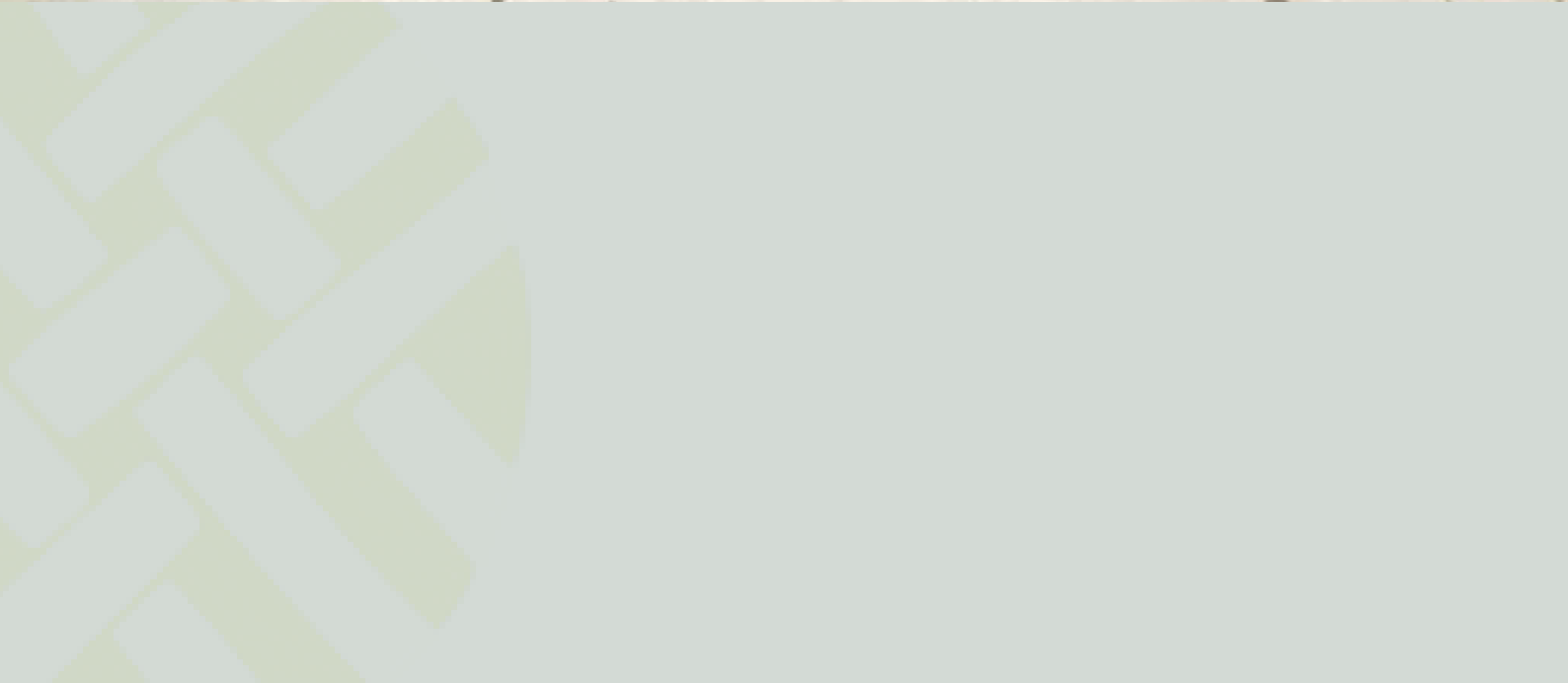


# Strategic Directions

## 2019 - 2023



# Vision

Timor-Leste's society has the ability, creativity and critical thinking to strengthen peace for development.



# Mission

To serve society and prevent conflict with integrity and innovation.

## Values

### Accountability

- We are responsible for what you do
- We are open, honest and transparent
- We meet our deadlines and commitments
- We keep good records and can provide evidence

### Innovation

- We will keep exploring new ideas
- We will challenge the ways we do things and be open to new thinking
- We recognising that there is always capacity for improvement and are open to change
- We will measure what we do and look creatively for new solutions to problems

### Integrity

- We are truthful to ourselves and to the people we work with
- We think about what we are doing and why we are doing it
- We do what we say we do and we don't hide the things we can't do
- We have moral courage, ethical strength, and trustworthiness

# About Belun

Belun was established in 2004 to prevent conflict and facilitate community capacity development in Timor-Leste. Belun's work is grounded in the vision of a society that has the ability, creativity and critical-thinking to strengthen peace for development.

Belun has grown to become one of the largest National non-government organisations in Timor-Leste and has engaged with over 100 non-government (NGO) and community-based organization (CBO) partners, .



ranging from small sewing collectives to NGOs managing reforestation projects

Using organizational development and conflict transformation techniques, Belun seeks to empower both NGO and CBO partners and enhance their abilities to address the needs of their communities, and supports civil society organizations to increase skills related to governance, human resource and financial management, program planning, implementation, external relations, and monitoring and evaluation. Across each of these areas, Belun provides support to improve skills in communication and conflict resolution whilst also increasing awareness of gender equality. Belun encourages the building of strong relationships with partners over time.

