



Project Document

Support to the Department of Peace-Building and Social Cohesion in Timor-Leste

October 2010



United Nations Development Programme

Country: Timor-Leste

Project Title

Support to the Department of Peace-Building and Social Cohesion in Timor-Leste (DPBSC)

UNDAF Outcome(s):

By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated (UNDAF Outcome 1).

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

State organs and institutions are more efficient, transparent, accountable, equitable and gender responsive in planning and delivery of services (CP Outcome 1.1).

Expected Output(s):

(Those that will result from the project)

National and local institutions have increased capacity to implement national recovery policies that address lingering and destabilising conflict factors from the 2006 crisis (Output 1.1.11).

Executing Entity:

UNDP

Implementing Agencies:

UNDP

Brief Description

As a result of 2006/7 crises, more than 150,000 people fled their homes and resided in 65 IDP camps in Dili and in districts. The Government, through the implementation of the National Recovery Strategy (NRS), and working in collaboration with partner organisations, has facilitated the reintegration of Internally Displaced Person (IDPs). By the end of September 2009, all IDP camps have been closed and IDPs have either returned or relocated to communities. However, sources of conflict remain in communities: Social resentment towards returned IDPs, disputes over resources and land and property, large youth population and high unemployment rate, rivalries among martial arts groups, political and regional divisions and local conflicts. These tensions are experienced differently by women and men, and the incorporation of women's perspectives and experiences in addressing these issues is largely absent. In order to address these issues, a trust-building pillar was implemented as an integral part of the NRS. However, recognising that peace-building and social cohesion are long-term processes, the Government of Timor-Leste decided to establish the Department of Peace-Building and Social Cohesion under the Ministry of Social Solidarity.

The overall objective of this project is to strengthen the government's capacity for peace-building and social cohesion both at the national and community level through (1) developing sustainable Government capacities to address potential risk factors leading to conflict, and to promote long-term peace-building and social cohesion, both at the national and community level; (2) promoting greater participation and role of women in the peace-building and social cohesion arena; and (3) promoting conflict sensitive analysis to development policies, plans and programmes.

Programme Period: **2009-2013**

Key Result Area (Strategic Plan): **Crisis Prevention & Recovery**

Atlas Award ID: **00050186**

Start date: **October 2010**

End date: **September 2013**

PAC Meeting Date: **18 August 2010**

Management Arrangements: **Direct Implementation**

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Total allocated resources:

- Regular (TRAC1): **US\$ 100,000**

- Other:

- UNDP BCPR **US\$ 1,500,000**

- Government **In-kind**

Unfunded budget: **US\$ 1,489,653**

Agreed by Ministry of Social Solidarity:

[Signature] 24/10/10

Agreed by UNDP:

[Signature]

21/10/10

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List of Acronyms

AWP	Annual Work Plan
CEDAW	Committee on the Elimination of Discrimination against Women
CPR	Crisis Prevention and Recovery
CRS	Catholic Relief Service
CSA	Community Stabilisation Activity
CSO	Civil Society Organisation
CTA	Chief Technical Adviser
DIM	Direct Implementation
DNAS	National Directorate of Social Assistance
DPBSC	Department of Peace-Building and Social Cohesion
ETCRN	East Timor Crisis Reflection Network
F-FDTL	Timor Leste Defence Force
HHK	Hamutuk Hari'i Konfiansa
IDP	Internally Displaced Persons
IOM	International Organisation for Migration
ISF	International Stabilisation Forces
JCP	Justice and Peace Commission
MoJ	Ministry of Justice
MoSD	Ministry of Security and Defence
MSATM	Ministry of State Administration and Territorial Management
MSS	Ministry of Social Solidarity
NDMD	National Disaster Management Directorate
NDPCC	National Directorate of Community Conflict Prevention
NGO	Non Governmental Organisation
NIM	National Implementation
NRS	National Recovery Strategy
PNTL	National Police for Timor-Leste
SEPI	Secretary of State for the Promotion of Equality
SERC	Strengthening Early Recovery for Comprehensive and Sustainable Reintegration of IDPs
SOP	Standard Operating Procedure
SoSYS	Secretary of State for Youth and Sports
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNMIT	United Nations Integrated Mission in Timor-Leste
UNPOL	United Nations Police

I. SITUATION ANALYSIS

2006 crisis and displacement

After decades of struggle under the occupation of Portugal, Japan and Indonesia, Timor-Leste restored its independence in 2002. However, four years later, Timor-Leste faced its biggest challenge in its short post-independence history with a civil unrest, which displaced more than 150,000 people, approximately 15% of the total population. Most of the displaced took refuge in 65 IDP camps in Dili and around the country, while massive number of houses and buildings were damaged or destroyed. The genesis of the 2006 crisis was the dismissal of the 'petitioners' (around 40% of the Timor-Leste armed forces), who went on strike citing discrimination. The root cause of the discrimination was attributed to the east-west divide; with the petitioners largely belonging to the western parts of the country, blaming discrimination by their superiors primarily from the east. While the overt flash point of the conflict was this particular incident, the drivers of conflict that resulted in violence, were simmering below the surface since the country restored independence in 2002. The situation was brought under control through the deployment of the UN Integrated Mission (UNMIT), including UNPOL, and the Australian/New Zealand's International Stabilisation Forces (ISF). In February 2008, a rebel group staged an unsuccessful attack against the President and Prime Minister, which did not escalate due to the mature leadership shown by those affected, the ability of State institutions to react through democratic institutions and mechanisms, and the support provided by the UN police and ISF.

Government response and the National Recovery Strategy

In December 2007, the Government approved the '*Hamutuk Hari'i Futuru*' ("Building Future Together" in the local language of Tetum), the National Recovery Strategy (NRS), that was organized around five pillarsⁱ, sought to establish a cohesive whole-of-Government response to 2006 crisis, and attempted to address the needs of both the displaced population and the wider communities. The Ministry of Social Solidarity (MSS) was the lead on the housing and trust-building pillars. Under the Trust-Building pillar '*Hamutuk Hari'i Konfiansa (HHK)*', the Government aimed to increase trust among the returning IDPs, people of the community and the government to promote the return, relocation and reintegration of IDPs through, for example, community dialogue and other trust-building activities implemented directly by MSS and/ or civil society organisations.

The UNDP Crisis Prevention and Recovery (CPR) programmes in the aftermath of the 2006 crisis were created with an emphasis on contributing towards the Trust-Building pillar of the National Recovery Strategy in partnership with the MSS. The centrepiece of this support was on mediation and dialogue, which aimed to address the root causes of conflict in communities through mediation services and community dialogue meetings, including the use of cultural conflict management mechanisms, to pave the way for smooth and sustainable reintegration of IDPs. The dialogue teams established under the auspices of the Ministry of Social Solidarity, have conducted a total of 688 mediationⁱⁱ services, 95 small scale preparatory meetingsⁱⁱⁱ and 38 community-level dialogue meetings^{iv} to assist the IDPs to safely return/ relocate with communities (from July 2008 to December 2009). The dialogue teams have also supported community stabilisation activities in IDP-affected and/or conflict-prone communities, which include for example sports and musical events, and trainings for community leaders in conflict resolution to capacitate communities to resolve future conflicts.

The work on mediation and dialogue was augmented with two other initiatives. The HHK NGO Small Grants Fund initiative focused on supporting NGOs that contribute towards the Trust-Building pillar of the National Recovery Strategy, through provision of small grants. The grants were administered to

implement trust-building activities at the community level in Dili and other districts, which included support to dialogue processes, youth exchange schemes, dissemination of information regarding the National Recovery Strategy, initiating the development of a common popular history and post return/relocation monitoring of IDPs and their host communities, etc. These were aligned with the six action areas identified under the HHK Pillar in the NRS. UNDP also supported the coordination of trust-building interventions undertaken by different stakeholders by co-chairing the multi-stakeholder coordination forum of the *Hamutuk Hari'i Konfiansa* Working Group. The Strengthening Early Recovery for Comprehensive and Sustainable Reintegration (SERC) initiative was developed with the specific objective of providing peace dividends through community stabilization activities as follow up to the dialogue process. The SERC initiative focused on community infrastructure programmes in areas where reintegration and dialogue were completed using participatory processes to involve the affected population.

Four years on, Timor-Leste has taken significant steps towards recovery from the 2006 crisis. There is a general atmosphere of normalcy across the country; the IDP camps are closed and the displaced population have been successfully resettled – a remarkable achievement, considering that more than 15% of the country's population and 2/3 of the population in capital Dili were displaced. The country as a whole is looking forward and keen to move ahead with the nation building trajectory that was interrupted due to the crisis. The Government, partner organizations and in particular, the Ministry of Social Solidarity, deserves due recognition and credit for accomplishing this mammoth task.

Drivers of conflict and peace capacities

Notwithstanding the progress, the factors of instability that contributed towards the 2006 crisis still coexist in varying levels of intensity, making the recovery fragile. These drivers of conflict in themselves do not lead to conflict; in fact similar conflict factors exist in many countries including in robust democracies. However, in an emerging nation state such as Timor-Leste, it is the absence of institutionalised peace capacities and structures to address these conflicts non-violently that makes these conflict factors combustible.

The following are key drivers of conflict that could become sources of conflict or instability: a) social resentment and tensions in the communities where the IDPs have returned/ relocated; b) issues over resources such as water and livelihoods and lack of basic community infrastructure which have been identified as concerns of both returned IDPs and host communities through the post-IDP return monitoring surveys; c) disputes around land and property coupled with the pending Land Law and the roll-out of cadastral survey; d) large number of youth population without job opportunities or means of livelihoods is a concern for violence and social instability, including fuelling the rivalries of martial arts groups; e) political rivalries and the east and the west divide that was highlighted during the 2006/ 2007 crises besides prolonged local conflicts that date back to 1970s and even 1950s; and f) sexual and gender based violence.

There are several factors of stability/peace capacities which exist in Timor-Leste that act as a countervailing force to balance out the conflict drivers. It is important to be aware and harness these capacities for peace-building and social cohesion. The following are some salient peace capacities: a) as a young nation, there is a sense of pride and strong national identity in the Timorese population, which has the potential to trump some of the perceived divisions; b) the Catholic Church has a strong presence in Timor and a close affinity with the population. The vast network of churches, the role of priests as leaders in resolving local conflicts, and the role of church in education etc., create a role for the church

in peace-building and social cohesion; c) Timor-Leste has a rich history of traditional mechanisms for conflict resolution. The Dialogue Project under the Ministry of Social Solidarity, has creatively married the traditional practices such as *Nahe Biti Bo'ot* and *Juramentu*, with principles of dialogue and mediation, which points to these existing capacities for peace and social cohesion; and d) for a country the size of Timor-Leste, there is a large number of peace-building and social cohesion activities undertaken by NGOs and civil society organizations, including women's NGOs, providing a well established base at the community level.

Women's role in peace-building

Timorese women played important role during the independence struggle as well as in the building of the new state. During the 25 years of conflict, women played varied roles, from traditional feminine roles in support of the men in the resistance to being actual combatants. Established to investigate war crimes from 1974 to 1999, the Commission on Reception, Truth and Reconciliation (CAVR) noted that in Timor-Leste and in the diaspora, Timorese women served as the bedrock of families and communities, often left without husbands, brothers or fathers for support, and as advocates for human rights.

Since independence, Timor-Leste has progressed significantly towards gender equity, particularly in the political arena. The Constitution grants equal rights for both men and women in all aspects of socio-economic and political sphere. Political participation of women has improved with 29% of Parliamentarians and 24% of civil servants being female (CEDAW 2007). The Community Leaderships and Their Election Law reserved seats for women and youth in the suco councils, i.e. two seats reserved for women and another two seats for youth, of which one is male and the other female, and this has brought female representation to 28%. After the 2006 crisis, the Government Office for the Promotion of Equality was elevated from an advisory function to a Cabinet level office which now is called the Secretary of State for the Promotion of Equality (SEPI). A Cabinet decision mandated the establishment of Gender Focal Points or units in each government line ministries and in the secretariats under the Prime Minister aiming to ensure gender mainstreaming of Government strategies, policies and legislations through gender-based analyses.

However, on the socio-economic front, women and girls continue to suffer from traditional and cultural marginalisation, and are vulnerable particularly to sexual and gender based violence. Women have higher unemployment rates and lower labour force participation rates. They tend to be concentrated in the lower income-generating areas of the informal workforce, or engaged in subsistence agriculture.

