
NABILAN PHASE 2

Program Document

Submitted by



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Submitted: 30 October 2017

Finalised: March 2018

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I. Program Description and Rationale

1. Program Description

This Program Document is submitted to the Australian Embassy in Timor-Leste in compliance with the Deed of Amendment dated 9 August 2017, amending the original Agreement (DFAT Agreement number 69943) between the Commonwealth of Australia and The Asia Foundation (the Foundation) for the Ending Violence Against Women (EVAW) Program in Timor-Leste to be implemented by the Foundation.¹ The Foundation has implemented the four-year Phase 1 of the EVAW Program commencing in April 2014, and this Phase is scheduled to finish in March 2018. Following conclusion of the second Deed of Amendment the Foundation will now implement Phase 2 of the EVAW Program from January 2018–June 2022. The original budget for Phase 1 was \$A19.8m over four years, reduced in 2016 to \$A17.8m. The budget for Phase 2 is \$A14.2m over four years. During implementation of Phase 1 the EVAW Program was renamed '*Nabilan*' and this name will continue to be used in the new Phase.

The goal of *Nabilan* is to reduce the proportion of women in geographic focus areas who have experienced violence in the previous 12 months, and to improve wellbeing for an increased number of women and children who have been affected by violence. Phase 1 of *Nabilan* was informed by the Australian Government *EVAW Investment Design: Timor-Leste Ending Violence Against Women Program* (ID), which envisaged an eight-year intervention comprised of two phases, with an initial Phase 1, and the possibility of an extension into Phase 2 for a further four years.

This Program Document for Phase 2 of *Nabilan* is informed by the original Investment Design (ID), the April 2017 Design Update Document, Phase 1 Technical Advisory Group Visit reports, recommendations by program staff of Raising Voices through their in-country visit in 2017, and builds on the lessons learned during Phase 1 of *Nabilan*, including through the conduct of the *Nabilan* Baseline Survey in 2015. The 3rd TAG report notes “the continued need to review and assess the effectiveness of the strategy underpinning the *Nabilan* program to ensure that the investment remains responsive to changes in the development context”. The process for developing the document involved an external consultant (Dr Bu Wilson) working together with the *Nabilan* team and TAF management to clarify and revise the program logic, program approach, budget, Monitoring, Evaluation and Learning Framework (MELF) and plan, stakeholder engagement, branding strategy and risks. This was accompanied by consultations with Department of Foreign Affairs and Trade (DFAT) in Dili, Government of Timor-Leste (GoTL) agencies, civil society organisations, other Government of Australia (GoA) programs, and other programs of the Foundation in Timor-Leste. A table of consultations is included at Annex 7. This process occurred between August and October 2017 for a budgeted 27 days.

At this point, the Program Document and its component parts needs to be considered provisional, until such time as more extensive consultations with GoTL can take place. This important aspect of developing the document has been limited during this time due to political uncertainties, but will be a priority in the first six months of Phase 2. As a matter of course, the Program Document and program logic will be regularly reviewed during the life of the program.

¹ The original agreement between TAF and DFAT was dated 11 April, 2014. The first Deed of Amendment was concluded on 28 January 2016 and this second Deed of Amendment was concluded 9 August 2017. A separate Subsidiary Agreement was concluded between the GoA and GoTL on 14 April 2014.

The budget is included at Annex 1 and the implementation schedule at Annex 5. As per the Deed of Amendment, the Foundation will submit to DFAT a draft Program document by the end of October 2017. In addition to this Program document, a detailed twelve-month workplan for 2018 will be submitted by 30 November 2017 for DFAT approval. The Foundation will then submit draft Annual Work Plans to DFAT for approval by 30 November in the following calendar years. Any changes to delivery dates may be approved in writing by DFAT.

Phase 1 of the *Nabilan* Program built on the identified strengths of the Australian government-supported Justice Sector Support Facility (JSSF) program in Timor-Leste (2008-2013), which evolved from a broad-ranging justice development program to one that focused principally on ending violence against women and children. An independent evaluation of JSSF in 2012 strongly recommended focusing the Australian Government's law and justice support (or 'access to justice support') on EVAW. It also concluded that the Facility's grants-giving process and accompaniment approach was innovative and effective, and recommended this work be continued. With the completion of JSSF, DFAT phased out its investment in the justice sector, and drew on opportunities to develop a multi-sectoral approach to EVAW, and to consolidate efforts to expand access to justice on a specific issue.

In Phase 2, the Foundation will continue to ground the program in fundamental principles of gender equality and women and children's rights, however, with an increased focus on the development and normalisation of positive social norms for both women and men, boys and girls. This is in keeping with global best practice and to ensure that the program is seeking to address root causes of violence against women and children, rather than only symptoms or aggravating factors.

Both by necessity, and design, support to Phase 2 of the *Nabilan* Program will have a number of key differences with Phase 1. A reduced budget will necessitate a leaner staffing structure, with reduced full-time staffing overall, a reduction in full-time international positions, and greater use of short term inputs from consultants. The proposed staffing structure for Phase 2 is discussed in Section III. There will also be a rationalisation of the previous four-pillar structure (Prevention, Support Services, Access to Justice, Research and M&E) to a two-pillar structure comprising a) Social Norms Change and b) Services, with access to justice work located with the services pillar. Community-based approaches (CBA), while maintaining linkages with the services aspect of the Program will be based within the Social Norms Change pillar.² A reduced emphasis on research and a leaner M&E approach will mean that these activities will be integrated across the two pillars.³

The first six months will have a particular focus on further consultation with government in order to finalise the program document, something that has been limited during the document development period by the current political situation.⁴ In addition, in Phase 2 there will be an increased focus on Timorese leadership of the Program, both through recruitment of three senior Timorese Managers, taking over the roles of

² The CBA work identifies and supports community members to become change agents in order to end violence against women and children. The approach is aimed at working with community members to recognize the important role the community plays in responding to violence and in preventing violence. Rather than an approach where outsiders bring information into a community, with CBA, the community is supported to identify the problem and solutions, through self-reflection and behavior change.

³ There will no longer be an M&E Officer or Adviser as there is not sufficient funding for this. M&E will be done by national staff and the Team Leader, with support from M&E House.

⁴ Parliamentary elections were held in July 2017. FRETILIN won the most votes, and was invited by the President to form a government, but did not hold a majority in the parliament despite forming a parliamentary coalition with PD. The second most voted party, CNRT, formed a parliamentary coalition with two other small parties (PLP and KHUNTO) and held the parliamentary majority. This coalition refused to consider the government's program, and also refused to vote on the 2017 rectified budget. CNRT, PLP and KHUNTO also vetoed the 2018 budget. On 26 January 2018, the President dissolved parliament. New Parliamentary elections have been called for 12 May 2018.

international staff; and the 25% of FTE allocation of the Foundation's Director for Policy and Institutional Strengthening to the *Nabilan* program. Relative to Phase 1, there will be a greater proportion of Timorese staff in the Program, with greater management responsibility. With most funds being used to deliver to grants to Timorese partners, the project will continue to have a majority Timorese identity to implementation.

During Phase 1, *Nabilan* had extensive engagement with the GoTL, in particular the Secretary of State for the Promotion of Equality (SEPI), and the Ministry of Social Solidarity (MSS) as the key government implementing agency for services to women and children affected by violence; as well as the Ministry of Health, the Ministry of Finance, and the Office of the Prime Minister.

Phase 2 of the Program will also work with GoTL, although the exact nature of this engagement is yet to be determined. At the time of writing, consultations have occurred with Prime Minister's Office (PMO), Ministry of Social Solidarity (MSS), Ministry of Health (MoH), and Secretary of State for Gender Equality and Social Inclusion (SEIGIS). Negotiations are underway to conclude an MoU with MoH. During Phase 1, the 3rd Technical Advisory Group (TAG) report⁵ identified that working with GoTL agencies with limited resources and political commitment to address EAW does not work. These new political circumstances, combined with the start of Phase 2 of *Nabilan*, provide an opportunity to undertake an analysis of the best entry points and strategies for this engagement, to ensure that agencies which are committed to EAW work are the focus of the program. This analysis will be undertaken by the Foundation's Director for Policy and Institutional Strengthening.

It is recognised that a flexible approach will be needed with government, even when the current political situation has been clarified. We will use targeted policy change strategies that take into account the political nature of overall behaviour change in government, and use quick and easy strategy testing methodologies to track the progress of our work to gain buy in and local ownership. When government agencies are receptive, we will be able to focus on building greater institutional and political support for multi-sector initiatives. When government agencies are not receptive to key policy shifts required, a coalition of change approach will be applied. This means seeking to bring about policy reforms that will improve lives by encouraging civil society, academia, and the government to develop formal and informal coalitions or networks and contribute to transformative change. It brokers conversations to influence the shape of public policy, contributing to the country's development reform priorities.

Phase 2 of the *Nabilan* program will also continue its extensive engagement with civil society organisations, with an intensified emphasis on the independent women's movement. This will build on engagement in Phase 1, which included sharing funding and capacity development opportunities, sharing gender-related news and global research, meeting regularly to provide guidance on advocacy strategies, and helping them build and maintain a space for feminist debate in Timor-Leste. This approach will continue in Phase 2. The opening of a competitive grants process also provides the opportunity for additional partners to receive funding. The Program will continue to engage with the UN Gender Working Group, in particular their planned work on the Essential Services Package. *Nabilan* is supportive of the use of the Essential Services Package as an advocacy and planning tool with the GoTL. The Program will also continue to engage with the informal Gender Discussion Group and SEM/ *Secretaria Estado Igualdade no Inkluzau Sosial* (SEIGIS) Gender Working Group.

There will be an increased focus on prevention work in Phase 2 through the Social Norms Change pillar. This will be informed by the extensive developmental work done on Prevention in Phase 1 of the Program. *Nabilan*

⁵ DFAT-TAF *Nabilan* Program Ending Violence Against Women in Timor-Leste Final Report 3rd TAG Mission December 2016.

will seek to leverage a variety of partnerships to increase both the spread and integration of prevention messaging; while ensuring that the messaging is based on both contextually relevant evidence and best practice, does not blame victims, and is consistent. The ecological model⁶ will be utilised to ensure that programming works at the individual, family, community and social/institutional levels, as well as engaging with the global level. The first set of partnerships will work with receptive organisations in a number of sectors (e.g. CSOs, media, church), variously providing technical assistance and/or grants. The spheres this work will engage in includes healthy families and non-violent masculinities. The second set of partnerships will leverage existing GoA programming in Timor-Leste, other programs within the Foundation, and selected Australian NGO Cooperation Program (ANCP) partners to build an innovative network of Timorese “Change Ambassadors” across a diversity of organisations. This group will be provided with initial training, ongoing networking opportunities, and will take responsibility for promoting a prevention approach in their organisation’s existing work. If appropriate, this approach could be extended to include receptive GoTL agencies. The third set of partnerships will be with selected ministries or secretaries of state within the GoTL who are supported to integrate prevention approaches into their programming.

Contingent on completing the current roll-out of the CBA in Letefoho, and validating the process and outcomes, there is the option to consider a fourth set of partnerships. This would involve identification of one or more organisations, able to take the lessons learned and documented from the CBA applied in Phase 1, and replicate this approach in one or more sukus during Phase 2.

During Phase 2, the services pillar will continue to support the delivery of psychosocial, legal, medical-forensic and crisis accommodation services to women and children victims. They will also continue to support the monitoring of the justice system, in order to further develop an evidence base to be used for advocacy to improve the response of the justice system to cases involving women and children victims. However, Phase 2 offers the opportunity to undertake a stocktake of which organisations are supported going forward. As continuity of service provision is critical, during the first six months of the program, existing grantees will continue to receive support. During this period, the Program will also introduce a competitive grants process, with clearly defined guidelines for grant eligibility, administrative procedures, assessment criteria and monitoring requirements. This will entail a call for proposals, and the formation of a selection committee to choose grantees; with a representative from GoTL, DFAT, *Nabilan*, and an independent NGO. Grant administration will be undertaken in a manner consistent with the *Commonwealth Grants Rules and Guidelines 2017*,⁷ and the accompanying *Grants Guidelines Better Practice Checklist*. Particular attention will be paid to the seven Key Principles for Grants Administration (robust planning and design, collaboration and partnership; proportionality; an outcomes orientation; achieving value with relevant money; governance and accountability; and probity and transparency).⁸

In Phase 2, *Nabilan* will seek to increase the reach of these essential services to a greater number of women and children. Given limited budget, increased reach may not extend to greater numbers of services, and will not extend to increased funding for services. However, greater reach can be achieved in a number of ways including raising awareness of services by:

- leveraging the work of other GoA programs as anticipated in the “Change Ambassadors” program discussed above;

⁶ See further detail at Annex 4.

⁷ These new Guidelines took effect on 29 August, 2017.

⁸ Commonwealth Grants Rules and Guidelines Clause 2.2.b

- leveraging other programs inside the Foundation including the Community Policing Support Programme (CPSP). By way of example, there will be intensified cooperation with CPSP to ensure community policing councils have better knowledge of, and referral to, service providers (as well as police);
- providing training to an increased number of midwives, and both public and private health clinics, to improve their own response and promote referrals for a greater number of women and children.

Beyond the change ambassadors network, the program will continue to respond to opportunities to work with other Australian Government funded programs to identify progress strategies to EVAW and improve service delivery for victims. A priority will be to work with NGOs (Marie Stopes International and Health Alliance International) funded by the Partnership for Human Development (PHD)'s health pillar, as well as the Royal Australian College of Surgeons, to strengthen the role of the health sector in preventing and responding to VAW. Future work may also include coordination with PHD's education program to address whole-of-school approaches to non-violent discipline. *Nabilan* will also work with PHD's gender pillar, UN agencies and other partners to develop joint advocacy messages on gender equality and VAW and GoTL polices and resourcing. *Nabilan* will continue its coordination with Hamutuk partners in Manufahi.

In order to encourage sustainability of these efforts, *Nabilan* will advocate with the GoTL to provide an increased percentage of funding for victim support services based on transparent criteria.⁹ *Nabilan* is currently working with Governance for Development (GfD) Public Financial Management Advisers to better understand ways to advocate for funding at critical points in the GoTL budget cycle. *Nabilan* could also support scoping of longer-term accommodation options for service providers, to be presented as an options paper to GoTL/GoA. This may represent both better Value for Money (VfM) and improved sustainability, rather than the continual support of rental payments over an extended period of time.

In order to maintain and improve the quality of services provided, Phase 2 of the Program will continue to support implementation of the Certificate III in Social Services, which was developed by the Program during Phase 1, and is now accredited by the Timor-Leste vocational training accreditation agency, *Instituto Nacional de Desenvolvimento de Mão-de-Obra* (INDMO). This qualification forms a cornerstone for professionalisation of service provision in Timor-Leste. *Nabilan* will also provide technical assistance to services partners, as requested by those organisations, including through support for supervision; and encourage the continued development of case management and case conferencing practice. The nature of engagement with government on this aspect of the program will be confirmed following development of the document analysing entry points with the new GoTL, described above. *Nabilan* has also commenced discussions with the DFAT-funded Workforce Development Program to better understand what is required to obtain GoTL funding for the Cert. III in Social Services, which will remain an important vehicle for improving service quality over the longer term. There may be some scope to investigate corporate sponsorship of some aspect of current services or the Cert III.

The Program Logic for Phase 2 was derived through a series of three participatory workshops with *Nabilan* staff, using the same methodology utilised by M&E House and other DFAT-funded programs in Timor-Leste. The Program Logic is discussed at Section III of the Program Document, and is available diagrammatically at Annex 2 (Services) and Annex 3 (Social Norms Change). This in turn is used as the basis for the M&E Framework for Phase 2 of the Program which is discussed in Section IV. The M&E Plan is designed to be consistent with

⁹ In Phase 2, *Nabilan* provided training for service providers in how to deal with vicarious trauma. *Nabilan* will continue to provide such support to service providers in Phase 2.

DFAT Monitoring and Evaluation Standards of April 2017, and pays particular attention to participatory and transformative methodologies and accountability to the Activity's target population. Although not currently budgeted, *Nabilan* will be seeking additional funding to undertake the endline research in 2021 to identify any changes since the 2015 *Nabilan* Baseline. Together with results from the M&E Framework, this will be a key way that the Program can demonstrate the impact of the Program, contribute data to the Performance Assessment Framework (PAF) for Timor-Leste, and contribute to data on implementation of Sustainable Development Goal 5.

2. Rationale

The rationale for Phase 2 of *Nabilan* is extensive. It is based on a manifest need to address violence against women and children in Timor-Leste. Although this on its own would be sufficient, the program rationale is also located in the effects that this violence has on a vast suite of health and development outcomes for children; and an understanding that children's exposure to, or direct experience of, violence increases their risk of experiencing and perpetrating IPV in adulthood.

The rationale for *Nabilan* Phase 2 is also situated in its close alignment with international, GoA and GoTL policy frameworks and agreements; and the understanding that promotion of gender equality makes other development programs significantly more effective, contributing to poverty reduction and improved human development outcomes.

Phase 2 of *Nabilan* also provides a unique opportunity to utilise and build on the sound evidence-base about what works, that was developed in implementing Phase 1 of the Program. Contrary to some widely-held beliefs, we know that violence against women is preventable, and we know that in order to achieve this it is necessary to simultaneously address gender and power inequality. *Nabilan's* twin track approach to provision of integrated services combined with multi-level social norms change work is based on sound international and local best-practice evidence. Phase 2 will continue to contribute to this body of knowledge and practice.

