



TIMOR-LESTE

2026-2028 IFRC network country plan



8 April 2026

In support of the Timor-Leste Red Cross Society



13

National Society branches



14

National Society local units



142

National Society staff



631

National Society volunteers

People to be reached in 2026



2,000

Climate and environment



2,000

Disasters and crises



42,000

Health and wellbeing



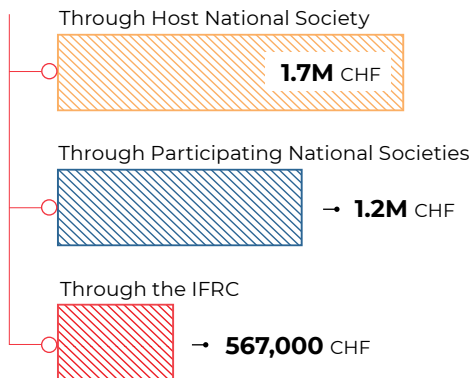
1,000

Values, power and inclusion

IFRC network Funding Requirements

2026

Total 3.5M CHF



2027

Total 2.7M CHF

2028

338,000 CHF

Projected funding requirements

Participating National Societies

- American Red Cross
- Australian Red Cross
- Indonesian Red Cross Society
- The Republic of Korea National Red Cross*
- Swiss Red Cross*

IFRC Appeal codes

Longer-term needs:
MAATP001

*National Societies which have contributed only multilaterally through the IFRC in 2025.

Hazards



Drought



Floods



Earthquakes



Diseases



Population
Movement



Tropical
Cyclones

IFRC network multi-year focus

Longer term needs

- Climate change adaptation
- Health, water, sanitation and hygiene
 - Disaster risk reduction
- Protection, gender and inclusion

Capacity development

- Communications
- Humanitarian diplomacy
- Digital transformation
- Internal system strengthening
- Financial sustainability and resource mobilization

Key country data links

INFORM Climate Change Risk Index **Medium**

Human Development Index rank **142**

World Bank Population figure **1.4M**

World Bank Population below poverty line **42%**



Volunteers of the Timor-Leste Red Cross Society celebrate World Red Cross and Red Crescent Day 2025 with first aid simulations for motor accident injuries. (Photo: Timor-Leste Red Cross Society)

Detailed funding requirements

| | 2026 | | 2027 | |
|------------------------------|-----------------------|----------------|-----------------------|----------------|
| | Host National Society | IFRC | Host National Society | IFRC |
| Longer-term needs | | | | |
| Climate and environment | 177,000 | 307,000 | 177,000 | 307,000 |
| Disasters & crises | 186,000 | 75,000 | 186,000 | 75,000 |
| Health & wellbeing | 871,000 | 120,000 | 871,000 | 120,000 |
| Migration & displacement | | | | |
| Values, power & inclusion | 18,000 | | 18,000 | |
| Enabling local actors | 462,000 | 65,000 | 462,000 | 65,000 |
| Total | 1.7M | 567,000 | 1.7M | 567,000 |

Participating National Societies bilateral support

| National Society | Year | Funding Requirement | Confirmed Funding | Climate and environment | Disasters and crises | Health and wellbeing | Migration and displacement | Values, power and inclusion | Enabling Functions |
|------------------------------|------|---------------------|-------------------|-------------------------|----------------------|----------------------|----------------------------|-----------------------------|--------------------|
| American Red Cross | 2026 | 606,000 | | - | 606,000 | | | - | - |
| | 2027 | 388,000 | | | 388,000 | | | | |
| | 2028 | 338,000 | | | 338,000 | | | | |
| Australian Red Cross | 2026 | 544,000 | | - | 236,000 | - | | 39,000 | 269,000 |
| Indonesian Red Cross Society | 2026 | | | - | - | - | | | - |

NATIONAL SOCIETY PROFILE

The **Timor-Leste Red Cross Society** was established in 2000 and legally recognized as an auxiliary to the public authorities of Timor-Leste in 2005. It was admitted as a member to the International Federation of Red Cross and Red Crescent Societies (IFRC) in the same year. The National Society works closely with several ministries of the Government of Timor-Leste at national and sub-national levels.

In 2024, the Timor-Leste Red Cross Society developed its new Strategic Plan 2025-2029, which is centered around three strategic priorities:

- Transforming into a well-functioning National Society for better humanitarian service delivery across the country
- Building safer and more resilient communities through integrated programming across Timor-Leste
- Ensuring efficient emergency response and recovery assistance to affected people

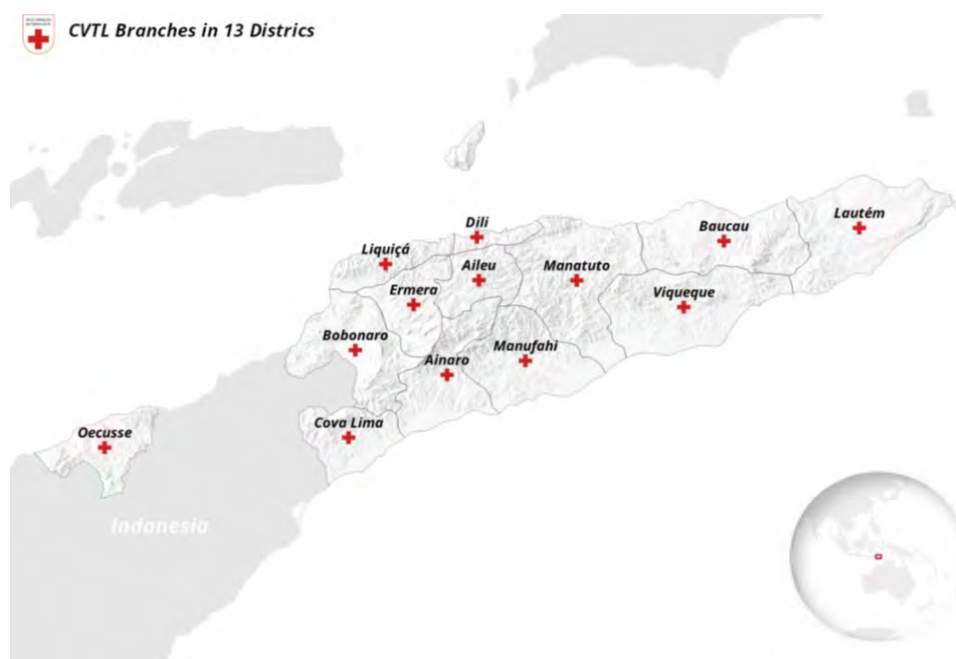
The Timor-Leste Red Cross Society has also consolidated and proven the value in responding to disasters in the country. It has consistently proven its leadership and strength in the humanitarian sector, by being one of key responders to COVID-19, dengue and extensive flooding across the country. It is in this context that Timor-Leste Red Cross Society has also made progress on becoming one of the National Societies in Asia Pacific that are 'cash ready', in line with the Manila Call for Action on Cash and Voucher Assistance.

