Moonee Valley / Timor-Leste
Liquiçá Friendship City Relationship Program Review
Draft Report for consultation

MARCH 2018

Liquiçá Technology Hub 2013
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Background

PURPOSE
To document and review the Moonee Valley / Timor –Leste Liquiçá Friendship City Relationship program (Program) as a basis for providing advice regarding the Program’s future operation.

CONTEXT
It has been over a decade since Moonee Valley City Council (council) made its initial commitment to an East Timorese / Timor –Leste Liquiçá Friendship City relationship. In light of this, it was considered timely to undertake a review (Review) of efforts to date and identify future options for the program.

CITY DIPLOMACY
Whilst traditionally referred to as either ‘sister city’ or ‘friendship city’ relationships, these arrangements are now being referred to as “city diplomacy”, particularly around trade and tourism, but also in culture and post-conflict reconciliation.\(^1\) The importance of cities developing “their own foreign economic policies on trade, foreign investment, tourism and attracting foreign talent” has also been highlighted by the World Economic Forum.\(^2\) The Moonee Valley / Timor –Leste Liquiçá Friendship City Relationship Program emerged from a post-conflict reconciliation

EAST TIMOR BACKGROUND AND HISTORICAL CONTEXT
Timor-Leste (East Timor) is a small, half-island nation of approximately 1.2 million people which is transitioning from a post-conflict environment to an environment of rebuilding local capacity across all sectors. East Timor is governed with a semi-presidential representative democratic republic framework\(^3\), whereby the Prime Minister of East Timor is the head of government and the President of East Timor exercises the functions of head of state. East Timor is divided into thirteen administrative municipalities (former districts), one of which is Liquiçá. See Figure 1. The municipalities are divided into administrative posts (former subdistricts), and further subdivided into ‘sucos’. The capital city of the Liquiçá municipality is Liquiçá. The Liquiçá municipality covers an area of 549km\(^2\) has a population of 73,027 (a population growth of some 33% since 2005).\(^4\)

Liquiçá is primarily an agricultural district dependent on the production of coffee and other crops such as rice and corn, as well as fishing and tourism. The municipality is situated on the northern coast of East Timor, and borders the districts of Dili (containing the national capital) to the east; Atabai to the Southeast; Ermera to the south; Bobonaro to the southwest; and the Savu Sea to the northwest. In addition to the national official languages of Tetum and Portuguese, nearly all of the inhabitants of Liquiçá speak the Malayo-Polynesian language Tocodede.

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\(^1\) Lords Hansard text for 26 Mar 2014 (pt 0001)
\(^3\) [https://en.wikipedia.org/wiki/Politics_of_East_Timor](https://en.wikipedia.org/wiki/Politics_of_East_Timor)
Australia - East Timor friendship relationships

“The friendship city relations now flourishing between the two countries need to be understood, nourished and developed within a unique historical context.”

Liquiçá lies some 3,500km to the north of Moonee Valley, and geographically East Timor is Australia’s closest neighbour. The two countries also share an historic connection. Balthasar Kehi, the East Timorese academic and policy analyst, notes:

“The first major involvement of Australians with the East Timorese occurred during World War II, when 700 Australian commandos in what was then Portuguese Timor, were fighting more than 20,000 invading Japanese troops. The fatalities on the part of the Japanese were 1500, while those on the part of Australians were only 40. This was mainly because of the guerrilla warfare waged by the Australians, the success of which can be explained by the support of the local community. Levy, a commando in the 2/4th Independent Company, wrote:

Our only support was the Timorese. Never once did the Timorese betray us. They were unbelievably loyal to us. That loyalty is why we survived and why I am able to stand here more than five decades later, to tell you of the debt my comrades and I owe to the Timorese people (cited in Aubrey 1998, p xiii).

At the end of the war, the Australian government and the commandos made a promise to the Timorese as a gesture of gratitude for their help and friendship, saying: ‘Friends, we will never forget you’

However, the price paid by the Timorese for their cooperation with the Australian commandos was high. An estimated 40,000 to 70,000 East Timorese out of a total pre-war population of

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5 Friendship City Relations between Communities and Local Governments in Australia and Timor Leste: Developing Citizen-to-Citizen Relations, Balthasar Kehi, 2005, page 4
6 Kehi, Op cit, page 2-3

Moonee Valley Liquica Friendship Program Analysis Report, 2017

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450,000 were killed by the Japanese. Many of their hamlets and villages were reduced to ashes.”

The Indonesian occupation of East Timor began in December 1975 and lasted until October 1999. During the Indonesian occupation, the Indonesian government constructed many buildings in Liquíça, but after the referendum of 1999 and during the militia’s campaign almost all buildings and infrastructure were destroyed. Most notably, many East Timorese were murdered during the Liquíça Church Massacre of April 1999. Anecdotally advice from Moonee Valley Councillor, Jim Cusak, also notes that much of Liquíça’s horse racing infrastructure (such as the race track) was also destroyed during this period. This incident later informed the establishment by council of the Liquíça Plate (subsequently known as the Mayoral Charity Race) and associated fundraising. A 1999 vote to determine East Timor’s future resulted in an overwhelming majority in favour of independence, and in 2002 East Timor became an independent nation.\(^7\)

During the Indonesian occupation, one third of the population died, and many East Timorese felt the Australian Government’s position was not consistent with their promise to not forget them following their contribution to Australia’s WWII war effort.\(^8\) However, the solidarity movement in Australia, involving many ordinary Australians, former commandos, their families and friends, kept alive the East Timorese flame of struggle and hope to rule their own country. In 1999 the Howard Government sent Australian troops to prevent further bloodshed and violence and to secure East Timor. Many East Timorese and Australians saw this as Australia fulfilling its promise of friendship made 55 years ago.

\(\text{“..., Australian soldiers and other international forces arriving in East Timor were greeted with tears of joy and gratitude by the surviving Timorese. A new bond of friendship was established on the ground between the Australian army and the East Timorese people. The third generation of Australian soldiers, as General Peter Cosgrove (2005) put it, fulfilled the promise made by their spiritual grandfathers at the end of World War II. The friendship city relations now flourishing between the two countries need to be understood, nourished and developed within this unique historical context.”}^9\)

Since this time many friendship city relations between Australia and the Democratic Republic of Timor Leste have been formally established to assist East Timorese local communities. There are currently some 38 listed Timor Leste friendship groups in Australia (22 of whom are in Victoria)\(^10\). The majority of groups have a web presence either with their own webpage or on their host council’s website. The majority of these groups were established in the early 2000’s; and most appear to be functioning to some extent. Appendix One provides examples of Friendship group activity. The groups are generally run collaboratively between local councils and community volunteers however there are some groups that are independent of local government. In 2016, the Victorian Government’s Local Government Timor-Leste Network described the activities of 12 Victorian municipalities\(^11\) involved in friendship initiatives. Kehi notes that:

\(\text{“These friendship arrangements have proved to be a valuable form of development assistance during the first phase of the new nation as it emerges from the destruction of occupation and civil conflict. The arrangements have also empowered the citizens of Timor Leste to live their lives—and govern their...”}\)

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\(^7\) It is estimated that 75% of the country’s infrastructure was destroyed by the Indonesian military as they departed. [http://healthallianceinternational.org/timor-leste/](http://healthallianceinternational.org/timor-leste/)


\(^9\) Kehi, Op cit, page 4

\(^10\) Kehi, Op cit, page 4

\(^11\) Australian Timor Friendship Australian Timor Leste Friendship Network, [www.austtimorfn.org/friendship-groups](http://www.austtimorfn.org/friendship-groups)
communities—according to their own aspirations. The cross-cultural exchanges which have resulted from the relationships have been enriching experiences for both the East Timorese and Australian participants. ... these arrangements, draw special attention to the citizen-to-citizen relationships, to issues of participatory democracy and local governance, as well as to the development of the social and economic fabric of the emerging nation of Timor Leste.13

COUNCIL CONTEXT
The Timor Leste Friendship program sits outside the conventional workings of Council. However Friends of Liquiçá are supported in the Council Plan 2017-21 and in resolutions of Council.

Council Plan 2017-21
Program activities are reflected in the following Council Plan 2017-21 objectives:

1.1.1.2 Work with partners to address health and wellbeing priorities including: health inequalities, mental health, alcohol and other drugs, gambling, homelessness, non-communicable diseases and sexual and reproductive health.

1.1.1.3 Improve health and wellbeing across the life course and address social determinants of health.

1.3.1.1 Foster resilience and build community capacity in priority populations.

1.4.1.1 Build capacity and leadership with priority populations and in areas of greatest social and economic disadvantage.

