

**Devising a Strategic Plan for  
the Development of East Timor:  
A Framework for the Future**

**João Cândia C. Freitas**

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# **DEVISING A STRATEGIC PLAN FOR THE DEVELOPMENT OF EAST TIMOR : A FRAMEWORK FOR THE FUTURE**

By

João Cândio C. Freitas

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To my beloved little girls:

- Victoria Bakita Alves Freitas (Vicky) and
- Elizabeth Belmarco Freitas (Betti)

*Mai rona kalolon  
tada kalolon  
kalolon kona los  
kodi ba katak!*

~~UNDER~~ THESIS  
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Timor : a framework for the

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# CHAPTER 1. INTRODUCTION

## 1.1 Background to the Research

The concept of development encompasses all aspects of societal transformation, including socio-economic, political, and cultural transformation as well as the introduction of science and technology. For many scholars, the term development is defined somewhat like modernisation : the process of structural change in a society whereby inanimate sources of energy supersede animate sources, and both are used interchangeably (Kim, 1986).

The study of development in the 1950's, unlike today, was much more narrowly focused on economic development and was measured by the indices of the gross national product (GNP) (Rostow, 1960). During the Second United Nations Development Decade, the 1970s, the study of development "caught up" and shifted to a basic-need approach, emphasising quality of life and ecological balance. In the 1980s, people were increasingly concerned with the problems of development, and recognised the importance of a multi-disciplinary perspective. Here the focus shifted from economic development to human development. Some radical theorists believe that development should be redefined, according to the Third World view, as a process of liberation of individuals, classes, and societies from poverty, deprivation, dependence and exploitation. The study of development in the 1990s, as Frederick Turner (1983) outlined, should be more concerned with improving the quality of human life.

One characteristic of development in the Third World is environmental vulnerability. It occurs in an uncertain and most often turbulent environment. In its interplay with the external environment it is subject to pressures and demands from various interest groups and the country's own constituents. The environment dimension, and to a great extent public policy, particularly in respect to government interests and even political pressures, occur and influence development in a number of forms (Bryson, and Einsweiler, 1988).

To survive and succeed a country must satisfy the complex, diverse and changing needs of each of those individuals or groups whose withdrawal of support can threaten the development of the country. As such, the central task of management of the country is shaping the future, as opposed to optimising the present, because the future is not a fixed destination for which a detailed route-map can be drawn.

As the rate of change increased, all leaders and managers, be it in the private sector, public sector or non profit organisations must be effective strategists if their organisations are to fulfil their missions, meet their mandates and satisfy their constituents in the years ahead. They need to develop effective strategies to cope with changes and changing circumstances. Thus, strategic development planning, techniques, principles and philosophy, have gained massive popularity for bringing about positive changes in countries and organisations worldwide (Bryson, Freeman and Roering, 1986).

The concept of strategic planning was first introduced in the private sector. It has become

a standard part of management thinking and practice in the business world. During the recent decade, it has also become the standard practices of a large number of public and non-for-profit organisations including government organisations dealing with development, especially in developed countries (Viljoen 1991, Elling 1992, Boston, et. al. 1996, and Verheijen and Coombes 1998).

East Timor up to this stage, is still considered as non-self governing territory. Although it has been under the Indonesian control for almost 24 years, up to this stage, the problem of its future has not been solved as the United Nations and the international community still regarding Portugal, the old colonial master, as the administering power for the territory. During these years of so called “integration” the Indonesian government has initiated some physical developments in the territory to legitimise this “integration”. The bureaucracy is seen to be inefficient, inflexible, corrupted, unresponsive and inadequately accountable” (Freitas, 1998), and the problems of the territory are compounded by the Asian economic crises which has led to diminishing economic resources for its development.

In line with the new agreement between the Indonesian and Portugal governments and the Secretary General of the United Nations, the dispute over the status of East Timor is reaching an internationally agreed diplomatic solution. Subsequently East Timor is entering a transitional stage in which levels of autonomy and independence will be decided through a ballot organised by the United Nations. This, in turn, challenge the East Timor leaders, intellectuals and professionals to anticipate the outcome of the ballot and to prepare for the future development of the territory.

Basic management theories postulate that organisations need to reflect and adapt to environment conditions. If they are to be effective or even to survive, they themselves must change (Kester,1991). In this regard Pullen (1991, p. 35) said that :

A public organisation is an open system, constantly interacting with an environment from which it receives formal and informal legitimacy (the legal mandate and political power) and resources (money, information and people) and to which it exports credible products and services (e.g. policy, advice, regulation or research) to satisfy the demands of the enabling legislation and the direct needs of clients.

This implies that a set of interrelated elements acquire inputs from the environment, are put through a production process through which value or utility is created, and then discharge the results of the powers to clients in the country's environment. The need for inputs and outputs indicates dependency and the country's well-being and survival is thus contingent on a proper fit with the environment.

## **1.2 Context of the Study**

Until recently East Timor did not have a strategic or managerial perspective on devising a strategic plan for its development in the future. Apart from the case of Hongkong (Cheung, 1996) and some analysis on the local government of African countries, (Reddy and Sabelo, 1997), almost no attention has been paid so far to the analysis of the efficiency and the effectiveness of the public sector in territories such as East Timor. On the other hand, taking into account that successful economic reform will only be achieved if it is

accompanied by political reforms, the real challenge facing East Timor administrators in the future seems to be one in which the economic crises with its preoccupation with efficiency, relevance and economic growth will force the bureaucracy not only to manage in a more efficient and effective way but also to take into account other sectors related to the fulfilment of human basic needs.

Under Indonesian control, the East Timor public administration which is responsible for the development of the territory, has been frequently criticised especially in recent years for its lack of coherent planning, its lack of meaningful accountability and its inability to respond to changing circumstances. Various government departments provide similar, and overlapping services. Moreover, most of those organisations appear to have lost sight of their objectives and lost track of service provision (Freitas, 1998).

The reason for undertaking this study at this time is because up to this stage, little research has been done in East Timor on these issues. Moreover, bearing in mind the ongoing political negotiations searching for an internationally acceptable solution for the territory, the author's view is that sooner or later, East Timor has to manage its own affairs, including the economy, independent of any political arrangement resulting from the ongoing political settlement.

As such, one of the most important objectives of this research is to devise a strategic development plan in order to support effectively and efficiently the socio-economic development of the territory.

### 1.3 Significance of the Study

This study is carried out to demonstrate the application of strategic planning principles to the development of the country. In doing so, the study relied mainly on the findings of a Conference on Strategic Development Planning for East Timor held by the Asia Pacific Studies (CAPS) Victoria University of Technology in conjunction with the East Timorese Community in Melbourne from the 5 to 9 April 1999. It also relied on secondary data from the papers of the Keynote speakers and participants of the conference to accumulate some understanding of strategic planning devices, its effectiveness and its impediments. Further, a community consultation was conducted to explore the possibility of the implementation of the strategic plan.

This study will provide at least two significant contributions : *firstly* it will endeavour to find an appropriate strategic development plan for an emerging developing country East Timor. *Secondly* it will provide new alternatives for planning the development of East Timor by providing a guide to all services in order to achieve efficiency and also new forms of services which may deliver low cost operational improvement. As such, the findings of this study will assist the government officials of East Timor in the future, to promote strategic approaches to the development of the territory by applying strategic planning.

## **1.4 Research Methodology**

An innovative approach was applied in this research. Five types of information sources and data collection were used for the evaluation purposes of the study. These were :

- a) Literature Review
- b) Participation in Preliminary meetings
- c) Interview with key informants
- d) Conducting the Conference, Workshop and discussions
- e) Post Conference data collection

Both primary and secondary data were collected for this research. The primary data comes from the discussion during the conference and responses to the questionnaire and the interviews, while the secondary data comes from the papers of the keynote speakers and participants of the conference. (The lists of the participants and keynote speakers are attached in Appendix A and B).

## **1.5 The Aims of the Research**

The importance of strategic planning concepts in developing countries, has led many researchers to conduct intensive studies in this area in the past two decades. Hundred of

articles and books have been published on the factors leading to success and/or failure of the introduction and implementation of strategic planning not only in developed countries but also in developing ones. (Dodge, 1991, Morley & Vilkinas, 1997, Reddy and Sabelo, 1997).

Given the lack of research on the strategic development planning in East Timor, coupled with the existing inefficiency (determined predominantly by the existing internal structure and operations) and ineffectiveness (determined by its relationship with the public or external environment), the aims of this study are to :

1. identify and define the theoretical bases for devising a strategic development plan for East Timor. This will generate guidelines for these organisations and provide a framework for the implementation of these concepts in East Timor in the future;
2. generate a strategic development plan and practices in East Timor; and
3. investigate how the concept could be effectively implemented.

## **1.6 Research Questions**

In the context of East Timor, one of the major problems for East Timor starting a new era of self-government is that among other things East Timor requires an administrative system to execute effectively and efficiently the plans and policies of the new government.

Based on the discussions provided in the literature review, and bearing in mind the problems faced by a new self-governing East Timor in the future, in the broadest sense, the research problems that this study is trying to answer are :

- 1) What are the sectors of priority for the development of East Timor in its first five years of self-rule?
- 2) What strategic directions could be applied for each sector of development?
- 3) Who are the stakeholders for each sector?

Based on the above research problems, this case study was intended to provide answers to the following research questions :

1. What are the priority sectors of development for East Timor during its first five years of self-government? (This include how they relate to each other).
2. What are the philosophical foundations such as vision, mission and values for these sectors in the future? (This includes current expectations and beyond).
3. What are the main goals and objectives that can be devised for each sector?
4. Who are the potential stakeholders for each sector?
5. What are the preconditions needed to implement this strategic development plan? How do existing resources and infrastructure affect the implementation of this strategic development plan?

## 1.7 Definitions of Special Terms used in this Research

**Sectors of priority** : refers to sectors which the East Timorese considered as the most important ones to be prioritised in the first five years of transition in a self-ruled East Timor. These sectors include : governance and administration, mass communication and participation, legal and judicial systems, economy (including tourism), agriculture, education, health, infrastructure and environment.

**Strategic Development Planning** : refers to the process of identifying, choosing and implementing development activities that will enhance the long-term performance of a self-ruled East Timor by setting directions, and creating an ongoing compatibility between the skills and resources of the territory, and the changing external environment within which it operates. It addresses four fundamental questions namely : vision, mission, values, goals and strategies.

*Vision* : refers to the picture of the future the East Timorese wish to create or sense of future direction.

*Mission* : refers to a concise definition of the purpose that an organisation is attempting to fulfil in society or to the economy.

*Values* : refer to a set of beliefs people share about how to operate and what is important in conducting business. Values fan into mission and mission into vision.

*Goals* : refer to the terminal point toward which an endeavour is directed.

*Strategies* : refer to a statement of what the strategic plan is intended to do to achieve the strategic goals and policies.

**Stakeholders** : refer to any individual or groups (including all other interested groups) who can affect or are affected by actions, decisions, policies, practices or goals designated in the strategic development plan. In this study, particular emphasis is given to interested groups or international organisations who are willing to help and participate in the process of development of East Timor.

## **1.8 Outline of the Thesis**

Chapter two is a review of the literature, mainly on the need for development as a means of liberation, and the role of strategic planning in the development process in East Timor.

Chapter three is an introduction to how the East Timor question is being resolved. After a very brief description of its historical background, the importance of the strategic development planning for the future of the territory is presented and discussed.

Chapter four is the development of the theoretical framework for this thesis.

Chapter five is the research design including type of study and investigation.

Chapter six is a discussion of research methodology for the study. The rationale behind the methodology is discussed, including how the research is designed, and issues related to data analysis and procedures.

Chapter seven presents the results and discussion on the findings. The major results are presented following the sequence of priority sectors discussed before.

Chapter eight presents the conclusions of the study. The contributions of the study to theory, and managerial implications are also presented. In addition, final recommendations for future study are offered.

## CHAPTER 2 : LITERATURE REVIEW

### 2.1 Introduction

The study of development in the 1950's, unlike today, was much more narrowly focused on economic development and was measured by indices of the gross national product (GNP) (Rostow, 1960)<sup>1</sup>. During the Second United Nations Development Decade, the 1970s, the study of development “caught up” and shifted to a basic-need approach, emphasising quality of life and ecological balance. In the 1980s, people were increasingly concerned with the problems of development, and recognised the importance of a multi-disciplinary perspective. Here the focus shifted from economic development to human development. Some radical theorists believed that development should be redefined, according to the Third World view, as a process of liberation of individuals, classes, and societies from

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<sup>1</sup> The American economist Professor W.W. Rostow studied the economic development of the developed nations, and in 1960 put forward a “stage” theory of economic growth :

1. Traditional society, “whose structures developed within limited production functions, based on pre-Newtonian science and technology, and on pre-Newtonian attitudes towards the physical world”.
2. The Pre-Conditions for Take-Off to self-sustaining growth.
3. The Take-Off to self-sustaining growth when the forces making for economic progress expand and come to dominate society. Growth becomes a normal condition and is self-generating.
4. The Drive to Maturity. The structure of the economy changes as new industries grow and older ones level off.
5. Age of High Mass Consumption. The leading sectors of the economy now shift towards durable consumer goods and services, away from just manufacturing or other forms of production.

The pre-conditions necessary for the take-off to self-sustaining growth are : a) a basic framework of central government, b) a class of people devoted to economic progress and removal of serious barriers to mobility of capital and the labour force, c) this must be followed by an increase in the rate of technical change, d) a large increase in the percentage of output devoted to investment (from about 5% to about 10%), and e) a fundamental change in the structure of industrial organisations involving the adoption of large-scale, more specialised methods of production. The process makes heavy demands on the labour force (factory discipline) and needs a supply of entrepreneurs.

Rostow's theory is now recognised as merely one of the many competing economic development theories.

poverty, deprivation, dependence and exploitation. The study of development in the 1980s, as Turner (1983), outlined, should be more concerned with improving the quality of human life.

In November 1986 at its 41<sup>st</sup> session, the United Nations General Assembly adopted the Declaration on the Right to Development (p. 2) which recognises development as :

a comprehensive economic, social, cultural and political process which aims at the constant improvement of the well-being of the entire population and of all individuals on the basis of their active, free and meaningful participation in development and in the fair distribution of the benefits resulting therefrom.

This definition points out the interrelationship between the improvement of material well-being (i.e. economic development) and the non-economic content of the development process. The free, active and meaningful participation in the development process is of the utmost importance in development.

Development is not an end in itself but a way of achieving social goals and these goals include those set out in the international human rights instruments - the Universal Declaration of Human Rights (UDHR 1948), the International Covenant on Economic Social and Cultural Rights, (ICESCR 1976) and the International Covenant on Civil and Political Rights (ICCPR 1976). Development is for people and its objective is the improvement in the daily lives of ordinary people, freedom from fear and freedom from want. Underlying the concepts of development and human rights is the fundamental belief in the inherent dignity of the human person.

## 2.2 The Rights of Development

Ever since the UDHR was codified into two separate covenants - one of economic, social and cultural rights, and the other on civil and political rights - there has been uncertainty and debate over whether the two sets of rights have equal standing. The West has tended to emphasise the rights of the individual - the civil and political rights whilst the Eastern block countries have tended to emphasise the collective rights - the economic, social and cultural rights.

The Right to Development provides a bridge between these two streams of thought inasmuch the right to development relates to the need of every human being to realise his or her essential humanity and the need to create the social, cultural and economic environment in which the individual can be free from want and free from fear.

The preamble of the Declaration on the Right to Development states that efforts to promote and protect human rights at the international level should be accompanied by efforts to establish a new international economic order. The operation of the international economic order is clearly a determining factor in the capacity of states to meet the basic needs of their people. The direction for change in the economic order thus should be to further enhance the well-being of the individual.

The Right to Development is also intimately linked to the right of peoples to self-determination. Article 1 (p. 2) of the Declaration states :

the human right to development also implies the full realisation of peoples to self-determination which includes the exercise of their inalienable right to full sovereignty over all their national wealth and resources.

The Universal Declaration of Human Rights (UDHR, 1948), recognises, amongst other things, the right to education, the right of everyone to a standard of living adequate to the health and well-being of him or herself and his or her family, the right to work, to equal pay for equal work, the right to security in the event of sickness, disability, widowhood, old age, or other lack of livelihood - and these are seen to be 'economic and social rights' (Cranston, 1967). They are rights which arise out of universal or moral rights - the rights to life, liberty, property, equality, justice and the pursuit of happiness; also they are rights which are derived from citizenship. Just as universal civil and political rights are rights given to people because they are human, while social and economic rights are given because of citizenship.

