



TIMOR-LESTE NATIONAL POLICE PNTL GENERAL COMMAND



GENDER STRATEGY

NATIONAL POLICE OF TIMOR-LESTE
2018 – 2022

WITH SUPPORT FROM:





GENDER STRATEGY

*TIMOR-LESTE NATIONAL POLICE
2018 – 2022*

WITH SUPPORT FROM:



From
the People of Japan

PREFACE

I am proud that this Gender Strategy of the National Police of Timor-Leste (2018-2022) has been developed, demonstrating the strong commitment of PNTL to gender equality. 15% of PNTL officers are women, the highest percentage for women's participation in national policing in the Asia-Pacific region. We are also proud of our dedicated units providing support to victims of domestic and sexual violence, with high levels of expertise and commitment. However, we acknowledge that we can do more. This Strategy will guide our force, contributing to the achievement of the National Police Mission of PNTL to defend the rights and freedoms of Timor-Leste's citizens (2014 Strategic Plan) and providing support for the development of a professional, inclusive and dependable security force. The Strategy will assist PNTL to provide appropriate services that meet the security needs of women and men in Timor-Leste and ensure inclusive institutional participation within the PNTL. Furthermore, the Strategy will support PNTL's efforts to fulfil its responsibilities under the National Action Plan for UN Security Council Resolution 1325 on Women, Peace and Security (2016-2020) and the National Action Plan on Gender Based Violence (2017-2021).

PNTL is the defender of the rights and freedoms of all Timorese people (women, men, girls and boys) and the guarantor of national internal security. Women and men have different security concerns. Throughout the world there has been momentum for security sector reforms to develop institutional policies that are more effective, accountable, equal, and respectful of human rights. In Timor-Leste, 33% of women aged between 15 and 49 have experienced domestic violence (DHS 2016), while young men are at higher risk of exposure to street violence. Appropriate approaches are needed from PNTL when responding to these different security concerns. Global evidence shows that victims of domestic violence or sexual abuse are more likely to report a case when the option of reporting to a female police officer is available.

With the implementation of this Gender Strategy, PNTL seeks to achieve two key impacts by the year 2022: 1) Guarantee that female and male PNTL officers have equal access to opportunities for training and equal access to education; and 2) Guarantee that the laws, policies and regulations that govern PNTL reflect gender equality.

I am grateful to our partner UN Women for its valuable technical support. I extend thanks for the contributions of other national and international partners, including the Ministry of the Interior, the Secretary of State for Equality and Inclusion (SEII), Australia's TLPDP program, New Zealand's Community Police Support Program (CPSP), UNDP and civil society groups who have supported us to develop this strategy. I am also grateful for the financial assistance of the governments of Australia and Japan.

PNTL General Commander

The image shows a blue ink signature of Faustino da Costa written over the official seal of the National Police of Timor-Leste. The seal is circular with a blue border containing the text 'POLICIA NACIONAL DE TIMOR-LESTE' and a central emblem featuring a sunburst and a shield.

Faustino da Costa
Police Commissioner

CONTENTS

Preface	iii
Abbreviations	1
Part ONE: Introduction	3
Overall Context	3
The importance of gender equality for PNTL institutional reform	3
Part Two: PNTL Gender Strategy 2018-2022	6
PNTL Gender Strategy Objectives	6
Management, Coordination and Monitoring	8
Part Three: PNTL Gender Strategy 2018-2022 Planning Framework	11
Annex A: PNTL Gender Strategy Development	24
Annex B: Gender Analysis of PNTL	25

ABBREVIATIONS

AAP	Annual Action Plan
BOP	Public Order Battalion
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPSP	Community Police Support Program
CRDTL	Constitution of the Democratic Republic of Timor-Leste
ETPS	East Timor Police Service
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GRB	Gender Responsive Budgeting
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
KPK	Community Policing Council (Konsellu Polísiamentu Komunitáriu)
LADV	Law Against Domestic Violence
NAP 1325	National Action Plan for UN Security Council Resolution 1325 on Women, Peace, and Security
NAP GBV	National Action Plan on Gender Based Violence
PNTL	National Police of Timor-Leste
PTC	Police Training Centre
RAEOA	Special Administrative Region for Oecusse-Ambeno
SDP	Strategic Development Plan
SCIN	National Criminal Investigation Service
SOP	Standard Operating Procedure/s
TLDP	Timor-Leste Police Development Program
UEP	Special Police Unit
VPU	Vulnerable Persons Unit
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNTAET	United Nations Transitional Administration for East Timor
UPM	Maritime Police Unit
UPF	Border Patrol Unit



PART ONE:

INTRODUCTION

Overall Context

The National Police of Timor-Leste (PNTL) was established in 2000 by UNTAET¹. The Decree-Law 8/2004, followed by the PNTL Organic Law Decree Law 9/2009, commenced the development of a strong security institution aligned with Article 147 of the Constitution of the Democratic Republic of Timor-Leste (CRDTL), which states that “the Police shall defend the democratic legality and guarantee the internal security of citizens’ and ‘Crime prevention must be undertaken with respect for human rights’.²

