

# **Care and protection of children, youth and families in East Timor**

*Project Proposal to the US State Department Bureau of Population, Refugees  
and Migration*

**Child Protection and Psychosocial Programs Consortium**

*Doing More By Doing It Together*

**1999**



# Abstract

This project proposal by CCF (<http://www.christianchildrensfund.org/>: <http://www.christianchildrensfund.org/>), IRC (International Rescue Committee) (<http://www.theIrc.org>: <http://www.theIrc.org>) and SCF ( Save The Children Federation) (<http://www.savethechildren.org/>: <http://www.theIrc.org>) describes an inter-agency initiative aimed at enabling East Timorese children and adolescents to resume healthy development through community-based protection, psychosocial, and reconciliation programs. The objectives of the one-year program include providing structured, normalizing activities for children and adolescent; promoting increased youth participation in their own development and that of their communities; enhancing the communities capacity to respond to the care and protection of their young people; and encouraging policy that promotes children's rights. The proposal presents the background and project rationale, as well as the strategy to be employed in implementing the planned activities. Monitoring and evaluation, management issues and sustainability are addressed, and a budget narrative is attached.



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## Project Summary

### Implementing Agencies:

- Christian Children's Fund
- International Rescue Committee
- Save the Children Federation

### Project Goal:

To enable East Timorese children and adolescents to resume healthy development through community-based protection, psychosocial, and reconciliation programs.

### Project Objectives

- To rapidly provide structured, normalizing activities for children and adolescents that address their protection and developmental needs
- To enhance the communities' capacity to respond to the care and protection of their children and youth through community mobilization, peace-building efforts, training, and activities for at-risk groups
- To promote increased youth participation in their own development and that of their communities
- To encourage policy that promotes children's rights and protects their developmental well-being
- To refine child focused emergency intervention models and tools for future emergency work

### *Project Beneficiaries*

100,000 East Timorese

- · Direct: 95,000 children and youth
- · Indirect: 5,000 trained community members

### Project Location

Countrywide

- To be determined further through active community assessments described below
- 9 out of 13 districts will be covered

### Project Duration

01 February 2000 to 31 January 2001



# Project Background

## Overview

Following centuries of Western colonial domination, East Timorese have lived the past 24 years in a climate of perpetual fear characterized by systematic oppression by the Indonesian Government. One of the century's worst genocides relative to the population took place at the time of the Indonesian take-over of East Timor. An estimated 200,000 people were massacred or allowed to die of starvation. Violent repression, demonstrated by the repeated arrest, torture, and disappearance of people involved or thought to be involved in the liberation struggle, continued throughout the period.

These 24 years of repression culminated in the recent crisis following the August 30, 1999 referendum. On a large scale, people experienced the burning of homes and towns, attacks on themselves and their families, flight in the face of armed assaults by militias, forced displacement, destruction of businesses, and loss of agricultural means and production. As people fled or were forcibly displaced, large numbers of people were separated from each other, and many children were separated from their families. Many people fled to the mountains. Others were forced by militias into West Timor, where they live in forced exile and constant fear, or were deported to more distant islands, their whereabouts unknown. Large numbers of people have disappeared and remain unaccounted for. Nearly every family lives with the uncertainty about the location and safety of one or more family member.

The returning population is finding devastated land, looted property, many ashes where their houses once stood, stolen or killed livestock, and destroyed infrastructure, including schools. Housing devastation has been particularly severe, as nearly 80% of homes have been destroyed or damaged.

As people have returned home, tensions and outbreaks of violence are increasing in returnee communities. Part of the problem is that different levels of assistance are being provided for "assisted" versus "spontaneous" returnees from West Timor and internally displaced people who came down from the mountains are different. Returnees from West Timor also include pro-integrationist adults and adolescents, a sub-set of who had participated in the militia promoted violence. Thus an urgent need exists to address the immediate care and protection needs of children, families, and youth and to promote tolerance, restraint, and reconciliation efforts in returnee communities.

## Project Rationale

The prolonged repression and terror, coupled with the recent outburst of violence and loss, have had profound effects on the East Timorese population, particularly children and adolescents. The damaging consequences are diverse and are both social and psychological. Socially prominent are changes in attitudes and beliefs, including entrenched hatred for "the other" and loss of trust. Psychologically, many children have experienced multiple losses, fear, hopelessness, and diminished hope, sense of self-worth, and competence. Evidence from situation analyses conducted by the participating agencies in October and November, 1999 indicate that significant numbers of children are experiencing problems such as nightmares, concentration loss, and social isolation. The overall impact is disruption of normal development.

