

2023 — 2030

Planu Estratéjiku:
Planu Dezenvolvimentu
Sustentável bá
Polisiamentu iha
Timor-Leste

POLÍCIA NASIONAL TIMOR-LESTE



2023 — 2030

Strategic Plan:
A Plan for Sustainable
Development of
Policing in Timor-Leste

NATIONAL POLICE OF TIMOR-LESTE



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Polísia Nasionál Timor-Leste

Quartel Geral da PNTL, Rua Jacinto
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Developed in partnership with the Australian Federal
Police Timor-Leste Police Development Program.
Dizeenvolve ona hamutuk ho Australian Federal
Police Timor-Leste Police Development Program.



Hamutuk halo
Komunidade ida
ne'ebé Seguru liu.

Safer
Communities,
Together.



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TANBA SÁ PLANU NE'E IMPORTANTE?

Polísia Nasionál Timor-Leste iha planu ida ba futuru; planu ida bá dezvoltamentu sustentável ba polisiamentu iha Timor-Leste. Ami-nia planu ambisiozu no sei lori tempu atu implementa. Maske nun'e'e, planu ne'e kritiku bá dezvoltamentu Nasionál iha ami-nia nasaun no **hamutuk** halo comunidade ida ne'ebé **seguru-liu**.

Ita nia mundu ne'e hetan mudansa rapidu ne'ebé nunka akontese iha tempu uluk iha aspeitu hotu-hotu husi ita nia sociedade. PNTL ne'e la'os imune husi mudansa no ita tenke halo mudansa hodi servi Timor – Leste ho di'ak tuir ita bele. Atu halo ida ne'e, ita presiza planu ida. Dezde ofisialmente sai hanesan forsa polísia nasional Timor – Leste nian liu ona dékade rua liu ba, PNTL atinje ona aspeitu oioin; maibé ita sei iha tan buat barak mak sei presiza atu halo.

Ita presiza atu hanoin kona-ba ita iha ne'ebé no saida mak ita aprende tiha ona karik ita harii husi ita nia alkansamentu sira. Ida ne'e inklui refleta ba ita nia forsa no frakeza sira nu'udar ajénsia polisiamentu foin-sa'e ida iha operasaun mundu nian iha país foun liu ida iha mundu ne'e. Planu ida ne'e atu apresenta oportunidade hodi halo ida ne'e, nune'e mós hodi responde ba entre dezafiu no oportunidade sira ne'ebé kria ona husi mudansa sira ne'ebé hale'u ita.

Iha pajina sira tuir mai, ho klaru ita hatúr ita nia vizaun ba futuru. Ita nia vizaun aliña ho meta sira dezvoltamentu Timor-Leste nian no foka iha forneseменту polisiamentu no rezultadu ezekeusaun lei nian ne'ebé haforsa demokrasia, sustentavel dezvoltamentu nasional no mellora prosperidade.

Ita tenke kuriozu no hanoin ba oin karik ita atu hetan ita nia fatin no komprende ita nia importansia iha mundu ida ne'ebé sempre iha mudansa. Ita tenke buka ideia foun no maneira

sira serbisu nian karik ita hakarak atu sai hanesan ajénsia respetozu polisiamentu nian ida ne'ebé kontenporáriu no hetan fi'ar husi comunidade sira ne'ebé ita eziste hodi servi bá.

Signifika tau prioridade bá comunidade tamba ne'e maka polisiamentu komunitáriu nu'udar sentru husi estratéjia ida-ne'e. Ita-nia tradisaun funsiona ho diak to'o ohin loron, maibé proteje propriedade no vida tuir esperansa **komunidade** nian presiza aprosimasaun estratéjika.

Prezerva seguransa no protesau interna hahú husi ita-nia povu. Planu ida-ne'e sei tulun ita hodi harii **forsa-de-traballu** unifikadu no profisional ne'ebé kompromete atu serbi comunidade sira. Sei mos sai matadalan bá investimentu futuru ba ita-nia povu hodi asegura ita-nia forsa-de-traballu hala'o serbisu profisional no iha oportunidade ba sira nia dezvoltamentu.

Ita sei esforsu hodi responsabiliza liu-tan no transparansia iha ita nia tratamentu ho **governu**. Sentru ba ida ne'e mak sei mellora dezempeñu operasionál no halo tuir rekerimentu sira governasaun nian.

Ami-nia estratéjia inklui haluan ami-nia vizaun global nomos foka atensau liután ba nasaun laran. Ami iha ona relasaun produtivu ho parte-interesante sira tantu nasional no internasionál, no sei continua aproveita no aprende husi **parseiru** sira.

Planu ida foin de'it mak atu hahú. Komprensivu ho planu asaun anuál ne'ebé sei akompaña dokumentu ida ne'e hanesan baze aprosimasaun pur-etapa husi tempu ba tempu. Ita sei hasoru dezafiu sira bainhira ita implementa ita nia vizaun maibé sei esforsu hodi buka tuir ita nia progresu husi tempu ba tempu. Karik la-hó ita nia sasukat planu ida, ita sei la-ia preparasaun ba futuru, no sei labele atu halo balansu ho natureza no mudansa ne'ebé rapidu.

Mudansa katak kona-ba povu, ho razaun ne'e maka planu ida-ne'e dezvoltave atu inklui sira ne'ebé maka ami serbi, sira ne'ebé maka servisu ba ami no servisu ho ami. Ida-ne'e refleta ami-nia anbisaun inkluziva ba futuru ida **hamutuk**; husi povu Timoroan, ba povu Timoroan.

Inkluzividade no identidade Timorense mak karakteristika ba planu ida-ne'e. Ami-nia objetivu estratéjiku numera ho lian Tetun, nomos lian Tetun ho Inglés kontein hamutuk iha dokumentu ne'e. Objetivu atu promove komprensaun mutúo no sentidu propozitu entre sira ne'ebé lee planu ida-ne'e.

Ha'u ho laran haksolok hodi komenda ba Planu Estratéjiku PNTL nian ba tinan 2023 – 2030 ba ita nia comunidade sira, ita nia forsa-de-travallu, Governu Timor-Leste no ita nia parseiru sira. Tan ne'e, ha'u hakarak atu hato'o ha'u nia agradesementu ba sira ne'ebé kontribui ona ba planu ida ne'e direta no/ka sira ne'ebé parseria



Komandante-Jerál PNTL
Komisáriu-Jerál Henrique da Costa, M.Si



2º Komandante-Jerál PNTL
Komisáriu Pedro Belo Lic. Dir

ho kada PNTL no loroloron hodi halo ami nia país sai fatin ida ne'ebé di'ak liu:

- Eis-Komandante Jerál da PNTL (Komisáriu Polísia Faustino da Costa) no eis-Segundu Komandante Jerál da PNTL (Komisáriu Polísia Mateus Fernandes) ne'ebé inisia ona planu ida ne'e no lori ita nia vizaun ba moris futuru nian;
- Komitiva Planu Estratéjiku PNTL nian ba sira nia apoiu governasaun no asisténsia konsultasaun ho parte interesadu sira liu-husi prosesu dezvoltamentu nian;
- Polísia Federál Australianu Programa Dezvoltamentu Polísia Timor-Leste ba sira nia kontinuasaun dedikasaun no komprimisiu ba serbisu ne'ebé ita halo hodi benefisia ba comunidade Timorense tomak;
- Governu Timor-Leste ba sira nia konsellu estratéjiku;
- Sociedade sivil, akadémista no organizasaun naun-governu nian ba sira nia kontribuisaun; no
- Sira seluk-seluk tan ne'ebé ha'u la temi kada individuál maibé sira ne'ebé fahe ona, no continua hodi fahe jornada ida ne'e hamutuk ho ami.

Obrigadu barak!