According to CRDTL Articles 6 and 17, ‘Women have equal rights and responsibilities in family, cultural, social, economic and political life’. As a signatory to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Timor-Leste has an obligation to implement all appropriate measures to eliminate discrimination against women by persons, organisations or businesses.³

The Government of Timor-Leste initiated reforms for the PNTL following the 2006 crisis, and the Strategic Development Plan (SDP 2011-2030) called for implementing ‘a comprehensive and long-term strategic plan to make sure the security sector can undertake its role of serving our people and ensuring the peace, safety and stability of our nation’.⁴ To achieve its goals, the SDP focuses in first instance on:

- Creating a comprehensive legal and regulatory framework to enforce police processes and procedures, disciplinary procedures, investigation protocols and good governance measures
- Development of our human resources that are effective and professional to operate the security sector
- Providing the infrastructure and logistical support required for the PNTL to undertake its mandate
- Promoting community policing

Aligned with government commitments, the PNTL Strategic Plan for 2014-2018 is focused on two main areas:

1. Reform and develop the institution specifically targeting the creation and improvement of legislation, training, improving administration and promotion of discipline
2. Consolidate public order and community security

The importance of gender equality for PNTL institutional reform

PNTL reform is part of the SDP 2011-2030 and is an important milestone for the transformation of the security institution’s work. To transform the institution’s work, it is important to examine PNTL’s strengths: the women and men police officers, the work environment and the PNTL’s relationship with the community. Therefore, gender equality is an important aspect to help identify how to improve the capacity of the entire police force and the working environment as a basis for a professional and effective security sector.

What is Gender?

Gender refers to the roles and relationships, the nature of personality, attitudes, behaviours and values that society attributes to women and men. There are different gender roles, between cultures and within cultures, that may change over time. This means that women and men learn the roles and behaviours that are appropriate for their sex at any one time. Gender roles are influenced by a range of factors including culture, nationality, ethnicity, sexual orientation and so forth. Gender does not refer only to women and men but also to the relationships between them.

¹ www.pntl.tl

² http://timor-leste.gov.tl/wp-content/uploads/2010/03/Constituicao_RDTL_TT.pdf

³ <http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm>

⁴ SDP 2011-2030, p. 159

Some examples of Progress on gender equality within PNTL:

- In 2001, PNTL established the Vulnerable Persons Unit (VPU), with a mandate to assist victims of sexual assault, domestic violence and child abuse. The unit has a minimum number of female staffs to conduct interviews with women and children victims.
- PNTL established the Gender Cabinet in 2009 to prepare the PNTL internal gender policy and to develop a plan for its implementation.
- To increase the balance between female and male staff within the PNTL, there is already a commitment to promote a 15 percent quota for women in the PNTL recruitment process.⁵
- PNTL has conducted a range of trainings on the Law Against Domestic Violence, Gender Equality, etc.
- In 2015, the PNTL Gender Cabinet with support from TLPDP established a Gender Working Group to coordinate international and national partners for the promotion of gender equality in PNTL, including implementation of some of the activities of this Gender Strategy.
- In May 2017, the General Command issued Standard Operating Procedures (SOP) for the Community Policing Council (KPP) and the SOP for the Suco Police Officers (OPS) which integrate

a gender perspective and emphasize the role of the OPS in prevention and response to GBV.

The vision for PNTL is that by 2018 the institution will have achieved '*a high standard regarding public security and tranquillity in the State of Timor-Leste*'. PNTL's mission is to '*defend the rights and freedoms of the citizens of the Democratic State of Timor-Leste, in order to strengthen and further improve the mandate of the Constitution of the Republic*'. (PNTL Strategic Plan for 2014-2018).

In the SDP for 2011-2030, the government has defined its long-term vision for Timor-Leste to become a '*gender-fair society where human dignity and women's rights are valued, protected and promoted by our laws and culture*'.⁶ The Government of Timor-Leste, through the leadership of the Ministry of Interior, has produced a National Action Plan for the implementation of UN Security Council Resolution 1325 (NAP 1325) on Women, Peace and Security and has demonstrated its commitment to achieve gender equality and the empowerment of women and girls in Timor-Leste. PNTL is one of the important actors for the implementation of the four pillars of the NAP 1325: participation, prevention, protection and peace-building.



©Melquiades do Nascimento_PNTL

⁵ Notification no. 10/2014 regarding public recruitment for admission to the training course for PNTL agents guaranteeing 15% of vacancies for women.

⁶ Page 158 SDP 2011-2030



PART TWO: PNTL GENDER STRATEGY 2018-2022

PNTL Gender Strategy Objectives

PNTL is the defender of the rights and freedoms of all Timorese people (women, men, girls and boys) and the guarantor of internal security. Women and men have different security concerns. Based on the SDP and the PNTL Strategic Plan 2014-2018, the mandate of the Gender Cabinet, the NAP 1325 and the NAP GBV, the PNTL has developed a Gender Strategy to be achieved by 2022 to contribute to the following impacts:

Impact 1:

PNTL provides equal opportunities for women and men according to their needs and has achieved gender parity

Impact 2:

The security situation for women, men, girls and boys in Timor-Leste is further improved for all people to live peacefully.



