

IN SUPPORT OF THE TIMOR-LESTE RED CROSS SOCIETY



13
National Society
branches



14
National Society
local units



142
National Society
staff



951
National Society
volunteers

PEOPLE REACHED

Climate and
environment



4,650

Disasters
and crises



2,589

Health and
wellbeing



17,926

Values, power
and inclusion



2,622

FINANCIAL OVERVIEW

in Swiss francs (CHF)

Timor-Leste Red Cross Society			
Overview		Funding Sources	
Funding	Not reported	IFRC Secretariat	Not reported
Expenditure	Not reported	Participating National Societies	Not reported
		HNS other funding sources	Not reported

IFRC network			
Country		Funding Requirement	3.6M
IFRC Secretariat	Longer-term	Funding Requirement	910,000
		Funding	960,000
		Expenditure	606,000
Emergency Operations		Funding	150,000
		Expenditure	67,000
Participating National Societies		Funding Requirement	911,000
		Funding	698,000
		Expenditure	652,000
HNS other funding sources		Funding	Not reported

Appeal number **MAATP001**

*Information on data scope and limitations is available on the back page

STRATEGIC PRIORITIES

Climate and environment	Number of people reached with activities to address rising climate risks	5,000
Disasters and crises	Number of people reached with disaster risk reduction	3,000
	Number of people reached with livelihoods support	175
	Number of people reached with shelter support	161
Health and wellbeing	Number of people donating blood	1,000
	Number of people reached by the National Society with contextually appropriate health services	18,000
	Number of people reached by the National Society with contextually appropriate water, sanitation and hygiene services	13,000
	Number of people reached by the National Society with training in first aid	3,000
Migration and displacement	National Society has undertaken any advocacy, dialogues, educational or communication initiatives to change the legal, policy, or operational environment to better assist and protect people on the move	Yes
	National Society has undertaken any data collection, research, analysis or other information management initiatives to better assist and protect people on the move	Yes
Values, power and inclusion	National Society has a Community Engagement and Accountability policy, strategy or plan	Yes
	Number of people reached by protection, gender and inclusion programming	42

Number of people reached by the National Society's educational programmes

3,000

Number of people whose access to education is facilitated through National Society's programming

333

ENABLING FUNCTIONS

Accountability and agility	National Society has a functioning data management system that informs decision making and supports monitoring and reporting on the impact and evidence of its actions	Yes
	National Society has a Protection of Sexual Exploitation and Abuse (PSEA) policy to enforce prevention and support survivors	Yes
	National Society has a PSEA Action Plan to enforce prevention and support survivors	Yes
	National Society has strengthened its integrity and reputational risk mechanism	Yes
	National Society is implementing a digital transformation roadmap in line with the IFRC strategy	Yes
Humanitarian diplomacy	National Society has a domestic advocacy strategy developed aligning, at least in part, with global IFRC advocacy strategies	Yes
National Society development	National Society has created and implemented youth engagement strategies	Yes
	National Society has developed and/or implemented a strategy for strengthening their auxiliary role	Yes
	There is a National Society Development plan in place	Yes

IFRC NETWORK BILATERAL-SUPPORTED ACTIVITIES

National Society	Funding Reported	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling Functions
American Red Cross	428,000	●	●			●	●
Australian Red Cross	271,000	●	●	●		●	●
Indonesian Red Cross Society			●	●			●
Netherlands Red Cross			●	●		●	●
Republic of Korea National Red Cross		●	●	●		●	●

Total Funding Reported **CHF 698,000**

Q1. OVERALL PERFORMANCE

Context

Timor-Leste gained independence in 2000, and the country has since made significant progress in key areas. It faces the challenges of retaining political unity, boosting economic growth, rebuilding public infrastructure (including roads, ports and airports, water and sanitation systems and government facilities) and institutional frameworks. The country remains fragile as it contends with the legacies of past conflict. Eighty per cent of the country's Gross Domestic Product (GDP) is derived by the extraction of oil reserves from the Timor Sea, which has made it possible to spend it on infrastructure and basic services, particularly in the areas of roads and electricity. However, the economy urgently needs to diversify since the remaining oil fields are exhausted. Agriculture also has a significant economic influence. Not only does industry employ more than 50 per cent of the workforce, but it is also regarded as being essential to future economic growth and food security.

Despite steady progress, more than 40 per cent of the population is estimated to live below the poverty line due to high unemployment. Although levels of employment in the country improved in 2021, they have not reached pre-pandemic levels and paid work is now more likely to be characterized as informal and insecure. Similarly, while income levels have been somewhat restored, they have not been restored to the same level, and coverage of social protection in the country remains low and does not fully reach poor and vulnerable groups. For young people, there are urgent human capital challenges, even since before the pandemic, where 47 per cent of children are stunted and many students have lack of education services. According to the 2022 Population Census of Timor-Leste, the country has a population of 1,341,737. The total fertility rate declined from 6.4 to 3.6 live births per woman between 2010 and 2022, while life expectancy increased from 62.9 years in 2000 to 68 years in 2022. Only 28.6 per cent of the population lives in urban areas. With 65 per cent of the population under the age of 30, Timor-Leste's youthful demographic presents both opportunities and challenges. Nearly 29.3 per cent of youth are not in education, employment, or training, underscoring the urgent need for investment in education, vocational training, job creation and gender-inclusive labour policies, as well as meaningful youth engagement and leadership.

In the mid-2025 INFORM Risk Index, Timor-Leste had an overall risk score of 3.7 out of 10, which INFORM categorizes as 'Medium' risk. Looking at specific dimensions, Timor-Leste's Hazard and Exposure score is 2.1, Vulnerability is 4.2, and Lack of Coping Capacity is 5.7. This means Timor-Leste is not highly exposed to hazards, but when disasters occur, their impacts are amplified by social vulnerability and limited national response capacity.

Free and fair multi-party elections have been held regularly in Timor-Leste since 2001. No incidents of violence were recorded during the competitive national elections in 2017 and 2018, and there were fewer irregularities than in prior elections. The most recent presidential election was held in early 2022, with President José Manuel Ramos-Horta obtaining 64 per cent of the vote. This was followed by the parliamentary election in May 2023. This new governance has stated that it is vital for the international community to continue supporting the country's efforts to become more resilient to multiple shocks and to deliver the National Strategic Development Plan that is focusing on the human capital development area.

