




UNESCO FIT cooperation

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   <p>United Nations Educational, Scientific and Cultural Organization</p>	<h3 style="text-align: center;">Project Document</h3> <p>1.1 Project Title Rebuilding Social Cohesion of Communities through National Museum of Timor-Leste and Cultural Heritage Education</p> <p>1.2 Beneficiary country The Democratic Republic of Timor-Leste</p> <p>1.3 Time Frame 36 months</p> <p>1.4 Funding source</p> <p>1.5 Co-funding source if any</p> <p>1.6 Total estimated budget, including support costs US\$ 11,233,330 (including 13% Programme Support Cost)</p> <p>1.7 International Executing Agency UNESCO Office in Jakarta</p> <p>1.8 Responsible Sector/Division/Field Office UNESCO Office in Jakarta</p> <p>1.9 Name of project officer Masanori Nagaoka, Programme Specialist for Culture</p> <p>1.10 Partners (external and/or UN) Ministry of Education, Timor-Leste Secretary of State for Culture, Timor-Leste National Directory for Culture, Timor-Leste Timor-Leste National Commission for UNESCO University of Melbourne, Australia Museum and Art Gallery of the Northern Territory, Darwin, Australia (MAGNT) International Council of Museums (ICOM) International Council on Monuments and Sites (ICOMOS) International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) Local NGOs International experts/universities/museums</p>
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I. EXECUTIVE SUMMARY

Background:

The civil unrest in 1999 had a dramatic and negative impact on the people of Timor-Leste and their culture. The cultural heritage of Timor-Leste comprises a rich combination of colonial architecture, cultural landscape with physical evidence of archaeological sites, traditional villages, remarkable vernacular architecture and a variety of crafts and traditional customs.

The result of the 1999 violence was characterized to the destruction of buildings of all types and ages in Dili and the country at large, many of national importance, along with the loss of much of the collection of the Timor-Leste National Museum. Part of the Cultural Policy and Strategic Plan now being developed is to rehabilitate national cultural infrastructure and sites as well as to do some research work on national property and the diversity of local culture, particularly during the current period of the reconstruction. Unless there is a significant intervention in the near future to protect, conserve and develop the cultural heritage of the entire country, the cultural resources of Timor-Leste will continue to spiral into decay.

UNESCO and Timor-Leste:

The fundamental aim of the UNESCO project in Timor-Leste is to enhance the quality of life of the people of Timor-Leste through the preservation and promotion of their cultural heritage. Associated with this general intention is UNESCO's aim to assist the Timorese people to assert their pride, dignity and national unity by safeguarding their cultural artefacts and promoting development of local employment and economic initiatives through community-based cultural tourism. This intention is part of a strategy for sustainable development and alleviation of poverty for the country in line with the Millennium Development Goals (MDGs). It will be achieved in part by establishing a new National Museum with all attendant educational and interpretative facilities. The process of building the Museum will be associated as well with development of an inclusive national level mechanism for the promulgation of a broad-based cultural policy and legal framework for the preservation of cultural heritage and sustainable development in Timor-Leste. The strategy aims to revitalize and harness the potential for cultural industries for job creation, economic growth and poverty reduction in the country.

The UNESCO Jakarta Office undertook a mission in Dili in February 2009, together with Mr. Robert Knox, former Keeper of the Department of Asia at the British Museum in the United Kingdom, in order to assess the condition of the national collection of movable cultural objects stored in Dili and the capacity for museum management of the designated museum staff of the National Directorate for Culture. A second task for the team was to assess the need for the establishment of a new National Museum of Timor-Leste so that best use can be made of the national collection in community heritage education and the dissemination to the people of the essentially important knowledge it contains. UNESCO's

continuous support in the museum sector is built on its past achievements and its long experience in working on this particular area of museum development. This history along with a practical view of the rehabilitation process will be used in collaboration with the Timor-Leste national policy on cultural heritage promotion, preservation and development to be released by the Ministry of Education in April 2009.

Wider Aims:

An immediate objective of the project is to include advocacy and awareness of the importance of the Timorese cultural heritage, the protection of cultural resources, and capacity building/skills development training at the local and national level. The overarching concern and aim of these activities is to assist the wider Timorese population in consolidating their long-term recovery and peace-building process based on an understanding of their own culture and history through the re-appropriation of their cultural heritage. These processes with a wide community consultation are at the heart of the growth of a peaceful civil society anywhere in the world and it is certainly the intention of the current proposal to contribute as much as possible to such a development in Timor-Leste.

While attempting to preserve cultural resources for future generations, it will be necessary for the Timor-Leste cultural heritage to be developed sufficiently as a functioning a national identity representing the nation's pride in itself and local ownership of unique Timorese cultural patterns. With such a retrieved national self-awareness in place, Timorese culture will function as well ultimately as a major tourism resource and serious source of local income. The income generated by the future growth of the tourist industry will be a major benefit to the local economy and levels of it can be reinvested also in heritage conservation for the long-term advantage of local communities, in particular those of a marginalized variety.

To this end, the National Museum project will attempt to tackle the primary local weakness in this area: the lack of suitable premises for the protection and management of the cultural heritage resources of the nation. While securing the protection and promotion of cultural heritage resources, the project will focus on safeguarding the broader historical environment by establishing, as well, effective national legislation and assisting the government in joining relevant international conventions for heritage preservation, i.e., the *1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property*, the *1972 Convention concerning the Protection of the World Cultural and Natural Heritage*, and the *1995 UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects*. The project will be designed as well to support the organization of a large number of professional development and training activities, the development of skills and experience, the sharing of professional expertise and the adoption of a common protocols and sets of standards.

II. BACKGROUND

II-1. History and Current Social Trend of Timor-Leste

History:

Timor-Leste is a country that occupies half of the island of Timor, West Timor with its main city in Kupang, part of the Republic of Indonesia. Archaeological investigations indicate that the first human settlers arrived in the island of Timor approximately 40,000 years BC. These would be the same people who occupied New Guinea and the Australian continent at more or less the same time. Later, around 10,000 years ago, there is also archaeological evidence for contacts from within the New Guinea region, suggesting movements of people or ideas in the opposite direction. Even today the Austronesian and Papuan languages spoken in Timor suggest that contacts with these two regions have been frequent and ongoing.

Within the last ca. 1000 years and before the Portuguese took control of the island, traders from China and Sulawesi made their appearance in the shores of Timor. The Chinese – mainly of the Hakka ethnic group – continue to be one of the most important business communities in Timor-Leste.