To rebuild education and to enable healthy development, it is vital to promote healing, social integration, and recovery. An essential first step is to provide structured activities that normalize life, aid emotional and social integration, and reduce the current idleness of many children and youth, which increases their vulnerability and works against psychosocial recovery. Properly designed, these activities enable the recovery of most children, although a small number of severely traumatized children will need special assistance. The activities will take place in safe spaces where parents can participate, support each other, and engage in planning around meeting children's needs. Conducted communally, these activities can help to rebuild the

social trust, protection, and tolerance that had been damaged badly by the recent events. In addition, the activities can provide positive engagement of youth, who have lived through disturbing and confusing events, seen families and communities torn apart by suspicion and violence, and lost important educational opportunities. Since the youth are significant actors who can contribute either to peace or to continued violence, the program will promote youth leadership and engage youth in providing assistance to younger children.

## Project Description

### Strategy

The Consortium, composed of CCF (Christian Children's Fund) (<http://www.christianchildrensfund.org/>: <http://www.christianchildrensfund.org/>), IRC (International Rescue Committee) (<http://www.theIrc.org>: <http://www.theIrc.org>) and SCF (Save The Children Federation) (<http://www.savethechildren.org/>: <http://www.theIrc.org>) will combine their collective expertise to implement the program in a cost effective and geographically, comprehensive way. Global and regional networks will be consolidated to maximize impact. IRC, CCF and SCF work in East and West Timor and will coordinate on cross-border protection and human rights issues. Initial training of core ex-patriate program managers and community mobilization national staff will be developed and implemented jointly. The joining of expertise will also enhance technically the other activities planned, including specialized training, project evaluation, policy development, and dissemination of lessons learned. Technical assistance will not be imposed but will seek to learn from local culture and to construct appropriate means of blending Western and local tools for assisting children.

In addition, the Consortium will participate actively in coordination meetings and conduct liaison efforts with the UN (United Nations), the CNRT, and other district authorities. These and other efforts will help to guide policy development and program implementation in a positive, pro-child, community-based manner that is culturally relevant. Separate from this project, Consortium agencies are partnering with UNHCR (United Nations High Commissioner for Refugees) (<http://www.unhcr.ch/>: <http://www.unhcr.ch/>) in shelter construction in the communities to be served through this project, thereby providing holistic assistance.

### Project Description

The proposed project is designed to build local capacities and to strengthen local resources for healing, coping, resilience, and assistance to children and families. Since trauma counseling and individualized approaches are not culturally appropriate, affordable, or sustainable, the project aims to mobilize communities around children's needs, to restore the healthy flow of development, and to help violence-affected children and families integrate emotionally and socially. It constitutes an emergency response, a "psychological first-aid," that begins the longer-term processes of rehabilitation and construction of hope for the future through investment in children.

The Consortium proposes, initially, to implement the project through a rapid response methodology that combines active assessment with community mobilization. This approach aims both to enable learning about the population's strengths and unmet needs and to use the process of assessment and dialogue to mobilize the community for actions that meet their identified needs. This methodology is suited to situations where a rapid response is needed. As knowledge and opinions of key community members are sought, they are sensitized to the issues. In addition, the consortium team's commitment to offer immediate support acts as a mobilizing force. Committed individuals suited to work in the project are also more easily identifiable during focus groups rather than through formal interview processes. Moreover, community members are encouraged to collectively define criteria for at-risk members of their respective populations who require urgent, specialized assistance. They are also encouraged to begin outlining plans and actions required to sustain efforts and to promote reconciliation on a long-term basis.

We envision a phased project, with the initial 1-year effort centered on normalizing activities, active assessment with learning about community priorities and identification of key human and cultural resources, rapid replication, going to scale, and systematic evaluation. Key to this development will be the formation of a Consortium team capable of rapid training and replication efforts. The core Consortium team will consist of three ex-patriate specialists and 9-12 local staff. Each agency will select two East Timorese staff according to

their leadership, motivation, and training ability to serve as part of a lead training team, which will receive extensive, ongoing training for purposes of capacity development. The lead trainers will guide curriculum and pedagogy development and will integrate local understandings, tools, and approaches. Headquarter staff and outside consultants will help to prepare the core team and the lead trainers to carry out active assessment, mobilization around children's needs, identification of local people who will be appropriate participants, and program start-up.