Timor-Leste has some of the highest rates of violence against women in the world. In their lifetimes, most women in Timor-Leste experience some form of physical, sexual, emotional, or economic violence by an intimate partner. Women's experiences of intimate partner violence are frequent and severe, and women rarely leave these violent relationships.¹⁰ This type of violence is a pervasive problem in Timor-Leste that prevents women and children from enjoying their individual human rights and freedoms, and greatly impacts on their ability to fully participate in the development of the country. Addressing this issue has been articulated as a priority by the Governments of both Timor-Leste and Australia; and is supported by a range of important international commitments.

The GoTL has a strong legislative and policy framework for addressing violence against women and children, and is signatory to many of the same international conventions and agreements as the GoA. At an international level, Timor-Leste has ratified the *Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)*, the *Convention on the Rights of the Child (CRC)*, *UN Security Council Resolution 1325 on Women, Peace and Security (UNSCR1325)*, and has committed to Sustainable Development Goal (SDG) 5 (Achieve Gender equality and empower all women and girls). Domestically, the GoTL has committed to gender equality and zero-tolerance for VAW expressed in its *Strategic Development Plan 2011-2030*, passed the *Law Against*

¹⁰ Baseline, *ibid.*

Domestic Violence in 2010, and recently revised the *National Action Plan on Gender-Based Violence (NAP-GBV)*.¹¹ Timor-Leste's *National Action Plan for Children 2016-2020* was passed by the Council of Ministers in January 2017,¹² and makes explicit the priority of child protection issues and concerns.

The GoA has also ratified UNSCR1325, CEDAW and the CRC; and committed to SDG5. Australia's Aid Policy, launched in June 2014, establishes gender equality and women's empowerment as a priority for development, and sets an ambitious target requiring that eighty per cent of all Australia's aid, regardless of objectives, perform effectively in promoting gender equality. This is reflected in DFAT's *Gender equality and women's empowerment strategy, February 2016*, which makes ending violence against women and girls one of three priorities guiding DFAT's work on gender equality. DFAT's *Aid Investment Plan for Timor-Leste 2015/16-2018/19* prioritises empowering women and girls as one of its multi-sectoral issues; and includes addressing violence against women and girls as part of Objective 2 *Enhancing human development*.

The *Nabilan* Program is also well placed to contribute to Outcomes outlined in DFAT's draft PAF for Timor-Leste. This is currently being revised but the outcomes are expected to be similar. The draft PAF (Draft V3 July 2017) is illustrated below at Figure 1.

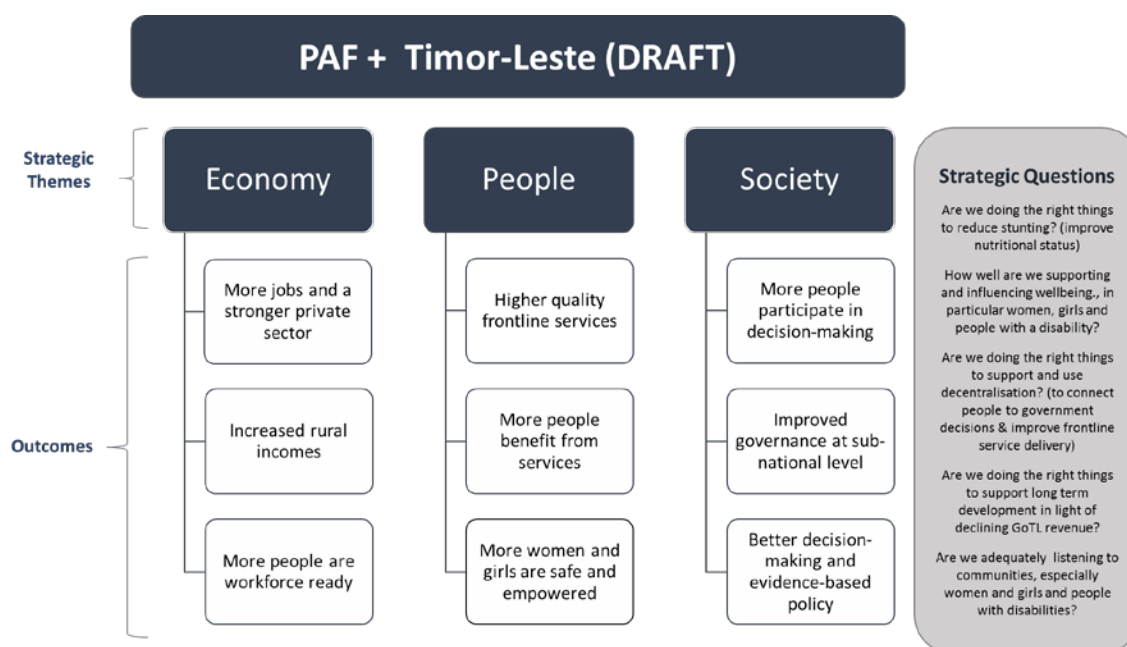


Figure 1. Draft Performance Assessment Framework Timor-Leste, DFAT.

Although *Nabilan* principally contributes to the PAF Outcome: *More women and girls are safe and empowered*, it also makes significant contribution to the following five PAF Outcomes:

- Higher quality frontline services;
- More people benefit from services;
- More people participate in decision-making;
- Improved governance at sub-national level; and
- Better decision making and evidence based policy.

¹¹ Government Resolution No. 25/2017, 17 May 2017, NAP GBV 2017 – 2021

¹² Government Resolution No. 27/2017, National Action Plan for Children in Timor-Leste 2016-2020

Although Timor-Leste is yet to ratify the *Convention on the Rights of Persons with Disabilities* (CRPD), the RDTL Constitution explicitly provides for non-discrimination and equal treatment for all people, regardless of their gender or because of mental or physical disabilities. Australia has ratified the CRPD; and DFAT's *Development for All: Towards a disability-inclusive Australian aid program 2009–2014* is a foundation for work on disability issues.

The rationale for a focus at the intersection of disability and violence against women and children is compelling. The 14 member organisations of the *Asosiasaun Defisiénsia Timor-Leste* (ADTL, the Association for Disability Timor-Leste) have taken the opportunity to utilise the 26th Session of the Human Rights Council Universal Periodic Review to argue that GoTL needs to do more to uphold the rights of people with disabilities; noting that while statistical evidence on disability in Timor-Leste is limited, international evidence shows that women with disabilities are twice as likely to experience violence compared to women without a disability. They also cite evidence that violence and neglect of children with disabilities is widespread in Timor-Leste, including the shackling and restraining of children with disability, particularly children with psychosocial impairment.¹³ The *Nabilan* Baseline found that women who had experienced intimate partner violence were significantly more likely to report mental health problems, including depression, and were more likely to be at risk of disability. Women who had experienced IPV were significantly more likely to have poor mental health. Women who had experienced this violence were 1.94 times more likely to have symptoms of depression, 5.53 times more likely to have had suicidal thoughts, and 7.99 times more likely to have attempted suicide, compared to women who had not experienced IPV.¹⁴

During Phase 1, *Nabilan* supported disability inclusiveness across the program, including partnering with *Ra'es Hadomi Timor Oan* (RHTO), a membership organisation focused on the rights of people with disabilities. *Nabilan* supported RHTO to conduct research on the experiences and needs of women with disabilities.¹⁵ This research indicated that more work needs to be done to link people with disabilities to support services, as well as the importance of prevention and protection work, as family members of disabled women were the most frequent perpetrators of abuse. This research will inform the approach taken in Phase 2, which will focus on improving the integration of disability-sensitive services for women and children victims of violence. This will include accessibility modification for CSO service providers, continuing training with service providers on working with clients with disabilities, incorporation of the rights of persons with disabilities into the Cert. III course, and ongoing assessment of partners' awareness of disability-issues through the Organisational and Institutional Strengthening Matrix. As part of the competitive grants process, priority is being given to proposals which benefit marginalised groups, including people with disabilities. During Phase 1 *Nabilan* also supported lobbying for Timor-Leste to ratify the CPRD, and will continue to pursue this in Phase 2.

The rationale for a program focusing on EAW in Phase 1 was to uphold women's and children's human rights and increase their ability to participate freely and fairly in the processes for, and benefits from, development. The rationale for including children in the Program was outlined in the original ID. The ID notes that:

¹³ ADTL, 2016. Submission from Member Organisations of the Association for Disability Timor-Leste to the 26th Session of the Human Rights Council Universal Periodic Review Working Group; Recommendations for Timor-Leste

¹⁴ The *Nabilan* Baseline used the Washington Group questions and this data was analysed and included in the full report.

¹⁵ RHTO, Main Findings from interviews with women with disabilities about their experiences. 30 January 2017

*Services for children and services for women affected by violence are often one and the same. Therefore, it is neither feasible nor ethically desirable to have an exclusive focus on violence against women.*¹⁶

This original rationale drew on a range of compelling evidence for committing resources to working on ending violence against women and children. This included results from the 2009-2010 National and Demographic Health Survey (NDHS) that showed women in Timor-Leste experienced extreme levels of physical and sexual violence. Subsequent secondary analysis of the NDHS confirmed the links between VAW, maternal poor health, and infant mortality, thereby highlighting opportunities to prevent and reduce this health burden in Timor-Leste, including potential to reduce disturbing levels of maternal and infant mortality.¹⁷

Phase 1 of *Nabilan* substantially built on this existing evidence with a comprehensive research program, that included the *Nabilan* Baseline Survey,¹⁸ Economic Dimensions of Domestic Violence Research,¹⁹ and work exploring CBA work. Other Foundation programs including Community Policing Perception Surveys²⁰ and *Tatoli* Surveys²¹ also contributed significantly to this body of new evidence. All of this work will inform Phase 2 of the Program.

The *Nabilan* Baseline Survey contributed ground-breaking knowledge on violence against women in Timor-Leste, and directly addressed the gap in reliable, representative quantitative data on women's experiences and men's perpetration of violence, finding that 3 in 5 (59%) women aged 15-49 years, who have ever been in a relationship, reported having experienced some form of physical or sexual partner violence, or both, by a male partner in their lifetime, and 47% in the 12 months before the interview. The Study also found that 36% of ever-partnered men in Dili and 41% of ever-partnered men in Manufahi reported having perpetrated physical and/or sexual violence against a female partner in their lifetime. The *Nabilan* Baseline Survey also found that childhood physical and sexual abuse are significant issues in Timor-Leste. Approximately 3 in 4 of women and men surveyed (72% of all women and 77% of all men) reported that they experienced some form of physical or sexual abuse as a child. Approximately 8 in 10 (82% of all women and 80% of all men surveyed) reported that they experienced emotional abuse or neglect as a child.²²

Research on the economic dimensions of violence identified the socio-economic factors that impact upon the choices women make when determining if they should remain in an abusive relationship. It also challenged prevalent assumptions that women are worse off economically if they leave an abusive relationship; an assumption that has been manifest in unreasonably light sentencing decisions by the courts in Timor-Leste in domestic violence cases. The research also highlighted how limited access to services and limited long-term

¹⁶ As explained in the original design in 2013, all of the service providers in Timor-Leste currently assist both women and children. In a country with limited resources like Timor-Leste, it is not possible to have separate services at present. The *Nabilan* program works with staff of service providers (including through providing the Certificate III in Social Services training) to ensure the services are appropriate to the respective needs of adults and children.

¹⁷ Taft, A. and L. Watson, 2013. Violence Against women in Timor-Leste - Secondary analysis of the 2009-10 demographic health survey - Final report, Mother and Child Health Research, La Trobe University.

¹⁸ The Asia Foundation, 2015. Understanding Violence against Women and Children in Timor-Leste: Findings from the *Nabilan* Baseline Study

¹⁹ The Asia Foundation, 2015. Beyond Fragility and Inequity: Women's Experiences of the Economic Dimensions of Domestic Violence

²⁰ The Asia Foundation, 2015. A Survey of Community-Police Perceptions in Timor-Leste 2015 (co-financed by the United States Agency for International Development, the New Zealand Aid Programme, the Australian Government through the Australian Federal Police Timor-Leste Police Development Program, and UK Aid from the Government of the United Kingdom.

²¹ See e.g. The Asia Foundation, 2016. Timor Leste Tatoli! Public Opinion Poll (funded by the GoA Support for Good Public Policy Program);

²² The Asia Foundation, 2015. Understanding Violence against Women and Children in Timor-Leste: Findings from the *Nabilan* Baseline Study

support both serve to intensify the containment of women to a domestic sphere and reduce women's bargaining position within a relationship where abuse is occurring.²³ At the beginning of Phase 1 it was already understood that the demographic and social fabric of Timor-Leste provides both opportunities and obstacles to reducing violence against women and children. There can be opportunities because the population of Timor-Leste is relatively small and constituted of many young people, so intensive programming that aims to change attitudes, social norms, and behaviours before they become entrenched could make a difference. Some challenges to this work are the rural and isolated living conditions of many people, and strong, often patriarchal, culture and traditions.²⁴

The rationale for this Program does not assume a blank slate. Post-Independence, there has been considerable work done to raise attention about trauma and violence against women and to develop laws, policies and services to respond to violence. However, the largely rural population faces challenges in accessing formal services and many people rely on natural helping networks, particularly extended families. Very few women and children experiencing violence seek services from formal supports and those that do only do so when the violence is quite severe or customary processes have been unable to resolve the problem. Health services, police services and justice services all face significant challenges in terms of deployment of resources and personnel to respond adequately to women and children who experience violence. Phase 2 of *Nabilan* will continue to engage with other actors in this area, including CSO service providers who provide the vast majority of essential services to women and children victims, community policing councils through the Foundation's CPSP, and international NGOs (particularly working in the health sector).

²³ The Asia Foundation, 2015. *Beyond Fragility and Inequity: Women's Experiences of the Economic Dimensions of Domestic Violence*

²⁴ DFAT, *Investment Design Timor-Leste Ending Violence Against Women Program Part 1: Main document*, 2013.

II. Program Theory

1. Theory of Change

Nabilan utilises three particular theories of change that are proving to be useful and effective for prevention of violence against women. These are:

- The Ecological Model²⁵
- Prochaska and Velicer's Stages of Change Model²⁶
- Social Norms theory

These are outlined in greater detail in *Fact Sheet 2: Theories of Change for Preventing Violence Against Women* from the *Nabilan* Prevention Toolkit, which can be found at Annex 4. *Nabilan* uses the **Ecological Model** in determining its decision to work at the individual, relationship/family, community and social/institutional levels, and to engage with the global level, recognising that violence is caused by the interplay between various factors contributing to gender inequality at these different levels. Figure 1 illustrates a simplified version of this model, as utilised by The Equality Institute. A more detailed representation can be found in the Annex.

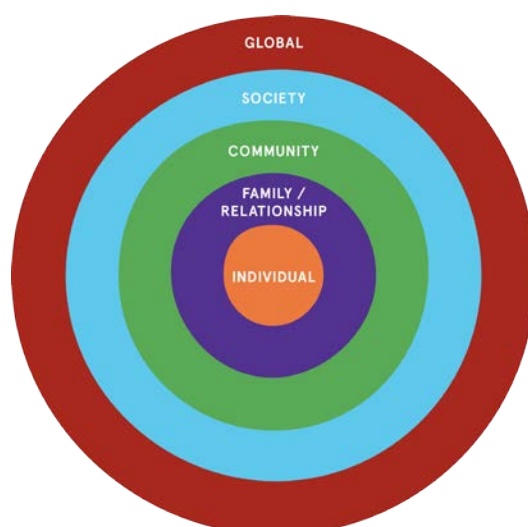


Figure 2: The Ecological Model (The Equality Institute)

Nabilan also uses **Prochaska and Velicer's Stages of Change Model**, including as utilised in the **SASA!** approach. This is a detailed explanation of how change occurs, and why the stages cannot be rushed if genuine behaviour change is going to occur. SASA! is a community mobilisation approach to prevent violence against women and HIV, developed by Raising Voices in Uganda. Its effectiveness in preventing intimate partner violence within programmatic timeframes has been verified by randomised control trials conducted by the Center for Domestic Violence Prevention, London School of Hygiene and Tropical Medicine and Makerere University. It is now used in over 25 countries, including in other DFAT programming such as Pacific Women. *Nabilan's* CBA work follows SASA!'s stages, Start, Awareness, Support, and Action, which are explained in greater detail in the Annex.

²⁵ Heise, L.L. 1998. Violence Against Women: An Integrated, Ecological Framework, *Violence Against Women* 1998; 4; 262

²⁶ Prochaska, J.O. and W.F. Velicer, 1997. The Transtheoretical Model of Health Behaviour Change, *American Journal of Health Promotion*, Volume: 12 issue: 1, page(s): 38-48

Finally, *Nabilan* uses **Social Norms Theory** which is also outlined in the Annex. This theory underpins *Nabilan's* decision to utilise violence prevention initiatives that encourage communities to focus on a positive vision for change, in order to normalise respectful and violence-free relationships. This theory also recognises that people's behaviours and attitudes are influenced by sanction and punishment from their reference groups, meaning that ending violence against women and children is not just a matter of individual behaviour change but, rather, of changing social norms.

2. Program Logic Model

As the *Nabilan* Program has evolved, downsized and apprehended lessons learned, there has been a need to revise the original program logic present in the ID. The *Nabilan* Phase 2 Program Logic was developed over three participatory workshops with all *Nabilan* staff in August 2017, using the same methodology utilised by M&E House with other DFAT funded programs in Timor-Leste. Prior to the workshops, preliminary discussions were held with the Team Leader and staff of M&E House to confirm our approach. Following the workshops, the 'sticky walls' displaying the draft logics were displayed on *Nabilan's* office walls to encourage further debate and discussion; and refinements to the logic occurred through a series of email communications over September and October 2017. A fourth workshop with *Nabilan* staff was conducted in October 2017 to verify the logic and work on the M&E Framework. Following development, a review of the Program Logic was conducted by Keryn Clark, Team Leader, M&E House. The Program Logic model is currently a draft document, and will be reviewed early in Phase II with the support of M&E House, and annually as required.

