

SAVING
LIVES
CHANGING
LIVES



Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020

Evaluation Report – Volume I

OEV/2019/005



World Food
Programme

Commissioned by the
WFP Office of Evaluation

October 2020

Acknowledgements

The evaluation team are grateful to Catrina Perch, Evaluation Manager at the Office of Evaluation, and to Sergio Lenci, Senior Evaluation Officer, for their support and guidance throughout the assignment. We extend special thanks to Dageng Liu, WFP Country Director in Timor-Leste, and all his friendly and hard-working staff, for their cheerful and patient assistance, for their good company during our visits to the country office, and for their subsequent provision of data and maps. We also thank all those informants in Timor-Leste and elsewhere who kindly made time to talk with us and provide information and insights. Last, but definitely not least, our thanks to Ramona Desole, Evaluation Officer at the Office of Evaluation, for her expert guidance through WFP documentation, data and systems.

Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designations employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

Key personnel for the evaluation

OFFICE OF EVALUATION (OEV)

Catrina Perch	Evaluation Manager
Ramona Desole	Evaluation Officer
Sergio Lenci	Senior Evaluation Officer
Andrea Cook	Director of Evaluation

EXTERNAL EVALUATION TEAM

Stephen Turner	Team Leader
Brenda Kaijuka Muwaga	Evaluator
Javier Pereira	Evaluator and Research Coordinator
Esther Rouleau	Evaluator
Henriqueta da Silva	National Consultant

Contents

Executive summary	ii
1. introduction	1
1.1. Evaluation features	1
1.2. Country context.....	3
1.3. WFP country strategic plan in Timor-Leste.....	11
2. Evaluation findings.....	17
2.1. EQ 1: To what extent are the strategic position, role and specific contribution of WFP based on country priorities and people’s needs as well as wfp strengths?.....	17
2.2. EQ 2: What is the extent and quality of the specific contribution of WFP to country strategic plan strategic outcomes in timor-leste?.....	24
2.3. EQ 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?.....	40
2.4. EQ 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	44
3. Conclusions and recommendations	56
3.1. Overall assessment.....	56
3.2. Key lessons for the future.....	59
3.3. Recommendations.....	60

Tables

Table 1. Trends in nutrition status since 2010 (%).....	6
Table 2. WFP assistance in Timor-Leste, 2015–2020	11
Table 3. Country strategic plan funding overview, cumulative 2018–2019, excluding indirect support costs	16
Table 4. Summary of country strategic plan output data by activity and year: Strategic Outcome 1	25
Table 5. Summary of country strategic plan Strategic Outcome 1 data by activity and year	26
Table 6. Trends in country strategic plan nutrition outcome data	26
Table 7. Summary of country strategic plan output data by activity and year: Strategic Outcome 2	28
Table 8. Summary of the country strategic plan Strategic Outcome 2 data by activity and year ..	29
Table 9. Delays experienced in WFP food deliveries by operation, 2015–2019	41
Table 10. Cost-effectiveness of the targeted supplementary feeding programme in the development and country strategic plan operations (USD/recovered beneficiary)	43
Table 11. Status of agreements with partners, December 2019	48
Table 12. Recommendations	62

Figures

Figure 1. Map of Timor-Leste showing prevalence of global acute malnutrition in children under five	i
Figure 2. Integrated Phase Classification map of Timor-Leste.....	5
Figure 3. Timor-Leste: selected education indicators.....	8
Figure 4. WFP in Timor-Leste, 2015–2019	12
Figure 5. Timor-Leste country strategic plan “line of sight”	14
Figure 6. Country strategic plan: beneficiaries, 2018–2019, planned versus actual	14
Figure 7. Targeted supplementary feeding programme coverage, 2015–2019	15
Figure 8. Timor-Leste national budget and withdrawals from Petroleum Fund, 2015–2020	38
Figure 9. Contributions to Timor-Leste country strategic plan and country office spending (actuals) (USD).....	46
Figure 10. Timor-Leste country strategic plan: analysis of fixed versus free costs (USD)	47
Figure 11. WFP Timor-Leste country office staff levels by contract length, gender and location ..	54

