



## MINISTÉRIO DA DEFESA E SEGURANÇA

### GABINETE DO SECRETARIO DE ESTADO DA SEGURANÇA

---

Paper for Donors Meeting

3-4 APRIL 2009

# SECURITY SECTOR DEVELOPMENT

## “STABILITY AND REFORM”

### I. INTRODUCTION

The fourth constitutional government has made security sector development one of the foremost priorities of Timor Leste.

2008 has seen a great many achievements in the sector, and with the capacity building within the Secretary of State for Security, we are confident that more will be achieved in the coming year. At a practical level our security institutions have provided stability in uncertain times, and the communities are starting to develop and the economy to strengthen. The PNTL and F-FDTL – continue to work together harmoniously with trust and friendship forming at all levels.

The government’s vision of broader sector reform is starting to take shape and many results are becoming evident within the sector. In the past year, the government has worked hard at improving basic working conditions such as increasing the salaries, providing equipment and infrastructure, and improving the knowledge and skills of PNTL.

This remains very much a nationally owned and nationally directed effort. However, I feel it important at this juncture to extend my profound thanks to the Government of Australia. The Timor-Leste Police Development Program (TLPDP) is assisting tremendously in laying strong foundations for the PNTL. Their approach of complementing – but not seeking to take over or direct – the government’s effort is a model for all to emulate. The Government of France has contributed positively towards to training of Government Security Guards, through funding by the UNDP. New Zealand has been making advances with a community policing model which we hope to expand into other districts in the near future. The Government of USA through the Asia Pacific Centre for Security Studies (APCSS) has supported the drafting of the National Security Policy. The draft continues to be revised and no later than the end of the year will be

adopted. The UN, IOM, Portugal, Japan and Indonesia have also assisted in various donor projects within the Secretary of State for Security.

## II. CHALLENGES

The tremendous progress achieved over the last 12 months has not been without a number of profound challenges that challenge the reform process, particularly within the PNTL.

These are as follows

### 1. Lack of qualified human resources

Qualified and skilled Police officers are scarce.

### 2. Lack of discipline

Lack discipline is the most pressing area of everyday concern in the PNTL. This is due to:

- Lack of training; there is inadequate training for the new recruits. Three months (and lately 4 months) is insufficient to change the new recruit's mentality from that of a civilian to that of a police officer. It results in high absenteeism and lack of dedication to the job.
- Lack of motivation; few PNTL officers regard policing as a vocation. They work for salary and not for love of the job. In addition, for many police officers, police institution can not guarantee their future since there is no promotion, salary and pension regimes in place. This too results in a basic lack of motivation in the profession.

These issues however are priorities for the 2009 and hopefully the impact of these will be lessened over time. For example, to overcome the lack of training, The General Command has started a program of re-training for the whole police officer in order to improve the skills and change the mentality and behaviour. Legislation on Promotion (career) and salary regimes have been approved and promulgated. Preparations are underway to implement these two regimes. The implementation of these two regimes will improve police motivation since the regimes provide improvement in salaries and promotion for the police officers.

### 3. Insufficient everyday equipment

The PNTL continues to suffer the consequences of insufficient materiel. Without basic equipment such as a radio network, the police cannot discharge their duties. Since its establishment there has not been an adequate plan to develop the PNTL's

equipment. Assistance has been ad hoc, and uncoordinated. The fourth Constitutional Government is seeking to redress this equipment gap. In the transition and 2008 budgets have provided some funds to purchase equipments for PNTL. The allocation of the funds based on the five year planning of the Secretariat of State for Security to improve the working conditions of PNTL officers.

#### 4. Infrastructure

In addition, PNTL also experiences lack of suitable buildings for the use of PNTL to do the work. Many police stations in the sub-districts are simply inadequate for the purpose intended. Many are dirty and unsanitary, and contribute to officer demotivation. IN the last one and half year the government has allocated an amount of more than two million US Dollars to build new police stations and dormitory housing for the police across the country. It is a start.