Participatory training that will enable mutual learning, identify sustainable local resources, and build skills in organizing structured activities for children, youth, and families will be carried out within each community. Following the training, the community-based youth and adult trainees will implement activities for children, youth, and families in their respective areas. The initial emphasis will be on initiating basic psychosocial activities quickly, thereby providing emotional and social support for everyone affected by violence and enabling hope and peace building activities. Extensive destruction may make it difficult to find suitable spaces for these activities in some areas. Existing buildings needing minor repairs will be used in some cases, while temporary shelters made of tarp and posts will be erected in other cases. To support existing community centers, activities will be conducted near schools or churches, avoiding the construction of a "parallel" system.

## **Coordination**

### **1. United Nations East Timorese Interim Administration**

Consortium members will participate in psychosocial, protection, and education meetings to ensure that the UN Interim Administration is fully informed of the Consortium's program including objectives, strategies, local partnerships and areas of coverage. The Consortium will further work to ensure that local groups and associations are included in all coordination forums.

### **2. Community**

The success of the overall program depends on the full participation of the community. This will include, but is not limited to, the beneficiaries, local authorities and traditional representatives of the population, CNRT community representatives, local non-governmental organizations, and church authorities

### **3. Local, National and International Organizations**

Collaboration with local and national groups, and especially women and youth associations, will be sought. The aim is to mobilize such organizations around community-wide protection and peace-building concerns and the particular needs and rights of children and youth--and to offer technical training, as needed. Then, the aim is to gradually increase technical and material support until these organizations can sustain the project themselves. In addition, several international NGOs have requested Consortium assistance in technical and program development areas.

## **Organizational Capacities**

The Consortium agencies are uniquely suited for this project by virtue of their rich background of previous experience and organizational capacity.

### **1. Christian Children's Fund**

CCF, the oldest international NGO in East Timor, assists over 2 million children in 32 countries, primarily through national offices led by local people. CCF has large-scale, community-based psychosocial programs

in countries such as Angola, Sierra Leone, Guatemala, and Kosovo. To support these programs and to build capacity agency-wide, CCF has formed a Technical Assistance Group that includes a broad spectrum of psychological expertise and cultural perspectives. CCF is implementing a well-being strategy that integrates psychosocial assistance into multi-sectoral, community-based, culturally grounded, evaluation intensive programs of assistance to children and families in difficult circumstances.

## **2. Save the Children**

Save the Children is a private, non-profit, non-sectarian international agency established in 1932 to make lasting, positive changes in the lives of at-risk children around the world. It currently manages programs in 40 countries in Asia, Africa, Latin America, the Balkans, the Caucasus, and the former Soviet Union. Save the Children's Division of Humanitarian Response is responsible for the agency's emergency programs, and includes expertise in psychosocial, protection, education, food security, and livelihood concerns. SC-US is also a member of the International Save the Children Alliance--the largest consortia of non-governmental child rights and assistance organizations in the world--and serves as the lead agency on the Alliance's Working Group on Children Affected by Armed Conflict and Displacement.

## **3. International Rescue Committee**

Founded in 1933 at the request of Albert Einstein, the International Rescue Committee is the oldest and largest private nonsectarian voluntary agency dedicated to helping refugees and displaced persons worldwide. The IRC has a strong emergency response and follows refugees from their countries of asylum back to their homes with programming that strives to give refugees the tools necessary for self-sufficiency. The IRC's focus on children and adolescents began over 20 years ago with Cambodian refugees in Thailand and since November 1998, has established its Children Affected by Armed Conflict Unit. This technical unit systematically addresses the needs of children in a more sustained and comprehensive manner. Our particular expertise and focus over the last two years has been psychosocial programs, including emergency education and recreation; care and tracing of unaccompanied children and reintegration of former child soldiers. Currently IRC is operating emergency children's programs in Northern Uganda, Congo-Brazzaville, Rwanda, Guinea, Liberia, Sierra Leone, Georgia, Pakistan, Afghanistan, Guinea-Bissau, Albania, Kosovo and a pilot project in East and West Timor.



## Objectives and Planned Activities

For purposes of this project, "children" are defined as people below 13 years of age, while "youths" include people between the ages of 13 and 24 years. Extending the range of the "youth" category enables inclusion of people who have recently attended university, who may be at important decision points in their lives, and who stand to contribute much in the construction of an independent, peaceful East Timor.