©Bernardino Soares. 2012

To achieve these impacts, the strategy aims to achieve the following four outcomes by 2022:

Outcome 1: By 2022, create a more representative security service, through increasing the institutional promotion, recruitment and representation of women

The first result area of the Strategy focuses on ensuring that the PNTL is a force that is representative of all Timor-Leste and that it has strategies in place that will facilitate recruitment of women and support women to receive the needed backing and information to access promotion opportunities.

Global evidence shows that often victims of domestic violence or sexual abuse are more likely to report their cases when the option of reporting to a female police officer is available.

Outcome 1 aims to increase women's participation from 15% to 20% by 2022, through:

1. Increased access for women at the national and municipal level to opportunities for training and capacity building;
2. An increased quota of 30% for new female recruits and guarantee that young women have access to information about PNTL's recruitment and promotion criteria;
3. Development of a gender sensitive performance evaluation system.

Outcome 2: By 2022, PNTL is an institution that promotes gender equality, and has laws, policies and procedures that reflect gender equality (Outcome 1.2. Participation Pillar, NAP 1325)

PNTL has already made several efforts to implement internally the national commitments for gender that fall within the roles and responsibility of the institution

including, as it relates, to the implementation of the Law Against Domestic Violence (LADV), the Human Trafficking Law, the National Action Plan on Gender Based Violence (NAP-GBV) and the NAP 1325. This Gender Strategy also makes efforts to ensure that PNTL has non-discriminatory policies and procedures aligned with CEDAW, that PNTL provides temporary special measures to support women in the processes of recruitment, retention and promotion in PNTL, and takes into consideration the strategic needs of women and men. Various factors impede women's promotion within PNTL. Due to social and cultural realities, in addition to the role and responsibilities of a PNTL officer, women PNTL officers often carry the burden of unpaid domestic labour. There are a number of current policies in force that often create difficulties for the recruitment of women. In order to ensure the implementation of gender commitments, there is a need to strengthen gender mainstreaming mechanisms in the PNTL with sufficient human and financial resources. With the technical support of the Gender Cabinet, all departments must be involved in the implementation of the gender strategy, with leadership from the General Commander.

This Gender Strategy supports the strengthening of gender equality in PNTL through:

1. Undertaking a review to ensure that PNTL's laws, policies, plans, budgets, procedures and strategies have integrated a gender perspective;
2. Establishing a coordination mechanism to promote gender equality within the PNTL;
3. Establishing a monitoring mechanism, including for gender equality;
4. Establishing a mechanism to combat sexual harassment and abuse of power within the PNTL;
5. Increasing awareness and knowledge of female and male PNTL officers regarding commitments to and the importance of gender equality.

Outcome 3: By 2022, ensure that PNTL has built good relationships with communities where PNTL serves in respect of human rights

Public opinion towards the police has improved in recent years, in some part due to the successful implementation of programmes such as community

policing to ensure that PNTL services are available in all villages. However, further efforts are still required to ensure all citizens have access to information and that women and men feel confident to report cases, especially in cases of gender-based violence. Therefore, the objective of this Gender Strategy is to strengthen the capacities of the PNTL, particularly how to respond to gender-based violence and human trafficking. This is aligned with the National Action Plan on Gender Based Violence (NAP-GBV) 2017-2021 and the Action Plan Against Human Trafficking.

This Strategy aims to ensure that PNTL has established good relationships with the community, and is able to respond to the needs of women and men through:

1. Ensuring dissemination of information and public awareness raising about PNTL's roles and responsibilities;
2. Strengthening of PNTL's capacity to ensure service delivery that is gender sensitive, safe, accessible, free of charge and responsive to victims of gender-based violence. (NAP GBV Outcome 3.3)

Outcome 4: By 2022, ensure adequate facilities and knowledge for female and male PNTL officers to be able to provide services to the community, including to vulnerable groups.

This is to ensure that PNTL has the comprehensive capacity to respond to the needs of women and men, and with the necessary specific attention to ensure adequate infrastructure, so as to be able to supply key basic facilities.

In order to guarantee access to gender sensitive infrastructure, the strategy will:

1. Ensure that infrastructure is available to respond to the needs of women and men in PNTL to undertake their roles and responsibilities.
2. Ensure equal access to facilities for female and male PNTL officers adapted to their work needs.

