection of women’s rights through the enactment and effective enforcement of laws and policies on gender equality, violence and harassment at work, and empowerment of women
MAP 16: Measurement, awareness-raising and policy engagement to accelerate action against child labour and forced labour (United States Department of Labor)	Outcome 1.3: Promotion of climate resilient employment-intensive investment programmes for socio-economic development
Social dialogue for constructive labour relations, application of international labour standards and decent work (RBSA, ILO)	Outcome 3.3: Enhanced capacity of capacity of representative workers’ and employers’ organizations to provide services to members and effectively participate in and influence policy
Supporting recovery from the COVID-19 pandemic through targeted employment-intensive emergency public works for the rural poor and vulnerable in Timor-Leste.	Outcome 1.3: Promotion of climate resilient employment-intensive investment programmes for socio-economic development

Further information on these projects and funding sources can be found at: ILO Development Cooperation Dashboard.

The ILO as co-chair (along with UNDP) of the UNSDCF Results Group responsible for “Cooperation Framework Outcome 2: Sustainable economic opportunities and decent work

for all”, and thus a member of the Joint Steering Committee (JSC), will strive to ensure policy coherence on DW priorities, and subsequent financing of such policies. Through the Results Groups a funding gap analysis will be undertaken and resource mobilization strategy developed.

6 Advocacy and communication plan

The ILO will actively participate in the UN Communications Group to support joint UN communications and advocacy efforts on the SDGs and the Decade of Action so the UN speaks with One Voice with common messages on key issues.

Specifically, ILO's advocacy and communication activities will target primarily the tripartite constituents as well as multi- and bilateral donor organizations, civil society organizations, and other international and governmental agencies working in Timor-Leste on the same or similar themes. Secondary audience is the public of Timor-Leste.

The ILO will make this DWCP document and other ILO's publications that relate to the DWCP available to the public both in Portuguese, Tetum and English. This will provide ILO constituents, relevant partners and stakeholders and the public at large a wide access to DWCP related materials.

All ILO supported programmes and projects will document their good practices and impact stories and disseminate them through existing communication channels and knowledge sharing platforms. These documents demonstrate practical approaches and achievements in realizing Decent Work for All in the country.

APPENDIX: DWCP Results Matrix¹⁴

Strategic Priority (UNSDCF Cooperation Framework Outcome 2): Sustainable economic opportunities and decent work for all

Decent work focus: Job creation and Youth Employment, Sustainable Enterprise, Skill, Social Protection, Gender Equality, Social Dialogue, Protection of Workers

DWCP Priority 1: Employment promotion and enterprise development

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/ MoV	Assumption Statement
UNSDCF Sub-Outcome 2.3: Skills development - By 2025, inclusive and innovative learning and training systems including public and private TVET are put in place to support lifelong learning, competencies and skills development of people, particularly women and youth,	Indicator 2.3.1 Percentage of youth (aged 15–24) not in education, employment or training	20%	18%	Censuslabour force survey	
	Indicator 2.3.2: Percentage of youth/adults with ICT skills by sex and type of skill	Ranks 130 out of 143 or Score 2.8 out of 7	23%	National Human Development Report	

14 Text in yellow cells copied verbatim from the UNSDCF Cooperation Framework.

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>DWCP Outcome 1.1</p> <ul style="list-style-type: none"> • same as above ILO Contribution • Sharing of international best practices on skills forecasting and employment matching services • Technical assistance on analysing LFS and other small-scale surveys and producing policy briefs, etc. • Technical assistance on how employment services can be designed, financed and managed to improve access to employment, 	<ul style="list-style-type: none"> • ILO P&B Output 5.1 Increased capacity of the ILO constituents to identify current skills mismatches and anticipate future skill needs • ILO P&B Output 5.2 Increased capacity of member States to strengthen skills and lifelong learning policies, governance models and financing system (ILO P&B Output 5.3) Increased capacity of the ILO constituents to design and deliver innovative, flexible and inclusive learning options, encompassing workbased learning and quality apprenticeships 	<ul style="list-style-type: none"> • No data on employment service center that are functioning • Employment projection is not reliable and timely • Inventory analysis of labour market policies is not available 	<ul style="list-style-type: none"> • At least 2 employment service center is improved, and good practice guideline is produced • Technical assistance in producing employment projection is provided • Inventory and analysis of labour market policies is available for policy maker 	<p>Project report, evaluation/ monitoring report</p>	<ul style="list-style-type: none"> • Skills development continues to be prioritized in the revised SDP and annual government • Economic growth is maintained for sufficient job creation • Other elements of decent work: labour market and social protection are functioning