### Objective 1

**To rapidly provide structured, normalizing activities that address the immediate physical, social, emotional and cognitive needs of children and adolescents**

#### Activity 1.1 Training of Program Developers

Each agency will recruit 3 national teams comprised of 3 trainers each. These 9 trainers will be individuals having experience not only in community mobilization and programming but also in working with children and youth. They will be responsible for community mobilization training and the initial start-up of structured, normalizing activities for children. These teams will receive an intensive two-week training on topics such as basic child development, impacts of violence on children, psychosocial and protection needs of E. Timorese children, and developmentally and culturally appropriate normalizing activities for children. The training will also cover the identification of traumatized children or adolescents so that community volunteers are also made aware of the need to refer particularly troubled children or children with special needs to appropriate services. Trainings will also address how to conduct focus groups and elicit baseline information on critical protection and human rights concerns.

To build capacity further and to enable effective follow-up, each agency will identify from its team of core trainers two lead trainers selected for their leadership, motivation, and exceptional training ability. The Consortium team of six lead trainers, formed within the first three months, will be a sustainable pool of talent that helps to refine the rapid assessment curriculum and methodology, to incorporate fully local cultural resources, and to enrich the program. The lead trainers will receive ongoing training, typically three days per month, on the topics listed above.

#### Activity 1.2 Participatory Assessment with Communities

Consortium members and program development teams will facilitate focus groups in each community to identify both their priorities and their existing community-based resources for addressing the protection and psychosocial needs of children and adolescents. Particular attention will be given to understanding the communities' and families' coping mechanisms so that the consortium can strengthen and complement these individuals or institutions. In instances where the church or school is instrumental in organizing structured, normalizing activities for children, the Consortium will provide assistance to these institutions and consider them the base or center for its activities. In all cases, the location or center for our activities will reflect and build upon existing, community resources. At the same time, assessment data on community tensions and human rights problems will be collected for use in program objective two described below. Each assessment will take one week per target area.

#### Activity 1.3 Selection of Community Adults and Youth Leaders

Individuals that demonstrate an ability and willingness to take the lead in establishing structured activities for children will be recruited as local animators. Depending on the population of communities, one community adult and youth leader will be hired for every 25 children. These Youth Leaders will lead two sessions (approximately 25 children in each) of structured activities including drawing, group discussions, theater and music, sports, recreation and ad-hoc basic educational activities. Community adults, selected through

dialogue with the community for their motivation and work with children, will serve an informal mentoring role for youth leaders as well as lead classes on basic literacy, numeracy and other informal sessions depending on interest and need.

### **Activity 1.4 Training of Community Adults and Youth Leaders in Appropriate Games and Activities for Children and Youth in Post-Conflict Settings**

Local animators will receive a minimum three-day "emergency training" conducted by core trainers, often in conjunction with lead trainers. This training, similar in content to those described in Activity 1.1, will focus on the basics of child development and provide an orientation to developing group activities that are inclusive, normalizing, enabling and supportive of emotional expression, and oriented toward building hope, social integration, and pro social values. Activities will be tailored to the communities served and lead trainers will use the lessons learned from previous training and activity to enrich subsequently conducted training sessions. Following the implementation of activities, core trainers will make periodic follow-up visits to local animators to provide support, advise on difficulties encountered, and learn from the activities developed.

### **Activity 1.5 Purchase and Distribution of Psychosocial Kits**

After training, community teachers and youth leaders will receive a psychosocial kit. This kit will be comprised of basic education supplies for both teachers and children and recreation and sports equipment. Initial supplies will include notebooks, pens, pencils, art supplies, fabric, workbooks and books for basic literacy and second language learning. Recreational equipment will include a soccer ball, volleyball, net and skipping rope. Through participant feedback, additional supplies may be dispersed based on need and program development. Supplies for music and theater groups will be provided after community teachers have indicated a need.

### **Activity 1.6 Implementation of Psychosocial Activities for Children in Communities**

Following training and kit distribution, regularly scheduled activities for children and adolescents will begin. Programs should aim to serve groups of 25-30 children, in two daily sessions, at least three days per week. Both girls and boys will be encouraged to participate, and efforts will be made to achieve balance in assisting children of different age groups. Activities that create structure in children's lives may include any number of traditional games, sports, art, and theatre. Children will be encouraged to write or draw in their notebooks, which often elicits stories and the telling of dreams and wishes. Animators and youth leaders will develop a theme-based curriculum that responds to children's psychosocial and environmental needs and integrates relevant topics such as health, leadership, human rights, and conflict resolution.

