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## **Implementation Policy of the Community Policing in Timor-Leste Mahein's Though No. 08, 30 July 2015**



*Photo: PNTL 2015.*

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## **Acronyms**

CMM	Community Management Meeting
CPU	Community Policing Units
DPKN	Departamentu Polisia Komunitaria Nasional
HAKOHAK	Hametin Kooperasaun Polisia ho Komunidade
JICA	Japan International Cooperation Agency
KDD	Konsellu Dirativa Distrital
KDN	Konsellu Dirativa Nasional
KJP	Konsellu Jestaun ba Programa
KPK	Konsellu Polisiamentu Komunitaria
MI	Ministériu Interior
NGO	Non Govermental Organizacao
OPE	Ofisial Polisia Eskola
OPS	Ofisial Polisia Suku
PNTL	Polisia Nasional Timor-Leste
PPS	Postu Polisia Suku
SES	Sekretaria Estadu Siguransa
SSD	Security Sector Discussion
SV	Siguransa Voluntariu
TAF	The Asia Foundation
TLCPP	Timor-Leste Community Policing Programme
VIP	Vizibilidade, Involvimentu no Profesionalismu



## Summary Executive

1. Community policing has had a long history in Timor-Leste ever since its inception by the PNTL and has been constantly evolving and learning to fit the needs of Timor's inhabitants while applying the lessons learnt from other countries. Community policing is the philosophy of the PNTL and its application does not focus only on units, departments or sections but on the entire perspective that the PNTL takes on law and order matters. However, different interpretations of community policing are still being raised by some members of the PNTL as well as a general misunderstanding that community policing is only run by the *National Community Police Department (DPKN)* as opposed to a departmental wide policy. This signifies that there is still not yet a good understanding of what community policing means to the PNTL within its members as dictated by the PNTL's recently completed strategic plan.
2. The community policing is prioritized in the National Development Strategic Plan (PEDN) 2030, internal security strategic plan of 2030. The PNTL strategic plan pattern of 2014-2018 adopts a HAKUAK [Hug] philosophy of community policing and adopts the VIP doctrine (*Vizibilidade, Involvimentu and Profesionalismu*).
3. Therefore, the PNTL has developed an important resource within the community through the community policing service. Further to this the PNTL with assistance from the development partners have established the *Council of National Directive (KDN)* at the national level which is comprised of staff from the Ministry for Security and the PNTL General Commander and advises on the policy and strategy of the community policing program.
4. In addition to the KDN there is a further level of control in the *Management Council for Program's (MCP)*. This is composed of the chief of the national community police department with the assistance from its development partners, and is led by the PNTL second general commander.
5. At the municipalities level there is a *Council of District Directive (KDD)*. The KDD's is comprised of the municipality commander, municipality administrator, and other linked departments that administer all eleven of the municipalities.
6. The implementation of the strategic activity is conducted by a range of bodies and includes *Community Policing Program (KPK)*, *Volunteer Security (SV)*, *Official School Police (OPE)* and *Official Police Village (OPS)*; which were developed through the implementation of services in the communities themselves. KPK has been established in 10 villages from 11 municipalities, with a total of 110 villages taking part. SV has been established in 2 villages from Ermera and Viqueque municipalities. OPS has been placed in 410 villages from 12 municipalities including the Oe-cusse region; OPE has been established in 12 schools in the Dili municipality.



7. Despite this the difficult issue of implementing community policing still exists. The first issue that is faced is the legal basis for KPK and SV; *second* is the actual monitoring of KPK and SV; *third* are the conditions for OPS in the village and includes the dwelling, transport, communication, and security facilities that exist for the Suku Police. It also includes cooperation between government and civil societies that work for the same issue from different institutions or organizations involved with the same people in the same village.

8. The key point that is most concerning is the sustainability of the implementation of community policing in Timor-Leste once development partners' assistance has ended. FM believes that this is a good chance for the government of TL to continue to show its commitment to these programs and its dedication to HAKUAK principles. For this to happen the police first need to remain visible to residents and involve them to act for security and feel connected to the PNTL, *second*, The security services need to reduce the number of conflict and crimes, lastly, they need to ensure residents feel secure and strengthen the relationship between police and residents.

#### 9. Recommendations

FM recommends to:

- a. The National Parliament committee B to continue to supervise the implementation of the community policing in TL and for the government to invest more in Community Policing to benefit residents.
- b. The government to continue developing and support the community policing in concrete actions that have brought residents' confidence to police and residents have acted for security safety.
- c. The government and the PNTL general commander to continue supporting facilities, equipment and support police to act more professionally.
- d. The Interim Ministry, Ministry of Social Solidarity, PNTL and civil societies to act in a co-ordinated manner to act for conflict prevention, crimes and build peace.
- e. The PNTL general commander needs to guide work for KPK with its legal framework in order to avoid risk to KPK with effective monitoring.
- f. Encourage public to continue participating or to become involved with security actions and to strengthen the relationship between police and residents.



## Introduction

The 2006 crisis had a big effect to the National Police of Timor-Leste (PNTL) where the majority of the security forces abandoned their posts. We have noted that police methods after establishing the PNTL are not based on the reality of Timor and thus a clear revision of the law needs to take place which will provide clear direction for the operational skills of the police and structure the command hierarchy efficiently.<sup>1</sup>

On the other hand the principles of the community policing, which emphasizes approaching and engaging with the community, are being maintained within the PNTL. The PNTL has developed these principles to the point where now organization, discipline, instruction have steadily increased in strength.<sup>2</sup>

Community policing has become the key plank of which the PNTL's PEDN (National Development Strategic Plan) 2030 which address internal security and has been outlined in government policy. This plan was approved in 2014, and has a four year (2014-2018) time frame, notably adopting the policy: VIP (Visibility, Involvement and Professionalism).

The implementation of these plans will aim to change and imprint these values into the PNTL's characteristics and philosophy. Fundasaun Mahein (FM) believes this will take place if there is an adequate investment into these values. Currently the government, PNTL and the development partners are working hand in hand implementing community policing and have developed frameworks for community policing using local resources and according to traditional process. These practical methods are developed using modern process that have been developed in advanced countries using the existing social structure to create conflict resolution. The PNTL's development Partners have also supported this process adding context from their experience and adapting it to local conditions.

The development works have started from national level and has been carried through to village level, each of which is important in creating better relations between police and communities to create better security. In spite of this there are however several difficulties in implementing the community policing throughout Timor-Leste.

The report focuses on the national plan for the community policing, another section of this report is about PNTL implementation in the community policing and its sustainability.

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<sup>1</sup> Decree-Law No. 09/2009, February 18. ORGANIC LAW OF THE NATIONAL POLICE OF TIMOR-LESTE (PNTL).