Key achievements

Climate and environment

In 2025, the Timor-Leste Red Cross Society strengthened climate resilience and anticipatory action by advancing early warning systems and preparedness approaches at both national and community levels. The National Society played an active role in shaping national frameworks on anticipatory action, contributing practical experience to policy development while translating these strategies into community-level action through risk mapping, preparedness training and pre-positioning. Integrated community-based programming further reinforced resilience through disaster risk reduction, sustainable livelihoods and locally led climate adaptation initiatives, demonstrating the effectiveness of community-driven solutions in addressing climate-related risks.

Disasters and crises

During the reporting period, the National Society strengthened its disaster preparedness and response capacity through investments in technical skills, operational systems and multi-sector readiness. Enhanced capacities in key response areas such as cash assistance, shelter, logistics and emergency coordination improved overall preparedness, while updated systems and strategic initiatives strengthened institutional readiness for future emergencies. The National Society also maintained its operational relevance by supporting responses to localized incidents and actively engaging in simulation exercises, coordination platforms and regional knowledge exchange, contributing to stronger preparedness, coordination and resilience.

Health and wellbeing

The Timor-Leste Red Cross Society advanced its health and wellbeing objectives by expanding community-based health services, strengthening public health surveillance and deepening collaboration with national authorities. The National Society played a critical role in epidemic preparedness and response, particularly in addressing seasonal health risks, while promoting preventive health practices through community engagement and education. Integrated programming in health, nutrition, and water, sanitation, and hygiene (WASH) improved access to essential services, strengthened community awareness and contributed to better health outcomes and increased resilience to public health risks.

Migration and displacement

In 2025, the Timor-Leste Red Cross Society did not engage directly in migration and displacement programming, with activities in this area remaining dependent on evolving national and regional dynamics.

Values, power and inclusion

In 2025, the Timor-Leste Red Cross Society strengthened inclusion, protection and accountability by integrating Protection, Gender and Inclusion (PGI) and Community Engagement and Accountability (CEA) across its programmes. Institutional systems were reinforced through enhanced safeguarding practices, improved feedback mechanisms and increased awareness of protection principles among staff, volunteers and communities. The National Society also advanced its institutional development through assessments and capacity-building initiatives, fostering stronger leadership commitment, greater community participation and more inclusive and accountable service delivery.

Enabling local actors

During 2025, the Timor-Leste Red Cross Society strengthened its institutional foundations and local leadership capacity through the implementation of its Strategic Plan and key organizational reforms. Progress included advancements in governance, branch decentralization, volunteer and youth engagement and financial sustainability, alongside improvements in programme management and accountability systems. The National Society also expanded its humanitarian diplomacy, partnerships and presence in regional and global platforms, while enhancing financial management, digital systems and monitoring capacities. These efforts collectively reinforced its role as a strong, resilient, and locally anchored humanitarian actor capable of delivering effective and sustainable services.

Q2. CHANGES AND AMENDMENTS

The Red Ready Project Phase III, funded by the USAID Bureau for Humanitarian Assistance and implemented across five National Societies including the Timor-Leste Red Cross Society, was affected by the termination of funding. As a result, the programme was re-prioritized, and activities were reallocated to funding provided by the Swiss Red Cross to ensure continuity of key actions aimed at strengthening National Society capacity, readiness and resilience for local disaster response.

As of the end of 2025, the partnership agreement with the World Health Organization under the Pandemic Fund for the Community-based Surveillance (CBS) project remained under negotiation between the IFRC and the WHO Regional Office. While this may lead to a delay of up to 12 months in full implementation, ongoing efforts have been made to mitigate disruptions. In close coordination with the WHO Country Office, interim funding options were explored at country level to enable priority activities to proceed.

Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

STRATEGIC PRIORITIES



Climate and environment

In 2025, one IFRC Disaster Response Emergency Fund ([IFRC-DREF](#)) was approved for flood in Timor-Leste.

Name of Operation	Timor-Leste Flood - Simplified Early Action Protocol
MDR-Code	MDRTL001
Duration	2 Years (18 February 2025 – 28 February 2027)
Funding Allocation	sEAP Budget: CHF 150,365 Annual Budget: CHF 71,957
People Targeted	6,073 people

The DREF allocation of CHF 150,365 in February 2025 supported the Timor-Leste Red Cross Society to support the implementation of anticipatory actions to reduce and mitigate the impact of Flood in Timor-Leste, targeting 6,073 people. The operational timeframe is for three months but the sEAP timeframe is two years. During the reporting period, the National Society made steady progress in strengthening anticipatory action and preparedness by building community awareness of early warning systems, conducting participatory mapping of evacuation routes and safe areas and delivering capacity-building training sessions across key thematic areas. Operational readiness was enhanced through pre-positioning of essential supplies and risk-informed planning, while improvements in coordination systems, stakeholder engagement and trigger-based mechanisms contributed to more timely and effective preparedness and response.

Progress by the National Society against objectives

Responding to increasing climate and environmental risks, the Timor-Leste Red Cross Society continued to strengthen its capacity in [Early Warning Systems](#) and [Anticipatory Action](#) to enhance disaster preparedness and community resilience. In 2025, the National Society actively contributed to national coordination mechanisms on anticipatory action, including participation in the National Dialogue on the Anticipatory Action Protocol for Floods organized by the Food and Agriculture Organization (FAO) and the Civil Protection Authority. Through this platform, the National Society shared technical insights on early warning systems, preparedness and response strategies, while drawing on its experience in community-based programming.

A key milestone during the year was the launch of the National Anticipatory Action Roadmap in Dili, establishing an important step toward strengthening disaster preparedness and climate resilience in Timor-Leste. Developed through a multi-stakeholder process led by national authorities, the roadmap provides a strategic framework for integrating anticipatory action and early warning systems into the country's disaster risk management architecture. Through its active participation in the Anticipatory Action Technical Working Group, the Timor-Leste Red Cross Society contributed operational perspectives based on its community-based disaster risk management programmes and its simplified Early Action Protocol ([sEAP](#)) for floods, highlighting practical approaches to early warning dissemination, community preparedness and local response coordination. The National Society also shared experiences from municipal-level interventions, contributing to the translation of national strategies into community-level preparedness and early action mechanisms.

Following the formal approval of the sEAP for floods in early 2025 and the subsequent project agreement and national launch, the Timor-Leste Red Cross Society made steady progress in implementing readiness activities. These

included mapping evacuation routes and safe areas, identifying vulnerable households, conducting consultations with communities and delivering training on anticipatory action and early warning systems to civil protection authorities, civil society organizations, local leaders and communities. In parallel, essential emergency supplies were pre-positioned to support early action during flood risks, strengthening operational readiness.

