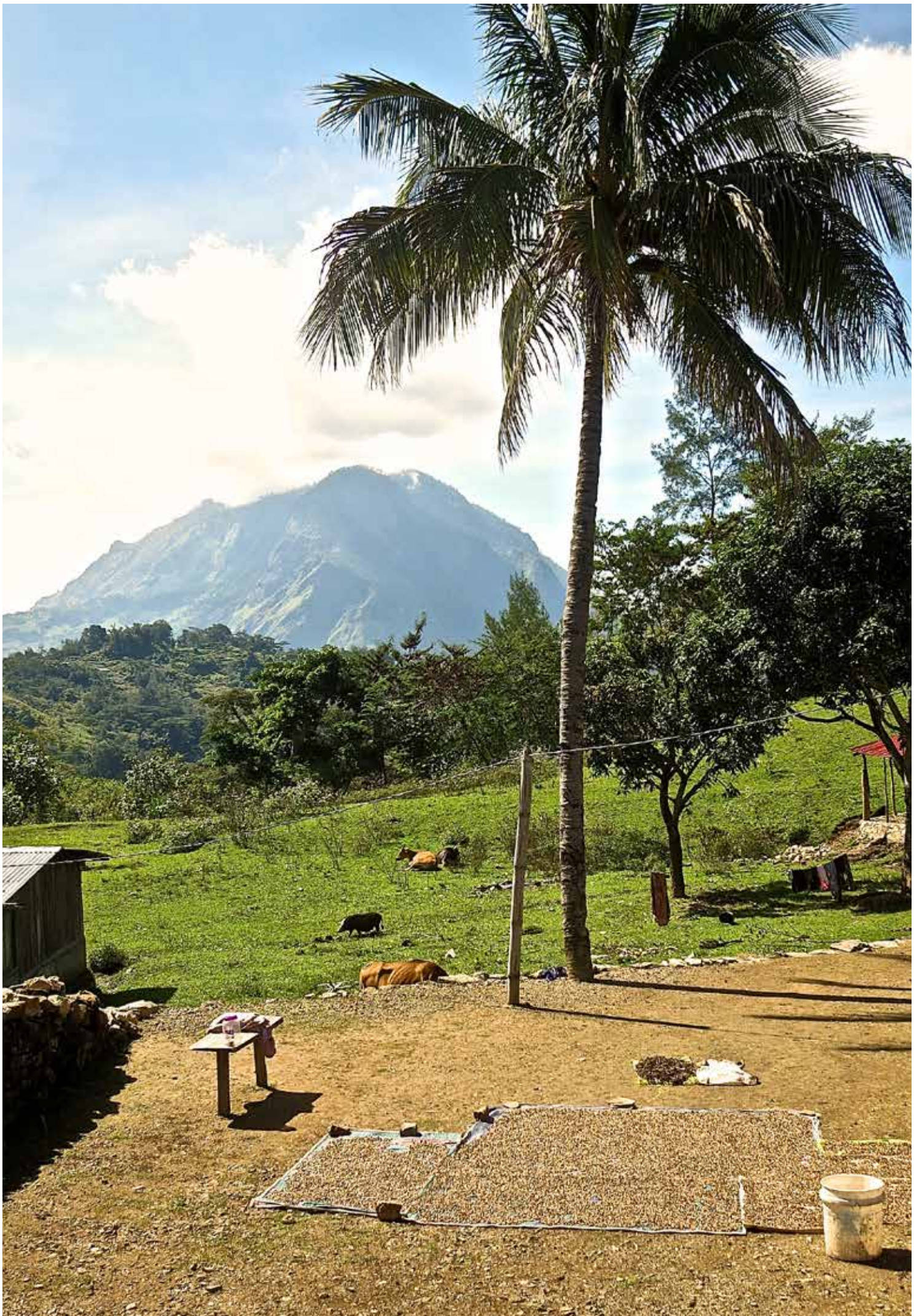


BFACC

BALLARAT FRIENDS OF AINARO COMMUNITY COMMITTEE
STRATEGIC PLAN 2017 - 2022





INTRODUCTION

The City of Ballarat's friendship with the Municipality of Ainaro began with the formal Friendship Agreement signed on 1 July 2003, by the then Ainaro District Administrator Sr Joao de Corte-Real and then Mayor of Ballarat Cr David Vendy. The Ballarat-Ainaro Friendship Agreement was based on mutual respect and cooperation with the aim of working with the community to build capacity for the people of Ainaro, consistent with the principles of environmental, social and cultural sustainability.