Management, Coordination and Monitoring

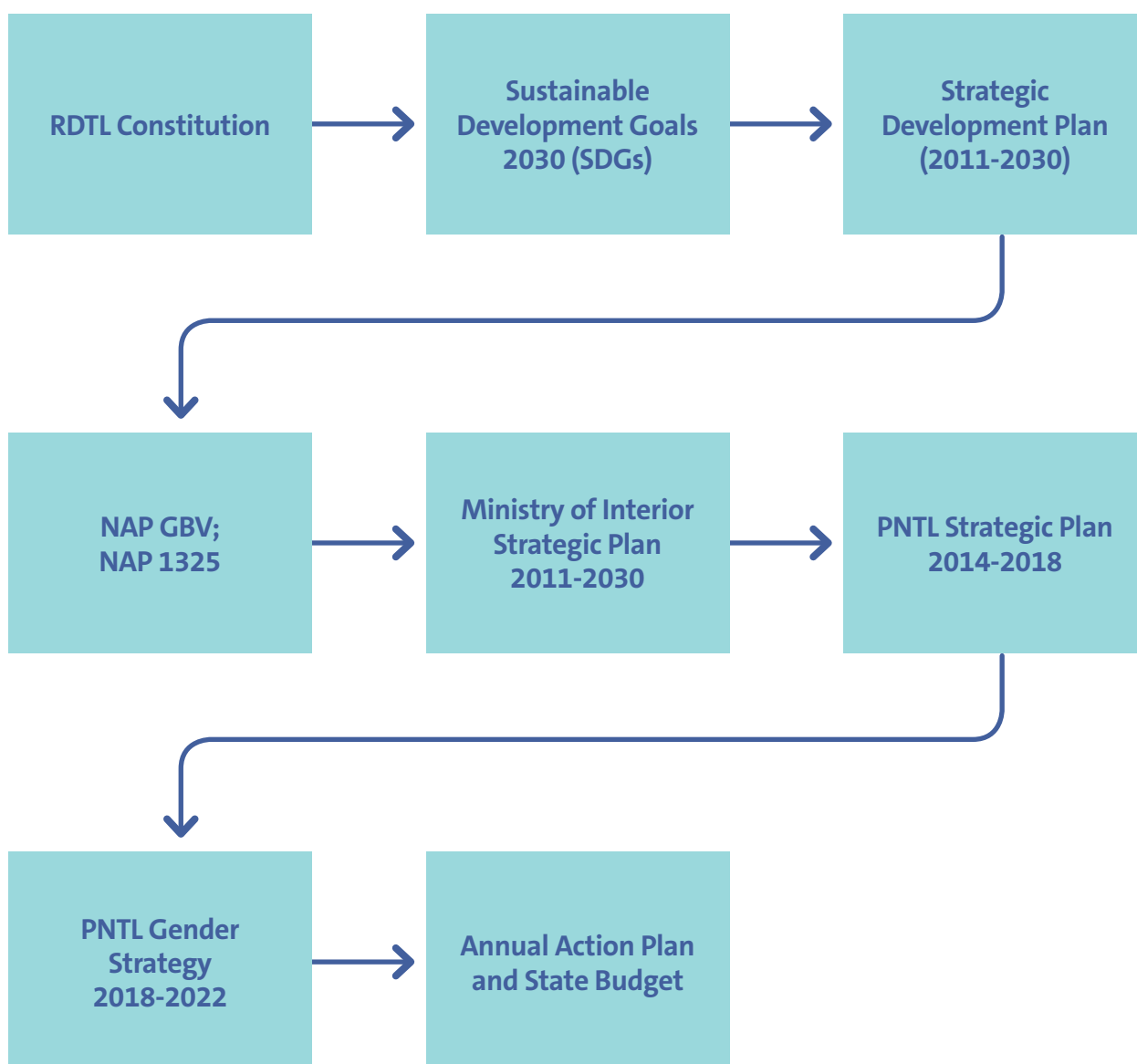
This five-year Gender Strategy provides a framework for integrating the specific activities and budget of the PNTL Annual Action Plan (AAP) to improve the gender balance in PNTL and increase gender awareness of security and protection service providers. Based on this strategy, a list of specific activities and budgetary requirements shall be compiled each year as part of the annual budget cycle for ministerial and government planning.

In order to ensure the implementation of the PNTL gender commitments, there is a need to strengthen

gender mainstreaming mechanisms in PNTL and allocate sufficient financial and human resources. With the support of the Gender Cabinet, all departments must participate in implementation of the Gender Strategy, under the leadership of the General Commander. The responsibilities for implementation of the Strategy and ensuring its integration in the AAPs is presented in the third part of the PNTL Gender Strategy 2018-2022: the planning framework

The monitoring and coordination system for the PNTL Gender Strategy 2018–2022 will be developed in 2019.

The diagram below presents the hierarchical alignment of RDTL legislation and the PNTL Gender Strategy:



Outcome 1:

By 2022, create a more representative security service, particularly increasing the institutional promotion, recruitment and representation of women

- Ensure greater access to opportunities for training and capacity building for women at the national and municipal level;
- Increase the quota for the participation for women as new recruits to 30% and ensure that young women in particular have access to information about PNTL's recruitment and promotion criteria;
- Develop a gender-sensitive performance evaluation system.

