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## Australia in Timor-Leste Gender Equality, Disability and Social Inclusion (GEDSI) Strategy

2025 - 2028

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### Purpose of this strategy

The goal of this strategy is to promote gender equality, disability rights and social inclusion (GEDSI) in Timor-Leste. It articulates how the Australian Government will take this forward.

- Gender equality is about equal opportunities, rights and responsibilities for women and men, girls and boys, and non-binary gender identities.
- Disability equity and rights means people with disabilities are equal members of the community, live with dignity, respect, freedom and the full realisation of their human rights, have agency to make their own choices and are supported to reach their full potential.

### Scope

This Strategy is both **internally-focused** – covering the culture and operations of the Australian Embassy and attached agencies; and **externally-focused**, articulating how we will intensify gender equality and disability inclusion across our political engagement, development and economic programs; and through the Defence Cooperation Program, Timor-Leste Police Development Program, and Home Affairs. The Strategy will be implemented through an Annual Action Plan (Annex A). All teams within the Embassy and attached agencies will be responsible for delivering on the actions.

### Australia's policy commitments

Supporting equality and rights for all people reflects Australian values and helps advance a more peaceful, stable and prosperous world – and a more peaceful, stable and prosperous Timor-Leste. This Strategy is guided by Australia's GEDSI policy frameworks and National Action Plans.

- [Australia's International Development Policy](#) articulates gender equality and disability rights as a priority across the breadth of Australia's engagement, given no country can meet its development potential without ensuring all its people have every opportunity to reach their full potential. This is supported by [Australia's International Gender Equality Strategy](#) and [Australia's International Disability Equity and Rights Strategy](#).
- To make this policy framework a reality in Timor-Leste, in 2024 Australia launched a new [Australia Timor-Leste Development Partnership Plan](#) (DPP), which guides Australia's development investments in Timor-Leste over the 2025-2030 period. This DPP commits Australia to intensifying efforts on the promotion of gender equality and disability-inclusive development as a strategic priority, through supporting a more targeted approach to programming. This includes initiatives on inclusive economic growth; supporting the Timorese Government to implement their equality and inclusion policies; ending violence against women and children; and inclusive leadership.
- [Defence's Gender, Peace and Security Mandate: 'From rhetoric to reality'](#) commits Defence to five lines of effort. Mainstreaming gender in military operations through policy and doctrine; dedicated education and training; increasing women's participation across all ranks and employment categories; improving mission readiness and effects through the inclusion of gender focal points in all operations, exercises and planning groups; prioritising targeted reporting; and in international engagements, work with other government departments and agencies, civil society and likeminded partners, to advocate for the advancement of the Women Peace and Security agenda and assert the rights of women, men, girls, and boys in all

international fora, showing leadership through meaningful engagement at bilateral and multilateral engagements.

- The [Australian Federal Police's International Strategy, Towards 2030](#) commits the AFP to a gender-responsive approach to off-shore operations that meets the AFP's obligations as an implementing agency of The Australian National Action Plan on Women, Peace and Security 2021-2031. AFP's [International Command Gender Strategy](#) aims to promote and protect gender equality through the integration of policies and practices across all international policing operations, including through improving the gender composition of International Command deployments; ensuring gender mainstreaming; improving composition and capacity with partner police; improving capability on gender-related law enforcement operations; and increasing stakeholder engagement and collaboration with civil society. AFP's Diversity and Inclusion Strategy 2023-2026 also outlines AFP's recruitment targets by 2028, including 30% female and people with disabilities and/or neurodivergent people representing 7% of the workforce.
- The [Department of Home Affairs' Gender Equality Action Plan 2021-2026](#) prioritises internal leadership and people management practices to build an inclusive workplace culture that promotes gender equality.
- The Australian Centre for International Agricultural Research's (ACIAR) Gender, Equity and Social Inclusion (GESI) Strategy 2022-2027 recognises that the agency can be most effective and impactful when a GESI lens is applied and consistently integrated across the agency, its programs and projects.

Additional relevant policies across all Australian Government agencies operating in Timor-Leste are outlined at Annex C.

### Context: Gender equality and Disability equity and rights in Timor-Leste

The status of women in Timor-Leste since Independence has improved through steps such as the legislating of electoral targets on women's representation, which have produced high rates of women in Parliament. Timor-Leste's equality and inclusion policy frameworks – notably the Maubisse Declaration focused on rural women, the National Action Plan on Women, Peace and Security, the National Action Plan on Gender-Based Violence, and the Disability National Action Plan – provide a comprehensive and practical framework for furthering this agenda. The Ninth Constitutional Government have affirmed their commitment to and leadership of these frameworks.

