



## Lessons learned study on UNMIT's police activities documents the successful handing over of policing responsibilities to the Timor-Leste National Police

The Standing Police Capacity (SPC) supported the Police Component of the UN Integrated Mission in Timor-Leste (UNMIT) in documenting best practices and lessons learned on UNPOL activities from the entire span of UNMIT's engagement in Timor-Leste (2006-2012) that could be replicated in other UN peacekeeping missions.

At the request of the UNMIT Special Representative of the Secretary-General (SRSG) and the UNMIT Police Commissioner, SPC Training Adviser Amod Gurung and SPC Legal Affairs Officer Ravi Reddy were deployed to Timor-Leste for a period of five weeks (15 November to 20 December 2012).

In order to capture the experiences and best practices observed in UNMIT, Messrs. Gurung and Reddy conducted extensive interviews with UNMIT senior management, current and former UNMIT Police senior management, key UNPOL officers, UNMIT civilian staff, heads and staff of relevant UN Agencies, Funds and Programmes, the Timor-Leste Secretary of State for Security, the General Commander of the Polícia Nacional de Timor-Leste (PNTL), key PNTL officers, key bilateral partners, national and international NGOs active in the security sector, and members of civil society.

"The discussions we had with key players in Timor-Leste were enlightening as we were able to draw a number of lessons and good practices and processes from UNMIT's six years of operational and capacity building support to the national police in Timor-Leste," said Mr. Gurung. "We were given a clear picture of how UNMIT, specifically its Police Component, overcame the difficulties in meeting timelines for the various certification, consolidation and final resumption phases."

While UNMIT's engagement in Timor-Leste was unique in many ways, the progression of UNPOL as it moved along with the PNTL through the various phases



SPC Training Adviser Amod Gurung (right) and SPC Legal Affairs Officer Ravi Reddy (left) presenting the SPC Plaque of Appreciation to UNMIT Police Commissioner Luis Miguel Carrilho (center) on behalf of the Chief of SPC.

of the restoration process resulted in several useful best practices that could be adapted to various UN police activities around the world.

Based on interviews and the wealth of documents obtained during the study, the SPC Team liaised with the UNMIT Police component to produce a report summarizing both the best practices and lessons learned from the UNMIT UNPOL component from 2006 through 2012.

The study took into account the historic development of UN activities in Timor-Leste through the lens of UNPOL activities beginning with the deployment of UNMIT on the ground as an executive police force and all the steps undertaken to complete the Supplemental Policing Agreement (SPA) frameworks. The framework underlined the initial, consolidation and reconstitution phases as well as the final UNPOL drawdown phase. The SPC Team analyzed the best practices and lessons learned in each of these phases.

The SPC Team noted that police reform was intrinsically a political process and despite all the technical expertise and

understanding, failure to balance these aspects could lead to serious difficulty.

The team also noted various innovative operational initiatives that were undertaken to ensure law and order and peaceful transition. The primary shortcoming was that the period to conduct the lessons learned project came towards the final closure of the mission: many critical interlocutors had already left the mission; most of those remaining were busy with end-of-mission formalities.

"It has been a privilege not only to have been given the opportunity to take part in this important exercise, but also to have had the chance to work with UNMIT prior to my appointment with the SPC," Mr. Reddy stated. "I share the views of my colleagues in SPC that the lessons and good practices drawn from this study will be useful for other UN peacekeeping missions."

A full report of the lessons learned study will be finalized by the end of January and submitted to the UNMIT Police Commissioner for further action.

## SPC Team in the field

### Looking back at the partnership between SPC and UNMIT

The SPC since it was established was called in various occasions to render crucial support to UNMIT.

In March 2008, the Police Reform Adviser and the Training Adviser of SPC joined the Team of Experts led by the Police Adviser for Police Assessment in Timor-Leste.

The ensuing report (S/2008/329 of 16 May 2008) contained a series of recommendations to several stakeholders, including UNMIT and the Government of Timor-Leste. The Secretary-General and the Security Council endorsed the report's findings and recommendations.

In order to expedite the implementation of key recommendations made in the report, a four-member SPC support mission was deployed to assist UNMIT in the areas of:

(1) development of a new certification policy, in consultation with the Government of Timor-Leste, outlining the certification process, the decision-making modalities, and the detailed certification criteria;

(2) a revitalized certification strategy, developed in consultation with the Government, outlining the target numbers for final certification of the remaining Policia Nacional de Timor-Leste (PNTL) officers in quarterly segments leading to the closure of the certification process for at least 80 % of PNTL officers by 31 December 2008, based on specific benchmarks and resources to be provided by the Government, UNMIT and donors, as appropriate;

(3) restructuring of the existing "mentoring" process that allowed timelines and targets in the certification strategy, and

(4) a description of the detailed actions, benchmarks and timelines that formed the basis for a proposed addendum to the Policing Arrangement that ensured its full implementation in accordance with its terms and relevant Security Council resolutions. The team assisted the mission in the implementation of the expert panel recommendations and paved the way for gradual handover of the executive policing roles.