The Timor-Leste Red Cross Society maintains a presence in all 13 municipalities of Timor-Leste through its branch offices, warehouses, youth networks and volunteers, with 2,367 community members actively engaged. The National Society applies a regional approach across four regions to strengthen branch-level operational capacity.

The Integrated Community-Based Risk Reduction (ICBRR) programme has been Timor-Leste Red Cross Society's flagship initiative to support remote communities in developing their resilience and reaching their development aspirations. This programme has enabled the National Society to effectively use its limited human and financial resources to provide a holistic support to remote communities that often fall outside the net of government services, to provide them with the tools, resources and knowledge needed to address the multi-layered risks in the areas of health, livelihoods, environmental protection, food security and nutrition, water and sanitation and disaster management and youth empowerment.

The programme has facilitated the integration of technical expertise from different sectoral teams within the National Society and the support of Movement partners. It has also provided a valuable avenue for donors and partners to coordinate their support to the Timor-Leste Red Cross Society.

In 2024, the Timor-Leste Red Cross Society reached 201,000 people with long-term services and development programmes and 3,582 people with disaster response and early recovery programmes.



Map of the Timor-Leste Red Cross Society branches

The map does not imply the expression of any opinion on the part of the IFRC or the National Society concerning the legal status of a territory or its authorities

IFRC NETWORK ACTION

JOINT SITUATIONAL ANALYSIS

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 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 being exhausted. Agriculture also has a significant economic influence. Not only does the 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, which 47 per cent of children are stunted and many students had 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.

STRATEGIC PRIORITIES



Climate and environment

The geography of Timor-Leste is characterized by tropical rainforests, mangroves, wetlands, and important marine ecosystems. These ecosystems play a critical role in climate regulation, sequestration of carbon, and in building adaptive capacity to climate change.

Approximately 42 per cent of all sucos (villages) in Timor-Leste have a coastal border so coastal resources are an important part of the livelihoods of many communities. Timor-Leste's coastal waters comprise a rich variety of species and seascapes, but there is no existing comprehensive data on coastal habitats. The country is vulnerable to natural hazards and is at high risk of cyclones, earthquakes, tsunamis and heavy rainfall, all exacerbated by limited and inadequate infrastructure and social welfare.

According to Timor-Leste's National Adaptation Plan, the most pressing environmental problems in the country include deforestation, land degradation, natural disaster vulnerability due to climate variability, poor water quality and water scarcity, waste management, and loss of biodiversity and ecosystem services.

The rainfall pattern in Timor-Leste is strongly characterized by the impact of the Australian Monsoon. During the Australian Summer Monsoon (December to April), most of Timor-Leste experiences wet conditions. Meanwhile the dry season usually lasts for several months, from May to November. The climate is strongly affected by a few global climatic influences including the El Niño Southern Oscillation, the Indian Ocean Dipole, tropical cyclones and the Madden-Julian Oscillation, affecting the climate on intra-annual, interannual, and inter-decadal time scales.

Extreme rainfall events are expected to become more intense and frequent. The steep slopes and short fast-flowing rivers, in combination with more intense rainfall events, increases the risk of loss of life/injury and damages during flash floods and landslides. Despite high projection uncertainty, models suggest the wet season will become wetter, while rainfall during the dry season is likely to reduce.

Due to global warming, Timor-Leste will also experience a shift to an even hotter climate with hot days and nights becoming the norm. Heatwaves and warm spells will increase dramatically in the next 20 years and beyond. While people in Timor-Leste are used to its tropical climate, the drastic increase in days with temperatures above 35 per cent and tropical nights will require adaptive efforts.

The country's National Adaptation Plan aggregates adaptation activities for the country, encompassing recent past and ongoing activities by different actor into a coherent national programme and identifies several priority activities in main sectors for further action, including under disaster risk management, agriculture, water and sanitation, health, coastal systems and marine resources, infrastructure and tourism.

Multi-year high level objectives of the National Society

The Timor-Leste Red Cross Society is part of the IFRC's Global Climate Resilience Programme, which aims to foster an unprecedented scale-up in locally led climate-smart disaster risk reduction and adaptation efforts to prevent and reduce climate-related disaster impacts and build community-level climate resilience. The programme aims to support 500 million people in 100 of the most climate-vulnerable countries, focusing on the least supported and marginalized communities. This holistic, multi-year programmatic approach consists of four operational pillars: (1) scaling up climate-smart disaster risk reduction, anticipatory action and preparedness; (2) reducing the public health impacts of climate change; (3) addressing climate displacement; and (4) enabling climate-resilient livelihoods and ecosystem services.

Through their work with communities, the Timor-Leste Red Cross Society has been at the forefront in supporting local communities to reduce their vulnerability to risk and build their resilience. The Timor-Leste Red Cross Society has been actively engaged in discussion regarding Climate Change Adaptation policy, notably through the development of the National Action Plan (NAP) of Adaptation of Timor-Leste. Looking ahead to 2026 and beyond, the National Society will further refine its climate change strategy to align with the climate change roadmap of the Timor-Leste government. This aims to establish a climate-resilient development trajectory for the country and its people by 2030.

The Timor-Leste Red Cross Society aims to strengthen its capacity on early warning system and anticipatory actions. In 2022, the United Nations Environment Programme (UNEP) launched a project focusing on the development of end-to-end multi-hazard early warning systems in Timor-Leste with support from the Green Climate Fund (GCF). Under this five-year program UNEP, in partnership with national Government agencies, (including, the State Secretariat of the Environment, the national Meteorological agency and the State Secretariat for Civil Protection) and non-government actors (including FAO, RIMES, the Red Cross Red Crescent Climate Centre and Timor-

Leste Red Cross Society), will implement activities to enhance early warning systems in the country.

In alignment with the global initiative [Early Warning for All \(EW4All\)](#), the Timor-Leste Red Cross Society aims to expand access to multi-hazard [early warning systems \(EWS\)](#) and [anticipatory action](#) interventions in disaster-prone communities to save lives and reduce impacts. This will be achieved through functional and inclusive systems that enable timely, localized action, ensuring early warning messages are disseminated and understood by all community members, including those most at risk. The EWS will be regularly tested through simulation exercises to ensure local leaders and communities can effectively interpret and act on alerts. Activation of [Early Action Protocols \(EAPs\)](#), informed by scientific data and local knowledge, will guide pre-emptive measures to mitigate disaster impacts. The Timor-Leste Red Cross Society will also ensure that EWS and anticipatory action interventions are gender-sensitive, accessible and integrated across sectors, contributing to a more coordinated and anticipatory humanitarian response nationwide.

Under the Integrated Community-Based Risk Reduction Programme, the National Society has adopted the IFRC's Roadmap to Community Resilience through enhanced Vulnerability and Capacity Assessment ([eVCA](#)). The IFRC's enhanced Vulnerability and Capacity Assessment ([eVCA](#)) empowers communities to identify and understand their risks, vulnerabilities, and capacities, enabling them to take informed, locally-driven action to reduce disaster impacts – set out in risk-informed community action plans. The Timor-Leste Red Cross Society has been supporting communities to analyse climate change related vulnerabilities. The ICBRR programme supports communities to strengthen their resilience by enhancing their knowledge about community disaster risks and implementing suitable mitigation and preparedness measures.