The other fundamental issue to emerge from the debate on the Right to Development is that of popular participation. Article 2 (p. 3) of the Declaration states :

The human person is the central subject of development and should be the active participant and beneficiary of the right to development.

Participation is seen as a necessary prerequisite for effective development as well as a prerequisite for the full realisation of human rights. Popular participation is both an ideal and a model for equitable development. It puts the individual at the centre of the

development process, as agent and beneficiary. The dignity of a man is best manifested when he determines and controls his affairs.

Democracy pursues a policy of self-determination. Self-government is a natural outcome of self-direction which means that one is not imposed on by unwanted rulers and that one is not compelled against one's will to live under rules to the formulation of which one has had no chance to contribute (Mayo, 1960).

Democracy cannot be said to exist where the majority of the people in a political system are denied a say in the process of governance (Reddy and Sabelo, 1997). Therefore, individual full participation in making societal choices and decisions is a natural outcome of the endowment of individual dignity because it contributes to individual self-development and also the development process as a whole.

### **2.3 Development Paradigms**

In terms of development, McGill (1995, p. 65) outlined two ideas to be considered : development paradigms; and development for liberation.

According to Blunt (1990, p. 310), “the ruling paradigm of modern management thinking is contingency theory; the idea is that there is no best way to manage or to organise”. He offers an alternative view, suggesting that a contingency approach must be built around a

core of organisational values and imperatives. These core values and imperatives concern the organisation's functional alignment, coordination and control, and accountability and role relationships (Blunt, 1990).

Another paradigm is offered by Adamolekun (1990, p. 14). He suggests as follows : “The central argument ... can be summed up as an advocacy for building institutional capacity for development on the foundation of democratic values. It is also an assertion of the supremacy of values techniques”.

However, the dominance of techniques in the development process was at one point dangerously pervasive. Development which at one point was seen as modernisation was also understood as Westernisation. (Dwivedi and Nef, 1982).

The new paradigm suggests that development administration is therefore no longer the rational instrument for transferring Westernization *per se* to the host government and its population. Instead, it should be seen as the process of self-determination where the host government is seeking a locally defined answer to the development problems it faces.

Despite the current discouragement of some of the scholars who have contributed greatly to the study of political and economic development in the past, the future of development studies remains crucially important. As Frederick Turner in Kim (1986), pointed out, at first, it is disconcerting to see that eminent scholars have become so disillusioned with the field as to see development economics in serious decline and to call for abandonment or a

complete reorientation of developmental paradigms. Moreover, the issues of development are vital to improving the quality of human life.

Indeed, a turning point in the approach to development, maybe a broadening of the concept from economic development alone to human development in the larger sense comprising freedom from poverty, disease and exploitation, justice and equity.

There is a growing feeling that development strategies must take greater account of traditions, values, and cultural objectives rather than drift into situations where countries become ineffectual copies of the development approach of other countries. The essential precondition seems to be a national will expressed politically and shared by the people (Turner in Kim 1986). Backing this up is a strong feeling for education and efficient systems for education and training as well as the related appreciation of the need to build up an infrastructure for research and development.

Some development scholars assume that the success of industrialised countries in achieving an overall prosperity, makes their type of development the model of all countries and all cultures. This means that the systematic pursuit of a technology-driven economic growth is taken to be the unique and inevitable path to development. Furthermore, it is assumed that the economic benefits of such growth will “trickle down” from the rich to the poor (Rostow, 1960).

The question arises as to whether the success of these countries could be emulated by others. There are indeed, many elements of these success stories that could be studied and applied selectively according to the conditions of the developing or new emerging countries. However, the need for new approaches of a multidisciplinary nature is growing among the developing countries that attempt to link and understand the interactions between the various elements of development. Most industrialised countries have felt many of the unwanted consequences of rapid quantitative growth of their economies in terms of environmental degradation and a magnitude of social difficulties (Kim 1986).

In light of these deficiencies, looking to the future, and keeping in mind the issues raised from the experiences of other countries, it is time for a new start to address the problem of development particularly in a nation in waiting such as East Timor. It is suggested here that the development of that country should negate a rationalist Westernizing construction and recognise the political nature of the process. Therefore, what needs to be done is to study and build a comprehensive approach to development that will prove useful to policy planners as well as to scholars.

## **2.4 Development for Liberation**

Alveson (1987, p. 16) sets the scene to refute the Western, rationalist construction. He presented two views of society :

One of these is called the sociology of regulation (where) society (is) regarded as a stable, well integrated social structure, bearing the stamp of elements and functions which help to hold society together and to avoid conflicts. It is assumed that there is a basic consensus with regard to the dominant values. The other view is called the sociology of radical change. This is characterised by the emphasis on the process and change aspect of society rather than its stability. Society is regarded as being affected by opposition and conflicts of interest between different social groups and classes, by the domination of different groups or classes over each other, as well as of different contradictory values.

In regard to the last view, Dwivedi and Nef (1982, p. 74) said :

The previous two development decades emphasised modernisation through the transfer of technology (both ideas and tools) assisted by foreign aid. The third development decade, if it is going to be relevant, must change its focus and strategy to include such key goals as self-reliance, human needs, social justice and the removal of poverty. Development administration must provide the initiative for the achievement of these core objectives, effectively and forcibly. The challenge before the international bodies and the aid-giving agencies will be to make a difficult but not impossible mid-course correction in their approaches.

Such a change in direction has to be induced from two sources. First, there will have to be a growing acceptance of the human as opposed to the technical view of development, by the donor community. Second, “each country will have to innovate its own strategy of development ... by charting its own (development) theories and methods (Dwivedi and Nef, 1982).

It is apparent that development suggests exploration as a form of liberation rather than imposition of a Western rationalist construction. It recognises the political nature of the

process. In essence, development is a political process, dominated by policy concerns and basic human needs<sup>2</sup>.

Turner and Hulme (1997, p. 11) specified five points in defining what constitutes development today as follows :

1. An economic component dealing with the creation of wealth and improved conditions of material life, equitably distributed;
2. A social ingredient measured as well-being in health, education, housing and employment;
3. A political dimension including such values as human rights, political freedom, enfranchisement, and some form of democracy;
4. A cultural dimension in recognition of the fact that cultures confer identity and self-worth to people;
5. The full-life paradigm, which refers to meaning systems, symbols, and beliefs concerning the ultimate meaning of life and history; and
6. A commitment to ecologically sound and sustainable development so that the present generation does not undermine the position of future generations.

Although there is no universal agreement on a single meaning and policy package of the concept of development, the approach presented by Turner and Hulme above do hold out hope for the future and capture the multi-dimensional nature of development and the importance of ethics and wisdom in determining what it should be.

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<sup>2</sup> Basic Human Needs is synonymous with Basic Needs and Minimum Needs. These are :

- Food, clothing, housing, basic furnishing and other socially defined necessities.
- Access to basic services - primary and adult education, safe water, health services, sanitation, rural and community infrastructure (roads etc.) and communications.
- The right to productive employment.
- Mass participation in decision making and the implementation of policies (and development projects)
- An infrastructure capable of providing a surplus to finance basic communal services and implement the other basic needs.

The “Basic Needs Approach” to development arose in the 1970’s, in part as a result of the evidence that economic growth alone did not increase the socio-economic standing of the majority in the Third World.

Often Basic Needs are confined to food, clothing, housing, health and education services. When this happens the point is missed concerning people’s participation in development and this can lead to the bolstering of undemocratic structures. So, one can hand out food, housing and all the rest, but that is not necessarily development.

## 2.5 Planning for Development

Planning, according to Waterston (1965, p. 26) is ‘an organised, conscious and continual attempt to select the best available alternatives to achieve specific goals’.

In the many alternative definitions and at the heart of definitional debates, Turner and Hulme (1997, p. 132) presented two competing concepts about the nature of planning. On one side are ideal models that envision plans as technical products crafted by impartial experts with access to all necessary data and almost infinite analytical capacity. On the other side are the descriptive models of political science, that see planning as a political process involving the interaction of numerous individuals and organisations that bargain and negotiate, from varying power basis, to achieve objectives that, at least partially, reflect their interests.

Development experiences in many developing countries have shown that when external experts alone acquire, analyse, and process information and then present it in reports, social change usually does not take place; whereas the kind of ‘social learning’ that stakeholders generate and internalise during the participatory planning of development does enable social change (World Bank, 1996). Because of these advantages and disadvantages, the best alternative is to integrate the two approaches in the development planning process involving advantages elements of both of these differing view-points. This is, actually, the approach that has been taken for this study.

Bearing in mind that only the very simplest or luckiest of organisations or countries will survive in the future without a strategic plan, and staff at all levels who appreciate its significance, devising a strategic plan for the development of East Timor as a nation in waiting is crucial. This strategic plan should be a comprehensive national plan in which reflects the principal needs and expectations of the East Timorese for the future.

In this regard, Tony Killick as quoted by Turner and Hulme (1997, p. 135) identified six main characteristics for national development plans as follows :

1. Development plans present the policy objectives of the government, usually with a strong emphasis on economic development.
2. A strategy for achieving these objectives is identified. This varies between cases from the very specific to the very general.
3. The plan seeks to set out a set of internal consistent principles for optimal implementation that can guide day-to-day decision making.
4. The plan attempts to understand, and influence, the whole of the economy.
5. The plan utilises a macro-economic model (ranging from very simple to very sophisticated) to forecast the anticipated performance of the economy.
6. While a development plan is a medium-term document, typically of five years, it commonly involves supplementary annual plans and also presents a longer-term view of national development.

Like all plans, a strategic plan for the development of East Timor will not deliver its full potential unless it is owned by the East Timorese themselves. Creating this ownership is a key element of the strategic planning process, because it represents the human aspect of planning which leads towards a participatory development. This is in line with Turner and Hulme's (1997) descriptive model of political science mentioned before. In this case, involvement of all power basis either individual or organisations is crucial. Participation, here, is seen as a process through which stakeholders influence and share control over

development initiatives and the decisions and resources which affect them (World Bank, 1996, p. 3).

A stakeholder analysis is also required which provides a rational and systematic basis for understanding economic, political, social, and moral issues involved in complex relationships between an organisation and its constituents (Weiss, 1998). By doing so, it helps decision makers guide and structure strategic planning sessions and decide how to meet the needs and expectations of all stakeholders.

### 2.5.1 Strategic Planning

Interest in strategic planning in the public sector has surged because of several reasons. First, leaders of governments, public agencies, non-profit organisations, and communities face serious difficulties and challenges as their various environments become increasingly turbulent (Emery and Trist, in Bryson & Einsweiler 1988) and interconnected (Luke in Bryson & Einsweiler, 1988). Not only do changes occur more frequently and unpredictably in today's world, but changes in one area dramatically affects other areas. Second, despite the increasing difficulty of controlling their environments, organisational and community leaders are held accountable for the performance of their organisations and communities. These leaders, therefore, need help to manage complexity and change.

Strategic planning provides some of the concepts, procedures, and tools they need. As a concept, it involves general policy and direction setting, situation assessment, strategic issue identification, strategy development, decision making, action, and evaluation.

A number of authors (Viljoen, 1991, Bryson et al. 1986; Bryson et al. 1988), argued that strategic planning can help an organisation to :

- think strategically and develop effective strategies;
- clarify future direction;
- make today's decisions in light of their future consequences;
- develop a coherent and defensible basis for decision making;
- exercise maximum discretion in the areas under organisational control;
- make decisions across levels and functions;
- solve major organisational problems;
- improve organisational performance;
- deal effectively with rapidly changing circumstances and
- build teamwork and expertise.

What distinguishes strategic planning from more traditional planning (particularly traditional long-range comprehensive or master planning for a community), is its emphasis on (1) action, and (2) consideration of a broad and diverse set of stakeholders, (3) attention to internal strengths and weaknesses, and external opportunities and threats, and (4) attention to actual or potential competitors. (Bloom in Bryson et. al. 1986).

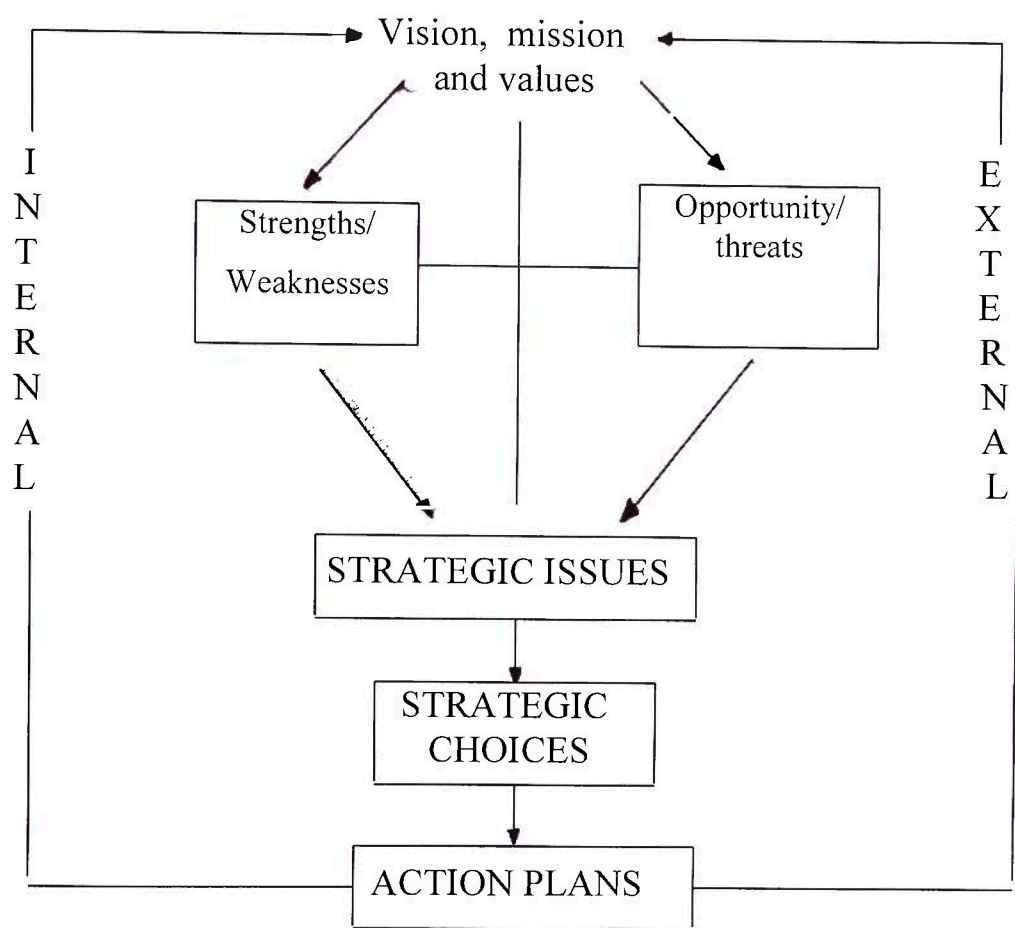
According to Bryson and Einsweiler (1988), a public sector corporate strategic planning focuses primarily on a government corporation or agency and on how it might plan to improve its performance. In this regard, strategic planning is conceived as a system whereby managers go about making, implementing, and controlling important decisions across functions and levels in the organisation. Lorange quoted by Bryson et. al. (1986), argued that any strategic planning system must address four fundamental questions : (1) Where are we going? (Mission), (2) How do we get there? (Strategies), (3) What is our blueprint for action? (Budget), and (4) How do we know if we are on track? (Control).

As this study is seeking to formulate a strategic plan for the future development of East Timor in a self-governing era, the process of strategic planning for this research will address the following five successive steps :

1. Establishing a vision, a sense of direction, a well-understood and pervasive mission and values statements;
2. Carrying out an environmental analysis by assessing the strengths and weaknesses (internal), and recognising opportunities and threats (external);
3. Identifying and defining strategic issues;
4. Determining strategic goals and objectives and
5. Designing action plans.

Figure 1 shows the strategic planning process.