Ballarat City Council, at its meeting on 7 December 1999, recommended that 'Council gives in principle support to entering into a Friendship Agreement with the people of the Ainaro region of Timor-Leste during the period of reconstruction'. The Ballarat Branch of the Australian East Timor Association identified the Ainaro region as an appropriate sister region for Ballarat and initiated an informal friendship relationship which at the time was an acknowledgement of the generous response of the people of Ballarat to the crisis in Timor-Leste.

During a ceremony at Ballarat Town Hall on 10 December 1999, Mayor of Ballarat Cr John Barnes presented an official letter to Sr Benjamin Araujo, a native of Ainaro, to take with him to Timor-Leste. Sr Benjamin Araujo presented the letter to Sr Joao de Corte-Real, seeking assistance to establish a Friendship Agreement with the District of Ainaro.

This formal Friendship Agreement did not commit Council to providing financial or physical resources, but rather involved the transfer of knowledge, skills and resources as appropriate, at both local government and community levels.

The visit to Timor-Leste in June-July 2003 was the first by a delegation of City officials since the independence of Timor-Leste and was the most appropriate opportunity to formalise the Friendship Agreement.

In July 2005, Ballarat City Council formally established the Ballarat Friends of Ainaro Community Committee (BFACC) under Section 86 as a Special Committee of Council, providing funding and support to further develop the friendship with the Ainaro District.

The first meeting of the BFACC was held on Tuesday, 29 November 2005.

BFACC's role is to support the delivery of the Municipal Cooperation Agreement between the City of Ballarat and the District of Ainaro which was signed on 25 July 2014 and followed by an updated Municipal Cooperation Agreement signed on 15 August 2016.

OUR VISION, MISSION AND VALUES



VISION

BFACC's friendship with the Municipality of Ainaro supports the local communities to build a strong future.

MISSION

Our Mission is to assist the Municipality of Ainaro communities through:

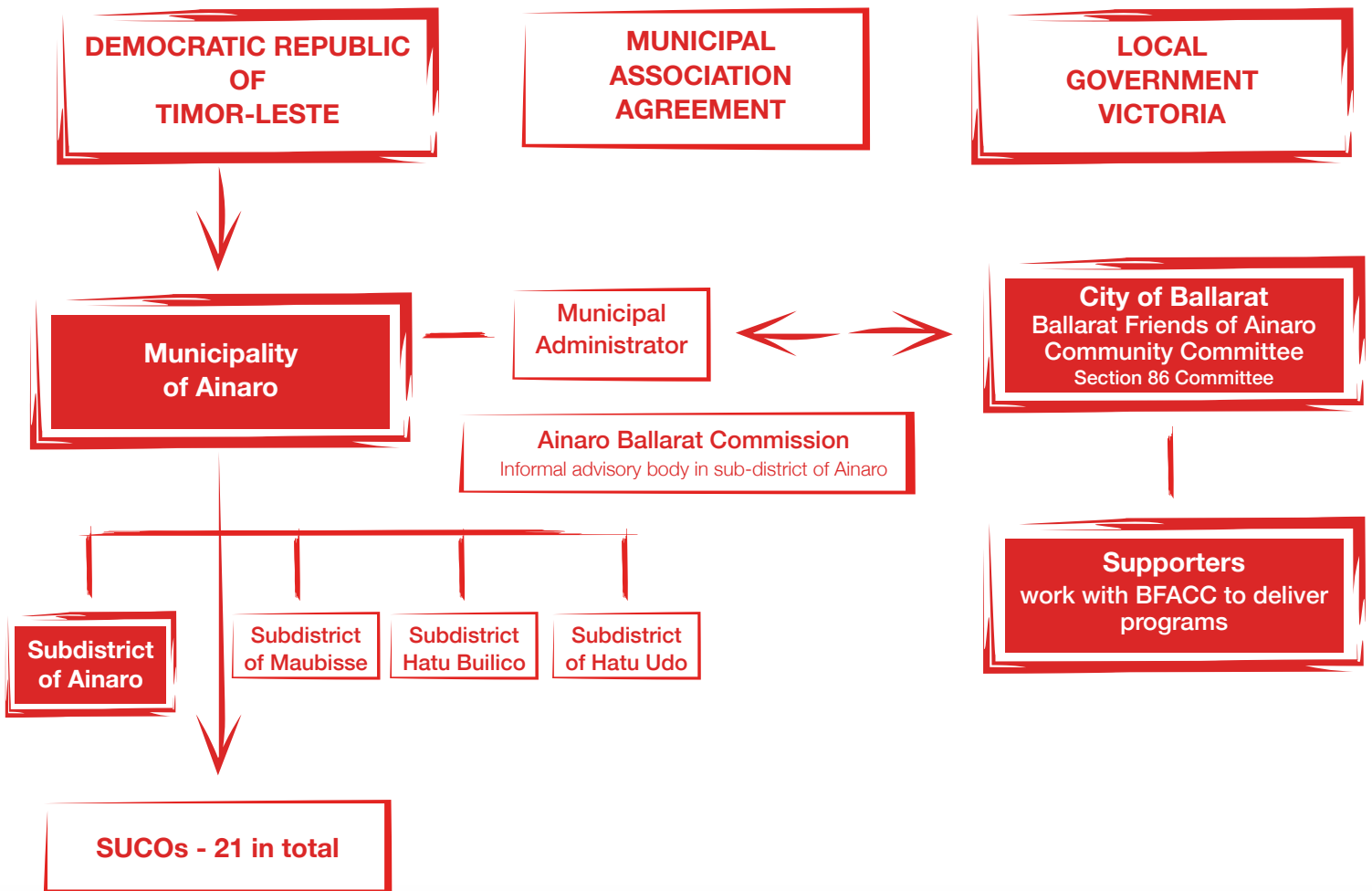
- Helping to build capacity to achieve economic, social and environmental sustainability
- Promoting a strong relationship based on mutual respect and collaboration
- Supporting the objectives and goals of the Municipal Administration