Planned activities in 2026

- Implement climate and nature programme
- Build capacity on climate change for communities, volunteers and local leaders
- Develop and review climate policy and strategy
- Advocate and engage in global, regional, national and local climate networks and events

- Establish and continue partnerships with relevant climate government institutions and agencies

Longer-term support from the IFRC network

The IFRC will support the National Society through technical expertise and by facilitating collaborative works. It is supporting the National Society in implementing the [simplified Early Action Protocol \(sEAP\)](#) for flooding in the municipalities of Manatuto, Viqueque, Manufahi, Covalima and Oecusse, areas identified as highly vulnerable due to significant flood risk and socio-economic challenges. This support includes technical assistance, monitoring, and oversight of project and budget management throughout the readiness phase and during any potential activation.

The IFRC along with the **Republic of Korea National Red Cross** is supporting the National Society in implementing small-scale, community-based greening and risk reduction initiatives under the Integrated Community-Based Risk Reduction (ICBRR) programme. By August 2026, the programme aims to complete the construction of water facilities and plant approximately 600 trees to protect water springs, reduce shortages during prolonged droughts and help prevent landslides in high-risk areas. Additionally, in collaboration with the Directorate of Agriculture at the municipal governments of Ainaro and Manufahi, climate-smart agricultural practices will be introduced in three targeted areas. This initiative seeks to diversify household incomes and strengthen sustainable livelihoods within these communities.

The **American Red Cross** will continue to support the National Society through the strengthening disaster risk reduction (SDRR) programme. This support has included initiatives such as water conservation and pond creation to enhance water catchment capacity, helping prevent water shortages during prolonged droughts in three municipalities.

The **Australian Red Cross** will provide technical support to the Timor-Leste Red Cross Society for its programmes and activities. It supports the National Society in strengthening humanitarian programs and services, enabling targeted communities, including those in border areas to better anticipate, adapt to and recover from disasters, crises, and the impacts of climate change.



Disasters and crises

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

Floods, tropical cyclones, droughts, forest fires and earthquakes are the most common natural hazards affecting the country. Timor-Leste is prone to frequent flooding from seven river basins as well as impacts from tropical cyclones. Tropical storms can bring heavy rains and strong winds, damaging houses, and other infrastructure. Drought risk is increasing with climate change and threatens crops such as rice, maize and cassava with clear linkages to food security in the country. In addition, Timor-Leste to some degree is exposed to seismic intensity, with the west side of the country being less exposed than the east side.

Droughts in Timor-Leste are primarily caused by irregular rainfall patterns, prolonged dry spells, and El Nino-Southern Oscillation (ENSO) events. Climate change exacerbates the frequency and severity of droughts, affecting water availability, agricultural productivity, and food security. Limited access to irrigation infrastructure and reliance on rain-fed agriculture further exacerbate the impact of droughts on rural communities.

The Government of Timor-Leste has also drafted a new [disaster risk management policy](#). The overall objective of the policy is to identify areas of intervention in disaster risk management that will contribute significantly to reducing human mortality and physical injury from future disasters, and reducing economic, social and environmental losses.

Under the Civil Protection law, the role of the National Directorate of Disaster Risk Management is to develop and implement disaster risk management policies, strategies and programmes, namely for preparation, prevention and mitigation, emergency response and post-disaster recovery and monitoring, in conjunction with other competent entities based on the matter. With this law, conditions have been created for a better coordination and harmonization of procedures and the definition of the competencies of each entity, to avoid overlaps or gaps and to provide the Civil Protection System with coherence.

Multi-year high level objectives of the National Society

As an auxiliary to the government and a first responder during emergencies, the Timor-Leste Red Cross Society is committed to delivering integrated programme support to people affected by crises in close coordination with the Civil Protection Agency (CPA), while continuing its contribution to recovery efforts across Timor-Leste. Preparedness initiatives undertaken by the National Society aim to strengthen crisis management through the use of localized resources, skilled staff and volunteers, improved response and recovery policies and procedures,

and secured funding for both emergency and long-term assistance. These efforts incorporate cross-cutting approaches such as [Community Engagement and Accountability \(CEA\)](#) and [Protection, Gender and Inclusion \(PGI\)](#) to ensure diversity, inclusion, and accountability to communities and donors.

The Timor-Leste Red Cross Society will continue to serve as one of the country's primary emergency responders, working closely with affected communities, government authorities, and partners to ensure humanitarian needs are met rapidly, safely, and accountably. This commitment will be reflected in timely joint rapid response operations, where affected populations receive essential assistance and feel safe, informed, and supported throughout the response phase. Enhanced efficiency, transparency, and accountability mechanisms will further strengthen public trust in the National Society's humanitarian role. Recovery operations will be increasingly inclusive and community-driven, promoting locally led initiatives that restore livelihoods and build long-term resilience.

The Timor-Leste Red Cross Society also aims to ensure that communities and institutions are prepared to provide timely access to safe, adequate, and dignified temporary housing for affected populations. This will involve improved coordination within the national shelter cluster, strengthened community and institutional capacity for both local and international shelter responses, and the integration of [Cash and Voucher Assistance \(CVA\)](#) mechanisms through agreements with financial service providers. By enhancing technical expertise, coordination structures, and community engagement, the National Society will enable faster recovery, reduce suffering, and promote safe, inclusive shelter solutions that uphold dignity and resilience for all affected people.

Aligned with the Strategic Plan 2025–2029, the Timor-Leste Red Cross Society will further strengthen its institutional systems and capacity to deliver effective humanitarian response and recovery assistance nationwide, including in border areas. This will include developing comprehensive policies, operating procedures, and guidelines to facilitate efficient operations. The Timor Leste Red Cross Society also plans to establish regional response hubs by building the capacity of local responders including volunteers and staff for rapid action and collective readiness, in line with the Asia Pacific Surge Road Map (2026–2028).

Planned activities in 2026

- Develop and review [early warning system](#), [anticipatory action](#) and [early action protocol](#) for flood, drought and landslides
- Build capacity on disaster risk management and climate change for communities, volunteers and local leaders

- Establish and implement a school safety programme
- Promote disaster risk awareness and family disaster planning
- Support livelihood and food security interventions
- Provide capacity building for staff and volunteers on preparedness, response, and recovery
- Collaborate on cross-border humanitarian services

of Timor-Leste impacted by high flood risk and high socio-economic vulnerabilities of their populations. The National Society will support the targeted people over a two-year period through interventions such as distribution of essential items and shelter kits and cash support. Support also includes distribution of hygiene kits as, complemented with awareness sessions focused on hygiene.