Figure 1 : The process of strategic planning



Strategic planning systems are applicable to public sector organisations for, regardless of the nature of the particular organisation, it makes sense to coordinate decision making across levels and functions and to concentrate on whether the organisation is implementing its strategies and accomplishing its mission. As a system characterised by substantial comprehensiveness, formal rationality in decision making, and tight control, will work only in an organisation that has a clear performances indicators, and information about actual performance available at reasonable cost (Galloway in Barry 1986). Few public sector

organisations - or functions or communities – operate under such conditions. As a result, public sector strategic planning systems typically focus on a few areas of concern, rely on a decision process in which politics play a major role, and control something other than program outcomes (eg. budget expenditures) (Wildavsky in Bryson and Einsweiler, 1988).

### 2.5.2 Stakeholder Management Approach

A participatory development, as mentioned before, requires participatory processes including planning and other supported activities. The plan must be developed in relation to the whole range of the organisation's activities which, in turn, are affected by a wider range of issues which make up the environment of the organisation.

To be successful the public organisation, in particular, must be responsive to its environment, therefore corporate objectives can be seen as statements of the intended responses (Viljoen, 1991). A key to the definition of the environment is the concept of stakeholders (Weiss, 1998). To survive and succeed an enterprise must satisfy the complex, diverse and changing needs of each of these individuals or groups whose withdrawal of support can threaten its existence - stakeholders.

Freeman (1984) argued that corporate strategy can be understood as a corporation's mode of relating or building bridges to its stakeholders. A stakeholder is "any group or individual who is affected by or who can affect the future of the corporation". Customers, employees, suppliers, owners, governments, financial institutions, and critics are examples. Beringer

et al. (1986) described stakeholders in a public sector organisation as those who feel they have a vested interest in it (a public organisation). This concept extends beyond the direct client base to staff, other public organisations, other levels of government, pressure groups, politicians and so on.

Management of the modern enterprise must address four primary questions : (1) who are the stakeholders, (2) what are the needs and expectations of those stakeholders, (3) what management methodology or mix of methodologies will maximise management's ability to satisfy the needs and expectation of stakeholders, and (4) which business processes will be used to apply resources to satisfy the purposes of the enterprise (Bryson, et. al. 1986).

Once stakeholders and their needs and expectations have been identified, the next essential step is to get the right stakeholders and ensure their participation. One task that could be derived from this participation in the early stages is to provide the opportunity for potential stakeholders to review and revise draft documents prepared by the designing team seeking their feedback. This is crucial in fostering broader ownership and commitment beyond those who were present at the participatory planning events.

The stakeholder approach is an analytical way of observing and explaining how different constituents are affected by and affect business decisions and actions (Weiss, 1998, p. 28). It is a response to the growth and complexity of the modern corporation and to its influence on the environment, the economy, and the public. It enables users to map and then manage corporate relationships (present and potential) with groups who affect and are affected by

the corporation's policies and actions which can also be as a planning method to anticipate actions and reactions to events and policy outcomes (Weiss, 1998 p. 30).

Accountability, as a mandatory requirement for a public institution, demands that objectives be developed with the needs of the public in mind. Therefore the need of the public, including client groups, who are direct recipients of the services provided, should be given primary consideration when developing a corporate plan. Freeman (1984), argued that a corporate strategy will be effective only if it satisfies the needs of multiple groups. Traditional private sector models of strategy have focused only on economic actors, but Freeman (1984) argued that changes in the current business environment require that other political and social actors must be considered as well.

Because it integrates economic, political, and social concerns, the stakeholder model is one of the approaches most applicable to the public sector. Many interest groups have stakes in public organisations, functions, and communities.

Bryson, Freeman, and Roering (1986), argued that an organisation's mission and values ought to be formulated in stakeholder terms. Here a stakeholder analysis is required. That is, an organisation should figure out what its mission should be in relation to each stakeholder group; otherwise, it will not be able to differentiate its responses well enough to satisfy its key stakeholders. This advice to public organisations is matched by private sector practice in several well-managed companies (O'Toole in Bryson and Einsweiler, 1988). In other words, if the organisation identifies clearly its key stakeholders in which it

does business, specifies what its mission is in relation to each and if it performs well in the eyes of each of those stakeholders, its success is assured.

The stakeholder analysis is a series of steps aimed at the following tasks :

- a. Mapping stakeholder relations;
- b. Mapping stakeholder coalitions;
- c. Assessing the nature of each stakeholder's interest;
- d. Assessing the nature of each stakeholder's power;
- e. Constructing a matrix of stakeholder moral responsibilities;
- f. Developing specific strategies and tactics, and
- g. Monitoring shifting coalitions (Weiss 1998, p. 33).

As the nature of this study is to devise a strategic plan for the development of East Timor, the use of stakeholder analysis here should be seen as a planning method to anticipate actions and reactions to events and policy outcomes towards a participatory development.

Freeman (1984) has applied the stakeholder concept primarily at the corporate and industry-wide levels in the private sector, but it seems applicable to all levels in the private and public sectors. Researchers have not yet made rigorous tests of the model's usefulness in the private or public sector, but there are several public sector case studies (Kouzman, 1983, Elling, 1992, Boston, et. al, 1996, and Verheijen and Coombes, 1998) that indicate stakeholder analysis are quite useful as part of a strategic planning effort.

## **2.6 Limitations of the Strategic Planning**

The concept of strategic planning (strategic management) originated in the private sector, where it is seen to provide a comprehensive analytical framework for senior executives (Thompson & Strickland, 1996). Strategic plans establish the mission for the whole organisation, and plans for business units within the organisation are linked to the corporate plan and integrate its activities with those of their units. Strategies are developed in the light of external threats and opportunities and of the corporations competitive advantages; action plans and budgets are drawn up so that strategies can be pursued; performance criteria are established; and performance is monitored and evaluated (Viljoen, 1991).

Bearing in mind that most of the development initiatives are the responsibility of public sector organisations, there are a number of criticisms of the adoption of strategic planning into the development process conducted by public sector organisations, because of the fundamental differences between the public and private sectors. These issues, however, do not invalidate the practice of strategic process in the public sector. Supporters of strategic management/planning defended it arguing that it can be adopted and modified to suit the particular requirements of the public sector (Wanna, et. al., 1992). Therefore, some adaptation is necessary in each phase of that strategy process.

Although the principles of strategy are universal and most of them are applicable to the private sector, it cannot be denied that the application of these principles to the development process and the public sector should be selective and also be applied differently (Thompson & Strickland, 1996). In other words, the way development planners think about to apply these concepts may be somewhat different from the approach in private sector organisations.

All organisations should make strategic decisions to be able to survive in a turbulent environment. Here, strategic planning involves the taking of systematic strategic directions which affect the organisation as a whole (Viljoen, 1991). This is because, it is clear that the environment affecting public sector organisations is also characterised by rapid change.

Therefore, the recent trend towards a more managerial approach in the public sector and the development planning process is evidence of the recognised advantages of concepts traditionally practised only in the private sector.

To sum up, it is possible to follow the process of strategic planning in the development process of a country or the public sector and to describe the major steps, without becoming, as Wanna et. al. (1992, p. 36) described, “too bogged down by debates about ideologies, market mechanisms or a holistic approach”.

Thus the following successive steps might be envisaged :

- establish the vision, the sense of direction, the mission and values of the organisation, department or sector;
- carry out an environment scan, recognise the opportunity and the constraints;
- carry out the organisation's internal analysis (SWOT analysis)
- determine the goals and objectives
- devise the strategies designated to achieve the goals
- design the programs, allocate the resources
- determine the stakeholders
- figure out the organisation's mission in relation to each stakeholder group
- select the approach, the institution and the structure.

## **CHAPTER 3 : CONTEXT OF THE STUDY**

### **3.1 Historical Background**

In 1975, Indonesia made a controversial decision to take over East Timor after a period of civil war between the East Timorese. However, after almost 23 years, the political status of East Timor remains disputed and unresolved. The United Nations, which is the body officially mandated to resolve the East Timor problem, has never recognised the incorporation of the territory into Indonesia.

The conflict of East Timor has been called “the forgotten conflict” (Dunn, 1983). In the autumn of 1975, after the Portuguese Government, the old colonial masters withdrew, an internal struggle broke out between the East Timorese political parties. At the end of the year, it ended with the Indonesian acquisition which, even after twenty three years have passed, has never been internationally recognised.

The UN resolution 37/30 of 23 November 1982 requested the UN Secretary General to initiate consultations with all parties concerned, with a view to exploring avenues for achieving a comprehensive settlement. The UN Special Committee on Decolonisation also has been requested to consider the question.

Since 1982, the UN Secretary General has been entrusted with overseeing negotiations between the former colonial power, Portugal, and the present rulers, Indonesia, in order to bring about a 'comprehensive settlement of the problem'. These negotiations have been unproductive and the positions of the two governments remained diametrically opposed (CIIR, 1996). Portugal insisted that the East Timorese must be included in the process, while Indonesia maintained that the East Timorese asked for integration, and presented integration as an historical fact which cannot be reversed.

Following the 1991 massacre, the UN Secretary General re-established meetings between Indonesia and Portugal. Since September 1992, the two foreign ministers have met eight times. These so-called Tripartite Talks consist of two bilateral meetings with the UN Secretary General, followed by a joint session, after which a public statement was made. Each year the Secretary General reported back to the UN General Assembly, where the practice has been to defer a discussion or vote in favour of allotting more time to the negotiations process.

Despite international rejection and pressure since 1975, the Indonesian system of government has been effectively applied in East Timor, the 27<sup>th</sup> province of Indonesia. It is characterised by a centralised and bureaucratically dominated administrative system and government machinery, considerable fragmentation in the structure of government and great structural rigidity which creates further problems of coordination (Freitas, 1998). In terms of the Indonesian economy, East Timor has always been on the periphery and recently suffered as a direct consequence of the Indonesian financial crisis.

Unemployment amongst East Timorese is very high, with poor prospects for future employment opportunities.

### **3.2 Negotiation Process**

Dozen of negotiations between the Indonesian and Portugal governments under the auspices of the Secretary General of the United Nations, have been taken place since 1982 but without any concrete solution to the question.

Since the election of Mr. Kofi Annan as Secretary General of the UN, negotiations have intensified. Senior Officials from Indonesia and Portugal have been negotiating an autonomy package for months at the United Nations under the mediation of Mr. Jamsheed Marker the Secretary General representative for East Timor question. After years of stalemated negotiations under Sorharto's regime, the talks gained more momentum since the Habibi government took office in May 1998.

In the 15<sup>th</sup> ministerial tripartite talk held in New York, the Indonesian and Portugal Foreign Ministers agreed in principle to start formal discussions about a broad-based autonomy for East Timor. While this autonomy package was still under discussion, at the 16<sup>th</sup> meeting held in New York from six to seven February 1999, the two ministers agreed "in principle"

on consultations with the East Timorese that could include some type of vote (Agencia Lusa, 9-2-1999), an idea previously rejected by the Indonesian government. According to officials, in the talks on the future of the former Portuguese colony that Indonesia controls, the ministers reached an informal understanding on the following steps :

- a) the talks would end with a new plan by April 1999 after which the United Nations would organise a vote in East Timor. This would allow residents to accept or reject a wide ranging autonomy package that would leave East Timor as part of Indonesia. The ballot would have to be arranged before Jakarta's newly-elected legislature takes its seat in August;
- b) if the East Timorese reject the option, Indonesia would ask the legislature to rescind its incorporation of the territory it invaded in 1975 and annexed a year later (which internationally has never been recognised).
- c) Indonesian authorities would then begin pulling out of East Timor over several months as Portugal resumed authority, along with a United Nation's mission and police force. Timorese could then vote on their future status, elect a constituent assembly, and map out a constitution if they chose independence.

### **3.3. Diplomatic Solution**

On May, 5th 1999, the governments of Indonesia and Portugal and the Secretary General of the United Nations signed three agreements : a basic agreement between the Republic of Indonesia and the Republic of Portugal on the question of East Timor, and two supplementary ones : one covering the security arrangements for the peaceful implementation of the popular consultation which will be conducted on 8 of August 1999, and the other the modalities for the consultation. (UN Press Briefing 5 May 1999).

The Governments of Indonesia and Portugal agreed on 5 May 1999 to conduct a popular consultation on the status of East Timor. The question to be put to the voters in this consultation is whether they accept the proposed special autonomy for East Timor within Indonesia. The rejection of the proposed special autonomy by the voters will lead to East Timor's separation from Indonesia.

The signing of these documents has put an end to long negotiations that started in 1983. It is a historic moment because the agreements express solid principles. First, that the East Timorese question can only be settled by a free and fair ballot of the East Timorese, and secondly, that this ballot will be conducted by the United Nations, and therefore, an UN appropriate mission will be present in East Timor.

If the autonomy package presented by the United Nations as amended by the Indonesian Government was rejected, East Timor would revert to its pre-1976 status as a non-self-governing territory, with Portugal as its administering power, and still within the fold of United Nations. The proclamation of independence will be done once all preparations needed have been done.

### **3.4 Conclusion**

The situation in East Timor has been an international problem for the last twenty three years. With the down fall of the Soeharto's regime it appears that the dispute over the status of East Timor is reaching an internationally agreed diplomatic solution. East Timor has entered a transitional stage in which levels of autonomy and independence are being put forward to people to have a final say.

Based on the writer's belief, sooner or latter, East Timor has to manage its own affairs independently of any political arrangements for resolving the ongoing political conflict. Therefore, this study is anticipating the future of East Timor by devising a strategic plan for the territory's future development.

## **CHAPTER 4 : THEORETICAL FRAMEWORK**

### **4.1 Introduction**

Discussion in the literature review mentioned in Chapter two provided information about concepts that have been shown to influence the devising of a strategic development plan for East Timor.

The reason why this kind of strategic development planning is needed for the development of East Timor was discussed in chapter three. A major objective of this chapter is to develop a theoretical framework for the development and introduction of this strategic plan.

The theoretical framework constitutes the conceptual foundation of the study through applying strategic management principles mentioned before. In this regard, the theoretical framework of this study reflects : the strategic planning theory, stakeholder analysis and selection of priority sectors for development.

## 4.2 Variable Identification and Definition

Before the development of research questions, variables should be defined in order to determine their meaning and scope. This section, is devoted to this task and to develop the relationship between them.

The first variable is the identification of **Priority Sectors**. The strategic development planning process in this study is defined as a process of identifying, choosing and devising strategies that will enhance the long term performance of the development of East Timor by setting directions for the development process. In this regard, nine sectors of priority have been identified for the development of the territory as follows : government and administration, mass communication and participation, legal and judicial systems, economy (including tourism), agriculture, education, health, infrastructure and environment. Gender and human rights are addressed across all sectors.

The second variable is **Strategic Planning**. In this study, strategic planning is defined as the process of identifying and choosing activities that will enhance the long term performance of an organisation. This include the establishment of vision, mission and values, goals and strategies.

*Vision* : refers to the picture of the future the East Timorese people wish to create or sense of future direction.

*Mission* : refers to a concise definition of the purpose that an organisation is attempting to fulfil in society or to the economy.

*Values* : refer to a set of beliefs people share about how to operate and what is important in conducting business. Values fan into mission and mission into vision.

*Goals* : refer to the terminal point toward which an endeavour is directed.

*Strategies* : refer to a statement of what the strategic plan is intended to do to achieve the strategic goals and policies.

The third variable is **stakeholders** which in this study mean individuals or group who can affect or are affected by the actions, decisions, policies, practices, or goals of the organisation.

### 4.3 The Theoretical Model

As mentioned before, the purpose of this study is to explore and devise a strategic plan for the development of East Timor. Figure 2 shows the theoretical model encompassing the key steps in the theoretical framework used in the process of formulating a comprehensive strategic plan for East Timor's future development.

Figure 2

**A Framework for Devising a Strategic  
Plan for the Development of East Timor**

Priority sectors	Strategic Planning	Stakeholders
<ul style="list-style-type: none"><li>■ Governance and Administration</li><li>■ Mass Communication and Participation</li><li>■ Legal and Judicial Systems</li><li>■ Economy</li><li>■ Agriculture</li><li>■ Education</li><li>■ Health</li><li>■ Infrastructure</li><li>■ Environment</li></ul>	<ul style="list-style-type: none"><li>■ Vision</li><li>■ Mission</li><li>■ Values</li><li>■ Strategic Goals</li><li>■ Strategies</li></ul>	<ul style="list-style-type: none"><li>■ Mapping who are the stakeholders</li></ul>

#### 4.4 Research Questions

A set of research questions are derived from the theoretical framework as shown below :

1. Who are the stakeholders?
2. What are the philosophical foundations such as vision, mission and values for these sectors in the future? (This includes current expectations and beyond).
3. What are the main goals and objectives that can be devised for each sector?
4. Are there other strategic options and strategic choices available in each sector?
5. What are the preconditions needed to implement this strategic development plan? And how do existing resources and infrastructure affect the implementation of this strategic development plan?