<sup>2</sup> As described in footnote 1.



## **Methodology**

This research covers and explains previous publications, especially official law documents such as the strategic plan, government policy and some other relevant reports. In doing this research the FM team also consulted and met with the main national entities, municipalities, local government, PNTL, partners, community leaders and members of *Council of Community Policing (KPK)* in Aileu, Bobonaro, Covalima, Manatuto and Oe-cusse.

An important program of FM in conducting a meeting is called *Community Management Meeting (CMM)*. This CMM is conducted in Aileu, Covalima and Oe-cusse in 2014, Bobonaro and Manatuto in 2015. The Purpose of these CMM is to know and understand the security process in all municipalities, the other main point is to know the progress of community policing implementation in these municipalities, particularly the placement of the police official village (OPS) in villages and their condition as well as the performance of the KPK and the volunteer security (SV) in villages.

The conducted CMM were in Aileu, Bobonaro, Covalima, Manatuto and Oe-cusse region, the participants ranged from municipalities administrators, the president of *Council District Directive or Municipality (KDD/M)*, PNTL municipality commanders, administrator of administrative posts, PNTL station commander, village chiefs, members of KPK and OPS to members of village committees from 10 villages that have implemented the KPK.

Aileu, Bobonaro and Manatuto were the first to establish KDD and KPK in 10 villages, meanwhile Covalima is on the socialization process to establish KDD and KPK. Oe-cusse region does not establish KDD and KPK, and the OPS has been placed in villages.

There have also been continuing discussions of information gathered at these CMM with the PNTL official superior at the national level, particularly the *National Community Policing Department (DPKN)* and with partners instituting similar programs from *The Asia Foundation (TAF)* through its program *Hametin Kooperasaun Polisia ho Komuidade (HAKOHAK)* and the *New Zealand Police Program* called *Timor-Leste Community Policing Programme (TLCPP)*.

To conclude this report, FM researchers adopted a method called *Security Sector* for the findings noted in this report

## **National Plan for the Community Policing**

The issue of community policing is considered as a key plank in the national development of Timor-Leste and has been approved in the PEDN 2011-2030. The state will promote community policing as a fundamental aspect in the police structure and practises, oriented to the people and managed to increase the PNTL's performance in



community policing.

On the PEDN 2011 – 2030 explained that:

*“Será promovido o policiamento comunitário que constituirá um aspecto fundamental da formação inicial e desenvolvimento profissional da polícia. Um modelo de policiamento orientado para a comunidade será adoptado para todos os polícias, como filosofia - da PNTL. Este modelo irá informar e orientar a gestão e consequentemente a tomada de decisões operacionais e assegurar que a PNTL desempenha o seu papel no policiamento comunitário”.*<sup>3</sup>

Unofficial translation...”

“Will promote the community policing as a fundamental aspect in the initial training and professional development police; the police pattern oriented to all the people, will adapt to all police as a philosophy of the PNTL. This pattern will inform and orient management and make operational decisions to secure PNTL’s performance in their roles.”

From the PEDN 2011-2030, the government created the strategic plan for internal security 2030 with community policing an important pillar in the first consolidation phases in 2011-2015. The government will revise the concept of community policing based on a legal framework and will integrate this concept into the curriculum of the PNTL training as well as develop the police practises with community orientation and adopt these practises as a unique philosophy for PNTL.<sup>4</sup>

Therefore, the sixth (VI) constitutional government 2015-2017 introduces an important pillar to continue encouraging the community policing practises to maintain stability as well as public safety as the fundamental responsibility of PNTL.

*“Neste sentido, e ao longo dos próximos dois anos e meio, continuaremos a desenvolver esforços de forma a aperfeiçoar a capacidade operacional efectiva na prevenção e investigação do crime, na consolidação da segurança pública e do controlo fronteiriço. Continuaremos igualmente a encorajar o modelo de policiamento comunitário e manteremos a estabilidade e a segurança pública como responsabilidades fundamentais da Polícia Nacional de Timor-Leste”.*<sup>5</sup>

Unofficial translation....”

“In the next two years, the government will continue developing the operational capacity effectively in preventing criminal investigation areas, consolidating public safety and control frontier. The government will encourage the community policing pattern and maintain stability also public safety as the PNTL fundamental responsibility.”

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<sup>3</sup> National Development Strategic Plan (NDSP) 2011 – 2030. P 198.

<sup>4</sup> Internal Security Strategic Plan 2030.

<sup>5</sup> Policy of the Six (VI) Constitutional Governments for Security Sector 2015 – 2017





FM believes this policy will be implemented well if it focuses on work on important services of the institution itself as well as acts in the field. By doing this it will reach the purpose that it has been designed for in policy documents and will produce a professional police force.

## **National Community Policing Department**

### 1. Story of the Community Policing in Timor-Leste

PNTL was born on 27 March 2000, since then PNTL popularly known as the *East Timor Police Services (ETPS)*, only a year later this was changed to *East Timor Police Services (TLPS)*. The PNTL mandate was increased with a decree law No. 08/2004 as the first PNTL organic law which was then reviewed further to become the PNTL organic law, and re-drafted as decree law No. 09/2009 as the second PNTL organic law. This law was made after the 2006 crisis that giving a strong emphasis to the development of police of Timor-Leste.<sup>6</sup>

In the UNTAET period before the PNTL was formed there existed *Community Policing Units (CPU)* under the control of UNPOL to help support PNTL members.<sup>7</sup> At that time Dili faced a myriad of challenges such as complex social and community issues. For example an early initiative of community policing at the time was to soothe tensions of small merchants of Merkadu Lama (now is Dili Convention Centre-DCC); when the TLPS used force to move them from the area without any communication.<sup>8</sup>

From this early state the progress has been gained year by year, many more people understand the concept of a democratic state and the limitations of government power. The state of Timor-Leste needed laws in which to regulate how the government acted in regards to its interactions with its citizenry, a departure from the occupation years. One such law is the decree law No.08/2004 that defined community policing to be a unit to take part as a pillar inside the PNTL called *National Community Policing Unit (DPKN)*. Based on this decree law the first community policing unit (before decree law No. 08/2004) was only based in Dili but from there started spreading across the territory of Timor-Leste.<sup>9</sup>

The Government of Timor-Leste has its own policy on how to develop and strengthen an institution to be stronger, in 2009 it made revisions to this policy and created a decree law No. 09/2009 as the second organic law for the PNTL and changed the name from *NCPU* to *NCPD* with its mission to create strategies to gain the trust of the citizens of

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<sup>6</sup> Department of the Community Policing. Available at <http://www.pntl.tl/polisia-komunitaria/>. Access on 1 February 2015.