Komisáriu-Jerál Henrique da Costa,
Komandante-Jerál PNTL

WHY IS THIS PLAN IMPORTANT?

The National Police of Timor-Leste, Policia Nacional Timor-Leste (PNTL), has a plan for the future; a plan for sustainable development of policing in Timor-Leste. Our plan is ambitious and will take time to implement. However, our plan is critical to the national development of our country and to making **safer communities, together.**

Our world is changing at a rate like never before shaping all aspects of our society. PNTL is not immune from change and we must change to serve Timor-Leste as best as we can. To do this we need a plan. Since officially becoming the national police force of Timor-Leste more than two decades ago, PNTL has achieved a great deal; but we have much more to do.

We need to take stock of where we are and what we have learned if we are to build on our achievements. This includes reflecting on our strengths and weaknesses as one of the youngest policing agencies in the world operating in one of the newest countries in the world. This plan presents the chance to do just that as well as respond to both the challenges and opportunities created by changes around us.

In the pages that follow, we clearly set out our vision for the future. Our vision aligns with the development goals of Timor-Leste and focuses on delivering policing and law enforcement outcomes that strengthen democracy, sustain national development and enhance prosperity.

We must be courageous and forward thinking if we are to find our place and understand our importance in an ever-changing world. We must seek out new ideas and ways of working if we are to become a contemporary policing agency respected and trusted by the communities we exist to serve.

This means putting our communities first which is why **community** policing is at the heart of this strategy. Our traditions have served us well to date but protecting property and life as our communities expect requires a strategic approach.

Preserving internal safety and security starts with our own people. This plan will help us to build a unified and professional **workforce** committed to serving our communities. It will also guide future investment in our people ensuring our workforce are engaged in meaningful work and have development opportunities.

We will strive to be more accountable and transparent in our dealings with **government**. Central to this will be improved operational performance and compliance with governance requirements.

Our strategy involves broadening our global horizons as well as sharpening our domestic focus. We have developed productive relationships with both national and international stakeholders and we will continue to leverage and learn from our trusted **partners.**

This plan is just the start. Comprehensive annual action plans will accompany this document underpinning a phased approach over time. We will experience challenges as we implement our vision but will endeavour to regularly track our progress. Without a measurable plan, we will be ill-prepared for the future, and unable to keep pace with the nature and speed of change.

Change is all about people. For this reason, this plan has been developed to include all those we serve, those who work for us, and those who work with us. This reflects our inclusive ambitions for a future **together;** from the Timorese people, for the Timorese people.

Inclusivity and Timorese identity are features of this plan. Our strategic objectives are numbered in Tetun, and Tetun and English sit side by side in one document. The aim of this is to promote shared understanding and sense of purpose between those who read this plan.

I am delighted to commend the PNTL Strategic Plan for 2023 – 2030 to our communities, our workforce, the Government of Timor-Leste and our partners. In doing so, I would like to extend my gratitude to those who have contributed to this plan directly and/or those who partner with PNTL each and every day to make our country a better place to be:



General Commander of PNTL
General Commissioner Henrique da Costa, M.Si



2nd General Commander of PNTL
Commissioner Pedro Belo Lic, Dir

- the former Commander General of PNTL (Police Commissioner Faustino da Costa) and the former Second Commander General of PNTL (Commissioner Mateus Fernandes) for initiating this plan and for bringing our vision for the future to life;
- the PNTL Strategic Plan Committee for their governance support and assistance with stakeholder consultation throughout the development process;
- the Australian Federal Police Timor-Leste Police Development Program for their ongoing dedication and commitment to the work we do for the benefit of all Timorese communities;
- the Government of Timor-Leste for their strategic input;
- civil society, academia and non-government organisations for their contributions; and
- all others who I cannot mention individually but who have shared, and continue to share this journey with us.

Obrigadu barak! (Thank you!)

General Commissioner Henrique da Costa,
General Commander of PNTL

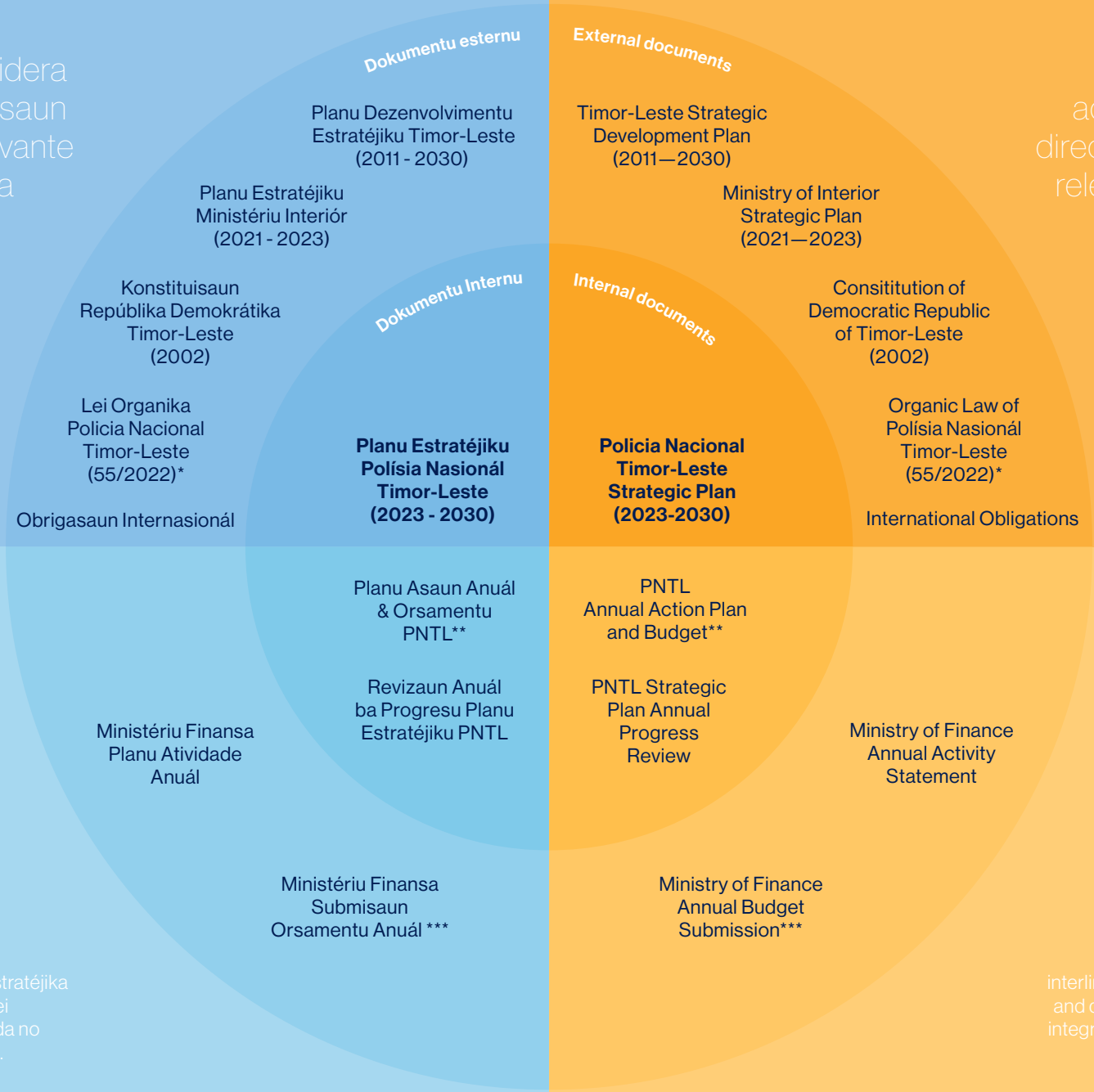
RELASAUN HO DOKUMENTU SIRA SELUK,
PLANU IDA-NE'E SEI HATUUR IHA NE'EBÉ?