## **Objective 2**

**To enhance the communities' capacity to respond to the care and protection of their children and adolescents through community mobilization, peace-building efforts, training, and activities for at-risk groups**

### **Activity 2.1 Strengthen Community Awareness and Advocacy for At-Risk Children and Adolescents**

Through continuous dialogue and awareness campaigns, the Consortium will promote awareness and participation of community members in care and protection issues. A key part of the Consortium's work will be to identify local partners, including NGOs, and to facilitate referral networks that help to meet children's

needs in a holistic manner. Full participation of local organizations such as the CNRT, public education and health institutes, the church and youth and women's groups, will be called upon to establish community-based responses for the care and protection of at-risk children. Particular attention will be given to severely traumatized individuals, including girls who have been sexually or otherwise assaulted, unaccompanied children, child-headed households, disabled children, youth formerly involved in militia activity, and young mothers.

### **Activity 2.2 Establishment of Peace-Building Committees**

Communities will be encouraged to form groups to promote collective tolerance, restraint and peace-building efforts. The roles of these volunteers and support groups will be to provide and develop community-wide reconciliation activities and to promote specialized protection for at-risk individuals and groups. These committees, comprised of concerned leaders, parents and youth, will provide an opportunity for peace-building dialogue and mutual support. It is envisaged that the committees will emerge from existing institutions or be attached to a church or local organization.

### **Activity 2.3 Establishment of Mother's Support Groups**

The emotional and socio-economic needs of at-risk mothers, including young mothers, widows, women having disabled children, psychologically traumatized women, and other women having special needs, will be addressed through the above community committees. Additional women's support groups will be organized outside the Community Committees to respond to the needs of a wider circle of women. The project will also organize informal talks conducted by community or outside experts on topics identified by local women as being of interest. These topics might include nutrition, health, child rearing, adolescent needs, domestic violence, ways to improve economic security and other concerns. Women will be encouraged to identify issues they would like help address and to participate fully in project work. If group members need additional income to support themselves and their children, the project will assist in developing appropriate grant package and income-generating activities.

### **Activity 2.4 Support to Parent Education Committees**

The project will support Parent-Teacher Associations or Education Committees, which in many communities had included teachers, concerned parents, and groups working with children who lack formal schooling. Often Education Committees are keenly aware of children's psychosocial and cognitive needs and are in the best position to organize and advocate for continued services or activities. Education Committees may also help to mobilize communities for the rehabilitation of formal schools. Grant packages or income-generating activities will be considered depending on the needs and motivation of committees.

### **Activity 2.5 Community Training and Skills Development Opportunities for At-Risk Groups**

Through focus groups and dialogue with community committees, at-risk individuals or groups will be identified for participation in an existing, community-based, small skills training or apprenticeship program. Of particular attention will be children heads of households, out-of school adolescents, and widowed or otherwise impoverished mothers. The Consortium will assist in the placement and overhead costs of individuals involved in such training programs.

## **Objective 3**

### **To Promote Increased Youth Participation in Their Own Development and That of Their Communities**

### **Activity 3.1 Promote Youth's Contribution to their Communities Through the Recruitment of Local Youth Workers to Lead Psychosocial Activities for Younger Children**

The inclusion of youth in the design of the psychosocial program for younger children (refer to Activity 1.3 & 1.4) is an important element in promoting self-esteem and leadership among the participants. As youth are mobilized and given key roles, they and others perceive them as active contributors to community rehabilitation. In addition, their participation in work will reduce the risks of marginalization and feelings of helplessness or boredom prominent among youth who are out of school and unemployed. Finally, the opportunity to collaborate closely with teachers and other community notables will provide an opportunity for mentoring and the establishment of a professional partnership.

### **Activity 3.2 Provide Regular Discussions and Activity Opportunities for Youth Through the Support of Youth Clubs or Groups**

Despite their frequent involvement in conflict, either as targets or as perpetrators of violence, youth have special needs that are often overlooked. Few, if any, opportunities exist for them to express their thoughts and feelings. Consortium staff will conduct focus group sessions to engage youth in a dialogue about their aspirations, concerns, and reactions to the conflict. These discussions will encourage participants to reflect on their role in the community and share their own vocational or emotional needs.

The Consortium will assist youth in the establishment of interest-based clubs. Depending on the nature of the activities, these clubs may address various interpersonal and developmental needs. These clubs may help youth:

- participate in expressive venues such as sports, drama, and music;
- plan for a more productive future through skills training and apprenticeship opportunities;
- foster the sense of capacity for community service through socially conscious activities

In communities having existing youth organizations such as Boy's Scouts or Girls' Scouts, these and related organizations might also be supported.