1.4.1.2 Deliver services and programs using a community development model.

Resolutions of Council
Whilst there is no Moonee Valley/Liquiçá Friendship Program Policy, Council has reaffirmed its support to the Program over the years through a series of resolutions outlined below:

- In 2005, an advisory committee was established to consult key stakeholders and make recommendations to Council on the relationship. The Liquiçá Plate, (now known as the Mayoral Charity Community Race Day) was also founded to raise funds for projects in Liquiçá.

- In 2008 a Memorandum of Understanding was signed with Life & Love & Health to fund the rebuilding of a school in Garianna and a river diversion project in Lepa. Garianna School was opened in August 2009.

- In 2012 the development of a technology hub was endorsed by council, the hub was completed in June 2013 and additional funds for internet provision and facility upgrade was provided in 2014.

- October 2014 - Moonee Valley signed the Municipal/District Cooperation Agreement between Liquiçá and Moonee Valley. This is the Victorian Government and the Council of Ministers for Timor-Leste standard municipal agreement (Municipal/District Cooperation Agreement), which provides a uniform approach for local government in respect to friendship relationships. See Figure 3.

- June 2016 - Council committed to donating a percentage of the Mayoral Race to Friends of Liquiçá.

- April 2017 - Council resolved to not hold the 2017 Mayoral Charity Race with a view to raising funds through more sustainable methods. In addition and at the request of the Liquiçá district administrator, Council resolved to donate funds to support a maternal

13 Kehi, Op cit. page 2

Moonee Valley Liquiçá Friendship Program Analysis Report, 2017 Trim: 18/13375
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and child health nursing program through a local NGO partner, Allied Health International.

Figure 2: Cr Jim Cusack with José Ramos-Horta, president of Timor-Leste, at a Strengthening Friendship Workshop in the town of Maubisse in the Liquiçá region in 2010.
Figure 3: Municipal /District Cooperation Agreement between Liquiça and Moonee Valley, 2014
Program responsibility

Since its establishment, responsibility for the delivery of the Program has shifted within the organisation. The program has typically been coordinated at a second tier management level (previously Community Services Director and predecessors). Since an organisational re-structure in late 2015 and 2016, responsibility for this Program has been within the Community Planning department.

State Government

The Victorian State Government maintains an interest in the Friendship City program and wrote to Moonee Valley City Council in October 2016 urging Council to continue supporting such programs and noted that:

"...Victorian Councils themselves often report significant benefit from their involvement. This often includes enhancing cultural understanding and community engagement within our councils and communities, and staff development and retention through opportunities for involvement in this frequently complex and challenging work.” (October 2016)

The Australia Timor-Leste Friendship Network

The Australia Timor-Leste Friendship Network (AustTimorFN) was established in 2009 to bring together Australia Timor-Leste Friendship groups that operate across Australia and in Timor-Leste; and ensure these groups support each other with information sharing, lessons learned and contacts. It also facilitates liaison and coordination with the Government of Timor-Leste on behalf of the Friendship Group movement.

The Network has a ‘point of contact’ in each State and a National Convenor. In Victoria, Local Government Victoria (Sector Performance and Development unit of DELWP), convenes the Local Government Timor-Leste Network, which meets quarterly. Moonee Valley participates in this forum. Based on the founding principles of the Friendship groups, the Network endorses the following principles:

- Respect and support for Timorese-led decision-making,
- Sustainable and long-term (10 year) assistance, and
- Relationships are based on partnerships of mutual respect and collaboration.

Refer also Appendix One.
Liquiçá /Moonee Valley Friendship Program Analysis

PROGRAM REVIEW CHALLENGES
A number of factors have impacted on Council’s current ability to undertake a retrospective Program evaluation including that:

- Little or no project evaluation was conducted as part of Program delivery in the past.
- The length of time since establishment of the Program (over 10 years) and associated challenges in terms of locating corporate history (outside of corporate systems).
- Many of the key Council officers involved in the Program have left the organisation.
- Some previous external project partners (Life, Love Health) were not able to be contacted (despite attempts by officers),
- Funded projects are overseas.

PROGRAM SUMMARY – KEY PROGRAM STREAMS
Over the past 14 years, a number of initiatives have been undertaken to support council’s friendship relationship. When viewed as a whole, these initiatives comprise the Moonee Valley / Liquiçá Friendship City Relationship Program (Program) which in summary has comprised three program streams:

- Governance activity. This has provided practical assistance and support to representatives of the district government in Timor Leste on issues relating to governance and administrative systems.
- Project support. This is for initiatives delivered on the ground in Liquiçá which provide practical assistance and funding for (typically) community development projects, services or infrastructure.
- Local community engagement and fundraising. This includes local community activities for the purposes of raising funds for and awareness about Timor Leste. These local activities have also strengthened local connections and capacity building.

Appendix Two provides a timeline of Program events. Key activity is described in more detail in the following sections.

PROGRAM STREAM 1: GOVERNANCE
This stream of the program has focused on building rapport and understanding between political representation, and supporting capacity building of East Timor’s institutions (government and services). It has provided practical assistance and support to representatives of the district government in Timor Leste on issues relating to governance and administrative systems. Municipal support has been provided through training and hosting officials from East Timor as well as attendance at key network events.

Municipal support has primarily been provided when requested and is organised through the Victorian Government in line with the Municipal /District Cooperation Agreement (Figure 2) signed in 2014, the original of which hangs in Council’s chambers today.

The support required generally relates to broad governance issues or more specific advice relating to the delivery of individual services and skill sharing. Skill sharing can provide an opportunity for concrete assistance to government staff and officials in Timor Leste and the Victorian Government continues to support this initiative. Requests for municipal support are irregular and Moonee Valley’s organisational support would typically relate to the nature of the skills being shared (e.g. governance, engineering, maternal and child health services, town planning etc.).

A summary of Program activities (refer also Appendix Two) to date within this stream include:
APPENDICES – ORDINARY COUNCIL MEETING

ITEM 9.7 - APPENDIX A

- 2017 – Exchange of letters between the Administrator Municipio de Liquiçá (Liquiçá municipal administrator), Mr Domingos da Conceição and Moonee Valley Mayor regarding council’s support for the Liga Inan project (see ‘Stream 2’ below).
- 2015 - Provision of computer training to seven village Chiefs and seven secretaries within the Liquiçá District.
- 2014 - Moonee Valley signed the Victorian Government and the Council of Ministers for Timor-Leste standard municipal agreement, which provides a uniform approach for local government in respect to friendship relationships.
- 2014 - Support for government officials through training, cultural exchanges and hosting people from Timor Leste visiting Melbourne as required. This included hosting three representatives from Timor Leste (one attending the Working Together for Timor Leste Conference and two as part of the Australian Award Fellowship Program).
- 2010 - Council to participated in a Strengthening Friendship Workshop to recognise a decade of the Australia Timor-Leste Friendship Movement and recommitted to a further ten years of friendship with the people of East Timor.
- 2009 - Three funded visits for Moonee Valley City Council representatives (two executive managers and one Councillor) and one funded community representative visit to Timor Leste.
- Provision of three scholarships to East Timorese citizens (two to travel to AFL tournament and one other).

Figure 4: Neville Smith MVCC CEO with Fellows of the Timor-Leste National Technical Group on Administrative Decentralisation, Ms Lidia De Sousa Guterres and Ms Claudinha Soares Pinto, 2015
PROGRAM STREAM 2: PROJECT SUPPORT

This stream of the Program has focused on initiatives delivered on the ground in Liquiçá which provide practical assistance such as funding for services or infrastructure. Preparation of the Review has included discussions with partner agencies\(^1\) on the ground in East Timor. These agencies have identified that Council’s support has been useful, practical and valuable. Projects delivered in partnership with Timor based charities include:

- 2009 - Upgrade of a Garianna School in partnership with Life Love Health and River Diversion (Lepa) Project. The redevelopment of the Garianna School upgrade and the Lepa River diversion were delivered in partnership with Life, Love Health, a small Australian based charity. The projects were recorded as being completed and the CEO and a Councillor attended the opening of the new school in August 2009. The current status of these projects and their impact on the local community is unknown. While Life, Love Health still have an Internet presence their website indicates they are no longer fundraising and were not able to be contacted by email or telephone.

- 2012-2013 - Technology Resource Hub in Liquiçá, in partnership with Info Timor and the Xpand Foundation (refer Appendix Three). The Technology Hub was delivered in partnership with Xpand Foundation. This organisation continues to have an active presence in Timor Leste and is currently working on a number of projects there. The Technology Hub was completed in 2013. The key reason for the development of the hub was to provide Internet services to Liquiçá. This was achieved however there are now more options for Internet access so the hub now has a training focus. The hub provides training to the Police, government staff and the general community. It is now self-sustaining, relying on the income generated from computer training. Xpand Foundation have an emphasis on projects that are long term and sustainable. The hub has been developed as a social enterprise and is a key community resource.