Adjustments were made to the sEAP to improve effectiveness and alignment with operational needs. These included adapting assistance modalities, introducing community-based activities focused on drainage maintenance and preparedness, installing river water level monitoring systems, strengthening monitoring and reporting arrangements and refining operational and human resource costs in line with institutional policies.

Complementing these efforts, the National Society continued to promote climate resilience through [Integrated Community-Based Risk Reduction](#) programming in several municipalities. Activities focused on strengthening community preparedness through vulnerability and capacity assessments, establishment of Village Disaster Risk Management Councils, livelihood group formation and training on sustainable agriculture for vulnerable households. Community awareness campaigns, tree-planting initiatives in landslide-prone areas and simulation exercises further reinforced local resilience and preparedness capacities.

A notable community-led initiative was implemented in Manelobas village, where volunteers supported by local partners constructed water-barrier structures using locally sourced materials and carried out bamboo planting to stabilize slopes and reduce erosion risks. This approach contributed to the protection of homes, safeguarding of a local school and preservation of road access, demonstrating the effectiveness of locally driven, climate-adapted solutions.

The Timor-Leste Red Cross Society also strengthened capacity in climate resilience and disaster risk reduction through education and training initiatives, including targeted training for primary school teachers aimed at integrating disaster preparedness and climate resilience concepts into school curricula. These efforts contributed to strengthening long-term community awareness and preparedness across participating municipalities.

IFRC network joint support

The **IFRC** support included technical engagement in anticipatory action coordination processes, contributions to the development and implementation of early warning and anticipatory action frameworks and assistance in strengthening disaster risk management policies and strategies. The assistance further enabled the strengthening of early action systems, pre-positioning of supplies and dissemination of awareness materials, contributing to improved preparedness and more effective community response to climate-related hazards.

The **Australian Red Cross** supported the National Society with the development of its simplified Early Action Protocols (sEAP) for flood.



Disasters and crises

For real-time information on emergencies, visit IFRC GO page: [Timor-Leste](#)

Progress by the National Society against objectives

In 2025, the Timor-Leste Red Cross Society continued strengthening its disaster preparedness and response capacity through targeted investments in technical skills, operational systems, and coordination. Capacity development focused on key response sectors, including [Cash and Voucher Assistance \(CVA\)](#), [shelter](#), logistics, Information Technology (IT) and emergency coordination, ensuring that staff and volunteers were better equipped to respond to disasters in Timor-Leste.

To enhance surge technical capacity, the Timor-Leste Red Cross Society participated in the Emergency Response Unit (ERU) Information and Telecommunications Training in Vienna, strengthening technical expertise in emergency communications, including power network planning, solar energy systems, IT infrastructure deployment and satellite communications for field operations.

Operational readiness was further strengthened through improvements in logistics and response management. These included enhanced professional driving skills for logistics personnel to promote road safety and proper vehicle maintenance during humanitarian operations, and Logistics Warehouse Management Training to improve the management of logistics facilities and stock systems during both routine operations and emergencies. In the shelter sector, Safe Shelter Training was conducted for volunteers and national emergency actors, focusing on the construction of temporary shelters using local materials and emphasizing inclusive shelter design for vulnerable groups such as children, older persons, pregnant women and persons with disabilities.

The Timor-Leste Red Cross Society also strengthened its preparedness to deliver CVA in emergencies. CVA Level II training for staff and volunteers covered Information Management, Community Engagement and Accountability (CEA) and Protection, Gender and Inclusion (PGI). This was complemented by a CVA capacity self-assessment, which identified operational gaps and informed the development of a two-year CVA roadmap. The National Society also strengthened institutional readiness through the development of CVA guidelines and standard operating procedures.

These capacity-building efforts were further reinforced through the Chronic Crisis Project, which strengthened technical capacity across multiple response sectors including shelter, health, Water, Sanitation and Hygiene (WASH), PGI and CEA, while also providing emergency start-up funds. Over the project period, 656 personnel were trained across these sectors, and the National Society conducted its first PGI Rapid Assessment and Analysis, which informed the development of dignity kit specifications for future responses.

While no medium or large-scale disasters occurred during the reporting period, the Timor-Leste Red Cross Society supported government-led responses to localized incidents. Early in 2025, the National Society responded to a localized dengue outbreak in Dili, conducting awareness campaigns and distributing abate, benefiting 7,510 people.

Institutional preparedness was further strengthened through the launch of the 'Strengthening Disaster Readiness and Response' project in July 2025, focusing on improving multi-hazard preparedness, response systems and community resilience in municipalities including Bobonaro, Covalima and Ermera. The National Society also facilitated collaboration between programme teams through a Quarterly Progress Review and Planning Meeting in October and conducted a mid-term internal review in December 2025 to assess progress, lessons learned and implementation challenges.

Preparedness was further reinforced through participation in coordination exercises and knowledge exchange platforms. In July 2025, the Timor-Leste Red Cross Society participated in a joint emergency simulation exercise at Rota do Sândalo International Airport in Oe-Cusse, alongside national emergency agencies, strengthening inter-agency coordination and response planning. At regional and global level, the National Society participated in the 8th Global Platform for Disaster Risk Reduction in June 2025 and the Asia Pacific Surge Dialogue in August 2025, contributing to knowledge exchange on community-based disaster risk reduction, anticipatory action and regional surge preparedness.

IFRC network joint support

The IFRC supported the Timor-Leste Red Cross Society with technical, financial and capacity-building contributions. Support included specialized technical training, development of operational systems and strengthening of sectoral capacities across cash assistance, shelter, logistics and emergency coordination.

IFRC funding mechanisms such as the disaster response emergency fund (DREF) and the IFRC Emergency Appeal are utilized by the National Society in times of disasters and crises to effectively support those who face immediate needs during times of emergency.

In 2025, the IFRC launched a DREF to support the Timor-Leste Red Cross Society to implement a simplified Early Action Protocol (sEAP) for floods. Details of the DREF are mentioned under the section 'Climate and environment'.



Progress by the National Society against objectives

In 2025, the Timor-Leste Red Cross Society strengthened its health and wellbeing work through enhanced collaboration with national authorities and expanded community-based interventions. In early 2025, the National Society renewed its Memorandum of Understanding with the Ministry of Health, securing approximately CHF 2,12,194 to support medical services, health promotion, dengue prevention and water and sanitation activities, reinforcing its role in delivering community-based health services.

Public health programming was further strengthened through new partnerships and the expansion of community-based initiatives. The Timor-Leste Red Cross Society initiated Community-based Surveillance (CBS) and Risk Communication and Community Engagement (RCCE) activities under the 'Pandemic Fund' programme, contributing to improved early detection and response to public health threats. In addition, the National Society secured CHF 78,590 to expand CBS activities and strengthen local health monitoring systems.