<sup>7</sup> Actual of Dili Municipality Commander.

<sup>8</sup> As described in Footnote 6.

<sup>9</sup> As described in Footnote 6.



Timor-Leste and maintain strong ties with its development partners.<sup>10</sup>

## 2. Community Policing Department

### a. *Responsibility of the Community Policing Department*

According to decree law No.09/2009 February 18, article 18, the community policing department is stated to operate under the National Command with a specific mission that states:

- a) *According to collaboration with the police training centre defined necessities and instruction program for the especial service of the community policing.*
- b) *Elaborating a study on program and activities that the district commanders to develop with residents.*
- c) *Advertising for responsibilities and mission of the PNTL to residents.*
- d) *Supporting district commanders to establish relation with structures in residents.*
- e) *Hold other division in regards with the mission.<sup>11</sup>*

The responsibility of the PEDN is to provide education and increase knowledge of community policing to the residents and to assist in criminal prevention, safety advice to residents and how to share information with the community protection unit.

The PEDN also has a responsibility to provide education and training to the PNTL and communities of the police's responsibility, law and order as well as strengthening co-operation with the PNTL's internal section, departments of the government, international agencies, NGOs and churches in order to ensure a multilateral approach is followed for crime prevention.<sup>12</sup>

### b. What has been done by the community policing department?

According to the competency attributed to this department, the NCPD has developed a principal service in order to assist uptake of PNTL's official philosophy according to article 18 the PNTL organic law.

### a) *Develop the Practises of the Community Policing*

Department of the community policing has developed a primary document called "Practises of Community Policing" and this pattern called the *VIP* (visibility, involvement and professionalism) with the symbol "together we can prevent and combat crimes in

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<sup>10</sup> As described in Footnote 6

<sup>11</sup> Decree-Law No. 09/2009, February 18. ORGANIC LAW OF THE NATIONAL POLICE OF TIMOR-LESTE (PNTL).

<sup>12</sup> Performance of the Community Policing. Available at <http://www.pntl.tl/polisia-komunitaria/>. Access on 1 February 2015.



Timor-Leste”.<sup>13</sup>

These practises aim to promote the PNTL's strategies for criminal prevention and protect people in this nation; the responsibility of the PNTL is to prevent crime and security in partnership with all citizens of Timor-Leste.<sup>14</sup>

These practises developed for community policing aim to uphold modern and democratic principles and to show the importance of the VIP strategy in Timor-Leste.<sup>15</sup>

The VIP policing has promoted lots of smaller entities through meeting, conducting socialization activities and campaigning for criminal prevention. Through these strategic activities, implemented in 12 municipalities including Oe-cusse, greater engagement with local communities has occurred. Because of this success PNTL authorities have been pushing for community policing practises to become the guiding principles when working with local communities.<sup>16</sup>

#### *b) Develop a Training Guide*

The Other main service of the community policing department has developed is a “material training guide for community policing of Timor-Leste”. This guide intends to facilitate training for members for community policing and facilitate police members that are placed in villages and facilitate them interacting with the local community.<sup>17</sup>

This guide is aimed to help to understand the vision of the PNTL's activities in the community and what activities are the most effective to assist in achieving this aim, particularly to help facilitate two way communications between the police and residents.<sup>18</sup>

This guide has also become the official advice from the PNTL general commander to municipalities' commanders on how to prepare the placement, education and motorization for police members that are placed in *Police Post Villages (PPS)*.<sup>19</sup>

#### *c) Develop guide of police post villages (PPS)*

The intention of this guide is to assist members that are placed in villages in order that they know their duties and to facilitate interaction between police and communities.

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<sup>13</sup> PNTL – Department of the Community Policing. Pattern of the Community Policing. 2015.

<sup>14</sup> As described in footnote 13.

<sup>15</sup> As described in footnote 13.

<sup>16</sup> As described in footnote 13.

<sup>17</sup> PNTL – Department of the Community Policing. “Giude” Material Training of the Community Policing of Timor-Leste. 2015.

<sup>18</sup> As described in footnote 17.

<sup>19</sup> As described in footnote 17.



The following are the important responsibilities.<sup>20</sup>

- *Advising communities on how to create conditions to ensure tranquillity between suburbs.*
- *Hold patrol in any important areas.*
- *Develop a program of visiting from house to house.*
- *Organize meetings with community leaders and other important members of the community.*
- *Organize programs to visit schools.*
- *Undertake general clean-up in suburb areas.*
- *Hold foot patrols to suburb areas.*

PPS' mission or main responsibility is to:<sup>21</sup>

- *Advise communities on the position, responsibility and the PNTL performance to residents. Rights and obligation of the communities and to respect law and order, relevant and applicable laws.*
- *Advising communities to have good consciences and guarantee peace and calm in villages in regards to security and peace issues to residents, methods of criminal prevention, manner of integrating other communities safely in villages and hamlets.*
- *Depending on the local conditions a member should try to: gather information from residents, ensure safety for community activities (regular, religious, cultural activities etc.), receive complaints from the communities, provide assistance to schools, assisting in locating missing items or people, control traffic and public safety on roads, organize the police visits to schools, organize a house to house visit program, first responder to criminal cases, control violent incidents, help organise community based development activities from other institutions that are responsible for the communities.*
- *Serve as a role model to the community.*

#### *d) Security Guide for Volunteer Village (SV)*

A volunteer village is a village where the community contribution is recognized by the police;<sup>22</sup> this guide defines the principal mission to orient security at a volunteer of village are:

- *To create a mutual partnership between police and community.*
- *For communities feel ownership of security in their village.*
- *For communities to have ownership of police activity.*
- *To create sensible security guidelines from the community according to local knowledge.*
- *Increase the mutual respect between each other necessary for a democratic state.*

This guide also defines the volunteer village's performance strategy and how to establish

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<sup>20</sup> PNTL – Department of the National Community Policing. Guide of the Police Post Village (PPV). 2015.

<sup>21</sup> As described in footnote 20.