The workshops sought not only to develop program logics, but also to ensure that the team understood the process of developing the Program document, and what will be different about Phase 2 of the program. The way that the Program will deal with any uncertainty regarding the priorities and structures of the new Government was also canvassed. All staff were provided with an introduction to program logic and monitoring and evaluation as part of the workshop; and adult learning principles were utilised in the development of the logics.

As the work of Phase 2 of *Nabilan* will be conceptually divided into two pillars—a) Services and b) Social Norms Change, this is represented in two separate program logics. These pillars remain integrally connected. The research and M&E activities that had their own pillar in Phase 1 have been integrated across the Services and Social Norms Change pillars. Similarly, the access to justice work which had its own pillar in Phase 1 has been integrated into the Services pillar.

2.1 Services Program Logic

The Services Program Logic has three **End of Program Outcomes (EOPO)**. The Services Program Logic is illustrated at Annex 2 The three EOPOS are:

EOPO1: More women and children victims have access to coordinated support services which adequately respond to their needs.

EOPO2: GoTL starts providing increased percentage of funding for victim support services based on transparent criteria.

EOPO3: Justice sector improves its response to women and children victims.

Collectively, these EOPOs contribute to the broader goal of “Everyone in TL lives free from violence, is protected and can contribute to a stronger society”. This aligns with, and includes, the PAF Goal that “More women and girls are safe and empowered” but also recognises that the work we do on social norms change stands to benefit men and boys as well as women and girls.

EOPO1 More women and children victims have access to coordinated support services which adequately respond to their needs

Pillar II of the NAP-GBV relates to the provision of services for victims/survivors of gender-based violence, with a focus on:

- strengthened, accessible and timely essential health services for victims/survivors including first line support, care for injuries and urgent medical treatment, sexual assault examination and care, mental health assessment and care and medico-legal documentation, provided by trained staff in secure and gender-sensitive facilities;
- enhanced access to accommodation and shelter for victims/survivors in safe, responsive, and gender sensitive facilities, for short and long-term;
- strengthened accessibility to adequate crisis information, and counselling (including psycho-social support) for victims/survivors; and
- strengthened measures to facilitate economic independence, recovery and autonomy of victims/survivors.

Although the GoTL provides some support to achieving these outputs, it still relies heavily on CSO partners to provide essential services to women and children affected by violence. These CSOs have developed effective and efficient service delivery models over many years and have been almost entirely funded by international donors.

In Phase 1 of *Nabilan*, and in previous iterations of the program (Justice Sector Support Facility-JSSF and Support to Essential Services for Ending Violence Against Women-SESEVAW) these CSO service provider organisations have been supported with grants and technical assistance to enable them to provide services, to improve the quality of those services, and to improve coordination between services. During Phase 1 *Nabilan* supported Psychosocial Recovery and Development in East Timor (PRADET) to provide services in focus geographic areas through five Fatin Hakmatek (Dili, Suai, Oecussi, Maliana, and Baucau), Casa Vida, and Uma Mahon Salele. *Nabilan* Phase 1 coordinated with the Ministry of Social Solidarity and the Ministry of Health in undertaking this work.

Nabilan's technical support for CSOs during Phase I included: organizational and institutional strengthening (including human resource management training and mentoring, financial management training and mentoring, logistics training and mentoring, child protection training, gender equality training, and disability inclusiveness training); case management assessment tool training and monitoring; auditing of the medical forensic protocol (for PRADET); case file audits (for ALFeLa); independent evaluations (for PRADET and JSMP); independent external financial audits; review of thematic reports and other draft publications (for JSMP); and assistance with strategic planning and annual reports. Phase 2 of *Nabilan* will continue to provide significant support to partners to improve the quality of services, within more limited resources. The primary focus will be delivering the Cert. III in Social Services. Other support will be provided in consultation with partners, and led by the Training & Technical Assistance Manager of *Nabilan*.

In the first six months of the program, existing services will be funded to ensure continuity of services. A competitive call for grant proposals with clearly defined guidelines for grant eligibility, administrative procedures, assessment criteria and monitoring requirements will also be developed during this time. It will entail a call for proposals, and the formation of a selection committee to choose grantees; with a representative GoTL, DFAT, *Nabilan*, and an independent NGO. Grant administration will be undertaken in a manner consistent with the *Commonwealth Grants Rules and Guidelines 2017*,²⁷ and the accompanying *Grants Guidelines Better Practice Checklist*. Particular attention will be paid to the seven Key Principles for Grants Administration (robust planning and design, collaboration and partnership; proportionality; an outcomes orientation; achieving value with relevant money; governance and accountability; and probity and transparency).

Nabilan will only partner with organisations that are committed to a workplace free of bullying, discrimination of any kind, and those that promote gender equality. Partners should also adhere to principles of non-discrimination when providing services. Discrimination based on any prohibited ground, including sexual orientation and gender identity, should be considered a breach of the letter of grant and strong action will be taken. *Nabilan* will also ensure partners comply with the Foundation's Child Protection Policy, including meeting DFAT's minimum child protection standards. The *Nabilan* team will continue to offer training and monitoring support on child protection standards. In the open call for proposals, evidence of the organisation's commitment to these principles will need to be provided.

EOP02: GoTL is providing increased funding based on transparent criteria for support services for women and children subject to violence

The NAP-GBV includes an indicative budget of activities to support the development of future government Annual Action Plans, and gender responsive budgeting efforts, although indications are that these figures may need to be revised. Maintaining essential services for victims is currently heavily supported by donors, but in the longer term this is not sustainable, and will ultimately require an improved budgetary commitment from the GoTL, based on transparent criteria for funding of the CSOs providing the services.

One of the criteria for government funding should be that services have a certain number of staff who have a recognised national level qualification. Ensuring that staff working in these services are equipped for their roles, through undertaking professional qualifications such as the Certificate III in Social Services, will be critical to maintaining the reach, quality and coordination of these services. During Phase 1, *Nabilan* developed this qualification and it was accredited by INDMO. The course ran two times and 19 staff completed this course in the first round, and 24 staff are currently completing the course in the second round. Although *Nabilan* will support the continued implementation of this course, this will need to transition to budgetary support from GoTL. *Nabilan* will continue to advocate for increased GoTL funding of services, as well as that funding being evidence-based, and decisions made on the basis of transparent criteria.²⁸

²⁷ These new Guidelines took effect on 29 August, 2017.

²⁸ All of the service providers are currently CSOs. Some of these CSOs receive a small amount of funding from MSS for the services they provide. As the Australian government's funding will eventually end, the next four years should be used to advocate for the GoTL to use transparent criteria and provide increased funding for service providers at the actual cost of service provision. In terms of GoTL support for professional qualifications, MSS and/or SEFOPI and/or HCDF should fund the Cert III course in Social Services. These two items are linked because ideally the criteria for GoTL funding for service providers would be based on having qualified staff working at the service who have completed their Cert III.

EOPO3: Justice sector improves its response to women and children victims

Pillar III of the NAP-GBV relates to access to justice for victims/survivors of violence against women and children with a focus on:

- enhanced national legal framework to protect victims/survivors, in compliance with international standards;
- strengthened access to information on rights, services and legal aid for victims/survivors, including accompaniment through legal processes;
- enhanced capacities of policing, prosecution, and institutions to ensure the provision of gender-sensitive, safe, accessible, free, and responsive services for victims/survivors;
- strengthened judicial actors' capacities to ensure victim-centred protection and compensation for victims/survivors, as well as to ensure perpetrators are adequately punished; and
- strengthened rehabilitation programmes and monitoring and evaluation of programme effectiveness for perpetrators to reduce recidivism.

During Phase 1 of *Nabilan*, and in previous iterations of the program (Justice Sector Support Facility-JSSF and Support to Essential Services for Ending Violence Against Women-SESEVAW) grants and assistance were provided to Asisténsia Legál ba Feto no Labarik (ALFeLa), Judicial System Monitoring Programme (JSMP), and PRADET.

This funding enabled ALFeLa to provide legal services to an increasing number of women and children (including those with disabilities), including accompaniment through legal processes; as well as provide legal information and training. It also enabled JSMP to monitor, report and successfully advocate for appropriate charging, sentencing and witness protection in cases of violence against women and children. Support to PRADET and Dr Margaret Gibbons enabled them to improve the quality of medical-forensic evidence, through training of medical examiners on the medical-forensic protocol in all Fatin Hakmatek, the carrying out of MFP audits and supervision of examiners, and the provision of training to hospital and clinic staff on the recognition of non-accidental injuries.

In the first six months of the program, legal assistance to women and children and court monitoring and advocacy will continue to be funded to ensure continuity of services. A competitive call for grant proposals according to clearly defined criteria will also be developed during this time as outlined above.

Services Activities

An emphasis will be placed on continuity of essential services for the first six months of Phase 2, albeit with reduced budgets for partners. As described above, this will transition to a competitive grants process from the second six months of Phase 2. A small number of foundational activities will be conducted during the first six months, including reviewing methods for delivery of TA, developing revised criteria for service partners from the second six months of Phase 2, and conducting an analysis to determine entry points and priorities for most effective engagement with the new GoTL. This will be conducted by the Foundation's Director of Policy and Institutional Strengthening, in conjunction with both the Services and the Social Norms Change Pillars. Two additional activities will be scoped in the early stages of the program – development of activities to improve the monitoring of offenders who are resident in communities; and the development of an Unstructured Supplementary Service Data (USSD)/SMS referral system to improve coordination of the referral network between service providers.

Over the life of Phase 2 the Program will seek to increase access, quality and awareness of essential services, improve justice sector response to women and children victims, and increase GoTL provision of funding for services based on transparent criteria. In addition to *Nabilan*'s activities, close coordination will also take place with the Foundation's CPSP team to ensure maximum alignment and effectiveness of the two programs; and the Foundation's Policy and Institutional Strengthening Program. Coordination with CPSP is likely to continue to be focused on increasing referrals to police and services from the community level, and ensuring that community dispute resolution is in accordance with legal requirements. Coordination with the Policy and Institutional Strengthening Program is likely to focus on advocacy with GoTL on provision of services and professional training, and improved justice sector response. Close coordination will continue with UN Women, UNFPA, and WHO as they seek to implement the Essential Services Package for Women and Girls Subject to Violence.²⁹

Services (SER) Activity 1-3: Provide training and promote linkages between referral network and other identified pathways; Promote awareness of the availability of victim support services; and provide training to non-partner service providers.

Collectively these three activities seek to improve awareness of existing services, increase referrals from other pathways, and ensure appropriate first line of response from non-partner service providers. This will ensure that an increased number of people will know about available services for women and child victims, and non-partner service providers are aware of appropriate response to victims. At the intermediate outcome level this should lead to an increased number of women and children victims being referred to partner support services and will contribute to EOPO 1: More women and child victims have access to coordinated support services which adequately respond to their needs.

During Phase 1 training was provided to non-partner service providers and other pathways to referral on a range of service related matters. This approach to improving awareness and increasing referrals will be continued in Phase 2. Increasing awareness of services could increase demands for services. Phase 1 activities included training to MSS, community police, and Marie Stopes on child protection, mandatory reporting, and common offences against children; and training for midwives, doctors, and other health professionals on recognising non-accidental injuries. The Program also worked closely with the CPSP team to support their work ensuring suku-level Community Policing Councils consistently refer public crimes to the police, and are aware of the suite of medical, legal and psychosocial services that can be accessed by women and children.

Increased access to services for women and children with disabilities will build on activities conducted during Phase 1 of *Nabilan*, including research on violence against women with disabilities which indicated barriers to access, improved referral systems between *Nabilan* partners and disabled people's organisations (DPOs), and accessibility adaptations to two partner facilities. In addition, all *Nabilan* partners were trained on the Washington Group Questions by *Nabilan* and Asosiasaun Deficiente Timor-Leste (ADTL), which means they are now better able to systematically identify people with disabilities, and provide disability appropriate services.

²⁹ Including on the coordination mechanism for the Essential Services Package. The United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence, a partnership by UN Women, UNFPA, WHO, UNDP and UNODC, aims to provide greater access to a coordinated set of essential and quality multi-sectoral services for all women and girls who have experienced gender based violence. See <http://www.unwomen.org/en/digital-library/publications/2015/12/essential-services-package-for-women-and-girls-subject-to-violence>

Nabilan will continue to liaise with CBM technical advisors funded by DFAT, in particular on the need for training and resource people on disability inclusiveness beyond the scope of this Program.

SER Activity 4: Provide grants and TA to CSO service providers

As described above this activity will ensure continuity of service by providing grants to existing service providers during the first six month of Phase 2, followed by a competitive call for proposals. Legal services previously provided to women and children under the Access to Justice pillar will be incorporated into this activity.

The nature of TA to be provided will be reviewed as a foundational activity during the first six months, building on lessons learned during Phase 1 and in previous iterations of the Program. During Phase 1, this TA has resulted in improved monitoring and follow up of clients, and improved closure of cases. Case closures suggest that workers are monitoring the progress of clients more closely, to determine which clients are most in need of support. In a positive frame, the closure of a case can mean that the client has stabilised, is living well independently, and no longer requires support from the service provider.

The provision of grants and TA to service providers ensures that service providers are able to provide essential services to women and children victims, and to the intermediate outcome that these services are provided using improved knowledge, skills and sensitivity.³⁰ Grants and TA will focus on geographic districts where there are service providers and courts (Dili, Baucau, Oecusse, Covalima). This is complemented by the CBA work which focuses on the capacity of Covalima to service a non-hub district, Manufahi. This will also facilitate development of localised support and referral mechanisms in Manufahi. Together with Services Activities 1-3, this contributes to EOPO1: More women and children victims have access to coordinated support services which adequately responds to their needs.

SER Activity 5: Continue to support implementation of Certificate III Social Services

During Phase 1 *Nabilan* received statements of support from SEM and the Office of the Prime Minister (OPM) on the need for certified training for people who help women and children affected by violence. In these meetings, both offices acknowledged that the training would benefit victims and assist the GoTL to fulfil plans and commitments such as the NAP-GBV, Sustainable Development Goals, and staff capacity development. As noted above, efforts to improve the quality of essential services provided, and develop the professionalism of service provider staff, will occur through continuing support to the Certificate III in Social Services; and through advocacy to GoTL to assume funding of this vocational qualification.

Services (SER) Activity 6,7,8: Advocate for GoTL funding of Certificate III in Social Services; Advocate for increased GoTL funding of services; and Promote service standards, SOPs with Government agencies.

Collectively these three activities relate to ensuring sustainability and quality of service provision over the longer term by supporting GoTL to assume greater budgetary, planning, and supervisory responsibility for services. This work will be conducted in close cooperation with the Foundation's Policy and Institutional Strengthening Program to ensure improved awareness within GoTL of the requirements for professional and sustainable service provision; and at the intermediate outcome level an acknowledgement of the importance of criteria based funding for victim support services, supported by professional training for victim support

³⁰ There is an effective coordination mechanism for these services in Timor-Leste – the Referral Network run by MSS.

service staff. This will support the EOPO2: GoTL starts providing increased percentage of funding for victim support services based on transparent criteria. This EOPO in turn supports EOPO1.

SER Activity 9: Provide grants and TA to services working in the formal justice sector.

The formal justice sector remains an important part of a holistic response to addressing violence against women and children. As described above this activity will ensure that during the first six month of Phase 2, JSMP is able to continue to document and analyse systemic issues in the justice sector responses to VAW, followed by a competitive call for proposals. *Nabilan* will also remain responsive to requests for continuing legal education (CLE) from the Timorese judiciary, as a continuation of the successful CLE program implemented in Phase I. It is intended that these activities contribute to the intermediate outcome that CSO partners use evidence-based advocacy to seek improved justice sector responses to VAW and children; resulting in EOPO3: Justice sector improves its response to women and children victims.

2.2 Social Norms Change Program Logic

The Social Norms Change Program Logic has four **End of Program Outcomes (EOPO)**, each of which correspond to one of the first four levels of the ecological model. The Social Norms Change Program Logic is illustrated at Annex 3. The four EOPOs are:

- EOPO4: Male youth in select areas begin to enact non-violent and healthy masculinities (Individual level).**
- EOPO5: Families begin to utilise respectful relationship models (Family/Relationship level).**
- EOPO6: Community members identify violence against women as a problem they want to change, and are taking action to make this change (Community level).**
- EOPO7: Selected CSOs and Government agencies integrate consistent and evidence-based prevention approaches (Societal/Institutional Level).**

Collectively, these EOPOs contribute to the broader goal: “There is a reduced acceptability and use of violence in Timor-Leste”.

These EOPOs also support Pillar 1 of the NAP-GBV that focuses on prevention of gender-based violence, and seeks to transform attitudes, behaviours, practices, norms and power dynamics that contribute towards gender-based violence. This outcome has a focus on:

- increased knowledge of community leaders, government officials, and teachers in gender equality and GBV, as well as their active role in reporting and referring cases of GBV;
- increased awareness of sexual and reproductive health and rights (SRHR), engaging men and boys;
- increased role of the media in promoting gender equality and zero tolerance towards gender-based violence; and
- women economically empowered; and gender equality is promoted at legal and policy level.

EOPO4 Male youth begin to demonstrate non-violent and healthy masculinities (Individual level)

Working with men and boys, as well as women and girls, is acknowledged international best practice in addressing violence against women. Research, and documentation of a pilot program on working with men,

carried out during JSSF strongly inform this work.³¹ A number of findings of the 2015 *Nabilan* Baseline Study further support this approach. These findings include that in their lifetime, many men in Timor-Leste use physical, sexual, emotional, and economic forms of violence against their wives or girlfriends. Men's rape of women is pervasive and 59% of men who had perpetrated rape did so for the first time when they were teenagers. The study also found that intimate partner violence in Timor-Leste is driven by gender inequality, is upheld by the normalisation of violence, and is informed by a model of masculinity that promotes male dominance and sexual entitlement over women.