## **CHAPTER 5 : THE RESEARCH DESIGN**

### **5.1 Type of Study**

The research was primarily designed as a exploratory study to devise a strategic development plan for East Timor through a conference held in Melbourne from 5 to 9 April 1999. The aim of the conference was to produce a practical strategic development plan for the future development of East Timor, based on the knowledge concerning the territory's current situation, and to help establish the overall philosophy such as developing a vision, mission and values statements, identifying the goals and objectives of each sector including its respective strategies. There were nine priority sectors discussed : governance and administration, mass communication and participation legal and judicial systems, economy, agriculture, health, infrastructure, and environment. Gender and human rights issues were addresses across all sectors.

In this research a descriptive case study approach has been undertaken. The nature of the study was descriptive qualitative as relationships between sectors have been attempted to be established.

## **5.2 Study Setting**

The research was undertaken as a single case study in order to develop a strategic plan for East Timor. An innovative approach was introduced involving the stakeholders in this conference.

The aim of the study was to answer the research questions outlined and confirm the answers throughout the study. The work was carried out among the conference participants during and after the conference. There was not any controlled or manipulated questions presented to the participants neither was it conducted in an artificially environment.

## **5.3 Gathering Data**

The principal source of data was the outcome of the conference which was directly related to the strategic development of East Timor. The data needed was collected from six working groups during the conference. The six groups each responsible for one or more sectors such as governance, administration and participation, legal and judicial systems, economy, agriculture and tourism, education, health, and infrastructure and environment. Seventy eight papers in these different sectors were sent prior to the conference by the participants, as listed in Appendix C.

The methods utilised have been qualitative in terms of both collection and analysis of data. The research was aimed at analysing the data gathered in order to formalise the strategic development plan.

### **5.5 Time Horizon**

This study was a one-shot or cross-sectional research. The data for this study was mainly collected during the conference and additional contact with stakeholders and community consultation conducted over a period of one month.

# CHAPTER 6 : METHODOLOGY

## 6.1 Introduction

This study focuses on document and policy analysis as the result of the conference and the collection and interpretation of data gathered from interviews with a selection of stakeholders related to the development of East Timor in the future.

As this was an exploratory study, it envisioned to provide structure and direction for devising strategic planning for the development of East Timor in the future. The methods utilised have been qualitative in terms of both collection and analysis of data. The reason for this methodological selection was because the main objective of this study was to review, and analyse existing information related to the proposed development plan for East Timor. Secondly the study aimed to highlight opinions and predictions of the likely impact of these changes.

## 6.2 Data Collection

This study has been conducted in five discrete sections in terms of data collection. These were : literature review, the participation in previous conferences, identifying stakeholders, conducting the conference and post-conference data collection.

### **6.2.1 Literature Review**

Based on the overall research objectives, secondary data was the main source of this research which was collected mainly through exploratory research. Three sources of secondary data were of primary interest in this study, namely the literature review on development theories and strategic planning, the papers presented by the East Timorese participants and the background information provided by the Non East Timorese participants particularly the international NGOs and other community organisations.

A critical survey was applied in the literature review integrating the two concepts of development and strategic planning for East Timor. It showed where the research questions fit into and flow from the field.

### **6.2.2 Participation in Previous Conferences**

For the purpose of gathering background information, the researcher has taken a major role in promoting the development of strategic planning in preparation for the future of East Timor through participating in several previous meetings held in other parts of the world.

In 1998, the researcher consecutively presented papers on planning and developing the public sector in East Timor in the Uppsala University Sweden in April 1998, in the American University USA in July 1998 and in Algarve Portugal in October 1998. The first

two meetings were organised in terms of conflict resolution on East Timor, while the last conference was seen as the embryo for devising a strategic development planning process for the future of East Timor involving many East Timorese professionals and academics. General guidelines for drawing up a national development plan for East Timor was established in this conference. Since the Algarve meeting, many study groups and key networks have been established committed to research and information sharing in their respective fields. Many inputs have been gathered during these international events for the preparation of this strategic development planning process.

### **6.2.3 Interview with Key Informants**

In identifying the key informants, the first step was to set criteria for selecting the stakeholders. There were two groups of key informants. The criteria was that first group of informants must be East Timorese intellectuals or academics, professionals and other interested groups or individuals working in the field in any part of the world including in East Timor. The second criteria was related to international government or non-government organisations willing to help and participate in the development process of East Timor in a self-governing regime. The priority was given to those who have been working with the East Timorese community in so far. For the last criteria, an initial contact list of these stakeholders was prepared of either those who are still working in East Timor

or with the East Timorese, and those planning to provide assistance for East Timor including those seeking information on the development of the territory.

#### **6.2.4 Conducting the Conference**

The major source of this research was the international conference on “Strategic Development Planning for East Timor” held by the Centre of Asia Pacific Studies (CAPS) Victoria University in conjunction with the East Timorese Community in Melbourne from 5-9 April 1999 where the researcher was the convenor.

The conference was widely acknowledged as a landmark event that could contribute to East Timor’s further development. Its initiative was acknowledged by the Australian, Portuguese and Canada Governments and many other international development agencies as an important development. For the Australian Government, its significance was reflected by a grant of A\$65.000 through AusAID (the Australian Agency for International Development) and other miscellaneous contributions from Portugal and Canada Governments, the Catholic Church, the Fred Hollows Foundations, Caritas Australia and Norowegia and many other international bodies.

An invitation for submission of papers in their respective fields went out addressed to all East Timorese study groups, professional and academics in early January this year. They were requested to have these papers submitted by the end of March 1999. A program

Committee made up of academics and members of the Working Committee assessed carefully the papers in accordance with the objectives of the conference. Invitations were also made to key delegates and keynote speakers of interest to non-Timorese who might wish to participate at their own expense.

The conference attracted more than 300 international participants including 85 East Timorese intellectual, academics and professionals both from inside and outside East Timor from all over the world. During the workshops a number of strategic issues were addressed focusing on governance, administration and participation, legal and judicial systems, economy, agriculture and tourism, education, health, infrastructure and environment.

The conference adopted the strategic planning methodology to enable coherent, consistent and effective productivity. The structure of the conference consisted of keynote address sessions on the first day and workshops for the remaining four days. The strategic planning methodology included the following successive steps:

- a) Establishing a vision, a sense of direction, a well-understood and pervasive mission and values for each sector. For this purpose eight speakers were invited to address the overall philosophy, aims and goals of the respective sectors in the keynote sessions.
- b) Presentation of papers in the workshops. The participants were divided into different sector working groups according to their respective background and papers prepared. A number of seventy eight papers were received prior to the conference but only sixty five were presented in the workshops. The presentations addressed issues such as :

identification of problems and needs; proposing alternatives to overcome the problems, measures by carrying out environmental analysis, assessing the strengths and weaknesses, opportunities and threats (SWOT analysis) and identifying resources required in each sector.

- c) Identifying and defining the strategic issues.
- d) Determining the strategic goals and objectives.
- e) Designing the action plans.

In the workshops, all the East Timorese participants were divided into six working groups to discuss and prepare plans for the sectors they were responsible for. The six working groups were : governance, administration and participation as group one; legal and judicial systems were in the group two; economy, agriculture and tourism in group three; education in group four; health in group five; and the last group was responsible for infrastructure and environment. The non-East Timorese participants acted mainly as observers and also integrated into these different groups according to their particular field and expertise. Moreover, there was an advisory team comprised of academics and experts in all sectors available in the conference for technical assistance. At the end of the conference, all groups were able to come up with a draft of plan for their respective sectors.

The many elements that made up the reports of the conference have undergone considerable analysis requiring definition and diagnosis of their potential and problems. The knowledge of the participants who worked in their respective discussion groups were progressively probed to establish the East Timor future they desire. They were all discussed

during the workshops and plenary sessions with both East Timorese and the many other non East Timorese participants concerned with the future of the territory. Another important thing to be stressed was that throughout the conference, the East Timorese participants have liaised with key international development agencies and non-government organisations who were committed to working with the East Timorese people in the process of future national reconstruction.

### **6.2.5 Post Conference Data Collection**

#### **6.2.5.1 Interim Report**

Immediately after the conference, an interim report, compiled and edited by the researcher from the findings of the working groups, was available. This collective report outlined the results of the conference indicating preliminary trends and impressions.

No attempt was made to suggest particular program proposals in the interim report. Instead, the interim report organised all the data which had been collected from the conference into possible options for the future. These options were meant to serve as a catalyst to critical discussion for groups concerned with the development of East Timor.

The interim report as the outcome of the conference resulted in two data resource banks which proved to be the starting point of this study. These resource banks were collections of literature and network of individuals and organisations.

The literature resource consisted of written material from the participants of the conference presented during the conference including the findings of the working groups. Apart from that, there were also papers from keynote speakers presented in the first day of the conference and a number of background papers submitted by non Timorese participants and international observers. All the discussions either in working-groups or panel discussions were recorded. The task of the researcher was to collect all of this information and organise it for the use of the study.

#### 6.2.5.2 Interview with Stakeholders

The network of individuals and organisations was another initiative of the researcher, which was developed throughout the conference, to enable all relevant and potential stakeholders develop close working relationships, participate in interviews and post-conference feedback. Apart from filling gaps, the latter was adopted to examine and evaluate the plan and policies proposed in the interim report. This program occupied a large proportion of the study time and was another major source of data for this report.

These stakeholders respondents were selected based on their particular knowledge and individual contacts with the East Timorese or because they had been working in East Timor for a certain period of time. A full list of non East Timorese participants including individual stakeholders consulted can be found in Appendix D.

Telephone interviews were conducted with selected potential stakeholders, including those who participated in Melbourne conference, at which the questions were asked related to the content of the interim report. They were selected based on purposive sampling. According to Sekaran (1992), purposive sampling might sometimes become necessary to obtain information from specific targets, ie. specific types of people who are able to provide desired information, either because they can give the needed information, or because they conform to some criteria set by the researcher. Hence, to obtain information in a quick way, a purposive sampling technique was used in this research.

Using this variety of methods (refer to the section in the data collection), the interim report was used to aid further discussion and comment by East Timorese leaders, community groups, East Timorese intellectual, academics and professionals and other stakeholders or interested groups. On this basis it was hoped that the final report and recommendations would be a reflection of the ideas of the many diverse and interested groups, and present a true and accurate picture of how to meet the needs and resolve the problems of the East Timorese people in the discussed areas in the transition and after the self-governing stage.

### 6.3 Data Analysis

All raw data collected were systematically transformed and aggregated into units which permitted precise descriptions of the relevant content characteristics.

The target population for the content analysis were all the papers sent to the conference, the background information by the non-Timorese participants and the keynote addresses.

In this study, the researcher constructed appropriate categories according to the information gathered. In addition to defining the categories into which content data were to be classified, the researcher also designated the units to be coded. The initial choice was that of recording the data. In each case a specific segment of content was categorised by placing it in a given category.

In this regard, two units of content analysis studies were used, namely the *theme* and *sentence* or *paragraph*, to codify the content data collected.

### 6.4 Constraints

This section on the methodology of this study is not complete without enumerating the major constraints experienced by the researcher in conducting this study.

Some of these constraints, all of which affected the methodology used, have been mentioned already - the imposition of a particular study for external reasons, and the limitation of interviewing the stakeholders.

Perhaps the most important constraints on the study methodology were those imposed by time and resources. An enormous task was undertaken with a commitment to complete it in a short period of time by the researcher himself. These factors meant that time was the most precious commodity to the study. In summary, the resources supplied to complete the study in the time required were most inadequate.

It is hoped that this report, despite its methodological difficulties and constraints, was a significant contribution of the study to the development process of East Timor in the future.

# CHAPTER 7 : RESULTS AND DISCUSSIONS

## 7.1 Introduction

This chapter presents the results obtained from the analysis in the key areas discussed in the theoretical framework. It started with governance, administration and participation, followed by legal and judicial systems. The economy, agriculture and tourism were discussed in the economy working group, while education and health respectively were discussed in two other different groups. The last group covered infrastructure and environment.

The strategic plan developed for each sector commenced by identifying the vision, mission and values statements in each respective sector and setting goals and strategies including identifying potential stakeholders. These goals and strategies were being used in the strategic development planning to ensure equity and efficiency in the allocation of resources.

## 7.2 Governance, Administration and Participation

The future sustainable development of East Timor depends on how the new government of East Timor will be designed and structured and to what extent people are involved in the development process that affects their lives.

From the analysis of the conference results, papers presented and discussions, East Timor (the new official name to designate the territory is *Timor Lorosae*) is envisioned as a democratic country based on the fundamental principle of a free, and peaceful environment where all people have equal opportunity to participate in and contribute to all aspects of development in the country, as can be seen in Table 1.

Table 1 : Vision, Mission and Values Statements for  
Government, Administration and Participation

Vision Statement	Mission Statement	Values Statements
The government of <i>Timor Lorosae</i> will be a democratic, efficient and responsible government, committed to constitutional rule, separation of powers (legislative, executive and judicial), and administrative reform leading to social and democratic participation in decision making.	<p>The mission of the government of <i>Timor Lorosae</i> is to:</p> <ol style="list-style-type: none"> <li>1. provide services and be responsive to the needs of people.</li> <li>2. work towards the welfare of all citizens.</li> <li>3. strengthen an active civil society.</li> <li>4. work towards sustainable development goals.</li> <li>5. pursue the fulfilment of five sets of rights :               <ol style="list-style-type: none"> <li>5.1 civil rights</li> <li>5.2 political rights</li> <li>5.3 economic rights</li> <li>5.4 social rights and</li> <li>5.5 cultural rights</li> <li>5.6 create the conditions for a free and independent media.</li> </ol> </li> </ol>	<p>Guiding Values</p> <p>In fulfilling its mission, the government of <i>Timor Lorosae</i> above all else values :</p> <ol style="list-style-type: none"> <li>a) Equity : A commitment to provide all people regardless of age, gender, religion, race, beliefs, place of residence or physical or mental condition the same access to quality services provided and the right to take part in the decision making in the public domain.</li> <li>b) Freedom of Expression : A commitment to protect freedom of speech, freedom of press and freedom of association within the law.</li> </ol>

		<p>c) Integrity : A commitment to be responsive, transparent and accountable to all citizens.</p> <p>d) Cultural Sensitivity : A commitment to be sensitive to cultural values and traditions.</p>
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As mentioned in Table 1, these vision, mission and values statements indicate the direction and desired pace of change in this sectors in the future. They are intended to inspire, to motivate, and to encourage cooperation among all of these institutions, sectors and individuals whose actions affect the governance, administration and the participation of the civil society in the process of decision making in East Timor.

### Goals and Strategies

As the strategic approach in the governance, administration and participation, the planned goals which indicate future directions and its respective strategies can be seen in table 2, including the prospective stakeholders who will be influencing or be benefited from the choice of these strategies.