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>especially to disadvantaged groups of people (such as youth, women PwD).</p> <ul style="list-style-type: none"> Technical assistance in the design of the planned Enterprise and Skills Survey 2022 	<ul style="list-style-type: none"> ILO P&B Output 3.5 Increased capacity of member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older workers <p>Other indicators</p> <ul style="list-style-type: none"> Number of instances of ILO constituents to identifying current skills mismatches and anticipating future skill needs Skills development center and employment service center are functioning 				

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
UNSDCF Sub-Outcome 2.2: Business environment - By 2025, conditions and incentives for diversified and sustainable entrepreneurship and private sector growth, prioritizing NEET youth, women, migrants and rural population, are created.	Indicator 2.2.1 Procedures, time, cost and paid-in minimum capital to start a limited liability company	21%	23%		
	Indicator 2.2.2: Proportion of micro, small and medium enterprises having access to credit				
UNSDCF Sub-Outcome 2.2: Business environment - By 2025, conditions and incentives for diversified and sustainable entrepreneurship and private sector growth, prioritizing NEET youth, women,	<ul style="list-style-type: none"> ILO P&B Output 4.1 Increased capacity of member States to create an enabling environment for entrepreneurship and sustainable enterprises ILO P&B Output 4.4 Increased 	<ul style="list-style-type: none"> ILO supported Enabling Environment for Sustainable Entrepreneurship Survey conducted in 2017 	<ul style="list-style-type: none"> Enabling Environment for Sustainable Enterprises survey completed Number of high-level consultations between stakeholders 	<ul style="list-style-type: none"> Enterprise surveys, Project reports Govern-ment to conduct Enterprise and Skills Survey 2022 and 	<ul style="list-style-type: none"> Improving the busi-ness-en-abling en-vironment and private sector de-velopment and job creation continues

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/ MoV	Assumption Statement
returning labour migrants and rural population, are created.	<p>capacity of member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred</p> <p><i>Other indicators</i></p> <ul style="list-style-type: none"> Number of government policies or measures implemented that promote the alignment of business practices with decent work 	<ul style="list-style-type: none"> Currently no consolidated information available to entrepreneurs on laws/regulations related to starting and running a business 	<p>on improving the business-enabling environment</p> <ul style="list-style-type: none"> Proportion of entrepreneurs having (a) improved access to information on starting and running a business and (b) improved access to business support services, including credit 	<p>report available by end of 2022.</p>	<p>to be prioritized in the revised SDP and annual government</p> <ul style="list-style-type: none"> Economic growth is maintained for sufficient job creation
DWCP Outcome 1.3	<ul style="list-style-type: none"> ILO P&B Output 3.2. Increased capacity of Member States to formulate and 	<ul style="list-style-type: none"> R4D programmes currently operating 	<ul style="list-style-type: none"> RRMPIS update by 2023 and approved by government 	<p>Project report, evaluation/ monitoring report</p>	<p>National commitment towards:</p> <ul style="list-style-type: none"> Regular govern-
<ul style="list-style-type: none"> Promotion of climate resilient employment-intensive 					

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>investment programmes for socio-economic development</p> <p><i>ILO Contribution</i></p> <ul style="list-style-type: none"> Sharing of international best practices Technical assistance to support responsible national and municipal governments to rehabilitated and maintain rural roads Technical assistance to MoPW to update the Rural Roads Master Plan Technical assistance to (national) 	<p>implement policies and strategies for creating decent work in the rural economy</p> <p><i>Other indicators</i></p> <ul style="list-style-type: none"> Number and scale of rural infrastructure programmes Rural Road Master Plan and Investment Strategy (RRMPIS) used by the Government Number of systems and procedures to manage climate resilient employment-intensive investment programmes are developed and used by Government 	<ul style="list-style-type: none"> Update of RRM-PIS investment prioritization for new 5-year period currently in-progress 	<ul style="list-style-type: none"> By 2022, Operational manuals for rural roads management endorsed by relevant GoTL agency and in used By 2022, 8 numbers of core technical guidelines endorsed by GoTL for rural roads management and in use On-the-job training, classroom training, and mentoring provided to Ministry of Public Work for planning, 		<p>ment funding for rehabilitation and maintenance</p> <ul style="list-style-type: none"> Ensuring Inclusion of climate resilient infrastructure in national budget and timely disbursement. continuing to utilize LBT approaches for rehabilitation and maintenance of climate resilient infrastructure.