The Timor-Leste Red Cross Society continued to play a key role in responding to seasonal dengue outbreaks, particularly during the January–March rainy season, through awareness campaigns and early prevention measures led by trained volunteers. The National Society also contributed to regional knowledge exchange by sharing its experience in epidemic preparedness at a Southeast Asia pandemic preparedness platform.

Community health education remained a core focus. Through the Integrated Community-Based Risk Reduction programme, 75 community volunteers were trained in Community-Based Health and First Aid (CBHFA). Complementary nutrition education sessions and cooking demonstrations were implemented in Mindelo, Manelobas and Babulo villages, reaching 85 households and benefiting 47 children under five years old, strengthening knowledge on balanced diets, malnutrition prevention and the use of local food resources.

The Timor-Leste Red Cross Society also continued to expand its Voluntary Non-Remunerated Blood Donation programme, supporting national targets and strengthening its role in managing the blood donor system in collaboration with health authorities. Technical capacity was enhanced through peer learning exchange and continued engagement in regional first aid networks, while its commercial first aid programmes contributed to strengthening national first aid systems.

Water, Sanitation and Hygiene (WASH) interventions complemented health programming by improving access to safe water and sanitation in targeted communities. Assessments identified water sources serving 295 households, leading to the construction of water systems and establishment of a 16-member community water management committee. By the end of the year, construction in additional locations had reached 50–80 per cent completion. To improve sanitation, materials were procured and distributed to 100 vulnerable households, beginning in December 2025 and continuing into 2026.

IFRC network joint support

The **Australian Red Cross** continues to support the Timor Leste Red Cross Society in strengthening pandemic preparedness and response capacity. This support focuses on strengthening coordination mechanisms for epidemic and pandemic response, improving procedures and protocols and building technical capacity to address both communicable and non-communicable diseases at the community level. Together, these initiatives have strengthened the National Society's ability to detect, prevent and respond to public health risks while expanding access to essential health, nutrition and WASH services in vulnerable communities.



Timor-Leste Red Cross Society works with the Ministry of Health to help control the spread of mosquito-borne viruses by conducting clean ups, community health education and fogging. (Photo: Timor Leste Red Cross Society)



Migration and displacement

Progress by the National Society against objectives

In 2025, the Timor Leste Red Cross Society was not directly engaged in migration and displacement response. Progress in this area is expected to remain contingent on situational developments in the country and region.



Values, power and inclusion

Progress by the National Society against objectives

In 2025, the Timor-Leste Red Cross Society continued to strengthen the integration of Community Engagement and Accountability (CEA) and Protection, Gender and Inclusion (PGI) across its programmes to ensure that humanitarian services are inclusive, accountable and responsive to community needs. Efforts focused on strengthening institutional systems, building the capacity of staff and volunteers and improving mechanisms for community feedback and safeguarding.

Within the Integrated Community-Based Risk Reduction programme, the Timor-Leste Red Cross Society implemented capacity-building activities to enhance the ability of staff and volunteers to collect, manage and respond to community feedback and complaints. A PGI assessment conducted in April 2025 in the villages of Manelobas, Mindelo and Babulo identified key vulnerabilities and barriers to inclusion, informing more gender-responsive and inclusive risk reduction programming and ensuring that the voices and needs of vulnerable groups are reflected in programme design and implementation.

The Timor-Leste Red Cross Society also strengthened PGI capacities across the National Society through targeted training and awareness initiatives. A national-level orientation engaged senior management and programme leaders in promoting the integration of inclusive approaches and violence risk mitigation across operations. In addition, a

Youth PGI workshop brought together 25 youth leaders from branches nationwide, equipping them with practical tools to promote safe and inclusive environments within volunteer networks and community activities.

At institutional level, the organization made important progress by appointing a dedicated Protection, Gender and Inclusion Officer and establishing branch-level focal points to support mainstreaming efforts. Capacity-building initiatives reached staff, volunteers, and community members, increasing awareness of safeguarding, child protection, Prevention of Sexual Exploitation, Abuse and Harassment, disability inclusion, and gender-based violence. The establishment of referral networks through coordination meetings further strengthened protection systems, contributing to improved reporting mechanisms and the resolution of several safeguarding cases.

To further strengthen institutional development, the Timor-Leste Red Cross Society initiated the Protection, Gender and Inclusion Organizational Assessment Tool process in 2025. A consultant was engaged to guide the assessment, which identified both progress and gaps in institutional integration. The assessment found that while integration across leadership, programmes, and community engagement has advanced, Protection, Gender and Inclusion is not yet fully embedded within governance structures, policies, and organizational systems. Recommendations include strengthening governance oversight, improving reporting and feedback systems, aligning policies and human resource systems with accountability standards, allocating dedicated resources, and expanding training and data systems to ensure long-term sustainability.

As part of regional engagement, the Timor-Leste Red Cross Society joined the Asia Pacific Protection, Gender and Inclusion Working Group on the Organizational Assessment Tool, contributing to peer learning and knowledge exchange among National Societies.

Safeguarding systems were also strengthened during the reporting period. The organization updated its Child Safeguarding Risk Assessment under the Simplified Early Action Protocol and participated in regional safeguarding platforms to enhance learning and technical exchange. Additional safeguarding risk assessment initiatives improved staff and volunteer understanding of safeguarding principles and reporting mechanisms. These efforts contributed to strengthened accountability systems, including the establishment of a community suggestion box at headquarters to improve feedback and complaint handling.

Overall, the Timor-Leste Red Cross Society made important progress in strengthening inclusion, protection, and accountability across its operations. While further work is required to fully institutionalize these approaches within governance structures and systems, the actions undertaken in 2025 strengthened leadership commitment, improved capacity, and enhanced community participation, contributing to a safer and more inclusive National Society.

IFRC network joint support

The IFRC, the American Red Cross and the Australian Red Cross contributed to strengthening Protection, Gender and Inclusion (PGI), Community Engagement and Accountability (CEA) and safeguarding systems within the Timor-Leste Red Cross Society. This support included technical guidance, training initiatives and facilitation of institutional processes such as the Organizational Assessment Tool and safeguarding risk assessments.

The support also strengthened capacity through national-level orientations, youth workshops and safeguarding initiatives, alongside technical assistance for improving policies, procedures and reporting mechanisms. Engagement in regional working groups and safeguarding platforms further enhanced knowledge exchange and peer learning.