Research conducted in Timor-Leste by the INGO Paz Y Desarrollo in 2013 indicated that attitudes towards gender roles and equality become more entrenched as people get older.³² The *Nabilan* Baseline Study also noted the importance of working with young people from an early age in order to build skills at both the individual and family level for the transition to adulthood. This building of skills such as non-violent methods of conflict resolution, anger management, communication, joint decision-making, and sharing housework and childcare is important to support young people to develop healthy and consensual sexual relationships, create social norms that challenge and end male sexual entitlement, and to challenge social norms related to the acceptability of violence. Skills building is understood to be significantly more effective than just sharing information or "awareness raising".

In seeking to address the early age at which men perpetrate sexual violence and the prevalence of gang rape, there is a need to utilise an approach that engages young men and women in sexual education grounded in respectful relationships and clear notions of consent, and the promotion of positive role models for men that don't involve violence. The role of peer modelling is critical in achieving this outcome, and lays the foundation for young men who are able to enter into respectful relationships.

EOPO5: Families begin to utilise respectful relationship models (Couple/Family level)

This EOPO, which focuses at the couple and family level, is complemented by EOPO4 which focuses on young men. Building new shared, positive, social norms that enable gender equity and power-sharing in relationships, the sharing of household work and decision making, and positive approaches to disputes is an effective approach to ending violence against women. This EOPO focuses not only on healthy respectful adult relationships, but also on parent's relationships with their children and the importance of positive discipline. Children who do not witness or directly experience violence have significantly better developmental outcomes, and a greatly reduced chance of being either a perpetrator or victim of violence once they are adults.

EOPO6: Community members identify violence against women as a problem they want to change, and are taking action to make this change (Community level)

Successful outcomes at EOPO4 and EOPO5 level will support, and be supported by, outcomes at EOPO6 level. In seeking to prevent violence against women and children, it is necessary to address power relations and gender inequities in the public as well as private sphere, accompanied by a critical mass of people at the community level who do not see violence against women and children as acceptable, and are willing to take action to prevent violence in their community. Fundamental to achieving this outcome is ensuring that

³¹ Chittick, B. 2013. East Timor Justice Sector Support Facility Working With Men Pilot Programs, Final Report December 2013

³² Paz Y Desarrollo, 2013. Baseline Study on attitudes and perceptions of gender and masculinities of youth in Timor-Leste,

prevention messaging is integrated into other development efforts at the community level, rather than siloed within the limited efforts that can be achieved by a small ending violence against women program.

While the roles of *xefes suku* and *aldeia, suku* councils, and women's leaders and groups are particularly important in isolated and under-served areas, the *Nabilan* Program recognises that other leaders—such as nuns, priests, catechists, and other community leaders—also wield considerable influence and have the potential to shape community responses to violence against women and children. Phase 2 of the *Nabilan* Program will leverage and build on the positive roles these leaders are already playing to promote the safety and well-being of women and children in their communities.

EOPO7: Selected CSOs and government agencies integrate consistent and evidence-based approaches to prevent violence against women and children (Social and Institutional Level).

The revised NAP-GBV 2017-2021 “recognises the paramount importance of investing efforts in preventing GBV from taking place”, and that this must occur by “addressing the root causes of violence based on gender, such as gender inequality and discrimination, which result in the perceived lower status of women”. Part of the strategic approach of the 2017-2021 NAP-GBV involves the promotion of gender equality at legal and policy level.³³ Support for preventing violence against women needs to be integrated into the work of Government, at both the national and subnational level, in order to achieve maximum effectiveness at the other EOPO levels. This is important across government, but advocacy can be usefully targeted at the Ministry of Finance, MSS, Ministry of Justice, Ministry of Health, Ministry of Education, and Ministry of Defence and Security. Implementation of laws and policies at the societal level, for example, accompanied by appropriate training, can improve police responses to survivors at the community level and discourage men from perpetrating violence in their homes. The *Nabilan* program will undertake an entry points analysis of the new GoTL, during the first six months of Phase 2, to determine the priorities for engagement.

Similarly, supporting CSOs to integrate consistent and evidence-based prevention approaches into their work recognises that many of these organisations have been at the forefront of provision of services for women and children victims of violence and/or disabled and other marginalised groups in Timor-Leste, have access to local networks, and enjoy the trust of the community. In a country where government's systems and resources are constrained, CSOs provide many of the services that might otherwise be provided by government.

Social Norms Change activities

The Social Norms Change activities of the *Nabilan* Program will be limited for the first six months of Phase 2, necessitated by budgetary constraints. During this time, a small number of foundational activities will be conducted, including establishing criteria for partnering with organisations receptive to the integration of prevention work from the second six months of Phase 2, prioritisation of which social norms can feasibly be focused upon, and seeking to obtain support for *Nabilan* endline Survey research. Preliminary meetings with UNFPA, MSI and TOMAK suggests it may be possible to collectively agree on some crossover/shared social norms that all of our programs could focus on, for maximum shared impact. In conjunction with the Services side of the Program, an analysis will be conducted to determine priorities for most effective engagement with GoTL.

³³ SEM, GoTL, 2017. National Action Plan on Gender-Based Violence 2017-2021

Nabilan will maintain continuity of the CBA approaches in Letefoho during this time, with completion of all four phases of the SASA! approach during the first two years of Phase 2. An evaluation of the utility of expanding the program to other sukus will occur at this point.

From the second six months of Phase 2, the Program will utilise a variety of important partnerships and networks to maximise impact and reach of prevention programming. These activities will include provision of grants and/or TA to local organisations, establishment of the Change Ambassador's network, working collaboratively with targeted GoTL agencies, and providing TA to the independent women's movement (*Grupu Feminista*). Finalising the foundational training package on Ending Violence Against Women and Children,³⁴ commencing in the second six months of Phase 2, will assist in supporting these partnerships. Ideally, this would be finalised with inputs from the Change Ambassadors and partners, so that it becomes a shared resource that all use – not solely a *Nabilan* resource.

Social Norms Change (SNC) Influence activity 1: Provide grants and/or TA to selected organisations to undertake prevention activities

During Phase 1, grants were provided to a number of organisations to work on a variety of prevention activities. These partners included Foin Sa'e Unidade Dezenvolve Futuru (FUNDEF), Timor-Leste Media Development Centre (TLMDC), Ba Futuru, Sub-Justice Peace Commission Liquica (SJPC-L) and PRADET; with SEM as the key GoTL stakeholder. During this time *Nabilan* designed prevention messaging reached over 85,000 households across Timor-Leste; the effectiveness of all prevention partners improved significantly, compared to the baseline; participants illustrated reduced tolerance and use of violence against women and children; and the new NAP-GBV of the GoTL drew on learnings from *Nabilan* Phase 1.

This approach will be continued in Phase 2; with grants and/or TA provided from the second six months of Phase 2 to selected organisations to work in the provisional areas of respectful relationships, and non-violent masculinities. Like the service grants, this will be based on a competitive call for grant proposals, according to clearly defined criteria, as outlined in EOPO1 above.³⁵ Likely organisations may include women's, men's and youth groups; church partnerships, health clinics, and media organisations.

Media in Timor-Leste is a powerful mechanism for influencing public opinion, and was utilised effectively in Phase 1 to disseminate information on violence against women; increase coverage related to less documented forms of violence such as economic violence, share new research findings; advocate for ending violence and discrimination against marginalised groups; and to promote more gender-equitable attitudes.

At the intermediate outcome level this activity will contribute to beneficiaries in partner programming having increased knowledge of, and interest in, targeted prevention approaches; matched by more examples of respectful relationships and non-violent masculinities in the media. These intermediate outcomes will contribute to all four EOPOs listed above.

SNC Influence activity 2: Coordination, training, and technical support to Change Ambassadors

The partnership approach will also be applied in establishing a Change Ambassador's Network. This activity seeks to leverage existing programs to achieve a broader reach than can be achieved by *Nabilan* alone. It is anticipated that two Timorese staff members (one male, one female) from each partner organisation will

³⁴ The foundational training package target audience will be the Change Ambassadors, and Social Norms Change CSO partners. It will be delivered by a consultant and the Training Manager and CBA and Services Manager.

³⁵ Commonwealth Grants Rules and Guidelines Clause 2.2.b

become part of a cadre of Change Ambassadors who will be supported to develop the skills and mutual support networks to integrate consistent prevention messages into their own programs. In the first instance this work will focus on other GoA programming in Timor-Leste, ANCP partners, *Nabilan* local partners, and the other programs of the Foundation. A key feature of this program will be the self-nomination of Change Ambassadors, to ensure they are committed to the ethos of the network; and ensuring support from senior management in the respective partner organisation so that integration will occur and the Change Ambassadors will receive support within their own organisation. If the network is successful, consideration could be given to extending this to GoTL partners, and even private enterprise. During consultations for this program document there was a high level of enthusiasm for this approach from potential partner organisations. Prior to the commencement of this activity, the foundational activity relating to establishing the network of change ambassadors will occur, with further consultations necessary.

The intermediate outcomes expected from this activity are that there will be an increased number of beneficiaries exposed to consistent prevention messaging, and other programs linked to the Change Ambassadors network will begin to utilise consistent and integrated prevention approaches. These intermediate outcomes will contribute to all four EOPOs listed above.

SNC Influence activity 3: TA to independent women's movement

During Phase 1, *Nabilan* provided TA to the independent women's movement in Timor-Leste including sharing funding and capacity development opportunities, sharing gender-related global news and research, meeting regularly to provide guidance on advocacy strategies, and helping them build and maintain a space for feminist debate in Timor-Leste. A good example of this collaboration was the collective work done to overturn a restrictive family planning policy during 2017.³⁶ This approach will continue in Phase 2.

SNC Influence Activity 4: Work collaboratively with receptive Government agencies to promote consistent prevention approaches

As discussed above the exact nature of this engagement will depend on the completion of foundational work on entry points with the new GoTL. This work will ensure that selected GoTL agencies are aware of prevention approaches, and as an intermediate outcome will begin to utilize these approaches in their work. This in turn will contribute to all four EOPOs.

SNC Influence Activity 5: Complete all 4 phases of SASA approach in Letefoho and document and share outcomes

The continuation of the CBA work will be delayed until July 2018 due to financial considerations. *Nabilan*, together with other DFAT-funded programs (PNG, and Kiribati), is implementing the SASA! model outlined above, to guide its CBA work. During Phase 1 of *Nabilan*, this approach was used in Suku Letefoho, Manufahi, and will continue to be implemented in Phase 2. During Phase 1 considerable learnings from the CBA were documented. This included A Reflection on Practice, Ethics and Research, which documents learnings to date from the CBA programming. Work is continuing on the Community Based Approaches Toolkit which is a step-by-step guide that describes and reflects on CBA implementation, to assist others working on social change at

³⁶ See e.g. Rogers, K. 2017. How a policy scare galvanized a small island's family planning sector, 19 October 2017. <https://www.devex.com/news/how-a-policy-scare-galvanized-a-small-island-s-family-planning-sector-91238>. Accessed 23 October 2017.

the community level. It covers building relationships and mobilisation with the community, asset mapping, activities, and research. Finally, the three Discussion Series papers provide updates and reflections on the CBA process and are intended to be used by the Manufahi community, partners, and funders, as well as the broader public in Timor-Leste and beyond.

Indicative dates for implementation of the different stages of the CBA are outlined below:

- Jan-Dec 2017: Start
- Jul 2018-June 2019 Awareness
- Jul-Dec 2019: Support
- Jan-Jul 2020: Action
- 2020-2021: supporting partner organisations to begin SASA! in other sites, adding to the CBA Toolkit, creating a local community of practice on SASA!, strengthening a regional Community of practice (COP) with PNG and Kiribati.

By midway through Phase 2, a more comprehensive series of lessons learned will be available to be applied to other programming, and it will be possible to make an assessment of the desirability and viability of replicating the approach in one or more *sukus*, through partnering with a local organisation for implementation. The contingent nature of this work is indicated in a paler coloured pathway in the Social Norms Change Program Logic.

3. Cross cutting issues

a. Gender equality

The *Nabilan* Program is aligned with DFAT's Gender Equality and Women's Empowerment Strategy, in particular Strategy 3, Ending Violence Against Women Girls. The Program mirrors the approach outlined in this document by:

- supporting governments to develop and implement laws and policies that address violence against women and children and improve their access to the justice system
- helping strengthen the capacity of the justice system, including the police, courts and informal structures, to respond effectively to violence against women and children
- engaging with non-government organisations to help women access justice, including by increasing women's knowledge of the legal system and their rights.
- supporting appropriate counselling, accommodation, legal and practical support for women and their children
- assisting governments and organisations to improve health sector and workplace responses to violence against women

Gender equality is a central theme of the *Nabilan* Program as it ultimately deals with the gender roles and relationships of, and between, men and women. All the activities have a gender perspective at the core and attention is given to involving not only women and girls, but also men and boys as reflected in best international practice. Evidence shows a strong relationship between gender-inequitable norms and beliefs and violence against women and children, and the Foundation recognises that a widespread, transformative change is required to significantly reduce this violence. While recognising that it is primarily men's behaviour

that needs to change in order to end violence against women, this program aims to change the underlying social norms that influence men's behaviour by working with men and women across all age groups.

Phase 1 of *Nabilan* built on more than a decade of on-the-ground programming experience in Timor-Leste, including numerous projects aimed specifically at advancing women's leadership and access to justice. Phase 1 also made a significant contribution to this body of knowledge. Phase 2 will continue to build on this knowledge and experience through its engagement with partners and stakeholders to ensure that gender is mainstreamed in implementation, research, and M&E.

As noted in the EAW ID, some of the best opportunities for promoting gender equality are found in other aid programs funded by the Australian Government. Of particular importance will be: activities which aim to promote women's voice and leadership, and thus over time, normalise women (and men) in a wider range of roles; activities which promote economic security, particularly for women affected by violence who may need to live independently; activities focused on reducing lifetime exposure to violence, particularly focused on the school setting. This is the basis for the development of the *Nabilan* Change Ambassador's Program in Phase 2. In addition, the *Nabilan* team will continue to engage with their broad global networks to complement the vast expertise within the *Nabilan* team to help provide the requisite technical capacity for gender to be properly integrated in all program activities and research. Lastly, the *Nabilan* Program is informed by and aligned with the Foundation's Gender Equality Policy, which articulates the Foundation's commitment to gender equality across programs and institutional practices.

b. Economic Empowerment

During Phase 1 *Nabilan* carried out research on the socio-economic factors that impact upon the choices women make when determining if they should remain in an abusive relationship. The economic dimensions of domestic violence do not sit in isolation; they are in fact situated within a broader web of other societal pressures, obligations, and relationships. This research focussed on the intersection between economy and violence, while drawing together broader factors that contributed to an understanding of women's decision-making when in abusive relationships.³⁷

It is recognized that economic development cannot take place unless there are serious efforts to mitigate violence within society. This argument is important insofar as it identifies ways in which violence can impact upon women's participation in society and their opportunities to live a fulfilled life. However, care needs to be taken that this 'economising of domestic violence' is not put forward as subsuming the rights of women into a broader set of economic priorities, for instance increasing the participation rate in the workforce for economic objectives. Rather, the reduction of violence against women needs to be taken as an issue of basic rights. Violence will have economic effects that are important to address, but the underpinning objective needs to be the rights and well-being of women, with economic advantage a secondary concern.³⁸

Economic empowerment is a key aspect of a comprehensive array of services that should be offered to victims. The Foundation's approach to case management, decisions to support CSO programming and monitoring and evaluation, will take economic needs of victims into account. *Nabilan* is not in a position to undertake ambitious initiatives regarding economic empowerment, but is able to support this through linkages and collaboration with other relevant programming. For example, we are linking with TOMAK and MDF on

³⁷ *Nabilan*, 2015. Beyond Fragility and Inequity: Women's Experiences of the Economic Dimensions of Domestic Violence in Timor-Leste

³⁸ EAW ID, p.19

economic empowerment and raising awareness among farmers' groups and in factories about services available and methods of prevention.

The ID also recognised that economic issues have a complicated relationship with VAW – in some cases, women and children may be at more risk of violence due to poverty; but global evidence as well as the *Nabilan* Baseline Survey, and the DHS in Timor-Leste shows that women who earn an independent income can be at increased risk of violence.

c. Disability

We utilise the understanding of disability as outlined in the Convention on the Rights of People with Disabilities (CRPD):

*Persons with disabilities include those who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.*³⁹

This understanding recognises that women and children with disability do not face exclusion and discrimination only because of impairment, but also because of physical, attitudinal, institutional, communication, or other socially created barriers. This is of particular importance to this program as both children and adults with disabilities are at much higher risk of violence than their non-disabled peers, according to two systematic reviews recently published in the *Lancet*.⁴⁰ These two systematic reviews are the first to confirm the magnitude of the problem and provide the strongest available evidence on violence against children and adults with disabilities. However, the studies also note the lack of data on this topic from low- and middle-income countries. What is known from low-income countries is that women with disabilities are disadvantaged compared to their peers without disabilities, with challenges such as poverty, VAW, and barriers to adequate sexual and reproductive education, which, experienced in conjunction with disability, magnify the challenges women with disabilities face in accessing appropriate services and support.⁴¹ We also recognise that violence against women and children can be a cause of disability.

d. Other issues of marginalisation

In Phase 1, it was agreed with DFAT, that *Nabilan* would ask partners to measure numbers of clients with disabilities, number of clients from a female headed household, and number of clients who could not speak Tetum. Although there are of course many other issues of marginalisation, it was recognised in 2014, that *Nabilan* could not work on all of them.

