

Operationalizing the Strategic Development Plan for Effective Results

Presentation by the Government of Timor-Leste

Governance and Institutional Development
by Minister of Justice



Timor-Leste & Development Partners Meeting (TLDPM)

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1. Summary of SDP Sector Matrix Governance of Development of Institutions

Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
1. Ensure defence, security and national stability	1.1. Reform and develop the security sector maintain safety and public order	8	7
	1.2. Development of legislation for the Defence Sector	1	17
	1.3. Restructuring and training of F-FDTL and SSD human resources	1	5
	1.4. International Cooperation in the field of Defence and Civil-Military Cooperation	1	4
	1.5. Development of Infrastructure and Equipment for F-FDTL and MoD	1	14
	1.6. Development of Command and Control Systems	1	4
	1.7. Training and Qualifications of Human Resources from the Armed Forces, Security Forces and Services and Senior Officers of the Ministry, IDN, Ministry of Defence and Security and Ministry of Public Administration, as well as the public, cooperative and private sectors.	4	4
	1.8. Consolidate the IDN as the institute with scientific responsibility in Research, Development and Innovation (RDI) in the fields of Defence and Security	3	3

2. Summary of SDP Sector Matrix Governance of Development of Institutions

Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
Cont. (Goals 1)	1.9. Strengthen the national and international positioning of the IDN and increase the dissemination of information and of debates on national and international themes in the context of Defence and Security	3	3
	1.10. Create resources and conditions directed at the quality and efficiency of the different functions, areas and services of IDN	3	3
2. Ensure an effective and accessible justice system	2.2.1. Access to justice: the justice sector will have developed its mechanism to bring justice closer to citizens	2	4
	2.2.2. The independence of the judiciary, the autonomy of the Public Prosecution and the full exercise of the legal professions will have been reinforced.	5	12
	2.2.3. The principles of non-discrimination, awareness of the issues relating to gender and the protection of vulnerable groups and of human rights are secured by the Justice Sector.	4	8
	2.2.4. Development of Infrastructure through Information Technology in the Justice Institutions	1	1

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Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
Cont. (Goals 2)	2.2.5. Reform of the Legal Framework and strengthening and harmonization of the legal framework in the legal justice system	2	4
	2.2.6. Ensure Public Authorities have in-depth knowledge on human rights and good governance in the institutional framework.	2	7
	2.2.7. Ensure the Authorities involved in preventive and corrective activities are knowledgeable on human rights and good governance to avoid the violation of human rights and of good governance principles	2	7
	2.2.8. Vulnerable people will be protected from the violation of human rights and have access to good public services and care.	1	5
	3. Global integration and positioning of Timor-Leste	6	13
	3.3.1. Timor-Leste will be a member of relevant global organizations and institutions that best serve the needs of the people	2	2
	3.3.2. Timor-Leste will lead the CPLP, assuming the Presidency in the biennium 2014-2016. The Government of Timor-Leste through the Council of Ministers established a Preparatory Commission for X CPLP Summit.	2	2
	3.3.3. Has been conducted and implemented a comprehensive evaluation of Missions in exterior. Establishment of an evaluation team of Missions abroad.	2	2
	3.3.4. Continued increase in the number of employees according to the needs at the central and abroad and trained according to the	2	2

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Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
4. Strengthen the democratic culture through accountability and transparency in the public sector	4.4.1. Strengthen the capacity of the institutional organization of the CAC with technical staff specialized in preventing and fighting corruption.	2	3
	4.4.2. Ensure effective articulation of services with the legal authorities in the fight against corruption.	1	4
	4.4.3. Increase the integrity of the public sector and promote civic education by the citizens on anti-corruption matters.	1	3
	4.4.4. In strategic partnership (both internal and external) with the programme to avoid the risk of corruption	1	2
	4.4.5. Government Spokesman	1	1
	4.4.6. Efficiency in the meetings of the Council of Ministers and Strengthening the Capacity of Young Legal Experts	1	4
	4.4.7. 3 Legal Support and Continuation of the Legislative Process at the Level of the Whole Government	3	3
	4.4.8. Promote Transparency in Government Actions and Improve Institutional Management	1	1
	4.4.9. Specialized, Trained and Autonomous Human Resources in the Support to Legislative Development in Timor-Leste	3	3

