

Action Plan for Ainaro District

Total PNTL officers = 103

10 June 2009

What			Who		When	How	Where
Shortcoming	Observations	Suggestions	Responsible	Beneficiaries			
1. Inadequate communication equipment	(i) District HQ unable to relay messages directly with 2 Sub-Districts. Messages are relayed through other Sub-Districts (ii) Batteries of handheld radios are old and requires frequent charging	(i) To install repeater/s to support communication needs between Sub-Districts and District HQ (ii) PNTL, Logistics Department to review and revert whether replacement is necessary	PNTL, Logistics Department	All PNTL officers at District	(i) PNTL Logistics Department to revert when the radio communications equipment will be installed (ii) PNTL, Logistics Department to revert with recommendations	(i) To sustain communications in the long run, PNTL HQ to implement system for regular maintenance of the radio communications equipment (ii) PNTL, Logistics Department to revert with guidance on the life-span of batteries and other equipment in order to facilitate forward planning and replacement	District HQ
2. Availability of adequate means of transportation	District has 5 vehicles (2 are broken down) and 12 motorbikes. There are insufficient vehicles to support operational needs	Logistics Department, PNTL HQ to review and ensure sufficient vehicles are allocated to the District	PNTL, Logistics Department	All PNTL officers at District and community	According to schedule by PNTL Logistics Department. PNTL Logistics Department to advise on outcome of review	Based on assessment, to prioritise and set aside budget for procurement. Follow-up with supplier to ensure prompt delivery	District HQ

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3. Lack of storage area for gasoline and other equipment	Gasoline is kept near office and poses a health hazard to PNTL. Secondly, lock-up in Maubisse and Ainaro Sub-Districts doubled up as storage facilities due to lack of space	Logistics Department, PNTL to visit the site and conduct review to improve the working conditions as well as address the issue of storage facilities	PNTL, Logistics Department jointly with District Commander	All PNTL officers at District	Logistics Department, PNTL to revert when visit is scheduled and outcome of review	Logistics Department to revert with review and follow-up with budget request and prioritization for the next budget cycle	District and Sub-Districts
4. Crime scene management	Officers require training and logistics support (eg. fingerprint kit, etc) in crime scene management. (*Incorporate HIV/AIDS awareness and handling of crime scene if PNTL officers need to treat/render assistance to a HIV positive person who is injured/bleeding)	Conduct in-service training in crime scene management. Logistics to confirm the Table of Equipment to facilitate crime scene management and ensure that Districts are adequately allocated the equipment	Training: PNTL HQ and Police Training Centre Equipment: PNTL, Logistics Department to work out the TOE	All PNTL officers in the District	Training: Police Training Centre to revert on training curriculum and schedule. To consolidate training needs of other districts as well. Equipment: Logistics Department, PNTL to revert on TOE and prioritise the procurement of the requirements	Training: Based on training proposal by Police Training Centre Equipment: Logistics Department, PNTL to seek approval from PNTL HQ on TOE	District HQ

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5. Lack of investigational tools including digital cameras, lights, forensic bags, measuring tapes	PNTL members require this investigational equipment	There should be a standard set of investigational equipment distributed to each district HQ and each sub-district so that it is consistent across the different Districts, i.e. Table of Equipment (TOE)	PNTL, Logistics Department to work out the TOE	PNTL investigators and the community	PNTL Logistics Department to revert with TOE. Thereafter to prioritise the procurement of the requirements	Based on the TOE, incorporate requirements into the next budget cycle	District HQ
6. Knowledge of human rights	Feedback from community indicates that PNTL officers require training in human rights	Conduct in-service training in human rights	Police Training Centre, Training Unit, UNMIT to engage HRTJS, UNMIT to support the training requirements	All PNTL officers at District	To engage HRTJS (Human Rights Transitional Section, UNMIT) to explore available dates	Police Training Centre to consolidate HR training requirements across districts and propose training schedule and curriculum after engaging HRTJS	Depends whether training needs extend to other Districts as well

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7. Officers require training in disciplinary procedures	Officers were not familiar with disciplinary regulations. Tend to rely on punitive measures (push-ups, sit-ups, etc) in the event of disciplinary misconduct.	PNTL HQ to keep track of instances in which District Commanders exercised their discretion. Records of such cases should be kept. Ensure adequate copies of disciplinary regulations are made available to Districts and Sub-Districts. Incorporate training on disciplinary regulations as part of in-service training curriculum	District HQ in consultation with Police Training Centre, PNTL and PSDO, PNTL HQ	All PNTL officers at District	To coordinate with PSDO, PNTL HQ and revert with proposed dates of training and training curriculum	(i) In-service training by PSDO, PNTL HQ (ii) PSDO to issue clear guidelines on the nature of cases resolved by District Commanders and those to be forwarded to PSDO, PNTL HQ for follow-up (Lack of oversight at PNTL HQ) (*Consider appointing a training personnel at PSDO, PNTL HQ and training the officer before-hand)	District HQ
8. Use of force training	Feedback from community indicates that officers tend to use excessive force	Conduct use of force training in conjunction with human rights training (refer to recommendation no. 5) and arrest procedures	Police Training Centre, PNTL	All PNTL officers at District	Police Training Centre to consolidate training requirements across other districts and prioritise training needs and propose training schedule and curriculum	Respective Districts to complement the centralized training by instituting regular (eg monthly) decentralized training at the Districts	Based on Police Training Centre's proposal