Longer-term support from the IFRC network

The IFRC will provide support to the Timor-Leste Red Cross Society in facilitating more peer-to-peer collaboration with other National Societies and in strengthening the National Society's branches. It will support the National Society in preparedness for effective response, including capacity development on Surge Ready, Cash and Voucher Assistance (CVA), shelter and access to emergency funding.

IFRC mechanisms such as the Disaster Response Emergency Fund (IFRC-DREF) and Emergency Appeals will be drawn on as needed for the National Society to respond to disasters and crises. In 2025, IFRC approved a simplified Early Action Protocol for flood in Timor-Leste.

- IFRC simplified Early Action Protocol: Flood: the allocation of CHF 150,365 in February 2025 supported the Timor-Leste Red Cross to assist 6,073 people in Manatuto, Viqueque, Manufahi, Covalima and Oecusse regions

The **American Red Cross** will provide technical support to the National Society in developing a contingency plan and Emergency Standard Operating Procedures at the branch level, including operational guidance for emergency contexts such as Planning, Monitoring, Evaluation and Reporting, Communications, Information Management, and Fundraising in Emergencies. Additionally, the American Red Cross will provide capacity development for Branch Disaster Response Teams and the National Disaster Response Team, re-establish regional warehouses and deliver training on warehouse management, establish a Quick Action Fund, provide training on Protection, Gender and Inclusion, and support collaboration between the National Society and the Indonesian Red Cross Society on cross-border disaster risk management.

The **Australian Red Cross** will focus its support on strengthening capacity in Disaster Risk Management and Shelter. In disaster response, it will provide funding, technical assistance, logistics support, targeted deployments, regional surge operations and pilot flexible funding mechanisms.



The National Society marks its 25th anniversary with a blood donation campaign at its Dili headquarters. (Photo: Timor-Leste Red Cross Society)



Timor-Leste faces a double burden of disease. One is constituted by communicable diseases such as tuberculosis, HIV/AIDS, malaria, and dengue, which continue to pose public health challenges. The other is leprosy, which although has been eliminated at national level, remains endemic in some municipalities. Lymphatic filariasis, soil transmitted helminth infections and yaws also remain major public health challenges.

Non-communicable diseases such as cardiovascular and chronic obstructive pulmonary diseases, are among the ten leading causes of death in the country. Timor-Leste is among the top ten countries with highest tobacco use prevalence rates in the world. The Global Youth Tobacco Survey results show an overall tobacco use prevalence of 42 per cent adolescents aged 13–15 years and that 66 per cent of students were exposed to tobacco smoke in their homes.

An IFRC study undertaken in 2021 found that a combination of increased drought and an extended and more intense wet season are likely to bring about additional health impacts. Dengue fever is already a major public health concern in Timor-Leste, exhibiting a highly seasonal increase in cases. Mental health issues (anxiety, stress, depression, post-traumatic stress disorder) as a result of climate change and extreme weather events around the world have been identified in numerous studies. Climate change will also likely exacerbate the serious public health problems arising from food and nutrition insecurity facing Timor-Leste. Malnutrition is already the single greatest contributor to premature death and disability in the country, and Timor-Leste has the highest level of malnutrition among the countries of the Asia Pacific Region.

Waterborne diseases already represent a high burden of mortality, especially amongst children. Changing conditions which favour parasitic and pathogenic growth (e.g., more extreme rainfall, increased temperatures) may increase the burden of diarrheal diseases (such as typhoid), and soil-transmitted helminths. Dehydration caused by severe diarrhea is a major cause of mortality among young children and may become more challenging to treat as temperatures and water scarcity increase, especially where sanitation remains absent.

Lack of access to safe water and open defecation remain among the issues especially in rural areas. The World Health Organization (WHO) states that 45 per cent of deaths from diarrhoea are caused by unsafe drinking water, sanitation, and inadequate personal hygiene.

The Government of Timor-Leste has aligned its health priorities with the National Health Sector Strategic Plan 2020–2030, the National Nutrition Strategy, and its commitments under the Sustainable Development Goals.

Multi-year high level objectives of the National Society

Building on its auxiliary role and extensive volunteer network, the Timor-Leste Red Cross Society has set multi-year objectives to improve access to health, nutrition, and water, sanitation and hygiene services, with a strong focus on climate adaptation measures.

The Timor-Leste Red Cross Society aims to enhance national blood collection and storage capacities to meet the growing demand for safe and sufficient blood across the country. This will be achieved through consistent availability of blood stocks that meet population needs, improved public awareness and participation in voluntary blood donation, and systematic identification and management of blood types to ensure quality and safety standards. In close collaboration with the Ministry of Health and partner institutions, the Timor-Leste Red Cross Society will strengthen technical capacity, volunteer mobilization, and community engagement to promote a culture of regular blood donation and ensure equitable access to lifesaving blood services nationwide. For first aid, the National Society will improve the life-saving skills of volunteers, staff, and targeted communities by enhancing knowledge, practical skills, and confidence to provide immediate and effective assistance during health emergencies and accidents, reducing preventable injuries and deaths at the community level.

The Timor-Leste Red Cross Society will strengthen public understanding of health, hygiene, and nutrition, particularly in rural and vulnerable areas. This will be reflected in improved knowledge of disease prevention and healthy lifestyles, higher vaccination coverage, and measurable reductions in malnutrition. The National Society will provide capacity building, health education, and awareness on communicable and non-communicable diseases, mental health and psychosocial support, nutrition and climate-change adaptation, with a strong focus on reaching remote and at-risk populations. Through community-based awareness campaigns, household visits, and collaboration with health authorities, the Timor-Leste Red Cross Society will empower communities to adopt healthier behaviours and access essential services, contributing to national goals for improved health outcomes and resilience against preventable diseases and climate-related health risks.

The Timor-Leste Red Cross Society will strengthen health interventions during disasters, epidemics, and pandemics to reduce disease spread, psychological distress, and mortality rates. This will include expanded access to affordable and quality health services through upgraded facilities, rapid deployment of health emergency response teams, and health-in-emergencies responses aligned with national protocols. The Timor-Leste Red Cross Society will mobilize trained staff and volunteers to detect, respond to, and support communities during outbreaks,

ensuring early detection and response follow Event-Based Surveillance guidelines and clear referral pathways. Increased community understanding of epidemic and pandemic risks, coupled with active participation in vaccination campaigns, will help reduce zero-dose and under-immunized children.

The Timor-Leste Red Cross Society aims to ensure equitable access to safe drinking water and sanitation facilities while promoting good hygiene practices nationwide. This will be reflected in increased availability of clean and reliable water sources, improved adoption of safe hygiene behaviours, and measurable reductions in waterborne diseases. Through community-based interventions, infrastructure development, and health education, the Timor-Leste Red Cross Society will strengthen local systems for sustainable water and sanitation management. The Timor-Leste Red Cross Society will also provide emergency WASH and health services during disasters and outbreaks, ensuring dignity and protection for vulnerable groups and addressing waterborne disease prevention.