2. Summary of SDP Matrix Sector Governance of Development of Institutional

Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
Cont. (Goals 4)	4.4.10. Creation of a Legal Research Centre that is open to the public and to those undertaking legal studies.	1	1
	4.4.11. Ensure freedom of speech and access to information	4	5
	4.4.12. Ensure the Relationship between Government, Parliament and Other Entities	1	1
	4.4.13. Dissemination of Information to the public and promotion of a participative environment, with access to information on the political life of the country.	3	3
5. Effective, efficient and responsible management of the public sector	5.5.1. Lead the management and performance of the Public Sector	1	1
	5.5.2. Improve the framework for management of the Public Sector	5	7
	5.5.3. Develop and support capacity of public servants	3	3

2. Summary of SDP Sector Matrix Governance of Development of Institutions

Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
5. Cont. (Goals 5)	5.5.4. Disclose official acts to the Timorese society and supply graphic services to the State and to the private sector	3	5
	5.5.5. Specialized, trained and capable human resources to provide the activation and application of other resources.	3	5
	5.5.6. Technology and innovation to overcome the complexity and uncertainty arising from the growing globalization of the economy.	1	1
	5.5.7. Preserve, conserve and enrich asset portfolio.	2	4
	5.5.8. Promote the training of Communication Officers in the Public Service (media officers among others).	1	1
	5.5.9 Specialized Training in Journalism	1	1
	5.5.10. Seminar for Communications Professionals in Timor-Leste	1	1

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Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
5. Cont. (Goals 5)	5.5.11. Training support for other institutions in Timor-Leste	1	1
	5.5.12. Increase efficacy, efficiency and accountability on the management of the public sector through the "e-government" mechanism	1	2
	5.5.13. Strengthen the State Ministry Institutions and establish a monitoring system to improve the performance of services and the capacity of public servants serving the nation efficacy and efficiency with accountability and responsibility.	3	5
	5.5.14. Reinforce the accountability of the Financial Management of the Public Sector Coordinate and supervise bookkeeping and reconciliation of revenues, finance transfer and operations of current accounts, and manage public debt.	3	6
	5.5.15. As the National Development Agency increases its capacity and experience and develops its human resources, it will become the Economic Policy and Investment Agency.	2	2
	5.5.16. Strengthen and consolidate that National Procurement Committee with trained and qualified Timorese human resources to ensure that the projects are transparent and cost-effective.	1	1

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Goal (Level 1)	Sub-Goal (Level 2)	Of Product & Services (Level 3)	Of Main Activities (Level 4)
5. Cont. (Goals 5)	5.5.17. Undertake procurement procedures to ensure transparency and project cost-effectiveness.	1	1
	5.5.18. Provide technical assistance to other procurement procedures in the context of the ministerial levels.	1	1
	5.5.19. Provide technical assistance to the future district office and support decentralization. <i>Create mobile units for the CNA in the districts.</i>	1	1
	5.5.20. Institutional Strengthening of the CNA. <i>Capacity building of CNA staff through training, coaching sessions or formal seminars/adequate training, provided by international specialists or training undertaken abroad; reduce the amount of time required for completion of the procurement processes.</i>	1	2
6. Decentralization allows government duties and services to be efficient, responsible and attentive to the needs of citizens, especially in what refers to citizens who live in poverty, who are vulnerable and who are marginalized	6.6.1. Implement decentralization policies - establishment of 3 to 5 municipalities in agreement with the new model of municipal government - (DMS-1)	3	18

2. Key Progresses/Achievements

Security

- ✓ PNLT continues to develop its institutional capacity and operational ability to strengthen the service as a professional police force. **Current Situation:** The PNLT has established a 5 Year strategic plan and has an annual action plan to follow.

Defense

- ✓ The legal framework of the F-FDTL was established, ensuring democratic control, aiming to strengthen the development of the legislation, defense and support processes and systems to make appropriate decisions. **Current Situation:** The process is under development.

Justice

- ✓ Access to justice is being promoted on a gradual basis across the Timorese territory. **Current Situation:** 4- district courts were created (Dili, Baucau, Suai and Oecusse), 4 Public Defender Offices and 7 attorneyship (Yet still not enough to bring justice to all citizens of the districts)

PDHJ

- ✓ - Timor-Leste government has implemented a mechanism that ensures the protection of vulnerable groups to face human rights abuse. **Current Situation:** PDHJ organizes and participates in the working group to safeguard human rights, prisoners, gender and children, and also sends the recommendation to the competent institution.