Ami-nia planu konsidera
mós hanoin no diresaun
ezterna ne'ebé relevante
ba organizasaun nia
servisu

Estratêjia ▶

Fornesimentu ▶

Ami-nia planu konsidera mós
interligasaun entre intensaun
estratêjika no implementasaun.
Ida-ne' e sei ajuda ami ho
abordajen integrada no
kordenada iha implementasaun.



WHERE DOES THIS PLAN SIT IN
RELATION TO OTHER DOCUMENTS?

Our plan takes into
account thinking and
direction external to but
relevant to the work of
our organisation.

◀ Strategy

◀ Delivery

Our plan also considers the
interlinkages between strategic intent
and delivery. This will help us have an
integrated and coordinated approach
to implementation.

* Planu ida-ne'e konsidera mós lei sira seluk hanesan Lei Seguransa Nasionál (2/2010), Lei Seguransa Interna (4/2010), Lei Organika Ministériu Interíór (47/2020) no Lei Dekretu (69/2022).

** Dezenvolve ona planu asaun ida kona-ba atividade espesifiku ne'ebé atu realiza, no sai nu'udar mata-dalan ba implemntasaun. Ida-ne'e sei prepara no revê anualmente hodi hatoo ba Ministériu Finansa.

*** Planu ida-ne'e haktuir Governu Timor-Leste nia mata-dalan ba Dezenvolvimentu Proposta Orsamentu 2020 -2023 (no nia versaun sira tui mai).

*This plan also takes into account other laws including: National Security Law (2/2010), Internal Security Law (4/2010), Organic Law of Interior Ministry (47/2020) and Decree Law (69/2022).

**An Action Plan detailing specific activities and deliverables has been developed to guide practical delivery of this plan. This will be prepared and reviewed on an annual basis and inform submissions to the Ministry of Finance.

***This plan notes the Government of Timor-Leste Guidelines for the Development of Budget Proposals 2020-2023 (and subsequent versions).

POLICIA NACIONAL DE TIMOR-LESTE
COMANDO GERAL
5 PRIORIDADES DA PNTL



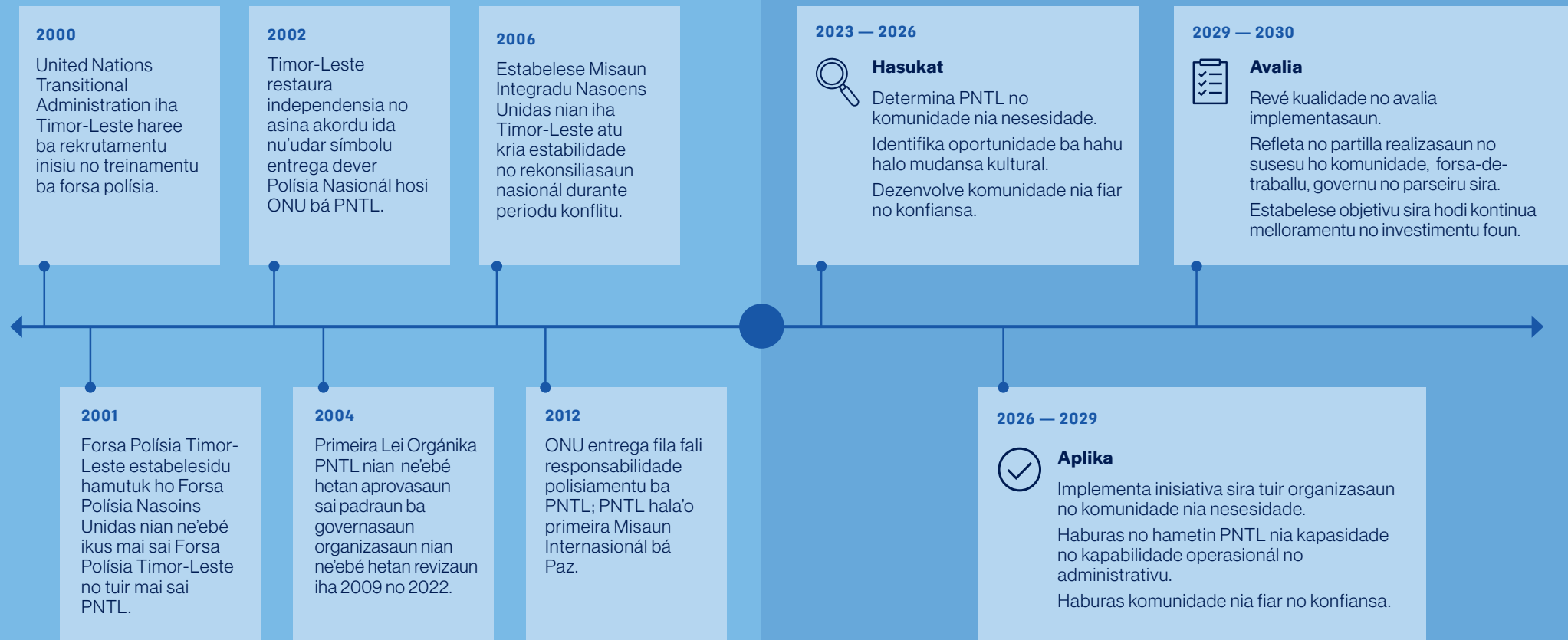
2023-2026

AMI MAI HUSI NE'EBE?

Ami-nia istória mak ami ne'e see, no ami nia dezvoltimentu durante ne'e.

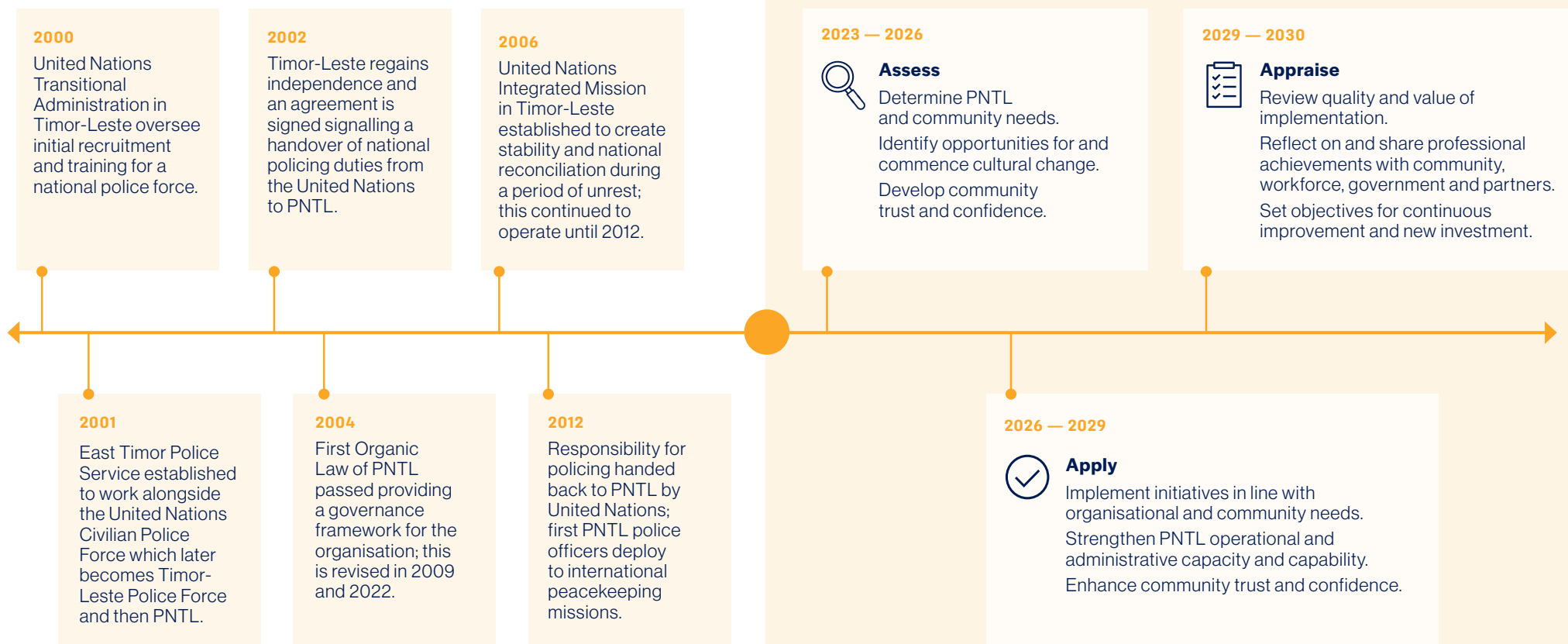
DAUDAUN NE'E AMI ATU BA NE'EBÉ?