Outcome 2:

By 2022, PNTL is an institution that promotes gender equality, and has laws, policies and procedures that reflect gender equality (Outcome 1.2. Participation Pillar NAP 1325)

- Ensure that laws, policies, plans, budgets, procedures and strategies integrate a gender perspective;
- Establish a coordination mechanism to promote gender equality within the PNTL;
- Establish a monitoring mechanism, including for gender equality;
- Establish a mechanism to combat sexual harassment and abuse of power within the PNTL;
- Increase awareness and knowledge of female and male PNTL officers regarding commitments to and the importance of gender equality.

Outcome 3:

By 2022, ensure that PNTL has built good relationships with communities where PNTL serves in respect of human rights

- Ensure dissemination of information and public awareness about PNTL's roles and responsibilities;
- Strengthen PNTL's capacity to ensure service delivery that is gender sensitive, safe, accessible, free of charge and responsive to victims of gender-based violence. (NAP GBV Outcome 3.3)

Outcome 4:

By 2022, ensure adequate facilities for female and male PNTL officers to provide services to the community, including to vulnerable groups.

- Ensure that infrastructure is available to respond to the needs of women and men in PNTL to undertake their roles and responsibilities;
- Ensure equal access to facilities for female and male PNTL officers and treatment adapted to their work needs.



PNTL GENDER STRATEGY 2018-2022 PLANNING FRAMEWORK

Outcome 1.1:

By 2022, create a more representative security service, particularly increasing the institutional promotion, recruitment and representation of women

Indicator 1.1a: Percentage of female officers in PNTL

Baseline 2017 15.4%

Target 2022: 18%

Indicator 1.1b: Number of female officers in PNTL gaining promotions each year

Baseline 2018: to be confirmed

Target 2022: Increase of 5% for number of female PNTL officer being promoted each year

Output/Short-term Result 1.1.1.1:

Women at national and municipal levels have greater opportunities for training and capacity building.

Indicator: Number of female PNTL officers being promoted each year.

Baseline 2017: Data unavailable

Target 2022: 60 female PNTL officers receive training each year.

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
1.1.1.1.1. Conduct training for transformative leadership; public speaking; communication skills; management etc. for 200 female PNTL officers.	Police Training Centre (PTC), Gender Cabinet	UN Women, UNDP, Secretary of State for Equality and Inclusion (SEII), Ministry of Interior (Mol), Rede Feto	National- Municipal	Priority		x	x	x	x

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
1.1.1.2. Organise skills training in IT, languages, weapons and firearms use, 6 months' compulsory language training in Portuguese and English; driving for 200 female PNTL officers at the national and municipal levels.	IT Department (IT), Human Resource Department, PTC, Gender Cabinet, Police Command in each municipality	UNDP, UN Women	National-Municipal	Refer to NAP UNSCR 1325 No. 2.1.2; Priority;		x	x	x	
1.1.1.3. Undertake advocacy through dissemination of information and lobbying to secure access for PNTL female staff to scholarships for formal education and graduate courses	Human Resource Department	Mol, UN Women	National				x	x	x
1.1.1.4. Provide support through information/ experience sharing and practice for 100 women to be better prepared for promotion exams and tests (particularly physical tests)	VPU, Human Resource Department, (HRD), Police Training Centre, Gender Cabinet	Mol, TLPDP	National-Municipal	Refer to NAP UNSCR1325 No 1.3.2		x	x	x	

Output/ Short-term Result 1.1.2:

Increase quota for women's participation in new recruitments to 30% and ensure that women, particularly young women, have access to information regarding PNTL recruitment and promotions criteria.

Indicator: Percentage of women participating/graduating in PNTL recruitments and promotions

Baseline 2017: 2.6% women new recruits (Aug 2016)⁷; 0% women new recruits (Jan 2018)⁸; women total of 7% Sergeant's promotion (August 2017)⁹

Target 2020: 15% women participating/graduating in new recruitments; 20% women participating/graduating from promotions

Target 2022: 30% women participating/graduating in new recruitments; 30% women participating in promotions exams

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
1.1.2.1. Provide intensive training for human resources staff and recruitment teams regarding gender sensitive recruitment and how to apply the 30% quota for women in new recruitments.	Human Resource Department (HRD), Gender Cabinet	UN Women, Ministry of Interior (Mol), TLPDP	National-Municipal			x	x	x	

⁷ <https://www.pntl.tl/a/jente-rekruta-pntl-hamutuk-nain-259-simu-graduasaun/>

⁸ <https://www.pntl.tl/a/jente-rekruta-hamutuk-nain-178-simu-graduasaun/>

⁹ <https://www.pntl.tl/instruindus-hamutuk-nain-121-simu-graduasaun/>

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
1.2.1.3. Conduct a gender review of laws and policies, including acceleration of review of Decree-Laws No.16/2009 regarding promotions regimes, Decree-Law No.10/2009 regarding rights and benefits of salary regimes, and PNTL SOP for performance 2009.	General Command PNTL –DAP, HRD, Gender Cabinet, Legal Advisors' Office	UN Women, SEII, TLPDP, UNDP, JICA, Mol	National	Already included in draft personnel statutes; Needs consultation with PNTL Gender Cabinet to provide an opinion on gender perspective.		x	x	x	x
1.2.1.4. Develop mechanism with Gender Cabinet to ensure that laws, policies, plans, budgets and procedures include a gender perspective.	Gender Cabinet, Legal Advisors' Office	TLPDP, UN Women	National			x	x	x	x

Output/Short-term Result 1.2.2: Establishment of a coordination mechanism for the promotion of gender equality in PNTL.