Gender-based patterns persist in political, economic and social life – evidenced by high rates of gender-based violence, restricted sexual and reproductive health and rights low rates of women's participation in waged work and limited representation in subnational-level decision making. Strong patriarchal traditions and institutions persist in Timor-Leste, and further inhibit the recognition of women and girls' rights. This is reflected in statistics, for example prevalence of physical and/or sexual partner violence (59 per cent<sup>i</sup>); and women's labour force participation at 24.2 per cent compared with 36.9 per cent among men in 2021<sup>ii</sup>.

In Timor-Leste people with disabilities experience multiple forms of exclusion across the lifecycle resulting in poor economic and social outcomes, and a lack of political representation. Stigma, discrimination and poverty remain significant barriers preventing people with disabilities realising their rights: the 2016 Demographic and Health Survey found that 92 per cent of people with a lot of functional difficulty experienced multidimensional poverty. This translates to lower standards of living for many people with disabilities in Timor-Leste, including access to clean fuel, electricity, adequate housing, and asset ownership<sup>iii</sup>. Data available indicates children with disabilities face disproportionate barriers to accessing education, causing cascading negative affects across the lifecycle, and extending

to disparities in employment and livelihood as they age. However, despite this, Timor-Leste has a dynamic and politically engaged disability movement, which is progressing the participation of people with disabilities in all aspects of life.

Timor-Leste presents a mixed picture on LGBTQIA+ rights. Whilst LGBTQIA+ rights have been supported by selected political leaders and in Dili-based circles, there is a general discourse of concern towards the expansion of human rights to include LGBTQIA+ community. Timor-Leste does not criminalise same sex relations, and LGBTQIA+ organisations exist and are allowed to operate. According to civil society organisations and the UN, violence is prevalent towards the LGBTQIA+ community, although under-researched. There is no positive legal recognition of non-binary gender identity and diversity in sexual orientation.

### Thematic focus areas

This Strategy has four thematic focus areas. Responding to the context, these have been selected because each represents a significant barrier to equality and inclusion in Timor-Leste and presents significant opportunities for progress; and because they cut across many areas of Australia's operations, maximising opportunities for collaboration and efficiency.

1. **Inclusive leadership:** We commit to supporting diverse leadership across the breadth of our activities, particularly focusing on the leadership of women and people with disability, in recognition of the importance of this for social change. Our DPP commits us to establishing targeted initiatives to support the leadership of women and people with disability.
2. **Civil society engagement:** In recognition of their key role in promoting equality and inclusion in Timorese society, we will increase support to women's civil society organisations, and organisations of persons with disability, and will proactively engage with civil society across the breadth of our operations.
3. **Safety and ending violence:** In recognition of the high rates of gender-based violence, violence against children, people who identify as LGBTQIA+ and people with disabilities, ensuring safety and taking a robust safeguarding and PSEAH approach will be integrated across all of our operations. In recognition that this is a shared global problem, including for Australia, we will seek to share Australia's experience and learn from Timor-Leste. We will ensure our own workplaces are safe and respectful and includes policies which respond appropriately.
4. **Addressing the preconditions for disability inclusion:** We recognise that for people with disability to participate fully and meaningfully, certain settings, or preconditions, need to be in place. We will focus on accessibility; on increasing access to assistive technology and support services; and on non-discrimination throughout the breadth of Australia's footprint. We recognise that focusing on these elements makes society more inclusive for all.

### Guiding principles

**Integrity:** We will 'walk the talk' through ensuring our own internal Embassy workplace transformation agenda is in step with our external-facing work, and recognise this work starts with ourselves.

**Listening:** We will listen to the voices of women and people with disabilities, and promote their leadership. This will be critical for supporting the 'nothing without us' agenda of the disability movement.

**Prioritising safety and doing no harm:** We will ensure our efforts do not increase the risk, or occurrence, of violence. All Australian-supported programs in Timor-Leste need to have robust Do No Harm approaches.

**Respecting diversity:** We will respect the diversity of identities and lived experiences of women and people with disabilities and will not treat them as a coherent group – old and young; rural, remote, and urban-dwelling; living with a broad variety of impairments; and identifying as LGBTQIA+. We know there is no one-size fits all approach.