After the 2006 crisis, women in IDP camps were mobilized to enable them to participate in camp management and to attend to the needs of women and children. Some women were trained in leadership and sexual and gender-based violence, to address issues that emerged in the camps. During the IDP reintegration process, women's role in mediation has been observed to largely be limited to those conducted in small groups such as between conflicting individuals or families. In community dialogue meetings, majority of those who spoke in front of community members were men and in traditional conflict resolution ceremonies, elder males lead the rituals. Women's roles were often limited to serving food and playing musical instruments. Furthermore, their perspectives and experiences have been largely absent from mapping out the issues and their potential solutions to conflict. However, there have been some efforts made to include women in peace-building processes, for example, in ensuring women's participation in trainings for conflict resolutions and community stabilisation activities facilitated in IDP-affected or conflict-prone communities.

The low-level of women's involvement in community-level programmes have been observed and identified as the key area of improvement by the dialogue initiative. The dialogue teams as part of their work frequently were confronted with gender related issues in communities such as gender based violence. Gender Based Violence is a challenge in Timor-Leste; a study by UNFPA (2007) shows that 47% of women have experienced some form of violence, physical, psychological or sexual, from their partners. Traditionally, domestic violence was seen as a "private matter" and only recently women have begun to talk about it. The Parliament approval to the Domestic Violence Law^v in May 2010 was a positive step forward. In most parts, rape is also seen as a property issue to be dealt with by traditional leaders. Therefore, involving women in peace-building and social cohesion also requires the capacities and skills to deal with other issues such as gender based violence. In doing so, women can be empowered to express their needs and concerns to be heard in communities and by decision makers, and actively participate in conflict resolution mechanisms and peace-building and social cohesion programmes in communities.

Government capacity for peace-building and social cohesion

In the current government set up, the mandate roles and responsibilities for conflict prevention are spread over different government entities across ministries. There is no single government institution which is mandated to identify and mitigate sources of conflict and to promote peace. There is also no official mechanism for coordination and communication among these entities. Several institutions contribute to conflict prevention and peace-building and social cohesion. The National Directorate of Community Conflict Prevention under the Ministry of Defence and Security collates and analyses relevant information to minimise the destructive responses to conflict, and convenes governmental and non-governmental partners to ensure that appropriate strategies and responses are implemented. The National Directorate of Land Property and Cadastral Services under the Ministry of Justice handles the land and property related disputes, and have had good collaboration with the Ministry of Social Solidarity in the return/ relocation process of IDPs with the dialogue teams liaising with the Directorate when there were land and property cases to be legally dealt with.

The Ministry of Social Solidarity, through its work on the Trust-Building pillar of the National Recovery Strategy, has accumulated experience and expertise in conflict resolution, peace-building and social cohesion, which includes mediation and community level dialogue, coordination of peace-building and social cohesion actors, community stabilization and conflict resolution trainings. With the end of the IDP reintegration process, the Ministry of Social Solidarity is best placed to fill this lacuna in terms of a government entity for peace-building and social cohesion. In recognition of this the Ministry of Social Solidarity has decided to strategically shift its focus from trust-building around IDP resettlement to longer-term peace-building and social cohesion. This shift entails ensuring the sustainability of the IDPs reintegrated as well as addressing the structural causes of conflict. Accordingly, the government has decided to establish a permanent section in the Ministry of Social Solidarity to focus on peace-building and social cohesion, namely the Department of Peace-building and Social Cohesion (DPBSC) under the National Directorate of Social Assistance. The Ministry has included the establishment of the new Department in its budget (partial allocation) and 2010 National Priorities.

Most recently, MSS launched its Strategic Plan for 2011-2030. Under the overarching ministry vision to provide "social solidarity, social protection and social justice to all in Timor-Leste", the National Directorate of Social Assistance aims to provide social protection to the most vulnerable people with the specific aim to promote peace and harmony in communities. Under one of the their goals, "All vulnerable groups are reintegrated into communities and live in harmony", MSS sets out key actions for

the period of 2011-2015: 1) Set robust community peace processes to sustain peace and minimize occurrence of human-made disasters in future with the help of Social Protection Networks; 2) Enhance organizational capacities to respond to emergencies and continue to maintain peace-building efforts with community; 3) Work closely with municipalities, other ministries and social networks to identify and address issues that could trigger conflicts – land settlements, regional, gender, economic imbalances etc.; and 4) With the help of local communities and NGOs establish early warning system to sense the potential of conflicts.

II. STRATEGY

The project strategy is developed around three key components: *first*, it will focus on developing sustainable capacities of the Government of Timor-Leste to address potential factors leading to conflict, and to promote long-term peace-building and social cohesion, both at the national and community level; *second*, it will promote greater participation and role of women in the peace-building and social cohesion arena; and *third*, it will contribute in providing a conflict sensitive analysis to the government development policy, plans and programmes. The first operationally entails institutionalising peace-building and social cohesion mechanisms and procedures in the government; and strengthening conflict resolution capacity and mechanisms at the community level. The second operationally entails putting gender equality at the heart of the work of the Department of Peace-Building and Social Cohesion and to incorporate greater women’s participation in the peace-building and social cohesion agenda. The third operationally entails making social cohesion and conflict sensitivity integral to the development process and a cornerstone of the Department for Peace-Building and Social Cohesion mandate. The centerpiece for all components of the strategy will be a fully functional, capacitated and recognized Department for Peace-Building and Social Cohesion (DPBSC) under the Ministry of Social Solidarity.

This above mentioned project strategy is underpinned by the following factors:

- The National Recovery Strategy is phasing out with the resettlement of the IDPs. The government itself has embarked on indicating this shift through the launching of the Strategic Development Plan, which articulates the government’s development vision up to 2030; and rolling out of the slogan ‘good bye conflict and welcome development.’
- Nevertheless, the factors of instability that contributed towards the 2006 conflict still exists, making the recurrence of violence still a possibility and the recovery fragile. Therefore, support needs to be maintained towards ensuring that the IDP reintegration process remains sustainable and existing fault lines do not become active again.
- Notwithstanding the tremendous potential to address some of the root causes of conflicts such as issues of poverty and unemployment, the acceleration of development as emphasized by the aspirations identified in the Strategic Development Plan can exacerbate existing conflicts or become the foundations for future conflicts, if not undertaken in a conflict sensitive manner.
- Upcoming critical events such as the general elections, municipal elections, decentralization process, phasing out of the UN mission, promulgation of the land law etc., can pose a challenge to existing stability.

Output 1 – Institutionalising peace-building and social cohesion mechanisms and procedures in the national government: The underlying principle of this project is for the Government of Timor-Leste to develop the full capacity within its structures to deal with conflict and

to promote peace and social cohesion in communities. This component of the project will support the Government to develop its capacity and institutionalise social cohesion and conflict resolution mechanisms and procedures within the government structure. In this regard in November 2009, the Ministry, with support from UNDP, conducted a preliminary strategic planning exercise to define the mandate, structure and functions of a department for peace-building and social cohesion, to institutionalize its existing peace capacities. This resulted in the conceptualization of the Department of Peace-Building and Social Cohesion to strengthen the capacity and resources available to communities to identify, mitigate and address factors contributing to conflict and tension amongst them (see annex for full draft of the Department's mandate, structure and functions).

In terms of structure, it was envisioned that four units will be set up under the Chief of the DPBSC to deliver services directly to communities: *Dialogue and Mediation Unit* to facilitate dialogue and mediation in communities identified as currently experiencing or vulnerable to conflict, and to seek increased understanding of its causes; *Community Strengthening Unit* to facilitate interventions to build relationships and strengthen trust among community members through support for community-level activities such as sports, arts and entertainment events and small-scale infrastructures; *Training, Monitoring and Evaluation Unit* to strengthen the capacity in the department and at community level for conflict resolution and strengthening social cohesion through delivering training programmes, monitoring, assessing and reporting on results; and two *Regional Units* in Baucau and Ermera to provide services of DPBSC in the rural areas. These Units are also envisaged to seek information about conflict in districts either directly or through coordination with other stakeholders involved in monitoring conflict. Initially, one team is to be based in Baucau district to oversee the eastern region and another team in Ermera district to oversee the western region.

This component of the project will translate this vision into reality through the establishment of the Department of Peace-Building and Social Cohesion under the Ministry of Social Solidarity. This will entail finalising the Department's mandate and structures, functions and setting up offices. One of the first activities to be undertaken in this component is to support MSS in initiating and facilitating consultation on scope of coordination and role of different stakeholders in view of institutionalising coordination mechanisms in peace-building and social cohesion. Basic institutional procedures and frameworks on planning, reporting and monitoring and standard operating procedures (SOPs) for mediation, dialogue, small grants scheme for community strengthening activities and trainings will be developed to institutionalise the service delivery for communities. Necessary staff will be recruited and a capacity development plan will be formulated. In terms of staff, the ongoing dialogue initiative has a cadre of well trained facilitators and mediators, who are currently part of working in the Ministry of Social Solidarity. After an internal process of competency review and functional analysis, these staff – as relevant – will be absorbed into the Department of Peace-Building and Social Cohesion in accordance with the Government's human resources policies. Knowledge management capacity will be improved through establishing a library for peace, social cohesion and conflict resolution, and research will be initiated on topics requiring more clarity or information through research grants to independent think tanks, universities and NGOs. Other areas of support will include communication and outreach capacity to inform government policies to its population. There will be close collaboration with the Directorate of Finance and Administration under the Ministry of Social Solidarity, the Public Administration Training Institute and the Civil Service Commission for setting up the Department and developing procedures and capacity development plans.

Output 2 – Strengthening conflict resolution capacity and mechanisms at the community level:

This component of the project will focus on strengthening peace-building and social cohesion capacities at the community level; with the intention of empowering them to strengthen social cohesion within their communities and deal with their own conflicts without always relying on external interventions. This would entail the following activities: first, **capacity development** - the Department will collect baseline data and map conflict-prone communities and identify the most prevailing social cohesion gaps and conflict issues, and existing local peace and social cohesion structures and mechanisms. Based on this the Department will undertake training for community leaders, including the *suco* council members, traditional leaders, youth leaders and women representatives, in conflict transformation and mediation to build capacity within communities to resolve issues. The Department will also partner with the Ministry of State Administration and Territorial Management, and the Public Administration Training Institute to develop a standardized training module for public servants and elected representatives on peace-building and social cohesion. Second, **dialogue and mediation** - the Department will continue MSS work in facilitating dialogue involving communities, government officials and relevant stakeholders to seek agreement and build mutual relationships within and among conflicting communities. This will be done through community-level dialogue meetings, preceded by smaller-scale preparatory meetings, upon request from one or more *sucos*. Participation of all stakeholders in the community, including youth and women, will be ensured. The Department will also undertake mediation to resolve cases between conflicting individuals, families or parties. The cases to be mediated by DPBSC include land and property related disputes in coordination with the National Directorate of Land and Property. Traditional approaches to mediation and dialogue (such as customary ceremony *Nahe Biti Bo'ot* and the *Tera Bandu*) will be married to more contemporary practices and with more gender consideration. The Department will work, on the other hand, with the Ministry of Justice to have the agreements reached through MSS-facilitated mediation recognised by the legal system^{vi}. Third, **community stabilization** - with the aim to foster social cohesion, small grants funding will be provided to proposals received from communities to implement participatory activities that would foster community bonds and strengthen social cohesion and promote the notion of 'common' community goods and benefits (as opposed to individual goods and benefit) such as cultural and sports events and building of small-scale infrastructures that are accessible to vulnerable groups. The project will also be open to providing grants for new and innovative initiatives to strengthen capacity within communities for peace-building and social cohesion. Services in communities will be delivered in collaboration with international and local NGOs/CSOs as well as the Ministry of State Administration and Territorial Management, the local authorities, youth groups, women's groups and church organisations. Fourth, **conflict early warning and early response** - there are several NGOs with well established local conflict early warning and response systems and capacities. However, these activities are confined to small geographical areas. The National Directorate of Community Conflict Prevention also undertakes a similar activity of monitoring stability factors on the ground. The Department will aim to establish a regular communication channel with the National Directorate of Community Conflict Prevention for information exchange and will support work of the Directorate by, for example, availing dialogue/mediation services as early response. Fifth, **monitoring and evaluation** – there will be an information collection system and database system developed within the DPBSC to monitor the issues identified in communities and impact of services provided. Information gathering will be coordinated with relevant government institutions and partner organisations. With the information collection and database system in place, DPBSC will be able to produce and analyse maps and reports to provide information for the decision makers. Sixth, **youth as agents of social cohesion and peace** – there will be an emphasis on involving youth in the conflict prevention activities and supporting already existing youth initiatives from peace-building and social cohesion angle. Youth focal points will be

assigned in DPBSC to ensure that the DPBSC takes special consideration of youth in their service delivery and coordinates with relevant institutions such as the Secretariat for Youth and Sports for support and participation by the Department where required.