- 2017 - In late 2016, the Liquiçá municipal administrator, wrote to Council requesting support for a maternal and child health nursing program (Liga Inan project) to provide smart phones for Maternal and Child Health nurses providing neo-natal care to pregnant women in remote areas of the Liquiçá district. Council was asked to provide the support/funding to a local NGO partner, Allied Health International (refer Appendix Four), rather than the Liquiçá municipal administration. Health Alliance International are an NGO organization working in Timor-Leste to promote policies and programs that strengthen government primary health care. Council resolved to donate funds to support this maternal and child health nursing program in April 2017 and the project is currently being rolled-out with the Moonee Valley Mayor due to provide a video message for the phone Hand Over Ceremony in July 2017. The funding agreement with Allied Health International is for a 12 month period (2017-2018).

- Other project support activities are outlined in Appendix Two.

PROGRAM STREAM 3: ENGAGEMENT AND FUNDRAISING

Moonee Valley Friends of Liquiçá (FOL) Advisory Group

This stream of the Program includes local community activities for the purposes of raising funds for and awareness about East Timor. In the past, these local activities have also strengthened local connections and capacity building, such as the 2007 community forum and celebration at the Flemington Community Centre to recognise the anniversary of the East Timorese referendum.

\(^1\) Xpand Foundation and Health Alliance International. The project partner, Life, Love Health, were not able to be contacted.
The key community engagement with this project has been through the Moonee Valley Friends of Liquiçá (FOL) Advisory Group. This committee was formally established by a Notice of Motion on 18 October 2005, as a consultation forum for identifying projects that “...would best benefit the Liquiçá community from the Race Day funds.”

Over the past decade, this group has variously been referred to as the Moonee Valley Liquiçá Relationship Advisory Committee (established through a Notice of Motion in October 2005); the Liquiçá District Partnership Community Advisory Committee; and the Friends of Liquiçá Working Group.

As outlined above, over the years many Australian Timor Leste friendship programs have had a strong community focus with group members raising considerable funds and making regular visits to their Timor Leste Friendship cities. Over the past decade the level of community interest in East Timor has changed and some and some are now functioning as stand-alone not for profit organisations (see Appendix One).

It has been two years since the FOL Advisory Group last met with Council (perhaps due to both a lack of resources within Council to support its’ activities and the length of time the group has been in operation). Council is not aware of any current fundraising or awareness raising activities carried out by the Group.

The Ave Maria School in Aberfeldie have an active fundraising campaign and raised almost $5,000 for their sister school in Timor Leste in 2016. The sister school is not in the Liquiçá district.

Fundraising activities

Current fundraising has been through the annual Mayoral Charity Community Race Day held in August each year. In 2005, Council held its first Mayoral Charity Community Race Day (formerly known as the Liquiçá Plate). Since this time the event has raised over $250,000 (gross). Originally, all proceeds raised were directed to support projects in the Liquiçá district. This has changed in recent years; with 25% of funds raised each year directed towards Liquiçá district projects. The remaining funds were directed to charities operating within Moonee Valley. Local beneficiaries are decided each year in accordance with Council’s Provisions for Donations procedure.

![Figure 5: Presentation of the Mayoral Charity Community Plate to winning connections, attended by Councillors and government representatives from the Liquiçá district in 2011.](image)

In early 2017, Council officers undertook a financial and resourcing review of the Mayoral Charity Community Race Day which highlighted a projected financial loss of $37,500, excl. GST, to Council (based on 2016 figures and including a donation to charity of $10,000). A confidential report was presented to Council in April 2017 at which Council resolved to not hold the 2017 Mayoral Charity Race with a view to raising funds through more sustainable methods.

Following a $10,000 contribution to the Liga Inan project, the Program holds funds of approximately $20,000.
If the overall Program is to continue, ongoing funding will need to be sought. It should be noted that although Council has raised some $250,000 through the Mayoral Charity Race event over the past 14 years; delivery of the Program’s three streams has been a net cost to Council. If Council decides to continue to deliver the Program moving forward, it is unlikely that the cost of running the Program will be cost neutral.

Whilst other Council’s involved in East Timor friendship relations rely on a range of funding options, most have active community friendship groups who fundraise through selling Timorese coffee and crafts. Following an analysis of the Race Day event and Council’s subsequent April 2017 resolution, Council investigated fundraising opportunities which are outlined in Appendix Five. In summary, three alternative sustainable fundraising options were identified which could support the Program including; coffee based sales, staff driven fundraising and fundraising at pre-existing Council community events. These options do not include community led fundraising which could augment this activity.

Another interesting funding method is Mansfield Council who provide a ‘small town grant’ (up to $2000 pa), to their friendship group to fund activities in East Timor. This is the same as the grants provided to small towns in the municipality for local projects; and is administered through the existing council grants program. Council could potentially look at developing a partnership agreement as part of its existing Bi-annual Community Grants program to provide further project funding.

Figure 6: Council sponsored two Timorese locals to travel with the national team to play an AFL Tournament in Ball in 2010
Local Community Development and partnerships

Musical days at St Brendans Church Flemington – 2002-2009
Regular Sunday afternoon musical days were organised by the FOL and Council from 2002-2009. The musical days were attended by 100 community members per session on average. The musical days were used for awareness raising. Fundraising also occurred via coffee sales, however, entry was free. Oxfam also provided support at these events.

10th anniversary East Timor’s vote for independence major event - 2009
A major event was held at Flemington Community Centre to celebrate the 10th anniversary of East Timor’s vote for independence. The event featured up to 60 stalls and exhibitions and was a major cultural and community event attended by approximately 600 people. The event was organised by Council.

Photo study tour of Timor Leste - 2008
Council sponsored a photographic study by Luka Kauzlaric to document Council’s funded projects supporting Timor Leste. The exhibition was featured at Moonee Valley Libraries.

VLGA Public forums for Timor Leste Friendship groups – 2000 - 2010
Regular forums and events were held by the VLGA to bring together Councils and East Timor friendship groups. Council supported and attended these events.

Victoria University Timor-Leste Alliance
Victoria University (VU) has a long standing commitment to Timor-Leste, through contributions to education, economy, society and environment. The University has hosted the Honorary Consulate of Timor-Leste in Melbourne since before Timor-Leste’s independence.

Council has previously partnered with Victoria University to identify Timor-Leste students and other community members to support our Program. Council was engaged with the University until recent years and could look to reactivate this relationship, particularly to deepen its’ knowledge of emerging issues and needs within East Timor.
Moving forward – Future needs and opportunities (key findings)

EMERGING PROJECT NEEDS, LEARNINGS & OPPORTUNITIES

Needs

- **Community needs in the Liquiça District.** Whilst East Timor has made considerable progress in the past decade, it has significant population health needs as indicated in the table below.

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<tbody>
<tr>
<td>East Timor</td>
<td>66.6 yrs (Rank 161 /228)</td>
<td>69.8 yrs (Rank 163)</td>
<td>44.5 (Rank 65)</td>
<td>31.1 (Rank 65)</td>
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<tr>
<td>Australia</td>
<td>83 yrs (Rank 8)</td>
<td>82 yrs (Rank 9)</td>
<td>4.9 (Rank 195)</td>
<td>4.26 (Rank 196)</td>
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<tr>
<td>Gap</td>
<td>14.4 yrs</td>
<td>12.2 yrs</td>
<td>39.6</td>
<td>26.8</td>
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- An evaluation interview was conducted with Andrew Mahar from the Xpand Foundation for this report in January 2017 in which he identified that:
  - There was still a real need for ongoing support for projects in Timor Leste, particularly in the areas of food and water security, and climate change.
  - The impacts of deforestation and climate change are impacting on the capacity for local food systems to cope. Unreliable rainfall is impacting on ‘the hungry season’ when there is little or no food available.
  - This advice is in line with advice provided by the Local Government Timor-Leste Network in 2016 which noted that a new small infrastructure program had been established by the United Nations Development Program (UNDP) for the Baucau, Ermera and Liquiça districts to fund flood mitigation infrastructure (e.g. bridges, drainage, irrigation) as these areas were identified as having the highest flood risk.
  - Working with local people to learn how to preserve food would help them survive this. In addition most drinking water in Timor Leste is imported in plastic bottles which is expensive and leads to issues of litter and pollution. Sustainable water filtration systems are urgently required.
  - All projects should be long term and work towards becoming self-sustaining. Short term projects are disruptive and unhelpful.
  - Local councils’ support is most effective when it is provided in association with locally based partners in East Timor. And that locally based partners (that have a physical

17 [http://www.indexmundi.com/just_timor/infant_mortality_rate.html](http://www.indexmundi.com/just_timor/infant_mortality_rate.html). Includes the number of deaths of infants under one year old in a given year per 1,000 live births in the same year; included is the total death rate, and deaths by sex, male and female. This rate is often used as an indicator of the level of health in a country.
presence in Timor Leste) are also vital in assisting council to understand needs and priorities.