**Shared responsibility:** We are all accountable for progressing this agenda and achieving results. The Australian Embassy will implement clear accountability structures for progressing this Strategy, and for holding our implementing partners accountable, including expectations around collaboration.

**Transforming norms and power dynamics that cause inequality and exclusion:** Entrenched power dynamics and gender norms will be highlighted, examined and challenged through the course of all our work, both internally and with partners.

### Implementation and accountability

The Australian Ambassador to Timor-Leste is accountable for the implementation of this Strategy. The Deputy Ambassador will chair a quarterly GEDSI Working Group meeting to track progress of the Annual Action Plan. Each section and agency will be responsible for actioning their commitments under this plan; and will be represented on this Working Group by a GEDSI Focal Point. Focal Points will coordinate their team's reporting on progress quarterly, using the template at Annex B. The DFAT GEDSI Team will perform Secretariat functions for this Working Group.

Progressing their team's actions will be a KPI for all DFAT Section Heads, reflected in their Performance Agreements. A short report prepared by the GEDSI Working Group on delivering against this Strategy will be prepared for Embassy Executive annually. An Annual Ambassador's Award will celebrate an individual or team who have made an outstanding contribution to progressing the Embassy's GEDSI objectives.

This Strategy runs from 2025 – 2028. A participatory process will take place in October-November each year, for teams to commit to actions in the following year's Action Plan. A review will be undertaken in late 2026, to monitor the effectiveness of this approach and adjust as necessary.

### Resourcing

Australia will maintain resourcing including staffing for gender equality and disability inclusion, and will source external support for dedicated training, research and designs. This will be reviewed on an annual basis to ensure that the strategy is being delivered effectively.

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## Annex A: GEDSI Strategy Annual Action Plan

2025

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### Cross Embassy Actions

**Key messaging** (Responsible: HOM, DHOM, All Counsellors and Agency Heads)

All teams will deliver a common message about the centrality of gender equality and disability inclusion to Australian Embassy activities in Timor-Leste.

- All Embassy representatives will aim to include at least one gender equality and one disability equity and rights message in external events (seminars, workshops, dialogues, meetings and in agendas, speeches, and briefings. Noting there will be some occasions this will not be appropriate, officers are encouraged to take an 'if not, why not' approach; and
- All Embassy representatives will advocate for diversity in the composition of both presenters and participants.

### Accessibility

Embassy hosted events will be accessible to people with different impairments as a priority.

- The Embassy will implement a procedure for increasing the accessibility of the Embassy and Embassy hosted events, including:
  - A protocol for access to the Embassy including security procedures for people who cannot use the main entrance, and support for people with other impairments. (Corporate team)
  - A check list for organising and hosting accessible events either on- or off-site. (Public Diplomacy team)
- Events and Embassy accessibility checklist will be approved by PSO

### Civil Society Organisations (CSOs)

- Map the different types of engagement and opportunities across the Embassy with a view to increased engagement. (Civil society lead, with GEDSI Working Group) This can include:
  - Engagement in programs
  - Provision of specialist advice (e.g. OPDs re inclusion, women's rights organisations re their network perspectives and priorities)
  - Introductions and recommendations for inclusion in events
  - An annual event will be held between the embassy and CSO's to provide an opportunity for shared knowledge and information, and seeking feedback. Attendees to include: Women led organisations, organisations of persons with disabilities, and LGBTI groups, plus others. (Civil society lead in HD team)

### Inclusive Leadership

- The Australian Embassy in Timor-Leste to develop and implement a local version of the Panel Pledge to maximise promotion inclusive leadership opportunities in external public diplomacy and other representation activities. (DHOM)
- Managers to have one KPI in their performance agreements regarding the socialisation and encouragement of diverse and inclusive workplace initiatives (internal). (DHOM)

## Development Teams

The Development team will further the Embassy's gender equality and disability inclusion objectives through implementation of the Australia Timor-Leste Development Partnership Plan (DPP). GEDSI commitments in the DPP and how they will be operationalised will be articulated in a DPP Implementation Plan, to be developed in 2025. Priority actions that cut across most areas of programming are highlighted below.

### Civil Society Organisations

- See also cross-Embassy foundational activity to map the different types of engagement and opportunities across the Embassy
- Develop a strategy including targets for cross-program coordinated support to local civil society organisations working on gender equality, disability rights promotion and LGBTQIA+ rights (GEDSI Team, Civil society lead).