Output 3 – Enhancing women’s participation and role in peace-building and social cohesion: This component will focus on socialising and increasing women’s participation in peace-building and social cohesion processes and providing empowerment and space to raise their issues both at the community and national level to influence policy.

This will entail the following: a) **Mainstreaming women in the work of the Department of Peace-Building and Social Cohesion** – The Department will make specific efforts in ensuring the participation of women, not only in dialogue processes, but also in training as mediators and dialogue facilitators. The Department will establish clear criteria, indicators and targets to ensure that the strategy is translated into action. The Department will also work closely with women’s groups and local women’s NGOs to harness their experience and capacities towards enhancing women’s participation in peace-building and social cohesion. The Department staff will also be provided with skills and training to be able to address gender related concerns in communities. The Chief of Department will appoint staff to oversee gender mainstreaming in all of the Department’s work together with the Ministry’s Gender focal point, for example, to ensure there is gender consideration in the procedures and mechanisms developed in the Department and the appropriate number of and substantive participation of females in the work of the Department in the communities. Programmes and trainings will be developed and implemented in partnership with the Gender Focal Points of the Ministry of Social Solidarity, the Office of the Secretary of State for the Promotion of Equality (SEPI), women’s NGOs and UNIFEM. b) **Making peace-building and social cohesion policy gender sensitive** - The Department will use its presence within the Ministry of Social Solidarity and the convening power that comes with it to work closely with all relevant government entities on gender issues in relation to peace-building and social cohesion. It will identify and train influential women community leaders and create spaces for women’s voices from communities to be heard at the level of the highest policy makers by organizing forums and symposiums, thereby providing opportunities for women from the communities to actively participate in implementation of peace-building and social cohesion activities within their communities. Other tools such as media, participatory video and community radios will be used for sensitization and information sharing. Women’s peace-building and social cohesion networks will be created and/or strengthened across *sucos* and districts to share ideas and experiences in peace and conflict as well as to become a powerful lobby on gender related peace-building and social cohesion issues. Women’s peace-building and social cohesion networks will be linked with each other and with relevant women’s NGOs network.

Output 4 – Conflict sensitive development: The focus of this component would be on ensuring that the development process in Timor-Leste is conflict sensitive. On the one hand, this entails the new development plan that the government is embarking on does not exacerbate existing conflicts or become the foundation for future conflicts; it means harnessing the peace-building and social cohesion potential of the development interventions. Furthermore, Timor-Leste is blessed with abundant oil and natural gas, which if used wisely can propel equitable economic growth. In recognition of this, the Strategic Development Plan^{vii} is anchored around the prudent development of the petroleum sector to fast track development. However, as experienced by other nations – Papua New Guinea, Nigeria etc. – extractive industries in countries with weak and fragile institutions can become a driver of conflict, making the need for conflict sensitive development even more pertinent.

Mainstreaming conflict sensitivity into development processes will entail the following activities: a) **Peace and development analysis:** Several conflict analyses have been undertaken in Timor-Leste, however, none of them have focused on the development perspective. Therefore, the Department in partnership with other institutions can lead a peace and development analysis, which would be the first such analysis that will be undertaken under the auspices of the government. The actual need and the scope of the analysis will be determined in consultation with relevant stakeholders, based on which the methodology and the terms of reference for the analysis will be developed.^{viii} This analysis could form a baseline for monitoring and evaluation of impacts of the peace-building and social cohesion activities.

b) **Conflict sensitivity focal points:** The Department will advocate for the appointment of conflict sensitivity focal points in key ministries and directorates at the senior level by relevant ministers. These focal points will be capacitated through training and provisions of tools to influence the work of their own ministries to be sensitive to threats to peace and social cohesion.

c) **Developing government capacities for conflict sensitive planning:** The peace and development analysis can feed into the development planning and consultation process to make it conflict sensitive both at the national and at the local level. The Department will advocate for and work with the relevant ministries and municipalities, when the decentralization process formally starts, to make the development planning process inclusive and sensitive to factors linked to social cohesion and conflict. If this is formalised at the ministerial level, the Department can provide training and sensitization of the people involved in the planning processes as well as providing adequate opportunities for community consultations on planning inclusive and conflict sensitive.

d) **Peoples consultation on development:** The Department can enhance its current dialogue meetings and SERC inauguration events to ensure opportunities for the communities to learn about the government development plans and policies in their areas and to contribute their ideas to how to reduce threats to social cohesion through dialogue with national and local government officials. It can also provide its facilitation and process sensitive skills to other government entities that are organizing community development forums/ consultations on development issues with a conflict sensitive angle. The main focus of these forums could be to provide an opportunity for the communities to learn about the development plans for their areas and to contribute their ideas to ensuring social cohesion through the implementation of development plans, and to foster a two way feedback loop to raise key issues emanating from these consultations to at the policy making level and to focus public communication and outreach to target concerns and issues.

Summary of project strategy and approach:

Strengthening capacities for peace-building and social cohesion at the national level and at the community level.

Institutionalise peace-building mechanisms and procedures in the national government.

Strengthen conflict resolution capacity and mechanisms at the community level.

Enhance women's participation and role in peace-building.

Mainstream conflict sensitivity into development processes

- Establish and strengthen capacity of DPBSC

- Set up procedures and mechanisms for DPBSC

- Promote knowledge management and research capacity

- Enhance coordination and advocacy capacity

- Identify issues and capacity in communities

- Mediation and dialogue

- Community strengthening activities

- Training in conflict resolution

- Early warning and response

- Monitoring and evaluation

- Mainstream women in the work of DPBSC

- Ensure women's participation in peace building processes in communities and at the national level

- Address/ raise gender issues in communities and at the national level

- Establish and strengthen capacity of women's network in peace building

- Peace and development analysis

- Appointment of conflict sensitive focal points within ministries

- Strengthen government capacities for conflict sensitive planning processes

- People's consultation on development

III. KEY STAKEHOLDERS AND PARTNERSHIP STRATEGIES

The peace-building and social cohesion effort of the Ministry of Social Solidarity cannot be effective without appropriate coordination and communication with other key stakeholders involved in or contributing to peace-building and social cohesion. It has been proven from the past experience that working with NGOs and local groups such as church organisations, youth groups and women's groups is critical in identifying and resolving issues in communities. The Ministry of Social Solidarity already has effective coordination mechanisms with some stakeholders developed for the Trust-Building pillar of the National Recovery Strategy. However, there is a need to reformulate these coordination mechanisms with a focus on long-term peace-building and social cohesion and with the intention of increasing synergies. The key stakeholders that are part of the existing coordination mechanisms include line ministries, PNTL, F-FDTL, some local church representatives, NGOs, international organisations and community-level organisations. The Ministry of Social Solidarity and UNDP will work closely with these stakeholders to improve regular coordination and communication to harmonise and improve effectiveness of their work.

When establishing/ strengthening coordination mechanisms, existing structures will be utilised to the extent possible. For example, the National Directorate for Community Conflict Prevention at the Secretariat of State for Security and NGO Belun have an early warning system which focuses on internal threats to national security. The focus of DPBSC will be around issues that can affect social cohesion and solidarity in communities. Institutional coordination mechanisms for regular information exchange and complementarities will be explored among these entities involved in early warning. The coordination mechanism between the DPBSC and the National Directorate for Land and Property at the Ministry of Justice will also be built around existing partnership; The MSS Dialogue Teams and the National Directorate for Land and Property have been working closely throughout the IDP reintegration process to resolve land and property disputes and the rollout of the cadastral survey. The DPBSC will continue its partnership with the National Directorate for Land and Property by sharing experiences and information on mediation cases and providing mediation and other support when needed on land and property related disputes.

The activities will also be coordinated at the regional, district and sub-district level. At the regional level, coordination with various actors will be done through MSS regional offices in Dili, Baucau, Oecussi, Ermera and Manufahi. At the district level, District Disaster Management Committees, and at the sub-district level, MSS Social Officers will take the lead in district/ sub-district coordination. Coordination of activities will include in monitoring, trainings, dialogue meetings and community stabilisation activities in the area.

Table: Key stakeholders in peace-building and social cohesion and coordination mechanisms

Government	NGOs	International Organisations	Community-level
<ul style="list-style-type: none"> - Ministry of Social Solidarity - Ministry of Justice - Ministry of Defence and Security - Ministry of State Administration and Territorial Management - Office of Secretary of State for the Promotion of Equality - Office of Secretary of State for Youth and Sports - PNTL - F-FDTL 	<ul style="list-style-type: none"> - International NGOs: CARE, Caritas, CRS, JCP, Search for Common Grounds, Asia Foundation - Local NGOs: Ba Futuru, ETCRN, Kolega da Paz, Renetil, Belun, Ita Ba Paz, Forum Tao Matan, Rede Feto, Rede Ba Rai 	<ul style="list-style-type: none"> - UNMIT - UNPOL - IOM - UNCDF - UNICEF - UNIFEM - UNDP 	<ul style="list-style-type: none"> - District Administration - MSS regional offices - Church organisation - Youth group - Women's group - <i>Suco</i> council members - Traditional leaders - Academia - Media - Private sector
Inter-Ministerial Committee, National Priorities Working Groups	<i>Hamutuk Hari'i Konfiansa</i> (HHK) Working Group in Dili and Baucau	HHK Working Group, Recovery Cluster	Community-level coordination

For operational level, coordination mechanism to be developed, including information exchange mechanism with the MoJ and MoDS.			
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Partnerships with UNCT and UNDP programmes

The project strategy recognizes the wealth of experience and expertise of other UN agencies that can contribute towards the peace-building and social cohesion agenda of Timor-Leste. In this regard, collaboration and partnerships with UNMIT and UN funds and programmes will be explored for harmonised assistance to the Government of Timor-Leste promoting the “One-UN Approach” in peace-building and social cohesion initiatives. The arrangements with the members of the UN Country Team (UNCT) can be in the forms of joint programming as one of the implementing agent(s) under the project taking on responsibility for the implementation of one or more activities/ outputs, peer review and/or coordination at the working level during the implementation of project activities. Possible areas of collaboration include monitoring of IDP reintegration process, and mediation and dialogue with IOM; promoting women’s role and participation in peace-building and social cohesion with UNIFEM; and addressing youth issues related to peace-building and social cohesion with UNICEF. Synergies with UNDP programmes in other areas such as poverty reduction and governance will also be sought to promote comprehensive and continuous support to communities affected by crises.

ⁱ Other four pillars of the National Recovery Strategy are housing, stability, socio-economic development, and social protection.

ⁱⁱ Mediations are conducted between conflicting parties, individuals and/or families over land, secondary occupation and/or border issues.

ⁱⁱⁱ Preparatory meetings are relatively small meetings organised to help IDPs and various groups in the community identify issues for discussion, resolve obstacles and define the proper mechanisms to be used in the dialogue meeting.

^{iv} Dialogue meetings are large community meetings involving IDPs, host communities, government officials and relevant stakeholders to seek agreement on the reintegration of IDPs and build mutual relationships among the conflicting parties in order to resolve problems in communities.

^v The Domestic Violence Law was thereafter promulgated by the President in July 2010.

^{vi} This also applies to agreements with IDPs, which are still declarative in nature (as opposed to executive decisions); that is, the judge would/would not accept in a court of law. This would pose serious threats to stability when evictions will be implemented in 2011.

^{vii} Timor-Leste’s proven wealth per capita is now \$55,660 (2005), higher than Indonesia (\$13,350) and Malaysia (\$55,326).