Ami-nia istória importante atu komprende ami atu ba ne'ebé no prosesu mudansa.



WHERE HAVE WE COME FROM?

Our history is the story of who we are and our development over time.



WHERE ARE WE GOING?

Our history is important to understanding where we are going and the process of change.



MISAUN

Tan-sá ami eziste?

Ami buka atu **prevene, detekta, intervén** no **halo atuasaun** ba **krime, estragus** no **dezorden** atu nune'e Timor-Leste sai seguru no protejidu.

Ami halo esforsu atu mantein paz, seguransa, iha nasaun ne'e, hodi defende **estado-de-direitu** no proteje direitu no liberdade sira.

Ami sei fornese **sinerjia polisia** proativu ida hodi kontribui ba **dezenvolvimentu nasionál** ne'ebé **sustentavel**.

VIZAUN

Ami nia inspirasaun saida?

Ami forsa polisia **kontemporáriu**, ne'ebé iha respeitu husi comunidade, forsa-de-traballu, governu no parseiru sira.

Ami hala'o servisu ne'ebé **profisionál** no **proporsionál** ba polisiamentu, ho mós aplikasaun bá lei ne'ebé haburas no hametin demokrasia, hamentin dezenvolvimentu nasionál no aumenta prosperidade.

Ami **inparsial** no **independente** iha sentidu forte ba ami-nia identidade rasik.

VALOR SIRA

Saida maka enkoraja ami-nia servisu?



Responsabilidade



Profesionalizmu



Komprimisu



Respeitu



Servisu



Vizibilidade



Inparsialidade



Integridade

MISSION

Why do we exist?

We seek to **deter, detect, disrupt** and **respond** to **crime, harm** and **disorder** to make Timor-Leste safe and secure.

We strive to maintain peace, security and stability across the nation by upholding the **rule of law** and protecting rights and freedoms.

We deliver proactive **police synergy** to contribute to **sustainable national development**.

VISION

What do we aspire to be?

We are a **contemporary** police force respected by our communities, workforce, government and partners.

We deliver **professional** and **proportional** policing and law enforcement outcomes which strengthen democracy, sustain national development and enhance prosperity.

We are **impartial** and **independent** and have a strong sense of our own identity.

VALUES

What underpins our work?



Accountability



Professionalism



Commitment



Respect



Service



Visibility



Impartiality



Integrity

Ami foti aproximasaun integrada hodi halo Timor-Leste seguru no protejidu, liuhosi kombinasan kapabilidade iha área oi-oin.

SISTEMA KOMANDU NO KONTROLU SENTRALIZADU BÁ POLISIAMENTU*	Komandu Operasaun**	- Operasaun - Informasaun (inklui Intelijénsia) - Investigasaun Kriminál (inklui Forense no Pessoas Vulneraveis) - Tranzitu no Seguransa Rodoviária - Polisiamentu Komunitáriu - Armas no Ezplosivus - Protesaun ba Natureza
	Komandu Pesoál no Formasaun	- Rekursus Umanus - Formasaun - Saúde
	Komandu Administrasaun	- Orsamentu no Finansa - Tesouro - Lojística - Transporte no Manutensaun - Aprovizionamentu - Teknolojia Informasaun no Komunikasaun
	Funsaun no Servisu Apoiu Ezekutivu***	- Inspesaun Jerál (inklui Inspesaun no Auditoria; Investigasaun no Inkéritu) - Justisa no Disiplina - Gabinete Komandante Jerál - Konsellu Jerál (inklui Juridiku; Planeamentu Stratéjiku no Dezenvolvimentu; Kooperasaun no Relasaun Internasionál; Komunikasaun no Relasaun Pública; Jéneru Igualdade no Inkluzan) - Apoi u no Servisus
**Komandu Operasionál sira mak responsável ba diresaun no supervizaun ba Unidade Ezpesiál sira, Komandu Minisipál no Sentru Formasaun Polisia.	Unidade Ezpesiál sira	- Unidade Ezpesiál Polisia - Unidade Marítima - Unidade Fronteira
	Komandu Munisipál sira	- Aileu - Ainaro - Atauro - Baucau - Bobonaro - Cova-Lima - Dili - Ermera - Lautém - Liquiça - Manatuto - Manufahi - Oe-Cusse Ambeno - Viqueque
	Sentru Formasaun Polisia	- Akademia Polisia - Instituto Superior da Policia

We take an integrated approach to making Timor-Leste safe and secure by combining capabilities across a range of areas.

CENTRALISED COMMAND AND CONTROL SYSTEM OF POLICING*	Operations Command**	- Operations - Information (including Intelligence) - Criminal Investigations (including Forensics and Vulnerable Persons) - Traffic and Road Safety - Community Policing - Weapon and Explosives - Nature Protection
	Personnel and Training Command	- Human Resources - Training - Health
	Administration Command	- Budget and Finance - Treasury - Logistics - Transport and Maintenance - Procurement - Information Communication Technology
	Executive Support Functions and Services***	- General Inspectorate of Police (including Inspections and Audit; Investigations and Inquiries) - Justice and Discipline - Commander General's Office - General Counsel (including Legal; Strategic Planning and Development; Cooperation and International Relations; Communications and Public Relations; Gender Equality and Inclusion) - Support Services
**Operational Commands are responsible for the direction and supervision of Special Units, Municipal Commands and the Police Training Centre.	Special Units	- Special Police Unit - Maritime Unit - Border Unit
	Regional and Municipal Commands	- Aileu - Ainaro - Atauro - Baucau - Bobonaro - Cova-Lima - Dili - Ermera - Lautém - Liquiça - Manatuto - Manufahi - Oecussi - Viqueque
	Police Training Centre	- Police Academy - Superior Police Institute



*Estrutura ne'e korretu iha tempu publikasaun no sujeitu ba mudansa

*** Funsan sira ne'e relata direktamente bá PNTL nia ezekeutivu

*Structure correct at time of publication and subject to change

***These functions report directly to the PNTL Executive



SAIDA MAK ITA HAKARAK ALKANSA?

Ami nia objetivu sira refleta meta jeráis. Objektivu sira ne'e fahe ba tema haat, klasifikasaun no numerasaun ho lian Tetun.

KOMUNIDADE

Ida (1) Ami halo comunidade sira seguru no protejidu

Rua (2) Ami harii konfiansa no fiar

Tolu (3) Ami iha saida mak presiza atu halo comunidade seguru no protejidu

FORSA-DE-TRABALLU

Haat (4) Ami harii forsa-de-traballu ida ho komprimisu atu servi comunidade

Lima (5) Ami asegura katak ami-nia forsa-de-traballu iha rekursu ne'ebé presiza hodi hala'o knaar

Neen (6) Ami nia forsa-de-traballu unifikadu

GOVERNU

Hitu (7) Ami iha responsabilidade ba governu no comunidade ne'ebé ami servi

Walu (8) Ami kontribui ba rezultadu holistiku hosi aplikasaun ba lei

PARSEIRU SIRA

Sia (9) Ami partilla ideia no impatu sira

Sanulu (10) Ami valoriza parseria sira ne'ebé iha benefisiu bá malu



WHAT DO WE WANT TO ACHIEVE?