<sup>22</sup> PNTL – Department of the National Community Policing. Guide of Security Volunteer Village. 2015.



activities.<sup>23</sup>

e) *Training and Comparative Study*

In early 2015 the National Community Policing Department (DPKN) conducted training for 442 police officer village (OPS) from 12 municipalities including Oe-cusse region. This training was for those OPS whose responsibility was to visit houses and provide socialisation on domestic violence laws responsible use of drugs and alcohol also how to undertake a basic investigation. This training was with the cooperation with the New Zealand Police through its program *Timor-Leste Community Police Program (TLCPP)*, Asia Foundation's program called HAKOHAK and NGO-PRADET.<sup>24</sup>

This training was held over four (4) months, from September 09 2014 to January 2015, and out 442 OPS at least forty (40) members from 3 municipalities participated in training every week. This re-training is held based on the *post-test* outcomes from basic training that was held in 2013 with the purpose to promote OPS' skills in order to increase the quality of OPS, as the first agent in the police operations.<sup>25</sup>

In addition to this training, "comparative study" training abroad was undertaken by some members of the program. In 2014 there were 30 OPS members did a comparative study in Bekasi-Indonesia; after six (6) days in Bekasi, the OPS team went back to Bali for an introduction to the tourism police program that is conducted there. This capacity building program for members of OPS is came to fruition because of the cooperation between PNTL and the national police of Japan through the agency *Japan International Cooperation Agency (JICA)* in Timor-Leste; improving these skills is to obey for the cooperation program between PNTL and POLRI in the development police area of Timor-Leste.<sup>26</sup>

In 2012, five (5) members of the community policing attended comparative study training in Ichikawa Prefecture-Japan for the OPS program. These 5 members composed of the Community Police Commander of Viqueque municipality, Chief Community Policing of Lautem also Bobonaro, members of the National Community Policing as well as the Assistant Chief of the National Community Policing.<sup>27</sup>

Members of community policing also conducted comparative study in New Zealand multiple times from 2013 up to 2014. This study was held regarding the cooperation between government of Timor-Leste and New Zealand though the program called

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<sup>23</sup> As described in footnote 22.

<sup>24</sup> PNTL. Available at: <http://www.pntl.tl/2014/09/15/membru-ops-442-tuir-treinamentu-avansadu/>. Access on 30 June 2015.

<sup>25</sup> As described in footnote 24.

<sup>26</sup> PNTL. Available at: <http://www.pntl.tl/2014/11/14/membru-ops-30-hasae-koineseментu-ihajndonezia/>. Access on 30 June 2015.

<sup>27</sup> Media the Dili Weekly. Available at: <http://www.thediliweekly.com/45-notisia/news/1854-five-community-police-officers-on-an-exchange-program-in-japan>. Access on 20 June 2015.



TLCPP with a focus on developing the community policing of Timor-Leste. This study taught about the police system of New Zealand, monitoring and evaluation, media training, driver code of conduct, intelligence, responding to the Maori communities, development plan of human resources, strategic policing plan, information and technology and a conflict resolution for cases of domestic violence.<sup>28</sup>

So far the training programs have been met with a positive reaction and the OPS program has been expanded. As of May 2015 OPS has been placed in 410 villages. *Police Officer Schools (OPE)* in 12 schools in Dili municipality, the cooperation is strengthened with the development partners has established the council district directive (KDD) in 11 municipalities, *council management program (CMP)* in 110 villages and volunteer security (SV) in village of Viqueque and Ermera municipalities.<sup>29</sup>

### Community Policing

Community policing is the PNTL's philosophy and has been set up as the decree law No. 09/2009, article 1 states that the PNTL is to follow the strategy and philosophy of community policing and its organization, discipline and instruction is not be considered a military force.<sup>30</sup>

Therefore, in 2014 the PNTL approved the strategic plan of 2014-2018 with an emphasis on the VIP doctrine.

- **Visibility** – *vizibilidade aas polisia nia halo komunidadade sente seguru.*
- **Involvement** – *involvement komunidadade nia halo komunidadade sente hola parte.*
- **Professionalism** – *hatan ho profesionalismu hodi nune'e servisu polisia nian satisfas komunidadade.*<sup>31</sup>

*Visibility* shows the police presence through the police activity in community in all places in order to make community feel secure and calm. *Involvement* of the community in security issues which through education know how to act and keep the peace themselves as the responsibility of security doesn't just lie with the PNTL and through cooperation it can increase the strength of security mechanisms. *Professionalism* shows the skills and discipline that mark the PNTL, while working with the people to create respect and credibility of the PNTL institution.<sup>32</sup>

The philosophy of the community policing does not just lie in this program however and is applies to all PNTL members. This signifies that all police methods and practises

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<sup>28</sup> PNTL – Department of the National Community Policing. Report of the Comparative Study in New Zealand in 2013 to 2014.

<sup>29</sup> PNTL – Department of the National Community Policing. 2015.

<sup>30</sup> Decree-Law No. 09/2009, February 18. ORGANIC LAW OF THE NATIONAL POLICE OF TIMOR-LESTE (PNTL).

<sup>31</sup> PNTL Strategic Plan 2014 – 2018.

<sup>32</sup> PNTL Strategic Plan 2014 – 2018.



should emphasise communication and dialogue between the PNTL and affected communities. However, there exists a widespread interpretation from members of the PNTL that community policing is limited only to members involved in the national community policing department (DPKN) and the municipalities.<sup>33</sup>

FM has confirmed this by talking to PNTL members that were placed in different units, departments and sections inside the PNTL, they all followed the same interpretation that the community policing approach is only undertaken by the Community Policing Department.

FM is a little bit surprised that this is still such a widespread misconception, this is despite the organic law of the PNTL being approved only six years ago and explicitly stating the community minded philosophy that the PNTL should follow. This comes in addition to the PNTL strategic plan 2014-2018 approved only one year ago, which put an emphasis on HAKUAK philosophies of community policing by adopting the VIP doctrine.

FM believes that the law and the PNTL strategic plan does not have good socialization within the PNTL rank and file, thus we must also question the approach that the PNTL members have been implementing in law of the community policing approach. A report from the Ombudsman of Human Rights and Justice (PDHJ) in 2014 also seems to show that human rights violation from members of the PNTL is continuing to increase.<sup>34</sup>

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<sup>33</sup> This interpretation is said by the chief department of the national community policing (DNCP), superintendent assistant police Boavida Ribeiro at the meeting management delegation program for the community policing with the development partners at the PNTL general quarter, Dili 11 May 2015.

<sup>34</sup> Report of the ombudsman of Human rights and Justice (PDHJ) 2014.

## National to Village Structure



**Source:** National Community Policing Department 2015.

### 1. Policy and Strategy Levels

#### a. Council of the National Directive (KDN)

The composition of the KDN is made up of members of the government that are responsible for security and with the PNTL General Commander heading the council. The function of this council is to orient itself politically to assist with the implementation of community policing programs being implemented in Timor-Leste.<sup>35</sup>

The KDN hold a meeting once or twice every year in order to make an assessment of the progress of community policing implementation with reference to the PNTL strategic plan.<sup>36</sup>

#### b. Management Council for Program (KJP)

KJP is comprised of the chief of the national community policing department with cooperation from development partners. The council's functions are as follows:

<sup>35</sup> PNTL-Department of the National Community Policing. Pattern of the Community Policing 2015

<sup>36</sup> As described in footnote 35.