The eastern part of the island became a colony of Portugal for nearly 450 years, and the Portuguese language was reinstated as one of the two official vernaculars after the country regained its independence, in 2002. Timor-Leste declared its independence from Portugal on 28th November 1975, but was only independent for ten days when Indonesia invaded on 7th December 1975 and occupied the country for 24 years. During the Indonesian occupation, some 200,000 people are alleged to have died from war and famine. In the months following the invasion, some 60,000 were killed and those first years saw the establishment of nearly 150 concentration camps.

In early 1990, two events brought Timor-Leste firmly to the world's attention. The first was the 1991 massacre of nearly 300 people at the Santa Cruz Cemetery in capital Dili. The second was the award of the 1996 Nobel Peace Prize to the Archbishop of Dili, Bishop Carlos Ximenes Belo, and to the exiled resistance leader, José Ramos Horta, currently the president of Timor-Leste.

The violence that followed the separation from Indonesia in August 1999 led not only to the loss of thousands of lives. Consequently an enormous number of private homes and public buildings were burned down and destroyed and almost all sectors of society were affected. Valuable documents including cultural heritage rehabilitation plans, civil registry, health and education records were also destroyed. The country was left with only two electrical power engineers, 20 percent of its secondary school teachers and 23 medical doctors.

The Path to Independence:

After almost 450 years as a Portuguese colony, followed by 24 years of Indonesian annexation and two years of UN administration of the territory, Timor-Leste finally had its independence restored in May 2002 and became the Democratic Republic of Timor-Leste. Shortly after the restoration of independence, Timor-Leste became the 191st member state of the UN.

The UN started to prepare for the referendum by setting up the United Nations Assistance Mission for Timor-Leste, UNAMET. On June 3, 1999 the UN raised its flag on the soil of Timor-Leste. In September 1999 the people of Timor-Leste voted overwhelmingly - 78% - in favor of independence from Indonesia. The pro-integration militia and the Indonesian armed forces responded with extraordinary brutality, rampaging and plundering across the country¹. As a result, one-third of the population was forced to resettle in refugee camps in West Timor and neighboring islands. Another one-third looked for refuge in the mountains of Timor-Leste. Some 1,000 people are reported to have died in the violence.

The UN Security Council authorized a multinational force (INTERFET) under the unified command structure of Australia to restore peace and security. The UN also launched a large-scale humanitarian operation including food supplies and other basic services. On October 25 1999, the UN Security Council established the United Nations Transitional Administration in Timor-Leste (UNTAET) as an integrated, multidimensional peacekeeping operation responsible for the administration of Timor-Leste during its transition to independence.

Restoration and reconstruction were undertaken after the violence of 1999 and many steps were taken to rebuild the country and to establish normality in the newly independent territory. However, a major crisis erupted again in 2006, requiring large-scale intervention by military forces from neighbouring countries and UN police. Up to 100,000 people moved to Internally Displaced Persons (IDP) camps in the capital Dili and in the districts. Only in recent months have these camps been closed and people encouraged to return to their homes. .

New Government:

While the country was responding to the effects of the crisis of 2006, the election of the new President and the government was held in the early and mid part of 2007. The Fourth Constitutional Government of Timor-Leste was formed at this time, guided by the principle of putting paramount importance on “the value of civil and human rights; the value of tolerance and respect; finding a peaceful solution to problems; principles of good governance, and the fight against corruption, collusion and nepotism;

¹ Timor-Leste Government official Website (<http://www.timor-leste.gov.tl/AboutTimorleste/history.htm>)

everybody participating to respond efficiently to the population's basic needs; and the fundamental principle that everyone should abide by the law".

The UN Country Teams (UNCT) in cooperation with the government have produced a number of reports addressing national issues, themes and challenges. These reports include the Common Country Programme Assessment of 2001, the United Nations Development Assistance Framework (UNDAF) of 2002 and the National Human Development Report of 2002. On becoming a member state of the UN in May 2002 Timor-Leste adopted the MDGs for monitoring its development as a new nation and is one of the first countries to report on these goals. Building on the substantial work already produced, the UNCT organized a workshop on the MDGs in March 2003 during which development objectives and indicators were defined.

It was a hard-won journey to sovereignty steeped in enormous, almost immeasurable destruction, trauma, and conflict, widespread multi-level ransacking, looting, burning and apparent genocide. Today the Timorese people yearn to come to terms with that past and to move on meaningfully as a people and as a unique new nation.

Current Living Standards:

About half of the East-Timorese population is estimated to live below the poverty line. Comparison of the Timor-Leste Living Standard Survey in 2001 and 2007 indicates a large increase in poverty levels during that period with the population below the poverty line increasing from 36 percent to about 50 percent of the total (ca. 1.2M). The country's demographic trends indicate that children and youth constitute a major part of the population of Timor-Leste and are critical to the country's future. The annual population growth is about 5 percent and the fertility rate is 6.7. Forty-three percent of the population is under 15 years of age and 12 percent is between 15 and 24. With a high unemployment rate among the youth (about 18 percent of those aged 15 to 24 years) in combination with many problems in the national education sector, there has been a strong sense of frustration and disenfranchisement among Timorese youth. This situation has led to a large number of Timorese youth being involved in the 2006 conflict.

The rural population constitutes almost 75% of the Timorese population, with rural poverty more pronounced than urban poverty. Most of the people are dependent on the natural environment for food and energy. Food insecurity is widespread throughout Timor-Leste. About 20 percent of the population (some 213,000 persons) is food-insecure, and a further 23% (some 244,000 persons) are highly vulnerable to this condition. Poverty, food insecurity, high infant mortality and low access to social services and education are most pronounced in Aileu, Ainaro, Ermera, Manatuto and Oecusse districts, while Baucau, Dili, Ermera and Viqueque districts were also heavily affected by the 2006-2007 crisis and experience similar problems in the urban and semi-urban context.

II-2 Timorese Museums and the National Collections

The Old Provincial Museum:

Many sites of cultural significance were destroyed during the large-scale destruction in the country between 1975 and 1980, and again in 1999. During the Indonesian occupation of Timor-Leste a provincial museum was established in a set of buildings in the Comoro area of Díli, and the Museum employees there were engaged in collecting objects for the museum. In six years between 1993 and 1999, about 1,800 separate objects of cultural and historic interest were documented and catalogued including collections consisting of ethnographic items, ceramics, metal, textiles and paintings.

In 1995, the Provincial Museum of East Timor was opened in a specially constructed building at the Comoro site and the collection located there until 1999, buildings ultimately occupied by the local Timorese art association *Arte Moris* permitted by the authorities in 2003, which remains in place there to this day.