Planned activities in 2026

- Participate in WASH network meetings, workshops and training nationally and internationally
- Collaborate with Ministry of Health and local authorities to refer cases for physical health treatment
- Attend Health in Emergency working group meetings, workshops and training at national and international levels
- Provide rapid WASH interventions during emergencies to prevent the spread of waterborne diseases
- Establish or rehabilitate water sources, build sanitation facilities and conduct hygiene education sessions
- Develop and revise blood donation training materials, SOPs, and policies



Migration and displacement

In Timor-Leste, the key drivers for outward labour migration are poverty and underemployment. This migration often occurs in the form of self-initiated irregular travel from rural areas to Dili and into Indonesia based on information from family, friends, neighbours and/or the community. However, Timor-Leste also has bilateral agreements with South Korea and Australia offering formal labour migration pathways, and there are also Timorese communities further afield, in the Philippines, the United Kingdom and Portugal.

While labour migration brings many benefits to the country and provides opportunities for better pay and stable

- Produce and distribute IEC materials related to nutrition and climate change adaptation
- Educate the public on the impacts of climate change on health, including heatwaves, air quality, and disease control
- Develop and review training materials for communicable and non-communicable disease prevention
- Develop and review training materials for mental health and psychosocial support

Longer-term support from the IFRC network

The **IFRC** supports the Timor-Leste Red Cross Society at regional and global platforms by facilitating its participation in international health, WASH and climate networks to amplify advocacy, share experiences and strengthen coordination with the government and partners. This includes enabling peer-to-peer collaboration between the Timor-Leste Red Cross Society and the Indonesian Red Cross Society on blood donor programming.

The **Australian Red Cross** supports the Timor-Leste Red Cross Society in strengthening its role as a trusted source of health information and a recognized leader in community-driven responses to emerging public health challenges, with focus on building the capacity on public health in emergencies.

The **Republic of Korea National Red Cross** supports the National Society for its Integrated Community-Based Risk Reduction (ICBRR) project with a focus on improving access to water and sanitation facilities and promoting and strengthening community capacity in health, nutrition and hygiene in two municipalities.

income, for some, it can mean exploitation. A [2021 US State Department report](#) on trafficking in Timor-Leste notes that poor economic conditions and limited educational opportunities create trafficking vulnerabilities for Timorese nationals and, in particular, for women and girls who are lured into trafficking through promises of stable employment and education opportunities in Dili or overseas in China, Indonesia and Malaysia, where their documents are taken, and they are forced into commercial sex-work or domestic service. Men may also be exploited in agriculture, construction and mining.

Timor-Leste also has a complex history of population displacement due to conflict following the [1999 referendum](#)

and subsequent political upheaval in 2006. Resettlement programs were supported by both the Timor-Leste and Indonesian Governments, as well as several agencies, in the years that followed. While some returned to Timor-Leste, others chose to remain in Indonesia in border areas such as Atambua, Belu and Kupang. On both sides, issues around land tenure and livelihoods for those displaced and returning was contentious and there was a push to wrap up resettlement programs by 2010, leaving some displaced persons vulnerable and poor without access to land, adequate services and the means to earn livelihoods. Further resettlement programs were supported by various agencies in the years that followed but by 2014 most of this support had come to an end, while it was still estimated that there were still around 22,000 Internal Displaced Person (IDP)s that still did not have access to durable solutions.

Timor-Leste's vulnerability to climate change and a range of natural hazards makes the population vulnerable to temporary and long-term internal displacement. In the most recent case, the 2021 Tropical Cyclone Seroja caused temporary displacement of households across the country.

Multi-year high level objectives of the National Society

The Timor-Leste Red Cross Society has always played a pivotal role in supporting displaced communities during emergencies.

The National Society will continue to develop their response capacity to support communities that are temporarily displaced by disasters or other crises in the country to ensure that their immediate needs are met in a timely way.

Planned activities in 2026

- Reconnect families separated by disasters and crises
 - Support migration and displacement related intervention
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Longer-term support from the IFRC network

The IFRC supports the Timor-Leste Red Cross Society in emergency response as needed, including capacitating Timor-Leste Red Cross Society to provide shelter to internally displaced persons. Although migration is not a priority for the Timor-Leste Red Cross Society in 2025, the IFRC will support the National Society by connecting it with partners and stakeholders interested in migration issues and by supporting collaborative work to strengthen its role in this context.

Under wider Movement support the **International Committee of the Red Cross (ICRC)** provides funding and technical support to the Timor-Leste Red Cross Society under the [Restoring Family Links \(RFL\)](#) programme.



Values, power and inclusion

Timor-Leste has the youngest population in the Asia-Pacific Region, with a median age of 20.8. According to the [Timor-Leste demographic health survey \(TLDHS\)](#) conducted in 2016, 41 per cent of the population are under the age of 15, and 26 per cent are adolescents aged 10-19 while about 9 per cent of the population are over 60 years old. Twenty-two per cent of women and 19 per cent of men aged 15-49 have no education. Literate women are 75 per cent and 82 per cent for men with only 34 per cent women employed and 70 per cent of men indicated that they were employed.

Gender equality in Timor-Leste remains a pervasive challenge, with the deeply patriarchal Timorese society characterised by traditional gender roles and unequal power relations between women and men. In addition, Timor-Leste's history of conflict and violence has resulted in the normalisation of violence, particularly against women and children. A 2013 [study](#) conducted by the UNDP estimated that 30-50 per cent of Timorese women continued to suffer abuse from their partners at some point in their relationship. The Law on Domestic Violence protects against child abuse, yet this and other types of abuse and violence are common, and sexual

abuse of children, including by family members, remains a serious concern.

Though Timor-Leste has been witnessing a burgeoning of its young population, it provides limited services and opportunities, especially for their participation in economic growth due to lack of industry and limited jobs. Timor-Leste's constitutions and laws guarantee gender equality in social, economic, and political opportunities. However, violence against women is prevalent, and women have more difficulty accessing economic resources.

Emergencies exacerbate existing gender inequalities, and the incidence of sexual and gender-based violence (SGBV), violence against children and trafficking in human beings often increase during and after emergencies. UN Women and WHO found an increased violence against women and girls or any form of domestic violence during the state of COVID-19 emergency in Timor-Leste. Based on some agencies, vulnerable groups in Timor-Leste consist of women, children, disability, people living in remote or isolated areas, people who identified as LGBTQIA+, and non-Portuguese language speaker. Persons with disabilities experience challenges in accessing services

because of lack of the understanding and poor awareness of service providers about social inclusion and how services can be adapted to the needs of persons with disabilities, including during crisis.

Multi-year high level objectives of the National Society

The Timor-Leste Red Cross Society continues to integrate Protection, Gender and Inclusion (PGI) aspects across all sectoral interventions by ensuring comprehensive consideration of gender, age, disability, and other diversity factors in its service delivery. This includes minimizing people's exposure to risks such as violence and abuse and ensuring that all programs adhere to the principle of 'Do No Harm'.