Executive summary

INTRODUCTION

EVALUATION FEATURES

1. The Timor-Leste country strategic plan (CSP) covers the three-year period from 2018 to 2020. The scope of this CSP evaluation, however, covers 2015 to mid-2019, to take into account previous operations and thus assess strategic and operational continuity. It assesses WFP's strategic positioning and the extent to which WFP made the shift expected under the CSP; WFP's effectiveness in contributing to strategic outcomes; the efficiency with which the CSP was implemented; and factors explaining WFP's performance.

2. The evaluation was timed to inform the design of a second CSP for Timor-Leste, with field work conducted in November and December 2019. It employed mixed methods, drawing on monitoring data, document review and semi-structured interviews with stakeholders and beneficiaries. Particular attention was paid to developing a methodology for the assessment of capacity strengthening, a core objective of the CSP. Attention was also paid to developing a systematic framework for assessing whether WFP engaged in gender-responsive programming. Both primary and secondary data were carefully triangulated to minimize dependence on any single source and ensure the validity of findings.

CONTEXT

3. Having gained independence in 2002, Timor-Leste is one of the world's newest states. Largely as a result of oil revenues, which account for 48 percent of gross domestic product,¹ Timor-Leste is now classified as a lower-middle-income country.²

¹ Timor-Leste Extractive Industries Transparency Initiative. 2017. *2017 Reconciliation Report*. <https://eiti.org/files/documents/2017.tl-eiti.report.pdf>.

² World Bank. 2019. Data: Timor-Leste. <https://data.worldbank.org/country/timor-leste>.

TABLE 1: SOCIOECONOMIC INDICATORS		
Year	Indicator	Value
2019	Total population	1.4 million
2018	Life expectancy at birth	69.0 years
2018	Gross domestic product per capita (purchasing power parity)	USD 3 154.92 (current USD)
2019	Human Development Index score	0.626
2014	Population living below income poverty line of USD 1.90 a day	30.3%
2014	Income Gini coefficient	28.7
2018	Gender Development Index score	0.899
2013–2018	Wasting – moderate and severe – among children 0–4 (weight for height)	11%
2013–2018	Stunting – moderate and severe – among children 0–4 (height for age)	51%
2013–2018	Overweight – moderate and severe – among children 0–4 (weight for age)	1%

Sources: United Nations Development Programme. 2019. *Human Development Report 2019*. <http://hdr.undp.org/sites/default/files/hdr2019.pdf>; World Bank. World Development Indicators; <http://datatopics.worldbank.org/world-development-indicators/>; United Nations Children's Fund. The State of the World's Children 2019: Children, food and nutrition, Growing well in a changing world. <https://www.unicef.org/reports/state-of-worlds-children-2019>; United Nations Population Fund. World Population Dashboard. <https://www.unfpa.org/data/world-population-dashboard>.

4. Agriculture, especially subsistence farming, is an important sector for most of the population, and particularly for poor people. However, productivity is low and agriculture accounts for only 17 percent of non-oil gross domestic product.³ Important gender inequalities persist, gender-based violence is a major concern and harmful social norms have resulted in unequal access to food for women and girls.

5. Timor-Leste faces severe malnutrition challenges (see table 1). It had the third highest rate of undernourishment in the Asia and the Pacific region during the period 2016–2018: 24.9 percent of the total population were undernourished, compared with 11.4 percent for the region as a whole.⁴ A 2018 study found that only 25 percent of the population could be considered food-secure.⁵

6. The national strategic development plan for 2011–2030 guides the country's development efforts and reflects its commitment to state building, social inclusion and economic growth. However, the conversion of policies into action has been challenged by several years of instability in government.

THE WFP COUNTRY STRATEGIC PLAN

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_2933