### Inclusive leadership (All Activity Managers)

- Include the requirement for an Intermediate Outcome focused on inclusive leadership (or justify why not) in the TOR for upcoming designs. This can be based on analysis of barriers at different levels and for different kinds of leadership roles included as part of the design GEDSI analysis
- Ensure effective cross-program coordination on supporting GoTL to effectively implement their equality and inclusion frameworks.

### Addressing preconditions for disability inclusion (All Activity Managers)

- Include requirements for a focus on the pre-conditions for disability inclusion in upcoming designs / design refresh processes, including a minimum budget percentage
- Identify potential shared pre-conditions outcomes across existing or upcoming programs and mechanisms to incentivise cross program coordination and collaboration

### Safety and violence (GEDSI Team lead, with all Activity Managers)

- Ensure contribution of existing and new programs to the goals of the Timor-Leste National Action Plan Against Gender-Based Violence (NAP-GBV) 2022 – 2032 wherever feasible.
- Mainstream, where possible, GBV prevention and response strategies across the program portfolio, including through risk management, workplace responses, or GBV specific activities with progressively increased ambition.
- Ensure all programs refresh their Do No Harm risk management approaches in 2025, including prevention of harm to individuals identifying as LGBTQIA+ individuals.

## Political and Strategic Affairs/Public Diplomacy

### General

Proposed action: Choose one topic each year to champion in the Timor-Leste system on gender equality and / or disability equity and rights. This will include seeking to influence change beyond voting in the UN and ensuring diversity in representation at related events.

### Community Service Organisations

- We will include GEDSI criteria in DAP application forms to ensure it is prioritised and considered in the evaluation of each project.

### **Inclusive Leadership**

- Refer cross-Embassy proposal to develop and implement a local version of the Panel Pledge to maximise inclusive leadership opportunities in external public diplomacy and other representation activities.
- Promote inclusive leadership related activities and stories in public diplomacy and communications including social media. These can include highlighting diverse leaders and their successes or inclusive practices.
- Follow-up activities to or a second cohort of the 2024 ANU Canberra Fellowship with five women parliamentarians – consider sub-national leadership opportunities.
- Promote networking between leaders and members of Timor-Leste’s LGBTQIA+ community and the diplomatic corp, through sponsoring biannual ‘pink drinks’.

### **Accessibility**

- PD team to lead on developing an accessibility checklist / pre-release accessibility audit for organising and hosting accessible Embassy public diplomacy and communications activities, including social media and public events. To be kept on the intranet, and applied by entire embassy (linked to cross-Embassy action).

### **Safety and Violence**

Refer (1) Cross-thematic: Identify at least one action linked to safety and violence, such as the 16 Days of Activism against Gender-based Violence to promote action on safety and violence in political and strategic representation.

## **DFAT Corporate Team**

### **Civil Society Organisations**

- Refer cross-Embassy proposal to map CSO engagement across Embassy activities. Following this it is expected the two areas of CSO engagement for the Corporate Team will be with OPDs as advisers to actions to improve the accessibility of the Embassy and human resources management activities, and specialist gender-based violence organisations and services for work on safety and violence.

### **Inclusive leadership**

- Refer cross-Embassy proposal to reflect inclusive leadership in the performance agreements of all managers. All managers to socialise and encourage the use of existing provisions to support a diverse and inclusive workplace. [Corporate Team to lead this action].
- Identify priority actions in line with the DFAT Inclusion, Equity and Diversity Strategy 2024–2027, particularly Pillar three: Overseas posts that drive equal opportunity, and Pillar four: A diverse workforce at all levels. This action will be aligned with the Locally-Led Development action plan.
- Complete an annual review of the staffing profile of locally engaged staff to inform strategies for a 30-30-40<sup>1</sup> gender balance at all levels.

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<sup>1</sup> This reflects that male identifying or female identifying staff make up at least 30 percent each, and the remaining 40 percent can be any gender.

### Pre-conditions

- Lead on the development and implementation of a procedure for increasing the accessibility of the Embassy and Embassy hosted events, including:
  - A protocol for access to the Embassy including security procedures for people who cannot use the main entrance, and support for people with other impairments. To be applied by entire embassy. (linked to cross-Embassy action, approved by PSO)
- Ensure the workplace is inclusive and accessible for all and all necessary reasonable accommodation requirements are met.
- Implement a program of awareness and job-specific capability development activities for locally engaged staff on pre-conditions for disability equity and rights (for example, avoiding discrimination and stigma, communication and support needs related to different impairments).