Discussions with Health Alliance International in March 2017 identified that:

- Timor Leste (at both a central and district/municipal level) have considerable demand on their resources in terms of establishing and delivering services as well as building capacity of governing systems and the people working within them. That is, if not directed effectively then well-intentioned support from overseas can create additional burden/workload on governments in East Timor.

- In light of this, overseas support for government capacity building can be effective when support is directed towards local on the ground NGOs whose core mission includes taking a long term approach to not only support local service delivery, but also to help build the capacity of local institutions and government to deliver and plan for services. This is reflected in Health Alliance International’s mission which is to:
  -’...provide substantial support and solidarity to our government partners to strengthen primary health care. Central to HAI’s mission is supporting the public sector, which is especially important in the face of decades of austerity and privatization imposed on these governments. HAI’s alliances with ministries of health improve government capacity to measure performance, improve quality, and expand the scope of their services. In every country, HAI’s in-country staff work within Ministry offices and are considered key partners in designing, implementing and evaluating health programs.”

Learnings and Opportunities

Governance Stream opportunities

- **Strategic framework for decision making.** Upon review of the Program to date, it is not always clear as to the rationale for project investment and support. If Council decides to continue the Program, there is an opportunity to prepare a strategic framework to guide decision making. The aim of this framework would be to build upon Program commitments and learnings over the past 10+ years and guide decision making and investment. A draft framework has been prepared for further discussion and is outlined in Appendix Six.

- **Government to government support and capacity building.** Identifying specific skills development and fostering relationships at a government to government level is resource intensive and beyond the current capacity of the Program’s resources. Council currently works with the Victorian Government’s Local Government Timor-Leste Network, whose Sector Performance and Development unit work actively to foster links into government in East Timor and assess skills development needs. As per existing arrangements, Council could continue to respond to requests to sponsor and host delegates from East Timor and provide training and support of Timorese officials on a case by case basis. Overseas and Interstate travel by Moonee Valley Councillors and staff (for future delegations etc.) are subject to separate Council policy.

- **Government to government relations.** Relations with the Liquiçá district government can perhaps be most effectively built through providing practical support to projects in Liquiçá through partners who either have a long history on the ground and/or whose work involves building the capacity of government and other local institutions (such as Xpand Foundation/Allied Health International). Furthermore, government to government relations are strengthened when the governments have practical projects to share and celebrate. For example, in 2017, Moonee Valley’s funding of the Líga Inan project has given cause for us to reconnect and re-establish dialogue with the Liquiçá district administrator.

- **Sharing advice and professional experience.** Many of the Liquiçá community’s needs identified above are areas where Moonee Valley staff have expertise, such as maternal and child health, civil and infrastructure engineering and environmental sustainability. This is also in line with the Liquiçá / Moonee Valley Municipal District Cooperation Agreement in terms of ‘...sharing advice,
professional experience and mentoring." Council could consider supporting projects that have some alignment with their own service delivery areas so that investment decisions are informed by a practical understanding and expertise around a given project.

- **Roles, responsibilities and resourcing within Council.** There is a need for greater organisational clarity around roles and responsibilities in regards to delivery of the three Program streams within Council, and to ensure they are coordinated and resourced by parts of Council with the most relevant expertise. In particular there is an opportunity to align Stream one - Governance with the ceremonial, civic and government-to-government functions of Council rather than the community development area. This function could sit with a range of other civic activity within Council such as the ANZAC centenary and annual commemorations; Spirit of Moonee Valley; citizenship ceremonies etc.

**Project Support Stream opportunities**

- **Projects addressing needs in Timor Leste (food and water security, climate change, population health).** There is an opportunity to engage with groups in Moonee Valley with an interest in these issues (food and water security, climate change, population health) and link them to programs in Timor Leste. Council (and the FOL Advisory Group) could raise awareness (and potentially fundraise but this would be up to individual community groups) through its networks. Awareness raising could also be part of the recently established Portfolio Advisory Committee system (Environment and Health & Wellbeing committees). In addition, greater connection with this Program, local RSL and military commemorative activities could also be explored (celebrating East Timor’s contribution to Australia’s WWII war effort).

- **Building on existing partnerships.** Through the Program’s implementation over the past decade, Council has developed a constructive working relationship with local NGOs (namely Xpand Foundation, and more recently Health Alliance International), who have (and continue to) deliver projects of benefit to the Liqüíça community. These organisations run a number of programs towards which Moonee Valley could continue to contribute. To consolidate this work and provide more certainty to partners moving forward, Council could enter into a partnership agreement for the duration of this Council term with these partners (Xpand / Health Alliance International) to support/fund their existing projects in Liqüíça, including: WithOnePlanet, WithOneSeed and Liga Inan projects (refer Appendix Three). The amount Council would fund these projects each year would be subject to the funds raised. Agreement to fund these projects would be subject to the proposed governance arrangement outlined in Appendix Six).

- **Building on existing local interest in Moonee Valley.** Whilst not part of council’s Program, it is worth noting that Ave Maria College in Aberfeldie has a Sister School Program with St Maria Mazzarello School in Venilale. This project is separate from the Friends of Liqüíça and based in a different region of Timor Leste but provides another link between the community of Moonee Valley and Timor Leste. The sister relationship is strong with students from Ave Maria visiting Timor Leste and undertaking substantial fundraising. In 2016 $5000 was raised for St Maria Mazzarello School and in 2015 students from Ave Maria participated on an immersion visit to Timor Leste to visit St Maria Mazzarello and meet the students. Such activity presents opportunities for the Program to engage with the Ave Maria College group and link them to other Moonee Valley/Timor Leste initiatives.

- **Other project support funding.** There is an opportunity to augment fundraising for partnership projects through a contribution from council’s Bi-annual Community Grants program – similar to the Shire of Mansfield’s small town grants program.

**Community engagement and fundraising opportunities**

- **FOL Advisory Group.** It has been two years since the FOL Advisory Group last met with Council (perhaps due to both a lack of resources within Council to adequately support its’ activities and the length of time the group has been in operation). Council is not aware of any current fundraising or awareness raising activities carried out by the Group. A copy of the review report has been provided to FOL advisory Group members for comment and Council will continue to provide information and engage with FOL.
Advisory Group members as part of this review it is recommended that Council pursue additional community engagement activities to generate further community involvement in the Program and invite past and present FOL Advisory Group members to participate.

- **Timor-Leste Annual Community Forum** - The development of a Council managed Timor-Leste Annual Community Forum would help promote the Program and provide a platform to engage with locals with an interest in East Timor and discuss opportunities to contribute to existing and future activities.

- **Development of a partnership with Victoria University** - Council has previously partnered with Victoria University to identify Timor-Leste students and other community members to support our Program. Council was engaged with the University until recent years and will look to reactivate this relationship.

- **Fundraising by Council.** There are opportunities for Council to support sustainable fundraising options (coffee sales, staff driven fundraising and fundraising at pre-existing Council events) which are detailed in Appendix Three. It should be noted that although Council has raised some $250k through the Mayoral Charity Race event over the past 14 years; delivery of the Program’s three streams has been a net cost to Council. If Council decides to continue to deliver the Program moving forward, it is unlikely that the cost of running the Program will be cost neutral.

- **Fundraising by the community.** Council initiated fundraising could be augmented by community led fundraising if other community groups decided to raise funds for the projects. See Appendix Five (parts i and ii). Support community led fundraising efforts for projects in East Timor through could also be supported in-kind by Council through subsidized use of council facilities etc.

- **Mayoral Charity Race Day Event.** If there was continued political support for the Event, there is scope to re-design this event as a networking and partnership opportunity to promote the Friendship City Relationship and build stronger connections with key stakeholders. The Event could re-branded back to the Moonee Valley Liquiçá Plate (or other suitable title to recognise the partnership) to clearly identify the Friendship City Relationship and remove the generic link with fundraising and charity. Council Officers have met with Moonee Valley Race Club (MVRC) staff to discuss this option. Whilst only preliminary discussions have taken place to date, it appears the cost to Council is relatively high (a minimum of $10,000 pa). See Appendix Five (part iii).