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/ MoV	Assumption Statement
<p>contractors to undertake the infrastructure works</p> <ul style="list-style-type: none"> Production of manuals/ guidelines documenting lessons learnt and best practices in planning, managing, and delivering rural roads work 	<ul style="list-style-type: none"> Ministry of Public Works is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan Number of jobs created for local communities for rehabilitation and maintenance of rural roads 		<p>managing, and delivering rural roads works</p> <ul style="list-style-type: none"> During 2022, 856 km length of roads are contracted for rehabilitation and maintenance. 250,000 person-days of short-term employment created (20% women) for local communities for rehabilitation and maintenance of rural roads 		

DWCP Priority 2: Enhanced protection of workers and social protection

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>Sub-Outcome 2.1: Policy and institutional framework for decent work and productive employment</p> <p>Institutional regulatory and policy frameworks that are gender-responsive and foster employment and jobs through an enabling business environment, social dialogue, social protection and strengthened labour rights, especially for groups facing greater barriers in accessing decent work opportunities (such as unpaid domestic workers)</p>	<p>Indicator 2.1.1: Labour share of GDP, comprising wages and social protection transfers (SDG Indicator 10.4.1)</p>	29.8% (2016)	35%	National accounts	
	<p>Indicator 2.1.2: Share of informal employment in non-agriculture employment, by sex (SDG Indicator 8.3.1)</p>			65%	LFS 2013, to be updated with LFS 2021

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>DWCP Outcome 2.1</p> <ul style="list-style-type: none"> Improved labour regulations and compliance, including application of international labour standards. Enhanced Occupation Safer and Health (OSH), and the elimination of child labour <p>ILO Contribution</p> <ul style="list-style-type: none"> Technical assistance to ratify C190 and C138 Sharing of international best practices on labour inspectorate services-management and funding 	<ul style="list-style-type: none"> ILO P&B Output 7.1. Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work ILO P&B Output 7.2. Increased capacity of Member States to ensure safe and healthy working conditions <p>Other indicators</p> <ul style="list-style-type: none"> Number of training programme conducted for labour inspectors. Number training conducted for workers and employers on OSH and its implementation at the workplace. 	<ul style="list-style-type: none"> Compliance with OSH regulations is modest and workplace safety programme s effectiveness is not clear Comparative analysis between Timor-Leste regulatory framework & the violence and harassment convention, 2019 (no. 190) 	<ul style="list-style-type: none"> By 2025, at least 2 training programmes conducted for labour inspectors. and inspectors. and equipped with knowledge on OSH Manual and guideline for labour inspectors is available. Regulations used and implemented by Labour Inspection office when dealing with child labour issues in its inspection works Labour inspectors trained 	<ul style="list-style-type: none"> Project report, evaluation/ monitoring report Report on Government website 	<p>National commitment towards:</p> <ul style="list-style-type: none"> ensuring safer workplace and the strengthening of the Labour Inspection Office, including the elimination of Child Labour to eradicate worst forms of Child Labour by 2025 and total elimination of Child Labour by 2030

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<ul style="list-style-type: none"> Technical assistance to upgrade the competencies of Labour inspectors Technical assistance on developing and implementing a Child Labour National Action Plan Technical assistance in the production of manuals, guidelines and procedures related to OSH inspection and compliance and the elimination of child labour 	<ul style="list-style-type: none"> Labour inspection regulations (Hazardous worklist & Inspection tools) reviewed and approved Number of Labour Inspectors trained on Child Labour using CL module Child Labour National Action Plan approved. Number of draft new and/or strengthened laws and/or policies on ending violence and harassment in the world of work align with C190. 		<p>equipped with knowledge on child labour, referral protocols and other relevant child labour tools</p> <ul style="list-style-type: none"> Child Labour National Action Plan approved and implemented by all relevant line ministries Relevant line ministries allocated budget for child labour elimination according to the National Action Plan Timor Leste aligns national policies, laws, 		