VALUES

Values that support our Friendship include:

- Collaboration and Empowerment
- Respect and Cultural Understanding
- Accountability and Integrity

BFACC - RELATIONSHIPS AND STRUCTURE



What BFACC has to offer

Since 2003, BFACC has developed a range of unique characteristics and capabilities, including:

- Networks that underpin a respectful and strong friendship
- Knowledge and understanding of the Ainaro communities and their culture and history
- Relationships based on respect, trust, integrity and credibility
- Resources that provide a strong foundation for further activities and initiatives

BFACC's role

BFACC's role is to support the delivery of the Municipal Cooperation Agreement signed on 25 July 2014 between the City of Ballarat and the Timor-Leste Government (for the Municipality of Ainaro).

This role is fulfilled by:

- Identifying, resourcing, managing and reporting on capacity-building projects
- Supporting the strategic relationships between Local Government Victoria, the City of Ballarat and the Timor-Leste Government and the Municipality of Ainaro
- Promoting BFACC relationship to Ballarat and Victorian communities
- Providing the link between the City of Ballarat and the Municipality of Ainaro

Primary Goals: 2017 - 2022

Capacity Building Projects	<p>Our goal is to strengthen the capacity of the Ainaro community by aligning local needs with our capabilities and resources.</p> <p>We will work in a manner that is respectful of the cultural, economic, social and environmental values of the region and continue to develop our Friendship Agreement for the betterment of the Ainaro community.</p>
Relationship Development	<p>Our goal is to enhance our Friendship Agreement through the ongoing development of existing relationships at:</p> <ol style="list-style-type: none">1. Government level: between the Democratic Republic of Timor-Leste and Local Government Victoria2. Municipal level: between the Municipality of Ainaro and City of Ballarat3. Local level: between the communities of Ainaro and BFACC
Promoting BFACC	<p>Our goal is to build awareness of the Friendship Agreement to increase support and resources to achieve our Vision by:</p> <ol style="list-style-type: none">1. Engaging with Councillors, management and staff of the City of Ballarat2. Promoting the Friendship Agreement within the broader Ballarat community

STRATEGIC PLAN 2017 - 2022

STRATEGIC PLAN 2017 - 2022

To achieve its goals, BFACC will:

Capacity Build Projects

Instigate a BFACC Working Party to collaborate with the Municipal Administration and establish the process of identifying specific capacity building projects that may be delivered in a timely manner.