^{viii} A peace and development analysis is the systematic study of the profile, causes, actors, and dynamics of conflict. It helps development and peace building organizations gain a better understanding of the context in which they work and their role in the context. There is no consistent practice or accepted methodology for conducting these analyses. However, most of the existing methodologies are developed around a set of core characteristics: profile, causes, actors, and dynamics. In fact most organizations have their own conflict analysis methodologies, which includes a combination of processes - desk research; field information collection and analysis (perception survey, KAP Survey, FGs); data collection; workshops and stakeholder consultations; stakeholder interviews and validation workshops; and capacity development/ training. The UNDP CDA methodology stands out from many others on one salient factor – the importance given to ‘processes’. The critique of other methodologies is that it places emphasis on the final output rather than the process. Both output and process are equally important, but a process oriented conflict analysis leads to the following: enhancing/building local capacities to undertake conflict analysis; important government and local ownership of the final analysis; and creating safe spaces for divided communities to dialogue on contentious issues. On the flip side, process oriented conflict analysis can be costly and time consuming.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Basic Foundations for post-crisis security, conflict analysis and resolution, an social cohesion strengthened (CPAP Outcome 8)					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Enhanced coordination of programmes targeting social cohesion and managing social diversity and potential conflicts as indicated by conflict analyses (CPAP Indicator 8.2)					
Applicable Key Result Area (from 2008-11 Strategic Plan): Crisis Prevention & Recovery: Enhancing conflict prevention and disaster-risk management capabilities					
Partnership Strategy: MSS will take the lead in implementing this project on a daily basis. It will be fully integrated within its structure. UNDP will ensure resource mobilisation, technical support on institutional and capacity development, M&E, financial oversight and donor reporting.					
Project title and ID (ATLAS Award ID): "Support to the Department of Peace-Building and Social Cohesion in Timor-Leste" / ATLAS Award ID 00050186					
Intended Outputs	Output Targets	Indicative Activities	Responsible Parties	Inputs & Budget (US\$)	
Output 1 Department of Peace-Building and Social Cohesion established in the Ministry of Social Solidarity and capacities for peace-building and social cohesion institutionalized Baseline: <ul style="list-style-type: none"> - No permanent structure in the government for peace-building and social cohesion. - The establishment of DPBSC is included in the 2010 ministerial plan and budget. - MSS undertook a strategic planning exercise to define the 	Targets (Year 1): <ul style="list-style-type: none"> - DPBSC is established with defined mandate, structure and functions and staff and resources in place. - Capacity development plan for DPBSC staff developed and implementation initiated. - SOPs developed for mediation and dialogue, CSA, trainings and regional teams. - Communication and outreach strategy developed and implementation initiated. 	<ol style="list-style-type: none"> 1. Project team recruited (UNDP) <ul style="list-style-type: none"> ▪ Draft TOR. ▪ Recruit project staff. 2. DPBSC established (MSS) <ul style="list-style-type: none"> ▪ Finalise the mandate, structure and functions of DPBSC. ▪ Develop annual workplan ▪ Support yearly planning and budgeting process. ▪ Define the level and job description, and recruit staff. ▪ Set up Department office in Dili and in districts. ▪ Procure equipments for office. 3. Coordination mechanisms strengthened (DPBSC) <ul style="list-style-type: none"> ▪ Support in initiating and facilitating consultation on coordination and role of 	MSS	DPBSC staff	MSS In-kind
			MSS	DPBSC staff	189,000
			UNDP	Project Manager	108,000
			UNDP	Project Assistant	43,200
			UNDP	Capacity Dev Mentor	269,640
			UNDP	Monitoring Officer	269,640
			UNDP	Institutional Strengthening Sp.	52,200
			UNDP	Communication & Outreach Sp.	156,600

<p>mandate, structure and functions of DPBSC.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - DPBSC established with structure, staff and resources (Y/N). - DPBSC staff has the capacity to delivery conflict resolution services to communities (Y/N). - Standard Operating Procedures (SOPs) developed for the services of DPBSC (Y/N). - Capacity Development Plan is developed and implemented (Y/N). 	<p>Targets (Year 2):</p> <ul style="list-style-type: none"> - UNDP and MSS cost-share DPBSC staff and resources 50/50. - At least 3 research grants are allocated - At least 1 review workshop for assessing and updating DPBSC's mechanisms and SOPs conducted. <p>Targets (Year 3): To be determined.</p>	<p>different stakeholders.</p> <ul style="list-style-type: none"> ▪ Support formalisation of national level coordination arrangements among ministries. ▪ Support in the organisation of high-level coordination forums. ▪ Support regional/district level coordination. ▪ Facilitate cross-ministry/ directorate communication and synergies. ▪ Set-up/ strengthen coordination mechanisms with different stakeholder groups. ▪ Support conflict response network with NDMD, MoDS and Provedor's Office. ▪ Strengthen information exchange and early warning mechanisms with MoDS. <p>4. DPBSC capacity strengthened (UNDP)</p> <ul style="list-style-type: none"> ▪ Develop a capacity development plan based on capacity assessment and past trainings. ▪ Implement the capacity development plan in coordination with relevant organisations. ▪ Maintain regular records of the trainings provided and monitor the quality. <p>5. Procedures and mechanisms for DPBSC drafted and utilised (MSS/UNDP)</p> <ul style="list-style-type: none"> ▪ Develop basic institutional processes for planning, reporting and coordination. ▪ Develop Standard Operating Procedures (SOPs) for mediation, dialogue, administration of small grants scheme for 	UNDP	Project Evaluation Consultant	26,100
	UNDP	Driver (3)	22,500		
	UNDP	Equipments	5,600		
	UNDP	Office rehabilitation	9,000		
	UNDP MSS	Office supplies	9,000		
	UNDP MSS	Communication	21,600		
	MSS	National level coordination	18,000		
	MSS	Regional level coordination	180,000		
	UNDP	Trainings	36,600		
	UNDP	Meeting/ workshops	5,000		
	UNDP	Translation	57,600		
	UNDP MSS	Travel	27,000		
UNDP	Books and documents	10,000			
UNDP	Research grants	12,000			

		community stabilisation activities, training in communities and monitoring and evaluation.	UNDP	Printing & publication	23,000
			UNDP	Audio visual production	20,000
		6. Knowledge management and research capacity enhanced (MSS/UNDP) <ul style="list-style-type: none"> ▪ Establish a library within DPBSC on peace-building and social cohesion. ▪ Administer research grants on peace-building and social cohesion. ▪ Organise study tours and introduce mechanisms for MSS representatives to exchange knowledge and experience in conflict prevention, peace-building and social cohesion. 	Output 1 Sub-total		1,571,280
		7. Advocacy and communication capacity enhanced (MSS/UNDP) <ul style="list-style-type: none"> ▪ Develop and implement public outreach strategy to socialise the work of DPBSC. ▪ Organise donor briefing events. 			
Output 2 Community level mechanisms and structures enhanced and capacitated to mitigate and resolve local conflicts	Targets (Year 1): To be determined during MSS exercise on the establishment of DPBSC. Targets (Year 2): To be determined during MSS exercise on the establishment of DPBSC.	1. Issues and capacity gaps identified in communities (DPBSC) <ul style="list-style-type: none"> ▪ Map out conflict-prone communities, issues and capacity support needed. ▪ Identify factors supporting peace-building and social cohesion in communities, including leaders advocating for peace and social cohesion. 	MSS	Dialogue/mediation costs	288,000
Baseline: - In 2008/9, 688 mediation services were conducted by MSS/UNDP dialogue		2. Mediation services and dialogue meetings	MSS	Grants for CSA	225,000

<p>teams.</p> <ul style="list-style-type: none"> - In 2008/9, 38 dialogue meetings were conducted by MSS/UNDP dialogue teams. - In 2009, 0 cases reported after the implementation of community stabilisation activities. - In 2009, 6 trainings were conducted for community leaders in conflict resolution. <p>Indicators:</p> <ul style="list-style-type: none"> - Number of community-level conflicts resolved through mediation. - Number of dialogue meetings conducted. - Number of incidence reported after 	<p>Targets (Year 3): To be determined.</p>	<p>conducted (DPBSC/ M&D Unit)</p> <ul style="list-style-type: none"> ▪ Identify potential sources of conflict in communities through consultation with local authorities and partner organisations. ▪ Provide mediation services in communities. ▪ Organise and facilitate preparatory meetings and dialogue meetings in communities. ▪ Monitor, evaluate and report on mediation services and dialogue processes conducted. <p>3. Community strengthening activities (CSAs) implemented (DBPSC/ CSA Unit)</p> <ul style="list-style-type: none"> ▪ Design small grants programme to fund community groups or NGOs to implement CSAs. ▪ Socialise small grants programme. ▪ Provide support to communities in proposal writing, managing grants and implementing activities. ▪ Receive and select proposals from communities on CSAs. 	MSS	Trainings	270,000
			MSS	Meeting costs	3,000
			MSS	Printing	30,000
			MSS	Youth related activities	60,000
			UNDP	Information Management Specialist	134,823
			UNDP	Computer software	10,000
			Output 2 Sub-total		1,020,823

<p>implementation of community stabilisation activity.</p> <ul style="list-style-type: none"> - Number of community leaders who received training on conflict resolution. - Number of grants disbursed for community stabilisation activities. - Number of grants disbursed for gender-related and/or women-led activities. 		<ul style="list-style-type: none"> ▪ Provide technical expertise for the CSAs when required. ▪ Monitor the implementation and quality of the CSAs selected. <p>4. Training in conflict resolution continued (DPBSC/ M&E, Training Unit)</p> <ul style="list-style-type: none"> ▪ Compile an inventory and analyse conflict resolution trainings provided in communities after 2006/7 crises. ▪ Identify capacity gaps and training needs for community leaders (elected, traditional, youth, women, etc.). ▪ In coordination with MSATM, Civil Service Commission and partner organisations, design and implement training curriculum and programmes for community leaders in conflict resolution, peace-building and social cohesion. <p>5. Early warning and early response (DPBSC/ M&E, Training Unit)</p> <ul style="list-style-type: none"> ▪ Establish regular communication channels with NDPCC and relevant institutions for information exchange. ▪ Establish and regularly update a dashboard of sensitive and/potentially conflict prone communities for regular monitoring and intervention as needed. <p>6. DPBSC's monitoring and evaluation system established and linked with wider MSS planning and reporting processes (DPBSC/ M&E, Training Unit)</p> <ul style="list-style-type: none"> ▪ Develop monitoring and evaluation 	
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		<p>framework for the service delivery.</p> <ul style="list-style-type: none"> ▪ Develop information collection system and database for issues in communities and service delivery. ▪ Produce reports and maps from the database and provide to the decision makers in the Government. ▪ Monitor progress and evaluate outcomes of DPBSC work in communities. ▪ Document lessons learned and make recommendations to the on-going services and new initiatives. <p>7. Empower and support youth as agents of social inclusion and peace (DPBSC/ Youth focal point)</p> <ul style="list-style-type: none"> ▪ Promote the capacity development of youth as trainers and local focal points in conflict prevention. ▪ Support existing effective youth initiatives towards increasing youth's active role in peace-building and social cohesion. ▪ Advise institutions and organizations working in formal and non-formal youth education on conflict transformation mainstreaming into their curricula. 			
Output 3 Women's participation in peace-building and social cohesion and contribution to peace-building and social cohesion policy enhanced	Targets (Year 1): - Training needs on gender related issues identified and included in the capacity	1. Women mainstreamed in the work of DPBSC (DPBSC/ Gender focal point) <ul style="list-style-type: none"> ▪ Appoint Gender Officer under the Chief of DPBSC in close collaboration with MSS Gender Focal Point. 	UNDP	Participatory Video Trainer	104,400
			UNDP	National Network Coordinator	36,000

<p>Baseline:</p> <ul style="list-style-type: none"> - One-off trainings on Gender, CEDAW and gender based violence were provided to MSS/UNDP dialogue teams. - There are no clear targets and strategy to monitor and to ensure women's participation in mediation, dialogue, CSA and trainings. - Limited opportunities for women to publicly express their needs. - Limited opportunities for 	<ul style="list-style-type: none"> - development plan. - Indicators/ targets to monitor and to ensure women's participation in DPBSC services included in work plan and monitoring framework. - Participatory video programme initiated and videos produced by women articulating their needs and views on peace and conflict. - Communities and women to participate in inter-<i>suco</i> exchange programme identified 	<ul style="list-style-type: none"> ▪ Identify the area of needs and include gender training as a part of the capacity development plan for DPBSC staff. ▪ Factor gender in DPBSC's institutional processes and SOPs for services. ▪ Include gender indicators in the monitoring and evaluation framework. <p>2. Women's participation ensured in peace-building and social cohesion processes in communities (DPBSC/ Gender focal point)</p> <ul style="list-style-type: none"> ▪ Review past peace-building and social cohesion approaches in view of refining and increasing women's participation in mediation, dialogue, CSA and trainings conducted in communities. ▪ Document and review experiences and 	UNDP	Gender related trainings	60,000		
			UNDP	Audio visual equipments	16,000		
			UNDP	Audio visual production	11,000		
			UNDP	Meetings/ workshops	20,000		
			UNDP	Travel	35,550		
			Output 3 Sub-total				282,950