- *To receive reports from the municipalities commander on the progress of implementation in the Community Policing Program.*
- *Listen and respond to problems identified by the municipalities' commander whilst implementing the program.*
- *To organize quarterly meetings periodically.*
- *To make recommendations to the KDN if there is an issue that the KJP is unable to make a decision on.*
- *The KJP is to be led by the PNTL Second General Commander and can be delegated to the PNTL operational commander.<sup>37</sup>*

### c. Council of District Directive or Municipality (KDD/M)

The KCD is composed of municipality commanders, municipality administrators and linked departments that have jurisdiction in the municipalities in question. KDD/M functions are as follows:

- *To monitor the progress of Community Policing strategies in each municipality.*
- *To receive and process proposals received from station commanders and post administrators for KPK and OPS activities, particularly in response to problems faced by communities.*
- *To organize a meeting once every three months, to conduct an assessment of programs in each municipality.*
- *To decide upon a priority village to implement KPK.<sup>38</sup>*

## 2. Implementation of Strategic Activities

The PNTL with the help from development partners are developing best practise concepts that are oriented towards residents with the purpose to improve the police's performance and to ensure that local communities are collaborative partners in creating a secure environment.<sup>39</sup>

So far, due to the investment and training into this program, community policing concepts have been largely learnt by members of the PNTL by doing comparative study in foreign environments. With the help of this assistance the PNTL can now use these concepts and examples to help with its own formulation on the frameworks of community policing in Timor-Leste, one that not only is adapted for the local environment but one that responds to the wants and needs of the communities.<sup>40</sup>

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<sup>37</sup> As described in footnote 35.

<sup>38</sup> As described in footnote 35.

<sup>39</sup> Report of the Asia Foundation (TAF). Available at: <https://asiafoundation.org/resources/pdfs/TimorLesteCPTETUM.pdf>. Access on 25 June 2015.

<sup>40</sup> Initiative from Base on the Community Policing Practical: Initiative of District Comamnders of Bobonaro, Aileu, Liquisa and Maritime Police Unit. Available at: [http://www.fundasaunmahein.org/wp-content/uploads/2013/11/MNH\\_Nu.05\\_15112013\\_Polisia-Komunitariapdf.pdf](http://www.fundasaunmahein.org/wp-content/uploads/2013/11/MNH_Nu.05_15112013_Polisia-Komunitariapdf.pdf). Access on 24 October 2014



So far there have been positive signs that community policing has made a big difference in the confidence that communities have in the police. An *Asia Foundation* (TAF) report in 2013 discussed that communities' trust towards police is becoming stronger because of increased police visibility and involvement in the community affairs.<sup>41</sup>

Recently a strong demand has arisen from communities to increase police presence in their villages; these demands got a lot of attention by the President of the Republic whilst conducting visits to villages. The Prime Minister has also recently urged to increase the amount of *police officer village (OPS)* in all villages of the 12 municipalities including Oecusse region. From these high level demands the PNTL General Commander has decreed that all municipalities' commanders are to place OPS to every village in each municipality with a minimum target that by mid of 2015 OPS should have been in at least 442 villages.<sup>42</sup>

With the assistance from development partners, the PNTL general commander has, through the national community policing department (DPKN), established security resources in each village and hamlet that the DPKN program has been rolled out to. These resources are namely the KPK and SV programs that have already been implemented in 11 municipalities. KPK and SV are the community policing practises that aim to involve themselves in the social structure of the community.

**Table 01. Municipality that has established KPK, SV and OPS/OPE**

No.	Municipality and Region/KDD	Groups of the Community Policing			
		OPS	OPE	KPK	SV
1.	Aileu	31	-	10	-
2.	Ainaro	21	-	12	-
3.	Bobonaro	28	-	10	-
4.	Baucau	49	-	10	-
5.	Covalima	30	-	10	-
6.	Dili	33	12	6	-
7.	Ermera	52	-	10	1
8.	Lautem	34	-	-	-
9.	Liquiça	23	-	12	-
10.	Manatuto	28	-	10	-
11.	Manufahi	29	-	10	-
12.	Viqueque	35	-	10	1
13.	Oecusse	18	-	-	-
<b>Total</b>		410	12	110	2

**Source:** PNTL – Department of the National Community Policing, May 2015.

<sup>41</sup> Report of the Asia Foundation (TAF) 2013.

<sup>42</sup> Speeches of chief department of the national community policing, Superintendent Assistant Boavida Ribeiro in community policing in Dili September 2014.



The above table indicates the municipalities that have been established with KPK, SV, OPS and OPE, programs. We can see that this program is expanding however we can still see the uptake on the KPK is limited with only 10 villages of 11 municipalities taking part and none set up so far in Lautem or Oe-cusse.

a. *Council of the Community Policing (KPK)*

The Municipalities of Aileu, Baucau, Bobonaro and Manatuto in 2012 were the first projects established the KPK which were then extended to other municipalities. In 2015 Council of Community Policing was established 10 villages in 11 municipalities totalling 110 altogether. The KPK is composed of community leaders, leaders from villages councils, representatives for veterans, youth leaders and the OPS.<sup>43</sup>

Activities of KPK:

- *To identify problems: organize monthly meetings, draft action plans for activities, and the resolution and prevention of crime.*
- *Overcome problems: execute action plan (resolve problems)*
- *Assess impact of actions.*
- *Use the PARA (Peskiza [Research], Analiza [Analysis], Responde [Respond] and Avaliasaun [Evaluation]) mechanism to resolve those problems.<sup>44</sup>*

b. *Volunteer Security (SV)*

SV has been developed by Liquica municipality command since 2012, under the commander Natercia S. Martins. As noted in a previous FM report “Locally Initiated Community Policing” published in 2013, the SV has had a positive impact on the people of the area. The SV involved various stakeholders from communities to work voluntarily in supporting the PNTL during the periods when the local police officer was away.<sup>45</sup>

SV is a grassroots safety program created at a village level and recognized by police. SV’s is generally come from the community, youth and adult groups that are looking for stability and safety in their village and aims to educate local residents to help maintain control of their village.<sup>46</sup>

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<sup>43</sup> PNTL-Department of the National Community Policing. Pattern of the Community Policing 2015

<sup>44</sup> As described in footnote 43.