- **Building on shared horse racing traditions.** In addition, Council officers have also identified with the MVRC opportunities for them to pursue their own links and partnerships with East Timor (possibly even the Liquiçá district). This could be built upon the strong tradition of horse racing in both countries, and the fact that almost all buildings and infrastructure (including horse racing infrastructure) were destroyed in Liquiçá during the chaos of the militia’s campaign, following East Timor’s 1999 referendum results.
Options for future direction

In light of this Review’s key findings, the following options are available to Council regarding future direction of this Program, including:

- OPTION ONE: Minimise Program investment and involvement; or
- OPTION TWO: Continue to deliver the Program and incorporate Review findings.

These options are described in the table below.

**OPTION ONE: MINIMISE PROGRAM INVESTMENT**

<table>
<thead>
<tr>
<th>DESCRIPTION: Wind up/cease activity in the existing Program with exception of limited municipal support. This includes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stream 1 Governance: <em>Council Responsibility area: Organisational Performance</em></td>
</tr>
<tr>
<td>Continue to respond to requests from Timor Leste for hosting visitors from Liquiçá (as requested). Assess resourcing as required (in terms of delegations when proposed etc) in line with relevant Council policy such as travel allowances etc.</td>
</tr>
<tr>
<td>Stream 2 Project Support: <em>Council Responsibility area: Planning &amp; Development (Community Planning)</em></td>
</tr>
<tr>
<td>Expends the current funds (approx. $20k) on Liquiçá projects, then discontinue with ‘Project Support’ (once current funds expended).</td>
</tr>
<tr>
<td>Stream 3 Engagement and fundraising: <em>Council Responsibility area: n/a</em></td>
</tr>
<tr>
<td>Discontinue with ‘Engagement &amp; Fundraising stream’.</td>
</tr>
</tbody>
</table>

**COST:** approx $3,700 pa

**Stream 1 Governance:** (approx. $1700K)
- Approx $1700 pa officer time (Band 5 x 6 days pa). Includes administrative support for municipal support and liaison as requested. Excludes:
  - Additional hours and costs if requests received for delegations.

**Stream 2 Project Support:** (approx $2K)
- Approx $2000 pa officer time (Band 6 x 5 days). To expend the current funds, including funding arrangements.

**Stream 3: Engagement & Fundraising (n/a)**

**PROS:**
- Inexpensive.
- This option would fulfill the minimum requirements of the 2014 Liquiçá & Moonee Valley Municipal /District Cooperation Agreement.
- Would allow staff time to be allocated on other local (Moonee Valley) projects.

**CONS:**
- Is not in spirit of signed Cooperation Agreement.
- Breaks ties between Council and long-term project. Does not capitalise on learnings and ‘walks away’ from significant Program investment over past decade.
- Possible reputational loss when we advise Council is no longer investing in or contributing funds to local projects; particularly from local community, East Timorese community partners, East Timorese national and Liquiçá District administration governments.
OPTION TWO: CONSOLIDATE EXISTING PROGRAM (INCORPORATE FINDINGS OF THIS REVIEW)

DESCRIPTION:
Continue to deliver the Program and incorporate Review findings. This would include clarifying roles and responsibilities within Council for each of the Program streams, including:

Stream 1 Governance: Council Responsibility area: Organisational Performance

Provide municipal support, as requested and facilitated through forums such as the Victorian Government’s Local Government Timor-Leste Network (and continue to attend quarterly network meetings). Assess resourcing as required (in terms of delegations when proposed etc) in line with relevant Council policy such as travel allowances etc.

Hold an Annual forum/ briefing with Timor Leste Ambassador or consul and Councillor group to provide an update on activities and discuss opportunities for the future.

Stream 2 Project Support: Council Responsibility area: Planning & Development (Community Planning)

Provide project support for initiatives delivered on the ground in Liquiçá which provide practical assistance and funding for (typically) community development projects, services or infrastructure which address local needs. In line with the findings of this Review, this could involve developing:

- A framework to assess and guide Council’s investment in projects, as outlined in Appendix Six, Moonee Valley / Friends of Liquiçá Project Assessment Framework (Assessment Framework).
- Strategic partnership/s with agency/ies in Liquiçá for 2017-21 Council term through a formal funding agreement/s. These partnerships could be developed in line with the Assessment Framework (Appendix Six). As per the “Project Support Stream opportunities” section of this Review, the aim of these partnerships would be to: address key needs in Timor Leste (such as food and water security, climate change, population health); and build on existing partnerships using a sustainable partnership approach. This means agencies eligible to apply for this would be those who are already working on the ground in Liquiçá, and with whom Council has had experience. Council officers could work with prospective agencies to identify projects of high need and ‘fit’ with Council’s services and Assessment Framework. It is recommended that the partnership funding would include:
  - Expenditure on the current funds (approx. $20k) on these agreed Liquiçá-based projects (once approved by council),
  - Committing whatever additional funds are subsequently raised annually through staff and community fundraising (estimated to be around $2000 per annum).

- Undertake project evaluation at the conclusion of the funding term.
- Foster links between East Timor based partners and local groups with similar interest (e.g. climate change and sustainability groups).

Stream 3 Community development, engagement and fundraising: Council Responsibility area: Planning & Development (Community Planning)

Support local community and staff activities for the purposes of raising funds for and awareness about Timor Leste. These local activities would also aim to strengthen local connections and capacity building. In line with the findings of this Review, this could involve:

- Engagement: Engage with and provide support to local groups supporting Timor-Leste (such as the Ave Maria College initiative), and also representatives of groups based in Moonee Valley with common interests in projects in Timor Leste such as climate change, health etc.
OPTION TWO: CONSOLIDATE EXISTING PROGRAM (INCORPORATE FINDINGS OF THIS REVIEW)

- **Timor-Leste Annual Community Forum** - The development of a Council managed Timor-Leste Annual Community Forum would help promote the program and provide a platform to engage with locals with an interest in East Timor and discuss opportunities to contribute to existing and future activities.
- **Fundraising** - Trial new fundraising initiatives to support Council’s Friends of Liquiçá Relationship Program for the 2017/18 financial year including coffee sales; staff driven fundraising and fundraising at pre-existing Council events as detailed in Appendix Five. Support fundraising by the community for projects in East Timor as per Council’s Community Financial Support Policy, and also through in-kind means such as subsidized use of council facilities etc.
- **Community development** - enhance connections that have a strategic connection with Moonee Valley.

**NOTE: Mayoral Charity Race Day Event.** It is not proposed that Council continue to hold this event going forward due to the event cost (minimum $10,000 pa). See Appendix Five (part III). Council Officers will continue to encourage the Moonee Valley Race Club to pursue their own links and partnerships with East Timor (possibly even the Liquiçá district), and build on the strong tradition of horse racing in both countries.

**COST:** approx $18,775–$21,775 pa

- **Stream 1 Governance:** (approx. $4K)
  - Approx $4000 pa officer time (Band 5 x 12 days pa). Includes administrative support for FOL Advisory Group meetings. Plus additional hours and costs if requests received for delegations, etc. May also increase if FOL Advisory Group meets more than 3 times pa.

- **Stream 2 Project Support:** (approx $8K)
  - Approx $6000 pa officer time (Band 6 x 18 days pa). To develop & manage partnership, including funding arrangements. Includes additional local community development & networking.
  - Approx $2000-$5000 allocated towards a partnership agreement/s from existing Bi-annual Community Grants program. Note, this would commence in 2019/20 financial year as it would require a change to documentation relating to the Section 86 Grants Assessment Special Committee.

- **Stream 3: Engagement & Fundraising** (approx. $6,775)
  - Approx $2500 pa officer time (Band 5 @ 1-2 hrs p/w for 48 weeks pa) for administration
  - Approx $4275* for wholesale coffee purchase for fundraising re-sale. (Assumes total coffee sales of $6750 with profit of $2475pa. Plus $2100 other fundraising p/w total income estimated @ approx. $4575 pa. Excludes potentially other community led fundraising).

  *Based on purchasing coffee wholesale from Xpand Foundation with OneBean Coffee Project

**PROS:**
- Could be achieved within existing operational expenditure (through relatively modest re-alignment of staff resources).
- Exception would be additional $4,275 (estimate only) for wholesale purchase of coffee from Xpand Foundation with OneBean Coffee Project. But this would also support Liquiçá economy and subsistence farmers working with the Xpand Foundation.