Following the completion of the PGI Organizational Capacity Assessment and Safeguarding Assessment in 2025, the Timor-Leste Red Cross Society will focus on strengthening PGI and safeguarding capacity based on the action points from these assessments. The aim is to ensure that the 17 PGI principles are systematically integrated across all programs, services, and institutional policies to create a safe, inclusive, and equitable environment for all. This will be reflected in established PGI and safeguarding policies, strengthened reporting and response mechanisms, clear referral pathways, and robust monitoring and accountability systems. The Timor-Leste Red Cross Society will build the capacity of staff, volunteers, and youth to identify and respond to sensitive cases, advocate for safety and inclusion and ensure services are provided without discrimination. Through safe and inclusive programming, the National Society will amplify the voices and participation of marginalized and vulnerable groups in decision-making processes and community initiatives. Partnerships and advocacy will be reinforced to promote equality, dignity, and protection at all levels, supported by sustainable financial

resources and continued learning through PGI knowledge management.

The Timor-Leste Red Cross Society will also strengthen transparency and accountability mechanisms to listen to and capture the voices of communities and implement interventions based on identified needs and gaps by employing the Community Engagement and Accountability (CEA) approach to ensure programs meet community priorities.

Planned activities in 2026

- Develop and review PGI and CEA policy, strategy, SOP, guideline and training manual
- Establish a functioning CEA mechanism
- Strengthen capacity building for community, local leaders, staff and volunteers on PGI and CEA

Longer-term support from the IFRC network

The IFRC will provide technical support to strengthen community engagement and accountability (CEA) capacity and feedback mechanisms, facilitate the participation of the Timor-Leste Red Cross Society in regional platforms to share learning on protection, gender and inclusion (PGI) and CEA approaches.

The Australian Red Cross aims to strengthen the National Society as an inclusive, protective, and accountable humanitarian actor that delivers programmes and services responsive to the needs of at-risk groups. This partnership will focus on providing funding and technical support for implementing the Plan of Action on Protection, Gender and Inclusion, Safeguarding, and Child Protection assessments completed in 2025.



The National Society celebrated World Red Cross and Red Crescent Day by organising events under the theme 'On the Side of Humanity'. (Photo: Timor-Leste Red Cross Society)

ENABLING LOCAL ACTORS

The Timor-Leste Red Cross Society is committed to pursuing institutional strengthening and carried out the self-assessment part of the [Organizational Capacity Assessment and Certification \(OCAC\)](#) process in 2014 and 2016, with another one planned for 2026. The self-assessment is intended to capture the strengths and weaknesses of National Societies as a whole in relation to a wide range of organizational capacities.

The National Society is also committed to the [Preparedness for Effective Response \(PER\)](#) process and is at the action and accountability phase. The PER approach is a continuous and flexible process that enables National Societies to assess, measure and analyse the strengths and gaps of its preparedness and response mechanism and ultimately take necessary action to improve it.

In line with its commitment to strengthening branch capacity, the Timor-Leste Red Cross Society conducted a quick Branch Organizational Capacity Assessment ([BOCA](#)) review across 13 branches during August and September 2025. The findings from these assessments will guide the priorities and planning for branch development, supporting the branch decentralization efforts, in the coming years.



Strategic and operational coordination

Multi-year high level objectives of the National Society

The Timor-Leste Red Cross Society aims to increase the number and diversity of partnerships with organizations, institutions, and stakeholders aligned with its mission. This will be reflected in stronger collaboration and coordination leading to more effective, integrated, and efficient delivery of services to communities. Through strategic alliances and joint initiatives, the organization will enhance the quality and reach of its programmes, ensuring assistance is timely, complementary and responsive to real needs.

Efforts will focus on strengthening engagement with government institutions at national and sub-national levels, implementing existing agreements, and participating in formal coordination mechanisms. Partnerships will be expanded with academic institutions, youth organizations, and the private sector to support innovation, outreach, and technical capacity building. Peer-to-peer cooperation will be strengthened, particularly with the Indonesian Red Cross Society and other National Societies, focusing on



Key Institutional Indicators

The National Society has put in place the following:

- National Society development plan
- Youth engagement strategy
- Health, accident and death compensation for volunteers
- Data management system

coordination, communication, and knowledge exchange. The Resource Mobilization Strategy will be operationalized through domestic fundraising campaigns, donor engagement, and proposal development to diversify income sources and reduce dependency on external funding. Participation in international and inter-agency platforms, including ASEAN, Red Cross Red Crescent technical networks, and humanitarian coordination bodies, will be enhanced.

In 2026, cross-border cooperation with the Indonesian Red Cross Society will be maintained and strengthened through a renewed memorandum of understanding and action plans to improve coordination and benefits for border communities and institutional capacity development. Based on the 2025 evaluation facilitated by the American Red Cross, IFRC, and ICRC, three strategies will guide this partnership: strengthening collaboration with local authorities, building institutional capacity for humanitarian services, and promoting integrated community resilience at border areas with principles of accountability, inclusiveness, and sustainability.

Aligned with the regional commitments of the Hanoi Call for Action 2023: Becoming Disaster Ready, the Timor-Leste Red Cross Society will prioritize practical implementation of commitments in [youth engagement](#), climate action, disaster preparedness, financial sustainability, mutual aid between National Societies, [Seville Agreement 2.0](#), and advancing women's leadership. The National Society will participate in the mid-line review in 2026 and the end-line review in 2027.

Longer-term support from the IFRC network

The IFRC will support the Timor-Leste Red Cross Society in building a partnerships and strategic coordination with

stakeholders. IFRC and three other National Societies of Indonesia, Brunei Darussalam and Singapore will facilitate the Timor-Leste Red Cross Society's engagement in peer-to-peer coordination and cooperation with those National Societies. For example, with the Indonesian Red Cross Society, the Timor-Leste Red Cross Society will be assisted to continue collaboration in border areas.

The **Australian Red Cross** will support the Timor-Leste Red Cross Society on facilitating partnerships, relationships and peer exchange, as well as linking the National Society with technical and financial resources, including whole-of-Australian Red Cross expertise.



National Society development

Multi-year high level objectives of the National Society

As part of its Strategic Plan 2025–2029, the Timor-Leste Red Cross Society aims to strengthen institutional systems, decentralization and financial sustainability for efficient and accountable service delivery, while streamlining youth and volunteer engagement, accountability mechanisms, social inclusion and protection in humanitarian services nationwide.

By 2029, the Timor-Leste Red Cross Society targets 50 percent of its branches to be financially sustainable, able to cover 40 percent of operational costs, demonstrate timely reporting, and function independently under the branch decentralization framework, including human resource, procurement, logistics, financial management, and program delivery. Leadership engagement at branch level will be strengthened to enhance the organisation's image.