### Safety and violence

- Develop a localised workplace response to gender-based violence. This can include intensifying work on PSEAH with a focus on the workplace, establishing or strengthening internal support networks and links to referral services, developing or refining policies related to special leave, available security measures, and counselling services.

## Home Affairs

### Inclusive leadership

- Refer cross-Embassy proposal to develop and implement a local version of the Panel Pledge to maximise inclusive leadership opportunities in external representation activities.
- Encourage Canberra Home Affairs to send nomination letter to consider gender balance for training or other professional development opportunities for Timorese counterparts supported by HA.
- Identify gaps and opportunities in line with the Home Affairs / Australian Border Force Gender Equality Action Plan 2021-26.<sup>2</sup>

### Pre-conditions

- Refer Corporate Team proposed action to implement a program of awareness and job-specific capability development activities for locally engaged staff on pre-conditions for disability equity and rights [Home Affairs to be part of this]
- Ensure local alignment with Home Affairs/Border Force [Accessibility and Inclusion Action Plan 2021-25](#) accessibility guidance.

### Safety and Violence

- Develop (with Canberra and GEDSI team assistance) a pre-departure information session for students on study visas on safety and violence within a broader respectful relations / gender equality framework, including expected behavioural standards, preventing and reporting

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<sup>2</sup> There are opportunities to socialise and ensure alignment with this in the Dili Embassy. For example, consider gender equality actions- enhance gender balance in leadership and employment practices; Further align gender equality targets to key business strategies and talent objectives; Provide guidance and education in regard to equal participation in recruitment panels and on committees and boards; Support leadership development to achieve a gender balance for staff who wish to pursue careers and senior positions within the Department.

sexual harassment or abuse, and accessing services. Also through PALM/Labour mobility scheme.

## Defence Cooperation Program

### Community Service Organisations

- **Internal:** Identify opportunities for partnerships with civil society organisations and individuals in order to advocate for gender equality and disability equity and rights

### Inclusive leadership

- **External:** work with TLPDP to progress the 'Women in the Defence and Security Sector Network'
- **External:** Identify at least one opportunity from defence internal strategies to progress mentoring and training opportunities for F-FDTL and MoD women.
- **Internal:** Work with Defence Canberra and the lead visit officers for incoming Defence delegations to include at least one woman leader as part of the visiting delegation, wherever possible (e.g., delegations for talks etc).

### Pre-conditions for disability inclusion

- **Internal:** Provide at least one training per annum to increase awareness of staff at DCP on disability equity and rights, and relevant internal disability equity and rights policies at Defence.
- **External:** Ensure those Exercises and infrastructure programs where Australia has influence with Timor-Leste are actively considering the needs of women, men, girls and boys and people with disabilities.

### Safety and violence

- **Internal:** Provide at least one training per annum to increase awareness of staff at DCP on gender equality, safety and ending violence.
- **Internal:** Corporate teams across defence and the Embassy will work together to mainstream GBV prevention and response strategies, including through risk management and workplace responses.

## Timor-Leste Police Development Program

### Civil society engagement

- **External:** Support the PNTL to engage with NGOs on referrals for support for victims of gender-based violence.

### Inclusive leadership

- **External:** TLPDP will advocate for increased gender equity in policing, with priority focus on recruitment, rank advancement, and access to training and development opportunities.
- **External:** Promoting access to justice for all through community policing practices at the subnational level and engagement with the wider Law and Justice Sector.

#### Pre-conditions

- **Internal:** Integrating GEDSI considerations into all TLPDP activities (where applicable).
- **External:** Advocating for victim care and support by police and in the criminal justice system.

#### Safety and ending violence

- **External:** Improving police response to Gender Based Violence through targeted capacity development.
- **External:** Supporting gender-based crime prevention programs.

#### Disability inclusion


- **External:** Promoting disability awareness in policing.

#### Australian Centre for International Agricultural Research (ACIAR)

- ACIAR will link the gender equality dimensions of the project 'Towards integrated water management solutions for water and food security in Timor-Leste' with development programs within DFAT's portfolio, to promote learning and collaboration on women and water resources.