ENABLING LOCAL ACTORS



Strategic and operational coordination

IFRC membership coordination

IFRC membership coordination involves working with National Societies to assess the humanitarian context, agree on common priorities and jointly develop common strategies. This includes addressing issues such as obtaining greater humanitarian acceptance and access, mobilizing funding and other resources, clarifying consistent public messaging, and monitoring progress. It also entails ensuring that strategies and programmes in support of people in need incorporate clarity of humanitarian action while linking with development assistance and contribute to reinforcing National Societies in their respective countries, including through their auxiliary role.

Participating National Societies supporting the Timor-Leste Red Cross Society include the **American Red Cross, Australian Red Cross, Italian Red Cross, Republic of Korea National Red Cross, Netherlands Red Cross, New Zealand Red Cross** and the **Swiss Red Cross**.

Movement coordination

The Timor-Leste Red Cross Society ensures regular exchanges with the IFRC, the International Committee of the Red Cross (ICRC) and participating National Societies, for the alignment of support and action between Movement partners. In times of emergencies, closer coordination is organized. This is carried out in line with the Strengthening Movement Coordination and Cooperation ([SMCC](#)) principles, and the newly adopted [Seville Agreement 2.0](#).

In Timor-Leste, **the ICRC** is developing the capability of the authorities to identify people who died during the 1975-1999 conflict and to react to large-scale emergencies. It promotes International Humanitarian Law ([IHL](#)) within the armed forces and police and trains the Timor-Leste Red Cross Society in community engagement, Restoring Family Links ([RFL](#)) and the dignified management of dead bodies during emergencies. ICRC support in the country is covered by its regional delegation in Indonesia.

External coordination

The Timor-Leste Red Cross Society maintains a strong auxiliary relationship with the public authorities, working closely with key ministries including the Ministry of Youth, Culture and Sport, the Ministry of Social Solidarity and Inclusion, the Ministry of Interior and the Ministry of Health, as well as national and sub-national institutions such as the State Secretariat of Civil Protection, the State Secretariat of the Environment and the National Disaster Risk Management Directorate. The National Society has also established partnerships with in-country organizations, including Oxfam for disaster management, the Partnership for Human Development and the Korea International Cooperation Agency for health programmes, ChildFund for youth programmes, Catholic Relief Services and the World Health Organization through the Pandemic Fund partnership for nutrition programming.

The Timor-Leste Red Cross Society actively participates in the United Nations Country Team and engages with local and international humanitarian organizations to strengthen coordination. On 15 April 2025, it signed a Memorandum of Understanding with the IX Constitutional Government through the Civil Society Support Office, formalizing a strategic partnership to enhance support to vulnerable communities and improve the effectiveness of humanitarian response nationwide. Through this agreement, the National Society reaffirmed its commitment to delivering integrated community programmes, including youth and volunteer mobilization, basic health promotion, access to clean water, emergency preparedness and response and institutional development. Earlier, on 27 March 2025, the National Society signed a joint agreement with Catholic Relief Services to strengthen community preparedness and resilience in Viqueque municipality, focusing on building local capacity in disaster risk reduction and response.

Engagement with partners also continued under the Integrated Community-Based Risk Reduction programme through ongoing dialogue on programme continuation and collaboration. In the second half of the year, the Timor-Leste Red Cross Society further engaged in coordination with partners through meetings and exchanges to maintain alignment on priorities and future cooperation.

Cross-border cooperation efforts also progressed, with initiatives to extend an existing Memorandum of Understanding. A joint evaluation and planning workshop held in September 2025 identified key priorities for strengthening the partnership, including enhanced coordination with local authorities, strengthened institutional capacity for service delivery and the promotion of integrated community resilience in border areas. While the extension of the agreement was initially planned for December 2025, the process was temporarily delayed due to shifting operational priorities related to the Senyar Cyclone response.



National Society development

Progress by the National Society against objectives

In 2025, the Timor-Leste Red Cross Society continued strengthening its institutional capacity and systems in line with the implementation of its Strategic Plan 2025–2029, which identifies National Society development as a key strategic objective toward becoming a well-functioning National Society. Institutionally, the National Society underwent a leadership transition in October 2025 with the appointment of a new Secretary General, followed by high-level engagement with partners and stakeholders to discuss ongoing cooperation and future support.

Earlier in the year, the Timor-Leste Red Cross Society finalized its Strategic Plan 2025–2029, supported by operational plans for 2025 and 2026. The Strategic Plan outlines the humanitarian context in Timor-Leste, the National Society's vision and priorities and a Strength, Weakness, Opportunity and Threat (SWOT) analysis. It also serves as an important reference for resource mobilization and partnership engagement, presenting its capacities and priorities to potential partners.

Organizational development efforts in 2025 focused on advancing branch decentralization, strengthening volunteer and youth engagement, improving financial sustainability and reinforcing governance and accountability to enhance humanitarian service delivery. The Strategic Plan defines the vision to save lives and improve the quality of life of vulnerable people in Timor-Leste, with a focus on strengthening institutional capacity, building safer and more resilient communities through preparedness and ensuring effective emergency response and recovery. Operational plans for 2025–2026 provide guidance for both programme implementation and institutional development.

A key priority under the strategy is branch decentralization, aimed at strengthening branch autonomy, accountability and financial sustainability while enhancing volunteer engagement and service delivery. To support this, the Timor-Leste Red Cross Society conducted the Branch Organizational Capacity Assessment ([BOCA](#)) across all 13 branches. Findings highlighted strengths in volunteer engagement, information sharing and participatory planning, while also identifying challenges in governance, budgeting, grassroots presence and contributions to overall National Society growth. These findings will guide the next phase of decentralization and targeted capacity strengthening.

Capacity development was further strengthened through a Programme Management Workshop held in July 2025, bringing together staff, programme managers and branch coordinators to enhance skills in project planning, risk analysis, financial management and implementation. This resulted in the 'Baucau Commitment on Programme Management,' followed by endorsement and dissemination of a Programme Management Guideline to strengthen standardization and accountability across the National Society.

Volunteers and youth remained central to humanitarian action. The Timor-Leste Red Cross Society reinforced volunteer engagement through training, research and regional collaboration aligned with the Asia Pacific Ha Noi Call to Action on Volunteering. Participation in a regional volunteering research study highlighted strong volunteer motivation driven by humanitarian values, leadership opportunities and community recognition, while also identifying gaps in training systems, safety protocols and coordination mechanisms that require further strengthening.

To address these needs, a Volunteer Training of Trainers was conducted in August 2025, establishing a pool of trainers from all 13 branches to deliver standardized training using the Volunteer Training Manual. This strengthened competencies in volunteer management, first aid, disaster response, community programming, protection, gender and inclusion and facilitation skills. Volunteer safety was further enhanced through accident insurance coverage extended to 636 volunteers, contributing to a safer and more supportive volunteering environment.

