



*Independent, Non-Political and Constructive*

## **Fundasaun Mahein Strategic Plan 2011**

### **1. Fundasaun Mahein's Vision for Timor Leste**

Fundasaun Mahein strives for a sovereign Timor Leste in which every citizen feels safe and secure; based on the Universal Declaration of Human Rights and the Constitution of the Democratic Republic of Timor Leste.

### **2. What is the Problem?**

The modern security sector of Timor Leste was created in the early years after independence, before the first representative election in Timor Leste, and with little in the way of participation from the Timorese people. As a result these institutions lacked legitimacy, and were looked upon with suspicion by elements of the Timorese community. This mistrust was exacerbated by the subsequent lack of robust civilian oversight after independence. Furthermore, a lack of clarity on roles within the security sector led to rivalry between the army and the police, partly arising from and, to some extent, exacerbating, a 'militarisation' of the police. The relationship was further complicated by grudges between politicians and senior security officials from the occupation period. The security sector as a whole severely lacked capacity and the institutions, and their respective ministries, demonstrated questionable adherence to the rule of law. Eventually, in mid-2006, under severe pressure from critical political events, the security sector institutions fragmented and groups from within them and the civilian community engaged in armed combat on the streets of Dili. The end result was almost 100,000 persons displaced, two years of often violent instability and a 'near-miss' civil war - a deep shock to the national psyche.

Five years have passed since the crisis and much international effort has been expended on the security sector. Furthermore, Timor Leste is now feeling the positive effects of long awaited oil revenues. Despite this, problems within the security sector remain extant. Despite improvements, the security problems that Timor Leste faces (and thus the responses to them) have not been subject to discussion or agreement. The respective roles, responsibilities and tasks of the security institutions still remain unclear. Furthermore, despite a great deal of international money and effort, capacity within the security forces remains poor. This is especially obvious within the PNTL, which is regularly required to carry out complex task such as investigations, forensic collection and public order operations. The *indultos* awarded to those members of the security sector convicted of crimes from the crisis period has consolidated a culture of impunity in the security forces, symptomatic of which are well-publicized incidents of police and military brutality. Such a dysfunctional security sector affects a wide range of issues including security, foreign investment, development and social cohesion, amongst others; as well as carrying the risk of a future security-political crisis.

So what is being done? Civilian oversight of the security sector remains a challenge for the relevant ministries which, like the institutions they oversee, carry a significant capacity deficit. A key problem is that the issue of security sector management and reform is not well understood across the Timorese population more generally; this is the case even in the media, civil society and, to some extent, the parliament. Thus a fundamental and deeply political aspect of Timor Leste's development, crucial to the safety, security and well-being of every Timorese citizen, goes without broad civilian oversight or meaningful political input.

### **3. What is Fundasaun Mahein going to do about it?**

Fundasaun Mahein's **mission** is to assist in increasing the legitimacy and capacity of the Timorese security sector through citizen participation in the development of relevant legislation, policies and budgets.

Fundasaun Mahein strongly believes that the solution to the problems surrounding the Timor Leste security sector lies in active citizen participation by the Timorese population. Thus we seek to place crucial sector development issues into the political dialogue. We aim to enable the political participation of Timorese society on these issues by providing accurate and well researched information alongside analysis and policy recommendations, all of which is intended to provoke thought, discussion and, ultimately, political participation. We will also seek to build the capacity of the Timorese parliament, civil society and the media on these issues, in order to strengthen the political process and ensure that the voices of all groups are heard.

We believe that creating a space for political dialogue on the security sector will bring about meaningful, concrete and nationally legitimate security sector development, broadly agreed upon by both the body politic and society more generally. Not only will such development be innately legitimate, it will also be a culturally appropriate response to the real security needs of Timorese society. It will build the legitimacy and credibility of the security forces as well as increasing their capacity to appropriately deal with the security threats and issues facing Timor Leste today.

We believe that this dialogue can and should be aided and supported by the international community. However while we welcome such help we strongly believe that the international community should not control or direct this conversation.

### **4. How are we going to do that?**

**Objective 1 – Create Political Space.** To create and expand the space for debate, discussion, and participation in matters relating to civilian oversight and management of the security sector.

**Activity .** Fundasaun Mahein will produce reports and commentary on the policy, legislation and budgets associated with the security sector. These reports will range from short blog posts to longer and more in-depth issue papers however the cardinal rule of these publications is that they will be researched and written solely by Timorese nationals. We will actively publicize our reports and the topics associated with them in the Timorese press and through social media, in order to raise public awareness of the report and its associated issues.

**Result.** By raising awareness on key issues related to the security sector, along with providing information and analysis, we will enable Timorese society to engage in political debate on these topics. This will result in security policy which is broadly agreed upon and relevant to the needs of the population and therefore intrinsically legitimate. A legitimate security sector will strengthen the political and social stability of Timor Leste and enhance development processes within the country.

**Objective 2 – Create an Information Archive.** To provide a public repository for information and analysis on the security sector.

**Activity.** Fundasaun Mahein will create a website which, in addition to acting as a platform for Fundasaun Mahein produced material, will also store reports, papers and scanned newspaper articles relevant to the security sector from other sources (taking into account issues of copyright).

**Result.** By providing such an archive, Fundasaun Mahein will enable research on the security sector of Timor Leste, in particular research by Timorese citizens who may not have access to the resources of international bodies and universities. Thus, we enable voices within the Timorese democratic process and ultimately, strengthen the legitimacy and effectiveness of the security sector.

**Objective 3 – Empower Civil Society and the Media.** To assist in strengthening the capacity of civil society to widen citizen participation on issues relating to the security sector – thus increasing the legitimacy of the sector and its ability to provide for the security and safety requirements of Timorese citizens.

**Activity.** When funding and opportunity allow, Fundasaun Mahein will provide training on security sector development to other civil society actors and the media. Furthermore, our organization will be on hand to provide information and advice on security sector issues to both journalists and colleagues from other civil society organizations. In the long term, Fundasaun Mahein hopes to establish a security sector civil society network within Timor Leste.

**Result.** By capacity building civil society in this way, Fundasaun Mahein will enable alternative voices within the security sector debate, voices which may be more representative of specific groups such as woman, children or rural communities. By enabling these voices to take part in the political debate on the security sector, we enhance that debate and ensure that Timorese society in its entirety is being served by the security sector. As with our other activities, this will enhance the effectiveness and legitimacy of the security sector in the eyes of the community, strengthening stability and development.

## **5. Where do we stand?**

Fundasaun Mahein is apolitical and looks to the democratic political process to provide the lasting solutions to the problems of the security sector. However we do have five strong positions:

- 1. Civilian Supremacy.** The security forces exist to serve the will of the Timorese people, as expressed through the democratically elected government of Timor Leste. It is the duty of the security sector to obey all lawful orders and policies from the civilian executive.
- 2. Rule of Law.** Fundasaun Mahein believes that no one in Timor Leste has impunity from their actions. All citizens, especially those within the security sector, must be subject to the rule of law.
- 3. National Security Policy.** We call on the government to publish a national security policy for Timor Leste which is to include a list of the tasks required of the security sector in responding to specific threats or other requirements. Such a document will enable a frank political discussion of security and security sector issues in Timor Leste.
- 4. Resource Allocation.** Fundasaun Mahein believes that defence and security procurement, manning, policy and budgets should be appropriate to the tasks required of the security sector.

5. **Professionalism and Discipline.** The security institutions have a sacred duty to see to the safety and security of the Timorese people. We expect the highest standards of standards of professionalism and discipline from them.