<p>women to interact with women outside of their communities.</p> <ul style="list-style-type: none"> - There are women’s NGOs engaged in peace-building and social cohesion programmes. <p>Indicators:</p> <ul style="list-style-type: none"> - Capacity development plan of DPBSC includes the gender dimension (Y/N). - Indicators/ targets for women’s participation in mediation, dialogue, CSA and trainings are included in DPBSC work plan and monitoring framework (Y/N). - Means developed for women to articulate and provide their views to policy makers (Y/N). - Women have opportunities to exchange views and experiences on peace and conflict across <i>sucos</i> and districts (Y/N). 	<p>with partner organisations.</p> <p>Targets (Year 2):</p> <ul style="list-style-type: none"> - Specialised training on gender and peace-building and social cohesion issues implemented. - Indicators/ targets for women’s participation reviewed and revised as per observations in the field. - Videos produced by women exhibited in at least 3 districts and disseminated to decision-makers. - At least 10 inter-<i>suco</i> exchange programmes for women implemented. <p>Targets (Year 3): To be determined.</p>	<p>actions by women NGOs in peace-building and social cohesion and integrate lessons in developing approach to increasing women’s participation.</p> <ul style="list-style-type: none"> ▪ Develop and implement strategy to ensure women’s substantive participation in peace-building and social cohesion processes in consultation with SEPI, NGOs and women’s groups. ▪ Monitor and evaluate women’s participation both quantitatively and qualitatively. <p>3. Address/raise gender issues related to peace-building and social cohesion in communities and at the national level (DPBSC Gender focal point/ UNDP)</p> <ul style="list-style-type: none"> ▪ Analyse gender issues in communities in relation to peace-building and social cohesion. ▪ Implement participatory video programme for women to articulate and express their views in conflict prevention, peace-building and social cohesion. ▪ Organise exhibitions and distribution of videos in communities and in Dili, facilitating discussions and action planning with local authorities and decision makers. ▪ Disseminate the video globally. ▪ Implement community radio programme to share their experiences in conflict prevention, peace-building and social cohesion activities and impacts. <p>4. Establish women’s network in conflict</p>	
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		<p>prevention, peace-building and social cohesion (DPBSC Gender focal point/ UNDP)</p> <ul style="list-style-type: none"> ▪ In coordination with SEPI and UNIFEM, implement inter-suco/ district exchange programme for influential women leaders actively involved in peace-building and social cohesion in their communities. ▪ Strengthen capacity and synergies among women’s organisations implementing programmes for peace-building and social cohesion. 			
<p>Output 4 National capacities for conflict sensitive development enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Peace and development analysis unavailable - No training or expertise on undertaking conflict sensitive planning - No conflict sensitive focal points within key ministries 	<p>Targets (Year 1):</p> <ul style="list-style-type: none"> - TOR for peace and development analysis developed - Agreement in the key ministries to identify conflict sensitive focal points - TOR for the conflict sensitive focal points developed in consultation with other ministries <p>Targets (Year 2):</p>	<ol style="list-style-type: none"> 1. Peace and development analysis (DPBSC/ UNDP) <ul style="list-style-type: none"> ▪ Preliminary consultation on peace and development analysis held with stakeholders ▪ Draft TOR developed for the analysis ▪ Identification of partners for the analysis ▪ Setting up of an advisory group on the analysis ▪ Undertaking of the analysis and processing of the data ▪ Peace and Development Analysis Report drafted and shared as needed. 2. Conflict sensitive focal points (DPBSC/ UNDP) <ul style="list-style-type: none"> ▪ Facilitate consultation with concerned 	<p>UNDP</p>	<p>Peace & Dev Analysis Team Leader</p>	<p>104,400</p>

Indicators: - Peace and development analysis completed (Y/N) - Conflict sensitive focal points appointed in 5 key ministries (Y/N) - Trainings on conflict sensitivity conducted (Y/N) - (Results oriented indicators will be further developed upon peace and development analysis)	- Peace and development analysis conducted - Conflict sensitive focal points appointed in at least 3 key ministries - At least 2 trainings on conflict sensitive planning processes - At least one community development forum organized in each district to test feedback loop - At least quarterly meetings of conflict sensitive focal points convened by DPBSC	stakeholders for the establishment of conflict sensitive focal points ▪ Draft TOR developed through preliminary consultations with relevant ministries ▪ High-level meeting convened to sensitize concepts of socially inclusive and conflict sensitive development and to build consensus on the concept ▪ TOR for conflict sensitive focal points finalized and staff appointment ▪ Conflict sensitive trainings for focal points undertaken 3. Conflict sensitive planning (DPBSC/ UNDP) ▪ Facilitate socialization and agreement on the inclusive and conflict sensitive planning approach with relevant ministries ▪ Develop a guideline on inclusive and conflict	UNDP	Peace & Dev Analysis Consultant	27,000
			UNDP	Conflict Sensitive Coordinator	43,200
			UNDP	Meetings/ Workshops	24,000
			UNDP	Travel	6,000
			UNDP	Printing	10,000
			Output 4 Sub-total		

	<p>Targets (Year 3):</p> <ul style="list-style-type: none"> - Conflict sensitive focal points appointed in at least 2 key ministries - At least 3 trainings on conflict sensitive planning processes <p>Other targets for year 3 will be determined.</p>	<p>sensitive planning and consultation process with consideration to vulnerable groups</p> <ul style="list-style-type: none"> ▪ Develop and implement training programme on social cohesion and conflict sensitivity for civil servants ▪ Provide support to ministries and municipalities in inclusive and conflict sensitive development planning and consultation processes ▪ Conflict sensitivity trainings mainstreamed into civil service trainings, awareness raising and in depth trainings for targeted civil servants undertaken <p>4. Mechanisms for people’s consultation on socially cohesive development institutionalized (DPBSC/ UNDP)</p> <ul style="list-style-type: none"> ▪ Promote dialogue between communities and national/local government officials on peace-building and social cohesion within govt development policies and planning ▪ Conflict prone areas identified for further community consultations on socially cohesive development options 	
Output 1-4 Grand total			3,089,653

V. ANNUAL WORK PLAN

Year 1 (2010-2011)

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Department of Peace-Building and Social Cohesion established in the Ministry of Social Solidarity and capacities for peace-building and social cohesion institutionalized Baseline: <ul style="list-style-type: none"> - No permanent structure in the government for peace-building and social cohesion. - The establishment of DPBSC is included in the 2010 ministerial plan and budget. - MSS undertook a strategic planning exercise to define the mandate, structure and functions of DPBSC. Indicators: <ul style="list-style-type: none"> - DPBSC established with structure, staff and resources (Y/N). - DPBSC staff has the capacity to delivery conflict resolution services to communities (Y/N). - Standard Operating Procedures (SOPs) developed for the services of DPBSC (Y/N). 	1. Project team recruited (UNDP) <ul style="list-style-type: none"> ▪ Draft TOR. ▪ Recruit project staff. 	X				MSS/UNDP	MSS UNDP	DPBSC staff	MSS In-kind 126,000
	2. DPBSC established (MSS) <ul style="list-style-type: none"> ▪ Finalise the mandate, structure and functions of DPBSC. ▪ Develop annual workplan ▪ Support yearly planning and budgeting process. ▪ Define the level and job description, and recruit staff. ▪ Set up Department office in Dili and in districts. ▪ Procure equipments for office. 	X	X			MSS	UNDP	Project Manager	36,000
						MSS	UNDP	Project Assistant	14,400
	3. Coordination mechanisms strengthened (DPBSC) <ul style="list-style-type: none"> ▪ Support in initiating and facilitating consultation on coordination and role of different stakeholders ▪ Support formalisation of national level coordination arrangements among ministries. ▪ Support in the organisation of high-level coordination forums. ▪ Support regional/district level coordination. ▪ Facilitate cross-ministry/ directorate communication and synergies. ▪ Set-up/ strengthen coordination mechanisms with different stakeholder groups. ▪ Support conflict response network with NDMD, MoSD and Provedor's Office. ▪ Strengthen information exchange and early warning mechanisms with MoSD. 	X	X	X	X	MSS	UNDP	Capacity Dev Mentor	134,820
						MSS	UNDP	Monitoring Officer	134,820
						MSS	UNDP	Institutional Strengthening Sp.	52,200
						MSS	UNDP	Communication & Outreach Sp.	52,200
	4. DPBSC capacity strengthened (UNDP) <ul style="list-style-type: none"> ▪ Develop a capacity development plan based on capacity assessment and past trainings. 		X	X	X	UNDP	UNDP	Driver (3)	13,500

<ul style="list-style-type: none"> - Capacity Development Plan is developed and implemented (Y/N). Targets (Year 1): - DPBSC is established with defined mandate, structure and functions and staff and resources in place. - Capacity development plan for DPBSC staff developed and implementation initiated. - SOPs developed for mediation and dialogue, CSA, trainings and regional teams. - Communication and outreach strategy developed and implementation initiated. 	<ul style="list-style-type: none"> ▪ Implement the capacity development plan in coordination with relevant organisations. ▪ Maintain regular records of the trainings provided and monitor the quality. 						UNDP	Equipments	5,600	
	<p>5. Procedures and mechanisms for DPBSC drafted and utilised (MSS/UNDP)</p> <ul style="list-style-type: none"> ▪ Develop basic institutional processes for planning, reporting and coordination. ▪ Develop Standard Operating Procedures (SOPs) for mediation, dialogue, administration of small grants scheme for community stabilisation activities, training in communities and monitoring and evaluation. 	X	X				MSS	UNDP	Office rehabilitation	9,000
								UNDP	Office supplies	6,000
								UNDP	Communication	14,400
								UNDP	National level coordination	6,000
	<p>6. Knowledge management and research capacity enhanced (MSS/UNDP)</p> <ul style="list-style-type: none"> ▪ Establish a library within DPBSC on peace-building and social cohesion. ▪ Administer research grants on peace-building and social cohesion. ▪ Organise study tours and introduce mechanisms for MSS representatives to exchange knowledge and experience in conflict prevention, peace-building and social cohesion. 				X	X	MSS	UNDP	Regional level coordination	60,000
								UNDP	Trainings	17,000
								UNDP	Meeting/ workshops	4,000
								UNDP	Translation	19,200
	<p>7. Advocacy and communication capacity enhanced (MSS/UNDP)</p> <ul style="list-style-type: none"> ▪ Develop and implement public outreach strategy to socialise the work of DPBSC. ▪ Organise donor briefing events. 				X	X	MSS	UNDP	Travel	18,000
								UNDP	Books and documents	10,000
								UNDP	Research grants	6,000
								UNDP	Printing & publication	12,000

<p>Output 2 Community level mechanisms and structures enhanced and capacitated to mitigate and resolve local conflicts</p> <p>Baseline:</p> <ul style="list-style-type: none"> - In 2008/9, 688 mediation services were conducted by MSS/UNDP dialogue teams. - In 2008/9, 38 dialogue meetings were conducted by MSS/UNDP dialogue teams. - In 2009, 0 cases reported after the implementation of community stabilisation activities. - In 2009, 6 trainings were conducted for community leaders in conflict resolution. <p>Indicators:</p> <ul style="list-style-type: none"> - Number of community-level conflicts resolved through mediation. - Number of dialogue meetings conducted. - Number of incidence reported after implementation of community stabilisation activity. - Number of community leaders who received training on conflict resolution. - Number of grants disbursed for community stabilisation activities. - Number of grants disbursed for gender-related and/or women-led activities. <p>Targets (Year 1):</p>	<p>1. Issues and capacity gaps identified in communities (DPBSC)</p> <ul style="list-style-type: none"> ▪ Map out conflict-prone communities, issues and capacity support needed. ▪ Identify factors supporting peace-building and social cohesion in communities, including leaders advocating for peace and social cohesion. 	X				MSS	UNDP	Meeting costs	1,000
	<p>2. Mediation services and dialogue meetings conducted (DPBSC/ M&D Unit)</p> <ul style="list-style-type: none"> ▪ Identify potential sources of conflict in communities through consultation with local authorities and partner organisations. ▪ Provide mediation services in communities. ▪ Organise and facilitate preparatory meetings and dialogue meetings in communities. ▪ Monitor, evaluate and report on mediation services and dialogue processes conducted. 		X	X	X	MSS	UNDP	Dialogue/ mediation costs	96,000
	<p>3. Community strengthening activities (CSAs) implemented (DBPSC/ CSA Unit)</p> <ul style="list-style-type: none"> ▪ Design small grants programme to fund community groups or NGOs to implement CSAs. ▪ Socialise small grants programme. ▪ Provide support to communities in proposal writing, managing grants and implementing activities. ▪ Receive and select proposals from communities on CSAs. ▪ Provide technical expertise for the CSAs when required. ▪ Monitor the implementation and quality of the CSAs selected. 		X	X	X	MSS	UNDP	Grants for CSA	75,000
	<p>4. Training in conflict resolution continued (DPBSC/ M&E, Training Unit)</p> <ul style="list-style-type: none"> ▪ Compile an inventory and analyse conflict resolution trainings provided in communities after 2006/7 crisis. ▪ Identify capacity gaps and training needs for community leaders (elected, traditional, youth, women, etc.). ▪ In coordination with MSATM, Civil Service Commission and partner organisations, design and implement training curriculum and programmes for community leaders in conflict resolution, peace-building and social cohesion. 		X	X	X	MSS	UNDP	Trainings	90,000