### III. Achievements

Considerable progress has been made by the government despite these challenges. One of the key success factors for 2009 will be the resumption of responsibilities of the PNTL. Staffs from the Secretary of State for Security have taken the lead in developing and negotiating an assessment tool with the UN that will allow the PNTL to assume responsibilities in the districts and units. **The Secretary of State for Security is proud to report that not only have the National Priority Goals for the first quarter of 2009 been achieved, but substantial progress (approximately 75%) has been made in the second quarter (June 2009) priorities as well.** The achievements to date are in the areas of:

#### a. Public Safety

- Promulgation of the PNTL Organic Law
- Trialling of a new community policing concept in conjunction with New Zealand Police and UNPol
- Establishment of a National Directorate for Community Conflict Prevention to prevent and resolve problems at the grass roots level using indigenous mechanisms.

#### b. Conceptual Clarification and Filling of Legislative Gaps

- Creation by Ministerial Order of an advisory committee to assist in the ongoing formulation of the national security policy, the internal security act and other internal security mechanisms and planning
- Development and promulgation of the Organic Law for the Ministry of Defence and Security
- Development and promulgation of the PNTL Career regime
- Development and promulgation of the Organic Law for the PNTL
- Drafting of the organic laws for the National Directorates of Administration, Civil Protection and Building and Security
- Drafting of the policies and organic law for the Immigration Service

- 5-Year Plan continues to be used as a framework for the development of the strategic planning process within the Secretary of State for Security
- A 20 year vision until 2030 for both the Secretary of State for Security and the PNTL has commenced to be developed and this will assist in providing strategic direction for years to come.

**c. Reconstitution of PNTL**

- Appointing a Comandante-Geral and Segundo Comandante-Geral to lead the PNTL
- Development of a formal agreement on hand-over of PNTL with UNPol by:
  - i. Creating a government Commission to Review the Supplemental Arrangement and resumption of responsibilities of the PNTL
  - ii. the development of an Assessment tool for the resumption of police responsibilities to PNTL
- Ongoing training in leadership by the management of the PNTL.
- Retraining for the PNTL members in partnership with TLPDP and UNPOL. This retraining is aimed to improve discipline, knowledge and change the mentality of the police officers. The motto of the retraining is to regain trust or confidence of the people.
- Procedures and rules of recruitment and basic training for PNTL are being established
- Work is currently underway on legislation on investigation, intelligence and the cabinet of general inspection.
- The enhancement of the traffic and road safety unit has commenced
- The national operations centre has been enhanced and now provides a permanent centre for communications responsible for conducting tasks relating to the PNTL Command and Operational Units.
- Discussions have continued with the Government of Japan over the strengthening of the Marine Unit
- The Immigration Services is being strengthened both administratively and operationally with the assistance of the Australian Government funded IOM Project.

**d. Working Conditions**

- Improving salaries and conditions of work for the PNTL
- Improving the institution's equipment with the supply of computers, vehicles and radio and communication equipment.

**e. Mending the relationship between F-FDTL and PNTL**

- Continued joint meetings to ensure that cooperation and coordination are achieved.

**IV. PRIORITIES FOR THE REMAINDER OF 2009**

- a. Ongoing Leadership Consolidation through leadership training

- b. Conflict Prevention training for mediation and early warning
- c. Drafting new Recruitment and basic training rules
- d. Implementation of Career and Salary Regimes.
- e. Continue drafting the National Security Policy.
- f. Training and in job training outside of the country is also important to increase the knowledge of the police and improve their vision on the work of the police.
- g. Continue providing equipments and infrastructure to the Police to improve the working conditions.
- h. Drafting the Strategic planing for Secretariat of State for Security.
- i. Equipment for the maritime unit. We are profoundly grateful to the Embassy of Japan in helping support our maritime unit.
- j. Revision of disciplinary law to create more accountability for the Police officers in carrying out their works.

#### **V. Conclusion**

The government of Timor-Leste is committed to security sector reform. As this presentation indicated, this is a nationally owned and nationally directed process. The 2009 state budget has indicated the seriousness of the government to reform the security sector with its ongoing activities designed to strategically place the PNTL in a far stronger position than 2006. We have achieved much already. International support is important but – consistent with the principles of national ownership – this support should assist and complement, but not subsume the government's program. The Secretary of State for Security has also produced

Francisco da Costa Guterres  
Secretary of State for Security