### **Activity 3.3 Provide Peer-Support Training for Youth Interested in Outreach to Vulnerable and At-Risk Teens in their Communities**

Through focus groups and committee meetings, interested youth will be trained as Peer-Supporters. Their primary function will be to outreach to vulnerable peers such as young parents, pregnant young women, out-of-school adolescents, and former militia members. Their training will cover psychosocial needs, care and protection concerns, dialogue and listening skills, identification and referral of particularly troubled peers, reproductive health issues, and privacy. These peer support groups can be based within a school, church or act independently. However, since outreach is their principal goal, they should not limit themselves to the institution that hosts them.

## **Objective 4**

### **To Encourage Policy that Protects Children's Rights and Promotes Children's Well Being**

Increasingly, it is recognized that psychosocial assistance is useful in not only meeting human needs in a

holistic manner but also in building peace and social justice. However, while the need for such interventions is now rarely disputed, the principles that should guide implementation remain a focus of considerable debate. As a field of work, protection and psychosocial intervention remain characterized by a lack of consensus on goals, strategies, and best practices.

The Consortium approach, therefore, offers an innovative alternative to protection and psychosocial programming. By working together, Consortium members can provide a level of policy coordination and program impact that will be greater than achieved by single agencies.

### **Activity 4.1 Sensitize Policy Makers to Children's Rights and Psychosocial Needs**

Consortium members will ensure that critical child protection and psychosocial concerns are addressed in the UN and NGO coordination meetings. Members will also meet with national leaders and policy makers to sensitize them to child rights and psychosocial needs.

### **Activity 4.2 Use Media and Public Awareness Campaigns to Promote Tolerance and Educate the Public about Children's Psychosocial Needs**

The Consortium will work with national leaders, youth, and women to develop public awareness campaigns that promote tolerance and inform the public about children's needs. These programs will include mass media public education campaigns to change attitudes; support of arts and cultural activities that promote tolerance; dissemination of information through radio programs and free printed materials; encouragement of leaders to eliminate violence in their communities through venues such as cross-conflict dialogue groups, community drama, and cooperative projects involving groups of women, youth, and/or religious leaders.

### **Activity 4.3 Provide Training in Children's Rights and Protection to National Non-Governmental Organizations, Church Groups, and Local Community Organizations in Areas of Consortium Operations**

Consortium members will work with UNHCR and UNICEF to provide workshops on child rights and protection for NGOs, Church Groups and Community Associations throughout East Timor. ARC-Action for the Rights of Children-training modules, which were developed through UNHCR, UNICEF, and NGO collaboration, will be utilized in these training sessions.

## **Objective 5**

### **To Refine Rapid Child Focused Intervention Models And Tools For Future Emergency Work**

The Consortium's operations in East Timor will provide the opportunity to ensure quality implementation, monitoring, and evaluation through the mobilization of resources and technical expertise across three organizations. It will also be an opportunity to jointly field test developed materials and to increase Consortium members' competence in designing and conducting programs of highest quality.

### **Activity 5.1 Development of a Situational Assessment Methodology**

As noted above, a rapid response methodology that combines active assessment with community mobilization will be employed in East Timor. The active assessment component of this approach will be carried out with the intention of learning the population's needs and capacities. In order to improve this rapid situational assessment methodology for use in future emergencies and as part of the best practice effort, Consortium members will collect, document and compare community assessments across a range of

protection and psychosocial activities.

### **Activity 5.2 Development of a Psychosocial Training Module for Community Members, Teachers and Youth Leaders**

In the same way, Consortium members will utilize the results of their efforts to collect/document best practices in the area of psychosocial training approaches for community members, teachers, and youth leaders. These results will be shared through workshops and training programs in East Timor and through the final production of a training module for international use.

### **Activity 5.3 Development of a Set of Psychosocial Indicators**

Consortium members are already participating in the International Psychosocial Measurement Committee, a group of 15 distinguished practitioners and academics from Europe, Africa, and the United States who are working together to establish psychosocial measurement and impact indicators. To improve program design and monitoring tools, Consortium members will pilot these indicators in East Timor.

### **Activity 5.4 Development of a Participatory Evaluation**

The Consortium will develop a multifaceted, participatory evaluation process that helps to build local capacity, a sense of local program ownership, and cultural relevance. Key lessons learned will be shared not only among Consortium members but also with governments and other agencies, allowing for the enrichment of program design and implementation. Identification of research concerns and unanswered questions that warrant further evaluation will also be possible.