The National Collection:

The work of museum staff and the growth of the museum collection were interrupted during the time of civil unrest, but following restoration of order and administration under United Nations Peacekeeping Forces and with the assistance of the World Bank and UNESCO, attention returned to the collection. In the intervening period, the majority of the collection was dispersed, leaving 772 objects left in place. In 2000 the collection remaining was catalogued, packed and securely re-housed in a shipping container. In the same year the entire remaining collection in the container was relocated to the Uma Fukun in central Díli, a heritage building now called the Casa Europa, as part of other international assistance and further works undertaken on the collection. Finally, in 2001, with the assistance of UNESCO and the World Bank, Australian peacekeeping forces moved the collection to its current location at Vila Verde, site now of the Ministry of Education.

The Timor-Leste national collection of cultural objects was assembled only in recent years. The Ministry of Education set aside part of the national budget to construct or rehabilitate the National Museum building within the fiscal year July 2005 –July 2006, but despite this excellent intention nothing was the result. Recently, however, the Ministry of Education through the Secretariat of State for Culture has preserved the existing cultural artifacts in a limited but adequate space in its premises at Vila Verde, the refurbishment of which was made possible by generous financial cooperation from the US Embassy in Timor-Leste.

Only some 772 of the old total collection of artifacts remain today. The collection includes such cultural objects as a wide range of valuable Timorese woodcarvings of many types, local ceramics, tapestries, ritual textiles, fragments of Neolithic pottery and Chinese porcelain. Many of these objects have deteriorated to some degree over time due to neglect and inadequate storage. Insufficient documentation and poor funding have also contributed to this regrettable situation, though with the assistance of Australian specialists and the American authorities, the collection is now well-housed in this small area and well-conserved for the most part.

Storage:

Refurbished by a grant from the US Embassy in Díli in 2008, the current location appears to be a well-organized and secure storage facility. The objects in it are visible, arranged in appropriate categories (i.e. ceramics with ceramics, wood with wood) and with just enough space to provide a safe and undisturbed storage of the collection for the near future. It is clear, however, that this room is in no respect a museum and is not intended in any way to be used by the general public. This situation needs to change.

Museum Staff:

The staff of the museum consists at present of only four officials, none of whom has any higher academic education in respect of antiquities, anthropology, archaeology or any of the disciplines usual to museum staffs worldwide. They are, however, serious and passionate believers in the idea of the National Museum and its collections. Periods of up to six months have already been spent in Australia by at least three Timorese museum officials, learning the processes of museum management along with basic English language, object handling and conservation, object mounting, exhibition preparation and other fundamental skills. They have had training in museum and object management in Australia (Darwin and Melbourne) to the extent that they give every evidence of now having something in hand of most basic museum skills, an extremely useful set of capacities in combination with their impressive personal commitment to the collection. It is clear at present that they are competent at this stage to offer adequate protection and care for the collection in its current state. It is vital, however, that this generally limited museum managerial capacity be maintained and increased.

The need for Museum staff numbers to be increased will be a subject of important early discussion in the Museum rehabilitation planning process, in which the serious need for early appointment of a Museum Director, heads of IT, conservation, facilities management, design and exhibitions must be addressed. With these appointments will come as well a constant and ever-growing need for training and capacity uplift of existing staff and new staff over time. Funding for this training need to be budgeted for in every Museum annual report to the Ministry and a carefully crafted, far-sighted Museum Training Policy framed at an early date.

Funding assurances:

While attempting to raise necessary funds for the project and laying plans for execution of what will be probably a three-year building project, the Timor-Leste government needs to provide assurances of guarantees within the national budget of long-term, sustainable financial support for the National Museum and associated activities. Without these assurances there can be no viable future for this new and highly important cultural institution.

III. PROJECT JUSTIFICATION**Cultural Loss:**

One of the many casualties of the decades of war and social upheaval in Timor-Leste has been the destruction and decline of the nation's cultural heritage and infrastructure. This disaster was no more apparent than during the events of the widely publicized period of violence and civil unrest in 1999. It had, however, been an ongoing process since the 1980s, as evidenced by the looting and destruction of much cultural material during that period as well.

For the people of Timor-Leste, the War of Independence was fought in defence of their basic rights and cultural identity. It is therefore natural and legitimate that with the cessation of the civil conflicts, emphasis should be placed on the development and promotion of that heritage, with a view to safeguarding and asserting the pride, dignity and unity of the Timorese. In the context of a growing peaceful civil society in Timor-Leste and with greater mutual understanding amongst formerly separated social groups, these developments will constitute an important part the evolution in Timor-Leste of a process of national reconciliation and a major part of the way forward for the country as an independent nation.

It has become clear that the staff of the Secretary of State for Culture and of the Cultural Directorate of the Ministry of Education were able to save a considerable proportion of the old national collection through their dedicated and determined efforts. Through the work of many concerned local officials, UNESCO, a long list of donor countries and other organizations especially the University of Melbourne and the Museum and Art Gallery of the Northern Territories (MAGNT) at Darwin, in Australia, major parts of the old collections were rescued from the looting ultimately to be conserved and stored safely in a room of the Ministry of Education where they are to this day.

Timor-Leste possesses a rich cultural and artistic heritage, which if properly nurtured, developed and promoted, has the potential to contribute to employment creation, income generation and poverty

reduction. These important objectives will be fulfilled once national cultural strategies and policies are effectively defined and begin to be implemented. The Museum project will be at the heart of this process.

Legal Framework and Rehabilitation:

It is clear even at this early stage in its current economic development and recovery, that cultural heritage in Timor-Leste is already at risk in the absence of an original legal framework dealing with its preservation although old Indonesian legislation on protection of cultural heritage remains applicable from prior to 2002 until today. If the development of such a legal structure is not undertaken effectively and soon, the multivariate value of the Timorese heritage may disappear for good and the national community will have lost a clear opportunity for the long-term development of an issue of fundamental importance to the growth of the nation.

Such a framework based in national law would be aimed at preventing the illegal removal of cultural material from the country and the protection and restoration of damaged monuments. The Timorese culture sector needs to develop a broad vision that includes documentation, conservation, research and security for the most important cultural objects throughout the country. Inventory projects of themselves alone will not be successful in protecting the archaeological heritage of Timor-Leste from destruction and looting. The legal framework in which these issues will be approached will require dedicated resources to ensure increased security for heritage sites of all kinds and to prevent the removal from the country of cultural material. As well, it is of importance in this connection to foster greater cooperation between levels of Timorese government, national, provincial and local to ensure that the laws protecting historical monuments and sites are respected universally and their healing effects felt throughout the nation.