Indicator: Number of Gender Working Group meetings per year

Baseline 2017: 2

Target 2022: 4

Indicator: Review of the PNTL Organic Law to include the Gender Cabinet

Baseline 2017: not yet included

Target 2022: Gender Cabinet included in the Organic Law

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
1.2.2.1. Accelerate the review of the PNTL Organic Law to include the Gender Cabinet and VPU and strengthen them with clear roles and responsibilities	Gender Cabinet, VPU, Legal Advisors' Office	Mol, SEII, TLPDP, UN Women	National			x	x		
1.2.2.2. Organise regular meetings of the PNTL Women Officer' Association network and Gender Focal Points at the national and municipal levels to support implementation of gender commitments	Gender Cabinet	Mol, SEII, TLPDP, UN Women	National- Municipal		x	x	x	x	x

Output/Short-term Result 1.2.4: Establishment of mechanisms to combat sexual harassment and abuse of power in PNTL.

Indicator: Mechanisms to combat sexual harassment and abuse of power already exist within PNTL

Baseline 2017: Not in existence

Target 2022: Mechanisms already in existence

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
1.2.4.1. Create and disseminate internal regulations to combat sexual harassment, abuse of power and polygamy	Public Relations, Legal Office, HRD, Gender Cabinet	MoI, UN Women, Civil Service Commission (CSC)	National			X	X	X	
1.2.4.2. Establish a working group to be responsible for development of a tailored mechanism to combat sexual harassment within PNTL.	Gender Cabinet	TLPDP, UN Women, CSC	National-Municipal			X	X	X	
1.2.4.3. Develop an annual report on sexual harassment to the General Commander	Gender Cabinet	UN Women, TLPDP	National-Municipal					X	X
1.2.4.4. Facilitate training on evaluation and investigation skills relating to sexual harassment and abuse of power for 200 PNTL officers (female and male)	VPU, OPS and Gender Cabinet	UN Women, SEII, Rede Feto, TLPDP, CSC	National-Municipal			X	X	X	
1.2.4.5. Establish mechanisms/male and female focal points to present cases of sexual harassment or abuse of power that respects people's privacy and confidentiality at the national level and all municipalities (separate rooms; safe reporting).	DAP, Procurement, Legal Advisors' Office	UN Women, CSC	National-Municipal to Administrative Posts					X	X

Output/Short-term Result 1.2.5:

Increase the awareness and knowledge of female and male PNTL officers regarding gender equality commitments and their importance.

Indicator: Number of PNTL trainers with the skills to provide gender training;

Baseline 2017: There is currently no evaluation of PNTL trainer's capacity regarding gender equality

Target 2020: 15

Target 2022: 30

Indicator: Number of female and male PNTL officers who have completed training on gender equality/GBV;

Baseline 2017: There is currently no assessment of numbers of PNTL women and men who have completed training on gender equality/GBV

Target 2020: 100 (50 women, 50 men)

Target 2022: 500 (200 women, 300 men)

Activity	Implementing partner		Location	Comments	Year				
	Internal	External			2018	2019	2020	2021	2022
1.2.5.1. Develop materials, organise training of trainers (ToT) and implement training for female and male PNTL officers on gender equality, the Gender Strategy, Women, Peace, and Security (WPS), Rights of the Child, Rights of People with Disabilities, Gender Based Violence, Human Trafficking Law, and the LADV,	PTC, and other relevant units and departments (to be confirmed)	SEII, UN Women, TLPDP, Rede Feto, JSMP, ADTL	National-Municipal			X	X	X	X
1.2.5.2. Develop and implement an information campaign on women's participation in PNTL, gender equality, sexual harassment, Women, Peace and Security, human trafficking, LADV, etc.	Gender Cabinet, Media and Communication Unit	UN Women, Mol	National-Municipal			X	X		
1.2.5.3. Conduct training for gender awareness and health (including HIV/AIDS and Reproductive Health) for female and male PNTL officers	PNTL Clinic	UNDP, UN Women, SEII, Mol	National-Municipal	Priority			X	X	

Output/Short-term Result 2.1.2:

PNTL has strengthened capacity to ensure service delivery that is gender-sensitive, safe, accessible, free of charge and responsive to victims of gender-based violence. (NAP GBV Outcome 3.3)

Indicator: There are protocols in place for VPU staff to attend effectively to GBV cases