## Monitoring and Evaluation

Systematic evaluation is essential for program improvement, documenting the approach developed, assessing its strengths and weaknesses, and helping to construct a model or set of tools that can be used to provide emergency assistance in other contexts. In consultation with local partners, a formal evaluation process will be designed at the headquarters level and will be agreed to by all consortium members. Additional documentation and evaluation will be done through documentary photography, video recordings, and written materials, such as field workers journals, community mapping exercises, and procurement records. The evaluation system will include qualitative and quantitative methods and use three kinds of indicators: process indicators that track resource inputs such as number of trainees or activities conducted; outcome indicators pertaining to changes in attitudes, behavior, and community activity; and impact or program outcome indicators that track improvements in the well-being of children, families, and communities.

In order to support the sustainability of the programs, there will initially be a structured monitoring program put into place which will document the project history, participant retention, community and child-adolescent participation, and weekly logs of program activities. Local staff will make monitoring visits to each community twice per month, and they will hold focus group discussions with relevant parties during at least one of these two visits. In addition, local staff will systematize records of material distribution and lists of community contacts to allow for ease in compilation for consortium purposes. They will also establish the management information services system (MISS) to ensure proper data collection and analysis. Monitoring will also occur through documentation of activities conducted in the communities, both within the protection-psychosocial and the reconciliation frameworks described above.



## Results Framework

The Consortium is adopting a community-based approach to this emergency that encourages self-help and builds on local culture, realities and perceptions of child and youth development. We aim to promote normal family and everyday life so as to reinforce a child's natural resilience. We also have chosen to focus on primary care and prevention of further harm in healing of children's psychological wounds through the provision of support and training to community members.

Consortium members envision a long-term role in East Timor---one that will extend well beyond the humanitarian response period. We have therefore chosen to apply a long-term perspective that addresses issues of sustainability for the onset of this emergency response program. As a result, the desired Program Outcomes noted below will not be fully evident by the end of the program's first year. Nonetheless, they do provide essential long-term guideposts for all programmatic phases.

Within this broader results framework, the program outcome and process indicators that follow will enable the Consortium and Donors to gauge progress and results during the program's first year. The focus on the four target groups/areas of concern intends to summarize concretely what will happen within the community, on behalf of children, by youth, and in the policy arena across the program objectives contained in this proposal.

Proper monitoring will require the development of survey tools, a database and analysis of data, as well as training of staff in the survey methodology. The survey tool will include structured qualitative interviews, focus groups and objective indicators. Quantitative indicators, such as the number of participants across activities and participant age and gender will be maintained through attendance logs. We also will utilize qualitative measures, including field journals, participant reflection and self-reporting and documentary photography and video. An end of the first year evaluation will also be undertaken to determine initial effectiveness and impact.

### Results framework for East Timor program

Goal: Enable East Timorese children and adolescents to resume healthy development through integrated protection, psychosocial and reconciliation programs.

Strategic Objective: A sustainable community-based response to mitigate the impact of violence and displacement on children, adolescents and families.

Community	Children	Youth	Policy change
On-going community based and owned activities that address the needs and rights of children and youth *Self-reliance of Community Committees *Community Committees able to identify and respond to the needs and rights of at-risk children and youth Functioning	Improved practices related to the care and protection of children and at-risk individuals or groups within the community *Provision of safe and appropriate activities for children in communities *Linkages between community, school and health programs	On-going youth lead activities that promote leadership development *Reduction of high risk behaviors * Youth involvement in community service and leadership development activities	Policy development that create a secure/protected environment for children, youth and women *Integration of the CRC into national legislation *Community Committees able to advocate on behalf of children, youth and women.

community self-help groups for vulnerable members in need of support services			
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*Program Outcomes*

Community	Children	Youth	Policy change
- # of community-initiated committees or groups for serving children and youth- Quality and breadth of networks for assisting children - # of spontaneously initiated services for children and youth - # of schools open and functioning regularly- Perceptions of tolerance by sub-groups within communities - # of sub-groups successfully generating income from program	- Level of hope and positive future orientation - # of children participating regularly in school - Teacher's perception of children's adjustment in school - # of at-risk children accessing services - Parental perception of children's emotional and social well-being	- Level of hope and positive future orientation - # of youth participating regularly in school or vocational programs - Teacher's perception youth's adjustment and participation in school - Community leaders' perceptions of role and functioning of youth	- # of new policies supportive of children's rights put on the national agenda - # of new mechanisms for information exchange and policy dialogue - Public perceptions of visibility of children on the national agenda