Annex B: Quarterly Reporting

Below is a template for teams/agencies to use when reporting quarterly at the GEDSI Working Group. Examples from the DFAT Corporate Team’s 2025 Actions are shown below:

Action	Progress update:		
	Completed	In progress and on track	Not yet started
<b>Civil society engagement:</b> engage with OPDs as advisers to actions to improve the accessibility of the Embassy and events; and engage with specialist GBV organisations for Embassy’s work on a localised workplace response to GBV.			
<b>Inclusive leadership:</b> Refer cross-Embassy proposal to reflect inclusive leadership in the performance agreements of all managers. All managers to socialise and encourage the use of existing provisions to support a diverse and inclusive workplace			
<b>Brief narrative update:</b> <i>(including reasons for any delay and management response to this)</i>			
Counsellor / Section Head / Agency Head signature:			

## Annex C: Relevant GEDSI Policies

<p><b>Working for Women: A Strategy for Gender Equality</b></p>	<p>Australia's National Gender Equality Strategy, for realising the vision of an Australia where people are safe, treated with respect, have choices and have access to resources and equal outcomes no matter their gender. The Strategy is underpinned by Australia's longstanding international commitments to human rights and gender equality.</p> <p><a href="#">Working for Women   Working for Women</a></p>
<p><b>Australian Public Service Gender Equality Strategy 2021–26</b></p>	<p>Presents a pathway to realise gender equality in the Australian Public Service. The three Strategy objectives include: To see leaders at all levels hold themselves and others to account for demonstrating gender equitable and inclusive behaviour; To shift gender norms, and normalise respectful workplaces and access to flexibility for all; and To embed gender equality and inclusion in all that we do.</p> <p><a href="#">Australian Public Service gender equality strategy 2021-26   Australian Public Service Commission</a></p>
<p><b>Australia's Disability Strategy 2021-2031</b></p>	<p>A national framework that all Australian governments have signed up to. It sets out a plan for continuing to improve the lives of people with disability in Australia over 10 years. The Strategy's vision is for an inclusive Australian society that ensures people with disability can fulfil their potential, as equal members of the community.</p> <p><a href="#">Australia's Disability Strategy   Department of Social Services</a></p>
<p><b>Australian National Action Plan on Women, Peace and Security 2021 – 2031</b></p>	<p>Australia's National Action Plan for advancing our UN Security Council Resolution 1325 commitment to the Women, Peace and Security agenda, ensuring that Australia continues to promote gender equality, protect the human rights of women and girls, and secure their full, equal and meaningful participation in peace and security processes.</p> <p><a href="#">Second Australian National Action Plan on Women, Peace and Security 2021–2031   Australian Government Department of Foreign Affairs and Trade</a></p>
<p><b>DFAT Inclusion, Equity and Diversity Strategy: Embracing diversity for global influence 2024–2027</b></p>	<p>Envisions an inclusive DFAT workplace that projects and values diversity, through: Inclusive leadership at all levels; Inclusive and equitable policies, systems and workplaces; Overseas posts that drive equal opportunity; and a diverse workplace at all levels. DFAT's People Division is the Policy Owner for this Strategy.</p> <p><a href="#">Inclusion, Equity and Diversity Strategy 2024-2027   Australian Government Department of Foreign Affairs and Trade</a></p>

<p>AFP Gender Equity Action Plan - The AFP Gender Equity Action Plan (GEAP) 2024-2027</p>	<p>The AFP Gender Equity Action Plan (GEAP) 2024-2027 provides a sustained framework for embedding gender equity principles across all aspects of the organisation. This plan marks the AFP’s first dedicated three-year roadmap on how the organisation will promote and improve gender equity in our workforce.</p>
<p>AFP Diversity and Inclusion Strategy 2023-26</p>	<p>Provides a framework to build a diverse workforce and an inclusive workplace culture.</p>
<p>AFP Disability Action Plan 2024-2026</p>	<p>Provides a framework for building a diverse workforce and an inclusive culture needed in a modern policing agency.</p>

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<sup>i</sup> World Bank (2019) *A Gender-Sensitive Insight of Poverty Mapping for Timor-Leste*.

<sup>ii</sup> Secretary of State for Vocational Training and Employment, Ministry of Finance, General Directorate of Statistics and ILO (2022) *Timor-Leste Labour Force Survey 2021-Summary Report*.

<sup>iii</sup> Disability Data Initiative (2021). Country Briefs: Timor-Leste. The Disability Data Report 2021. Available at: <https://disabilitydata.ace.fordham.edu/country-briefs/tl/>