Create an Implementation Plan that aligns Ballarat's capabilities with the Ainaro communities' priority projects, as identified and agreed during the working party visit.

Utilise the principles of good governance to manage the delivery of projects including:

1. Establishing an appropriate framework for management and oversight of BFACC
2. Structuring the Committee to add value to the process and system of governance
3. Promote and ensure ethical and responsible decision making
4. Make timely and balanced disclosures and comply with the rule of law of both the Local Government Act of Victoria and Timor-Leste Law
5. Respect the rights of all stakeholders
6. Recognise and manage risk

Relationship Development

Municipal Level

Promote the BFACC Strategic Plan 2017 - 2022 by:

1. An official local launch of the BFACC Strategic Plan 2017 - 2022 by the City of Ballarat in collaboration with all key local stakeholders
2. Creating a means to launch the Plan within and with the District of Ainaro
3. Utilisation of social media to distribute and publicise the document
4. Hard copy distribution of the Plan to all supporter groups

Engage and liaise with City of Ballarat senior executives and staff through an agreed formal meeting structure, provision of all minutes of BFACC meetings and formal annual reporting against the Strategic Plan.

Utilise appropriate communication mediums to provide updates on the Friendship Agreement, on a quarterly basis, against the initiatives documented in the Strategic Plan.

When formal and informal visits between representatives of the City of Ballarat and the Municipality of Ainaro are arranged, provide support as required to both parties to maximise the benefits of each visit.

Expand networking initiatives with other Friendship Groups to share ideas, systems and opportunities for project development in Ainaro.

STRATEGIC PLAN 2017 - 2022

To achieve its goals, BFACC will:

Relationship Development

Local Level

Develop policies and procedures for the BFACC Committee and partners that will mutually benefit the successful delivery and enhancement of programs and activities in the communities of Ainaro. The policies will include application process, service delivery protocols, reporting requirements, behavioural expectations and communication standards.

Promote the policies and procedures to the Municipality of Ainaro to advise the process adopted to engage, align, support and hold accountable BFACC partners and the delivery of services in Ainaro.

Investigate the opportunity to establish a community hub in Villa Ainaro.

Promoting the Ballarat Ainaro Friendship

Within the City of Ballarat organisation

1. Meet annually with Councillors, and City of Ballarat management and staff
2. Prepare an annual report to communicate to the Ballarat community

To the City of Ballarat community

1. Deliver an annual open forum to communicate activities, plans and achievements to all supporters.
2. Conduct one major fundraising event annually, presented by the Council in conjunction with BFACC.