Belun has enjoyed strong relationships with more than 50 international and national partners throughout its existence, with significant networks within national institutions and civil society in Timor-Leste.

## Partnerships, collaboration and advocacy

Belun's strength comes from partnerships and commitment to collaboration. Belun work with:

- The Government of Timor-Leste as an observer for SDGs Working Group led by MFAT TL, the Prime Minister office; member of National conflict prevention and response network (led by the Ministry of Interior), member of national security working group led by the Prime Minister office.
- CSO's and is a member of Human Rights Defenders Network, member of the land network, the access to justice working group, the gender working group as well as the access information and anti corruption working groups
- Regional/International groups including the Asia Pacific Partnership for Atrocity Prevention, the ASEAN Civil Society/ASEAN People's forum and the civil society platform for state building and peace building
- Government's Entities including the President's office (Civil society department), the Prime Ministry office (department of Civil society); Ministry of Interior (national directorate for community conflict prevention), Ministry of social solidarity and inclusion (department of peace building and social cohesion); PNTL, F-FDTL, MFAT, State Administration office, Public works (Water and Sanitation office); Ministry of justice (land and property office, public defenders office); Ministry commerce and Industry (national directorate cooperative); ministry of education.

# About this plan

This is Belun's 3rd five-year strategic directions. It builds on Belun's work over the past 14 years. A great deal has been achieved but Belun's purpose of preventing conflict and developing community capacity remain the same. However, how Belun works is equally important as what it does. Belun aims to be;

- **Evidence based:** Belun has a unique approach to advocacy. Data and evidence are at the core, they are solution focused
- **Share information:** All Belun's reports and publications are shared extensively through direct communication or via the Belun website with the government, police and military so that policymakers and first responders have verified information and recommendations that they can use to make evidence-based decisions when responding to conflict trends in the country
- **Focus on being constructive:** Belun's approach is to cooperate with government to provide constructive policy recommendations and assist in their implementation.
- **Collaborative:** Belun works within networks to focus on outcomes and avoid duplication of effort. Belun understands the importance of relationships
- **Driven by our values:** Accountability, Innovation and integrity

Belun will capitalize on continuing stability in Timor-Leste over the past few years by seeking new opportunities to build the capacity of local civil society, providing research and policy, promoting conflict-sensitive development and working with the Timor-Leste Government's Strategic Development Plan 2011-2030 and the Sustainable Development Goals.

These Strategic Directions were developed through consultation with Belun's staff, Belun Board members, development partners, local partners and the Ministries within the Government of Timor-Leste. We drew on their expertise and wisdom through forums, workshops and many individual discussions. In addition, we have drawn on Timor-Leste's 2030 strategic development plan and the Sustainable Development Goals (SDG), in particular SDG 16. The final document reflects our shared vision for Belun's future and our strategy to achieve this over the next 5 years



# Belun's 3 pillars

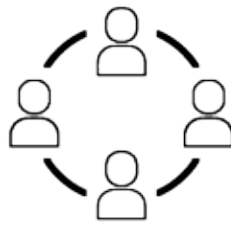
The foundations of Belun's work



## Conflict Prevention

Violent conflict does damage to people and their relationships. Conflict Prevention aims to avoid the escalation of violent conflict through;

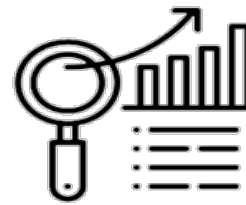
- Monitoring violent conflict
- Reporting
- Understanding the root causes of conflict
- Planned coordinated interventions
- Institutionalising conflict prevention through policy
- Monitoring and evaluating



## Community Capacity Development

Community Capacity Development supports communities and individuals to become more resilient and independent. Some examples of Belun's work include;

- Working with local fisherman and farmers on economic development
- Strengthening local governance
- Skill development and training
- National humanitarian database



## Research, Policy and Advocacy

Research, policy and advocacy are central to the way Belun works. Research, data collection and analysis assist Belun to better understand the root causes of conflict and ways to build community capacity.

As a national NGO Belun develops policy based on research to advocate for policy change.



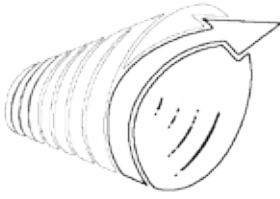
## Belun's Early Warning Early Response System 10 Years 2008-2018

Belun's Early Warning Early Response (EWER) system was developed in response to the 2006 crisis in Timor-Leste. EWER aims to prevent conflict through the systematic collection of information (quantitative or qualitative) about violent conflict in local communities. This is achieved through a network of local volunteer monitors and municipal EWER Coordinators. Analysis and reporting of this data are provided nationally in reports called Situation Reviews.