The project proposed here aims to build upon what has already been achieved and to address the problems of rehabilitation through re-focusing efforts on cultural development opportunities for the local people, thereby engaging them fully in the safeguarding and promotion of their own cultural diversity and heritage. This is the key to sustainability at every level of cultural engagement in the country and it must be true that regardless of how strict any new laws may be with respect to cultural protection, if local people are not engaged in the process, there will be no real progress in this area.

Activities to strengthen museum staff capacity in museum management have been undertaken in a generally *ad hoc* fashion by individual outside agencies where funding has allowed. Much more training of this sort is needed, though of a possibly more focused and planned kind with reference to needs for skills upgrading in specifically defined areas. There is no doubt at all that this kind of capacity uplift training has been of enormous importance to the way forward in the local museum sector and that it

needs to continue. Education and training in basic cultural management skills will be at the core of real progress in this area in the coming years.

Funding:

Another obstacle in the way of this development has been the lack of both a stable, ongoing funding base for culture and an overarching program aimed at achieving revival of Timor-Leste's cultural heritage. A stable funding environment for the rehabilitation of the National Museum of Timor-Leste will enable progress to take place with regard to the documentation and conservation of the national collections. Ongoing vocational training for staff as a significant component of all future Museum projects will contribute also to increasing the Museum's capacity to safeguard the movable national heritage. To the present, however, such long-term funding has not been made available to the Secretary of State for Culture. Secure, long-term funding for museum staff training and basic museum activities needs to be assured by government and directed towards achieving the overall protection of the cultural artifacts and the rehabilitation of the museum sector in all its activities.

Strategies:

Progress has been made in the culture sector in spite of many recent constraints and cruel realities. Through the Secretary of State for Culture of the Ministry of Education, the government of Timor-Leste is currently pursuing the development of Cultural Heritage Legislation, a National Strategic Plan for Culture and, most importantly of all, a new National Culture Policy paper scheduled to appear in April 2009.

This last document has been prepared by a library expert, Ms. Karen Meyers, and adapted by an Advisor of the Ministry of Education of Timor-Leste, Mr. Nuno Vasco Oliveira, and approved by the Ministry of Education in a move to establish a National Museum of Timor-Leste. It is expected this paper will be closely related to the development strategy for a new National Library recently released by the Timorese government. This latter document emerged from the Timorese Ministry of Education itself and must, therefore, be seen as a clear reflection of local views and thinking about the way forward for the new Library. These views to a very large degree will be doubtless reflected in the forthcoming Museum strategy paper. UNESCO's role in the current planning process is to reflect the views of the people of Timor-Leste, not to impose solutions on the museum rehabilitation issue and to assist only when necessary and when asked. These strategic documents, along with the two Ministry papers dealing with the twin Library and Museum projects, when ratified at Ministerial level, will form the basis of the local Timorese view on the way forward for the cultural project now under development and will be at the heart of collaboration with UNESCO in this enterprise.

In addition, the Secretary of State for Culture has begun to develop an annual plan of action on cultural property preservation and restoration, which is part of the overall national strategic plan. This plan of action sets goals for the next five years and includes the creation of a series of Regional Cultural Centres, which would highlight the arts, music, and dance distinct to the Timorese nation. Five Regional Cultural Centers are currently planned. These Centres will serve as cultural hubs within each region, allowing showcasing not just of the individual regions, but of inter-regional related cultural expressions, in that way contributing to stability and social cohesion. Each of these institutions will also have a library, a small media and new technology centre with access to the Internet, meeting rooms and office space.

The establishment of a National Library by the Secretary of State for Culture of the Ministry of Education is also part of the plan of prioritized action in 2009 including the establishment of the National Museum from 2010 onwards. To this end, the budget and the location of the National Library have been already identified and secured. They will sit across the Comoro Road from the newly built Presidential Palace, on 67 hectares of land. The National Museum will be co-located there with the National Library, the launching of which is due to happen in 2009.

The role of the National Museum of Timor-Leste is to provide the community with opportunity for access to and understanding the geological and human history of their country, as well as to protect, investigate and disseminate information about living cultural practices and local East Timorese ways of perceiving the world.

The Secretary of State for Culture is still constrained, however, by a lack of significant financial resources for all purposes. If no outside funding is found for the museum project, plans for the establishment of the National Museum of Timor-Leste and implementation of basic museum programmes and activities will be virtually impossible.

Illegal Traffic in Cultural Objects:

Stemming the illicit traffic in antiquities is a huge problem that involves national and international co-operation and law enforcement. On the national level this problem concerns a lack of comprehensive and effective legislation for the protection and management of the broader historical environment, systematic governance of the culture sector, economic poverty, lack of resources of all kinds and uncertain public security. These issues will take many years to overcome. In order to decrease or eliminate traffic in antiquities, international co-operation is required and this effort will not be successful unless there is a blanket-ban by foreign countries on the import of *all* objects related to Timor-Leste's historic movable cultural heritage as well as a ban on export abroad of such material from the country itself (save for modern productions for the market). At both national and international levels, it will require many years of

work to establish conditions under which there may be adequate control of illicit excavation or collecting of cultural objects and their illegal traffic abroad.

With respect to restitution of cultural property to Timor-Leste, it is of pivotal importance that local government authorities work closely with foreign governments and international organizations such as UNESCO, Interpol, ICOM, ICCROM, and ICOMOS. Without this collaborative process, facilitation of the return of cultural property to Timor-Leste confiscated by foreign customs officials or sent abroad for safekeeping during the war to foreign countries will be impossible. In this regard, the establishment and reinforcement of national policy, regulations and practices to safeguard and protect the Timorese cultural heritage in all its forms are crucial. The introduction of such policies should lead eventually to the government of Timor-Leste signing and ratifying a series of highly important existing international legal instruments and conventions.

The New Museum:

There is no free space remaining in the national collections storage room in the Ministry of Culture for any more objects and if any were to return from abroad as part of a campaign for restitution of the cultural heritage of Timor-Leste, another such location, similarly equipped, will need to be found. When the new Museum project is complete, it must be able to house all of its collection in an area fortified securely from human attack of any kind or from extreme natural disaster (earthquakes, *tsunamis*, typhoons, etc). This area will need to provide capacity to store and display Timorese cultural objects certain to be acquired in the future, including the results of new archaeological excavations certain to appear as years pass and other material of all kinds. For the moment, the objects are stored safely, but they desperately need to be used and seen and, when the new Museum is ready, to be housed in facilities that can be the pride of the country, safe for an indefinite future and easy to manage and handle by museum staff.