*Outcome Indicators*

Community	Children	Youth	Policy change
- # of focus group discussions with community participation of different sub-groups within communities - # of trainings for structured activities conducted - # of adults trained as animators - quality of selection process - quality of training - # of psychosocial kits distributed - # of peacebuilding committees	- # of children by gender participating in structured activities - # of communities in which structured activities are provided on a regular basis diversity of activities for different age groups - quality and capacity of services networks for children	- # of youth animators by gender - # of youth participating in structured activities - # participating in skills training or apprenticeships - # of youth clubs initiated - # participating in youth clubs - # of trainings for peer supporters - # peer supporters- quality and capacity of service networks for youth	- # of sensitization meetings conducted with policy leaders - # of public education campaigns - # of cross-conflict dialogues conducted - # of cross-conflict cooperative projects initiated - # of workshops conducted on child rights and protection

Care and protection of children, youth and families in East Timor

established - # of adults participating in peace-building committees - # of women participating in mother's support groups - # small grants given			
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*Process Indicators*



## **Consortium Management**

### **Partnership Committee**

This initiative posits that the needs and rights of war-affected children and families can be best met through new collaborative approaches. The proposed Consortium program in East Timor represents an innovative model for protection and psychosocial programming in emergency situations. Consortium benefits include wider coverage and geographical scale of interventions, enhanced rapid response capabilities, improved coordination of emergency response, operational cost savings, and improved program quality and documentation.

In order to coordinate efforts at the field level, a Consortium's Partnership Committee (CPC) will be established to guide program implementation. The CPC (CPC: Consortium Partnership Committee) will consist of the country directors of each Consortium member organization and will meet monthly with the program managers to review operational objectives, performance outcomes and program coordination. Consistent with the goals and objectives of the proposed Program and subsequent Cooperative Agreement, CPC recommendations on policy direction and program intervention will thus flow from equitable decision-making process.

### **Headquarters Support**

At the headquarter level, senior staff will review the Consortium's program and work plans on a quarterly basis, and make recommendations on financial management and program issues. Headquarter staff will also assist with the initial field-based training of program developers and participatory assessments with communities, subsequently providing ongoing program and training support. Moreover, headquarter staff will oversee the program's year-end evaluation and dissemination of lessons learned.

### **Financial Administration**

IRC will assume overall financial administrative responsibility for the Consortium Program in East Timor. It will sign the cooperative agreement with BPRM (Bureau of Population, Refugees and Migration)[<http://www.state.gov/g/prm/>: <http://www.state.gov/g/prm/>] and make grants to the other Consortium members, in accordance with the specifications of the Consortium Program and subject to BPRM rules and regulations.

### **Local Partnerships and National Staff Development**

CCF will use its network of national staff to establish and maintain effective Consortium links with the CNRT, the Catholic Church and other national groups. CCF will also help to identify qualified nationals for the Consortium's Program Development Team.

### **Documentation and Dissemination of Lessons Learned**

SCF will assume overall responsibility for documenting and disseminating lessons learned in program delivery. Lessons learned will focus on rapid response and assessment outcomes, protection and psychosocial program indicators, and the results of reconciliation efforts.



## **Sustainability and Phase-Out**

All Consortium members have a tradition of working with local institutions to build capacity. In East Timor, the aim is to develop the capacity of community-based committees to serve as steering bodies for the identification of the needs and priorities of children, youth, and the wider community. Along with increasing capacity on child protection and psychosocial concerns, Consortium members will support community-based committees to design and implement projects to meet their own collectively defined needs, leading to greater sustainability as well. Community networks will be closely linked to the CNRT, church bodies and other national organizations. The capacities of these national groups will also be increased through the provision of technical, administrative and financial support. In addition, the project enables structured activities that can be implemented on a continuing basis following the end of the funding period. Further, the training aspects of this project will increase local people's sensitivities and understanding regarding children's psychosocial needs, and these will inform future activities developed by local communities.



## Links

Christian Children's Fund: <http://www.christianchildrensfund.org/>: <http://www.christianchildrensfund.org/>

International Rescue Committee: <http://www.theIrc.org>: <http://www.theIrc.org>

Save The Children Federation: <http://www.savethechildren.org/>: <http://www.savethechildren.org/>

US Bureau of Population, Refugees and Migration: <http://www.state.gov/g/prm>: <http://www.state.gov/g/prm>

### **Links to East Timorese Resources on the Internet:**

East Timor World: <http://www.freedom.tp/etlinks.htm>: <http://www.freedom.tp/etlinks.htm>

Timornet: <http://www.uc.pt/scripts/timornet/sirius.exe/etmp?index.html>:  
<http://www.uc.pt/scripts/timornet/sirius.exe/etmp?index.html>

Special Guardian report on East Timor: <http://www.guardian.co.uk/indonesia>:  
<http://www.guardian.co.uk/indonesia>