To be determined during MSS exercise on the establishment of DPBSC.	5. Early warning and early response (DPBSC/ M&E, Training Unit) <ul style="list-style-type: none"> Establish regular communication channels with NDPCC and relevant institutions for information exchange. Establish and regularly update a dashboard of sensitive and/potentially conflict prone communities for regular monitoring and intervention as needed. 	X	X	X	X	MSS	UNDP	Printing	10,000
	6. DPBSC's monitoring and evaluation system established and linked with wider MSS planning and reporting processes (DPBSC/ M&E, Training Unit) <ul style="list-style-type: none"> Develop monitoring and evaluation framework for the service delivery. Develop information collection system and database for issues in communities and service delivery. Produce reports and maps from the database and provide to the decision makers in the Government. Monitor progress and evaluate outcomes of DPBSC work in communities. Document lessons learned and make recommendations to the on-going services and new initiatives. 		X	X	X	MSS	UNDP	Information Management Specialist	134,823
							UNDP	Computer software	10,000
7. Empower and support youth as agents of social inclusion and peace (DPBSC/ Youth focal point) <ul style="list-style-type: none"> Promote the capacity development of youth as trainers and local focal points in conflict prevention Support existing effective youth initiatives towards increasing youth's active role in peace-building and social cohesion Advice institutions and organizations working in formal and non-formal youth education on conflict transformation mainstreaming into their curricula 			X	X	MSS	UNDP	Youth related activities	20,000	

<p>Output 3 Women's participation in peace-building and social cohesion and contribution to peace-building and social cohesion policy enhanced</p>	<p>Baseline:</p> <ul style="list-style-type: none"> - One-off trainings on Gender, CEDAW and gender based violence were provided to MSS/UNDP dialogue teams. - There are no clear targets and strategy to monitor and to ensure women's participation in mediation, dialogue, CSA and trainings. - Limited opportunities for women to publicly express their needs. - Limited opportunities for women to interact with women outside of their communities. - There are women's NGOs engaged in peace-building and social cohesion programmes. <p>Indicators:</p> <ul style="list-style-type: none"> - Capacity development plan of DPBSC includes the gender dimension (Y/N). - Indicators/ targets for women's participation in mediation, dialogue, CSA and trainings are included in DPBSC work plan and monitoring framework (Y/N). - Means developed for women to articulate and provide their views to policy makers (Y/N). - Women have opportunities to exchange views and 								
	<p>1. Women mainstreamed in the work of DPBSC (DPBSC/ Gender focal point)</p> <ul style="list-style-type: none"> ▪ Appoint Gender Officer under the Chief of DPBSC in close collaboration with MSS Gender Focal Point. ▪ Identify the area of needs and include gender training as a part of the capacity development plan for DPBSC staff. ▪ Factor gender in DPBSC's institutional processes and SOPs for services. ▪ Include gender indicators in the monitoring and evaluation framework. 	X	X			UNDP	UNDP	Gender related trainings	20,000
	<p>2. Women's participation ensured in peace-building and social cohesion processes in communities (DPBSC/ Gender focal point)</p> <ul style="list-style-type: none"> ▪ Review past peace-building and social cohesion approaches in view of refining and increasing women's participation in mediation, dialogue, CSA and trainings conducted in communities. ▪ Document and review experiences and actions by women NGOs in peace-building and social cohesion and integrate lessons in developing 		X	X	X	UNDP	UNDP	Meetings/ workshops	15,000

<p>experiences on peace and conflict across <i>sucos</i> and districts (Y/N).</p> <p>Targets (Year 1):</p> <ul style="list-style-type: none"> - Training needs on gender related issues identified and included in the capacity development plan. - Indicators/ targets to monitor and to ensure women's participation in DPBSC services included in work plan and monitoring framework. - Participatory video programme initiated and videos produced by women articulating their needs and views on peace and conflict. - Communities and women to participate in inter-<i>suco</i> exchange programme identified with partner organisations. 	<p>approach to increasing women's participation</p> <ul style="list-style-type: none"> ▪ Develop and implement strategy to ensure women's substantive participation in peace-building and social cohesion processes in consultation with SEPI, NGOs and women's groups. ▪ Monitor and evaluate women's participation both quantitatively and qualitatively. 						UNDP	Travel	35,550
	<p>3. Address/raise gender issues related to peace-building and social cohesion in communities and at the national level (DPBSC Gender focal point/ UNDP)</p> <ul style="list-style-type: none"> ▪ Analyse gender issues in communities in relation to peace-building and social cohesion. ▪ Implement participatory video programme for women to articulate and express their views in conflict prevention, peace-building and social cohesion. ▪ Organise exhibitions and distribution of videos in communities and in Dili, facilitating discussions and action planning with local authorities and decision makers. ▪ Disseminate the video globally. ▪ Implement community radio programme to share their experiences in conflict prevention, peace-building and social cohesion activities and impacts. 		X	X	X	UNDP	UNDP	Participatory Video Trainer	104,400
						UNDP	UNDP	Audio visual equipments	16,000

	<p>4. Establish women's network in conflict prevention, peace-building and social cohesion (DPBSC Gender focal point/ UNDP)</p> <ul style="list-style-type: none"> ▪ In coordination with SEPI and UNIFEM, implement inter-suco/ district exchange programme for influential women leaders actively involved in peace-building and social cohesion in their communities. ▪ Strengthen capacity and synergies among women's organisations implementing programmes for peace-building and social cohesion. 		X	X	X	UNDP	UNDP	National Network Coordinator	24,000
<p>Output 4 National capacities for conflict sensitive development enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Peace and development analysis unavailable - No training or expertise on undertaking conflict sensitive planning - No conflict sensitive focal points within key ministries <p>Indicators:</p>	<p>1. Peace and development analysis (DPBSC/ UNDP)</p> <ul style="list-style-type: none"> ▪ Preliminary consultation on peace and development analysis held with stakeholders ▪ Draft TOR developed for the analysis ▪ Identification of partners for the analysis ▪ Setting up of an advisory group on the analysis ▪ Undertaking of the analysis and processing of the data ▪ Peace and Development Analysis Report drafted and shared as needed. 		X	X		UNDP	UNDP	Peace & Dev Analysis Team Leader	104,400
							UNDP	Peace & Dev Analysis Consultant	18,000

<ul style="list-style-type: none"> - Peace and development analysis completed (Y/N) - Conflict sensitive focal points appointed in 5 key ministries (Y/N) - Trainings on conflict sensitivity conducted (Y/N) - (Results oriented indicators will be further developed upon peace and development analysis) <p>Targets (Year 1):</p> <ul style="list-style-type: none"> - TOR for peace and development analysis developed - Agreement in the key ministries to identify conflict sensitive focal points - TOR for the conflict sensitive focal points developed in consultation with other ministries 	<p>2. Conflict sensitive focal points (DPBSC/ UNDP)</p> <ul style="list-style-type: none"> ▪ Facilitate consultation with concerned stakeholders for the establishment of conflict sensitive focal points ▪ Draft TOR developed through preliminary consultations with relevant ministries ▪ High-level meeting convened to sensitize concepts of socially inclusive and conflict sensitive development and to build consensus on the concept ▪ TOR for conflict sensitive focal points finalized and staff appointment ▪ Social cohesion and conflict sensitive trainings for focal points undertaken 			X		UNDP	UNDP	Conflict Sensitive Coordinator	21,600	
						UNDP	UNDP	Meetings/ Workshops	12,000	
	<p>3. Conflict sensitive planning (DPBSC/ UNDP)</p> <ul style="list-style-type: none"> ▪ Facilitate socialization and agreement on the inclusive and conflict sensitive planning approach with relevant ministries ▪ Develop a guideline on inclusive and conflict sensitive planning and consultation process with consideration to vulnerable groups. ▪ Develop and implement training programme on social cohesion and conflict sensitivity for civil servants ▪ Provide support to ministries and municipalities in inclusive and conflict sensitive development planning and consultation processes. ▪ Conflict sensitivity trainings mainstreamed into civil service trainings, awareness raising and in depth trainings for targeted civil servants undertaken 				X	UNDP	UNDP	Travel	6,000	
	<p>4. Mechanisms for people's consultation on socially cohesive development institutionalized (DPBSC/ UNDP)</p> <ul style="list-style-type: none"> ▪ Promote dialogue between communities and national/local government officials on peace-building and social cohesion within govt development policies and planning. ▪ Conflict prone areas identified for further community consultations on socially cohesive development options. 			X	X	UNDP	UNDP	Printing	10,000	
TOTAL										1,574,913

VI. MANAGEMENT ARRANGEMENTS

The primary ownership lies with the Ministry of Social Solidarity. The project will be implemented using the Direct Implementation (DIM) modality. However, in order to increase the national ownership and build national capacity, and in the view to set the foundations for transition to National Implementation (NIM) in the near future, selected activities and budget lines will be directly implemented by the Ministry of Social Solidarity based on a Letter of Agreement between UNDP and the Ministry. Through the implementation of UNDP projects “Strengthening Institutional Structures and Mechanisms of Dialogue” and “Strengthening Early Recovery for Comprehensive and Sustainable Reintegration of IDPs (SERC)”, the Ministry of Social Solidarity has proven that they have the capacity for delivery and financial accountability according to UNDP rules and regulations. UNDP will continue to provide assistance and training to MSS staff on the financial reporting and oversight requirements.

For the first year, UNDP will cover necessary costs for the establishment of the DPBSC and its service delivery, including 24 government staff at the DPBSC while the Ministry covers for 7 staff. In the view of the Ministry of Social Solidarity to fully take over the costs of managing the DPBSC upon MSS/UNDP project closure, UNDP will fund 12 staff and MSS will fund 19 staff and costs associated with staff in the second year of project implementation. In the third/ final year of the project, MSS will allocate their resources for all 31 staff and costs associated. UNDP will continue to provide funding for service delivery of DPBSC throughout the project implementation which shall be covered by the Ministry budget upon project closure.

The Project Board will be established to provide strategic guidance and oversight to project implementation. The Board will be co-chaired by the Ministry of Social Solidarity and UNDP with the membership of the Ministry of State Administration and Territorial Management, the Secretariat of State for the Promotion of Equality and the Secretariat of State for Youth and Sports. The Project Board Meeting will be held as a minimum every quarter, however, it can also be convened when needed, for example, upon request from the Project Manager. The NGO representative from *Hamutuk Hari'i Konfiansa* Working Group will be invited as an observer to monitor and advise on the project implementation, and to ensure synergies with the NGOs.