The preparation for this proposal for a newly built National Museum was based on discussions in February 2009 between participants in the UNESCO mission and the Minister of Education, as well as with staff members of Secretary of State for Culture. Discussions were based on an analysis of the country's major development issues and challenges as well as the national priorities and strategies described in various national reports, country assessments and other relevant publications. Government ministries and development partners, including stakeholders of sectors for which UNESCO has mandates, were consulted. Their expectations, national priorities and development issues were identified and discussion took place on the possible impact of these programs and initiatives. Facilitation of a progressive dialogue between UNESCO and government counterparts and stakeholders was encouraged. The UNESCO mission in February 2009 and the proposed plan received a warm welcome

from H E the Minister of Education and Culture, Dr Freitas who saw UNESCO as an active partner in the planning, fundraising and execution of this renewal project and in the complex process of its implementation.

The Role of UNESCO in Planning and Executing the Museum Project:

As part of its mandate to safeguard the cultural heritage of the world, UNESCO will participate proactively in the execution of the Timor-Leste National Museum project in every respect. It will monitor the project for quality management, with special consideration for budget control, audit of expenditure and quality control of the building, the fitting-out process and the process of exhibition planning and mounting itself.

Using a community-based approach to this project, UNESCO aims in broad strategic terms to support current international commitments and goals (concerning Timor-Leste in this instance) such as the Millennium Development Goals (MDGs) and in particular MDG-1: 'Poverty Eradication' through:

- i) protection of worldwide cultural diversity;
- ii) promotion of the UNESCO Universal Declaration on Cultural Diversity;
- iii) reinforcement of policy and practices to safeguard/protect cultural heritage in all its forms by promoting existing international legal instruments in the field of culture.

In those means there will be consolidation of links between culture, sustainable development and poverty reduction as agreed at the Stockholm Conference on Cultural Policies for Development in 1998 and published in the UNESCO/Government of Italy/World Bank *'Culture Counts: Financing Resources and the Economics of Culture in Sustainable Development in 1999'*.

IV. UNESCO INTERVENTIONS IN THE CULTURE OF TIMOR-LESTE

History:

UNESCO's intervention and assistance to the development of culture programmes and activities in Timor-Leste are aimed at supporting the government in the promotion of cultural diversity and dialogue for social cohesion, reconciliation and the establishment of a culture of peace in the nation's civil society.

In 1999 UNESCO initiated the "History Project" to establish an audiovisual archive with images and recordings documenting the people's history, achievements and struggles together with messages from key Timorese national leaders and personalities including Timor-Leste's Nobel Peace Prize laureates, President Jose Ramos Horta and Bishop Dom Carlos Felipe Ximenes Belo. The project transcribed, translated and digitally replicated Max Stahl's award-winning films and documentaries.

During the UN transitional administration (UNTAET) UNESCO played a lead inter-sectoral role and initiated a culture project to rehabilitate the Uma Fukun. This building (now the Casa Europa), which is a structure of cultural and historical significance and a unique landmark in Dili, was restored to its original state after the 1999 violence. In 2001, funds for the rehabilitation of the Uma Fukun as a possible location for the future Museum and its collection and for staff training came from various donor countries including Portugal, Australia, the United States, Japan, Finland, Italy, and the World Bank, and a number of other organizations involved in the implementation of projects for safeguarding the collections.

In 2002, together with the Timorese National Culture Centre and the National Museum, UNESCO organized the first training course for capacity building in managing museums. This course was attended by key staff of the former Ministry of Education, Culture and Sport, with financial support from the Japan International Cooperation Agency (JICA).

In April-May 2003, UNESCO facilitated workshop training in Dili, with the involvement of Ms Robyn Sloggett from the Ian Potter Gallery, University of Melbourne and Mr. James Bennett from the Northern Territory Art Gallery, Darwin, Northern Territory, Australia.

Museum-to-Museum Partnerships:

In 2005, under the programme entitled 'UNESCO Programme for the Preservation of Endangered Movable Cultural Properties', and supported by contributions from the US Government (known as the US Special Account), UNESCO promoted international technical cooperation in "*Museum to Museum Partnerships*" for the benefit of museums in Least Developing Countries (LDC), Low-Income Countries (LIC) and countries in transition, as well as those in post conflict situations. Given the overall objective of the 'US Special Account', which funded this program, this cooperative activity focused on the protection, conservation and presentation of "endangered movable cultural properties". This scheme was above all, a networking programme to catalyze north-south cooperation in the first phase and in the second phase, more locally based south-south cooperation. The *Museum-to-Museum Partnership* program for Timor-Leste, under the responsibility of UNESCO Jakarta office was initiated in 2005, in close cooperation with the International Council of Museums (ICOM).

In 2005 UNESCO organized a training workshop on Museum Management and Capacity Building for ten officials from the Ministry of Education of Timor-Leste in collaboration with the National Museum in Jakarta, Indonesia. The objective of the training was to enable active participation by the two countries in the UNESCO *Museum-to-Museum Partnership* Programme. A one-day workshop was also organized for

staff members of the Culture Division to provide hands-on training on conservation issues and emergency treatment of woodcarvings in particular.

The University of Melbourne was the first partner to join the UNESCO *Museum to Museum Partnership* programme for Timor-Leste, establishing a steering committee in April 2006 entitled *Cultural Development, Cultural Literacy*. A programme for engagement between East Timor and the University of Melbourne included the organization of two seminars (in Melbourne in 2006 and in Dili in 2007) and an exhibition in 2008. A second partnership was established between the Division of Culture of the Ministry of Education of Timor-Leste and the Museum and Art Gallery of the Northern Territory (MAGNT) in Darwin, Australia. As a result of these partnerships, three staff members from the Division of Culture of Timor-Leste participated in a 7-month training programme in museum management and operations under the AusAID Australian Leadership Awards (ALA) Fellowship Programme hosted by MAGNT in Darwin. In addition, two staff members from the Division of Culture of Timor-Leste also received a scholarship for training under the AusAID ALA Fellowship Programme hosted by the University of Melbourne in 2008.

The training-workshop for the conservation of cultural material was also organized by the UPDT Museum in Kupang, West Timor, Indonesia, from 29 January to 2 February 2007 with trainers from the Museum and Art Gallery of the Northern Territory (MAGNT) Darwin, Australia. UNESCO Jakarta supported the participation of four staff members from the Division of Culture of the Ministry of Education of Timor-Leste in the training, which focused on the care and storage of eastern Indonesian textiles. Other participants were twelve staff members from the UPDT Museum in Kupang.