Table 2 : Goals, Strategies and Stakeholders for  
the sector of Governance, Administration and Participation

No.	Goals	Strategies	Stakeholders
1	To establish efficiency in the Government and the Administrative System	<ul style="list-style-type: none"> <li>■ Reform the government and the Public Services (A Task Force to be established to commend the reform process)</li> <li>■ Retrain Staff towards a well-trained personnel</li> <li>■ Promote the merit culture</li> <li>■ Assess resources in all existing departments/government agencies</li> <li>■ Develop and implement redundancy package to the existing public servants</li> </ul>	<ul style="list-style-type: none"> <li>■ The entire nation</li> <li>■ More than 1.000 existing graduates in East Timor</li> <li>■ The existing and new public servants</li> <li>■ Overseas expertise/Foreign experts</li> <li>■ The University of East Timor</li> <li>■ Non Government Organisations</li> </ul>
2	Democratic Institutions	<ul style="list-style-type: none"> <li>■ To define and establish democratic institutions of sovereignty (<i>orgaos de soberania</i>) namely the National Parliament (upper and Lower Houses), the President, the Executive Council and the Judiciary.</li> <li>■ Formulate regulations for the registration of political parties</li> <li>■ Establish Electoral Commission</li> <li>■ Provide education and training on democracy</li> <li>■ Disseminate information on democracy to all citizens</li> </ul>	<ul style="list-style-type: none"> <li>■ Civil Society</li> <li>■ Political Parties</li> <li>■ International Advisors</li> <li>■ UN Electoral Commission</li> <li>■ International Agencies</li> <li>■ The Government of the Day</li> <li>■ Mass Media</li> <li>■ Non Government Organisations</li> </ul>

3	To decentralise Power	<ul style="list-style-type: none"> <li>■ Establish a Decentralise Authority to focus on decentralisation of power and administrative system</li> <li>■ Define power for different levels of government</li> <li>■ Devise funding arrangements within levels of government</li> </ul>	<ul style="list-style-type: none"> <li>■ Civil Society</li> <li>■ The Government of the Day</li> <li>■ International expertise</li> <li>■ A Decentralisation Authority to be established</li> </ul>
4	To develop institutions to monitor Human Rights and Integrity	<ul style="list-style-type: none"> <li>■ Establish an Anti-Corruption Body</li> <li>■ Establish an ombudsman office</li> <li>■ Establish a National Human Rights Commission</li> </ul>	<ul style="list-style-type: none"> <li>■ Corporate Sector</li> <li>■ Police Force</li> <li>■ Law enforcement entities</li> <li>■ Relevant international expertise/bodies</li> </ul>
5	To provide employment	<ul style="list-style-type: none"> <li>■ Provide training and re-skilling to unemployed people</li> <li>■ Set-up Government Sponsored Job Agency</li> <li>■ Regulate Foreign Employment in the Country</li> </ul>	<ul style="list-style-type: none"> <li>■ Relevant Government Departments</li> <li>■ Overseas expertise and aid</li> </ul>
6	To Coordinate NGOs activities	<ul style="list-style-type: none"> <li>■ Devise appropriate guidelines for the establishment of NGOs</li> <li>■ Structure NGO Forum</li> <li>■ Share information among the NGOs and the government</li> <li>■ Provide media training for NGO workers</li> </ul>	<ul style="list-style-type: none"> <li>■ Civil Society</li> <li>■ Non Government Organisations</li> <li>■ Government of the day</li> <li>■ NGO Forum/workers</li> <li>■ UNESCO</li> </ul>
7	To provide Welfare Services with focus on the disadvantaged	<ul style="list-style-type: none"> <li>■ Create database of potential recipients</li> <li>■ Train personnel involved in Welfare Services</li> <li>■ Formulate policy on Welfare services</li> </ul>	<ul style="list-style-type: none"> <li>■ Civil Society</li> <li>■ Government</li> <li>■ NGOs/Churches</li> </ul>
8	To provide Services for Veterans	<ul style="list-style-type: none"> <li>■ Set-up data base on the Veterans</li> <li>■ Formulate legislation on the Veterans</li> <li>■ Assist demobilisation and provide training for them.</li> </ul>	<ul style="list-style-type: none"> <li>■ The Veterans of War</li> <li>■ Government</li> <li>■ NGOs/Churches</li> </ul>

9	To socialise Gender Awareness Development	<ul style="list-style-type: none"> <li>■ Promote gender awareness orientation and training</li> <li>■ Initiate institution building on gender awareness</li> <li>■ Incorporate awareness into school curricula.</li> </ul>	<ul style="list-style-type: none"> <li>■ Government of the Day</li> <li>■ Civil Society</li> <li>■ Women's Organisations and Networks</li> <li>■ International expertise</li> </ul>
10	To promote and ensure a Free and Independent Media	<ul style="list-style-type: none"> <li>■ Implement the program "UNESCO SOS MEDIA" before and during the UN sponsored vote in East Timor</li> <li>■ Establish the Timorese Broadcasting Authority (TBA)</li> <li>■ Facilitate the establishment of media outlets.</li> <li>■ Ensure relevant articles in the Constitution</li> <li>■ Provide training for media personnel</li> </ul>	<ul style="list-style-type: none"> <li>■ Civil Society</li> <li>■ Government</li> <li>■ UNESCO</li> <li>■ Timorese Broadcasting Authority to be established</li> <li>■ Media Organisations</li> </ul>

One of the main focus in this sector is the restructuring of the Administrative structure of East Timor. It should focus on decentralisation, to allow efficiency, to reduce power in the central government hands to the lower levels to allow better response to participatory democracy and also promote strong commitment of government to egalitarian distribution of services across the country.

### **7.3 Legal and Judicial Systems**

The ideal legal and judicial systems in East Timor should be determined by and substantially comply with the dreams and aspirations of the majority of people as to what civil, social, cultural, economic, religions and political rights and obligations people wish to protect and enhance the civil society.

Table 3 shows the vision, mission and values statements for the development of this sector in East Timor in the future.

Table 3 : Vision, Mission and Values Statements  
for Legal and Judicial Systems

Vision Statement	Mission Statement	Values Statements
<p>Our vision is to have an independent judiciary which reflects the separation of power (legislative, executive and judicial) and abides by the rule of law.</p>	<ul style="list-style-type: none"> <li>■ To provide justice and prosperity to all citizens.</li> <li>■ To safeguard fundamental human rights which enshrine individuals' liberty, dignity and equality.</li> </ul>	<p>Guiding Values :</p> <ol style="list-style-type: none"> <li>1. A commitment to guarantee that every individual in society is equal before the law, with the right to equal protection and equal benefit from and of the law without discrimination on any ground.</li> <li>2. A commitment to guarantee the right of all citizens to equal access to the law and a system of justice which affords natural justice and due process to all, administrative and procedural fairness, freedom from arbitrary arrest and detention.</li> <li>3. A commitment to implement and preserve the Universal Declaration of Human Rights adopted by the United Nations in 1948 as the paramount guiding light of the legal/judicial system in <i>Timor Lorosae</i>.</li> <li>4. A commitment to promote <i>Timor Lorosae</i>'s legal traditions, culture and traditional values as appropriate.</li> </ol>

The development of the legal and judicial systems in East Timor in a self-government regime will certainly need time. Therefore, pending the enactment of East Timor law, the Portuguese law which was introduced before the Indonesian rule and the Indonesian law which is still being imposed in the territory, will be still relevant to be used in the transitional period. In this regard, the term “law” should be understood as “corpus juris civilis” and not as East Timor’s legal system.

The experience of East Timorese people under the rule of feudal kings, the Portuguese domination and the occupation of Indonesian authoritarian regime, is one where the people became the target of oppression, exploitation and cruel treatment along with the exploitation of the territory’s natural resources. All of these have aroused people’s awareness about the necessity of building a legal state based on freedom, democracy and social justice principles.

Based on ideas as such, the development design of legal and judicial systems during its first five years of self-governing East Timor will be based on the points discussed in table 4.

Table 4  
Goals, Strategies and Stakeholders for  
Legal and Judicial Systems

No.	Goals	Strategies	Stakeholders
1	To establish an independent judiciary system to provide justice and maintain law and order to all citizens	<ul style="list-style-type: none"> <li>■ Restructure the Court system towards the formation of an independent judiciary</li> <li>■ Establish judicial institutions such as : Attorney General, Judges, Public Prosecutors, Public Defenders, Legal professions and etc.</li> <li>■ Establish a land court with sale jurisdiction on land claims</li> </ul>	<ul style="list-style-type: none"> <li>■ Timorese graduates in law and judicial systems</li> <li>■ International expertise/bodies</li> </ul>
2	To staff the legal/judicial system with competent personnel towards the formation of a competent and independent judiciary in <i>Timor Lorosae</i> .	<ul style="list-style-type: none"> <li>■ Establish a Judicial Service Commission (JSC) comprising of legal profession</li> <li>■ Recommend candidates for appointment to the responsible minister in the government. Appointment to be a mere formality.</li> <li>■ Appoint East Timorese legal professionals and to include mentors (experienced lawyers/judges from overseas as consultant or advisers) in this process.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>

3	To provide adequate knowledge and skills for the personnel towards a competent and independent judiciary	<ul style="list-style-type: none"> <li>■ Provide training for Judges, Lawyers and Civil Police Forces.</li> <li>■ Set-up a Legal Academy (University/Law School) and Judges Training School or Department.</li> <li>■ Establish institutions for adequate training of legal professionals and Judges to conduct research.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
4	To incorporate Customary Law to maintain the continuity of the existing traditional/customary law values as appropriate.	<ul style="list-style-type: none"> <li>■ Revitalise customary law, traditional councils of customary law such as <i>Lia Na'in</i>, <i>Dato</i> or <i>Mayor</i> at the village levels.</li> <li>■ Establish a traditional advisory council as one of the high state institutions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ <i>Lia-Na'ins</i>, <i>Datos</i> and <i>Mayors</i></li> </ul>
5	To protect property rights of the local community under customary law and to ensure that they have the right to be consulted.	<ul style="list-style-type: none"> <li>■ Enact law to safeguard and protect customary rights</li> <li>■ Obtain their consent for explorations affecting their land</li> </ul>	<ul style="list-style-type: none"> <li>■ Timorese graduates in law and judicial systems</li> <li>■ International expertise</li> </ul>
6	To establish a legal consortium to research into the existing law used in the villages.	<ul style="list-style-type: none"> <li>■ Form a legal consortium or Law Reform Committee</li> <li>■ Recommend appropriate laws to be enacted and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
7	To promote women's rights	<ul style="list-style-type: none"> <li>■ Gender-sensitise legal documents.</li> <li>■ Acknowledge and recognise rights and protection of women.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ Women's organisations</li> </ul>

8	To initiate National Reconciliation to achieve peace, stability and active participation of all components of the society in the reconstruction of the country.	<ul style="list-style-type: none"> <li>■ Establish a Commission for Peace and reconciliation in east Timor.</li> <li>■ Work with the Catholic Church and other religions leaders towards peace, reconciliation and stability in East Timor.</li> <li>■ Look at the experiences from South African Truth and Reconciliation Commission (TRC) and Guatemala's Truth Commission.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ The Catholic Church</li> <li>■</li> </ul>
9	To prepare Arrangements to guarantee a smooth Transitional Period to allow for the planning of a new national legal/judicial system.	<ul style="list-style-type: none"> <li>■ Maintain temporarily Indonesian law except where it causes injustice or oppression, in which case to be substituted by Portuguese law.</li> <li>■ Create a temporary mechanism which will guarantee due process of law.</li> <li>■ Adopt a legal system with minimum disruption and with cost effectiveness which permits the creation of our own judicial system.</li> <li>■ Implement Alternative Dispute Resolution (ADR) in emergency period, to provide a more socially cohesive method of resolving disputes which does not require expenses and formality of existing courts.</li> <li>■ Set-up and Arbitration Court in Dili to deal with commercial matters.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>

		<ul style="list-style-type: none"> <li>■ Use existing local conciliators and mediators/facilitators such as <i>Lia Na'ins</i> in different regions to facilitate non criminal disputes.</li> <li>■ Utilise local lawyers to formally set-up a body of lawyers who will assume positions in Manatuto, Ermera, Baucau, Dili and Maliana, each of which will consists of four lawyers.</li> </ul>	
10	To initiate prosecutions of unprosecuted crimes in pre-independence period, to provide justice, amend grievances and work towards reconciliation.	Establish an office of unprosecuted crimes to accept complaints, investigate and if appropriate instigate prosecutions	■ International Court
11	To draft an interim Constitution framework which embodies the people's aspirations to guarantee a smooth transitional period.	<ul style="list-style-type: none"> <li>■ Create a provisional Committee of legal professionals to draft the Interim Constitution.</li> <li>■ Establish a working Committee to prepare a special Convention consisted of representatives of all social and political groups with the main task to appoint a Commission comprised by legal professionals to produce the draft for consideration and approval.</li> </ul>	<ul style="list-style-type: none"> <li>■ Timorese experts</li> <li>■ International expertise/bodies</li> <li>■ Government of the Day</li> <li>■ Civil Society</li> </ul>

Developing a legal system involves a more complex meaning because it does not concern the development of a new law, the guidance to the apparatus and legal profession and the availability of appropriate means and infrastructure support only, but it covers the formulation of a concept on different legal system components in order to devise a national legal system based on generally accepted legal principles.

From table 4, it can be concluded that basic rights, freedom and that all citizens are equal before the law, are basic principles to be observed in a post-self-governing era. In other words, it is envisioned a democratic country of East Timor that abides by the rule of law and is firmly grounded in an uncompromising respect for human rights.

**7.4 Economy, Agriculture and Tourism**

**7.4.1 Economy**

Table 5 bellow, describes the vision and mission statements for the economic development of East Timor for its five years of self-government.

Table 5 : Economy Vision and Mission Statements

Vision Statements	Mission Statement
<ul style="list-style-type: none"><li>• An economy to serve a free, democratic and prosperous society.</li><li>• An open market economy with selective government intervention to ensure equity, transparency, and efficiency.</li></ul>	Transformation of an agrarian economy into a more diversified and developed economy.

Recent indicators of economic performance which report on the contribution of agriculture and other productive sectors to economic development of East Timor, are weak and possibly declining.

The choice of successful strategic planning depends on making some hard decisions about the kind of social and economic future that East Timor would like to achieve. Policy options presented in table 6 on the overall economy and some strategic recommendations are made on how resources in these sector might be best used to benefit the people of East Timor.

Table 6  
Goals, Strategies and Stakeholders for  
the Development of Economy

No.	Goals	Strategies	Stakeholders
1	To develop Currency arrangements towards a stable monetary system	<ul style="list-style-type: none"> <li>■ Phase out Rupiah as soon as practical</li> <li>■ Establish an investigative Economic Task Force (ETF) to investigate currency options(Own Currency, Rupiah, and EURO), timing and their viabilities</li> </ul>	<ul style="list-style-type: none"> <li>■ An Economic Task Force to be established</li> <li>■ International expertise</li> </ul>
2	To determine the appropriate Exchange Rate regime.	<ul style="list-style-type: none"> <li>■ Investigate and determine the appropriate exchange rate regime (Floating, Managed or Currency Board).</li> <li>■ Preference for either a floating or managed exchange rate system and no Currency Board.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ IMF</li> <li>■ World Bank</li> </ul>
3	To establish Banking System and Structure	<ul style="list-style-type: none"> <li>■ Establish Banking Structure : Central Bank and Commercial Banks.</li> <li>■ Investigate and implement the following proposed Banking Structure : <ul style="list-style-type: none"> <li>b.1. Central Bank - focus on Monetary Policy and lender of last resort</li> <li>b.2. Regulatory Body - to monitor prudential guidelines to comply with Basle Agreement.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ UNDP</li> <li>■ Foreign Commercial Bank/Rural Development Bank (e.g. Asian Development Bank)</li> </ul>

		b.3. Regulatory Body will consist of <ul style="list-style-type: none"> <li>■ Micro Credits - UNDP</li> <li>■ Rural Development Bank</li> <li>■ Foreign Commercial Bank</li> </ul>	
4	To institutionalise Public Finance and fiscal discipline aiming at self reliance over a realistic time frame	<ul style="list-style-type: none"> <li>■ Adopt two budget system <ul style="list-style-type: none"> <li>a.1. Recurrent Budget</li> <li>a.2. Development Budget</li> </ul> </li> <li>■ Support the recurrent budget financed from internal sources as soon as possible</li> <li>■ Estimate the approximate Recurrent and development Budget required.</li> <li>■ Diversify tax structure</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
5	To manage Aid towards favourable balance between grants and soft loans.	<ul style="list-style-type: none"> <li>■ Create a Consultative Group on East Timor as soon as possible</li> <li>■ Create a government body to coordinate foreign aid and to monitor transparency in Aid management.</li> <li>■ Establish a government body to conduct cost/benefit analysis including social and environmental impact on community and long term recurrent cost.</li> <li>■ Investigate Monetary Management of large capital inflows. (How Central Bank can avoid excessive increase in the Money Supply - Sterilisation).</li> </ul>	<ul style="list-style-type: none"> <li>■ Government</li> <li>■ Civil Society</li> <li>■ International bodies</li> <li>■ Non Government Organisations</li> <li>■ Donor Countries</li> </ul>

6	To establish Industry Development Policy	<ul style="list-style-type: none"> <li>■ Establish diversified industries and employment generation industries.</li> <li>■ Develop small and medium scale industries</li> <li>■ Maximise opportunities for value added industry</li> <li>■ Specialise and concentrate on certain sectors such as tourism, agribusiness, livestock, fishery and basic goods.</li> <li>■ Secure entry to European community markets and/or trade privileges of African Carabin Pacific Membership.</li> </ul>	<ul style="list-style-type: none"> <li>■ Government</li> <li>■ Corporate Sectors</li> <li>■ International Organisations (e.g. African, Carabin and Pacific, EEC or European Community Trade, etc)</li> </ul>
7	To establish natural resources available for exploration (Timor Gap) to enable diversification.	<ul style="list-style-type: none"> <li>■ Establish a balanced portfolio of natural resources to enable diversification</li> <li>■ Conduct as soon as practical geological studies on the natural resources available to determine the extent, viability and environmental aspects.</li> <li>■ Initiate an independent consulting company to investigate Timor Gap Treaty</li> <li>■ Establish concrete policies based on the results of the investigation.</li> </ul>	<ul style="list-style-type: none"> <li>■ East Timorese experts</li> <li>■ The Government of the Day</li> <li>■ International expertise</li> <li>■ Australia and Indonesian Governments</li> </ul>

The future government of East Timor needs to adopt a flexible approach to strategy setting, putting more emphasis on what is found to work. Some issues for consideration by the Economic Task Force are : currency options, the exchange rate regime, banking system, monetary management of aid inflows, benefits of re-negotiating the Timor Gap Treaty, the Trade policy, foreign investment policy, foreign exchange restrictions and the human and capital expenditure.