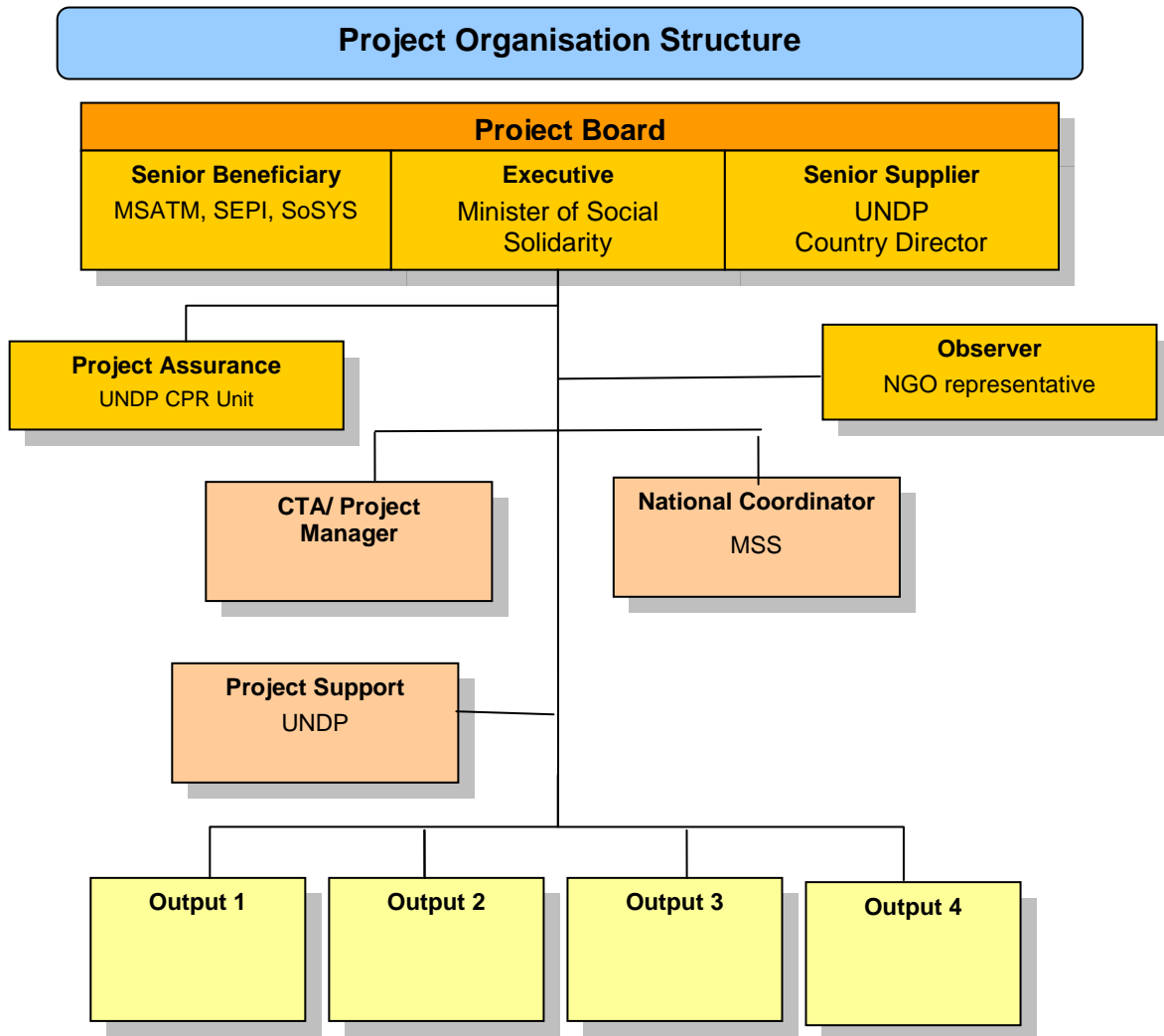
A National Chief Technical Adviser (CTA)/ Project Manager will be recruited. S/he will have the primary responsibility of project implementation and achieving results specified in the project document at the required standard of quality and within the specified constraints of time and costs. The CTA/ Project Manager will be recruited by UNDP and report to UNDP Senior Management through the Assistant Country Director/ Head of Crisis Prevention and Recovery Unit and to the Project Board. Other UNDP project staff specified in the Results and Resources Framework will be coordinated and supervised under the CTA/ Project Manager. The project team will be based in the project office located within the Ministry of Social Solidarity. All staff for the Department of Peace-Building and Social Cohesion will be recruited by the Ministry of Social Solidarity according to the rules and regulations of the Government of Timor-Leste.

An MSS senior staff will be appointed by the Minister as National Coordinator. S/he will be responsible for reporting on budget lines managed directly by MSS and their corresponding activities to the Project Board. S/He will be supported by the CTA/ Project Manager in reporting.

Project Assurance role will be undertaken by the Crisis Prevention and Recovery (CPR) Unit of UNDP. The CPR Unit will ensure that the funds are made available to the project and utilised appropriately. The CPR Unit will conduct regular monitoring to ensure that the progress is made towards intended project outputs and capture lessons learnt during implementation.

Project Support by will be provided by UNDP Operations in financial transactions, procurement of services and goods, recruitment of project staff, security guidance, etc.

Regular coordination will be maintained with other related UNDP projects implemented under the Ministry of Social Solidarity, in the implementation of small-scale community infrastructure projects and management of NGO small grants funds for trust-building activities.



VII. MONITORING FRAMEWORK AND EVALUATION

Monitoring and evaluation activities will be undertaken in accordance with UNDP standard policies and procedures. Monitoring results will be shared with the Project Board every three months. The CTA/Project Manager will prepare and submit three-monthly progress reports (both narrative and financial). A Final Review Report (both narrative and financial) describing the process, approach, implementation results, recommendations and lessons learned will be submitted upon completion of the project. This report will be submitted to the Project Board first for review and comments. In close collaboration with MSS, UNDP will monitor the project quality on quarterly basis and record progress towards key results, assess risks and report any issues that would affect project implementation. The quality assessment report will be shared with the Project Board. Any needs for change in the project scope and/or approach identified during the monitoring processes will be recommended to the Project Board.

Final evaluation shall be conducted within three months after the completion of the programme to assess overall performance of project, draw lessons learned and make recommendations.

Quality Management for Project Activity Deliverables

OUTPUT 1: Department of Peace-Building and Social Cohesion established in the Ministry of Social Solidarity and capacities for peace-building and social cohesion institutionalized.		
Activity Result 1 (Atlas Activity ID)	Capacity building of DPBSC	Start Date: Oct 2010 End Date: Sep 2013
Purpose	To support the establishment of the DPBSC, build capacity of the staff and institutionalise peace-building and social cohesion mechanisms.	
Description	1) Recruit project team; 2) Establish DPBSC; 3) Strengthen DPBSC capacity; 4) Draft and utilise procedures and mechanisms for DPBSC; 5) Enhance knowledge management and research capacity; 6) Establish coordination mechanisms; and 7) Enhance advocacy and communication capacity.	
Quality Criteria	Quality Method	Date of Assessment
DPBSC established with structure, staff and resources (Y/N).	TOR, Capacity Development Plan	quarter of year 1
DPBSC staff has the capacity to delivery conflict resolution services to communities (Y/N).	Pre/post-training assessment, staff performance evaluation	Every 6 months
Standard Operating Procedures (SOPs) developed for the services of DPBSC (Y/N).	Operational manual, review workshop	End of year 1
Number of trainings conducted for the staff.	Training report by the Capacity Development Mentor	Every 6 months

OUTPUT 2: Community level mechanisms and structures enhanced and capacitated to mitigate and resolve local conflicts.		
Activity Result 2 (Atlas Activity ID)	Enhancing community level capacity	Start Date: Oct 2010 End Date: Sep 2013
Purpose	To strengthen capacities and mechanisms at the community level to mitigate and resolve local conflicts.	
Description	1) Identify issues and capacity gaps in communities; 2) Conduct mediation services and dialogue meetings; 3) Implement community strengthening activities (CSAs); 4) Continue training in conflict resolution; 5) Early warning and early response; and 6) Establish DPBSC's monitoring and evaluation system and link with wider MSS planning and reporting processes.	

Quality Criteria	Quality Method	Date of Assessment
Number of community-level conflicts resolved through mediation.	Post-mediation reports and monitoring log	Every 3 months
Number of dialogue meetings conducted.	Post-dialogue meeting reports and monitoring log	Every 3 months
Number of conflict incidences reported before and after implementation of community stabilisation activity.	Pre and post-CSA community monitoring reports and monitoring log, police reports	Every 3 months
Number of female and youth community leaders who received training on conflict resolution and their feedback.	Training reports and interviews	Every 3 months
Number of grants disbursed for community stabilisation activities and outcomes of these activities.	Approved proposals, financial reports and monitoring reports	Every 3 months
Number of grants disbursed for gender-related and/or women-led activities.	Approved proposals, financial reports	Every 3 months

OUTPUT 3: Women's participation in peace-building and social cohesion and contribution to peace-building and social cohesion policy enhanced.		
Activity Result 1 (Atlas Activity ID)	Women's participation in peace-building and social cohesion	Start Date: Oct 2010 End Date: Sep 2013
Purpose	To enhance the role and participation of women in peace-building and social cohesion processes and for women's agenda to be reflected in peace-building and social cohesion policies.	
Description	1) Mainstream Gender in the work of DPBSC; 2) Ensure women's participation in peace-building and social cohesion processes in communities; 3) Facilitate women's voice to be heard in communities and at the national level; and 4) Establish women's network in conflict prevention and peace-building and social cohesion.	
Quality Criteria	Quality Method	Date of Assessment
Capacity development of DPBSC staff in gender (Y/N).	Capacity development plan Pre and post-training assessment	Every year
Indicators/ targets for women's participation in mediation, dialogue, CSA and trainings are included in DPBSC work plan and monitoring framework (Y/N).	DPBSC monitoring framework.	Every year
Means developed for women to articulate and provide their views on peace-building and social cohesion to policy makers (Y/N).	Produced videos and distribution	Every 6 months
Women have opportunities to exchange views and experiences on peace, conflict and social cohesion across sucos and districts (Y/N).	Post-visit interviews	Every 3 months

OUTPUT 4: National capacities for conflict sensitive development enhanced.		
Activity Result 1 (Atlas Activity ID)	Conflict sensitivity development	Start Date: Oct 2010 End Date: Sep 2013

Purpose	To increase capacity and institutionalise conflict sensitivity approach to development planning.	
Description	1) Conduct peace and development analysis; 2) Establish conflict sensitive focal points; 3) Implement conflict sensitive planning; and 4) Institutionalise mechanisms for people's consultation on development.	
Quality Criteria	Quality Method	Date of Assessment
Peace and development analysis completed (Y/N).	Disseminated peace and development analysis	Every 6 months
Conflict sensitive focal points appointed in 5 key ministries (Y/N).	Official correspondence from ministries on the appointment, minutes and participation list from quarterly meetings	Every 6 months
Trainings on social cohesion and conflict sensitivity conducted (Y/N).	Training plan and reports	End of year 1

VIII. LEGAL CONTEXT

If the country has signed the [Basic Assistance Agreement \(SBAA\)](#), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [://www.un.org/Docs/sc/committees/1267/1267ListEng](http://www.un.org/Docs/sc/committees/1267/1267ListEng). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

IX. ANNEXES

1. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Instability in security situation.	April 2010	Environmental	Delay or suspension of project implementation P = Low - Medium I = High	Close monitoring of conflict situations in communities	Project Manager	Who submitted the risk	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
2	Failure to include women, youth and other vulnerable groups in the process.	April 2010	Operational Strategic Other	Failure to achieve project outputs/ results. P = Low I = High	Planning and monitoring to ensure inclusion of all groups.	Project Manager			
3	Delay in delivery, weak implementation	April 2010	Financial Operational	Failure to achieve project outputs/ results. P = Low – Medium I = Medium	Appropriate planning during the project design. Close monitoring of project implementation.	Project Manager			
4	Lack of coordination with government entities	April 2010	Organisational Political	Ineffective and inefficient implementation. P = Medium – High I = Low	Improving communication and coordination among govt entities will be one of the key results of the project	Project Manager/ Govt			

5	Lack of coordination and participation by non-govt actors	April 2010	Strategic Other	Failure to address issues and needs. Failure to achieve project outputs/results P = Low I = Medium	Inclusive consultation process with all stakeholders. Coordination in the HHK Working Group.	Project Manager			
6	Change of political power in the govt.	April 2010	Political	Abolition of the Department of Peace-Building and Social Cohesion P = Low I = High	The Department functioning and institutionalised within govt structure.	Project Manager			