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9. ROPs and NOPs	Officers are unsure about whether ROPs/NOPs are in force. Not familiar with the ROPs/NOPs that pertains to their area of responsibilities	(i) PNTL HQ to confirm and verify the ROPs and NOPs in force (ii) Two-pronged approach targeting both centralized and decentralized training to ensure officers are familiar with the ROPs and NOPs	Bearing in mind the new Organic Law of the PNTL and other changes, it is timely for PNTL HQ to finalize the ROPs/NOPs in force. Police Training Centre, PNTL and District Commander (PNTL and UNPOL) to follow-up thereafter	All PNTL officers at District	To incorporate as part of District's in-service training after PNTL HQ reverts on list of ROPs/NOPs in force	Centralized training: Prioritise ROPs and NOPs for training. Decentralized training: To complement and reiterate critical ROPs and NOPs	Based on Police Training Centre's recommendations

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10. Enhancement of forensics capabilities at Districts	Officers were taught to lift fingerprints. They were not taught to examine, study and compare them.	Police Training Centre to work jointly with NID to design training courses to enhance the forensic skills of investigators at the District. (However, PNTL HQ needs to provide direction with respect to the development of forensics capability, i.e. whether Districts are required to perform basic forensics examination and what that constitutes)	PNTL HQ to decide on the overall policy directions with regards to forensics. PNTL HQ and Police Training Centre to work out training program thereafter	Investigators at the District	Pending PNTL HQ's guidance on direction and scope with regards to forensics capabilities at the Districts	Engage external partners to source for trainers and funding if PNTL HQ decides that further training is required (*ensure that Logistics Department, PNTL HQ determines the TOE for the forensics section at the Districts and prioritise procurement of the requirements and supplies. To include budget to ensure that supplies such as fingerprint kits are adequately stocked and replenished regularly)	Based on Police Training Centre and the external partners' recommendations
11. Training in basic IT (Note: electricity only 1800hrs-0000hrs)	District has received new computers since the last assessment. However officers require training in basic IT such as Microsoft Word, Excel and PowerPoint	Training required in computer skills	Police Training Centre, PNTL (&UNPOL at District)	All PNTL officers at District	Police Training Centre to priorities various training needs and revert with schedule	Police Training Centre to organize basic IT courses for all districts as a whole (train-the-trainer program). Thereafter officers to train the others through regular in-service and on-the-job training	Police Training Centre, PNTL

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12. Need to improve Personnel Evaluation System (PES)	New Personnel Evaluation forms received in May 09 according to Chief Administrator at District. However no indications to suggest that officers have been briefed on how they will be assessed. It does not appear that officers at Districts have been briefed by PNTL HQ on the details. Unclear whether there is a PES and how it works	Human Resources, PNTL HQ to brief the Chief Administrators and key management at Districts on the PES and provide guidance for the new forms. The frequency for the filling of the forms should be manageable.	HR, PNTL HQ	All PNTL officers at District	HR, PNTL HQ to revert with proposed dates of briefing (Since District Commanders attend meeting at Dili regularly, it will serve as a good platform for HR, PNTL to brief during the meeting)	District Commander to ensure that his officers are au fait with their respective job description (liaise with HR, PNTL HQ whether a copy is available). Otherwise, to sit down with officers and work out their scope of responsibilities if it is not available. Thereafter to socialize the PES and provide guidance on the use of the new forms during regular in-service training at the Districts	PNTL HQ

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13. Training in record keeping of equipment / inventory / maintenance	No maintenance schedule for vehicles other than oil change based on mileage. No records to suggest pistols and other equipment are serviced regularly. Lots of broken equipment	To train Chief Logistics and his team to (i) prepare and maintain proper inventory records, (ii) draw up service and maintenance schedule for equipment (iii) perform basic maintenance of equipment such as pistols	Police Training Centre, PNTL (& UNPOL at District)	All PNTL officers at District	PNTL Logistics Department to revert with (i) training curriculum and (ii) schedule of training	Chief of Logistics (& covering officer) to be trained, thereafter to train the rest of the logistics officers at the District	Training Academy or District HQ
14. Leadership Training	Leadership training needed for District Commanders, Section Chiefs (including Chief of Operations and Station Commanders)	For example, Aileu District Commander can visit Lautem District and learn from the latter's best practices. In addition, Police Training Centre jointly with Training Unit to organize courses targeting District Commanders and Section Chiefs	Police Training Centre, PNTL and Training Unit, UNPOL	All PNTL Officers	Police Training Centre and Training Unit to organize a visit to Lautem District in Jun/Jul 09 for the sharing session. Police Training Centre and Training Unit to work out the training curriculum for courses targeting the DC, etc.	Visits to Districts, training courses at Police Training Centre, etc UNPOL counterparts at District may also share experience with PNTL.	Depends on training program

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15. Training in Penal Code	District Commander advised that Office of the Prosecutor-General recently trained the officers from District in the new Penal Code	No records to confirm how many officers attended the one-day training. At the Districts level, it is important to initiate in-service training sessions on a regular basis (eg. monthly) to socialize/reiterate the legislations and other instructions	PNTL and UNPOL (District Commander)	All PNTL officers at District	To take effect once action-plans are approved	District to propose training curriculum and source for trainers internally. May also invite trainers from Police Training Centre or other Districts	District HQ

Approved by:

PNTL General Commander

UNPOL Police Commissioner