Our objectives reflect our broad aims. They are divided into four themes and are labelled and numbered in Tetun.

COMMUNITY

Ida (1) We make our communities safe and secure

Rua (2) We build community trust and confidence

Tolu (3) We have what we need to keep our communities safe and secure

WORKFORCE

Haat (4) We build a workforce committed to serving our communities

Lima (5) We make sure our workforce has what they need to do their jobs

Neen (6) We have a unified workforce

GOVERNMENT

Hitu (7) We are accountable to government and communities we serve

Walu (8) We contribute to holistic law enforcement outcomes

PARTNERS

Sia (9) We exchange ideas and impact

Sanulu (10) We value mutually-beneficial partnerships



KOMUNIDADE

	Ita planu atu halo saida?	Oinsá mak ita sei halo ida-ne'e?	Ida-ne'e oin sa?
 Ida (1) Halo ita-nia comunidade seguru no protejidu	Hatene ita ne'e se no saida mak ita defende	Harii ami-nia identidade rasik hodi respeita bá ita-nia baze istóriu rasik Identifika konfliktu no hala'o operasaun independentemente husi política	– Estruturasaun organizasionál – Inisiativa na'in no harii identidade – Governasaun organizasionál – Formasaun kona-ba étika
	Ajuda comunidade komprende saida mak ami halo	Hatene sá deit mak ami bele no labele halo iha comunidade Promove ami-nia funsaun no servisu sira ne'ebé ami hala'o	– Padraun servisu – Lejislasaun no regulamentu – Estratéjia ba komunikasaun públika – Kampanha orientada
	Hatudu ba comunidade rezultadu ne'ebé ami alkansa	Haktuir ami nia asaun ho respeito ba direitu umanu Hala'o polisiamentu báziku ho diak hodi prepara ba asuntu sira ne'ebé kompleksu	– Jestaun ba kazu – Hatudu liu hosi ezemplu – Política no prosedimentu polisiamentu nian – Rezultadu husi jestaun ba kazu
 Rua (2) Ami harii comunidade nia fiar no konfiansa	Halo polisiamentu komunitáriu sai sentral ba ami-nia funsaun	Reforsa importánsia ba polisiamentu komunitáriu Hakbesik servisu polisiamentu nian ba sidadaun sira liu-liu ba iha distritu sira	– Envolvimentu no divulgasaun – Treinamentu no dezvoltamentu forsa-de-traballu – Estratéjia ba rekrutamentu no retensaun – Alvu no medida
	Antisipa no responde ba kestaun no ameasa sira	Detekta no tenta atu hapara krime molok akontese, inklui hasa'e espesializasaun polisiamentu Atua apropriadamente tuir tempu bainhira krime akontese	– Abordajen ne'ebé lidera hosi intelijénsia – Operasaun espesifika ba comunidade no krime – Protokolu organizasionál – Investigasaun iha tempu lós no konsistente
	Haree ba comunidade nia preukupasaun sira	Rekoñese tipu no fatin problema, inklui preukupasaun husi grupu vulneravel sira Observa oinsá ita-nia comunidade halo interasaun ho lei	– Varedura (<i>scanning</i>) ambiental – Estratéjia ba igualdade jéneru, deficiente sira no inkluziun sosiál – Halibur informasaun – Hakbesik ba comunidade
 Tolu (3) Ami iha saida mak presiza atu halo comunidade seguru no protejidu	Identifika saida mak ita presiza hodi serbi comunidade	Dezenvolve infraestrutur ne'ebé adekuaadu ba finalidade no hola ekipamentu sira ne'ebé útil Halo aproveitamentu ba siénsia no teknolojia ne'ebé disponivel	– Avaliasaun kona-ba nesesidade anuál – Prosesu ba aprovizionamentu – Varedura (<i>scanning</i>) ambiental – Estratéjia ba auditoria no teknolojia nian
	Prioritiza ami-nia rekursu sira	Investe iha rekursu ne'ebé nesesáriu iha área ne'ebé presiza liu Hanoin ba saida mak ita presiza, la'os deit iha tempu agora maibe bá mós tempu iha futuru	– Planeamentu ba investimentu – Análize ba kustu réal polisiamentu nian – Previzaun no alokasaun orsamentu – Análize ba lakuna
	Mantein rekursus adekuaadu hodi hala'o ami-nia knaar	Uza ita-nia rekursu sira ba deit fins ofisiais Halo manutensaun no <i>stocktake</i> regulár	– Jestaun ba patrimóniu – Edukasaun ba forsa-de-traballu – Norma Prosedimentu Operasionál nian (NOP) – Sistema administrasaun no ajendamentu



COMMUNITY

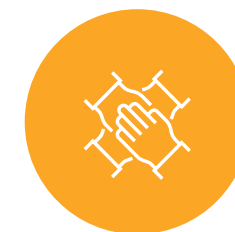
	What are we planning to do?	How are we going to do it?	What might this look like?
 Ida (1) We make our communities safe and secure	Know who we are and what we stand for	Forging our own identity while respecting our historical foundations Identifying conflicts and operating independently of politics	– Organisational structuring – Ownership and Identity building initiatives – Organisational governance – Ethics training
	Help the community understand what we do	Knowing what we can do and what we cannot do in the community Promoting our role and the services we provide	– Service charter – Legislation and regulation – Public communication strategy – Targeted campaigns
	Show the community we achieve results	Following through on our actions and respecting human rights	– Case management – Leading by example
		Doing the basics of policing well so we are ready for complex matters	– Policing policies and procedures – Case management outcomes
	Make community policing central to every role	Reinforcing the importance of community policing Bringing policing services closer to citizens especially in the districts	– Engagement and outreach – Workforce training and development – Recruitment and retention strategy – Targets and metrics
	Anticipate and respond to issues and threats	Spotting and trying to stop crime, harm and disorder before it happens including enhancing specialisation Acting appropriately and in time when crime does happen	– Intelligence-led approaches – Community and crime specific operations – Organisational protocols – Timely and consistent investigations
 Rua (2) We build community trust and confidence	Appreciate community issues	Recognising what and where the problems are, including the issues of vulnerable groups	– Environmental scanning – Gender equality, disability and social inclusion strategy
		Observing how our community interacts with the law	– Information gathering – Community outreach
	Identify what we need to serve the community	Developing fit for purpose infrastructure and purchasing useful equipment	– Annual needs assessment – Procurement processes
		Making best use of available science and technologies	– Environmental scanning – Technology audit and strategy
	Prioritise our resource requirements	Investing in what is needed most, where it is needed most	– Investment planning – True cost of policing analysis
		Thinking about what we need not just in the present but also the future	– Forecasting and budgeting – Gap analysis
 Tolu (3) We have what we need to keep our communities safe and secure	Maintain what we have so it is fit for purpose	Using our resources for official purposes only	– Asset management – Workforce education
		Undertaking regular maintenance and stocktakes	– Normative operating procedures – Administration systems and scheduling