2. Department of Peace-Building and Social Cohesion

Department of Peace-Building and Social Cohesion

Mandate, Structure and Functions – Draft Version

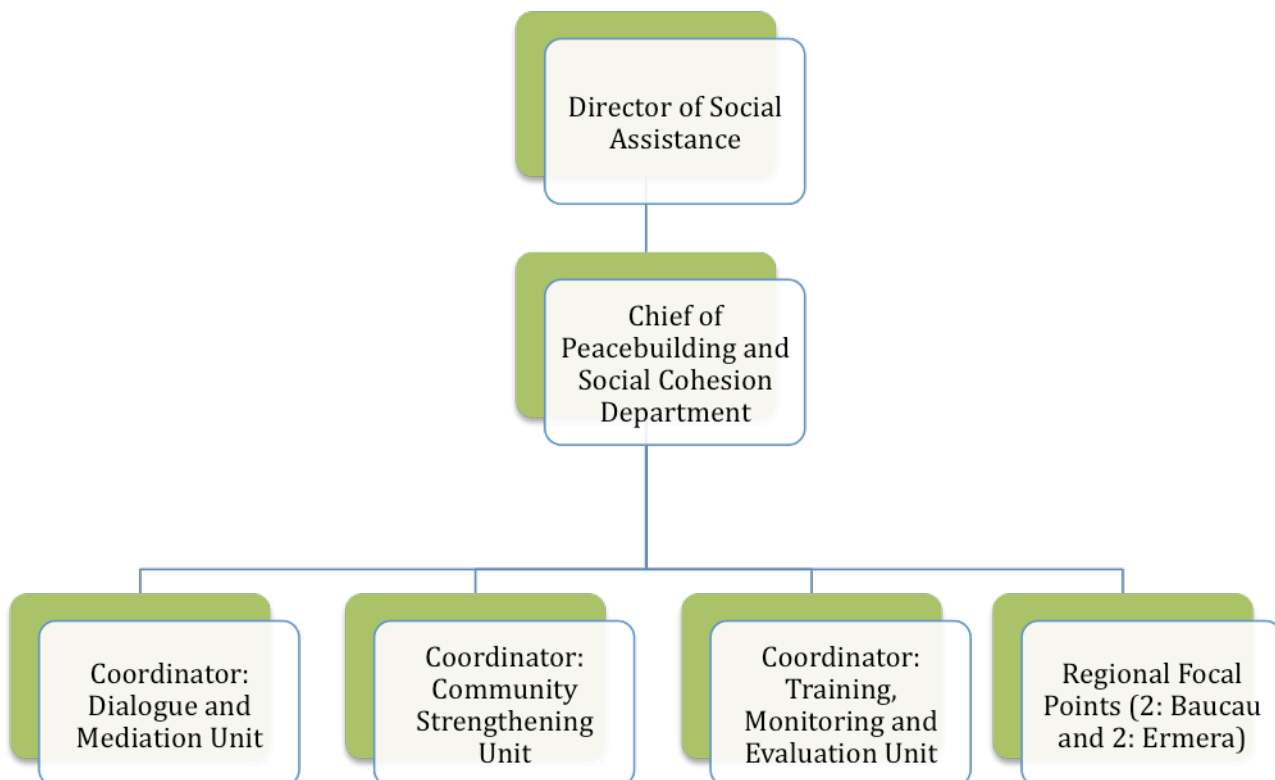
Vision

The Department of Peace building and Social Cohesion has a vision to enable a sustainable, conducive and stable environment for peaceful and harmonious communities.

Mission

This will be achieved through strengthening the capacity and resources available to communities to identify, mitigate and address factors contributing to conflict and tension amongst them.

Structure of the Department



Dialogue and Mediation Unit

The DMU facilitates dialogue and mediation in communities identified as currently experiencing or vulnerable to conflict. The approach taken by the DMU is to support the communities in their ability to resolve conflict themselves by supporting local structures and institutions and strengthening local leaders with a mandate for conflict resolution. In doing so, the DMU will seek to support an approach that is based on resolving conflict through increased understanding of its causes and seeks to obtain positive outcomes for all parties (win-win). In its support for community conflict resolution the DMU will also support social inclusion. This means a special effort will be made to ensure that the voices of marginalised or vulnerable community members (e.g. women, children and people with disabilities) are heard and their needs are addressed in conflict resolution processes.

Specific Objective

To prevent, reduce and transform conflict at the community level

Promote social inclusion through monitoring and inclusion in conflict resolution processes for vulnerable and excluded groups that may be particularly at risk from the effects of conflict

Responsibilities

Identify potential conflicts in the community through

- Consultation with local authorities*
- coordinating with other parties involved in monitoring conflict*

Under the leadership of the Director and Chief of Department make decisions regarding areas where Dialogue and Mediation (D&M) activities will be held

Prepare guidelines for D&M activities and update on an annual basis

Complete sections of a three monthly action-plan and report for the Department. The input from this unit should cover activities relating to dialogue and include results, actions and budget.

Provide mediation services on a needs basis determined through consultation with community leaders and other engaged actors and document the mediation meetings, their outcomes and any agreements that are formalised

In each area where it has been agreed that dialogue activities will take place:

- begin discussions with community leadership and identify and develop a community level team to lead and facilitate dialogue processes*
- Identify any specific cases requiring mediation services and provide these services*
- Support the activities of the community level organising team to plan any dialogue activities, including a budget plan and operational plan (logistics) for approval by the Chief of Department and Director*
- Coordinate with relevant partners to share information and, where appropriate, facilitate co-implementation*
- Work together with the community-level organising team to facilitate dialogue*
- Provide a report and evaluation on any dialogue and mediation processes held highlighting outcomes and any follow-up required*

Participate in training organised by the M&E and Training Unit

The Community Strengthening Unit

The purpose of the Community Strengthening Unit (CSU) is to facilitate interventions that build relationships and strengthen trust among community members. This will be done through support for activities that encourage positive interactions such as sports arts and entertainment events. Support for infrastructure at the community level that encourages peace and trust building also within the mandate of the Unit. Priority areas for support by the CSU will be those areas which have been identified as vulnerable or exposed to conflict and are receiving support for dialogue and mediation through the DMU. This is because support for conflict resolution and strengthening trust and positive interactions are complementary interventions in building a peaceful harmonious society. The CSU will invite communities to submit proposals for community-led initiatives (and select and support implementation of these proposals). This approach helps to build initiative and skills within the communities. The CSU will also provide support for communities in preparing proposals and implementing projects.

Specific Objectives

Repair social relationships within communities and reduce social jealousies

Strengthen communities, particularly by building trust between community members

Address inequities in access to resources and services at the community level that are affecting community stability.

Encourage participatory planning and community based solutions

Responsibilities

Support the Department Chief in designing small grant programs, which provide funding to community groups or NGOs for community strengthening activities including community infrastructure, arts, music and sports events and other activities supporting peace-building.

Under the guidance of the Chief of Department prepare:

- guidelines for call for proposals*
- proposal format including log-frame format (results, outcomes and impact), M&E format and budget plan*
- guidelines for the Project Selection Committee*
- reporting format*

dependent on funding and demand, put out calls for proposals

socialise and promote the grants program in communities

Coordinate with the Mediation and Dialogue Unit (and local authorities) to support complimentary activities in conflict prone areas where dialogue is being facilitated

Through a participatory and inclusionary approach support communities to prepare proposals

Receive proposals, organise and prepare materials for project selection committees, document outcomes and inform successful applicants

Facilitate the approval and distribution of grants in accordance with Ministerial and Government regulations

Organise the provision of assistance to grantees as required including inter-alia technical expertise for administering grants or providing technical inputs for proposals.

Monitor the projects progress according to the M&E frameworks provided in the proposals

Oversee the submission of progress reports by community groups

Design a database to map completed activities, outcomes and lessons learned

On a regular basis, incorporate lessons learned garnered through implementation into the program

On a three-monthly basis complete sections of the department action plan for activities relating to monitoring and evaluation and training. This should cover intended outcomes, actions and budget.

The Monitoring, Evaluation Coordination and Training Unit

The Monitoring, Evaluation and Training Unit (METU) aims to strengthening the capacity at community level for conflict resolution and trust building. This will be done by (i) mapping, assessing and analysing the skills of department staff and community members and the resources available to support them, (ii) identifying the gaps and (iii) sourcing or designing and delivering skills development programs to meet the identified needs. The METU will also lead the monitoring and evaluation of the work of the other units and draw out and document lessons learned and make recommendations regarding their implementation. The METU will act as a knowledge centre on peace and conflict issues in Timor-Leste, collecting and archiving studies on peace and conflict. The Unit will also promote gender issues seeking to better understand the gender dimensions of conflict and promote the role of women in peace building.

Specific Objectives

Increase the capacity at the community level to resolve conflict and develop peace and trust

Increase the capacity of MSS to support conflict resolution and increase trust in the community

Improve the knowledge in Timor-Leste about conflict issues and approaches to resolving these issues and building trust in the community

Increase the role of women in conflict resolution and community trust building and increase knowledge among the Government and communities about gender issues in the context of conflict.

Responsibilities

Undertake a stock-take of skills required in the Peace building Department and skills available. Identify gaps and design a program of training and capacity building to fill these gaps

Manage the implementation of the training program for department staff including external and internal programs, overseeing their delivery and facilitating evaluations

Undertake a mapping exercise of peace building related training for community members including community leaders, youth, women and other groups and identify gaps

In coordination with the Ministry for State Administration and Territorial Organisation (MSAOT) design a framework for capacity building for communities in peace building and conflict resolution to be delivered by both Government and non-government providers

Implement training at the community level as appropriate

Responsible for the monitoring and evaluation of all units in the Department. This should include:

- *developing a Monitoring and Evaluation Framework*
- *assisting with the preparation of a monitoring format for activities*
- *establishing a database for mapping activities completed and outcomes achieved and lessons learned*
- *supervising reporting of the Units and the input of information on this information into the database*
- *undertake evaluations of the work undertaken in the other units*

Research and analyse issues relating to gender, conflict and peace and mainstream lessons learned into existing capacity building programs and/or design and implement stand-alone programs.

Under the direction of the Department Chief, take the lead in coordinating monitoring of conflict, analysis, assessments, strategies and activities with other relevant stakeholders including the Secretary of State for Security, the National Disaster Management Directorate and NGOs.

Establish a research library on peace and conflict in Timor-Leste and internationally

Undertake and commission research on relevant topics as appropriate

On a three-monthly basis complete sections of the department action plan and report for activities relating to monitoring and evaluation and training. This should cover intended outcomes, actions and budget.

Regional Units

The Units based in the Districts outside of Dili are designed to ensure that the services provided by the Department of Peace-building and Social Cohesion are available in the rural areas of Timor-Leste. The Units will be charged with seeking out information about conflict within the geographic regions for which they are responsible either directly or through coordination with other stakeholders involved in monitoring conflict. They will then work together with the Department Head and Dili based units to make decisions about what services need to be provided within the regions and to provide the services to the rural communities in dialogue, mediation and/or community strengthening activities such as sport, arts or entertainment events or the construction of small-scale infrastructure projects. The Units will collaborate with the Monitoring, Evaluation and Training Unit to collect information on needs among community for capacity building in the area of conflict resolution and peace-building as well as assessing and evaluating the impact of the activities undertaken by the Department.

Objectives:

In the regional context:

Prevent, reduce and transform conflict at the community level and promote social inclusion

Repair social relationships within communities and reduce social jealousies

Strengthen communities, particularly by building trust between community members

Address inequities in access to resources and services at the community level that are affecting community stability.

Increase the capacity at the community level to resolve conflict and develop peace and trust

Responsibilities:

On a three monthly basis prepare sections of the department action plan and progress report relating to the Regional Office. This should cover results, activities and budget

Identify areas requiring dialogue and mediation services within the geographic region for which the Unit is responsible. This should be done by coordinating with relevant parties such as the District Administrators, DDMCs, those maintaining Conflict Early Warning Systems, NGO partners and local authorities.

Under the leadership of the Director and Chief of Department make decisions regarding areas where Dialogue and Mediation (D&M) activities will be held

In each area where it has been agreed that dialogue activities will take place make preparations for dialogue process:

- Begin discussions with community leadership and identify and develop a community level team to lead and facilitate dialogue processes*
- Identify any specific cases requiring mediation services and provide these services*
- Support the activities of the community level organising team to plan dialogue*
- Coordinate with partners to encourage them to participate in MSS dialogue activities*
- Prepare a budget plan and operational plan (logistics) for approval by the Chief of Department and Director for the implementation of dialogue activities*

Together with the Dili based DMU and the local community organising team facilitate dialogue sessions.

Prepare a report on completed dialogue processes

Provide mediation services on a needs basis within the Region

Community Strengthening Focal Point

In coordination with the Dili based CSU put out a call for proposals for small grants

Coordinate with the district-level government, NGO partners and local authorities to encourage community groups from areas where D&M processes are ongoing to apply for grants

Assist applicants in preparing proposals

Coordinate with the CSU to inform successful applicants and distribute funds

Supervise submission of progress reports by grantee groups

Undertake research activities regarding conflict in the Region for which the Unit is responsible

In coordination with the MET Unit, Dili, oversee the submission of reports and monitoring of activities implemented in the regions

In coordination with the MET Unit, Dili, coordinate regular evaluations of activities undertaken.

3. Agreements

Letter of Agreement between Ministry of Social Solidarity and UNDP