Photo-documentation:

In 2007, UNESCO commissioned the Timor-Leste Photographers Association (TiLPA) to undertake extensive photo documentation of traditional textiles (*tais*) and woodcarvings as part of the preservation and promotion of the Timorese cultural heritage. This activity resulted in the production of a series of excellent posters, calendars, postcards and banners for promotional purposes, showcasing the *tais* and woodcarvings of Timor-Leste as two among the many forms of the Timorese cultural heritage. This part of the general Timorese 'cultural project' ought to continue and the good services of TiLPA obtained again in this connection.

International Legal Instruments for Culture:

In order to create awareness among national decision makers of the importance of protecting the cultural and natural heritage, UNESCO in Timor-Leste introduced to the government of Timor-Leste important

UNESCO conventions such as: *the Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property*(1970), *the Convention Concerning the Protection of the World Cultural and Natural Heritage* (1972); *the Convention for the Safeguarding of the Intangible Cultural Heritage* (2003) and *the Protection and Promotion of the Diversity of Cultural Expressions* (2005) as well as *the UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects* (1995). Ratification of these conventions, which include linguistic diversity as a fundamental element of the cultural diversity, is being considered as a follow-up action by the present government.

V. OVERALL GOAL AND SPECIFIC OBJECTIVES

The National Museum Project:

Timor-Leste is a post-conflict country and in that context the National Museum project will help promote Timorese identity, propagate cultural diversity and contribute to the cultural underpinning of the development of a peaceful civil society throughout the country.

The museum project aims to assist the government of Timor-Leste to establish a National Museum with a wide community consultation process and to enhance the capacity of museum staff to house safely and efficiently the movable cultural heritage of Timor-Leste as well as to use them in community heritage education and the national dissemination of historical knowledge. The work of the Museum must be supported as well by strengthening the legal framework and enforcement of the law in relation to archaeological sites and artefacts through regional cooperation, to stop illicit traffic at national borders and to create cultural awareness-raising at both the national and international level. The project will contribute to the building of cultural awareness and capacity in the Timor-Leste government by promoting normative instruments and conventions related to cultural protection and conservation.

A new museum in Dili, the Timorese capital, can provide education and learning opportunities to wider range level of community and can be an important factor in the ongoing social and cultural rehabilitation projects active in Timor-Leste today.

At the same time as exhibitions are being planned for the new National Museum, work securing the building and its collections from all potential human and natural threats needs to be undertaken. Establishment of a national law for the preservation of cultural heritage must be a priority as well. The importance of the project in ensuring the identification, protection, conservation, presentation and transmission of the Timorese cultural heritage to future generations cannot be overstated. In this sense Timor-Leste is not only custodian of a heritage of particular interest to its own history, but it is charged

with the responsibility of identifying and maintaining collections of great significance to heritage of the broader world. The project outlined below, with the assistance of international benefactors to the process, aims to enhance the role of the National Museum of Timor-Leste in fulfilling these responsibilities and obligations.

Overall Goals:

The overall goals of the project are:

1. to protect the cultural heritage of Timor-Leste through the establishment of a National Museum in Dili, enhancement of Museum staff capacity in respect of museum management and the preservation of the national collections and the development of a of national law for the preservation of the cultural heritage of Timor-Leste. These plans underline the need for local communities to learn how their cultural resources can be harnessed to the needs of economic development through tourism, as well as ways to secure and preserve these resources for future generations including conservation and restoration of cultural heritage through capacity- building activities;
2. to boost local pride and community identity by raising awareness in local and national stakeholders of the importance of the heritage of Timor-Leste for the sustainable development of the country. This development will occur with the establishment of international partnerships and the growth of technical cooperation vital to the process of opening a National Museum in the country.
3. to enable the East Timorese to access their own history and develop profitable cultural tourism in Timor-Leste. This process will take place with community participatory process through training and the development of skills to produce high-quality crafts items for sale and by developing museums and cultural centers to ensure that the benefits accruing in this way are shared as widely as possible among the local community.
4. to develop a cadre of thoroughly competent Timorese museum managers and specialists of all kinds, well able to care for the national collections to the highest international standard and to be able also ultimately to engage in scholarly and educational activities associated with the new museum, the equal of any in the outside world.

Objectives:

The museum project has a number of specific practical objectives making the national collection available once again to both the Timorese public and a potential worldwide audience. These points highlight as well the role of cultural heritage in local education and the development of cross-cultural understanding in the country. The main objectives are the following:

- to establish a proper infrastructure for the National Museum of Timor-Leste by increasing its capacity to house its collections safely;
- to enhance the Museum's capacity to identify, protect, conserve, present and transmit the cultural heritage to future generations;
- to establish a legal framework for safeguarding movable and immovable cultural heritage
- to train staff in inventory, conservation and exhibition techniques;
- to ensure early completion of registration and documentation of the surviving museum collections in line with international standards;
- to improve the knowledge of all museum staff about caring for collections, preventive conservation and environmental control;
- to train museum staff in international curatorial standards;
- to provide accurate information about the collection in public exhibitions;
- to secure the safety of the national collections;
- to raise public awareness of the importance of the preservation of the cultural heritage of Timor-Leste;

VI. EXPECTED OUTCOMES

The project is designed with the following expected outcomes;

1. Enhanced capacities of national museum staff members in the protection, conservation, management and presentation of cultural heritage resources;
2. Complete inventory and data entry of the collection with registration numbers as per standard practice for all museum objects;
3. Establishment and development of the national museum building structure, infrastructure and facilities;
4. Development of national legislation for heritage preservation;
5. Revitalization of the national collections through object conservation and restoration activities;
6. Awareness raising and development of a national sense of ownership in safeguarding and promoting local heritage resources;

7. Adopting international legal instruments/protocols, such as: the 1970 *Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property*, the 1972 *Convention Concerning the Protection of the World Cultural and Natural Heritage* and the 1995 *UNIDROIT Convention to protect cultural heritage from destruction and illicit traffic*;
8. National and international promotion of the rich cultural heritage of Timor-Leste.

VII. MAIN ACTIVITIES

1. Structural work to the museum building and grounds to enhance the aesthetics, security and conservation environment for the preservation and the development of cultural heritage resources:

The establishment of premises to conserve and develop the cultural heritage resources of Timor-Leste is essential to achieve long-term sustainability of local community-based culture and to reconstruct the cultural heritage infrastructure in Timor-Leste. A functioning museum open to the local and international public will play an important role in safeguarding the national heritage, educating the public on the art and archaeology of Timor-Leste and in raising awareness of cultural heritage issues.

The primary ambition now in this cultural rehabilitation process is to build a National Museum in Dili to house the Timorese national collection of movable heritage objects. The Ministry of Education in Timor-Leste and UNESCO will co-operate in leading this effort with the financial support of a donor.