Nabilan has also worked to support LGBTI groups. For instance, we assisted with organising Timor-Leste's first Pride March in July 2017 (including design and printing of t-shirts and banners). Staff from Codiva have also participated in the Certificate III in Social Services, and provided training to the participants on LGBTI in the

³⁹ UN Convention on the Rights of Persons with Disabilities, Article 1: Purpose.

<http://www.ohchr.org/EN/HRBodies/CRPD/Pages/ConventionRightsPersonsWithDisabilities.aspx>.

⁴⁰ Hughes K, Bellis MA, Jones L, Wood S, Bates G, Eckley L, McCoy E, Mikton C, Shakespeare T, Officer A. "Prevalence and risk of violence against adults with disabilities: a systematic review and meta-analysis of observational studies." *The Lancet* Vol. 379 No. 9826 pp 1621-1629, 2012; and Jones, L Bellis M, Wood S, Hughes K, McCoy, E Eckley, L Bates, G Mikton, C Shakespeare T Officer, Prevalence and risk of violence against children with disabilities: a systematic review and meta-analysis of observational studies, *The Lancet* Vol. 380, Issue 9845, pp 899 - 907, 2012.

⁴¹ See e.g. Astbury, J. and F. Walji. Triple Jeopardy: Gender-based violence and human rights violations experienced by women with disabilities in Cambodia. AusAID Research Working Paper 1, 2013.

first and second round of the Certificate III. *Nabilan* has also provided training to Codiva (an organisation conducting advocacy on LGBTI rights) on documenting human rights violations and advocacy efforts. In conjunction with national CSO partners, including Codiva, *Nabilan* also drafted the shadow reports for CEDAW, UPR, and CAT which included recommendations on addressing violations of the rights of LGBTI people. *Nabilan* also arranged for Codiva to provide training to other *Nabilan* partners on LGBTI rights. It is planned to continue such support to Codiva and other LGBTI groups in Phase 2. The competitive call for services, advocacy and social norms change grant proposals, prioritise projects which include marginalised groups, specifically LGBTI and persons with disabilities. Partners will continue to be supported with training on disability and LGBTI issues, to ensure that marginalised groups are not excluded from access to services, and are included in advocacy and social norms change activities.

In Phase II, *Nabilan* will focus on where we can have impact, including through the way services are provided by our partners, and genuine representation of women with disabilities and LGBTI groups in our advocacy and social norms change work. The CBA work and Change Ambassadors' Network also start from an analysis of power – not just between women and men, but different power dynamics in different relationships. This is a powerful tool to examine and challenge multiple forms of power and oppression.

4. Guiding Principles and Approach Summary

The *Nabilan* Phase 2 Program will work according to the following guiding principle (more extensive elaboration of these principles is available at Annex 9):

- ***Violence against women and children is political, caused by gendered power imbalances and is a human rights violation.***

Research conducted around the world demonstrates that VAW is caused by “unequal power relations between men and women and pervasive discrimination against women in both the public and private spheres.”⁴² More recent research on men’s use of violence states that, “Gender inequality, power, and violent forms of masculinity may be understood as the root causes of violence against women.”⁴³ Violence is a way to establish, enforce, or perpetrate unequal gender-power relations.

Violence against women and children is a violation of the rights of women and children. It has negative consequences not just for the individual experiencing violence, but also for her family, community, and the nations’ development. Violence of any form is not acceptable and is not a productive way to deal with problems in relationships, families, communities, or society at large. We will “think and work politically”, within a human rights and feminist framework and will be guided by women’s voices in defining satisfactory outcomes for women.

- ***Sustainable change requires social norms change.***

Social norms are shared beliefs about what is typical and socially acceptable among a group of people. Shifting norms requires time and in-depth work to understand the social context. It requires an approach that builds on community strengths, and does not use negative messaging or fear.

⁴² UN Secretary General, *Ending Violence Against Women: From Words to Action*, United Nations, New York, 2006.

⁴³ Partners for Prevention, *Why do Some Men Use Violence Against Women and How Can We Prevent It?: Quantitative Findings from the United Nations Multi-Country Study on Men and Violence in Asia and the Pacific*, UNDP, UNFPA, UN Women, UNV, Bangkok, September, 2013.

- ***Violence against women and children is preventable***
- ***Working with men and boys***
- ***Change and human rights***
- ***Accountability to all stakeholders***
- ***Protection of women, children, and support services staff***
- ***Partnerships with civil society organisations and the independent women’s movement***
- ***Work with government***
- ***Evidence based programing and learning***
- ***Standards about services***

5. Linkages with other Foundation Programs and Activities

Under Phase 2 of the *Nabilan* Program, the Foundation in Timor-Leste will continue to build and expand upon the achievements of other Foundation programs implemented by our office and partners in Timor-Leste as well as through the Foundation’s programming in 17 other countries across Asia. These achievements include lessons learned, strategies on effectively working with government, NGOs, and local networks, as well as innovative program strategies, and research. The Foundation also takes a development entrepreneurship approach to transformative institutional change, which means combining “technically sound and politically possible” reforms. This involves “learning by doing”, which addresses the complexity and uncertainties associated with institutional change. It also involves prioritising the role of local leaders or development entrepreneurs who lead and undertake the iterative process. Committed to improving and transforming their societies, development entrepreneurs use entrepreneurial thinking and principles to mobilise people, ideas, and resources and navigate the local terrain. External actors, such as development agencies, consultants, and international NGOs, play a critical but supporting role to these local change agents.

The Foundation will ensure that the *Nabilan* Program continues to coordinate efforts with its other programs, particularly those with district-level stakeholders, and partners in common. This will include establishing further synergy with the following Foundation initiatives:

Cross program work on Policy and Institutional Strengthening at the Foundation is supported by The European Union. The Director Policy and Institutional Strengthening, Carmeneza dos Santos Monteiro, coordinates the Foundation’s Social Audit work, is responsible for political liaising with government around key policy changes for *Nabilan* (.25 FTE), and will be organizing the Policy Leaders Group to support overall policy and institutional strengthening. She takes on a coalition for change approach whereby she leverages her experience and contacts to move policy change forward.

Community Policing Support Programme (CPSP) is supported by the New Zealand Aid Programme, and jointly implemented by the Foundation and New Zealand Police (NZP), and builds on earlier Foundation community oriented policing programming. The Community Police Councils (CPC) established by PNTL, are a natural mechanism through which the *Nabilan* program can link with the work that the Foundation is already doing with the police. Collaboration with CPSP has the potential to greatly increase the reach of *Nabilan*’s services

and social norms change work as CPC are currently present in 162 suku, and this will expand to 182 by the end of 2017. Linkages with CPSP's work should include a focus on increasing referrals to police with appropriate follow up, referrals to other support services, police house to house visits, police identification of at risk houses to focus on first, communication of suspended sentences. During Phase 1 of *Nabilan* collaboration between this program and *Nabilan* gradually increased, and focused on the contribution of collaborative community-police partnerships that use a problem-solving approach to respond to the security needs and expectations of local communities. This was a mutually beneficial arrangement, as *Nabilan* was able to advise CPSP on issues related to VAW and child protection, including in relation to women's pathways for seeking help and police behaviour around VAW, and CPSP was able to afford greater coverage and reach to *Nabilan*'s work.

Tourism Program is supported by New Zealand's Ministry of Foreign Affairs and Trade and works in collaboration with Timor-Leste's Ministry of Tourism. Using the 2017 National Tourism Policy as a framework of evidence, stakeholder consultations, and state objectives, the Foundation will develop a policy guideline on inclusive and collaborative coordination with both government and non-government stakeholders for the tourism component of the Government of Timor-Leste's 2030 Strategic Development Plan. It will also address the aspirational objectives outlined in the draft 2017 Tourism Policy. Collaboration possibilities with this program could include information and support on violence against women and support services to men and women working in the tourism sector, although this needs to be further explored.

Women's Empowerment Program (WEP) is the Foundation's specialist group based in San Francisco, which provides technical advice to the Foundation's programs world-wide. Comprising gender experts in various fields, including women's entrepreneurship, women's rights and security, women's political participation, and access to education, WEP will provide strategic advice and international linkages for the *Nabilan* Program. Importantly, WEP is a forum for sharing learnings from *Nabilan* with the global audience, thereby contributing to the 'global' level of the ecological model. Innovations and learning from other countries, particularly other Foundation programs in gender and EVAW, will also be shared with *Nabilan* through WEP. WEP will also assist with seeking additional funding opportunities which complement *Nabilan*, thereby potentially increasing efficiency and reach of the program.

The Foundation will convene a structured six-monthly meeting with all team leaders from the aforementioned programs and the EVAW Program in order to learn the latest program developments, evaluate areas of synergy, monitor progress, and identify new areas of opportunity and intervention. These six-monthly meetings will also serve as a collaborative planning platform wherein the EVAW Program will set up follow up meetings with each program in order establish action plans for joint interventions.

III. Management Approaches

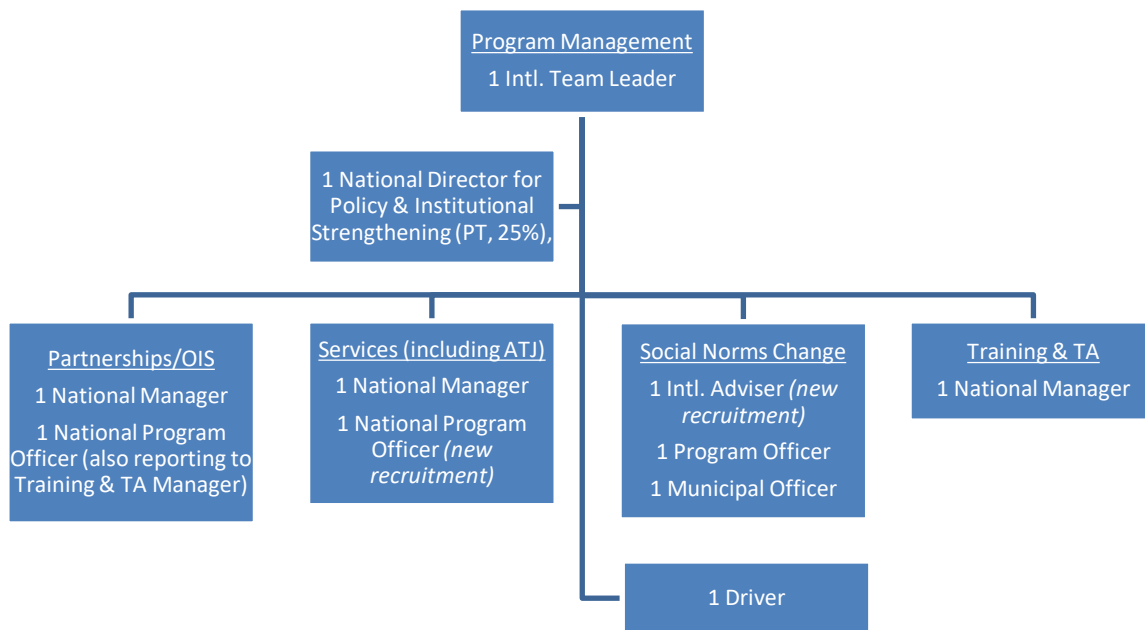
1. Team Structure, Roles and Responsibilities

The Design Update recommended an increased emphasis on Timorese leadership of *Nabilan* during Phase 2. This is evidenced in the new staffing structure, with proportionally more Timorese in senior positions, a decreased emphasis on full time international positions; and an approach that will see much of the engagement with GoTL and Timorese CSO's occurring with Timorese team members.

Nabilan Phase 2 will have a reduced staffing structure compared with *Nabilan* Phase 1, commensurate with a reduction in funding for the program. The program will recruit a FT Team Leader; have three senior Timorese Managers, taking over the roles of international staff; a Social Norms Change Adviser; and the 25% of FTE

allocation of the Foundation's Director for Policy and Institutional Strengthening to the *Nabilan* program. An additional Program Officer will be recruited in July 2018 as the program ramps up again. During the remainder of Phase 2 M&E will be resourced through an M&E Adviser who will be contracted on an STA basis as required, and an internal M&E Officer for limited days per month.

Figure 3 Nabilan Staffing Structure for Phase 2



2. Governance Arrangements

The Subsidiary Agreement between the GoA and GoTL will expire in March 2018, and needs to be reviewed and agreed. This will ensure the Program is covered by a higher-level bilateral agreement.

The original Grant Agreement signed in 2014 sets out the governance arrangements for the EAW Program, as amended by both Deeds of Amendment (2016, 2017). The original agreement requires the establishment of a Program Review and Planning Forum (PRPF) to review progress and work plans and provide input. While the PRPF is the formal governance mechanism including in terms of work plans and progress reports, there will be regular working level meetings between the Team Leader and DFAT, with other key program staff being brought in as appropriate. At the end of Phase 1, the PRPF was comprised of the Foundation, DFAT, MSS and SEM.

The members of the PRPF for Phase 2 will comprise representatives of DFAT, SEIGIS, MSS, MoH and the Foundation. Representation will be at the senior levels of each organisation, at the Director General level or equivalent, with delegation to other senior staff as required. The Forum will meet at least annually and the Foundation will present progress reports and work plans to the Forum for consideration. The Forum will not replace the need for day to day engagement and consultation with key government stakeholders and the Foundation will ensure that in the case of both MSS and SEIGIS that there is a thorough process of consultation regarding work plans and program progress at the working level.

The current arrangements contained in the 2017 Deed of Amendment requires that the Foundation provide the Australian Government with a Program Document, Annual Work Plans, and financial and narrative reporting as summarised in Annex 5 of this document.

3. Branding Strategy

The Branding Strategy is at Annex 10.

4. Risk Management

The Risk Matrix for *Nabilan* Phase 2 can be found at Annex 6. This draws on *Nabilan* Phase 1 Risk Assessments, and is also informed by analysis conducted during the three Program Logic workshops conducted in August 2017, the Updated Design Document and the original EAW Program Document.

At the time of writing Timor-Leste has a new minority coalition Government. A coalition of opposition parties is challenging the legitimacy of the VII Constitutional Government, and has blocked the new Government's program. It may take some time for this situation to resolve and there is the potential for the current GoTL to fall. The current lack of certainty has affected *Nabilan's* ability to undertake as full a consultative process on the new phase of the Program as is required. *Nabilan* will continue to monitor developments for engagement opportunities. By the early stages of Phase 2, an analysis will be conducted of priority entry points for engagement with the new Government. This analysis will be led by the Foundation's Director for Policy and Institutional Strengthening who will work on the *Nabilan* program 25% of the time during Phase 2.

The Program anticipates that a creative and flexible approach will be required regarding the effective entry points with GoTL. Given the cross-cutting nature of EAW work, and the number of Ministries mandated to engage with this work in different ways, there will be a number of options available. Although *Nabilan* has been fortunate to work with some champions within GoTL in Phase 1, there has been a number of challenges with key GoTL personnel related to engagement on evidence-based prevention approaches and the responsibility of the GoTL to provide adequate services to victims of violence.

Similarly, other international donors and implementers pose a risk to the program as studies and guidelines they produce are frequently poorly substantiated and ignore both international practice (e.g. the UNFPA Guidelines for Health Care Workers on Gender Based Violence) and the current reality in Timor-Leste (e.g. the UN Women Costing Study). Unfortunately, some of these documents do influence Timorese Ministries, and *Nabilan* staff have spent considerable time assisting CSO partners to write responses to them in order to mitigate the risk that the GoTL will refer to these poorly researched products when creating policy. There is a particular, and already realised, risk of programs disseminating messaging on violence against women and children that contained negative stereotypes of Timorese men and women inconsistent with the *Nabilan* program's messaging. These issues have been raised previously.

While in some respects Timor-Leste's progress and experience in violence against women and children is recognised, discussions about the health care sector response remain dispersed, with most actors not having a full picture of what is needed and what is already being done. The Essential Services Package for Women Subject to Violence is a good basis for expanding understanding of best practices and what has been accomplished thus far in Timor-Leste. *Nabilan* has supported PRADET and others to work with MoH to help them draw on this important document.

The justice system continues to provide inadequate penalties in cases of physical assault domestic violence, with most cases continuing to result in a mere suspended sentence. The courts fail to issue orders to the police to capture suspects and perpetrators or put them in preventative detention. This means that women and children are not adequately protected, resulting in re-victimisation and continuing abuse. This contributes to women and communities losing confidence in the formal court process and thus not reporting to the police.

Nabilan's work supporting monitoring and advocacy through JSMP are important means of addressing this risk, as is collaboration with the Community Policing Support Program and its work with Community Policing Councils.

Nabilan staff continue to spend a significant amount of time assisting service provider partners to resolve complicated cases. The risk is that without this support, cases would not progress. When service providers face challenges with a child's case, particularly legal issues, they often simply leave the child in the shelter, unless they receive external assistance to problem-solve.

Nabilan staff have historically provided significant numbers of ad-hoc trainings outside their work plan. This will no longer be possible due to reduced resourcing.

IV. Monitoring, Evaluation and Learning Framework

The draft Monitoring, Learning and Evaluation Framework is located at Annex 8.