The economic task force aims to provide a blue print for national governments and international aid agencies to substantially support development initiatives.

#### **7.4.2 Agriculture**

Agriculture is one of the most important areas in the economic development of East Timor. Sustainability of the agriculture management system and its capacity to continue producing on a long term basis in East Timor should be seen as priority in the agriculture strategic planning development. Therefore, table 7 presents the long term vision and mission of agriculture in a self-ruled East Timor.

Table 7

Vision and Mission Statements for Agriculture

Vision Statement	Mission Statement
Creating prosperity from agricultural-based resources	To develop an ecologically and sustainable agriculture leading towards self-sufficiency and competitiveness for the East Timorese people.

The development of agriculture in East Timor in the long run should be bolstered to achieve higher growth rates of production and in the same time to turn the type of growth into a more dynamic and based on institutional innovation, technical progress and the general mobilisation of traditional agriculture. Therefore, the following are the goals and strategies including the stakeholders for agriculture development in East Timor.

Table 8  
Goals, Strategies and Stakeholders for Agriculture Development

No.	Goals	Strategies	Stakeholders
1	To develop safeguard plant industry throughout East Timor.	<ul style="list-style-type: none"> <li>■ Provide sustainable production of basic crops such as rice, corn, legumes, root crops etc. and adequate resources for food production and processing</li> <li>■ Encourage/promote crop diversification and productivity through a proper land management</li> <li>■ Protect the genetic resources and improve the existing infrastructure and services to allow farmers to exchange or self production surplus.</li> <li>■ Introduce appropriate technology and services to improve the quality of export oriented crops such as coffee, coconut, candlenut etc.</li> <li>■ Encourage mixed farming based in soil and water conservation principles.</li> <li>■ Provide adequate information and services for export crops and foreign exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>■ Farmers</li> <li>■ Traders</li> <li>■ Consumers</li> <li>■ Government Agencies</li> <li>■ NGOs</li> <li>■ Householders</li> <li>■ Private Sector</li> </ul>
2	To develop animal production industry	<ul style="list-style-type: none"> <li>■ Increase animal production through sustainable grazing and fodder production.</li> <li>■ Provide essential services in the area of animal health.</li> <li>■ Promote dairy industry.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>

3	To promote and develop Fishing Industry	<ul style="list-style-type: none"> <li>■ Manage ocean fishing rights under East Timor jurisdiction</li> <li>■ Promote on-farm aquaculture</li> <li>■ Preserve and improve coastal and inland fishery for domestic consumption and export.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ International expertise</li> </ul>
4	To encourage natural reforestation (Forestry Industry)	<ul style="list-style-type: none"> <li>■ Encourage natural reforestation</li> <li>■ Establish national parks</li> <li>■ Promote agro-forestry through sustainable farming systems</li> <li>■ Protect native genetic resources.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
5	To develop Small-scale Business	<ul style="list-style-type: none"> <li>■ Support and enhance rural income through small scale business</li> <li>■ Develop small scale food processing and marketing in the rural community</li> <li>■ Promote and develop agribusiness</li> <li>■ Promote institutional capacity building</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
6	To promote quality services	<ul style="list-style-type: none"> <li>■ Undertake survey on agriculture resources</li> <li>■ Establish agricultural commodity regions</li> <li>■ Mobilise available resources to support agriculture development</li> <li>■ Increase yield, production and income</li> <li>■ Provide technical services for agricultural development</li> <li>■ Promote agribusiness</li> <li>■ Establish a quarantine and agrochemical body</li> </ul>	<ul style="list-style-type: none"> <li>■ Timorese experts</li> <li>■ The University of East Timor</li> <li>■ International expertise</li> <li>■ Same as above</li> </ul>

Agricultural industries cannot be competitive and even survive if proper assistance to improve the quantity and quality of its products is not provided. Innovative approaches, industry projections and problem solving capacity are essential to maintain and improve sustainable productivity. Therefore, it is imperative initiatives for research for innovation through specialised institutions.

### **7.4.3 Tourism**

The tourism sector in East Timor was totally destroyed during the war period. Long before the war, East Timor experienced a lot of tourism, especially at its clean beaches and beautiful mountains are the major attractions of the territory.

The vision for tourism development in the future should one of quality, authenticity and uniqueness. It should offer a distinctly different experience than that provided in numerous places within the Asia Pacific Region. The vision and mission of the tourism development can be found in table 9.

Table 9  
 Vision and Mission Statements for Tourism

Vision Statements	Mission Statement
<p><i>Industry:</i> A dynamic, diverse, prosperous and mutually supportive tourist industry, based on local community initiatives, responsive to customer needs as well as environment and community sensitivity</p> <p><i>Clients:</i> A tourist clientele that is appreciative and protective of the cultural tradition and environmental settings within which tourism activity occurs as well as the efforts made by the industry to sustain or enhance the quality of these settings</p> <p><i>Community:</i> A community that is supportive of the tourism industry and benefits from tourism activity</p> <p><i>Environment:</i> Conservation, presentation and enhancement of natural and cultural environments through proactive and sympathetic efforts of the tourist industry and cooperation with other industries and the community</p> <p><i>Government:</i> Pro-actively supportive of the tourism industry, providing direction and an environment for ecological sustainable development and economic prosperity.</p>	<p>To promote Ecotourism that actively assists the conservation of the natural environment and its cultural significance, through services provided by village community-based ventures</p>

As stated in the mission statement ecotourism has become an important feature to the development of East Timor’s tourism industry in the future. As the fastest growing sector in the tourism industry, ecotourism is likely to be an attractive investment proposition.

The development of a successful tourism industry particularly ecotourism requires the provision of many other resources and infrastructure developments, the involvement of private sectors and the community as can be seen in table 10.

Table 10  
Goals, Strategies and Stakeholders for Tourism

No.	Goals	Strategies	Stakeholders
1	To formulate and Implement Visitor Services Plan (VSP)	<ul style="list-style-type: none"> <li>■ Establish a Tourism planning team and begin tourism development planning process and to implement Visitor Services Plan</li> <li>■ Assess the existing carrying capacity and quality of accommodation throughout East Timor</li> <li>■ Assess the existing capacity of the reliable delivery of adequate food and beverage services for visitors</li> <li>■ Assess the existing capacity for the reliable delivery of adequate transport services for visitors</li> <li>■ Formulate the best possible estimate of the level of visitor demand at the end of the year two</li> <li>■ Formulate a plan as to how to best increase capacity, with priority given to safe, reliable and regular transport service delivery</li> </ul>	<ul style="list-style-type: none"> <li>■ Timorese experts</li> <li>■ International expertise</li> <li>■ Government of the Day</li> <li>■ Householders</li> <li>■ Private sector</li> </ul>
2	To promote tourism industry plan and regulations	<ul style="list-style-type: none"> <li>■ Establish a government Department supervising tourism and nature conservation</li> <li>■ Establish Timor Tourism Board chaired by government officials with business membership</li> <li>■ Develop a comprehensive tourism planning underwritten by the principles of sustainability and protection of East Timor natural and cultural resources.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>

		<ul style="list-style-type: none"> <li>■ Initiate negotiations and formulate national airline policy</li> <li>■ Develop a program of village community tourism education and awareness-raising throughout the country to promote rural community involvement</li> </ul>	
3	Develop Ecotourism resources and infrastructure	<ul style="list-style-type: none"> <li>■ Identify Ecotourism resources and upgrade infrastructure services, such as communications for booking and reservations so that the visitors could be hosted adequately.</li> <li>■ Identify and develop primary services providers for hospitality, travel and tourist attractions for delivery of identified balanced range of complementary ecotourism products.</li> <li>■ Link all rural services providers to promote and market national diversified tourism product and image of East Timor internationally.</li> <li>■ Register, restore and rehabilitate natural/cultural heritage sites and attractions</li> <li>■ Establish Bio-diversity Survey to analyse and recommend conservation priorities for tourism.</li> </ul>	■ same as above

Tourism has the potential to assist East Timor in balancing its trade deficit and improving a sustainable industry for economic growth and employment. The development of a successful tourism industry also requires the parallel development of agriculture, and improved community infrastructure as well as improved general knowledge on the tourism industry. As such, tourism could be the focus and beneficiary of sustainable development project across almost all sectors of industry, for community infrastructure and social development projects. Therefore, the process of planning must be inclusive of the community rather than a top-down approach.

## **7.5 Education**

Education is held in high esteem as an instrument of social change and transformation. It is not merely a social institution but an active agent in the life of a society. The vision, mission and values statements for the development of education sector in East Timor devised in the strategic planning will determine how the education process will be conducted and consequently the outcome achieved, as can be found in table 11.

Table 11

## Vision, Mission and Values Statements for Education

Vision Statements	Mission Statement	Values Statements
<p>A new East Timor would aspire to have an education system that enhances :</p> <ul style="list-style-type: none"> <li>■ the development of our national identity based on our selective cultural and universal human values, and</li> <li>■ the development of independent and critical thinking with the spirit of free and scientific inquiry.</li> </ul>	<p>Developing and implementing a high quality and efficient education system that serves the achievement of our education vision.</p>	<p>In fulfilling our mission we value above all else :</p> <p><i>Our own traditional cultural values</i> which are worth preserving and transforming for the individual social development:</p> <p>Cultural values which are worth preserving and transforming for the individual social development</p> <ol style="list-style-type: none"> <li>1. Respect : Mutual respect and respect of the younger towards the older</li> <li>2. Creativity: The capacity and freedom to discover on his/her own the solution to the problems</li> <li>3. Sharing : Openness of our heart's and home to everyone</li> <li>4. Love and harmony: With the nature and its preservation</li> <li>5. The sense of community: The integration in the community as a reference in the dialogue with others</li> </ol>

		<p>6. Collectiveness : The collective spirit of work and the equal distribution of wealth, justice and equality in the share of wealth</p> <p><i>Universal human values:</i></p> <ol style="list-style-type: none"> <li>1. Universal values : The internalisation of the values recognised in the universal declaration of human rights</li> <li>2. Capacity : Searching for wider knowledge in all fields of human endeavour</li> <li>3. Equality : Equality of opportunities for all regardless of gender, religion, race, ideology or place of residence</li> <li>4. Democracy : Equal co-participation in the sharing of power and decision making which recognises and celebrates difference</li> <li>5. Scientific Inquiry : To promote Scientific Inquiry as a value in itself and as a way of living</li> <li>6. Technology : The application of science of the material world for the well being of human kind</li> <li>7. Social Justice : The promotion of freedom, justice, solidarity, and tolerance.</li> </ol>
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Education is considered both an investment in human capital which, through its extension and improvements promotes development, and as a basic human right. The former is a rationale for education, though a potentially problematic one in that it can reinforce conformity to a repressive regime. The latter gains its significance when linked to the goal of creating an equitable society. In order to achieve this, it is believed that effective participation in adult life and in the national community requires that all are able to understand and communicate with each other.

Therefore, the goals and strategies for the development of education for its first five years of the self-ruled East Timor (including the potential stakeholders) are presented in table 12 as following.

Table 12

## Goals, Strategies and Stakeholders for Education Sector

No.	Goals	Strategies	Stakeholders
1	To develop an education system which enhances the achievement of national goals	<ul style="list-style-type: none"> <li>■ Establish a task force to undertake a comparative study between the Indonesian education system and the Portuguese one and research to propose and develop our own national education system in line with East Timor national interest.</li> <li>■ Establish a policy with year nine as compulsory level of education to all citizens</li> <li>■ Establish an Accreditation Board to develop policies and oversee all qualifications, set up terms and conditions for conversion of the courses, exams and necessary training.</li> <li>■ Develop Creches or Kindergartens in each village and start the introduction of Tetun at the Kindergarten level.</li> <li>■ Develop curriculum and extra-curriculum facilities for primary school with the introduction of Portuguese Teaching (Grade 1 onwards to be run parallel with Tetun), for High School (Segundo Ciclo up to year 12), and for tertiary education.</li> </ul>	<ul style="list-style-type: none"> <li>■ The Government of the Day (Education Department)</li> <li>■ UNESCO</li> <li>■ International expertise</li> <li>■ Portugal Government</li> <li>■ Professional Organisations</li> <li>■ The University of East Timor</li> <li>■ Non Government Organisations</li> <li>■ Catholic Church</li> <li>■ East Timorese experts/Specialists</li> <li>■ The teachers</li> <li>■ Civil Society</li> </ul>

2	To develop appropriate Curriculum	<ul style="list-style-type: none"> <li>■ Develop curriculum for all levels of education which should contemplate the teaching of Tetun from kindergarten, the reintroduction of Portuguese from grade one onwards. Both languages should be taught in parallel at least until year nine.</li> <li>■ Design science and humanities subjects according to each level to be taught until year nine so that after completion of year nine, students can have a broad preparation if they opt to continue to vocational studies instead of tertiary studies.</li> <li>■ Separate science and humanities subjects from year ten onwards as a requirement to access specific studies and courses (specialisation) at university level</li> <li>■ Offering English and Bahasa Indonesia and any other European and or Asian languages, as elective subjects from year five onwards.</li> <li>■ Establish policy to allow students to choose a foreign language as compulsory subject starting from year five only. From year seven a second foreign language can also be introduced.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
3	To reintroduce Portuguese Language and Literacy Program	<ul style="list-style-type: none"> <li>■ Introduce a compulsory teaching of Portuguese starting from grade 2 of primary school for students who have started school in Bahasa Indonesia.</li> </ul>	<ul style="list-style-type: none"> <li>■ Portuguese Government</li> <li>■ CPLP Countries</li> <li>■ Portuguese ex-teachers</li> </ul>

		<ul style="list-style-type: none"> <li>■ Start immediately with Portuguese Teaching from kindergarten and primary school for students who start school in Portuguese language.</li> <li>■ Train the Trainers for Portuguese Literacy Program for the whole country</li> <li>■ Upgrade the knowledge of and retrain the existing teachers (<i>Canto Resende</i> Teachers and Former Primary teachers)</li> <li>■ Develop teaching materials</li> <li>■ Develop Portuguese Language Teaching Programs starting from beginners level on TV and Radio (Through RDP and RTP)</li> <li>■ Request to CPLP particularly Portugal and Brazil to provide specialised teachers to train the Trainers.</li> <li>■ Set-up centres for Portuguese Studies.</li> </ul>	<ul style="list-style-type: none"> <li>■ UNESCO</li> <li>■ Same as above</li> </ul>
4	To intensify the Teaching of Tetun Language	<ul style="list-style-type: none"> <li>■ Establish a team for further research and analysis to standardise Tetun's Orthography</li> <li>■ Introduce and incorporate Standard Orthography in Tetun Teaching Programs in the schooling system.</li> <li>■ Develop Teaching materials and other resources in Tetun for Primary, Secondary and Adult Schools.</li> <li>■ Research, collect and compile Oral Traditional Culture for publications</li> <li>■ Train Teachers of Tetun (Teacher Formation)</li> <li>■ Develop a Library specialised in Tetun.</li> </ul>	<ul style="list-style-type: none"> <li>■ Marry Mackillop Institute of East Timorese Studies</li> <li>■ Same as above</li> </ul>