PCM

- ✓ Dialogue and discussion with relevant stakeholders and CPIP countries. Development of Policy on the ZEESM (Special Zone Exclusive Free Market). Preparation and publication of necessary legislation **Current Situation:** The ZEESM Oecusse was created. Awaiting promulgation by the President.

Continuation

Good Governance - GSPBG (CAC)

- ✓ Recruited staff in the areas of research, prevention and education gradually increasing up to 50%. In 2017 it shall be 150 employees. **Current Situation:** There currently is 30% (15 researchers, 6 employees in the area of prevention; 7 employees in education and research; 17 employees General Administration; 1 Media officer; 7 drivers, 3 security guards)

PGR

- ✓ Produced a research report which refers to the quality and number of completed cases, which achieves more than 80% by the Public Prosecutor.

PCM/SECM

- ✓ Provided administrative support, recruitment of national and international advisors, equipment maintenance, management supply and logistics and financial management. **Current Situation:** meetings of the Council of Ministers take place normally, existing support equipment is operating, hired 3 national advisors and 2 international advisors.

MNEC (Ministério dos Negócios Estrangeiros e Cooperação)

- ✓ Timor-Leste continues to play its role in the organization and g7 + international dialogue on peace building and state-building (**Current status:** Timor-Leste President delivered the g7 + and the co-president of the International Dialogue on Peace building and State Building in Sierra Leone as President and Co-President). Timor-Leste continues to be an active collaborator in this agenda.

Continuation

SECOM

- ✓ Protocols of cooperation and support with the INCM (Imprensa Nacional / Casa da Moeda em Portugal) and other institutions were established. **Current Situation:** The procedures of bilateral cooperation are to be established.

Public Service Commission / CFP

- ✓ Created Laws, rules, policies and practices for human resources in order to achieve the established goals for strategic plan development TL 2011-2030. **Current Situation:** The objectives of the strategic plan have not yet been fully achieved.

SEFI

- ✓ Held diagnosis to national state institutions to understand their current condition and submit the results to the Council of Ministers. Preparation of the Draft Policy to Strengthen and implementation of the pilot project in five years.

GPM/MF

- ✓ All RDTL funds are managed through the Central Bank. The funds from development partners appear reflected in the National Budget captured and consolidated properly. **Current Situation:** All government institutions use the SIGF.

ADN (Agência de Desenvolvimento Nacional)

- ✓ Capacity Development of the AND. Institutional and individual empowerment through continued recruitment and training of staff. **Current Situation:** 20 newly recruited technical; training to Timorese junior technicians.

Continuation

- ✓ CNA (Comissão Nacional de aprovisionamento)
 - New officers of provisioning were hired to work in the districts with special urgency to the Oecusse ZEE; **Current Situation:** training for provisioning officers who will play roles in the districts; conducting provisioning processes for local needs. Preparation for the creation of the mobile unit in the ZEE of Oecusse.
 - ✓ MAE (Ministério da Administração Estatal)
 - By the year 2016 the municipalities may be implemented in Timor-Leste, according to the forecast and the policy set by the Government. The Administrative Decentralization is being prepared. Their execution and implementation will be carried out when there is approval by the Council of Ministers and PN.
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3. Key Challenges

- Few human resources with proper training;
- Lack of technical support for Sector Governance and Development Institutional ;
- No systematic Co-ordination between the Ministry and the sector of Institutional Development Governance and Development Partnerships.
- The focal point of the DPCM (Coordinating Mechanism and Development Policy) is always in substitution, so the coordination mechanism is quite ineffective.

4. The Way Forward

- Training and Qualification of Human Resources
 - It is necessary to establish a system of online Co-ordination between the Ministry and the sector Governance Institutional Development, Partnerships and Development.
 - Keep contacts with partners and organizations, to support the services subsectors.
 - Continue the capacity building of existed staffs in order to efficiently handle the existing workload.
 - Betting on interministerial communication with a view to better collaboration between ministries and state secretariats that constitute the government.
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