V. Annexes

ANNEX 1

Program Budget

THE ASIA FOUNDATION						
Project Name: Elimination of Violence Against Women, PHASE 2						
Funder: AusDFAT						
Period of Performance: 01 January 2018 to 30 June 2022						
IN AUD						
	2018 Jan 1- Dec 31	2019 Jan 1- Dec 31	2020 Jan 1- Dec 31	2021 Jan 1- Dec 31	2022 Jan 1- June 30	Total
I. Personnel: Salaries and Benefits - Program Management	100,111	114,671	120,405	126,425	65,564	527,177
International Salaries	35,016	39,855	41,848	43,940	22,787	183,447
Benefits	65,095	74,816	78,557	82,485	42,776	343,730
II. Operating Expenses	381,517	484,584	507,779	532,097	126,730	2,032,707
Implementing Office Cost	355,671	441,938	464,034	487,236	120,064	1,868,943
Sector Personnel	-	-	-	-	-	-
National Salaries	4,571	4,799	5,039	5,291	2,744	22,443
Benefits	2,605	2,736	2,873	3,016	1,564	12,794
Staff Travel Costs	15,722	31,444	31,444	31,444	-	110,053
Core funding - Equipment, furnitures, maintenance	2,948	3,668	4,389	5,110	2,358	18,473
III. Activities	2,326,420	2,636,644	2,698,874	2,697,726	518,240	10,877,904
Program Activities	288,233	268,581	288,233	242,378	122,636	1,210,062
Grants	1,431,340	1,516,500	1,516,500	1,516,500	-	5,980,839
Technical Assistance	606,847	851,563	894,141	938,849	395,603	3,687,004
International Salaries	149,295	229,673	241,156	253,214	131,316	1,004,654
National Salaries	142,243	163,258	171,421	179,992	31,203	688,119
Benefits	315,308	458,632	481,564	505,642	233,084	1,994,231
IV. Indirect Cost	327,648	405,859	421,228	426,150	119,796	1,700,681
GRAND TOTAL	3,135,696	3,641,758	3,748,286	3,782,398	830,330	15,138,469
						-
Actual costs as of June 2017		14,628,050				
Actual + Projections (July - December 2017)		2,252,171				
Jan 2018-June 2022 budget		15,138,469				
Total		32,018,690				
Total Overall Funding Budget		32,018,690				
		0				

BROADER GOALS

Everyone in TL lives free from violence, is protected and can contribute to a stronger society.

Annex 2 Services Program Logic v3 20171018

END OF PROGRAM OUTCOMES

More women and children victims have access to coordinated support services which adequately respond to their needs

GoTL starts providing increased percentage of funding for victim support services based on transparent criteria

Justice sector improves its response to women and children victims

INTERMEDIATE OUTCOMES

An increased number of women and children victims are referred to partner support services

Service providers use improved knowledge, skills and sensitivity to deliver services

GoTL acknowledges importance of criteria-based funding for victim support services

GoTL acknowledges the importance of professional training for staff working in victim support services

CSO partners use evidence based advocacy to improve justice sector responses to VAW and children.

OUTPUTS

An increased number of people know about available services for women and child victims

Non partner service providers are aware of appropriate response to victims

CSO Service Providers are able to provide essential services to women and children victims

Key service provider staff complete and pass the Certificate III in Social Services

GoTL more aware of requirements for professional and sustainable service provision

CSOs document and analyse systemic issues in justice sector responses to VAW and children

INFLUENCE ACTIVITIES

Provide training and promote linkages between referral network and other identified pathways

Promote awareness of the availability of victim support services

Provide training to non-partner service providers

Provide grants and TA to CSO service providers

Continue to support implementation of Certificate III Social Services

Advocate for GoTL funding of Cert III Social Services

Advocate for increased GoTL funding of services

Promote service standards, SOPs with government agencies

Provide grants and TA to CSOs working in the formal justice sector

FOUNDATIONAL ACTIVITIES

Scope development of USSD/SMS referrals

Review methods for delivery of TA

Develop revised criteria for services grants

Analysis of entry points with new GoTL, and agencies

Scope development of activities to improve monitoring of offenders

There is a reduced acceptability and use of violence in Timor-Leste.

Annex 3 Social Norms Change Program Logic v 16/10/17

BROADER GOALS

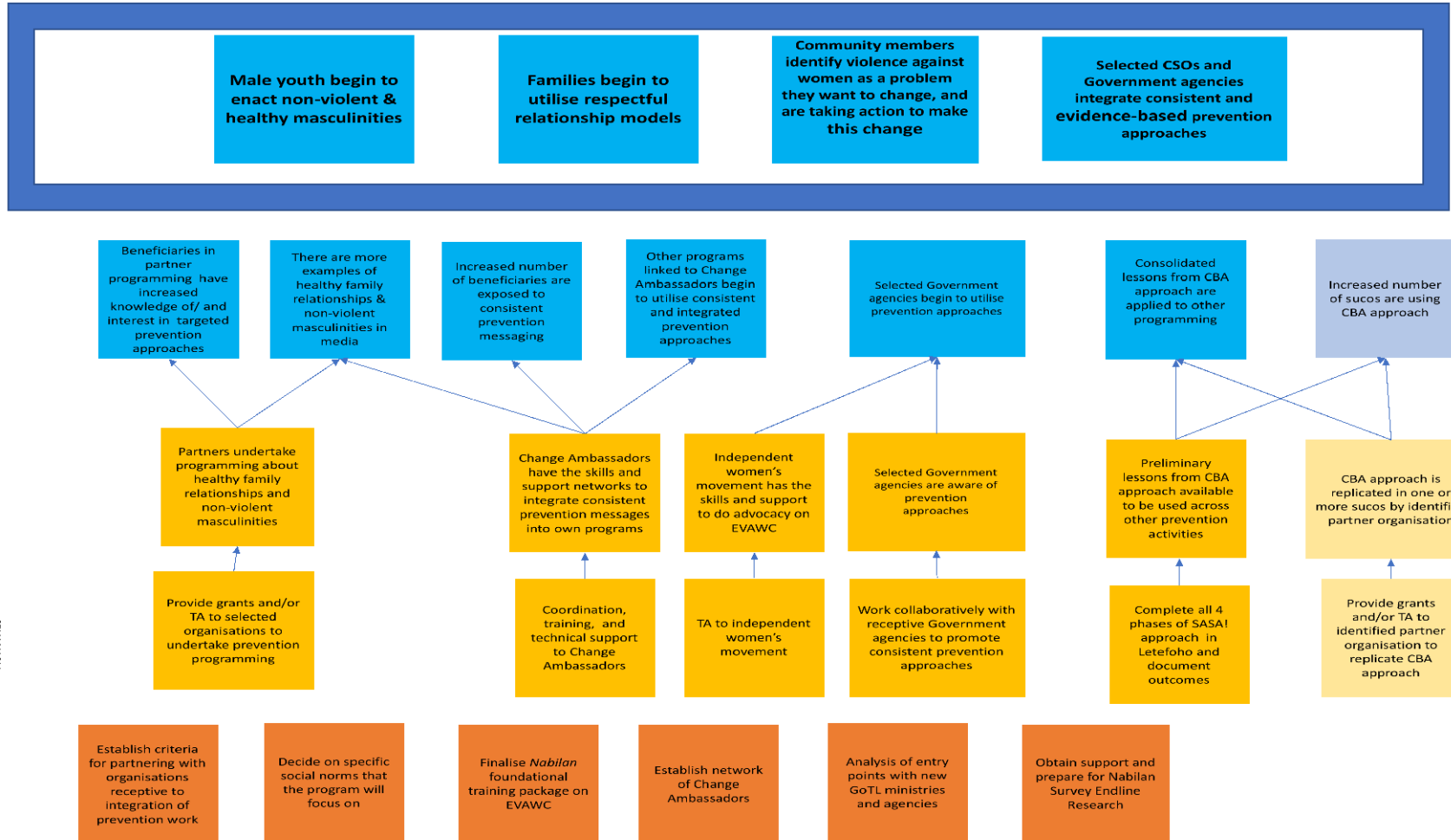
END OF PROGRAM OUTCOMES

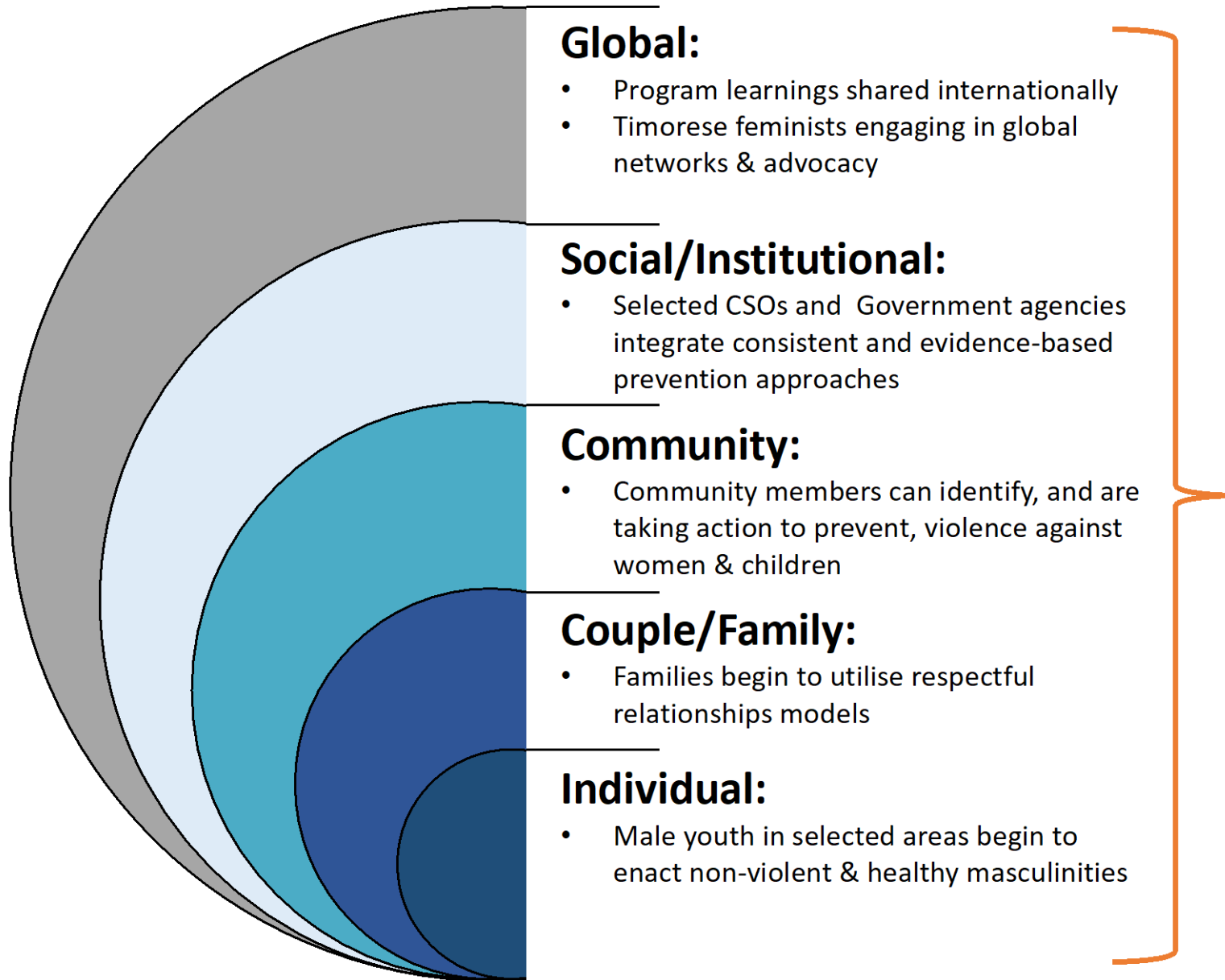
INTERMEDIATE OUTCOMES

OUTPUTS

INFLUENCE ACTIVITIES

FOUNDATIONAL ACTIVITIES





All underpinned by strong, independent women's movement

ANNEX 4

Theories of Change Factsheet

(Available in separate file)

ANNEX 5

Implementation Schedule

Year	Milestone	Indicative Date
4 (2017)	Draft Program Document Phase 2 <i>Nabilan</i> submitted to DFAT	30 October 2017
	Tranche payment #9 to <i>Nabilan</i>	15 November 2017
	Detailed 12 month Workplan submitted to DFAT	30 November 2017
	Governance Meeting	14 December 2017
	<i>Nabilan</i> Phase 1 complete	31 December 2017
5 (2018)	<i>Nabilan</i> Phase 2 (Year 5) commences	1 January 2018
	6 monthly progress report (covering July-December 2017)	28 February 2018
	IQR Partner Performance Assessment discussion	10 March 2018
	Tranche payment #10 to <i>Nabilan</i>	1 August 2018
	6 monthly progress report due –verbal (covering Jan-June 2018)	31 August 2018
	Performance dialogue	15 September 2018
	12 month Workplan submitted to DFAT	30 October 2018
	Governance Meeting	15 November 2018
6 (2019)	Year 6 commences	1 January 2019
	6 monthly progress report due (covering July-Dec 2018)	28 February 2019
	Performance dialogue	15 March 2019
	Tranche payment #11 to <i>Nabilan</i>	30 March 2019
	Quarterly budget report	30 May 2019
	6 monthly progress report (covering Jan.-June 2019)	31 August 2019
	Performance dialogue	15 September 2019
	Tranche payment #12 to <i>Nabilan</i>	30 September 2019
	Annual Workplan	30 October 2019
	Governance Meeting	15 November 2019
7 (2020)	Year 7 commences	1 January 2020
	6 monthly progress report (covering July-Dec. 2019)	28 February 2020
	Performance dialogue	15 March 2020
	Tranche payment #13 to <i>Nabilan</i>	30 March 2020
	Quarterly budget report	30 May 2020
	6 monthly progress report (covering Jan.-June 2020)	31 August 2020
	Performance dialogue	15 September 2020
	Tranche payment #14 to <i>Nabilan</i>	30 September 2020
	Annual Workplan	30 October 2020
	Quarterly budget report	30 November 2020
8 (2021)	Year 8 begins	1 January 2021
	6 monthly progress report (covering July-Dec. 2020)	28 February 2021
	Performance dialogue	15 March 2021
	Tranche payment #15 to <i>Nabilan</i>	30 March 2021
	Quarterly budget report	30 May 2021
	6 monthly progress report (covering Jan.-June 2021)	31 August 2021
	Performance dialogue	15 September 2021
	Tranche payment #16 to <i>Nabilan</i>	30 September 2021
	Governance Meeting	15 November 2021
	Quarterly budget report	30 November 2021
	Tranche payment #17 to <i>Nabilan</i>	1 February 2022
	6 monthly progress report (covering July-Dec. 2021)	28 February 2022
End of Program	30 June 2022	

ANNEX 6

Nabilan Phase 2 Risk Matrix

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
Contextual Risks						
1. Stereotypes and bias shape the prevailing understanding of violence against women (VAW) in Timor-Leste	These misperceptions can negatively impact on VAW prevention strategies, investment in VAW prevention and services, and public perceptions of consequences.	4	2	M	<i>Nabilan</i> has completed formative research to understand those biases and stereotypes and uses current approaches to behaviour change to respond to these. In Phase 2 the Social Norms Change Pillar will partner with a variety of organisations receptive to integrating prevention messaging into their work, establish the Change Ambassador’s Network to leverage other GoA and TAF programming and build a cadre of people able to integrate messaging into their programs, and work with the independent women’s movement to address stereotypes and bias relating to violence against women and children.	<i>Nabilan</i> Program, Social Norms Change Pillar
2. Media promotes negative messaging about VAW	These misperceptions can negatively impact on VAW prevention strategies, investment in VAW prevention and services, and public perceptions of consequences.	4	2	M	Promote alternative messaging, provide grants to media organisations to promote positive messaging.	<i>Nabilan</i> Program CSO partners
3. Re-emergent violence and insecurity	May interrupt program delivery, and increased violence and tension may result in increased perpetration of VAW.	2	3	M	The Foundation closely monitors any security and conflict issues. This includes assessing if there is need to target particular aspects of violence against women and children work related to conflict and insecurity. The Foundation monitors security for staff and shares information on security with partners. In the event of a deterioration of security, appropriate security precautions are put in place.	Foundation Management, <i>Nabilan</i> Team Leader,

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
4. Inadequacy of justice sector response to cases of VAWC	<p>Women and communities lose confidence in the formal court process and thus do not report to the police.</p> <p>Delays in the processing of cases of VAWC cases. Delayed training of key judicial officers' impacts on the capacity of courts to address the caseload.</p> <p>Perpetrators do not face legal consequences, therefore there is reduced deterrent value.</p> <p>Women and children are not adequately protected by the justice system, resulting in re-victimisation and continuing abuse.</p>	3	3	M	<p><i>Nabilan</i> mitigates this risk through ongoing assessment of program impact and supporting monitoring and advocacy through JSMP. This continued support can build on significant progress that has been achieved in Phase 1, for example there has been demonstrated change in sentencing outcomes and judges are starting to take measures to protect victims and witnesses during trial.</p> <p>When good judgements occur, they should be highlighted</p> <p><i>Nabilan</i> will continue to support the CPSP program's work with Community Policing Councils on ensuring that cases are referred to police.</p> <p>The Program will scope an additional activity on monitoring of offenders as a foundational activity.</p>	<p><i>Nabilan</i> Program, Services Pillar CSO partners</p>
5. Resistance from local leaders to support rights-based approaches to VAW	<p>Limits the reach of both prevention activities and access to services beyond areas close to major towns/cities.</p> <p>Limits the options of working with community approaches to supporting women.</p>	3	2	M	<p>The Foundation engages with both individuals and local leaders as partners and endeavours to coordinate and report back to suku level structures on a regular basis in Suku Letefoho). Members of the Suku Council are involved directly in programming.</p>	<p><i>Nabilan</i> Program, Social Norms Change Pillar</p>
6. Government budget and policy making constraints	<p>Impacts on the resources and policies that government agencies commit to on key aspects of ending violence against women and children.</p> <p>Impacts on whole of government approach in the National Action Plan (NAP) on Gender Based Violence (GBV).</p>	5	4	H	<p>While the program has endeavoured to share a clear understanding of service needs for women and children impacted by violence, it has historically faced obstacles in engaging with MSS in planning and budgeting processes to strengthen systems and processes which impact on service delivery. The program will continue to engage with Governance for Development (GFD) program and UPMA regarding its work on budgeting and planning, and gender responsive</p>	<p>Country Representative, <i>Nabilan</i> Team Leader, both Pillars, Australian Government</p>