**CONS:**
- Greater investment required than Option 1.
- Funds diverted to paying for staff in Australia - however these are already established positions delivering other services within Council.
- Current level of community interest and support yet to be determined.
**OPTION TWO: CONSOLIDATE EXISTING PROGRAM (INCORPORATE FINDINGS OF THIS REVIEW)**

- Fundraising costs are lower risk than for a major event such as Mayoral Charity Race.
- Greater clarity around roles and responsibilities within Council for each of the Program streams.
- Opportunity to engage with the Moonee Valley community and raise more funds for Liquiçá projects.
- Project Support stream involves a community development approach – allowing partners in Liquiçá decide on priorities. Allows long term investment for East Timorese projects to deliver results.
- Allows MVCC to use expertise of other groups – focus local efforts on fund raising and possibly hosting/training. Working with already established project partners may mean positive project outcomes achieved more quickly. Hone fundraising for specific projects.
- In line with Review findings.
- This option would fulfil the requirements of the 2014 Liquiçá & Moonee Valley Municipal/District Cooperation Agreement.
- Creates platform for additional local community development & networking.
Appendix One: Examples of Friendship groups

There are currently 22 Timor Leste friendship groups in Victoria (Australian Timor Friendship Australian Timor Leste Friendship Network[15]; most of whom appear to be functioning to some extent. The majority of groups have a web presence either with their own webpage or on their host councils website.

The majority of these groups were established in the early 2000’s. The groups are generally run collaboratively between local councils and community volunteers however there are some groups that are independent of local government.

In 2009 the Australian Timor Leste Friendship Network was established to improve the flow of information between Australia and Timor Leste provide a central point of contact for friendship groups. The Network endorsed the founding principles of friendship groups as:

- Respect and support for Timorese-led decision-making
- Sustainable and long-term (10 year) assistance
- Relationships are based on partnerships of mutual respect and collaboration.

The current status of friendship groups in Victoria

Of the 22 Victorian friendship groups most appear to be functioning to some extent. The majority of groups have a web presence either with their own webpage or on their host councils website. Many of the groups consist of a small number of dedicated community members who have been involved in Timor Leste project for some time and have good links to the community in Timor Leste.

Friendship groups have found a number of ways to maintain relevance and continue to support their Timorese partners. Below are examples of current friendship group arrangements.

Friends of Suai – City of Port Phillip

The City of Port Phillip maintains strong links with the friendship arrangement. A staff member is employed, by Port Phillip City Council, three days per week to manage the project. The project has a budget of $80,000 and raises around $50,000 per year from community fundraising. The project supports a centre in Suai which employees local staff, runs training services and manages scholarships. The priorities for the project are set in Timor and include education and training, scholarships and sanitation projects. There is a four year strategic plan setting the broad project direction.

Friends of Baucau - Cities of Yarra and Darebin

Friends of Baucau was set up by the Cities of Yarra and Darebin who employed a full time staff member to manage the program and support the friendship arrangement. The project supported a training centre in Baucau and an Australian Volunteers International worker in Baucau.

In 2013 the Cities of Darebin and Yarra decided to no longer support the Friends of Baucau as a committee of council but supported the group to become an incorporated body. The group now functions at arm’s length from the Councils but do receive in-kind support from both councils such as selling coffee and provide access to community facilities for meetings and activities.

Darebin and Yarra City Councils have both signed a Municipal/District Cooperation Agreement.

**Friends of Venilale - Mansfield**

The project was originally run through the Mansfield Shire Council but is now run as an incorporated not for profit agency. Council assisted the friendship group to become incorporated particularly with governance. It appears there was greater on-going grass-roots interest in the Mansfield community than exists in Moonee Valley at present. The council still have an active role in the project and assist with any legal issues (this was mainly relating to incorporation), insurance (the establishment but not financing) and admin such as printing. There is a Councillor on the Friends of Venilale committee and a contact officer based in council. Council fund the project through their small town grants program. All small towns in the Shire of Mansfield can apply for a $2000 grant and Venilale receives the same funding.

There is a mirror organisation in Venilale called the Friends of Mansfield, they meet every two months and employ four staff:

- Friendship Liaison Officer who is also the project manager
- Tourism Officer
- Education Support Officer
- Translator (when required)

The project has a focus on tourism, the community centre and education through sister school relationship between a school in Mansfield and Venilale.

There is a small committee who manage the project and call on other community volunteers for fundraising activities.

**Ave Maria Sister School**

Ave Maria College in Aberfeldie has a Sister School Program with St Maria Mazzarello School in Venilale. This project is separate from the Friends of Liquiçá and based in a different region of Timor Leste but provides another link between the community of Moonee Valley and Timor Leste. The sister relationship is strong with students from Ave Maria visiting Timor Leste and undertaking substantial fundraising. In 2016 $5000 was raised for St Maria Mazzarello School and in 2015 students from Ave Maria participated on an Immersion visit to Timor Leste to visit St Maria Mazzarello and meet the students.
### Appendix Two: Program activity timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Program Stream</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>Council established a partnership with the Liquiça District through the Australia Timor-Leste Friendship Network (AusTimorFN).</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2003</td>
<td>Friends of Liquiça, a community group first established. Discuss potential projects to raise funds and awareness for the people of the Liquiça District and to develop recommendations on furthering the friendship arrangement Council has with the region.</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2005</td>
<td>Held our first Mayoral Charity Community Race Day (formerly known as the Liquiça Plate). Continued each year until 2017. Council resolution, formally establishing the Moonee Valley Friends of Liquiça (FOL) Advisory Group by a Notice of Motion on 18 October 2005, as a consultation forum for identifying projects that &quot;...would best benefit the Liquiça community from the Race Day funds.&quot;</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2008</td>
<td>Entered into an agreement with a volunteer-based charity called Life, Love &amp; Health to fund two projects in the area; the rebuilding of a school in Garianna and a river diversion project in Lepe. An amount of AUS33,000 was allocated to fund these projects and in August 2009, a member of Council's executive staff travelled to East Timor to attend the official opening of the school. Photographer Luka Kautzner documented these projects through a photographic study sponsored by Council with the images to be displayed at the Hotel Esplanada in Dili.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2009</td>
<td>Council held a community forum and celebration at the Flemington Community Centre to recognise the anniversary of the East Timorese referendum on 30 August 1999</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
</tbody>
</table>
| 2010  | Councillor Cusack visited East Timor along with a member of Council’s Executive Staff, to participate in a Strengthening Friendship Workshop. This was to recognise a decade of the Australia Timor-Leste Friendship Movement and each of the Friendship Groups recommitted themselves to a further ten years of friendship with the people of East Timor. During this visit:  
  - A meeting was held with Leonel de Jesus Carvalho, the District Administrator of the Liquiça District and Mateus Fatima Luan, the Sub-District Administrator, to discuss key issues in the region and any potential support Council may provide.  
  - Attended an event at the Australian Embassy hosted by Ambassador Peter Heyward, where Kirsty Sword Gusmão spoke in her role as Goodwill Ambassador for Education. Kirat is the wife of the Prime Minister and former President of East Timor, Xanana Gusmão, and was particularly                                                                                   | Stream 1: Governance                                                                                                                     |
<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Program Stream</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>We arranged for sporting goods donated by various clubs to be taken over to the Liquiça District and we sponsored two Timorese locals to travel with the national team to an AFL tournament in Balli.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2011</td>
<td>The Community Development Officer from the Sub District Administrator’s office of the Liquiça District attended a training program in Melbourne organised by the Department of Planning and Community Development. A member of Council’s executive staff met with the Liquiça District Community Development Officer and provided him with a tour of Moonee Valley and discussed potential projects for the region. Projects identified included the development of a football field and the establishment of a satellite Internet connection to the District Administrator’s office and to a community spaces within the township of Liquiça.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2012</td>
<td>Council entered into an agreement with the Xpand Foundation, a not-for-profit organisation that creates and supports enterprises that encourage social inclusion of disadvantaged people to build their social and economic participation.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2013</td>
<td>The Xpand Foundation completed the establishment of a Technology Resource Hub in Liquiça, in partnership with into Timor, a local not-for-profit social enterprise focusing on using information communication technology as a primary tool to create positive social change. The Hub allowed the community access to quality, affordable technology services, including computers, the Internet and associated training. Initially funded by Council, the service will be built on a social enterprise model to ensure its ongoing viability and sustainability. An existing UN building located beside the Sub-District Administrator’s office in the township of Liquiça was identified as a suitable site for the Hub which will be managed by a local NGO. At the start of 2013, staff travelled to Beacau for two months to undertake training on all aspects of managing the facility. As of August 2013, there were over 50 local people enrolled in a computer training program at the Liquiça Technology Resource Hub. This project was endorsed by Council at its Planning and Citizens Meeting of 4 September 2012. A further update was provided to Council at its Ordinary Meeting of 27 August 2013.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2014</td>
<td>Council co-sponsored the attendance of a Community Development Officer from the Liquiça Sub District to attend the Working Together for Timor-Leste Conference in Melbourne from 26 to 27 July 2014.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
<td>Program Stream</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>2014</td>
<td>On 23 September 2014 at its Ordinary meeting of Council, the Mayor and Chief Executive signed the municipal/district cooperation agreement. Read the report. In order to better facilitate a consistent relationship between Victorian Councils and friendship groups in Timor-Leste, the Victorian Government and the Council of Ministers for Timor-Leste developed a standard municipal agreement for consideration. This agreement provides a uniform approach for local government in respect to friendship relationships including the friendship relationship between MVCC and Liquiça. In conjunction with a visiting Timor-Leste delegation led by Secretary of State, Tomas do Rosario Cabral, the East Timorese signatory to our agreement, Council received an invite to attend a dinner and formal signing ceremony on 16 October 2014. This was attended by a Councillor and Senior Officer who witnessed the counter-signing of our agreement.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2014</td>
<td>A subsequent report which in addition to providing an update on the Technology Resource Hub was also seeking approval for additional funding to support the facility for a further 12 months. The report detailed a number of other requests which arose from the Liquiça District Partnership Working Group meeting held on 16 April 2014.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2015</td>
<td>State and Local Governments formed a Committee to provide an opportunity for organisations to come together and share ideas and discuss support for their respective Districts (Victorian Government’s Local Government Timor-Leste Network)</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2015</td>
<td>Council participated in the Australia Award Fellowship Program which saw six senior officers from the Timor-Leste central government spend four weeks in Victoria on an extended study tour. Council hosted them for two weeks. The purpose of their cultural exchange program/study tour was to strengthen their leadership and local government administration skills and the knowledge of members of the Timor-Leste (TL) National Technical Group on Administrative Decentralisation. The Fellows were selected based on their responsibility to provide high level policy advice and professional support to TL Ministers who are overseeing the decentralisation process. Ms Lidia de Sousa Gutermes represented the Ministries of Finance and Ms Claucinha Soares Pinto represented State Administration. Many past graduates of the Victorian Fellowship Program hold senior positions within the Timor-Leste Government, including as Vice-Ministers of the current Government.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2015</td>
<td>At a meeting of the Liquiça District Partnership Working Group on 22 June 2015 members considered a report from InfoTimor on a proposal request for training funds. The Working Group recommended that this be presented to Council for the allocation of expenditure for the provision of computer training</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
<td>Program Stream</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>2015</td>
<td>FOL Advisory Group members and Council officers met on 27 April, and 22 June and 19 October 2015.</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2017</td>
<td>Council resolved to not hold the 2017 Mayoral Charity Race with a view to raising funds through more sustainable methods. In addition and at the request of the Liquiçá district administrator, Council resolved to donate funds to support a maternal and child health nursing program through a local NGO partner, Allied Health International.</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2017</td>
<td>Council resolved to fund the Liga Inam maternal child health project through Health Alliance International.</td>
<td>Stream 2: Project Support</td>
</tr>
</tbody>
</table>
Appendix Three – Xpand Foundation