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>DWCP Outcome 2.2</p> <ul style="list-style-type: none"> Inclusive social protection and enhanced services accessibility <p>ILO Contribution</p> <ul style="list-style-type: none"> Technical assistance in developing Implementation Plan of the NSSP 2021-2030, including the monitoring and evaluation tools 	<ul style="list-style-type: none"> ILO P&B Output 8.1. Increased capacity of Member States to develop new or reformed sustainable national social protection strategies, policies or legal frameworks to extend coverage and enhance benefit adequacy ILO P&B Output 8.2. Increased capacity of Member States to improve governance and sustainability of 	<ul style="list-style-type: none"> Approved NSSP 2021-2030 in November 2021. No tools and systems in place to implement and monitor the Strategy. Limited knowledge on planning, 	<p>and regulations with C190</p> <ul style="list-style-type: none"> 2025, Timor Leste ratify the C190 and C138 <ul style="list-style-type: none"> MSSI leads the annual draft of the Implementation Plan of the NSSP 2021-2030 MSSI leads the monitoring and evaluation tools and systems of the NSSP 2021-2030 Regular on-job training provided to MSSI key technical staff (once a week in 	<ul style="list-style-type: none"> Annual Implementation Plans, M&E tools, training materials Bulletin of statistics of social protection, on-line portal 	<ul style="list-style-type: none"> National commitment towards implementing the National Social Protection Strategy - 2021-2030 (NSSP),

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<ul style="list-style-type: none"> Technical assistance to upgrade the competencies of MSSJ staff 	<p>social protection systems</p> <p>Other indicators</p> <ul style="list-style-type: none"> MSSI, INSS and other relevant national stakeholders improved their capacity to implement and monitor the National Strategy for Social Protection 2021-2030 Basic indicators and statistics of social protection are produced, shared and used 	<p>monitoring and evaluation by MSSJ technical staff</p> <ul style="list-style-type: none"> No basic indicators and statistics of social protection are available 	<p>the first year of implementation – 2022</p> <ul style="list-style-type: none"> Produce an annual Bulletin of Statistics of Social Protection 		
<p>DWCP Outcome 2.3</p> <ul style="list-style-type: none"> Enhanced protection of women's rights through 	<ul style="list-style-type: none"> ILO P&B Output 6.3. Increased capacity of Member States to develop 	<ul style="list-style-type: none"> Social partners do not have poli- 	<ul style="list-style-type: none"> Social partners having a guiding policies and initiatives to 	<ul style="list-style-type: none"> Project report, evaluation/ monitoring 	

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>the enactment and effective enforcement of laws and policies on gender equality, violence and harassment at work, and empowerment of women</p> <p><i>ILO Contribution</i></p> <ul style="list-style-type: none"> Sharing of international best practices on policies and initiatives Technical assistance on appropriate entrepreneurship development programmes 	<p>gender-responsive legislation, policies and measures for a world of work free from violence and harassment</p> <ul style="list-style-type: none"> ILO P&B Output 6.4. Increased capacity of Member States to strengthen legislation, policies and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations <p><i>Other indicators</i></p> <ul style="list-style-type: none"> Number of instances of social partners initiating new policies 	<p>cies or programmes for promoting gender equality and non-discrimination in the workplace</p> <ul style="list-style-type: none"> Entrepreneurship training is not provided to survivors of gender-based violence 	<p>promote and take actions for gender equality and non-discrimination in the workplace</p> <ul style="list-style-type: none"> 200 women survivors and marginalized groups received gender sensitive and inclusive training on entrepreneurship. 	<p>report</p>	

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/ MoV	Assumption Statement
	<p>and initiatives to promote gender equality, violence and harassment at work, and empowerment of women</p> <ul style="list-style-type: none"> Number of women survivors and marginalized persons with increase knowledge on business skills 				

DWCP Priority 3: Improved labour market governance, including strengthened capacity of workers' and employers' organizations to effectively participate in and influence policy and decision-making processes