5	To develop Skills through Formal Education	<ul style="list-style-type: none"> <li>■ Set-up Professional schools and institutions in all main cities</li> <li>■ Set up relevant vocational education in accordance with the development needs.</li> <li>■ Develop cooperation with CPLP to provide facilities and teachers</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
6	To promote Non Formal Education	<ul style="list-style-type: none"> <li>■ Legislate and enforce compulsory education until year nine for all citizens</li> <li>■ Develop non formal education programs for adult and disadvantaged people</li> <li>■ Set up relevant vocational education for disadvantaged children</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
7	To endorse High Achievement of the Students	<ul style="list-style-type: none"> <li>■ Establish support networks to endorse high achievement of students</li> <li>■ Endorse family and community participation in the formal education</li> <li>■ Introduce human rights and civic education in the formal education</li> <li>■ Introduce sports in the school curriculum</li> <li>■ Develop appropriate response and training to traumatic situations</li> <li>■ Encourage and support schools to provide meals</li> <li>■ Encourage the creation of school gardens and recreation programs.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ Group Studies/Student Unions</li> <li>■ Families/Civil Society</li> <li>■ International support</li> </ul>

8	To replace the Vacuum of Teachers in the transitional period	<ul style="list-style-type: none"> <li>■ Develop database of appropriate skilled Timorese to teach replacing the vacuum of teachers in transitional period.</li> <li>■ Train Teaching Methodology to the existing resources</li> <li>■ Provide finance and material for training and teaching process.</li> </ul>	■ Same as above
9	To develop and implement Specialised Reintegration Programs for those in need	<ul style="list-style-type: none"> <li>■ Develop training for trainers for specialised reintegration programs</li> <li>■ Develop specialised reintegration programs to deal with trauma and Torture victims</li> <li>■ Provide special vocational education to upgrade skills and increase employment opportunity.</li> </ul>	■ Same as above
10	To implement Adequate Quality of School Teachers and Teaching Program Methodology	<ul style="list-style-type: none"> <li>■ Establish a Teaching Program and Methodology Task Force to develop standard teaching programs and methodology to all educational levels and provide adequate support teaching material</li> <li>■ Establish a train-the-trainers program for the existing teachers</li> <li>■ Upgrade the level of Teachers training</li> <li>■ Allocate funding for further Training programs</li> </ul>	■ Same as above

11	To promote History and Culture of East Timor	<ul style="list-style-type: none"> <li>■ Establish a region-wise Council of <i>Lia Na'ins</i> to preserve the uniqueness of the history and culture of East Timor</li> <li>■ Research, collect data and document the history and culture of East Timor</li> <li>■ Develop teaching material on history, geography and culture of East Timor</li> <li>■ Develop and promote traditional entertainment and culture.</li> <li>■ Research and develop traditional cuisine (ethno-botanic) in East Timor</li> <li>■ Research, develop and promote the East Timorese traditional natural and preventative cultural medicines.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ Lia Na'ins</li> <li>■ Non Government Organisations</li> </ul>
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As the proposed education system for East Timor will be similar to the Portuguese education system and that Portuguese language will be reintroduced as official language, the strategic plan places its focus first and foremost on the teachers as the key players in the process of educational delivery and change in the self-governing era of East Timor. They are on the one hand to be recognised as an interest group who may be very committed to existing policies and practices, and hence a key force for resistance to new ideas and practices, and on the other hand, the key to change.

Under the new regime, the goals of education in general need to be redefined in order to serve the new demands and realities. The curricula needs to be redesigned and the students reoriented. More emphasis needs to be given to areas that support both the long-term and sustainable needs of East Timor and its people.

## **7.6 Health Sector**

The WHO definition of health (WHO, 1986) recognises that health is more than just the absence of disease, and emphasises that health is ‘a complete state of physical, social and mental well-being’. More recently, WHO has also emphasised that health is a resource for life and not the object of living (WHO, 1996).

Therefore, the vision and mission statements for the health development in East Timor, in a post-referendum era will be as mentioned in table 13.

Table 13  
Vision and Mission Statements for Health Sector

Vision Statement	Mission Statements
<p>Promotion of physical, psycho-social and economic well being of the population in a system of government that operates on democratic principles of equity, social justice and acceptance of cultural diversity and accountable to the people.</p>	<ul style="list-style-type: none"> <li>• To implement a health care system in East Timor that is based on universality (accessible to everyone without any kind of discrimination) and it should be an integral part of the overall system which addresses the social and economic well being of the country and therefore it must be under government control.</li> <li>• Advocate Primary Health Care through a community based system of health creation where the immediate needs of health services should be met by the people themselves, in a climate, which fosters self-reliance.</li> <li>• Guarantee the provision of curative care services by reinforcing the existing services available at village, district, regional and central level.</li> </ul>

Health is a product of ways of living (lifestyles), and living conditions (social and economic environment). In the light of East Timor’s present situation, much needs to be done to establish a health care system that fits in with the social and economic aspirations of the East Timorese people. Although, starting from a low baseline of poor health, and little health care infrastructure, a unique opportunity presents itself to build the system from the ground up as part of the development of the nation as presented in table 14.

Table 14  
Goals, Strategies and Stakeholders for Health Sector

No.	Goals	Strategies	Stakeholders
1	To establish a Ministry of Health and to regulate the medical profession, delivery of services and individual rights.	<ul style="list-style-type: none"> <li>■ Conduct a comparative study with other relevant nations and develop the most relevant model to develop and implement a national health system which meets the needs and priorities of the people of East Timor.</li> <li>■ Establish a Health Department to regulate the medical profession, delivery of services and protect individual rights on health care</li> <li>■ Develop the capacity for liaison with other health services, governments and health organisations by establishing ongoing dialogue</li> <li>■ Develop policies and protocols within the health system looking at : patients rights, code of privacy/confidentiality, legal matters, building and planning, evaluation and monitoring system, quality control and public and private health services (e.g. user pay system of payment).</li> <li>■ Establish a working structure for the delivery of services and</li> <li>■ Provide education and training to the existing and new staff on policies and protocols</li> </ul>	<ul style="list-style-type: none"> <li>■ The Transitional Government or the Government of the Day</li> <li>■ East Timorese health experts/doctors, nurses etc.</li> <li>■ International expertise</li> <li>■ Civil Society</li> <li>■ Non Government Organisations</li> </ul>

2	To promote Human Resource Development for all levels of health care and conduct scientific investigation/research to upgrade health care facilities and resources	<ul style="list-style-type: none"> <li>■ Conduct a study in order to obtain data to ascertain the existing health and resources problems, identify the needs and explore how external organisations can assist.</li> <li>■ Implement the required assistance or improvements with the aid of expert advice and community consultation.</li> <li>■ Conduct scientific investigation and implement the findings at all levels of health provision in the community (ie. Looking at the traditional and herbal medicines)</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
3	To promote Mother and Child Care particularly pre-natal care	<ul style="list-style-type: none"> <li>■ Organise fora between the nurse, midwives and traditional birthing attendants (TBAs).</li> <li>■ Promote the role of the nurse mid-wife as advisor/friend to pregnant women including areas of sanitation, nutrition and general care.</li> <li>■ Vaccinate as needed to all pregnant women</li> <li>■ To encourage and give value to the role of TBAs in supporting birthing through discussions and training</li> <li>■ Establish regular supervision of nurse midwives and TBAs</li> <li>■ Ensure that the high-risk pregnant women are directed for more specialised care at the level of D Hospitals (on the basis of existing health structure).</li> <li>■ Provide basic materials/equipment for the work of nurse-midwives and TBAs.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ Non Government Organisations</li> <li>■ Church polyclinics/hospitals</li> </ul>

		<ul style="list-style-type: none"> <li>■ Provide training and supervision for Mother and Child Regional level</li> <li>■ Upgrade the ability of nurse midwives and TBAs basic pre and post-natal care, to develop good team work and to create positive community networks (including detection of high risks women)</li> </ul>	
4	To promote family stability on the basis of mutual respect	<ul style="list-style-type: none"> <li>■ Organise community based meetings with young men and women to reflect on their current relationships, and build on mutual respect</li> <li>■ Organise sex education in schools in the context of human relationship, based on self-esteem and mutual respect</li> <li>■ Introduce changes of the strategies of family planning</li> <li>■ Promote at the level of Health Centres programs of early detection, diagnosis and treatment of men and reproductive and Sexually Transmitted Disease (STD)</li> <li>■ Establish programs for early detection of breast cancer</li> <li>■ Upgrade training of existing health workers in the prevention, early detection, diagnosis and treatment of both men and women's reproductive rights and STDs and</li> <li>■ Offer training in facilitating gender analysis in the communities and develop training in school based programs.</li> </ul>	■ Same as above

5	To promote growth and development of children 0>5	<ul style="list-style-type: none"> <li>■ Develop community based participatory studies in the knowledge and practices on early childhood development.</li> <li>■ Carry participatory learning programs with parents and “<i>Matan-doks</i>” on physical, social cognitive child development</li> <li>■ Follow and accompany the development of children ages 0 - 5 by nurse midwives and TBAs with appropriate follow up within the protocols of the national health service in areas of nutrition and children with low weight and treatment of diarrhea.</li> <li>■ Implement the program of vaccinations for children 0 - 5 years through the nurse mid-wife.</li> <li>■ Upgrade the nurse mid-wife skills on their existing work with children 0-5.</li> <li>■ Provide new training on the participatory studies and facilitation of workshops on early childhood development.</li> <li>■ Create a positive working relationship between the “<i>Matan-dok</i>” and the Health service.</li> <li>■</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ <i>Matan-doks</i></li> <li>■ Community Organisations</li> </ul>
6	To reduce mortality and morbidity rate of endemic disease.	<ul style="list-style-type: none"> <li>■ Develop Community Health Workers Training for each of the endemic disease such as Tuberculosis, Malaria, Leprosy, Dengue, Filariasis and Malnutrition.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>

		<ul style="list-style-type: none"> <li>■ Provide health education through media and public awareness campaigns to obtain adequate health information system.</li> <li>■ Upgrade health facilities which encompass hospital and public health centers</li> <li>■ Encourage community participation at all levels of prevention and treatment compliance through health education</li> <li>■ Involve the community in defining their own health priorities and encourage them to participate in the decision making process.</li> <li>■ Encourage the community to obtain the required medical supplies.</li> </ul>	
7	To develop a participatory integrated mental health program	<ul style="list-style-type: none"> <li>■ Develop a mental health strategy for East Timor which is culturally sensitive, community based and integrated across all sectors such as education, welfare and judicial.</li> <li>■ Develop Psychosocial rehabilitation and socio-economic reintegration of torture and trauma survivors (This needs a multi-disciplined, multi-sectorial approach to define a diverse array of programs for each target group).</li> <li>■ Develop human resource training and participatory community education on mental health programs.</li> </ul>	■ Same as above

8	To establish good mutual cooperative relations and links with other health counterparts.	<ul style="list-style-type: none"> <li>■ Develop the capacity for liaison with other health services, governments and health organisations by establishing ongoing dialogue.</li> <li>■ Establish working guidelines for NGOs and Aid Organisations and provide them with adequate information.</li> <li>■ Establish a Liaison Committee under the government control to coordinate the aid received.</li> <li>■ Develop linkages/exchanges/sister programs with hospitals or health services outside East Timor.</li> </ul>	■ Same as above
9	To promote environmental sanitation in a multi-sectoral approach	<ul style="list-style-type: none"> <li>■ Establish a multi-sectoral team to promote an integrated approach.</li> </ul>	■ Same as above
10	To ensure the control of drug supply (Essential Drugs Program)	<ul style="list-style-type: none"> <li>■ Set up a system that will carry out the control of drug supply</li> <li>■ Ensure the formulation, registration, distribution, storage of drugs and appropriate training for the human resources.</li> </ul>	■ Same as above
11	To reduce the incidence and prevalence of AIDS (Acquired Immune Deficiency Syndrome) and STD (Sexually Transmitted Disease).	<ul style="list-style-type: none"> <li>a. Provide community training and health education to all</li> <li>b. Disseminate information for all community levels</li> <li>c. Send delegation or trainers to the pacific health forum for HIV.</li> </ul>	■ Same as above

The primary objective of a health care system is health creation, and ill-health prevention through development of health promoting programs that are culturally relevant, meet the needs of the local community and are under the control of the community itself. It must be an integral part of community development in general. This does not necessarily mean that such services do not conform to regional and national health strategies and policies. It means that services at the local level are tailored to suit local health care needs and for this, effective local control is essential.

## **7.7 Environment and Infrastructure**

The issue of the adequacy of the infrastructure and its capacity to support economic development in East Timor received serious attention during the conference. There is a growing recognition of the link between infrastructure investment and sustainable long term economic growth. A strategic plan for a prosperous future of East Timor needs to put in place a strategy for infrastructure development to support and drive the economic growth. However this kind of development should not necessarily be done by jeopardising the environment. One must be planned in the light of the other.

These ideas are reflected in table 15 regarding the vision and mission statements and table 16 on the development of goals, strategies and the identification of the stakeholders for the two sectors.

Table 15

Vision and Mission Statement for Environment and Infrastructure Development

Vision Statement	Mission Statement
A healthy environment and a better quality of life in East Timor.	Community involvement/empowerment in the decision making, planning, design and implementation of Infrastructure projects

Table 16

## Goals, Strategies and Stakeholders for Environment and Infrastructure Development

No.	Goals	Strategies	Stakeholders
1	To provide a sustainable Clean Water supply	<ul style="list-style-type: none"> <li>■ Increase clean water system to meet the requirement of 60% of the people on East Timor in the first 10 years.</li> <li>■ Initiate reorientation of water supply system institution for East Timor</li> <li>■ Provide human resource development through staff training and formal education to apply water supply standard and regulation</li> <li>■ Explore the prospect of recycling of rain water, storm water and grey and black water.</li> </ul>	<ul style="list-style-type: none"> <li>■ Government</li> <li>■ Non Government Organisations</li> <li>■ International Expertise</li> <li>■ Timorese experts</li> <li>■ Community members</li> <li>■ International Organisations (AusAID, etc).</li> <li>■ Other interested bodies</li> </ul>
2	To develop a sustainable provision of irrigation water to support the development of agriculture	<ul style="list-style-type: none"> <li>■ Improve the operation and maintenance of irrigation systems to support agricultural development</li> <li>■ Explore water recycling for irrigation to support the development of dry-land farming</li> </ul>	■ Same as above
3	To develop programs for Waste Management	<ul style="list-style-type: none"> <li>■ Develop landfill facilities to support sustainable environmental issue</li> <li>■ Introduce recycling programs</li> <li>■ Protect surface and underground water to encourage water conservation</li> <li>■ Develop programs for community awareness</li> <li>■ Develop east Timor's standard regulations and protocols</li> <li>■ Provide continuous system improvement in terms of waste management.</li> </ul>	■ Same as above

4	To develop and implement plans for Telecommunication	<ul style="list-style-type: none"> <li>■ Establish and maintain efficiency in all communication sectors such as radio, telecommunications, TV, internet service provider and etc.</li> <li>■ Provide human resources development through staff training</li> <li>■ Develop and implement an emergency plan for telecommunication breakdown in the transitional period.</li> <li>■ Draw expression of international interest to set up new telecommunication infrastructures in an independent East Timor or in transitional period.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
5	To research and develop alternative Energy	<ul style="list-style-type: none"> <li>■ Research and develop alternative energy e.g. solar and wind energies</li> <li>■ Establish rules and regulations to promote efficiency use of energy</li> <li>■ Promote and develop the use of hydro-electronic energy</li> <li>■ Develop appropriate transportation and storage of energy</li> <li>■ Establish and develop proper training for technical staff</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ The University of East Timor</li> </ul>
6	To develop efficient sea transportation system to promote economic activity.	<ul style="list-style-type: none"> <li>■ Provide continual improvement of port infrastructure</li> <li>■ Initiate and reach international agreement on sea transportation routes</li> <li>■ Conduct transport feasibility studies</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>