<sup>45</sup> Initiative from Base on the Community Policing Practical: Initiative of District Comamnders of Bobonaro, Aileu, Liquisa and Maritime Police Unit. Available at: [http://www.fundasaunmahein.org/wp-content/uploads/2013/11/MNH\\_Nu.05\\_15112013\\_Polisia-Komunitariapdf.pdf](http://www.fundasaunmahein.org/wp-content/uploads/2013/11/MNH_Nu.05_15112013_Polisia-Komunitariapdf.pdf). Access on 28 June 2015

<sup>46</sup> PNTL-Department of the National Community Policing. Pattern of the Community Policing 2015



The SV is similar to other social security programs from residents and relies on the voluntary nature of the people involved.<sup>47</sup>

The SV is being established in villages and hamlets with the PNTL, through the municipalities' commander, working to develop and train it with the help of the PNTL. Despite this however the SV remains a volunteer organisation and has no official authority.<sup>48</sup>

The strategy of the SV and PNTL is to respond immediately to any problems in the community, and to secure and protect the people in the area, whether from the area itself or just visitors. The SV is also implementing a community policing strategy in its operations, preventing terror and threats to the communities.<sup>49</sup>

The latest report on the DPKN states that SV has been established in two (2) villages of Ermera and Viqueque municipalities. In Ermera, the Peotete village and in Viqueque the Uagua village.<sup>50</sup>

#### *c. Police Officer of Village (OPS)*

The OPS is a PNTL member who has received both basic and advance training from the DPKN, as well as specific training in the PNTL training centre. The Criteria to become a member of OPS is to be holding a minimum rank of chief assistant and maximum rank of first sergeant.<sup>51</sup> However, FM's monitoring in villages has noted that the majority of OPS merely hold ranks of agents and principal agents.

#### Activity of OPS:

- *To conduct house to house visits*
- *To organize meeting with community leaders*
- *To provide education to communities on the criminal prevention process.*
- *Attend issues*
- *Visit vulnerable groups (disabled and orphaned)*
- *To meet with members of KPK*
- *To organise visits to schools (where no OPS exist)*
- *To collect data from the villages (geographic, demographic, existing organizations in villages as such martial arts, political organizations, influenced leaders, social and economic conditions).<sup>52</sup>*

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<sup>47</sup> As described in footnote 46.

<sup>48</sup> As described in footnote 46.

<sup>49</sup> As described in footnote 46.

<sup>50</sup> Report of department of the national community policing, 2015.

<sup>51</sup> PNTL-Department of the National Community Policing. Pattern of the Community Policing 2015

<sup>52</sup> As described in footnote 51.



The latest report on the DPKN states that the OPS have been placed in 410 villages of 12 municipalities including Oe-cusse region. The PNTL general commander has publicly stated that by the end of 2015 the OPS are aiming to be placed in 442 villages across the Timor-Leste.<sup>53</sup>

#### *d. Police Officer School (OPE)*

The OPE is a police member that is nominated by each municipality commander based on necessity. OPE receives specific training to visit and hold activities with schools in their district; this training is provided by the DPKN with collaboration from the PNTL training centre.<sup>54</sup>

Activity of OPE:

- *Organise visits to schools to educate students about criminal prevention, narcotic trafficking, preventing prostitution, and preventing violations of traffic lights and road safety.*
- *To register the number of students, teachers and safety of schools.*

OPE is currently only established in the Dili District as a pilot program of the OPE.<sup>55</sup> In Dili OPE has been established in 12 schools based on evaluation that takes into account the risk of crime and conflict occurring in these schools.<sup>56</sup>

### **Challenges for the Community Policing**

#### *1. Legal Basis and guide for KPK*

Recently a presentation was held for the joint assessment team that oversees TLCPP and HAKOHAK assistance to PNTL particularly, community policing. The team's main focus was the legal base for KPK over which they became more and more surprised during the course of the presentation. During the discussion these participants voiced concern about the KPK's action and the legality of its actions.

This means that the security situation in municipalities, villages and hamlets that are involved with KPK's may be illegal. This is however being currently investigated by the monitoring team which will be releasing their findings soon. This will hopefully provide a legal framework under which the KPK will operate under and the scope of the programs reach.<sup>57</sup>

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<sup>53</sup> Report of the national community policing – PNTL, 2015.

<sup>54</sup> PNTL-Department of the National Community Policing. Pattern of the Community Policing 2015

<sup>55</sup> Report of the national community policing – PNTL, 2015.

<sup>56</sup> As described in footnote 55.

<sup>57</sup> Introducing summary report on monitoring and evaluation for Timor-Leste Community Policing Programme – TLCPP and Strengthen Cooperation Between police and Communities – HAKOHAK from the evaluation team composed of Gordon Peake, Bu Wilson and João Almeida.



During a discussion between FM and KPK members of Menelima village, Laclubar administrative post of Manatuto in an inducted ceremony members of the KPK declared:

*“Currently, we were inducted as members of KPK, yet we need a guide as well to follow and can orient our work because we are always cooperate with residents every day, so they know our each responsibility, an example in Manelima member of the KPK is representing all parts such as veterans, compere, businessman, teacher, doctors and agricultures. However, we do not understand well what should we do or we just follow responsibility that we have”.*

## 2. Monitoring the KPK and SV

FM's observations of the implementation of KPK and SV in 11 municipalities have noted that these programs have received strong enthusiasm from the communities. There is a hope that the communities' complaints will be heard and responded to by the government, especially with a greater police presence in their communities. The communities generally hope that from these programs that they themselves will be able to have greater decision making on security issues in their own hometowns. From this we can say that communities' involvement is very important to the progress and success of the KPK and SV programs, however good monitoring also needs to take place to ensure that the these programs continue to grow and expand.

## 3. Condition of OPS in Villages

During the FM's meeting OPS in villages and PNTL municipalities' commander stated similar concerns; transport, communication and living quarters are becoming a challenge for the OPS whilst on location in the villages. Most OPS come from different villages than the ones in which they are settled in thus creating settling in issues with the local village they are posted at.

Concern is arising from villages where the OPS are posted due to the frequency of them arriving late to a crime scene. This can however be somewhat attributed to the communications and transport that the OPS have to work with. Because the OPS have to use their own transport and cell phone there can be issues when the OPS do not have fuel or have trouble getting 'saldo' on their phones to communicate with local leaders.<sup>58</sup>

There is the problem of living conditions for the OPS while on location in their duty station. Quite often there is no accommodation set up for OPS moving to a new village and on occasion they are forced to just sleep at the police station due to lack of funds for accommodation or accommodation itself. This can be a problem as quite often OPS

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Fundasaun Mahein will participate as well in the preliminary discussion report. This preliminary report presentation is held on 2 September 2014 at World Vision hall, Bidau – Dili.

<sup>58</sup> Menezes, Justinho, Superintendent (2014). Viqueque District Commander. Private Interview.



officers will not travel out to a village, that requires an overnight stay, that has no accommodation set up for them.