In December 2008, the SPC Reform Adviser participated in a seminar on Security Sector Reform (SSR) which was jointly organized by the Timorese Presidency and Government with the support of UNMIT. The SPC Reform Adviser shared his expertise through his presentations on (1) police reform and (2) integrated border management. The presentation on police reform focused on policing in the national security sector, practical reform building aspects, managing change, the citizens value and price for police service. The presentation on border security management covered principal aspects, key border security capabilities, models and structures, operational concepts, cornerstones of border security assessment, and price for border security.

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From Left: SPC Legal Affairs Officer Ravi Reddy, SPC Training Adviser Amod Gurung, UNMIT Police Commissioner Luis Miguel Carrilho, and the PNTL General Commander Longinhos Monteiro. (December 2012)



SPC Training Adviser and SPC Legal Affairs Officer with the Chairman and staff members of Fundasaun Manhien, a prominent local NGO in Timor-Leste. (December 2012)



The SPC Team with UNMIT Police Commissioner in a presentation by the Malaysian FPU. (April 2012)



During a visit to Comoro Sub-District Community Policing, Timor-Leste. (April 2012)



From Left: Police Division Team Leader Asia and Middle East Faisal Shahkar, UNMIT Police Commissioner Luis Miguel Carrilho, Timor-Leste President H.E. Taur Matan Ruak, Police Adviser Anne-Marie Orlor, UNMIT Acting Special Representative of the Secretary-General Finn Reske-Nielsen, SPC Police Analyst Melanie Blais, and SPC Legal Adviser Jeffrey Buenger, pose for a group photo during Police Division-led visit in UNMIT in April 2012.

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(Looking back...)

SPC's support to UNMIT continued in 2009, when the SPC Public Order Adviser was deployed to monitor the Mobile Training Team (MTT) and the Soft Kinetic Projectile training for the appropriate professional UNPOL to be deployed to the Mission. A training program and related manual were developed in consultation with the Mission Management.

In 2011, the SPC IT Officer supported UNMIT in developing and implementing a customized online reporting system, the electronic Support Monitoring Advising Assisting Reporting & Training (eSMAART) system. The system was designed to improve and standardize the information collection and reporting process, replacing labor intensive e-mail based/Microsoft Word document reporting system. Through eSMAART, UNMIT was afforded with enhanced and timely critical information sharing throughout the mission, an accurate tracking of resources, logistics, activities, a systematic overview of the progress and condition of the mission in, among others, the implementation of the UNPOL/PNTL Joint Development Plan for the UNPOL senior management. In 2012, SPC also assisted UNMIT in conducting an assessment of the technical possibilities to hand-over eSMAART to the PNTL. However, it was found out that eSMAART cannot be handed-over to PNTL, not only due to the technical limitations, but also due to the difference in reporting needs. As a result, SPC proposed an SMS-based reporting system called electronic SMS-based Police Evaluation, Reporting and Transaction Organism (eSPERTO) for use by the PNTL.

In April 2012, a Police Division team led by Commissioner Ann-Marie Orlor, DPKO Police Adviser, visited UNMIT. The SPC Legal Adviser and Police Analyst joined this two-week PD visit, which was intended to (1) review the police staffing/rotation and assist the police component in finalizing the phased drawdown plan; (2) identify key UNMIT Police skills that will be required until the end of the mandate, and possibly beyond, to provide continued support to the PNTL; (3) assess progress made in the preparations for the certification of full reconstitution of the PNTL; and (4) identify any support that UNMIT might require from Headquarters in order to complete the above tasks in cooperation with the relevant Government authorities.

To further assist UNMIT in the preparatory work leading to the final certification of the PNTL, the SPC Legal Adviser was deployed for one month in July 2012. The SPC Legal Adviser supported the preparation of the Joint PNTL/UNPOL Assessment of the Institutional Capacities of the PNTL, which focused on (1) the ongoing exercise of policing by the PNTL, including adequate response to public order incidents; (2) whether gaps and weaknesses identified in the joint field assessments of all Districts and Units by the JFAT were being addressed, inter alia, through concentrated training and capacity building activities; and (3) whether there was continued and identifiable progress in the five areas of the PNTL-UNPOL Joint Development Plan (JDP): legislation, administration, operations, discipline, and training.

The review was centered around the activities of the JDP but also focused on the PNTL's ability and capacity to: maintain public order and security; prevent crime; conduct community policing; ensure the maintenance of conduct and discipline within the organization; protect, respect and promote human rights; and maintain overall operational readiness including their ability to efficiently and effectively respond to emergencies.

The SPC also provided UNMIT valuable advice remotely as follow up to all the work and projects completed.