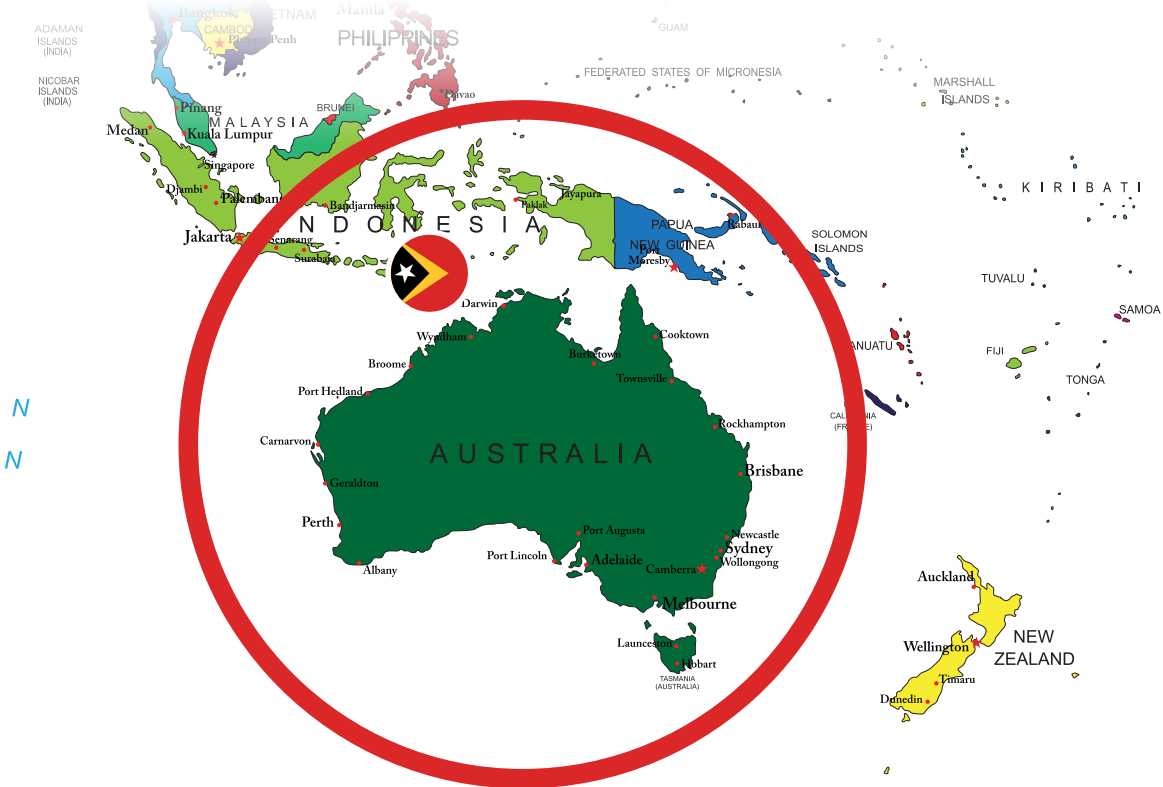


REPORTING FRAMEWORK

Month	Focus	Participants			
		Committee Members	Invited Guests	City of Ballarat Managers	Supporters
February	General Meeting / Annual Planning				
March	Annual Forum				
April	Budget Expectations and Requirements				
May	General Meeting				
June	General Meeting				
July	Annual Report				
September	General Meeting				
October	General Meeting				
November	General Meeting and Annual Review				
December	BFACC Annual Budget development for the next year				



TIMOR-LESTE



Timor-Leste and the surrounding countries. This image shows the composing territories: the mainland with capital Dili, and the enclave of Ocuçsi-Ataúro. There is still the tiny isle of Jaco, unnoticeable at these scales, but imagined as a dot in the east of Timor.

Across the Timor Sea, Australia is approximately 450km away, and Java 1000km.

MUNICIPALITY OF AINARO



Ainaro is one of 13 administrative districts (now called municipalities) in Timor-Leste.



Ainaro is **predominantly rural** with 4 sub-districts/ municipalities of Ainaro, Maubisse, Hatu-Builico and Hatu-Udo.



Population: **66,397** (2015 Census).



Religion: **98% Roman Catholic** (2015 Census)



Timor-Leste's highest mountain, **Mt Ramelau** (locally known as Tatamailau) is in the Ainaro Municipality.

THE OCCUPATIONS OF TIMOR-LESTE

Early 16th Century: The Portuguese began to trade with the island of Timor and colonised it in the mid-16th Century.

1859: Skirmishing with the Dutch in the region eventually resulted in a treaty, in which Portugal ceded the western portion of the island.

1942 to 1945: Imperial Japan occupied Timor-Leste, but Portugal resumed colonial authority after the Japanese defeat in World War II.

November 28, 1975: Timor-Leste declared itself independent from Portugal and was invaded and occupied by Indonesian forces 9 days later.

July 1976: Timor-Leste was incorporated into Indonesia as the province of Timor Timur. During the subsequent 24-year occupation a campaign of pacification ensued.

1974 to 1999: There were an estimated 102,800 conflict-related deaths (approximately 18,600 killings and 84,200 'excess' deaths from hunger and illness), the majority of which occurred during the Indonesian occupation.

August 30, 1999: In a UN-sponsored referendum, an overwhelming majority of Timor-Leste voted for independence from Indonesia. Immediately following the referendum, anti-independence Timorese militias - organised and supported by the Indonesian military - commenced a punitive scorched-earth campaign. The militias killed approximately 1,400 Timorese and forcibly pushed 300,000 people into West Timor as refugees. The majority of the country's infrastructure was destroyed.

September 20, 1999: The International Force for Timor-Leste (INTERFET) was deployed to the country and brought the violence to an end, following a United Nations-administered transition period.

August 30, 2001: First free elections in Timor Leste history.

March 24, 2002: New constitution agreed.

May 20, 2002: Timor-Leste internationally recognised as an independent state: The Democratic Republic of Timor-Leste.



SUPPORTING LOGOS