Youth engagement was strengthened through initiatives such as the project on strengthened youth engagement in digital futures, which improved digital literacy and internet safety awareness among 168 young participants and expanded digital learning resources across four branches. Regionally, youth representatives participated in the 4th Southeast Asia Red Cross and Red Crescent Youth Forum, strengthening collaboration on youth engagement, climate action and humanitarian leadership. At national level, the National Youth Camp held in August 2025 brought together more than 670 youth volunteers from all 13 branches, strengthening leadership, volunteer skills and commitment to humanitarian values, alongside youth-led community initiatives focused on health education and disability inclusion awareness.

Financial sustainability remained a key priority. The Timor-Leste Red Cross Society conducted a branch-level fundraising profitability assessment, which showed that branches generated CHF 123,869 in gross income, resulting in CHF 47,462 in net income, demonstrating the potential of decentralized fundraising mechanisms. Branches implemented diversified income-generation activities, including first aid training services, equipment rentals, training facility rentals, donation boxes, catering services and membership contributions, providing a foundation for long-term sustainability. Based on assessment findings, branches developed targeted action plans to strengthen resource mobilization and financial management.

The National Society also continued strengthening emergency fundraising capacity through the development of fundraising in emergencies guidelines and explored opportunities to modernize its commercial first aid programme and introduce digital solutions for service management.

IFRC network joint support

The IFRC supported the National Society through the provision of the IFRC Capacity Building Fund which assisted the National Society in strengthening youth engagement in the digital future, focusing on peer education in computer literacy and safe internet use. It also assisted with developing the Strategic Plan for 2025-2029.

The **Australian Red Cross** provided wide-ranging support in volunteer engagement, humanitarian diplomacy, safeguarding, financial management and organizational systems, and worked with the National Society to develop a new multi-year partnership strategy. A Reflection and Planning Workshop jointly conducted with the Timor-Leste Red Cross Society helped review progress and inform the development of the Unified Plan Timor-Leste 2026.

The **Italian Red Cross** supported volunteer development and youth engagement while collaborating with the **Swiss Red Cross** and the **Australian Red Cross** in implementing BOCA and strengthening branch fundraising capacities.

The **Swiss Red Cross** supported organizational development through the Red Ready Phase III initiative, including updates to BOCA assessment and the rollout of Cash and Voucher Assistance (CVA) procedures.



Humanitarian diplomacy

Progress by the National Society against objectives

In 2025, the Timor-Leste Red Cross Society continued to strengthen its visibility and engagement across national, regional and international humanitarian platforms, further positioning itself as a key community-based humanitarian actor in Timor-Leste with a strong focus on reaching vulnerable and underserved populations.

At the regional level, the Timor-Leste Red Cross Society participated in the ASEAN Standards and Certification for Experts in Disaster Management Competency Assessment process between late 2024 and February 2025 alongside peers from the Indonesian Red Cross and the Malaysian Red Crescent. This provided an important opportunity to engage with ASEAN's professional humanitarian network despite Timor-Leste not yet being a member at that time. The National Society has also continued to participate in ASEAN and AHA Centre events in recent years, including as an observer.

A major milestone occurred on 26 October 2025, when Timor-Leste was formally admitted as the 11th member of ASEAN during the 47th ASEAN Summit in Kuala Lumpur, following a 14-year accession process that began in 2011. This development creates new opportunities for the Timor-Leste Red Cross Society to expand its engagement in regional humanitarian platforms and cooperation mechanisms.

The Timor-Leste Red Cross Society also actively participated in the Southeast Asia Red Cross Red Crescent National Societies Leaders Meeting held in Kuala Lumpur in September 2025, where it facilitated one of the discussion sessions and contributed to regional dialogue on humanitarian priorities and cooperation. The meeting resulted in the Kuala Lumpur Statement, reaffirming commitments among National Societies to strengthen collaboration in disaster preparedness, response, resilience and regional cooperation.

At the national level, the Timor-Leste Red Cross Society continued to strengthen humanitarian diplomacy and partnerships through expanded collaboration with public authorities, civil society and academic institutions. On 15 April 2025, the National Society signed a Memorandum of Understanding with the IX Constitutional Government through the Civil Society Support Office, formalizing a strategic partnership to strengthen support for vulnerable communities and improve humanitarian response. In addition, on 27 March 2025, a partnership agreement was signed with Catholic Relief Services to strengthen community preparedness and resilience in Viqueque municipality. Further strengthening national collaboration, the National Society signed an MoU with the National University of Timor-Leste in August 2025 to support cooperation in disaster risk management, climate change research and humanitarian capacity building.

At the global level, the Timor-Leste Red Cross Society participated in the 8th Global Platform for Disaster Risk Reduction in Geneva in June 2025, as part of the national delegation alongside representatives from government institutions. The platform, themed 'Everyday Counts: Act for Resilience Today,' provided opportunities to strengthen knowledge on disaster risk reduction priorities, including Early Warnings for All, anticipatory action, community resilience and nature-based solutions.

IFRC network joint support

The **IFRC** facilitated participation of the National Society in regional and global platforms, including the ASEAN Competency Assessment process, National Societies Leaders Meeting and the Global Platform for Disaster Risk Reduction.

In November 2025, the IFRC Country Cluster Delegation Jakarta Head of Delegation visited Timor-Leste and held several high-level meetings with key government and development partners. During the visit, the IFRC met with the Secretary General of the Ministry of Foreign Affairs, who reiterated the government's support for the National Society's humanitarian work and its increased engagement within ASEAN networks. Meetings were also held with the Embassy of the Republic of Korea in Dili to discuss potential support from the Government of Korea for humanitarian and resilience initiatives in Timor-Leste, as well as with the President of the Civil Protection Authority to strengthen coordination between the Timor-Leste Red Cross Society and the national disaster management system.

The **American Red Cross** and the **Australian Red Cross** supported the National Society in participating in the 8th Global Platform for Disaster Risk Reduction, contributing to strengthening the humanitarian diplomacy and external engagement.



Accountability and agility (cross-cutting)

Progress by the National Society against objectives

In 2025, the Timor-Leste Red Cross Society continued to strengthen its financial management systems to enhance accountability, transparency and operational efficiency. The rollout of the Asian Business Software Solution (ABSS) was advanced across all 13 branches, enabling more standardized accounting practices and improving consistency in financial reporting between branch level and National Headquarters. Regular coordination meetings between finance teams at both levels supported monitoring progress, addressing operational issues and reinforcing consistent use of the system.