Baseline: Not existing

Target 2022: Existing

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
2.1.2.1. Conduct advocacy and lobbying to institutional leadership to raise or reform the VPU to become a separate department included in the PNTL Organic Law, under the direct purvey of the General Commander	VPU/SIKN and Office of the Legal Advisor		National-Municipal			X	X		
2.1.2.2. Increase the number of women in the VPU to provide improved assistance to victims including women and men, girls and boys.	General Command and Municipal Command		National-Municipal	Female personnel are insufficient to attend to GBV cases;	X	X	X	X	X
2.1.2.3. Establish and operationalise safe spaces at the VPU at the national level and in each municipality with adequate material resources and trained staff	UEV/SIKN	TLPDP	Priority	NAP GBV - pillar 3	X	X	X	X	X
2.1.2.4. Develop a best practice manual and review the SOP for management of GBV cases and provide training for the entire VPU and SIKN	VPU/SIKN	TLPDP, UN Women, UNDP	National-Municipal	NAP GBV - pillar 3			X	X	X
2.1.2.5. Conduct training for police about how to respond to victims/survivors, referral pathways, special investigative techniques, forensic protocols, and specific SOPs for the VPU	VPU/SIKN, PTC, DPKN, Community Police	TLPDP, UN Women, UNDP, CPSP	National-Municipal	NAP GBV - pillar 3			X	X	X
2.1.2.6. Develop protocols to retain VPU personnel who are key to the gender balance	VPU/SIKN, Legal Advisors' Office	TLPDP	National			X	X	X	
2.1.2.7. Promote female PNTL officers to the OPS to provide improved assistance to women and young women	Community Police Department, HRD and Gender Cabinet	Mol	National-Municipal		X	X	X	X	
2.1.2.8. Organise training for OPS and Community Policing Councils (CPCs) on the SOPs for the OPS and CPC as well as gender-sensitive conflict resolution and prevention and response to GBV cases	Gender Cabinet, PTC, Community Police	UN Women, CPSP	National-Municipal		X	X	X	X	X

Outcome 2.2:

By 2022, ensure that there are adequate facilities and knowledge for female and male PNTL officers to be able to provide services to the community including to vulnerable groups.

Indicator: Number of gender responsive police posts (with separate bathrooms; separate rooms etc.)

Baseline 2017: to be confirmed

Target 2022: to be confirmed

Output/Short-term Result 2.2.1:

Ensure infrastructure is available to respond to the needs of female and male PNTL officers to undertake their roles and responsibilities.

Indicator: Percentage of police posts that have been assessed and recommendations for guaranteeing gender sensitive facilities

Baseline: 0 – not yet

Target 2022: 50%

Activity	Implementing partner		Location	Comments	Year				
	internal	External			2018	2019	2020	2021	2022
2.2.1.1.1. Create separate rooms for victims and suspects in all police posts, including sub-district stations, to report cases to police	VPU/SIKN, OPS, Gender Cabinet and Planning Department	Mol, TLPDP	National-Municipal	Links to NAP GBV 3.3.2	x	x	x	x	
2.2.1.1.2. Ensure separate and functioning hygiene facilities (with water and sanitation) for women and men in all police posts.	PNTL Planning Department, Logistics	TLPDP	National-Municipal	Priority for women PNTL officers to feel comfortable when carrying out their duties.			x	x	x
2.2.1.1.3. Create separate dormitories for women and men in all municipalities for night shifts.	Municipal Command, Gender Cabinet, PNTL Planning Department		National-Municipal	For Women PNTL officers to feel comfortable when carrying out their duties at night and during alerts.				x	x
2.2.1.1.3. Provide separate dormitories for women and men at the Police Training Centre and for pregnant women during training	Municipal Command, Gender Cabinet, PNTL Planning Department		National-Municipal	For Women PNTL officers to feel comfortable when carrying out their duties at night and during alerts.					x

Output/Short-term Result 2.2.2:

Ensure female and male PNTL officers have access to sufficient and appropriate equipment.

Indicator: Number of hygiene kits provided to PNTL each year

Baseline: TBC

Target 2022: 600 (for all PNTL female officers)

Indicator: Number of VPUs with access to vehicles with monthly fuel allocation equivalent to other operational units