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>DWCP Outcome 3.1</p> <ul style="list-style-type: none"> Improved availability of labour market information for policy maker and advocates <p>ILO Contribution</p> <ul style="list-style-type: none"> Technical assistance on analysing and disseminating LFS data 	<ul style="list-style-type: none"> ILO P&B Work under this DWCP Outcome is linked to ILO Programme and Budget 2022-23 "Enabling Outcome A: Improved knowledge and influence for promoting decent work". <p>Other indicators</p> <ul style="list-style-type: none"> Number of publication/policy briefs prepared to disseminate Labour force survey 	<ul style="list-style-type: none"> Labour Force Survey 2013 and Mini Labour Force Survey 2016 (taken from adult data of 2016 Child Labour Survey) 	<ul style="list-style-type: none"> By 2022, Analytical Reports and policy briefs of Labour Force Survey 2021 are available. 	<ul style="list-style-type: none"> Government publication of Labour Force Survey 2022 	

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>DWCP Outcome 3.2</p> <ul style="list-style-type: none"> Revitalized National Council for Labour for regular social dialogue, and improved system of dispute resolution mechanism <p>ILO Contribution</p> <ul style="list-style-type: none"> Sharing of international best practices on effective labour councils Technical assistance to upgrade the competencies of labour mediators 	<ul style="list-style-type: none"> ILO P&B Policy Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue”, and in particular “Output 1.4. Increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions”. <p>Other indicators</p> <ul style="list-style-type: none"> Number of meetings of the National Council for Labour Increased the quantity and quality of the collective labour agreement (CLA) based on good faith bargaining 	<ul style="list-style-type: none"> National Council for Labour meeting Once a year Initial commitment and engagement for one social dialogue per year between social partners at tripartite & bipartite level. There is no training of trainers provided to media- 	<ul style="list-style-type: none"> National Council for Labour meetings at least twice a year Meeting twice per year between social partners to discuss on employment issues and industrial relations. A national forum for bipartite is established to facilitate communication between bipartite social partners. Training of Trainer is conducted to mediators to improve 	<ul style="list-style-type: none"> Project report, evaluation/ monitoring report, minutes of meeting. 	<ul style="list-style-type: none"> Political stability, and government cooperation National commitment to revitalized National Council

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/ MoV	Assumption Statement
	<ul style="list-style-type: none"> Number of mediators trained on the mediation skills and industrial relations to improve mediation services 	<p>tors.</p> <ul style="list-style-type: none"> No relevant guidance and procedure for mediator. 	<p>the skills of mediators in facilitating the dispute resolution and settlement;</p> <ul style="list-style-type: none"> Grievance Policy and Procedure available. 		
DWCP Outcome 3.3	<ul style="list-style-type: none"> Enhanced capacity of representative workers' and employers' organizations to provide services to members and effectively participate in and 	<p>tors.</p> <ul style="list-style-type: none"> No relevant guidance and procedure for mediator. 	<p>the skills of mediators in facilitating the dispute resolution and settlement;</p> <ul style="list-style-type: none"> Grievance Policy and Procedure available. 		
	<ul style="list-style-type: none"> ILO P&B Policy Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue", and in particular "Output 1.1. Increased institutional capacity of employer and business 				

Results	Performance Indicators (disaggregated)	Baseline	Target (end of programme)	Source/MoV	Assumption Statement
<p>influence policy</p> <p>ILO Contribution</p> <ul style="list-style-type: none"> • Technical assistance to ratify C 144 • Technical assistance provided to representative workers' and employers' organizations 	<p>membership " organizations" and Output</p> <p>1.2. Increased institutional capacity of workers' organizations</p> <p><i>Other Indicators</i></p> <ul style="list-style-type: none"> • Number of demonstrated initiatives of social partners to develop policy; 2) to influence policy, legislation, business culture and practices supportive of gender equality, child friendly environment and worker's rights at the workplace 	<ul style="list-style-type: none"> • Lack of access to capacity development by social partners. 	<ul style="list-style-type: none"> • 2 numbers of training on the development of social partners organization 	<ul style="list-style-type: none"> • Project report, evaluation/ monitoring report, 	<ul style="list-style-type: none"> • Political stability, and cooperation of CCI-TL and KSTL
		<ul style="list-style-type: none"> • There is no policy and procedure for industrial relations. 	<ul style="list-style-type: none"> • Policy, procedure and practical guides for industrial relations are developed. 		
		<ul style="list-style-type: none"> • Promotional campaign for the ratification of convention 144 	<ul style="list-style-type: none"> • Convention 144 is ratified 		