The Xpand Foundation is a not for profit social enterprise based in Timor Leste. Friends of Liquiçá partnered with Xpand to develop and run the technology hub in Liquiçá. The Xpand Foundation works on projects with local people to provide opportunities and employment. Their projects have a focus on social and economic participation and emphasis on climate change mitigation. The Xpand Foundation are well established in Timor Leste, with a strong record for delivering meaningful projects and have a presence in the Liquiçá region. The Xpand Foundation has a focus on social and economic participation in a society committed to a green future in the digital age. It is a voluntary, non profit, non government organisation governed by a board of directors.

The Xpand Foundation has three key programs:

**WithOneSeed**
A social enterprise that is taking action on climate change through community forestry in Timor Leste. It is dedicated to improving the resilience of subsistence communities to make environments sustainable, to end poverty and hunger, to deliver open education and to create regional partnerships. WithOneSeed works with subsistence farming communities to generate income through a community forestry initiative. The reforestation of their land reduces soil erosion, improves soil and water quality, crop yields and nutrition, which improves the health and wellbeing of the community. It also helps to build the local economy, boost education and training and deliver social and economic participation.

**WithOnePlanet**
A climate change education program, which supports teaching about environmental sustainability, awareness of culture and active citizenship. It also promotes linking school communities in Australia and Timor Leste.

WithOnePlanet is designed to broaden knowledge and awareness about climate change and provide a practical ‘call to action’ that connects school communities in Australia with school communities in Timor Leste.

WithOnePlanet is an education program designed with two simple objectives:

- to deliver a high quality and credible education program focused on environmental sustainability, cultural awareness, and active citizenship
- to encourage school communities from Australia to connect with village-based schools in Timor Leste, to establish collaborative learning and to support each other through educational and awareness raising programs. It is vital to the region’s development that strong bonds and understanding are nurtured through the next generation.

**WithOneBean**
A program to provide coffee grown by subsistence farming communities in Timor Leste and roasted by a boutique coffee roaster in Melbourne. WithOneBean returns 100% of the profits from coffee sales to environmental and educational projects in Timor Leste. It supports subsistence communities through the WithOneSeed and WithOnePlanet initiatives.

Given Moonee Valley has previously worked successfully with the Xpand Foundation (founders of WithOneBean) in East Timor supporting the WithOneBean Coffee Project could be a way to build on this partnership and support other projects in East Timor going forward.

Appendix Four – Health Alliance International

In 2017 Council entered into a funding agreement with Health Alliance International (HAI), on behalf of the Liquiçá Municipal Administration, to support purchasing of smartphone technology for the Liga Inan maternal child health project.

HAI was founded in 1987 and is a non-profit organisation based in Seattle, Washington, USA. HAI is an international public health organization, currently working in Mozambique, East Timor, Côte d’Ivoire and Sudan. HAI has a strategic alliance with the University of Washington.

HAI mission is to promote policies and support programs that strengthen government primary health care and foster social, economic, and health equity for all. The HAI vision is a just world that promotes health and well-being, including universal access to quality health care.

HAI focuses on supporting government Ministries of Health to expand services at a national level in order to boost the overall health infrastructure of a country, and to strengthen its ability to provide sustainable sector-wide services.

HAI has four areas of focus:

- Strengthening public-sector health systems and the health workforce
- Advocating for macroeconomic justice for healthy communities, including fair, healthy trade agreements
- Using public health solutions to end war and using data to measure the harmful effects of conflict
- Movement building for racial, social and health justice in our country programs

HAI began working in Timor-Leste in 1999 when they sent a health and human rights delegation to assess the country’s human rights and health situation, and to develop a project for the delivery of essential maternal care services. After the establishment of the Timor-Leste Ministry of Health (MOH) in 2002, HAI has worked to support the MOH to rebuild the health system.

Today in Timor-Leste HAI focuses on strengthening the MOH’s maternal and child health services and integrating them into primary health care and generating demand for health services delivered through the public sector.

HAI has an administration team of 28 project staff based in East Timor, who have been the primary contacts for Council in our current partnership.

For more information visit - [http://healthallianceinternational.org](http://healthallianceinternational.org)
Appendix Five: Alternate fundraising options

i) Background
A benchmarking exercise mapping successful fundraising activities and initiatives used by other Melbourne based Council’s to support East Timor Friendship City Relationship programs was undertaken as part of the fundraising review. Three alternate sustainable fundraising options were identified and are detailed below; coffee sales, staff driven fundraising and fundraising at pre-existing Council events.

ii) Coffee Sales Based Fundraising
A number of local Melbourne councils including Moreland, Port Phillip, Hume and Boroondara use a coffee sales based fundraising model to raise funds for their Friendship City Relationship programs in Timor Leste. These councils purchase coffee from a wholesale supplier (there are a number of different operators in the market) who source the coffee from subsistence farmers in East Timor. The suppliers then sell the coffee to the Council at a wholesale rate, with Council then selling the Coffee at commercial rates and keeping the difference as fundraising income. Coffee is sold in a variety of ways including through cafes, customer service centres, events and staff offices. This model provides the opportunity to fundraise money for specific projects whilst also directly benefitting subsistence farmers and local communities within Timor Leste. The below table highlights two current Coffee Sales models as used by Moreland City Council and Port Phillip City Council.

<table>
<thead>
<tr>
<th>Council</th>
<th>Supplier</th>
<th>Cost of coffee</th>
<th>Profit margin (factoring in delivery costs)</th>
<th>Staff time to administer</th>
<th>Total funds raised 2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moreland</td>
<td>Wild Timor Coffee (<a href="https://wildtimorcoffee.com">https://wildtimorcoffee.com</a>)</td>
<td>$6.50 per 200 gram bag.</td>
<td>Moreland sell to public for $13 and profit $6.50 per bag (Wild Timor Coffee Deliver FOC)</td>
<td>1-2 hours per week</td>
<td>$5,000 total sales netting a profit of $2,300.</td>
</tr>
<tr>
<td>Port Phillip</td>
<td>WithOneBean Coffee Project (<a href="http://www.withonebean.org.au">http://www.withonebean.org.au</a>) Moonee Valley has previously worked with the Xpand Foundation (founders of WithOne Bean) on East Timor Projects</td>
<td>10 x 250g packs of coffee for $95.00, $7.50 per order is added as a delivery charge</td>
<td>Bags can be sold to the public at $1.5 per bag with a profit of $5.50 per bag</td>
<td>1-2 hours per week</td>
<td>Profits yet to be confirmed for Financial year</td>
</tr>
</tbody>
</table>

The advantages of Coffee Sales Based fundraising is that it is not resource intensive. Once the program is established it is essentially self-sustainable with only a small staff time component needed to place orders and liaise with suppliers and venues.