Museum Gardens:

With the cultural and educational facilities that will be the main provision of the new National Museum, there ought to be an area of open ground associated with the two institutions (Library and Museum), which can be put to good use for the benefit of the Timorese public and visitors of all kinds. This area can be transformed into a public garden, full of local plants, trees and flowers. This new garden has the potential to be an attractive and welcoming place for local social gatherings with outdoor seating and provision for refreshments and other necessary facilities. This area will provide further community learning opportunities of many kinds and develop into the kind of pleasant public amenity for the people of the capital that is completely unavailable to them at present.

It might be possible, with good advice, planning and continuing serious management under a botanical specialist funded by the state, to establish a flourishing formal botanical garden in this area. This part of

the estate can be planted systematically with the varied flora of the island, for continuing public edification and the education of the young in the natural character of their homeland and instruction in conservation of its resources. Such a botanical garden would be a natural extension of the National Museum itself and could become in due course, a centre for the protection and advanced study of the flora of the island of Timor.

With donor financial support the Ministry of Education together with UNESCO will:

- i) establish the museum building and associated landscaping as a public garden;
- ii) develop a plan for outdoor and traveling exhibitions;
- iii) install security X-ray machines and an overall security system for the museum;
- iv) equip the departments for any necessary safe storage of the existing collection;
- v) Identify and procure any necessary equipment for museum development such as showcases, mannequins, lighting and other materials as appropriate.

2. Intensive training for museum staff in key areas having practical application to Timor-Leste

Conservation and protection will go hand in hand with the training of museum staff and the development of tourism resources to provide a basis for local livelihood enhancement. To achieve these objectives, the project will focus on assisting government initiatives in the continued registration of movable cultural heritage objects and current capacity training activities in museum management. Data entry and completion of the registration of the currently remaining national collection of 772 objects will be combined with ongoing capacity-building programs and initiatives. The museum project will cooperate over the next years with many international institutions and experts to develop strong links between Timor-Leste and foreign cultural institutions including many international museums. Over the years leading up to the building and organization of the new institution we hope very much that both MGNT in Darwin and the authorities in Melbourne will continue to welcome Timorese museum workers back for a continuing process of capacity upgrading. Capacity development programs in this respect will include:

- i) familiarization with museum management, structure and administration, including information technology, human resources and building administration;
- ii) collection of valuable early data records, research of historical documents, related scientific reports and publications, preservation of items for posterity, digitization of them, storing items on an inventory database as well as in the original format for future reference;
- iii) general museology, documentation, digital recording, data base development, preventive and curative conservation, collection management;

- iv) cataloguing of the collection, loan agreements and other documentation;
- v) Identifying candidates from within the Ministry and potential graduates or final year students from relevant university departments (such as art and archaeology, art history) to participate in the short-term training;
- vi) implementing exchange programs with international museums/institutes for culture, collections/exhibitions, experience and ideas. Areas for exchange programs would include management, documentation, conservation (including textiles and paper), exhibitions and living culture, displays and collections;
- vii) periodic workshops to develop staff capacity in preservation and rehabilitation techniques and a knowledge of the museum collections by using the UNESCO/ICOM Cultural Heritage Protection Handbook, in particular “Documentation of Artifacts’ Collection”, “Care and Handling of Manuscripts” and “Security at Museums”, and a “Practical Handbook and Trainers’ Manual” developed by the UNESCO/ICOM for museum management;
- viii) translation of the above mentioned training materials and into the official languages (Tétum and Portuguese) and remaining national languages in coordination with the relevant government bodies, i.e. INL – Instituto Nacional de Linguística/National Institute of Linguistics, for use in the workshops and training sessions in relevant subject areas.

3. Establishment of a participatory and inclusive planning and management mechanism to strengthen the legal framework and enforcement of the law in relation to archaeological sites and movable cultural artifacts. Development of regional cooperation to stop illicit border traffic and awareness raising at both the national and the international level.

It is of pivotal importance to assist the Timorese government in the establishment of a legal instrument designed to preserve the nation’s cultural heritage and a museum strategy document defining local views of the way forward for a new National Museum. The overarching objective of the project is to contribute to the long-term sustainability of the cultural heritage in Timor-Leste by safeguarding historical and cultural artifacts, to emphasize their cultural value and point out that their preservation can assist economic growth and the reinforcement of cultural identity.

The Timor-Leste Ministry of Education will aim to develop greater cooperation with other relevant ministries to decrease looting and illicit trafficking in cultural property. It is expected that the Ministry of Education will take immediate steps to build stronger connections with other ministries (e.g., the Ministry of Foreign Affairs, the Ministry of Finance and the Ministry of the Interior) to raise awareness of the problem and to seek funding and co-operation in the prevention and control of looting by enforcing the country’s *Law on the Protection of Historical and Cultural Properties*. This awareness will be achieved by

conducting regular meetings or seminars on the subject, sharing information, raising awareness of local officials thereby, and entering into agreements for specific service provisions.

Next Steps:

- i) development of a national law for the preservation of the Timorese cultural heritage and a tourism development strategy for adoption by provincial and central governments. This statement will contain a clear action plan for identifying, conserving and developing heritage assets in place;
- ii) revitalization and development of national museum strategy by evaluating the current state of the museum collection and facilities, establishment of a museum management plan which includes an implementation strategy, methodology and guidelines on how to revitalize the museum;
- iii) organization of a working group/steering committee to establish the national law on preservation of the Timorese cultural heritage among related ministries, institutions and international experts;

4. Community heritage education and cultural heritage awareness via publicity or promotional materials, local community management of craft industries and an established education program

Local communities are key stakeholders in any livelihood enhancement through programs on heritage education and cultural tourism development. These programs can focus on living culture and activities that encourage the community and schools to engage with and use the museum for education and recreation. Examples of such programs can be found among the following: community socialization where museum staff hold competitions and exhibit the results in the museum; organization of a souvenir sales outlet in the museum, development of an audio-visual exhibition, provision of classes in Timorese culture delivering living culture education using objects from the museum

Community-based craft production associated cultural industries and tourism services are closely related to sustainable economic growth. Organized baseline surveys of products for sale will be conducted and repeated as a monitoring tool twice during the project period.