There is also the issue of that the OPS officers duties can be more than they can handle due to the geographic nature of their work. One OPS officer will quite often be the duty officer for more than one village, when multiple issues arise in more than one village in which they operate in, the ability to attend more than one crime-scene in a timely manner diminishes.<sup>59</sup>

#### 4. Institutional Cooperation

The Security sector has lots of areas of assistance in Timor-Leste, whether developed internally by the PNTL or by NGO's in the villages and other areas in which they work in.

These resources are placed under the interior ministry and it's principal structure "*National Directorate for Community Conflict Prevention*" (NDCCP) that works towards conflict prevention in all of Timor-Leste's 12 municipalities. The NDCCP's structure has developed its operational structure to make its most vocal point in municipalities.<sup>60</sup>

The other structure developed by the Interior Ministry is called the *National Directorate of Public Security Office (NDPSO)* and works on the state's patrimony, vigilance and the prevention of crime as part of their core competencies. The NDPSO was established in 2008 based on article 43 of the decree law 31/2008, with the main responsibility to ensure security for public buildings and the installation of public administration.

The ministry of social solidarity has an important structure called *Department of Peace Building and Social Cohesion (DPBSC)*. This DPBSC purpose is to consolidate all the successes of conflict management and to promote the long term peace building process towards affected communities. This strategy owned four main components:

- *To institutionalize the mechanisms and procedures of peace building at the national government level;*
- *To strengthen capability and the mechanisms of conflict resolution at the community level;*
- *Increase gender participation and roles in peace building process*
- *To promote sensible development to ease conflict.*

The DPBSC's most vocal point has been placed in municipalities working on behalf of this department. DPBSC is supported its development partner the *United Nations Development Program (UNDP)* since its establishment

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<sup>59</sup> POVs expressed in a community meeting held by Fundasaun Mahein in Aileu on March 2014. Purpose of this meeting is to hear concern of the PNTL in base especially conditions that can support better for the PNTL service in district and village.

<sup>60</sup> Report of Fundasaun Mahein, 2013.



The national community policing department (DPKN) is a department headed by the PNTL general commander as the PNTL general commander is the guardian of the Interior Ministry, there is however no cooperation between DPKN and Interior Ministry. FM has noted that the conducted cooperation has so far been incidental with no formal cooperation. The NCPP has on the other hand, formed a network with Religious and community organisations and started creating links with NGO's, Police and other relevant institutions.

The works that are conducted by the NCPD are based in villages, municipalities and directorates as other NGOs and can involve the same people that work for different organisations and initiatives. An example is in Hola Rua village, Same of the Manufahe municipality, the village chief in this one village is a national spokesperson from NDCCP, the president of the KPK as well as a member of an NGO network for conflict prevention.

A principal cause of this duplication is a lack of institutional cooperation between organisations working on the same issue, a problem that seems to be nationwide in many different areas of Timor-Leste.

### **International and Local Partners**

The Important donors that have supported the PNTL institute community policing are: The Government of New Zealand through its program *Timor-Leste Community Policing Programme* (TLCPP), *The Asia Foundation* (TAF) through its program HAKOHAK, funded by the development agency of the people of America USAID<sup>61</sup> and the Japanese agency JICA.<sup>62</sup>

The TLCPP's program has three important components and work to support and strengthen the strategic, operational and training basis for the community policing in Timor-Leste. HAKOHAK's support is to implement community policing at a village level. JICA supports community policing by providing funding for training and supporting comparative study in Japan as well as in Indonesia.

The TLCPP has also supported PNTL by holding comparative study sessions in New Zealand for PNTL officers, municipality commanders, community policing officers as well as some civilians. The program also provides equipment for the PNTL, logistical support and funded the activities of community policing in municipalities and villages.

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<sup>61</sup> The Asia Foundation and National Police of Timor-Leste Host 2nd National Forum on Community Policing. Available at: <http://asiafoundation.org/news/2014/08/the-asia-foundation-and-national-police-of-timor-leste-host-2nd-national-forum-on-community-policing/>. Access on 23 January 2015.

<sup>62</sup> Program of the community policing is started reducing crimes. Available at: <http://www.pntl.tl/2014/08/08/programa-polisiamentu-komunitaria-komesa-redus-krime-sira/>. Access on 23 January 2015





As well as this, The Asia Foundation (TAF) through its program HAKOHAK co-operated with a local NGO (Yayasan HAK) to implement the community policing in Dili, Ermera and Viqueque municipalities. Yayasan HAK is a human rights organization established in 1996.<sup>63</sup>

Finally FM maintains an important role in the implementation of community policing in Timor-Leste through its numerous blogs, Mahein Nia Lian and Mahein Nia Hanoin reports with recommendations aimed to assist in institutionalizing community policing within the PNTL. In 2013 FM published its first report about the “Initiative base over the practical of the community policing” published after research in Aileu, Bobonaro, Liquica and the Maritime Police Unit. Since then FM has continued conducting research into community policing by maintaining links with municipality commanders, community leaders and communities involved in the programs as well. These activities are funded by the development agency of the people of America USAID.

The PNTL general commander is also supported by office of the Republic President of Timor-Leste for the community policing activity. The President’s initiative is to support all community policing activities in Timor-Leste and he has himself followed up this by visiting many communities and hearing their concerns and thoughts on community policing in their districts.<sup>64</sup>

## **Conclusion**

Community policing has had a long history in Timor-Leste ever since its inception by the PNTL and has been constantly evolving and learning to fit the needs of Timor's inhabitants while applying the lessons learnt from other countries. Community policing is the philosophy of the PNTL and its application does not focus only on units, departments or sections but on the entire perspective that the PNTL takes on law and order matters. However, different interpretations of community policing are still being raised by some members of the PNTL as well as a general misunderstanding that community policing is only run by the National Community Police Department (NCPD) as opposed to a departmental wide policy. This signifies that there is still not yet a good understanding of what community policing means to the PNTL within its members as dictated by the PNTL's recently completed strategic plan.

The community policing is prioritized in the National Development Strategic Plan (NDSP) 2030, internal security strategic plan of 2030. The PNTL strategic plan pattern of 2014-

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<sup>63</sup> Program of HAKOHAK – Community Policing. Available at: <http://www.haktl.org/ami-nia-programa/programa-hakohak-polisia-komunitaria/>. Access on 24 January 2015.

<sup>64</sup> Guterres, Frei (2014). Assesor at Casa Militar of the Republic President. Private Interview



2018 adopts a HAKUAK [Hug] philosophy of community policing and adopts the VIP doctrine (Visibility, Involvement and Professionalism).