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
					budgeting. The program will assess for new engagement opportunities once the GoTL structures and personnel have been completed and stabilised. The new NAP on GBV provides some new entry points.	
7. Inadequacy of law enforcement response to violence against women	Women are reluctant to report violence to police, resources for police to support referrals of women that do report violence to services (e.g. medical forensic services) are not adequate, both impacting on their wellbeing, and possibly impacting evidence for any legal proceedings.	4	2	M	<i>Nabilan</i> is actively engaging with other programs supporting the PNTL, including the Timor-Leste Police Development Program (TLPDP) and the Foundation's Community Policing Support Program to improve police response to VAW. <i>Nabilan</i> also works through partners ALFeLa and PRADET to respond to police misconduct (such as failing to register DV cases).	Australian Government, TLPDP <i>Nabilan</i> Team Leader, Pillar Coordinators Foundation Community Policing Support Program
8. Limited prospects of reforms to address violence against women and children	Limited whole of government ownership of ending violence against women and children initiatives. Limited advocacy by civil society partners contributes to a lack of knowledge and lack of commitment to continuing crucial existing services. Limits the sustainability of the <i>Nabilan</i> program outcomes.	4	3	H	Whole of government support to address violence against women and children is required for sustainable progress, including regarding implementation of NAP GBV commitments. The revised NAP GBV was launched during the reporting period but line ministry budgeting for the NAP GBV will only occur in the next reporting period and implementation is not expected to begin until early 2018. Opportunities for further work on this will need to be assessed in the next reporting period and a new Government is announced. <i>Nabilan</i> takes a realistic and nuanced approach to determining politically feasible program interventions.	Australian Government Country Representative <i>Nabilan</i> Team Leader, Pillar Coordinators

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
						<i>Nabilan</i> partners
9. Individual leaders have a vested interest in maintaining the status quo	Impacts on public messaging (prevention, court decisions, etc.) against VAW, resulting in a perception that it is acceptable to commit VAW.	2	3	M	<i>Nabilan</i> counters this risk by identifying and working with leaders and organisations for change who have positive messages about gender equality and are committed to ending VAW. The program also supports an independent local feminist movement to publicly advocate for transformative and positive messaging on gender equality and violence prevention.	<i>Nabilan</i> Team Leader Pillar Coordinators
10. Referral network not functioning	Women and children victims of violence are not provided with a full suite of essential services.	2	3	M	<i>Nabilan</i> and CSO Partners can seek to strengthen alternative entry points. Advocacy with GoTL	<i>Nabilan</i> Team Leader, Pillar Coordinators <i>Nabilan</i> partners
Programmatic Risks						
1. Slowness in forming the new GoTL, coupled with lack of clarity regarding the positions, program, and stability of the minority GoTL mean reduced opportunity for consultation on Phase 2 of program.	May result in lack of buy-in to Program by GoTL	3	3	M	<i>Nabilan</i> will maintain contact with the new GoTL as its structure and approach become more apparent in order to ensure maximum consultation opportunities.	
2. Limited ownership from MSS and SEM in the program. Limited coordination among the two agencies on ending violence against women and greater focus on other priorities	Impacts on the achievement of key outcomes if resources must address a wide range of needs. Poor ownership, coordination and commitment, impacts on the sustainability of the program outcomes.	4	4	H	The Foundation engages regularly with MSS and SEM to discuss the program focus and outcomes and agreed work plan, and to ensure research and related evidence is accessible and relevant. <i>Nabilan</i> links evidence to the program direction as one of many ways to ensure the work is relevant in the eyes of government stakeholders. <i>Nabilan</i> regularly reports to the Program Planning & Review Forum	Australian Embassy <i>Nabilan</i> Team Leader

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
	Risks to welfare of vulnerable women and children.				(PPRF) to strengthen government ownership and coordination of program activities. Based on historical experience this risk remains at High, but will be reviewed if circumstances change with the new GoTL.	
3. Risk in reliance on CSOs to develop and implement activities (including risk that they are not adequately committed to gender equality or <i>Nabilan's</i> other guiding principles), particularly the risk of working with a limited number of CSOs in particular areas such as access to justice	<p>Lack of partner commitment to gender equality or a rights-based approach to victim services is a risk.</p> <p>The sustainability and institutional capacity of the CSOs themselves impacts on the sustainability of the outcomes related to each CSO.</p> <p>Limited CSO capacity to scale up individual work to the extent of the program activities, particularly in relation to expanding the reach of the program. Risk of increasing client numbers.</p> <p>Limited CSO staff capacity to fulfil even basic job requirements and needed service quality improvements.</p>	3	3	M	<p><i>Nabilan</i> has realistic expectations of CSO capacity and has developed a participatory approach to assess and monitor organisational and institutional capacity. The Foundation emphasizes quality of service provision and works with the partners to measure and review quality of program delivery. The Foundation has and will continue to carefully select and monitor grantees to ensure their suitability (commitment to gender equality, their capacity) and to minimise other risks related to implementation. A competitive call for proposals, with clearly defined criteria, from CSOS able to undertake service provision to the standard required, will occur in the first six months of Phase 2. This will be supported by the Foundations' existing experience in partner assessments and organisational strengthening. The Foundation supports this through developing principles about rights, causes of violence, and other issues, and seeking mutual agreement on these principles with implementing partners, and providing capacity development as needed. Concerns about some CSO personnel engaging in behaviour contrary to <i>Nabilan</i> principles and not having basic requirements for their roles have been addressed during this period through training for some partners' staff from <i>Nabilan</i> staff and direct technical support to people on the job. Poor human resource management within CSO partners makes it difficult to improve the overall quality of the work of the organisation, through weak systems for supervision and management, but the program has demonstrated significant progress in improving the quality of partner services, including</p>	<p><i>Nabilan</i> Team Leader</p> <p>Pillar Coordinators</p>

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
					through annual OIS reviews and development of the social services training which included workplace visits.	
4. Successful awareness raising about the availability of services may increase demand on services.	Services unable to meet increased demand.	3	2	M	Continue to advocate for increased funding from GoTL and donors. Support broadened response from clinic level.	<i>Nabilan</i> CSO and GoTL partners
5. Opening up a competitive call for proposals could lead to poor relationships with unsuccessful organisations.	Existing partners will be unlikely to be able to continue their work if not funded. Prospective partners may feel that the process is biased towards existing partners if they are not selected. Either of these outcomes will impact on relationships in a tight knit community. The reality is that there are a limited number of organisations with the skills and experience to provide these services in Timor-Leste. <i>Nabilan</i> recognises that the open call for proposals in Phase II will impose an additional burden on CSOs. Many organisations will not meet the selection criteria and will be unsatisfied with the process.	3	3	M	<i>Nabilan</i> will develop clear criteria in the call for, and assessment of proposals; and will ensure that the decision is made by a committee that includes <i>Nabilan</i> , GoTL, DFAT and independent CSOs. Requirements will be clearly expressed in writing and through verbal briefings to potential applicants.	<i>Nabilan</i> , DFAT GoTL Selection committee, Partners
6. Reduced funding for partners	This could impact on <i>Nabilan's</i> reputation.	2	3	M	Clear messages from TAF about reduced funding capacity	TAF management, <i>Nabilan</i> programme

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
7. Risks associated with working with vulnerable populations (children, people with disabilities, vulnerable and traumatized women)	<p>Important to ensure that client rights, including confidentiality, are fully respected and security protected.</p> <p>Children are placed at further risk due to interventions of the program or program partners, including direct abuse from grantees providing services to child victims.</p>	3	3	M	<p>The Foundation has a Research Code of Conduct and a Child Protection Policy (updated 31 March 2017) and Code of Conduct. All Foundation staff have been trained on the Child Protection Policy and Code of Conduct, and the Research Code of Conduct is appended to all research-related contracts. All local partner organisations are assessed in terms of child protection risk. The Foundation supports partners to conduct thorough risk and safety planning to mitigate risks to clients. All current partners have been supported to both develop and adopt a child protection policy, including a risk assessment and criminal background checks for staff who have contact with or work directly with children, and have received training on child protection. This would need to be repeated with any new partners. However, these measures can only minimise the risk of abuse occurring. Strengthening the protection of clients and vulnerable populations across the sector's service delivery will be undertaken through <i>Nabilan's</i> support to a social services accreditation program. Learnings are generated through actual experiences with partners facing relevant situations in their organisations. More qualified workers in the sector will help guarantee better protection of victims in the long-term.</p>	<p>Foundation Management</p> <p><i>Nabilan</i> Team Leader</p> <p>Pillar Coordinators</p> <p><i>Nabilan</i> Partners</p>
8. Risk of CSO partner staff and government partner staff becoming involved in violence against women and children, either as victims or perpetrators	<p>Given the high prevalence of violence against women and children found by the <i>Nabilan</i> Baseline Study, there is a strong likelihood that individuals engaged by the program through CSO partners are either victims or perpetrators of VAW. The program's reputation could be damaged if it known that CSO partners are not</p>	3	3	M	<p>When cases of violence being perpetrated against or by staff of CSO partners reach the attention of <i>Nabilan</i> staff, they are addressed promptly. However, the time required to deal with these issues draws <i>Nabilan</i> staff away from planned activities, compounding the risk to the program. The risk management strategy is to terminate contracts of staff who are perpetrators and provide support to staff who are victims. <i>Nabilan</i> will continue to closely monitor partner staff wellbeing to the extent possible, and organisational and institutional strengthening will continue to focus on gender equity,</p>	<p><i>Nabilan</i> Team Leader</p>

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
	adequately assisting their own staff or are tolerant of violence perpetrated by their own staff.				workplace safety (including responses to gender based violence), and behaviour and attitude change to address VAW.	
9. Focus on equality and cultural change risks unintended negative consequences (backlash) for women, at individual, organisational/ partner, and community/ society levels	Women are negatively impacted as a result of backlash.	3	3	M	To mitigate backlash against women, the program devotes substantial resources to mentoring and supervision with partners, partner assessments and monitoring for commitment to gender equality, and evidence-based prevention strategies to support positive cultural values and motivation for change. This includes strengthening partners' documentation, confidentiality, and consent practices.	<i>Nabilan</i> Team Leader, Pillar Coordinators
10. Risk to partners and <i>Nabilan</i> staff in terms of their own security (backlash) or cumulative effects/stresses from dealing with survivors of violence	Staff of partner organisations (or <i>Nabilan</i> staff) are reluctant to undertake activities, resulting in increased absenteeism, impacting on program delivery.	3	3	M	The program addresses issues of self-care and security issues for service providers and staff in training and monitoring of service providers. The program pays close attention to the wellbeing of <i>Nabilan</i> staff and encourages a safe space of open discussion about vicarious trauma. The program is able to link staff with counselling support when required.	<i>Nabilan</i> Team Leader, Pillar Coordinators
11. Risk of judicial actors preventing justice system monitoring and legal assistance partners access to courts	Reduced transparency of justice system and actors. Reduced capacity to advocate for improved justice systems.	2	2	L	<i>Nabilan</i> has developed strong relationships with the Court of Appeal and Timor-Leste Judges' Association. JSMP is also highly respected by the judiciary for its independence and quality of legal analysis. ALFeLa has effectively lobbied the Prosecutor-General when issues have arisen with individual prosecutors. <i>Nabilan</i> will continue to monitor the collaboration between all actors.	<i>Nabilan</i> Program, especially Services pillar
12. Lack of CSO and government familiarity with research techniques and evidence-based practices	Reluctance to invest time in research, and limited value can be placed on research findings.	3	3	M	The research approach has increasingly involved staff undertaking research and reviewing research findings together with partners. Research "uptake" has involved discussion with relevant programs and stakeholders.	<i>Nabilan</i> Team Leader, Pillar Coordinators
13. Non-acceptance of program research findings by key stakeholders	Limited value placed on research findings, leading to challenges in uptake	2	3	M	During Phase 1 <i>Nabilan</i> established a Research Reference Group to ensure research methodologies are relevant to the context of Timor-Leste, while continuing to draw on proven research methodologies	<i>Nabilan</i> Team Leader, Pillar

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
	of findings in developing evidence based strategies.				used globally. Although research will be more limited in Phase 2 due to funding constraints, any research findings will continue to be presented with positive messaging that is relevant to the local context. The strategic use of research and engagement with key stakeholders on research design and findings aim to mitigate this risk.	Coordinators, M&E team
14. Difficulty in getting traction within other DFAT sector programs	Impacts on the extent that the Australian Government can support a holistic approach to ending violence against women and children (current best practice) and maximise its investment in ending VAWC.	3	3	M	<i>Nabilan's</i> new Change Ambassadors Program will introduce a new approach to leveraging GoA funded programs. Early indications are that a number of DFAT programs including GfD, TOMAK and Workforce Development are keen to participate in this approach. Historically, the Foundation has attempted to use the Australian Government Gender Action Plan developed in early 2014 as a basis for securing the involvement of other sector programs. In addition, the Foundation attempted to establish regular policy dialogues per the recommendation of the Technical Advisory Group, in order to support coordination between <i>Nabilan</i> and other programs. <i>Nabilan</i> has met with sector programs outside of the policy dialogues. This approach will be continued. This has been most successful with other DFAT programs working in Manufahi (Hamutuk and MSI), given the geographic proximity and shared local stakeholders of our programs. There have been challenges engaging consistently with other Australian Government sector programs, and there has been a lack of interest in EVAWC, evidence based programming, and social norms change from the Embassy. Learning from Phase 1, and where possible, including through the Change Ambassador's network, <i>Nabilan</i> will work with Australian funded programs to ensure any specific violence prevention messages and activities are positive, consistent and based on best practice. <i>Nabilan</i> Phase 2 will continue to encourage all DFAT Programs to use positive messaging on VAWC.	Australian Government <i>Nabilan</i> Team Leader

RISK EVENT	Potential Impact	Current Risk Level			Risk Management Strategy	Responsibility
		L	C	I		
Institutional Risks						
1. Financial mismanagement by grantees	Loss of program funds, loss of confidence in the <i>Nabilan</i> Program, or the end of a relationship with a partner impacts on program delivery. Impacts on clients if funding an organisation becomes not viable due to financial mismanagement.	3	2	M	The Foundation's due diligence and financial management systems, including close monitoring and capacity building for grantees, protect against financial mismanagement. Audits are conducted and any issues raised and followed up. The Foundation has placed increased resources on management of the grants to assist with monitoring and capacity building of partners. The Foundation will ensure close communication with the Australian Government regarding any concerns.	<i>Nabilan</i> Team Leader, Finance Manager, Pillar Coordinators
2. Difficulties in attracting and recruiting staff with appropriate knowledge and experience in VAW issues	<i>Nabilan's</i> ability to provide appropriate technical support is limited. Extensive time and effort required for recruitment.	3	3	M	The Accredited Social Services Training Program has been the key action to address this risk. Both students and trainers learned a great deal during the first round of training. Finding staff with technical knowledge on violence prevention and/or staff with quick uptake of these skills continues to be a challenge.	Services and Social Norms Change Coordinators, Foundation Human Resources Team,
3. Reductions in funding means reduced FTE staff time on the program	Less technical support and monitoring of partners and less cross-program support and collaboration. Reduction in technical support means less time for senior technical staff to help partners address complicated cases. This severely impacts on the ability to improve outcomes for women and children affected by violence, as many complicated cases would not be resolved without <i>Nabilan's</i> support. Staff will be unable to provide ad-hoc trainings without increased resourcing	3	3	M	Approach to TA will be reviewed in early stages of Phase 2 to take account of new circumstances <i>Nabilan</i> will not be able to accommodate most requests for ad-hoc training. Possibilities for additional funding from another donor could be explored.	TAF management, <i>Nabilan</i> Team Leader, Pillar Coordinators

Key:

L - Likelihood

C - Consequence

I – Impact

				Temporary delay Resource Intensive Manageable	Short period, isolated impact Wider impact but manageable with resources	Impacts across a number of activities Needs management response	Suspension of program Loss of credibility	Termination of Program
				Consequence →				
				Insignificant	Minor	Moderate	Major	Severe
Expectation:				1	2	3	4	5
Likelihood ↓	Is expected to occur in most circumstances	5	Almost certain	M	H	H	E	E
	Will probably occur at some stage	4	Likely	M	M	H	H	E
	Might occur at some time in the future	3	Possible	L	M	M	H	E
	Could occur but doubtful	2	Unlikely	L	M	M	H	H
	May occur but only in exceptional circumstances	1	Rare	L	L	M	M	M