**FORSA-DE-
TRABALLU**

	Ita planu atu halo saida?	Oinsá mak ita sei halo ida-ne'e?	Ida-ne'e oin sa?
 Haat (4) Ami harii forsa-de-traballu ida ho komprimisu atu servi ami-nia comunidade sira	Komprende nesesidade lokál no eziyensia espesífiku ba servisu no merkadu traballu	Kompetitivu iha ami-nia saláriu, subsidiu no kondisaun sira Komprende nesesidade lokál kona-ba maun de obra, treinamentu no dezinvolvimentu	– Avaliasaun merkadu forsa-de-traballu – Avaliasaun kustu-de-vida – Avaliasaun nesesidade anuál – Análize kona-ba fornecimentu no eziyensia
	Hala'o servisu ne'ebé signifikativu no úniku	Promove PNTL nu'udar fatin servisu ne'ebé rekompensa, hodi ajuda comunidade Ajuda ami-nia forsa-de-traballu komprende di'ak liu tan kona-ba comunidade nia preokupasaun sira, krime, lei no impaktu	– Proposta bazeia ba valores – Programa kona-ba rekompensa no rekoñesimentu – Dezinvolvimentu profisionál – Narativa ne'ebe loos
	Investe iha ami-nia sistema ba rekrutamentu no retensaun	Kompriende saida deit mak PNTL presiza hodi servi comunidade, no iha ne'ebé, independentemente husi organizaun sira seluk Dezinvolve ami-nia prosesu rasik, hodi tau ema ne'ebé loos, iha fatin ne'ebé loos, no ho abilidadade ne'ebé loos.	– Mapeamentu forsa-de-traballu – Referensia no rásiu – Planeamentu forsa-de-traballu – Progresaun kareira no treinamentu
		Kuñese ami-nia forsa-de-traballu, sira-nia kapasidade no kapabilidadade	– Deskrisaun ba kargu no perfil – Utilizaun no avaliasaun bá abilidadade
 Lima (5) Ami asegura katak ami-nia forsa-de-traballu iha rekursu sira ne'ebé presiza hodi hala'o knaar	Progresaun kareira ba ami-nia forsa-de-traballu	Harii no promove dalan ba kresimentu no lideransa, bazeia ba méritu no kompeténsia (diviza no nivel) Ezamina no otimiza oinsá hala'o knaar iha eskritóriu no iha patrulla Fó apoiu ba oinsa rezolve barreira profisionál no impedimentu sira hodi hetan rezultadu	– Regras bá promosaun no transparénsia – Programa bá lideransa (akadémiku, tékniku no operasionál) – Kódigu konduta no padraun profisionál – Jestaun dezempeñu – Mentorizaun formál no akompanamentu – Rede informál ho ema seluk
	Hametin responsabilidade, reziliensia no abilidadade atu ultrapasa difikuldades	Hadi'a servisu kona-ba saúde no bem-estar membru PNTL nian	– Apoiu asesível ba saúde no bein-estar – Balansu entre servisu ho moris
	Planu ba futuro	Hola medida atu implementa planu susesóriu	– Rotasaun ba forsa-de-traballu – Previzaun ba futuro
		Observa no utiliza di'ak liu tan sistema no prosesu husi komunikaun emprezariál	– Norma prosedimentu operasionál nian (NOP) – Asesu no rekoñesimentu bá teknolojia
 Neen (6) Ami nia forsa-de-traballu unifikadu	Mellora oinsa ami komunika ba malu	Fahe informasaun di'ak liu tan entre ekipa no iha organizaun laran	– Estratéjia bá komunikaun interna – Envolvimentu forsa-de-traballu
	Harii forsa polísial ne'ebé hakbesik ho funsionáriu públiku sira ne'ebé servisu ba PNTL	Kria oportunidade ba ofisiál polísia no funsionáriu públiku PNTL nian atu servisu hamutuk diak liu tan	– Taskforce no operasaun conjunta – Sistema no prosesu bá jestaun
		Enkoraja atu fahe koñesimentu no abilidadade iha servisu fatin	– Mentorizaun no akompanamentu – Alokasaun temporária no destakamentu
	Inklui feto, ema ho defisiénsia no grupu desfavorisidu sira seluk	Valoriza kontribuisaun husi feto no fasilita progresaun karreira Fasilita partisipasaun hosi grupu desfavorisidu sira, inklui ema ho defisiénsia	– Auditoria no estratéjia ba jéneru – Referensia no rásiu – Asesu ba fatin servisu no ajustamentu – Regras no prosedimentu

	What are we planning to do?	How are we going to do it?	What might this look like?
 Haat (4) We build a workforce committed to serving our communities	Understand local needs and job-specific demands and the labour market	Being competitive in our salaries, allowances and conditions	– Market appraisal – Cost of living assessment
	Offer meaningful and unique work	Understanding local labour supply, training and development needs	– Annual needs assessment – Supply and demand analysis
		Promoting PNTL as a rewarding place to work which helps the community	– Values proposition – Rewards and recognition programs
	Invest in our recruitment and retention systems	Helping our workforce better understand community issues, crime, the law and their impact	– Professional development – Targeted storytelling
		Understanding what PNTL needs to serve the community and where this is needed independent of other organisations	– Workforce mapping – Benchmarks and ratios
		Developing our own processes so we have the right people in the right roles with the right skills	– Workforce planning – Career continuums and training
 Lima (5) We make sure our workforce has what they need to do their jobs	Give our workforce career progression	Knowing our workforce, their capacity and capabilities	– Position descriptions and profiles – Utilisation and skills assessments
	Instil responsibility, resilience and resourcefulness	Creating and promoting genuine growth and leadership pathways based on merit and competency (rank and level)	– Promotions policy and transparency – Leadership programs (academic, technical and operational)
		Scrutinising and optimising how we operate in the office and on patrol	– Code of conduct and professional standards – Performance management
	Plan for the future	Providing support in overcoming professional barriers and impediments to getting results	– Formal mentoring and coaching – Informal peer networking
		Improving health and wellbeing services offered to officers	– Accessible health and wellbeing support – Work/life balance
		Taking steps to implement non-disruptive succession planning measures	– Workforce rotations – Forecasting
 Neen (6) We have a unified workforce	Improve how we communicate with each other	Looking at and better utilising enterprise communication systems and processes	– Normative operating procedures – Technology access and uptake
	Build a cohesive police force and civil service	Better sharing information between teams and across the organisation	– Internal communications strategy – Workforce engagement
		Creating opportunities for police officers and civil service to work closely together	– Joint taskforces and operations – Management systems and processes
		Encourage on-the-job knowledge and skills exchange	– Mentoring and coaching – Shadowing and secondments
	Include women, people with disability and other disadvantaged groups	Valuing contributions from women and enabling career progression	– Gender audit and strategy – Benchmarks and ratios
		Facilitating participation from disadvantaged groups including people with disability	– Workplace access and adjustments – Policies and procedures