Local Conflict Prevention Response Networks are also part of the EWER system. They are designed to address the causes of conflict in partnership with the local community

Belun's EWER system celebrated 10 years in 2018 and is recognised as one of the most developed EWER systems in the world. There is continued international interest in Belun's EWER system and its role in conflict prevention

# STRATEGIC PRIORITY 1



Belun's Early Warning Early Response system will monitor at least 11 municipalities and publish Situation Reviews monthly

## Background

Historically Belun's Early Warning Early Response (EWER) system was monitoring in all 13 Municipalities of Timor-Leste. Changes to funding have meant that far fewer Municipalities are being monitored and this has impacted on the national picture of conflict data and reporting as well conflict prevention responses. EWER is an important national resource;

- It has been only comprehensive source of data and analysis on conflict drivers and trends occurring in all 13 municipalities of Timor-Leste
- It is the only program that links conflict analysis from the national-level back to the community level for action
- The system has contributed to government policy, programs and evaluations
- It is the only system able to detect tensions in communities and design adequate responses
- It was the only system able to analyse the characteristics of monthly incidents

## Strategies

- Engage strategic partners to cooperate in the continuing success of the EWER system over the next five years and beyond.
- Further develop effective communication materials that explain the purpose, structure, operation, costs and outcomes of EWER
- Work with strategic partners to pilot a streamlined, leaner model of data collection that emphasizes cost-effective violence monitoring systems and long-term sustainability
- Explore the capabilities of EWER for deeper insights into specific issues, such as political violence, youth unemployment, human trafficking and drugs and alcohol issues. This has successfully already been achieved with improved data and reporting on gender-based violence.
- Ensure Situation Reviews are published within the required deadlines



# STRATEGIC PRIORITY 2



Prevent conflict through;

- Research and policy development
- National engagement and advocacy
- International information exchange

## Research and policy development

- Belun will continue its work in research and policy. This work is based on priorities that are identified through the EWER system and through our work with communities.
- Belun will continue to advocate for changes to past policy recommendations made by Belun including recommendations concerning security sector reform

## National engagement and advocacy

- Engage with stakeholders to share research findings and policy recommendations
- Work together with the sector and stakeholders to advocate for improvements to policy

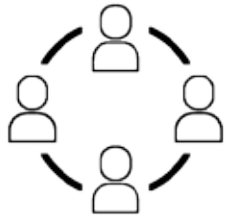
## International conflict prevention information exchange

- Belun will continue to respond to requests to provide information about Belun's conflict prevention strategies including the EWER system
- Attend relevant international seminars and conferences
- Host international visitors and interns





# STRATEGIC PRIORITY 3



Work with communities to strengthen:

- Gender equality
- Youth inclusion and engagement
- Access to justice

## Background

The engagement of communities to strengthen their capacity to prevent conflict is core to Belun's mission. Community strengthening programs have included; Women's peace and security, land mediation and dispute resolution and youth engagement. This strategic plan will focus on 3 priorities

## Gender equality

- Promote gender equality so there is equal access opportunities in all sectors
- Increase income for family through economic development and empowerment
- Disseminate information about gender policies to communities

## Youth inclusion and Engagement

- Promote quality education and professional capacity development for youth
- Strengthen youth capacity and access to opportunities in strategic development sectors
- Support youth to become peace actors

## Access to Justice

- Promote justice, human security and human rights to communities
- Strengthen advocacy in the development justice sector through innovation
- Promote and strengthen alternative resolutions and ensure transparency for all people



# STRATEGIC PRIORITY 4



A strong, accountable and sustainable organisation that is capable of carrying forward Belun's mission

## **Financial Resources:**

- Explore the development of additional untied income sources that can be used to address shortfalls in program funding as well as fund new program initiatives. This may be through the provision of consultancy, data collection and analysis, research or the development and provision of training
- Set an annual target of untied money to be generated
- Belun's Board to review the financial reserves target and set untied income goals
- Conduct annual independent financial audit

## **Capabilities**

- Additional training in written English with an emphasis on report writing
- Further training in research methods and data analysis capabilities
- Training in basic graphic design skills for presentation, print and online publications

## **Effective Communications and Information Technology**

- Re-develop the Belun website to improve functionality, appearance and security
- Employ a dedicated communications officer to develop Belun's communication plan and improve the consistency and quality of presentations, graphics and publications
- Develop an IT strategy that ensures Belun's IT systems are robust and capable of supporting Belun's work
- Training in online database administration and programming to ensure Belun has the necessary skills and knowledge to support the EWER database going forward

## **Governance and Accountability:**

- Publish an annual report within 2 months of Belun's financial year ending
- Hold an Annual General Meeting each year
- Present an annual work-plan to the Belun Board that progresses the 4 strategic priorities
- Present an annual report to the Belun Board of the achievements and challenges of the strategic priorities

## **Administration:**

- Review operations manuals for finance, asset management, human resources
- Socialise all policies to Belun staff including child protection, gender policy & fraud protection policy
- Develop and socialise new policies that strengthen the operation and integrity of Belun

*“Stability and security are necessary preconditions to social and economic development. After many years of conflict, Timor-Leste’s goal is to be a stable and secure nation that recognises the rule of law and provides access to justice for all our citizens”*

*2011-2030 Timor-Leste  
Strategic Plan*



*Timor-Leste will be recognised as a model  
and reference on regional conflict resolution  
and peace building*

**2011-2030 Timor-Leste Strategic Plan**



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**EWER**

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