A comprehensive human resource policy will ensure systematic and transparent management of staff and volunteers, improve well-being, align roles with strategic priorities, and promote a safe, inclusive workplace through Protection, Gender and Inclusion focal points. Financial sustainability will be reinforced through decentralized financial systems, resource diversification, accurate reporting, and strong internal controls, enabling efficient operations and compliance with donor requirements. Procurement and logistics will be standardized to ensure transparency, timely delivery, and adherence to PGI standards, improving responsiveness during emergencies.

The volunteer network and youth development initiatives will focus on safety, motivation, and retention through insurance coverage, recognition, and opportunities for growth, including leadership and entrepreneurship. Volunteers will be actively engaged in decision-making and community activities, while

youth will serve as advocates and problem-solvers contributing to local, regional, and international forums.

Longer-term support from the IFRC network

The IFRC supports the Timor-Leste Red Cross Society to access grants or awards related to National Society development programming such as National Society Investment Alliance (NSIA), [Capacity Building Fund](#), and [Empress Shoken Fund](#). The IFRC also supports reviewing of the National Society proposal for such grants and support the implementation of all approved projects. The IFRC will also support the harmonization of National Society development priorities across the IFRC Network and continue promoting the National Society's active engagement in regional and global platforms such as the Asia Pacific Fundraisers' Network, the Finance Development Competency Network and the Resource Mobilization Community of Practice.

The **American Red Cross** will support the Timor-Leste Red Cross Society with strategic and operational guidance to strengthen governance, management and service delivery systems. It will also provide technical support to develop a comprehensive Resource Mobilization Strategy and Roadmap to diversify funding sources, enhance local fundraising and build financial resilience.

The **Australian Red Cross** will provide technical and financial support to the National Society in the implementation of its programmes and activities. It will also aim to strengthen financial resilience and robust institutional systems to enable accountability, inform decision-making and support effective risk management across all levels. It will also provide technical and funding support on areas of human resource management, logistics management, finance management, and resource mobilization.



Humanitarian diplomacy

Multi-year high level objectives of the National Society

The Timor-Leste Red Cross Society aims to strengthen its advocacy and humanitarian diplomacy to mobilize greater political, technical, and financial support for vulnerable people. Success will be reflected in stronger relationships with local and international leaders, resulting in increased recognition of its humanitarian role and sustained support for its priorities. The National Society will promote the dissemination and understanding of International Humanitarian Law at the national level, ensuring that government institutions are aware of and fulfill their obligations. Formal partnerships and memoranda of understanding with national and international actors will reinforce coordinated humanitarian action, while active engagement in regional and global forums will bring local voices and experiences to international platforms. Building on regional and global opportunities in 2025, including the Global Platform for Disaster Risk Reduction and ASEAN, the Timor-Leste Red Cross Society will participate actively in humanitarian diplomacy networks such as ASEAN platforms, IFRC-led forums, and thematic networks related to disaster risk reduction, climate resilience, and migration. By the end of 2025, Timor-Leste has also received full membership in ASEAN, providing more opportunities for the country and for the Timor-Leste Red Cross Society to forge new partnerships within ASEAN networks.

The Timor-Leste Red Cross Society will enhance its reputation and credibility by increasing public awareness and understanding of the Red Cross Red Crescent Movement among communities, partners and authorities. Through consistent communication, social media presence, and

nationwide campaigns, the National Society will expand its reach and engagement, showcase its humanitarian impact and strengthen trust among stakeholders.

Longer-term support from the IFRC network

The IFRC will continue to support the Timor-Leste Red Cross Society in shaping and implementing its communications and humanitarian diplomacy strategies. This includes facilitating peer-to-peer collaboration, particularly through cross-border cooperation with the Indonesian Red Cross Society and providing technical assistance for planning national visibility campaigns, advocacy workshops, and training on humanitarian diplomacy and media engagement. IFRC will also enable the participation of the Timor-Leste Red Cross Society in regional and global platforms, ensuring its perspectives are represented in policy dialogues and humanitarian networks. IFRC will further help the Timor-Leste Red Cross Society connect with broader regional mechanisms, including ASEAN and related humanitarian coordination platforms, to amplify its voice, influence, and visibility across the region.

The **American Red Cross** supports the National Society by providing in-country technical guidance and day-to-day communications support. Its established presence enables consistent engagement on institutional messaging and contributes to strengthening the positioning of the Timor-Leste Red Cross Society within the Movement and among national stakeholders.

The **Australian Red Cross** will support the National Society by providing funding and technical support for advocacy and humanitarian diplomacy



Accountability and agility (cross-cutting)

Multi-year high level objectives of the National Society

The Timor-Leste Red Cross Society's strategy places vulnerable communities at the centre of its humanitarian action. The National Society is committed to maintaining strong transparency and accountability systems that ensure community voices are heard and interventions respond to real needs. It also upholds professional standards in donor reporting through effective planning, monitoring, evaluation, and reporting processes.

In 2026, the Timor-Leste Red Cross Society will continue to decentralize its Financial Sustainability Roadmap. The National Society will focus on strengthening financial systems and mechanisms across all financial processes, developing finance personnel capacity by building professional competencies and reinforcing internal control and compliance to safeguard resources and maintain donor confidence through accountability measures.

The Timor-Leste Red Cross Society aims to strengthen its visibility and accelerate digital transformation to improve organizational efficiency, transparency, and public trust.

Success will be reflected in the use of digital tools that enable faster, smarter, and more effective planning, data monitoring, and reporting, both financial and narrative, while ensuring strong data protection and privacy. Reduced reliance on paper-based processes will contribute to more sustainable operations.

Additionally, the National Society aims to uphold comprehensive transparency and accountability mechanisms that align with the Fundamental Principles of the Red Cross Red Crescent Movement, the Code of Conduct and the Core Humanitarian Standard. Success will be reflected in increased trust and confidence among communities, partners, and donors through open communication, participatory planning, and responsive implementation. The organization will promote community ownership and inclusion by ensuring that people understand their rights, risks, and roles in humanitarian actions. Accessible community complaints and feedback mechanisms will enable two-way communication and reinforce accountability to affected populations. Continuous staff training and adherence to the Code of Conduct will strengthen ethical practice; while learning and reflection processes will foster a culture of transparency, good governance, and continuous improvement across all levels of the organization.

The Timor-Leste Red Cross Society aims to strengthen its planning, monitoring, evaluation, and reporting systems to

ensure transparent, evidence-based decision-making and continuous program improvement. Participatory planning, timely reporting, and learning processes are institutionalized to enhance accountability to communities and donors. A performance monitoring and learning system is established to support systematic tracking of progress, documentation of lessons learned, and adaptive management across programs and branches.

Longer-term support from the IFRC network

The IFRC will continue to provide technical support in collaboration with other partners of the National Society, particularly on Finance Development and connecting with peer National Societies on building [digital transformation](#).

The **American Red Cross** will continue to support the National Society in strengthening transparent and accountable financial management processes, monitoring and evaluation and learning processes.