WORKFORCE



GOVERNU

	Ita planu atu halo saida?	Oinsá mak ita sei halo ida-ne'e?	Ida-ne'e oin sa?
 Hitu (7) Ami iha responsabilidade ba governu no comunidade ne'ebé ami serbí	Komunika ami-nia intensaun no iniciativa sira	Envolve frekuentemente no antesipadu ho representate governu nian, inklui kooperasaun ho Defeza	– Estabelese planu no ajendamentu – Envolvimentu parte-interesada
	Halo komprimisu ba monitorizasaun, avaliasaun no aprendizajen	Asegura katak politiku, governu no ministériu sira komprende saida mak ami halo no la halo	– Padraun servisu (<i>Service charter</i>) – Sesaun kona-bá treinamentu no informasaun
		Garante komprensaun kona-bá monitorizasaun no avaliasaun, no inklui iha programa/projetu sira	– Edukasaun no sensibilizasaun – Enkuadramentu no ekipamentu ne'ebé nesesáriu ba propóztu
		Rekolla no analiza dados kuantitativu no kualitativu	– Mekanizmu atu rekolla no baze-de-dados – Melloramentu ba prosesu no análise ba servisu
 Walu (8) Ami kontribui ba rezultadu holístiku hosi aplikasaun ba lei	Kumpri rekizitu governasaun nian	Hatene saida mak ami presiza, bainhira no tanbasa Iha transparensia no relata ba governu bainhira presiza	– Kalendáriu governasaun nian – Padraun no prosedimentu profisionál sira – Relatóriu no revizaun tuir tempu ne'ebé loos – Rejistu kona-bá kontratu no aprovizionamentu
	Adopta sistema no prosesu foun	Ezplora no utiliza siénsia no teknolojia ne'ebé ajuda hodi hetan rezultadu di'ak (forense, sibernética no telekomunikasaun)	– Instrumentu no ekipamentu foun – Espesializaun kona-ba matéria
		Haburas no hemetin jestaun kazu no kapabilidade bá investigasaun	– Sistema foun – Espesializaun kona-ba matéria
	Kolabora hodi hetan rezultadu ne'ebé di'ak liu ba ami-nia comunidade sira	Partilla informasaun no intelijénsia hodi kombate krime	– Briefing formál – Envolvimentu parte-interesada
		Garante katak ami-nia forsa-de-traballu prontu atu ajuda iha faze sira iha prosesu kumprimentu lei	– Avaliasaun kona-bá utilizasaun – Treinamentu no desenvolvimentu
	Reforma lei	Halibur perspetiva husi ami-nia comunidade no partilla nu'udar parte husi projetu regulatoriu no reforma ba atividade sira	– Dokumentasaun no submisaun – Envolvimentu parte-interesada
		Hetan koñesimentu hosi <i>tracking</i> ba atividade sira no rezultadu hosi ami-nia knaar	– Monitorizasaun, avaliasaun no aprendizajen – Partilla koñesimentu

	What are we planning to do?	How are we going to do it?	What might this look like?
 Hitu (7) We are accountable to government and communities we serve	Communicate our intent and initiatives	Engaging often and early with government including cooperating with defence and early with government representatives	– Planning and agenda setting – Stakeholder engagement
	Commit to monitoring, evaluation and learning	Making sure politicians, government and ministries understand what we do, and what we do not	– Service charter – Training and information sessions
		Ensuring monitoring and evaluation is understood and included in programs/ projects	– Education and awareness – Framework and fit for purpose tools
	Comply with governance requirements	Capturing and analysing both quantitative and qualitative data	– Collection mechanisms and databases – Business analysis and process improvement
Understanding what is required, when and why		– Governance calendar – Professional standards and procedures	
	 Walu (8) We contribute to holistic law enforcement outcomes	Adopt new systems and processes	Exploring and utilising science and technologies that enable us to get better results (forensics, cyber and telecommunications)
Enhancing our case management and investigations capability			– New systems – Subject matter expertise
Collaborate to get the best results for our communities		Sharing information and intelligence to combat crime	– Formal briefings – Stakeholder engagement
		Ensuring our workforce stands ready to assist at all stages of the law enforcement process	– Utilisation assessment – Training and development
Shape law reform	Collating insights from our communities and sharing these as part of regulatory design and reform activities	– Papers and submissions – Stakeholder engagement	
	Acquiring knowledge from tracking activities, outputs and outcomes from our work	– Monitoring, evaluation and learning – Knowledge exchange	



GOVERNMENT



PARSEIRU SIRA

	Ita planu atu halo saida?	Oinsá mak ita sei halo ida-ne'e?	Ida-ne'e oin sa?
 Sia (9) Ami partilla ideia no impaktu sira	Buka oportunidade hodi patilla koñesimentu	Facilita aprendizajen prátika no oportunidade ba kresimentu iha PNTL laran no liur Konvida peritu tékniku no profesionál sira atu kontribui ba ami-nia servisu	– Alokasaun temporária no destakamentu – Interkâmbiu profesionál – Parceria ho comunidade – Aranju voluntáriu
	Partilla ami-nia servisu ho susesu sira	Forum ba parceria no rede ba koordenasaun Kontribui ho esforsu ba komunikasaun esterna ne'ebé involve ho ami-nia servisu	– Rede ofisiál ba PNTL nia parceria – Konferénsia no workshop ezternu – Relatóriu, planu, estratéjia – Estratéjia ba komunikasaun
	Hatudu koñesimentu espesífiku	Hato'o ba ami-nia parseiru akonsellamentu no servisu lokalizadu	– Especializaun kona-ba matéria – Armazenamentu ba koñesimentu
		Liga ba iniciativa sira hosi parceria lokál ne'ebé haburas fiar no konfiansa ba ami-nia servisu	– Governu no sosiedade sivil nia eventu – Apresentasaun sira
 Sanulu (10) Ami valoriza parceria sira ne'ebé iha benefisia ba malu	Servisu hamutuk kona-ba asuntu operasionál	Prontu atu kontribui ba asuntu kona-bá polisiamentu ne'ebé involve ami-nia parseiru doméstika no internasionál Peskiza no rejista kestaun operasionál ne'ebé importante	– Planu bá koperasaun internasionál – Varedura (<i>scanning</i>) ambiental – Atualizasaun kona-bá pozisaun – Briefing formál
	Hamenus risku no preokupasaun sira	Artikula ami-nia espetativa kona-bá parseiru no define ami-nia valores komún Komunika no atualiza kulkér preokupasaun ne'ebé afeta ba rezultadu sira	– Memorandu entendimentu – Kontratu no akordu formál – Rezistu kona-ba preokupasaun sira – Grupu traballu sira
	Haburas esforsu kona-ba kapasidade no kapabilidade	Mantein no aumenta akordu kona-bá parceria ne'ebé eziste ona ho parseiru ba tempu naruk	– Estratéjia kona-bá asisténsia téknika – Interkâmbiu entre kultura no programa língua
		Refleta ba rezultadu programa/projetu bainhira buka parceria foun	– Estudu kazu no lisaun aprendida – Avaliasaun independente

	What are we planning to do?	How are we going to do it?	What might this look like?
 Sia (9) We share ideas and impact	Seek out knowledge exchange opportunities	Facilitating hands-on learning and growth opportunities within and outside of PNTL	– Secondments and shadowing – Professional exchanges
		Inviting technical experts and professionals to contribute to our work	– Community partnerships – Volunteering arrangements
	Share our work and achievements	Coordinating networking and partnership forums	– Official PNTL partnership network – External conferences and workshops
		Contributing to external communication efforts involving our work	– Reports, plans, strategies – Communications strategy
	Showcase particular expertise	Providing our partners with localised advice and expertise	– Subject matter experts – Knowledge repository
		Tapping into local partnership initiatives which enhance trust and confidence in our work	– Non-government and civil society events – Presentations
	Work together on operational matters	Standing ready to contribute to policing matters involving our domestic and international counterparts	– International cooperation plan – Environmental scanning
		Researching and recording operational issues of significance	– Position papers – Formal briefings
 Sanulu (10) We value mutually-beneficial partnerships	Mitigate risks and issues	Articulating our expectations of partners and defining our common values	– Memoranda of understanding – Formal contracts and agreements
		Communicating and following up on any issues affecting delivery of outcomes	– Issues registers – Working groups
	Strengthen capability and capacity efforts	Sustaining and growing existing partnership arrangements with long-standing partners	– Technical assistance strategy – Cross-cultural exchange and language programs
		Reflecting on program/project outcomes when seeking new partnerships	– Case studies and lessons learned – Independent evaluation



PARTNERS



OINSÁ MAK AMI BUKA-HATENE AMI-NIA SUSESU SIRA?

Implementasaun ho susesu ba ami-nia planu, ezije monitorizasaun regularmente ba situasaun atuál, no avaliasaun bá saida mak ami atinji ona nu'udar parte kontinuasaun husi esforsu ba melloramentu.