The following programs are examples of those, which will be undertaken:

- i) heritage education programs will include teacher training (using the UNESCO World Heritage Education Toolkit), a competition and exhibition of the results in the museum, an audio visual exhibition, culture learning classes, study visits to the museum for students and teachers,
- ii) craft training programs in traditional crafts and carpentry related to the repair and maintenance of traditional buildings, weaving and other crafts, supplemented with teaching programs in traditional designs and contemporary cultural expressions.. The hand-made crafts that will be the result of these courses will be sold at the souvenir shop within the museum premises.
- iii) training of local residents as 'museum guides' in association with vocational tourism schools by using the *Practical Handbook and Trainers' Manual* developed by UNESCO/ICOM for museum management;
- iv) publication of brochures and posters relevant to the National Museum of Timor-Leste, books, posters, flyers, maps and other related publicity materials on participative community planning, with their distribution to the local community for awareness-raising purposes and community heritage education;
- v) media campaigns to help increase local pride, raise public awareness locally and internationally stimulate tourism in the country resulting in enhancement of local economic activity;
- vi) development of an official Internet website for the National Museum of Timor-Leste
- vii) an annual international seminar on museum development of particular relevance to local issues and needs.

VIII. IMPLEMENTATION ARRANGEMENTS

Agencies:

The project will be implemented by the UNESCO Office in Jakarta within a Timorese national strategic legal framework safeguarding the cultural heritage of Timor-Leste prepared in close coordination with the

central government in Dili, the Timor-Leste National Commission for UNESCO and the UNESCO Office in Dili. The UNESCO Office in Dili and Jakarta will participate in the preparation and execution of the Timor-Leste National Museum project in every respect. It will monitor the project for quality management, with special consideration for budget control, audit of expenditure and quality control of the building, the fitting-out process and the process of exhibition planning and mounting itself. The project will use existing local capacity and expertise in heritage conservation and restoration. In addition, the project will involve international expertise and consultants from UNESCO Headquarters, the UNESCO Regional office in Bangkok, ICOMOS, ICCROM, ICOM and other international universities and museums. Implementation of the project will follow the established rules and regulations of UNESCO.

The national and local level project participants that will provide policy support, steer the project and benefit from learning about the programme include: the Ministry of Education, other front-line ministries. All relevant local government authorities, national associations, international institutes and locally placed NGOs will participate in technical support.

Steering Committee:

In order to strengthen these partnerships and collaborative actions and to ensure their relevance, quality management, monitoring and project effectiveness, a steering committee jointly hosted by the Timor-Leste Ministry of Education, UNESCO in Timor-Leste and the Timor-Leste National Commission for UNESCO will be established with the support of UNESCO, Jakarta Office. A local project meeting will be held monthly by the mentioned main players to keep right control of the action. Effective follow-up of the project and its successful implementation rely heavily on the extent of the consensus, commitment and partnerships it can trigger among key local stakeholders and, equally importantly, among donors and other co-operative organizations and institutes.

IX. SUSTAINABILITY

Outcomes:

The conservation and rehabilitation of the Timorese cultural heritage is not an isolated activity. This project is designed as an integrated enterprise, which has real, practical economic and social outcomes such as gender equity development, capacity building and livelihood enhancement. These activities are embedded within overall aid, planning and development activities associated with this project at all levels of government. The project seeks a high degree of community involvement and awareness raising to ensure public support and community ownership, all of which will contribute to its long-term sustainability.

Annual Review Co-ordination Committee;

Apart from a periodical steering Committee meetings, the Government and UNESCO will jointly organize an Annual Review Co-ordination Meeting (ARCM) in Dili in each year during the project in order to assess the work already carried out, establish priorities for the following year and help secure funding as well as coordinate national and international activities in the sector. All international organizations including NGOs, donor countries, advisory bodies and other stakeholders will be invited to attend and the project will provide a budget to facilitate the process. The ARCM is envisaged as an important part of the implementation of the overall strategy for the culture sector as it will continue to foster as one of its main aims, the international cooperation needed to achieve the project's overall goals and specific objectives.

Funding for the Long Term:

While attempting to raise necessary funds and execution of the three year project, UNESCO will also encourage the government to agree to a national budget for long-term, sustainable management of the National Museum and its associated activities. Without Timorese government guarantees of long-term funding for the National Museum in every aspect of its enterprise, the current project can have little real or sustainable future. This final point is one of supreme importance and ought to be discussed as a constant variable in every aspect of the current planning process.

X. BUDGET (IN US\$)

Budget component	1 st Year	2 nd Year	3 rd Year	TOTAL
10' UNESCO staff missions				
Jakarta-Timor-Leste (8 times/year)	16,000	16,000	16,000	48,000
Indonesia-France	10,000	10,000	10,000	30,000
Subtotal	26,000	26,000	26,000	78,000
11/13 Temporary assistance	1x12m	1x12m	1x12m	
International Consultant (P3)	91,000	91,000	91,000	273,000
International Consultant (mission base)	30,000	30,000	30,000	90,000
1 National project liaison officer in Dili	24,000	24,000	24,000	72,000
National admin officer in Jakarta Office	24,000	24,000	24,000	72,000
Driver in Dili	12,000	12,000	12,000	36,000
Subtotal	181,000	181,000	181,000	543,000
20. Contracts with Construction company for building National Museum	5,000,000	2,000,000	0	7,000,000
20. Contract with private sector for Museum Garden	300,000	200,000	0	500,000
20 Contracts with international institutions for establishment of National Law	20,000	20,000	0	40,000
20 Contracts with the international institute for museum management training	70,000	70,000	70,000	210,000
20 Contract with international institute for Museum strategy and workshop	20,000	20,000	20,000	60,000
20 Contract with international institute/local NGO for heritage education workshop	30,000	30,000	30,000	90,000
20 Contracts with local institute for craft workshops	30,000	30,000	30,000	90,000
20 Contracts with local institute for Museum guide workshops	20,000	20,000	20,000	60,000
20 Contract for producing educational materials(book, map, tourism manuals, flyers, posters)	30,000	30,000	30,000	90,000
20 Contracts for logistic organization (interpretation, translation and other expenditures for training courses)	10,000	10,000	10,000	30,000
20 Contract for organization of international seminar	50,000	50,000	50,000	150,000
Subtotal	5,580,000	2,480,000	260,000	8,320,000
30. Training for Museum staff on Museum management abroad	30,000	30,000	30,000	90,000
Subtotal	30,000	30,000	30,000	90,000
40. Equipment and materials	100,000	50,000	30,000	180,000
Project car, Computers, digital cameras, printers, scanners, shelves, racks, etc for Dili office				
40. contract with private sector for Museum equipment including security enhancement, furniture, audio visual materials, exhibition case, lights, main computer server, internet –set etc	0	500,000	200,000	700,000
Subtotal	100,000	550,000	230,000	880,000
50. Communication DHL-Telephone	10,000	10,000	10,000	30,000
Subtotal	10,000	10,000	10,000	30,000
SUBTOTAL	5,927,000	3,277,000	737,000	9,941,000
80. 13% Programme Support cost				1,292,330
GRAND TOTAL				11,233,330