Despite challenges associated with the reconfiguration of Office 365, which temporarily affected access to official Red Cross email systems and connectivity with ABSS, all branches continued to use ABSS as their primary accounting platform. To improve reliability, plans were initiated to migrate the system to a cloud-based platform. At the same time, the installation of Starlink internet connectivity at branch level contributed to strengthening digital infrastructure and will support this transition.

Efforts to strengthen financial governance also included improvements to internal controls and the restructuring of finance functions. Following a consultant-led job analysis, the finance department was reorganized to enhance segregation of duties, clarify roles and responsibilities and improve approval processes and documentation practices. These measures aim to strengthen financial oversight, compliance and operational efficiency across the National Society.

The Timor-Leste Red Cross Society also initiated steps toward establishing an internal audit function to further strengthen governance and accountability. Building on peer learning and regional discussions, a roadmap was developed to integrate internal audit into institutional systems. In December 2025, a consultant was engaged to review financial reporting practices and develop an Internal Audit Charter, which will guide the establishment of a sustainable internal audit function beginning in 2026.

To improve long-term financial sustainability, the Timor-Leste Red Cross Society launched a Core Cost Analysis aimed at identifying core cost requirements, funding gaps and practical measures to strengthen cost recovery mechanisms. This process remains ongoing and will continue into 2026.

Capacity development remained an important component of financial system strengthening. In May 2025, senior finance staff participated in the 6th Pacific Finance Managers Forum in Fiji, which focused on financial systems, cash flow forecasting, financial reporting and finance in emergencies. Complementing this, a series of finance and accounting webinars conducted between November and December 2025 strengthened knowledge of accounting principles, transaction recording and financial reporting practices among headquarters and branch staff. While a basic understanding was demonstrated, further mentoring and follow-up training have been identified as necessary to strengthen technical competencies.

Regular financial spot-checks conducted through the Capacity Review and Risk Assessment process also helped identify recurring challenges in project financial reporting. Continuous coaching and monitoring have supported efforts to improve compliance with financial procedures and the accuracy and quality of financial reporting.

In parallel, the Timor-Leste Red Cross Society continued strengthening its Planning, Monitoring, Evaluation and Reporting (PMER) systems to support evidence-based programming and accountability. A training on PMER, communication and monitoring tools brought together staff and volunteers from Bobonaro, Covalima and Ermera branches, improving capacities in project planning, monitoring, documentation and reporting. Practical tools such as monitoring checklists and communication techniques were introduced to enhance programme visibility and reporting quality.

The National Society also participated in the Global PMER Network Meeting, which focused on knowledge management, applications of artificial intelligence in PMER, the Federation-wide Data System and minimum standards in results-based management. Participation contributed to aligning internal practices with broader standards while strengthening internal planning, monitoring and reporting processes.

IFRC network joint support

The IFRC supported the National Society by strengthening financial systems through the rollout of standardized accounting tools, enhancing financial governance and internal controls and supporting the development of internal audit and cost analysis processes. Additional support focused on building capacity in PMER, including training and participation in global learning platforms, as well as ongoing coaching and monitoring to improve compliance, reporting quality and overall institutional accountability and efficiency.

The **American Red Cross** supported PGI mainstreaming and strengthened the National Society's capacity in Planning, Monitoring, Evaluation and Reporting (PMER), Information Management (IM), communications and resource mobilization.

Q4. AFFECTED PERSONS (PEOPLE REACHED)

See cover pages

Q5. PARTICIPATION AND ACCOUNTABILITY FOR AFFECTED PEOPLE – COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

See Strategic Priority on 'Values, power and inclusion' under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION

Q6. RISK MANAGEMENT

This information is not available in Annual Reports

Q7. EXIT STRATEGY AND SUSTAINABILITY

See Strategic Priorities or Enabling Local Actors, where relevant under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION

Q8. LESSONS LEARNED

- The implementation of programmes in 2025 demonstrated the importance of aligning programme ambitions with available resources and operational capacity, as financial and logistical constraints continue to limit the scale and consistency of interventions
- There is a need to further strengthen branch-level capacity, improve planning and monitoring systems and enhanced coordination with partners to maximize impact and efficiency
- Community-based approaches proved effective in reaching vulnerable populations, particularly in rural and hard-to-reach areas, reinforcing the value of locally led humanitarian action
- Adopting a more focused and strategic approach is important, prioritizing high-impact interventions and strengthening institutional systems to achieve sustainable and scalable results
- Moving forward, strengthening institutional capacity while maintaining community-based service delivery has been identified as a key priority
- Improving financial and programme management systems, strengthening branch capacity and expanding partnerships with public authorities and development actors remain critical areas for continued development
- Programme implementation will increasingly focus on integrated interventions in health, WASH and disaster risk reduction, ensuring stronger alignment with community needs and national priorities to enhance resilience and long-term impact

SUCCESS STORIES



Strengthening Inclusion from Within: A Case Story from the Timor-Leste Red Cross Society

In 2025, the Timor Leste Red Cross Society engaged a national consultant who combined technical expertise with a strong understanding of the local context. By facilitating discussions in Tetun, the process enabled staff and volunteers at all levels to actively participate, share perspectives openly and contribute meaningfully. This inclusive approach helped uncover valuable insights that might otherwise have remained unaddressed.

Over a period of seven months, a comprehensive and participatory assessment was conducted using surveys, interviews and focus group discussions involving staff, volunteers and branch representatives. Despite challenges such as limited access to remote branches and gaps in documentation, the process remained robust using data triangulation and collective validation. A key milestone was the validation workshop, where findings were discussed, refined and translated into a shared vision for improvement.

The assessment provided, for the first time, a clear and evidence based understanding of organizational strengths and gaps in areas such as safeguarding, gender equality, disability inclusion and accountability. It also promoted organization wide dialogue, raising awareness of Protection, Gender and Inclusion principles across departments, breaking down silos and encouraging shared responsibility.

One of the most significant outcomes was the development of a practical and context specific Plan of Action. The assessment translated into concrete steps with defined priorities, timelines and responsibilities, supported by a logical framework, workplan and budget. This ensured that the process led to tangible change rather than remaining an analytical exercise.

Importantly, the process secured strong leadership commitment by presenting clear evidence alongside actionable recommendations. It demonstrated both the risks of inaction and the benefits of strengthened inclusion and accountability in improving service quality and alignment with Movement standards. The participatory nature of the process fostered ownership across the National Society, enabling the Timor Leste Red Cross Society to move confidently from analysis to implementation.