Therefore, the PNTL has developed an important resource within the community through the community policing service. Further to this the PNTL with assistance from the development partners have established the Council of National Directive (CND) at the national level which is comprised of staff from the Ministry for Security and the PNTL General Commander and advises on the policy and strategy of the community policing program.

In addition to the CND there is a further level of control in the Management Council for Program's (MCP). This is composed of the chief of the national community police department with the assistance from its development partners, and is led by the PNTL second general commander.

At the municipalities level there is a Council of District Directive (KDD). The KDD's is comprised of the municipality commander, municipality administrator, and other linked departments that administer all eleven of the municipalities.

The implementation of the strategic activity is conducted by a range of bodies and includes Community Policing Program (KPK), volunteer security (SV), Police Officer School (OPE) and Police Officer Village (OPS); which were developed through the implementation of services in the communities themselves. KPK has been established in 10 villages from 11 municipalities, with a total of 110 villages taking part. SV has been established in 2 villages from Ermera and Viqueque municipalities. OPS has been placed in 410 villages from 12 municipalities including the Oe-cusse region; OPE has been established in 12 schools in the Dili municipality.

Despite this the difficult issue of implementing community policing still exists. The first issue that is faced is the legal basis for KPK and SV; *second* is the actual monitoring of KPK and SV; *third* are the conditions for OPS in the village and includes the dwelling, transport, communication, and security facilities that exist for the Suku Police. It also includes cooperation between government and civil societies that work for the same issue from different institutions or organizations involved with the same people in the same village.

The key point that is most concerning is the sustainability of the implementation of community policing in Timor-Leste once development partners' assistance has ended. FM believes that this is a good chance for the government of TL to continue to show its commitment to these programs and its dedication to HAKUAK principles. For this to happen the police first need to remain visible to residents and involve them to act for security and feel connected to the PNTL, *second*, The security services need to reduce the number of conflict and crimes, lastly, they need to ensure residents feel secure and strengthen the relationship between police and residents.



## **Recommendations**

FM recommends to:

- a. The National Parliament committee B to continue to supervise the implementation of the community policing in TL and for the government to invest more in Community Policing to benefit residents.
- b. The government to continue developing and support the community policing in concrete actions that have brought residents' confidence to police and residents have acted for security safety.
- c. The government and the PNTL general commander to continue supporting facilities, equipment and support police to act more professionally.
- d. The Interim Ministry, Ministry of Social Solidarity, PNTL and civil societies to act in a co-ordinated manner to act for conflict prevention, crimes and build peace.
- e. The PNTL general commander needs to guide work for KPK with its legal framework in order to avoid risk to KPK with effective monitoring.
- f. Encourage public to continue participating or to become involved with security actions and to strengthen the relationship between police and residents.



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## Annex 01: Meeting and Consultation

Name and Institution/Organization	Position	Total
<b><i>PNTL General Command</i></b>		
Commissary Police, Julio da Costa Hornay	PNTL General Commander	1
Superintendent Police, Natercia Martins	PNTL Operational Commander	1
Superintendent of Police Assistant, Boavida Reibeiro	Chief Department of the National Community Policing	1
Inspector Chief Police, Helena das Dorres	Assistant Chief of the National Community Policing Department	1
<b><i>PNTL Command of Aileu Municipality</i></b>		
Superintendent Police, Damiao da Silva Correia	PNTL Commander of Aileu Municipality	1
Martinho Matos	Municipality Administrator	1
Stations	Stations Commander or Administrative Post	3
PNTL of Aileu Municipality	Members	10
Chief Village	President of	10
OPS	Vice – President of KPK	10
KPK	Members	10
TAF – HAKOHAK	Coordinator of Municipality	1
<b><i>PNTL Command of Bobonaro Municipality</i></b>		
Superintendent Assistant Police, João da Costa	Assistant Commander of PNTL Bobonaro Municipality	1
Domingos Martins	Administrator of Bobonaro Municipality	1
Stations	Commander of Station or Administrative Post	4
PNTL of Bobonaro Municipality	Members	9
Chief Village	President of KPK	4
OPS	Vice – President of KPK	5
KPK	Membru	6
TAF – HAKOHAK	Officers of TAF – HAKOHAK	1
<b><i>PNTL Command of Covalima Municipality</i></b>		
Superintendent Police, Antonio Mauluta	PNTL Commander of Covalima Municipality	1
Stations	Station Commander or Administrative Post	4
PNTL of Covalima Municipality	Members	15
Police Post Village	Commander of Post Village	2
Community Leader	Chief Villages	8



<b><i>PNTL Command of Manatuto Municipality</i></b>		
Superintendent Police, Inacio Saldanha	PNTL Commander of Manatuto Municipality	1
Administration of Manatuto Municipality	Administrator Representative of Manatuto Municipality	1
Stations	Station Commander or Administrative Post	4
Administrative Posts	Administrator Post	1
PNTL of Manatuto Municipality	Members	15
Chief Village	President of KPK	5
OPS	Vice – President of KPK	6
KPK	Members	4
<b><i>PNTL Command of Oe-Cusse Region</i></b>		
Superintendent Police, Arnaldo de Araujo	PNTL Commander of Oe-cuse Region	1
Police Stations	Station Commander or Administrative Post	3
PNTL Oe-cusse Region	Members	11
Border Patrol Unit (BPU)	Commander and his members	8
Police Village	OPS	4
Community Leader	Chief Village	6
Veterans	Coordinator of Oe-cusse Region	1
Traditional Leader	Compere	1
<b><i>Government and Development Partners</i></b>		
Frei Guterres, Msi	Adviser Casa Militar of the Republic President	1
Lidia de Carvalho	Director of DNPCK	1
Adelio Tilman	Deputy Program Manager HAKOHAK – TAF	1
Francelino Guterres	Officer of HAKOHAK – TAF	1
Dr. Gordon Peake	Consultor for Monitoring & Assesment and Redesign Community Policing Programme, the Government of New Zealand in Timor-Leste	1
Dr. Bu Wilson	Consultor for Monitoring & Assesment of Community Policing Programme, the Government of New Zealand in Timor-Leste.	1
Police of New Zealand	Officer of TLCPP	2



## **Annex 02: Questionnaires**

1. Where has the implementation of community policing taken place?
2. What has been done by the community policing department?
3. What is your understanding of the community policing?
4. Who is running the community policing in your village?
5. What is your opinion on the implementation of KPK, SV in your village?
6. Who is involved with KPK and SV in your village?
7. What training has been held?
8. What is your role as member of the KPK and SV?
9. What successes and difficulties do you face?
10. Who supports the PNTL in implementing community policing?