A significant increase in funds could be raised if Council’s two cafes were able to stock and sell the product (with an agreed profit margin) being kept as fundraising income. Council’s two cafes currently have supplier agreements in place, however, new opportunities may be explored once these expire.

Staff Driven Fundraising Campaigns
There are a number of possible traditional staff fundraising activities which could be undertaken to support Friends of Liquiçá:

- Trivia nights
- Raffles
- Movie nights (in partnership with the Clocktower)
- Establishing teams to take on a physical challenge – a fun run, a triathlon etc and get staff to sponsor them
- Casual days – encourage staff to wear casual clothes jeans and pay a nominal amount for the privilege.

The simple activities outlined above could be run by a voluntary staff fundraising committee, which would limit the resourcing impact on council staff.

Other fundraising

A successful extension of staff fundraising may be to allow staff the opportunity to allocate a portion of pre-tax income for one day per year for a chosen charity, with Friends of Liquiçá or other local charities options for staff to nominate. Depending on the level of engagement from staff this has the potential to be a significant fundraising initiative. This scheme is in place at Darebin City Council where employees are actively engaged in the selection of charities to support, (and further enhances staff involvement in the initiative).

Staff fundraising can provide a wide range of benefits to organisations, particularly when combined with other corporate-charity partnership initiatives. Empowering staff to raise funds for charity projects allows them to learn and apply new skills, which can be applied in their day-to-day work. Allowing staff to demonstrate new skills while doing something meaningful for their community can also increase staff motivation and retention. Officers from Moonee Valley have demonstrated intent in fundraising through previously supporting charity causes in the past (Australia’s biggest morning tea, Shave for a Cause etc). This suggests staff are interested in fundraising and this option may be well received.

It is difficult to anticipate the likely income a staff fundraising initiative could raise, however, it is a low cost and low resource based initiative with minimal risk.

Fundraising at pre-existing Council Community events

There is the opportunity to leverage from Council’s existing community events and festivals program to raise funds and publicize charities supported by Council. For well-established pre-existing Council events (Mooney Valley Festival, Women in Business Lunch) a charity partner/s could be selected and traditional fundraising activities (raffles, roaming collectors, coffee sales etc) could be easily incorporated into the program.

Recently Moreland City Council raised $750 from selling coffee via a stall at the 2016 Sydney Road Street Party to support their friendship city initiatives. Choosing events from Council’s existing community events and festivals program limits additional resourcing and staffing requirements. There would also not be the inherent financial risk incurred through creating a stand-alone fundraising event – as was incurred when running the Mayoral Charity Race Day.

Existing staff managing the event would need to be supported and provided direction on running fundraising initiatives, however, this would not be onerous.
iii) Alternate Model proposed for Mayoral Charity Race Day Event (promotional event – not fundraising)

Given the alternate sustainable charity fundraising opportunities identified above offer a lower financial risk and staff resourcing commitment from Council, there is limited value in the Event being used for fundraising in the future.

If there was continued political support for the Event, it could be re-designed as a networking and partnership opportunity to promote the Friendship City Relationship and build stronger connections with key stakeholders. In 2005, Council’s first Race Day was known as the Liquiçá Plate (it became the Mayoral Charity Race Day in 2007). The choice of a race day fundraiser was primarily due to the linkages and long tradition of horse racing in Timor Leste. The Event could re-branded back to the Moonee Valley Liquiçá Plate (or other suitable title to recognise the partnership) to clearly identify the Friendship City Relationship and remove the generic link with fundraising and charity.

Council Officers have met with Moonee Valley Race Club staff to discuss this option. Whilst only preliminary discussions have taken place to date, it appears the cost to Council would be relatively high for (a minimum of $10,000 pa) compared to the benefit received. The proposed new model potentially includes:

- Moonee Valley Race Club to coordinate event management tasks (as per a normal race day).
- Council to purchase a single race sponsorship for $5,000 - the Moonee Valley Liquiçá Plate
- Council to purchase a maximum of two hospitality tables for $5,000 (max 20 tickets) in the Chairman’s Room official function
- Council to promote the event to our existing database of guests from previous years (rather than Council ‘on-selling’ race and hospitality packages)
- In addition to purchasing the race sponsorship and 2 hospitality tables, Council’s staff resourcing would be limited to arranging invitations and RSVPs for Councillors and identified guests.

Council officers have also highlighted opportunities for the Moonee Valley Race Club to pursue their own links and partnerships with East Timor (possibly even the Liquiçá district). This could be built on the strong tradition of horse racing in both countries, and the fact that almost all buildings and infrastructure (including horse racing infrastructure) were destroyed in Liquiçá during the chaos of the militia’s campaign, following East Timor’s 1999 referendum results.

Moonee Valley Race Club have recently appointed a Community Relations Manager and are looking strengthen their engagement with key stakeholders and local communities.
Appendix Six - Moonee Valley /East Timor Project Assessment Framework

PRINCIPLES AND CRITERIA

This draft Moonee Valley /East Timor Project Assessment Framework has been developed to guide decision making and investment. The following principles are drawn from both this Review findings and the Australia Timor-Leste Friendship Network.

Decision Making and Investment Principles

Decision making and investment in projects relating to the Moonee Valley /East Timor Program will:

- Respect and support for Timorese-led decision-making
- Respect and support for the long standing history between the countries of Timor Leste and Australia, including the Municipal /District Cooperation Agreement between Liquiçã and Moonee Valley
- Foster greater social connections within the local Moonee Valley community
- Deliver services and programs using a community development model (Council Plan 2017-21, clause 1.4.1.2)
- Foster relationships based on partnerships of mutual respect and collaboration
- Note that projects should be long term and work towards becoming self-sustaining
- Note that our investment and support is most effective when it is provided:
  - With a sound understanding the needs of the Timor Leste community
  - Through a partnership model, i.e. in association with locally based partners in East Timor (who can also assist Council and the Moonee Valley community to understand local needs and priorities when investing in projects)
  - Where possible, Council supports projects that have some alignment with its' service delivery portfolios (such as maternal child health, road and infrastructure engineering, environmental sustainability etc.).

Decision Making and Investment Criteria

In order to receive funding from Council fundraising activities or other in-kind resources (staff time etc.) the project/program should be aligned with the following criteria.

<table>
<thead>
<tr>
<th>Decision making /investment criteria</th>
<th>Yes/No</th>
<th>Criticality</th>
<th>Scoring*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a positive impact on the ground in Timor-Leste and is responding to community need.</td>
<td>If 'No' = do not support (i.e. scores either 1 or 0)</td>
<td>Must</td>
<td></td>
</tr>
<tr>
<td>Seek to work in partnership with locally based non-profit organisations.</td>
<td>If 'No' = do not support</td>
<td>Must</td>
<td></td>
</tr>
<tr>
<td>Focus on community based projects that foster and strengthen community engagement and wellbeing within Liquiçã over the longer term.</td>
<td>If 'No' = do not support</td>
<td>Must</td>
<td></td>
</tr>
<tr>
<td>The Project has the potential to foster and strengthen community engagement and wellbeing within Moonee Valley</td>
<td>If 'No' = may support</td>
<td>Desirable</td>
<td></td>
</tr>
<tr>
<td>Decision making/investment criteria</td>
<td>Yes/No</td>
<td>Criticality</td>
<td>Scoring*</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------------------------</td>
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<td>-------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Support governance building initiatives addressing skills needs within the Timor-Leste government sector, especially in light of the establishment of decentralized local government</td>
<td>If ‘No’= may support</td>
<td>Desirable</td>
<td></td>
</tr>
<tr>
<td>Alignment with Council service area and expertise e.g. MCH, infrastructure, sustainability etc.</td>
<td>If ‘No’= may support</td>
<td>Desirable</td>
<td></td>
</tr>
</tbody>
</table>

*SCORING: 3= Greatly exceeds requirements of the criteria; 2= Satisfactorily meets criteria requirements; 1=Performs poorly against criteria requirements; 0=Clearly fails to meet the requirements of the criteria.

**INVESTMENT PROCESS**

Agreement to fund Projects would be subject to the proposed governance processes outlined below:

![Diagram showing the investment process steps]