This experience represents more than an assessment; it reflects a shift in how the Timor Leste Red Cross Society approaches its humanitarian work by placing dignity, inclusion and accountability at the centre of its services and laying the foundation for a safer and more inclusive National Society.

For further information, contact: Florensia Malau, Manager, National Society Development, Country Cluster Delegation for Indonesia, Brunei Darussalam, Malaysia, Singapore and Timor-Leste, florensia.malau@ifrc.org.

ANNEX 1. IFRC APPLICATION OF THE 8+3 REPORTING TEMPLATE

The IFRC network structures its result-based management along five Strategic priorities and four Enabling functions, developed based on the IFRC network's [Strategy 2030](#):

IFRC network Strategic Priorities	IFRC network Enabling Functions
SP 1 - Climate and environment	EF 1- Strategic and operational coordination
SP 2 - Disasters and crises	EF 2 - National Society development
SP 3 - Health and wellbeing	EF 3 - Humanitarian diplomacy
SP 4 - Migration and displacement	EF 4 - Accountability and agility
SP 5 - Values, power and inclusion	

The Federation-wide results matrix provides a standard way for the IFRC network to measure its progress towards Strategy 2030 implementation and supports consistent quality of the IFRC network planning, monitoring and reporting. To further advance coherence in monitoring across the IFRC network, a [Federation-wide Indicator Bank](#) has been developed and integrated into the Federation-wide monitoring systems for emergencies and longer-term work, structured along the Federation-wide results matrix as well. Signatory of the Grand Bargain Agreement, the IFRC has committed to its monitoring and reporting standards through integration of the [8+3 reporting template](#) contents into its results-based management approach. The following mapping demonstrate the way in which this report aligns with 8+3 reporting:

8+3 template	IFRC network Annual Report (with variance in structure in red)
Core Questions	
1. Overall Performance	Overall Performance
2. Changes and Amendments	Changes and amendments
3. Measuring Results	Measuring Results
4. Affected Persons	Cover pages with indicators values
5. Participation & AAP	Under Q3 Strategic Priority 5: Values, power and inclusion – Community Engagement and Accountability
6. Risk management	Risk management
7. Exit Strategy and Sustainability	Under Q3 sub-sections by Strategic Priority/Enabling Function where relevant
8. Lessons Learned	Lessons learned
Additional Questions	
1. Value for Money/ Cost Effectiveness	Not included in annual reports
2. Visibility	Not included in annual reports
3. Coordination	Under Q3 Enabling Function 1: Strategic and operational coordination
4. Implementing Partners	Cross-cutting, with a focus on support to localization through the Q3 Enabling Functions 1 to 4
5. Activities or Steps Towards implementation	Cross-cutting in Q3 Strategic Priorities and Enabling Functions
6. Environment	Under Q3 Strategic Priority 1: Climate and environment



The International Federation of Red Cross and Red Crescent Societies (IFRC)

is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

DATA SCOPE AND LIMITATIONS

- **Timeframe and alignment:** The reporting timeframe for this overview is covering the period from 1 January to 31 December 2025. However, due to the diversity of the IFRC and differences in fiscal years, this coverage may not fully align for some National Societies.
- **Financial overview:** This overview consolidates data reported by the National Society and its IFRC network partners, as well as data extracted from IFRC's financial systems. All reported figures should include the administrative and operational costs of the different entities. The financial data with a grey background is solely reported by the National Society, including the funding sources. Financial reporting is often times estimated depending on availability of financial figures, closing of financial periods, and may be incomplete. 'Not reported' could sometimes mean 'not applicable'. Also note that funding requirements are already reflected in the published 2025 IFRC network country plan. The total funding requirements show what the IFRC network has sought to raise for the given year through different channels: funding through the IFRC, through participating National Societies as bilateral support, and through the host National Society from non-IFRC network sources. All figures should include the administrative and operational costs of the different entities.
 - » Host National Society funding requirements not coming from IFRC network sources can comprise a variety of sources, as demonstrated when reporting on income in the IFRC Federation-wide Databank and Reporting System
 - » Participating National Society funding requirements for bilateral support are those validated by respective headquarters, and often represent mainly secured funding
 - » IFRC funding requirements comprise both what is sourced from the IFRC core budget and what is sought through emergency and thematic funding. This includes participating National Societies' multilateral support through IFRC, and all other IFRC sources of funding
- **Missing data and breakdowns:** National Societies have diverse data collection systems and processes that may not align with the standardized indicators. Data may not be available for some indicators, for some National Societies. This may lead to inconsistencies across different reporting tools as well as potential under or over-estimation of the efforts led by all.
- **Reporting bias:** The data informing this Federation-wide overview is self-reported by each National Society (or its designated support entity) which is the owner and gatekeeper, and responsible for accuracy and updating. IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain.
- **Definitions:**
 - » **Local units:** ALL subdivisions of a National Society that coordinate and deliver services to people. These include ALL levels (provincial, state, city, district branches, sections or chapters, headquarters, and regional and intermediate offices, as well as community-based units)
 - » **Branches:** A Branch has its roles, responsibilities and relationship with the National Headquarters defined through the National Society's Statutes, including the level of autonomy given, especially in the area of its legal status, mobilising local resources and building local partnerships, and the decisions it makes. It has a local-level decision-making mechanism through its Branch members, board and volunteers, equally defined through the National Society's Statutes

ADDITIONAL INFORMATION

- [TL Timor-Leste AR Financials.pdf](#) (Note: The financial report link will be fed when the report is available.
For emergency operations, see [MDRTL001](#))
- [IFRC network country plans](#)
- [Subscribe for updates](#)
- [Live Disaster Response Emergency Fund \(DREF\) data](#)
- Operational information: [IFRC GO platform](#)
- National Society data: [IFRC Federation-wide Databank and Reporting System](#)
- [Evaluations database](#)

Contact information

Agapito da Silva

Secretary General
Timor-Leste Red Cross Society
T +670 7729 7160
agapitodasilva_cvtl@redcross.tl
www.redcross.tl

Kathryn Clarkson

Head of Delegation
IFRC Country Cluster Delegation for Indonesia,
Brunei, Singapore and Timor Leste
based in Jakarta
T +666 571 95322
kathryn.clarkson@ifrc.org

Herve Gazeau

Head of Strategic Partnerships
& Resource Mobilization
IFRC Asia Pacific Regional Office,
Kuala Lumpur
T +6019 268 6503
herve.gazeau@ifrc.org

Sumitha Martin

Lead
IFRC Global Strategic Planning
& Reporting Centre
New Delhi
sumitha.martin@ifrc.org