The **Australian Red Cross** will maintain its support to ensure that robust financial systems and mechanisms are in place. The Australian Red Cross will provide technical and funding support on areas of Risk Management, and Planning Monitoring Evaluation and Reporting (PMER) including reflection, learning, and research, as well as analysis of Sex, Age, and Disability Disaggregated data.

THE IFRC NETWORK

The IFRC

The IFRC established a delegation in Timor-Leste on the basis of a legal status agreement with the Government of Timor-Leste dated in 2007. Since 2015, the office has been part of the IFRC Indonesia and Timor-Leste Country Cluster Delegation. Currently, the Timor-Leste Red Cross Society is covered by the IFRC delegation in Jakarta which covers Indonesia, Brunei Darussalam, Singapore, and Timor-Leste. The IFRC is supporting Timor-Leste Red Cross Society's decentralization plan and provides technical support to the National Society on mapping the organisation needs and to develop the decentralization road map.

The IFRC will continue to support the National Society in strengthening its organizational and response capacities to fulfil its humanitarian mandates, especially in disaster management. This includes collaboration with the Participating National Societies who have been providing funding and technical support to the Timor-Leste Red Cross Society, namely: the American Red Cross, Australian Red Cross, Indonesian Red Cross Society, Italian Red Cross and the Republic of Korea National Red Cross. The participating

National Societies have been supporting the Timor-Leste Red Cross Society in areas of Integrated Disaster Risk Management, Emergency Response, Preparedness, Health, WASH, Institutional or system strengthening/National Society Development, cross cutting issues such as Protection Gender Inclusion (PGI), Community Engagement and Accountability (CEA) and other sectoral capacity such as [Cash and Voucher Assistance \(CVA\)](#), Shelter and [Anticipatory Action](#). The IFRC is facilitating peer to peer support between Timor-Leste Red Cross Society and Indonesian Red Cross Society for the cross-border initiatives, learning exchanges and training implementation between the two sister National Societies in the field of disaster management, health, and national society development.

In addition to longer-term support, the IFRC supports the Timor-Leste Red Cross Society through the Disaster Response Emergency Fund (DREF) and [Emergency Appeal](#) operations when needed, such as in recent years in relation to floods. In 2025, the IFRC activated its [simplified Early Action Protocol \(sEAP\)](#) for flooding in five municipalities which is currently in progress.

IFRC membership coordination

IFRC membership coordination involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing on common priorities; jointly developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. This also means ensuring that strategies and programmes in support of people in need, incorporate clarity of humanitarian action, links with development assistance and efforts to reinforce National Societies in their respective countries, including through their auxiliary role.

Several National Societies will continue supporting the Timor-Leste Red Cross Society's programmes and operations over the long term. Among the key partners are:

The **American Red Cross** is enhancing disaster preparedness and resilience across Timor-Leste through the Strengthening Disaster Readiness and Response programme launched in 2025. This programme is designed to support multi-hazard risk management, improve emergency preparedness, and foster long-term collaboration among key stakeholders, with Protection, Gender, and Inclusion mainstreamed throughout. The American Red Cross also provides a Quick Action Fund to enable rapid response and supports cross-border collaboration between the Timor-Leste Red Cross Society and the Indonesian Red Cross Society. This initiative forms part of the broader Strategic Partnership Plan 2025–2029 between

the National Society and the American Red Cross, backed by financial and technical support from the American Red Cross.

The **Australian Red Cross** supports Institutional Strengthening and Core Costs, [Protection, Gender, Inclusion \(PGI\)](#), Disaster Risk Management, and Humanitarian Diplomacy, including the continuation of the cross-border initiatives between the Timor-Leste Red Cross and the Indonesian Red Cross. The Australian Red Cross support comprises funding, local and remote technical support, peer to peer engagement, guided by the Timor-Leste Red Cross Society-Australian Red Cross Partnership Strategy (2025-2032) and the Australian Red Cross-National Society-DFAT co-leadership model.

The **Indonesian Red Cross Society** supports the Timor-Leste Red Cross Society in the Cross-Border Cooperation since 2020. Both the National Societies are at the stage of renewing the Memorandum of Understanding expanding from 2025-2029 in three strategic areas: Strengthening the partnership capacity with relevant partners including local authority, institutional capacity for providing humanitarian services, and integrated community resilience at the border areas.

The **Republic of Korea National Red Cross** supports the Timor-Leste Red Cross with integrated community-based risk reduction, increasing the visibility of the programme and resource mobilization efforts through regular monitoring strengthening the partnership between the National Society and Ministry of Foreign Affairs, Republic of Korea as well as the Korea International Cooperation Agency.

Movement coordination

The Timor-Leste Red Cross Society ensures regular coordination meetings with the IFRC, the International Committee of the Red Cross ([ICRC](#)) and participating National Societies to share information on humanitarian, longer-term and National Society development programmes. This is carried out in line with the [Strengthening Movement Coordination and Cooperation](#) 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 within the armed forces and police and trains the Timor-Leste Red Cross in community engagement, [Restoring Family Links](#), and the management of dead bodies during emergencies. The country is covered by the regional delegation in Indonesia.

Coordination with other actors

The Timor-Leste Red Cross Society has a strong relationship with the Government as an auxiliary. It works closely with the Ministry of Youth, Culture and Sport, Ministry of Social Solidarity and Inclusion, Ministry of Interior, Ministry of Health, and national and sub-national departments including the State Secretariat of Civil Protection, State Secretariat of the Environment, and the National Disaster Risk Management Directorate.

The National Society has built partnerships with in-country organizations; including Oxfam for its disaster management

programme; the Partnership for Human Development for its health programme; the Korea International Cooperation Agency for its health programme; the Child Fund for its youth programme, the Catholic Relief Service; and the WHO through the Pandemic Fund partnership for its nutrition programme.

The Timor-Leste Red Cross Society participates regularly in the UN Country Team, as well as working with local and international humanitarian organizations.



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 16 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.

About the plan

The plan reflects the priorities of the host National Society, the IFRC and National Societies providing international support, for 2026 and subsequent years. It is aligned with IFRC [Strategy 2030](#), representing the collective ambitions of the IFRC membership, and is the result of a joint planning process and will serve for joint monitoring and reporting. It will be revised on an annual basis to adjust priorities and funding requirements to the needs in-country.

Explanatory note on funding requirements and definitions

- The total funding requirements show what the IFRC network seeks 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 network databank](#)
- 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
- Figures for the years beyond 2026 most often represent partial requirements that are known at time of publication. Many National Societies have annual internal approval processes for funding requirements, and lower figures do not mean a decrease in funding requirements in future years
- Missing data and breakdowns: data may not be available from all IFRC network members for funding requirements. This may lead to inconsistencies across different reporting tools as well as potential under-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

- [IFRC network country plans](#) • [All plans and reports](#)
- Data on National Societies on [IFRC Network Databank](#)
- Live data on active emergency operations on [IFRC GO platform](#)
- Live data on [IFRC-Disaster Response Emergency Fund Response and Anticipatory pillars](#)
- [Evaluations and research bank](#) • [Donor response reports](#)

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