Baseline: TBC

Target 2022: 13 municipalities including the RAEAO

Activity	Implementing partner		Location	Comments	Year			
	internal	External			2018	2019	2020	2021
2.2.2.1. Provide communication and transport facilities (cars) for the VPU and OPS with regular maintenance and enough fuel to attend to and refer cases of gender-based violence effectively and appropriately.	VPU/SIKN, Department of Logistics and Planning		National-Municipal		X	X	X	X
2.2.2.2. Provide motorbikes, particularly scooters, to all PNTL officers for a minimum of 15% of women to facilitate female PNTL to appropriately attend to victims of GBV	Department of Logistics and Planning		National-Municipal		X	X	X	X
2.2.2.3. Establish and ensure the functioning of police health clinics in all municipalities, with adequate staffing	Planning Department and PNTL Clinic		National-Municipal				X	X
2.2.2.4. Provide computers, multifunctional printers and photocopiers with ink for all police stations in Timor-Leste for attending to and registration of GBV cases	PNTL Procurement		National-Municipal		X	X	X	X
2.2.2.5. Provide adapted uniforms and accessories for women PNTL officers	General Command, Planning Department	Mol	National-Municipal		X	X	X	X
2.2.2.6. Provide hygiene kits for all female and male PNTL officers (e.g. menstruation kits, cream kits for women and men, etc.)	General Command, Planning Department	Mol	National-Municipal		X	X	X	X
2.2.2.7. Conduct a feasibility study and pilot for the development of creches	VPU/SIKN, Department of Logistics and Planning		Nasional-Munisipiu		X	X	X	



ANNEX A:

PNTL GENDER STRATEGY

DEVELOPMENT

Between the months of May 2014 and March 2015, the PNTL Gender Cabinet, with technical assistance from UN Women, conducted an institutional gender self-assessment involving a total of 396 PNTL respondents (180 women and 216 men), including municipal commanders and community representatives. During this assessment, a total of 36 Focus Group Discussions (FGDs) were conducted at the municipal level. Participants for these discussions were composed of a total of 269 PNTL staff in 12 municipalities (139 women and 130 men) and a total of 127 community members (41 women and 86 men). In addition to discussion groups, there were also individual interviews with a total of 28 respondents, including the PNTL municipal commanders and relevant female and male PNTL officers.

This assessment reviewed institutional policies and practices regarding:

1. Performance effectiveness
2. Access to services
3. Law, policies and planning
4. Personnel
5. Institutional culture

From these elements, five main issues were identified requiring response:

1. Gender imbalance in PNTL recruitments;
2. Integration of gender (mainstreaming) in education and training;
3. Gender imbalance in promotions;
4. Gender imbalance in positions of authority and decision-making;
5. Sexual harassment in the work place.

In March 2015, these results were validated by PNTL officers; a total of 143 representatives (120 women and 13 men) came from 13 municipalities from a range of units and ranks to attend a meeting at

Delta Nova. Several recommendations came out of the meeting, including the establishment of the structure for the PNTL Women's Association.

Furthermore, in 2016, through the Gender Responsive Budgeting Meeting (GRB), PNTL officers identified a number of barriers for gender equality in promotion within the PNTL. These barriers include: (1) lack of training opportunities, (2) difficulty in implementation of the 15% quota for women's participation in PNTL recruitments, (3) weak data systems, (4) lack of resources in relevant units to implement the gender commitments adopted by the Timor-Leste government related to the roles and responsibilities of PNTL including the National Action Plan for Gender-Based Violence (NAP GBV), NAP 1325, and the NAP for Human Trafficking. The report from the Timor-Leste Police Development Program (TLPDP) dated 6/15/2016 also reinforces the aforementioned issues to underline the importance of providing equal opportunities for women police on all fronts.

This Gender Strategy was developed by the Gender Cabinet with technical support from UN Women with financial support from the Australian and Japanese governments. Certain information was drawn from the NAP 1325 (led by the Ministry of the Interior) and the PNTL Strategic Plan for 2014-2018. Furthermore, the TLPDP contributed to the development of the Gender Strategy with information from reports published in 2016, emphasising the importance of equal opportunities for women and men PNTL officers on all fronts.

The Gender Strategy is also aligned with the NAP 1325 on Women, Peace, and Security, the National Action Plan for Gender-Based Violence (NAP GBV) and the PNTL Strategic Plan for 2014-2018. The Gender Strategy was first presented for comment and feedback at the PNTL Women's Conference in March 2018 before final approval by the PNTL General Command and launch in August 2018.

maintenance of cars and motorbikes and fuel is often not provided.

Data is lacking on the number of detention cells for women and men, girls and boys available in police stations in Timor-Leste. Some police posts lack separate spaces for attending to victims. The VPU in Oecusse confirm that victims can stay at the police station, but there are no facilities or food for victims. These challenges prevent coordination between VPU personnel and personnel from other units and victims.

Infrastructure weaknesses also relate to the health and safety of PNTL personnel. Respondents raised the issue of the lack of facilities for regular medical check-ups for personnel, particularly for reproductive health for women police officers. Furthermore, there are no separate toilets for men and women, nor separate changing rooms for women police, and in some areas, women police are working at night without a space to rest.

Another major equipment issue noted during the assessment pertained to police uniforms. Many officers raised concerns about the importance of providing appropriate uniforms for pregnant women PNTL officers. Police uniforms are addressed in the PNTL Strategic Plan.

Finally, the gender assessment raised the issue of creches offering child care for the children of PNTL officers. The PNTL Gender Cabinet has been advocating the importance of providing creches to enable women police officers to concentrate on their work, whilst allowing for children to be nearby for parents to monitor their behaviour. The creche issue was included in the Gender Cabinet annual action plan for 2015, but no budget allocation was approved.