E - Extreme risk – Unacceptable – detailed action plan required

H - High risk - Unacceptable – requires attention from TAF

M – Medium risk – Acceptable – management aware of risk

L – Low risk – Acceptable – manage by routine procedures

ANNEX 7

List of Consultations in preparation of Program Document

Day and Date, 2017	Person	Position	Organisation	Who attended?
4 August,	Keryn Clark	Team Leader	M&E House	Bu Wilson (via Skype)
14 August	George Varghese	Acting Country Director	The Asia Foundation	Bu Wilson
	Keryn Clark Alberto Correia Myra Navarro-Mukii	Team Leader M&E Specialist M&E Specialist- Operations	M&E House	Bu Wilson Sophia Cason
15 August	Tamara Failor	Manager, Program Support Unit	The Asia Foundation	Bu Wilson
	Sunita Caminha John Pile Rajesh Pandav		UN Gender Working Group Meeting	Bu Wilson Sophia Cason
16 August	<i>Nabilan</i> Team Program Logic Workshop I			Bu Wilson <i>Nabilan</i> Team
	Rachael Moore	Counsellor-	Australian Embassy	Bu Wilson Sophia Cason
17 August	Liz Garrett	Director - Operations	Governance for Development Program	Bu Wilson Sophia Cason
	Heather Moran	Sanitation Lead	Partnership for Human Development	Bu Wilson Sophia Cason
	Sue Smith Julia Kean	Team Leader Skills Development and Employment Specialist	Workforce Development Program	Bu Wilson Sophia Cason
18 August	Francisco Soares	Senior Coordinator: Development Cooperation Economics and Governance	Australian Embassy	Sophia Cason
	Inga Mepham	Gender Specialist	TOMAK	Bu Wilson Sophia Cason
20 August	Dr Margaret Gibbons	Consultant (health care responses to violence against women and children) Mentor	PRADET	Bu Wilson
22 August	M & House MEL Innovation Series		M&E HOUSE	Bu Wilson Justino Amaral Mario Amaral Shinta
23 August	Kwesi Formson Helen Henderson	Country Director Health Systems Manager	Marie Stopes Timor- Leste	Bu Wilson Xian Warner
	Todd Wassel	Country Director	The Asia Foundation	Bu Wilson Sophia Cason
24 August	<i>Nabilan</i> Team Program Logic Workshop II			Bu Wilson <i>Nabilan</i> Team
	Sandy Allen Tomasiana de Deus	Team Leader Gender Team Team Member Gender Team	TLDPD	Bu Wilson Sophia Cason
	Sonja Litz Endah Agustiana Cath Barker Dulce (Uche) Da Cunha	Team Leader Gender Specialist Deputy Team Leader Access and Equality Lead	Partnership for Human Development	Bu Wilson Sophia Cason
	Carmeneza dos Santos Monteiro	Director for Policy & Institutional Strengthening	The Asia Foundation	Bu Wilson Sophia Cason

25 August	David Roach	Executive Director	Catalpa	Bu Wilson Sophia Cason
	Sonia Leite	Acting Team Leader, Community Policing Support Program (CPSP)	The Asia Foundation	Bu Wilson
	Gobie Rajalingam	Tourism Program	The Asia Foundation	Bu Wilson
	<i>Nabilan</i> Team Program Logic Workshop III			Bu Wilson <i>Nabilan</i> Team Todd Wassel
14 September	Ester Correia Misael Racines	PHD Education program Senior Coordinator, PLMP	PHD	Sophia Cason Xian Warner
20 September	Maria Jose dos Reis Almerindo Other MSS staff	Chief of Department for Women Protection, DNDS	Ministry of Social Solidarity	Sophia Cason Carmeneza Monteiro Shinta Dewi Mira Hornay
28 September	Vrinda Tiwari	Public Diplomacy Officer	Australian Embassy	Sophia Cason
6 October	Laura Menezes Lopes	Secretary of State for Gender Equality and Social Inclusion	SEIGIS	Todd Wassel Sophia Cason Carmeneza Monteiro
9 October	Feliciano de Jesus	Program Coordinator	FUNDEF	Sophia Cason Xian Warner
	Francisco da Silva Gari	Director	TLMDC	Sophia Cason Xian Warner
	Manuel dos Santos Luisa Marcal	Director Fatin Hakmatek Coordinator	PRADET	Sophia Cason Anna Yang
10 October	Casimiro dos Santos	Deputy Director	JSMP	Sophia Cason Anna Yang
	Sierra James Lica Marcal Yohannes Bouk	Founder and Adviser Director Program Manager	Ba Futuru	Sophia Cason Xian Warner
	Sister Santina de Oliveira	Director	CEF – Uma Mahon Salele	Sophia Cason Anna Yang
	11 October	Rogito Guterres Satornino Amaral Anita dos Santos Silva Melinda Mousaco	Chief of Unit Senior Social Development Adviser Coordinator Community Development Deputy Coordinator	PNDS
17 October	Keryn Clark	Team Leader	M&E House	Bu Wilson (via Skype)
23 October	Louise Maher	Acting Team Leader	M&E House	Bu Wilson
24 October	Dr Odete da Silva Viegas Ivo Freitas	Director General of Service Delivery Director of Bilateral Cooperation and Partnerships	Ministry of Health	Sophia Cason Shinta Dewi
27 October	Joannah Leahy	First Secretary Political	Australian Embassy	Sophia Cason

ANNEX 8

M&E Framework

(Available in Separate File)

Guiding Principles and Approach

The *Nabilan* Phase 2 Program will work according to the following guiding principles:

- **Violence against women and children is political, caused by gendered power imbalances and is a human rights violation.**

Violence against women and children is a global problem, existing in all countries. Research conducted around the world demonstrates that VAW is caused by “unequal power relations between men and women and pervasive discrimination against women in both the public and private spheres.”⁴⁴ More recent research on men’s use of violence states that, “Gender inequality, power, and violent forms of masculinity may be understood as the root causes of violence against women.”⁴⁵ Violence is a way to establish, enforce, or perpetrate unequal gender-power relations. Factors such as low education, poverty, substance abuse, and experience of conflict do not *cause* violence against women and children, but they are all factors which can impact on the risk of violence. These factors are critically important in understanding how violence happens in particular situations and how to prevent violence from happening.

Violence against women and children is a violation of the rights of women and children. It has negative consequences not just for the individual experiencing violence, but also for her family, community, and the nations’ development. Violence of any form is not acceptable and is not a productive way to deal with problems in relationships, families, communities, or society at large.

We will “think and work politically”, within a human rights and feminist framework and will be guided by women’s voices in defining satisfactory outcomes for women. The program design highlights the need for women and children affected by violence to be empowered to exercise their rights to access services and participate in government programs.

Violence against women and children is preventable

There is a growing body of research that demonstrates that violence is preventable within programmatic timeframes. This mean that it can be reduced in years, rather than generations. However, it requires coordination on all levels, and moving away from silo approaches.

Sustainable change requires social norms change

Social norms are shared beliefs about what is typical and socially acceptable among a group of people. Shifting norms requires time and in-depth work to understand the social context. It requires an approach that builds on community strengths, and does not use negative messaging or fear.

- **Working with men and boys**

⁴⁴ UN Secretary General, *Ending Violence Against Women: From Words to Action*, United Nations, New York, 2006.

⁴⁵ Partners for Prevention, *Why do Some Men Use Violence Against Women and How Can We Prevent It?: Quantitative Findings from the United Nations Multi-Country Study on Men and Violence in Asia and the Pacific*, UNDP, UNFPA, UN Women, UNV, Bangkok, September, 2013.

We will continue to work with men and boys in addressing violence against women and children, particularly in the social norms change pillar. This approach is considered international best practice, and is supported by research carried out by *Nabilan* during Phase 1 of the Program.

- **Change and human rights**

A Human Rights Based approach is key to addressing violence against women and children. Women and children have the right to live free of violence or threats of violence. Women have the right to decide what action to take about violence in their lives and how to live their lives. Women and children who experience violence may be called “victims,” but we recognise that they also have many other experiences and are not only victims. They have strengths and skills and can overcome the violence in their lives and make changes.

Men must be held responsible for their actions and be partners in making change happen. Changes in beliefs, attitudes, and behaviours are needed for VAW to end. Change takes time, and must be nurtured and approached at many different levels. Violence is learned, and people can make the choice not to be violent. To end violence against women, it is important to work for change at a number of levels—individual, family, community, and systems.

Some women and children are more at risk of violence due to vulnerabilities such as having a disability, isolation from family and other supports, poverty, and whether and how they act against traditional gender norms. By taking both an intersectional and rights based approach, the program will work to identify how these intersections can lead to increased risk, severity, and/or frequency of experiencing different forms of violence, and seek to address these issues in program activities.

- **Accountability to all stakeholders**

The work done in *Nabilan* will be accountable to our donor, the Government of Australia, our organisation (the Foundation), the Government of Timor-Leste, and women and children who experience violence. The experiences of women and children will be an important part of our M&E processes.

- **Protection of women, children, and support services staff**

Nabilan will recognise the central importance of protection of women and children at all stages of their case trajectory. The program also recognises that there are safety issues involved for staff in partner organisations working under the program. The program has developed a Do No Harm Policy and a Policy on involvement in casework of *Nabilan* grantees.

- **Culture and tradition**

Culture is not a cause of violence against women or children. Violence against women and children exists across cultures. Cultural beliefs and practices have both positive and negative aspects for women. The program will seek to work with and strengthen aspects of cultures which are supportive of the rights of women and children. Local authorities and local justice mechanisms have an important role to play in protecting women and children and providing options for addressing violence. The program will seek to work with local mechanisms—including local justice mechanisms—to enhance protection of women and children from violence.

- **Partnerships with civil society organisations and the independent women’s movement**

The Foundation recognises the autonomy and diversity of civil society organisations (CSOs) and that there are often a number of stakeholders involved in a particular organisation. Coordination and collaboration will be key aspects of our approach. We will work with partners to strengthen both programming and organisations themselves. Planning for our work will be done jointly. There will be agreement on how to measure change within organisations. Recognising that the independent women’s movement has been actively engaged in reform on violence against women in Timor-Leste and internationally, Phase 2 of the Program will continue to provide support.

However, *Nabilan* will only partner with organisations that are committed to a workplace free of bullying, discrimination of any kind, and those that promote gender equality. Partners should also adhere to principles of non-discrimination when providing services. Discrimination based on any prohibited ground, including sexual orientation and gender identity, should be considered a breach of the letter of grant and strong action will be taken. Furthermore, *Nabilan* will ensure partners comply with the Foundation’s Child Protection Policy, including meeting DFAT’s minimum child protection standards. The *Nabilan* team will continue to offer training and monitoring support on child protection standards. *Nabilan* will also require partner organisations to have strong and transparent management structures in place and undertake due diligence assessment of the organisation’s institutional capacity as part of the competitive grants process.

- **Work with government**

The State has a critical role to play in preventing and responding to violence against women and children.⁴⁶ This includes providing resources to support services and programming, establishing standards and monitoring to ensure that programming serves the needs of victims, and ensuring that there is no impunity for violence against women and children. Sustainability of programming will be a key consideration of our partnership with government and will be reflected in a phased and contextual approach. The State however cannot provide all the services and supports needed to prevent and respond to VAW, so it must work in partnership with CSOs to do this. Key to the success of this are agreed and enforced standards and adequate resources to sustain the work. Programming will be planned with reference to key national frameworks, including the revised NAP-GBV 2017-2021, although the effectiveness of this Framework will depend on whether there is buy-in by the recently elected GoTL, and whether key line ministries sufficiently budget for its implementation.

- **Evidence based programing and learning**

Violence against women and violence against children are both multifaceted problems, which are constantly changing as a reflection of dynamic underlying societal issues. Phase 2 of the Program will both draw on and seek to contribute to international and national learnings about ending violence against women and children work. Therefore, reflection, learning, and evidence will be important to how we develop and implement our program. Like other Foundation programs, *Nabilan* will engage in a process of strategy testing as a key feature of an adaptive approach to programming. Monitoring and evaluation of the program will have a clear and strong link to how the program develops and changes over time. We will make time to reflect on experiences and information, as a way to strengthen our programming, and to ensure that interventions reflect on the ground needs. We will work only with partners who want to reflect, learn, and use evidence in their work. We

⁴⁶ Under Article 13(1) of the Law Against Domestic Violence, the Government of Timor-Leste is responsible for developing a National Action Plan on prevention and services in the area of domestic violence, “in collaboration with the whole of society and especially family and local authorities.” The Government is also tasked under the law with coordinating and integrating policies, measures and cross-sector activities both at the national and community levels.

will challenge assumptions that are not based on evidence and reflection. We will work with partners to ensure that we are monitoring the impact of our activities on program beneficiaries.

Phase 2 of *Nabilan* will draw on the substantial body of research developed in Phase 1. The Program will explicitly support the use of evidence in policy making in its work with both government and CSO partners, bringing research and M&E findings into discussions with partners around responses to and prevention of EAW and child protection.

- **Standards about services**

The needs of victims should be the priority of all services. All services should operate with a client-centred approach. Confidentiality is essential. Staff of the program will not access data about clients of service providers, except in certain agreed cases which are related to training and monitoring of service standards. Victims have the right to expect quality services. We will work with relevant agencies and service providers to agree and report upon quality standards.

***Nabilan* Branding Strategy**

Background and purpose of this document

The Department of Foreign Affairs and Trade is providing a grant to The Asia Foundation to implement Phase 2 of the EAW *Nabilan* Program in Timor-Leste, following conclusion of Phase 1 of the Program. This new phase of the Program will commence in January 2018 and conclude in June 2022.

Under Clause 4.6 the Deed of Amendment dated 9 August 2017, amending the original Agreement (DFAT Agreement number 69943) between the Commonwealth of Australia and The Asia Foundation there are certain requirements in regard to acknowledging DFAT Grant funding assistance in accordance with *Branding aid projects and initiatives: For managing contractors, NGOs, multilateral organisations and other partners* and additional guidelines as provided.

This document provides clear guidelines on processes and appropriate acknowledgement and allows for advance approval for common publicity and media relation actions.

Principles

1. The Asia Foundation will acknowledge the support of the Australian Government in all *Nabilan* publicity materials, including social media posts. This will appear in English and/or Tetun as appropriate. This acknowledgement will be in the form *“Nabilan is generously funded by the Australian Government and implemented by The Asia Foundation”*.
2. Reports and publications funded by DFAT, but authored by The Asia Foundation, will contain the following disclaimer: *“This publication has been funded by the Australian Government through the Department of Foreign Affairs and Trade. The views expressed in this publication are the author’s alone and are not necessarily the views of the Australian Government”*.
3. The Australian Aid identifier will be used on all *Nabilan* publications and printed materials. The Australian Aid identifier can be used:
 - in colour
 - black against a light background
 - white against a dark background
 - red and white against a dark blue background.



4. The logo of The Asia Foundation and the *Nabilan* Program will appear alongside the Australian Aid identifier in all *Nabilan* publications and publicity materials. The Australian Aid identifier will be in the most prominent place.



5. When the logo of the Government of Timor-Leste is also used, it will appear alongside the Australian Embassy crest, the Australian Aid identifier and the logo of The Asia Foundation. The Australian Aid Identifier will be in the most prominent place.



6. In order to increase Government of Timor-Leste ownership of publicity materials, these logos may be placed on an inside cover of a publication.
7. The Asia Foundation does need to seek prior approval from DFAT for communication products directly related to the grant if they meet the following conditions:
 - a. They include the Australian aid identifier and, if a Government of Timor-Leste logo is used, the Australian Embassy crest.
 - b. They include the statement of attribution: *“Nabilan is generously funded by the Australian Government in partnership with the Government of Timor-Leste.”*
 - c. They adhere to The Asia Foundation and DFAT child protection guidelines.
8. The Asia Foundation will inform sub-grantees of these requirements as part of their grant conditions.
9. Branding will not be used where there is a risk to the program.

In Timor-Leste, the word “victim” of violence against women and children is used rather than “survivor”. The word “victim” is used in the Law Against Domestic Violence and in both the first and second National Action Plans on Gender Based Violence. Because the word “victim” is the preferred term in Timor-Leste, this is the term used by the *Nabilan* program.

**Summary comparison of the
Timor-Leste National Action Plan on Gender-Based Violence (2017-2021) and Nabilan Phase 2**

NAP-GBV commitment	Nabilan Phase 2
<i>Pillar 1: Prevention</i>	<i>Social Norms Change Program Logic (EOPOs 4-7)</i>
Output 1.1: Increased knowledge of community leaders, government officials, and teachers in gender equality and GBV, as well as their active role in reporting and referring cases of GBV.	EOPO6: Community members identify violence against women as a problem they want to change, and are taking action to make this change (Community level)
Output 1.2: Increased awareness of sexual and reproductive health and rights (SRHR), engaging men and boys.	EOPO4: Male youth in select areas begin to enact non-violent and healthy masculinities (Individual level) EOPO5: Families begin to utilise respectful relationship models (Couple/Family level)
Output 1.5: Gender equality is promoted at legal and policy level.	EOPO7: Selected CSOs and government agencies integrate consistent and evidence-based approaches to prevent violence against women and children (Social and Institutional Level).
<i>Pillar 2: Services</i>	<i>Services Program Logic (EOPO 1)</i>
Output 2.1: Strengthened, accessible and timely essential health services for victims/survivors including first line support, care for injuries and urgent medical treatment, sexual assault examination and care, mental health assessment and care and medico-legal documentation, provided by trained staff in secure and gender-sensitive facilities.	EOPO1: More women and children victims have access to coordinated support services which adequately respond to their needs.
Output 2.2: Enhanced access to accommodation and shelter for victims/survivors in safe, responsive, and gender sensitive facilities, for short and long-term	EOPO1: More women and children victims have access to coordinated support services which adequately respond to their needs.
Output 2.3: Strengthened accessibility to adequate crisis information, and counselling (including psycho-social support) for victims/survivors	EOPO1: More women and children victims have access to coordinated support services which adequately respond to their needs.
<i>Pillar 3: Access to Justice</i>	<i>Services Program Logic (EOPOs 1,3)</i>
Output 3.1: Enhance the national legal framework to protect victims/survivors in compliance with international standards.	EOPO3: Justice sector improves its response to women and children victims.
Output 3.2: Strengthen access to information on rights, services and legal aid for victims/survivors including accompaniment through legal processes.	EOPO1: More women and children victims have access to coordinated support services which adequately respond to their needs. EOPO3: Justice sector improves its response to women and children victims.

<i>Pillar 4: Coordination and M&E</i>	<i>Services Program Logic (EOPOs 1-3)</i>
Output 4.2: Enhanced monitoring, reporting, evaluation and budget allocation of NAP-GBV.	EOPO2: GoTL starts providing increased percentage of funding for victim support services based on transparent criteria.