KOMUNIDADE

Ida (1)	Frekuensia no tipu polisiamentu no resultadu husi aplikasaun lei
Rua (2)	Índise persepsaun comunidade nian
Tolu (3)	Utilizasaun Rekursu

FORSA-DE-TRABALLU

Haat (4)	Taxa rekrutamentu no retensaun
Lima (5)	Satisfasaun forsa-de-traballu
Neen (6)	Setór nia referensia no índise (benchmark)

GOVERNUN

Hitu (7)	Númeru no natureza involvimentu
	Rezultadu hosi jestaun kazu
Walu (8)	Rezultadu hosi konformidade

PARSEIRU

Sia (9)	Programa no projetu nia benefísiu
	Nível investimentu foun
Sanulu (10)	Komentáriu/feedback hosi parseiru



HOW ARE WE GOING TO TRACK OUR ACHIEVEMENTS?

Successful implementation of our plan requires us to regularly monitor what is happening and evaluate what is achieved as part of continuous improvement efforts.

COMMUNITY

Ida (1)	Frequency and type of policing and law enforcement outcomes
Rua (2)	Community perception index
Tolu (3)	Resource utilisation

WORKFORCE

Haat (4)	Recruitment and retention rates
Lima (5)	Workforce satisfaction
Neen (6)	Sector benchmarks and ratios

GOVERNMENT

Hitu (7)	Number and nature of engagements
	Case management outcomes
Walu (8)	Compliance outcomes

PARTNERS

Sia (9)	Program and project benefits
	Level of new investment
Sanulu (10)	Partner feedback

Ami-nia planu defini ami-nia aspirasaun ba dékada oin mai, ne'ebé presiza konsiderasaun ho kuidadu ba risku no impaktu ne'ebé bele mosu husi implementasaun ba tempu naruk.



Our plan sets out our aspirations for the coming decade requiring careful consideration of what may impact implementation, or pose a risk to delivery, over time.







TERMU XAVE SIRA IHA PLANU IDA-NE'E NIA SENTIDU SAIDA?

Aplika: Prosesu implementasaun ne'ebé involve estabeselese buat-ruma ho objetivu práktiku

Asesu: Prosesu ne'ebé deside kona-ba kualidade ka importánsia husi buat ruma

Avalia: Prosesu ezaminaun ka investigasaun ba kualidade, susesu ka kontinuasaun nesesidade hafoin nia implementasaun

Detekta: Atu hakotu buat-ruma husi kontinuasaun hanesan baibain ka ida ne'ebé esperadu

Dezenvolvimentu Nasional: Esforsu atu mellora sidadaun sira nian bein-estar sosiál

Dezorden: Aktu no/ka espresaun ne'ebé ameasa seguransa no protesauun públika

Estadu-de-direitu: Filozofia katak instituisaun no sidadaun sira mak responsável ba lei; laiha ema ida ne'ebe a'as liu lei

Estragus: harahun ga hakanek

Forsa-de-traballu: Ema hotu ne'ebé servisu ba PNTL inklui membrus polisia no funsionáriu públiku

Governu: Governu RDTL inklui membrus, departamentu no ajensia sira

Halo atuasaun: foti medida liu-husi asaun

Imparsiál: Hala'o servisu sein interese husi ema seluk

Independente: Hala'o servisu sein influénsia husi ema seluk

Intervén: Atu evita akontesimentu ruma, hodi foti asaun uluk

Komandu no kontrolu: Hala'o autoridade no diresaun husi komandante sira ba sira nia pesoál/ga ba pesoál sira ne'ebe depende ba sira nia komandu bainhira hala'o misaun ezpesifiku

Komunidade: Grupu ida ne'ebé partilla interese komún, afillasaun sosiál no/ka nasionalidade

Kontemporariu: Vizaun futuru no adaptável ba mundansa sirkumstánsia nian

Krime: Asaun ka atividade ilegal

Parseiru: Ema ka organizaun sira ne'ebé servisu besik liu ho PNTL inklui governu hosi nasaun seluk, organizaun multilaterál, sosiedade sivil no organizaun naun governamental

Planu estratéjiku: Dokumentu ida ne'ebé transmitti objetivu no planu organizaun nian ba periodu balun

Prevene: Medida sira ne'ebe hili ona ho antedénsia hodi hapara ga hamenus efeitu ruma

Profisionál: Relasiona ba servisu ne'ebe presiza koñesimentu, abilidade no esperiénsia espesifiku

Proporsionál: Apropiadu ba sirkumstánsia sira ho respeitu ba direitus umanus

Responde: Halo asaun bainhira iha akontesimentu ida

Sinerjia polisiál: Koperasaun ho parte interesada sira iha polisiamentu hodi hetan impaktu bo'ot liu, kompara ho rezultadu ne'ebe alkanisa karik PNTL servisu mesak

Sustentável: Abilidade atu mantein no defende

WHAT DO KEY TERMS IN THIS PLAN MEAN?

Apply: A process of implementation involving putting in place something with practical purpose

Appraise: A process examining or investigating the qualities, success or ongoing needs following implementation

Assess: A process deciding on the quality or importance of something

Command and control: The exercise of authority and direction by commanders over assigned and/or attached personnel in the pursuit of a specific mission

Community: A group sharing common interests, social affiliations and/or nationality

Contemporary: Forward-thinking and adaptable to changing circumstances

Crime: Illegal acts and activities

Detect: To prevent something from continuing as usual or expected

Deter: To prevent someone from doing something or make something difficult to do

Disorder: Acts and/or expressions which threaten public safety and security

Disrupt: To prevent something from happening by taking action first

Government: The Government of the Democratic Republic of Timor-Leste including officials, departments and agencies

Harm: Injury and/or damage

Impartial: Operating without vested interest from others

Independent: Operating without influence from others

National development: Efforts to improve the social welfare of citizens

Partners: Persons or organisations who work closely with PNTL including foreign governments, multilateral organisations, civil society and non-government organisations

Police synergy: Cooperation with policing stakeholders achieving greater impact compared to that which may be achieved if PNTL was to operate on its own

Professional: Relating to work requiring particular knowledge, skill and experience

Proportional: Appropriate in the circumstances and respectful of human rights

Respond: To take action after something has happened

Rule of law: Philosophy that all institutions and citizens are accountable to the same laws; no one is above the law

Strategic plan: A document which communicates organisational goals and actions for a specified time period

Sustainable: Able to be maintained, upheld or defended

Workforce: All people who work for PNTL including police officers and civil servants

Azúl universalmente rekoñesidu hanesan sinonímu ba polisiamentu.
Fiar, konfiansa no estabilidade mak valores ne'ebé asosiadu ho kór azul.
Azúl mos representa tasi no lalehan ne'ebé partikularmente importante ba
Timor-Leste hanesan illa ida.
Kinur simboliza enerjia no optimizmu ba futuru.
Modelu eskudu representa protesaun ne'ebé ami fó ba sidadaun hotu-
hotu iha Timor-Leste.
Loro-matan representa nasaun ne'ebé iha loron-sa'e no fulan-naraik
hanesan Timor-oan nia tradisaun, kultura no identidade.
Hena enkapsula liafuan "Servi no Proteje" ne'ebé sentral ba polisiamentu
iha Timor-Leste no mundu tomak.



Blue is universally recognised as synonymous with policing.
Trust, confidence and stability are values associated with the colour blue.
Blue also represents the sea and sky which is particularly important
for Timor-Leste as an island nation.
Yellow symbolises energy and optimism for the future.
The shield shape represents the protection we provide to all
citizens of Timor-Leste.
The sun represents the nation of the rising sun and the full moon
personifies Timorese tradition, culture and identity.
The cloth encapsulates the words "Serving and Protecting" which is
central to policing in Timor-Leste and the world over.