7	To develop efficient transportation system both public and private	<ul style="list-style-type: none"> <li>■ Set up regulatory body such as road and traffic authority</li> <li>■ Improve road engineering skills</li> <li>■ Develop efficient mass transit system</li> <li>■ Improve the existing roads and bridges</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
8	To establish Air Transport and national airline policies	<ul style="list-style-type: none"> <li>■ Establish a Civil Aviation Authority</li> <li>■ Train staff including air traffic controllers, airport operations, aeronautical information services and meteorologists.</li> <li>■ Conduct studies and identify available resources (human and material)</li> <li>■ Establish a separate military aviation or for the use of police forces.</li> </ul>	<ul style="list-style-type: none"> <li>■ Government</li> <li>■ International expertise</li> <li>■ International experienced governments or bodies</li> </ul>
9	To promote Land Use Planning	<ul style="list-style-type: none"> <li>■ Rehabilitate and upgrade the existing housing and facilities</li> <li>■ Create Data Bank on land and housing</li> <li>■ Develop and research for alternative and appropriate housing designs and materials</li> <li>■ Allocate community spaces e.g. parks, playgrounds etc</li> <li>■ Develop minor urban centers to decentralise main cities (Dili, Baucau etc)</li> <li>■ Encourage permaculture and community gardens for community sustenance</li> <li>■ Encourage sustainable housing, e.g. rain water collection, solar passive design, grey water recycling, composting etc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Government</li> <li>■ International expertise</li> <li>■ Non Government Organisations</li> </ul>

10	To promote health/safety conditions through protection of environment and auditing Pollution	<ul style="list-style-type: none"> <li>■ Establish safety regulations and law enforcement</li> <li>■ Set up an environmental authority to monitor and initiate environmental audits</li> <li>■ Provide public education and empowerment</li> <li>■ Initiate community consultation and training.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>
11	To prevent Land slides/erosion and promote reforestation programs	<ul style="list-style-type: none"> <li>■ Initiate community participation in reforestation programs</li> <li>■ Protect ecosystems through recovery programs such as recovery of endangered species, and lost of natural habitat</li> <li>■ Control the introduction of foreign plants and animals</li> <li>■ Carry out vegetation studies, seed collection and rehabilitation of endemic species</li> <li>■ Identify potential areas for eco-tourism and promote protection</li> <li>■ Prevent land slides and further erosion</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> <li>■ Community organisations</li> </ul>
12	To protect Marine Environment	<ul style="list-style-type: none"> <li>■ Set up marine protection authority including fisheries and aquaculture</li> <li>■ Develop marine transport guidelines</li> <li>■ Establish water boundaries</li> <li>■ Establish marine parks and protected areas</li> <li>■ Avoid disposal of raw sewerage into ocean</li> <li>■ Establish community consultation and education programs.</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as above</li> </ul>

13	To develop programs for sustainable Flora and Fauna	<ul style="list-style-type: none"> <li>■ Set up an integrated authority of land and marine</li> <li>■ Establish programs for prevention of animal cruelty (e.g. RSPCA) and control of hunting activities.</li> <li>■ Carry out flora and fauna studies and compare with past studies to identify and protect endangered and extinct species.</li> <li>■ Provide continual improvement and assessment.</li> </ul>	■ Same as above
14	To prevent over-exploitation of Natural Resources	<ul style="list-style-type: none"> <li>■ Establish regulatory authority</li> <li>■ Control toxic waste (from mining, refineries, industries etc).</li> <li>■ Provide continual improvement and assessment of mining management</li> <li>■ Provide adequate human resources development programs.</li> </ul>	■ Same as above

Social and economic development is tied in directly to the territory's ability to protect among others : its water resources through skilful land use planning, ensure the health of the population by providing a safe and adequate supply of water to users as well as creating and maintaining sanitation services, and minimising environmental impact on the land and its people.

Therefore, because infrastructure development is a staged process, emphasis should be placed on continued improvement.

There are several options in terms of the new alternative technology that is available including several forms of renewable energy. With the regard to energy, East Timor is at a crossroad. It can choose to pursue a sustainable energy path which is integrated with a range of social development strategies. Or it can look itself into the outdated, fossil fuel-based centralised energy solutions that are contributing to global and local environmental problems, and which will aggravate balance-of-payments problems and displace employment.

But adoption of a sustainable energy path requires intervention to encourage decision-makers at all levels to design buildings and infrastructure, and to buy appliances and equipment that are compatible with a sustainable energy in the future.

## **CHAPTER 8 : CONCLUSIONS, IMPLICATIONS AND FUTURE RESEARCH**

### **8.1 Conclusions**

This research project has suggested a strategic plan in several sectors for the development of East Timor in the future with nine sectors of priority namely governance and administration, mass communication and participation, legal and judicial systems, economy (including tourism), agriculture, education, health, infrastructure and environment.

The results of the analysis of data collected show that the strategic planning methodology can be applied to the development planning process in East Timor without becoming too bogged by debates about ideologies or market mechanisms.

The strategic plan of each sector specifies, through specific goals and detailed strategies, the steps to be achieved in the next five years to achieve the major goals and objectives, whilst remaining sufficiently flexible to incorporate adjustments deemed necessary to improve its implementation.

Data collected show that there is a great hope for a participatory democracy in East Timor; that good governance in a post self-governing era must be based on a public administration

committed to justice, liberty, equality, efficiency and peace. It is about satisfying economic needs and inducing the personal contentment and enrichment of all East Timorese people.

It is expected that the legal and judicial systems in a self-ruled East Timor will substantially comply with the dreams and aspirations of the majority of East Timorese as to what civil, social, cultural, economic, religions and political rights and obligations people wish to protect and enhance for a civil society. Thus the guarantees of rights, immunities and duties of the East Timorese will constitute a structural provision directed to the promotion of national economic and social cohesion of the people of East Timor.

The choice of successful strategic planning depends on making some hard decisions about the kind of social and economic future that East Timor would like to achieve. The main strands of policy options for the overall economy, agriculture and tourism areas are currency arrangements, exchange rate, banking system, public finance, aid management, Timor Gap and natural resources and industry development policy, provision of technical and quality services in agriculture and the implementation of a visitor service plan for tourism in its early stages.

Education will play a vital role in the revitalisation of East Timor. It will become a highly important task for the East Timorese. Therefore, as a key aspect of social transformation, new ideas and policies are required to reform the education system and how to organise it. Resources, obviously an underlying question, include upgrading and retraining, as well as the provision of language materials, and books for the newly literate.

There is evidence that the desired health policies and programs in a self-ruled East Timor must promote and emphasise public and environmental health as well as medical and hospital services. Here the communities should be encouraged to participate in restoration and maintenance of the health of its members and ensure access for all people in order to guarantee the social and economic well-being of all East Timorese.

There is a growing recognition of the link between infrastructure investment and sustainable long term economic growth. As such, for a prosperous future of East Timor, it is recommended to set in place a strategy for infrastructure development to support the economic growth. However, this kind of development should not jeopardise the environment. One must be planned in the light of the other. Thereby, the national goals should stand for sustained environmentally sound, humane development, planned within the constraints of, and in harmony with the natural environment.

Another important point to be made is in regard to the stakeholders. To succeed, all organisations dealing with these strategic plans should understand who the stakeholders are, what are and how to satisfy the needs and expectations of these stakeholders and figure out its mission in relation to each stakeholder group.

## 8.2 Implications

Good strategic development planning is influenced by many factors. In the context of devising a strategic development plan for East Timor, some factors have been found to contribute more to the implementation and performance.

Perhaps the most striking finding is that the implementation of this strategic development plan requires a significant creation of human resources competencies in all sectors identified. The development of human resources and management in East Timor should be seen as priority in order to implement successfully all these plans. Therefore, the recognition of human resources needs and improvement and skill formation programs in all sectors both in private and public sectors should be seen as imperative and urgent. On the other hand it should be followed by the promotion and encouragement of corporate sector skills, the introduction of structural adjustments and institutional empowerment through a restructured public sector.

The findings of the conference and the research also provided some insights into the potential changes in the management of the country in the future. The future government of East Timor and all other institutions responsible for the development process, should set the formulation of performance strategy as their first priority in managing the development of the country. The appeals from the participants of the conference on this issue were very high. This implies that problems stem from a possible lack of understanding, skills of

strategic planning/management and coordination of projects. Thus, the importance of strategic management in the future should receive much more attention because of the scarcity of resources. In this regard, the establishment of task forces in each sector is seen as urgent to initiate further work on developing operational plans, linked to a board responsible for policy development and better coordination for the implementation of the plan in the future. The board should be comprised of “technicians “ and professional in all sectors of development.

Another important implication is to understand all the stakeholders involved in the development process. The stakeholder analysis provides a rational and systematic basis for understanding economic, political, social and moral issues involved in the complex relationships between an organisation and its constituents. It helps decision makers guide and structure strategic planning sessions and decide how to meet the needs and expectations of all stakeholders.

In the end, the extent to which the nature of development policies is implemented successfully depends upon the involvement of all citizens, and a clean, transparent and accountable government coupled with an open and democratic society in East Timor. Development is, therefore, a political process dominated by policy concerns and human needs, while institutions are central to sustainable and beneficial economic growth. Growth and prosperity are unlikely to be maintained if the institutions which guide them are dysfunctional or not in place. As such, arrangements for developing institutional building in East Timor should be seen as indispensable, because institutions play a pivotal role in, and are fundamental to the development process.

### 8.3 Limitations of the Study

Several limitations of this study may be noted and future research could extend or modify these limitations. A great deal of valuable information, and many different perspectives and insights were obtained as a result of further consultations. However, as the consultation process was restricted to only some stakeholders, the results were consequently limited as well, due to two uncontrollable factors : time and understanding.

The possibility of a non-response bias, and the fact that the sample was drawn from a number of stakeholders mainly living outside the territory, are some areas that limit the generalizability of the results.

Another limitation is that while a strategic development plan for East Timor involving nine areas of priorities and their respective stakeholders has been devised, the performance measures and the managerial effectiveness were not discussed in this study.

Despite these limitations, many individuals and organisations have made remarkable contributions to this study. Obviously there were many points of agreement and disagreement both on the assessment of the philosophical foundations of the sectors discussed and on the range of strategies raised. Such debate was a desirable and essential result of the consultation process. Some of the information obtained were used as background material while others were compiled, edited and incorporated into this report.

## **8.4 Recommendations for Future Research**

Since, this research is one of the first studies to conceive a strategic development plan for East Timor, coupled with constraints of resources in terms of time and people, future research and investigations are suggested to be designed.

8.4.1 This research has been limited to identifying important strategies for the future institutional development in East Timor and how to implement these strategic development plans successfully. Therefore, further studies must be done to investigate and study the functions and the magnitude of institutional development in East Timor, including other important functions not identified in this study which all constitute important areas for future research. There is no doubt that institutional development in a self-ruled East Timor remains as a critical concept liable to considerable future research and analysis. This seems to be a huge and extremely important area for future study.

8.4.2 It is also recommended that comparative studies of selected countries (particularly those of the African, Caribbean and Pacific countries) to be conducted in the future in order to better understand the theory of development and strategic planning relating to the different organisational processes applied in different sectors.

8.4.3 Issues related to people's expectations of and pressures from stakeholders, the role of leadership and management style, people's involvement and resistance, and the speed of

implementation and their effect on the country's management practices could be studied in more detail.

8.4.4 Once implemented, further research could be done to get a clearer picture on how the implementation of the strategic development plan is done through multiple cases studies or surveys. This could be done by selecting a number of public sector organisations that are responsible for such implementation. In this respect, the aspect of behavioural and cultural change in these organisations could be evaluated to obtain a holistic picture.

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**APPENDIX A : LIST OF EAST TIMORESE PARTICIPANTS OF THE CONFERENCE  
ON “STRATEGIC DEVELOPMENT PLAN FOR EAST TIMOR”**

<b>No.</b>	<b>Name of the Participants</b>	<b>Qualification</b>	<b>Working Group</b>
1	Aderito dos Santos	Msc. Environment Sciences	Infrastructure & Environment
2	Gaspar da Costa Sobral	Tecnico Professional Especialista	Same as above
3	Ursula de Almeida	BA of Landscape Architecture	
4	Andre Monteiro	BE Mechanical (Safety Science)	
5	Aurelio Guterres	PhD Cand. Development Stud.	
6	Lourenco de Oliveira	BA in Law	
7	Joao B. Fernandes Alves	Civil Engineer	
8	Nuno de Castro	BE (Civil) GraDip Management	
9	Filomeno Tilman de Andrade	BE Mechanical	
10	Fernanda Borges	Economist	Economy and Agriculture
11	Edmundo Viegas	Masters Cand. Agricultural Sc.	Same as above
12	Estanislau da Silva	Agronomist	
13	Helder da Costa	PhD Cand.Agriculture Economy	
14	Antonio Francisco Victor	BA Economy	
15	Vicente Ximenes	BA in Tourism	
16	Lucas da Costa, PhD	Economist and Lecturer	
17	Francisco Pang Chi Kong	Agronomist	
18	Jose dos Reis F. Abel	Msc. In Agriculture Economy	
19	Joao Mariano Saldanha	PhD Cand. in Economics	
20	Olgario de Castro	BA in Commerce/Accountant	
21	Aires Eddie de Almeida	Bachelor of Arts	
22	Pedro Lebre	Tourism Services Comp.	
23	Osorio Florindo	Agriculture Engineer	
24	Pedro de Jesus Sequeira	Msc. in Agriculture/Lecturer	
25	Antonio da Conceicao	NGO Practitioner	
26	Joao Cancio Freitas	Masters Cand. in Public Sector Management	Governance, Administration & Participation
27	Aleixo da Cruz	BA Linguistics / NGO	Same as above
28	Ines Almeida	Media Officer/Women activist	
29	Maria Gabriela Carrascalao H	Masters in Communication	
30	Antero Benedito da Silva	Student Movement Rep.	
31	Justino Guterres	PhD Cand. in Anthropology	
32	Maria Maia dos Reis Corsino	Women’s Organisation Rep.	
33	Roberto S. de Oliveira Soares	NGO Practitioner	

34	Bartolomeu Araujo	BA in Administrative Law	
35	Sandro M. O. Chaves	NGO Practitioner	
36	Bendito dos Santos Freitas	BA in Philosophy	
37	Fr. Francisco Barreto	Philosophy and Theology	
38	Maria Domingas Fernandes A	Women's activist	
39	Fernando Afonso da Silva	Public Employee	
40	Vicente da Silva Guterres	Portuguese Public Employee	
41	Salustiano Freitas	BA Hons. in Community Dev.	
42	Agio Pereira	Director of ETRA	
43	Brigida dos Santos	Human Rights activist	
44	Maria Jose Campos	Law Student	Judicial System
45	Niny Borges	Law Student	Same as above
46	Dionisio Babo Soares	PhD Cand. in Anthropology	
47	Zacarias da Costa	Diplomat	
48	Jose F.Henrique S.P.Jeronimo	Lawyer	
49	Aniceto Guterres Lopes	Lawyer/Human Rights Activist	
50	Jose Teixeira	Lawyer	
51	Isabel Ferreira	Lawyer/Human Rights Activist	
52	Sergio G.C. Lobo	Medical Doctor/Surgeon	Health Sector
53	Policarpo Pina	Medical Doctor	Same as above
54	Maria de Castro Hall	Health Practitioner	
55	Joao Soares Martins	Masters Cand. Public Health	
56	Maria Almeida G.Sequeira	Medical Doctor	
57	Sr. Filomena da Costa	Health Practitioner	
58	Laurentina Barreto Soares	Renetil/Woman Activist	
59	Antonio Caleres Junior	Principal Nursing High School	
60	Benjamin Corte Real	PhD Linguistics	Education
61	Joao Nunes de Carvalho	Cultural Custodian	Same as above
62	Germano Jose Romano	Cultural Custodian	
63	Bernardino Siry	BA in Education	
64	Armindo Maia	MPhil in Development Studies	
65	Domingos de Sousa	MA in Education	
66	Aurea celina Belo de Assis	Teacher	
67	Alberto Araujo	Philosophy	
68	Pascoela Barreto	BA in Sociology	
69	Jose Oliveira	Teacher	
70	Ceu brites	Library Technician	
71	Manuel Viegas	Literacy and Language expert	
72	Fr. Domingos Alves	Philosophy	Education
73	Nidia Oliveira, PhD	PhD in Psychology	Health
74	Gilman A.E. dos Santos	NGO Worker	Governance
75	Milena Pires	Women Activist	
76	Raul Bernardino (Dino)	Philosophy	Infrastructure
77	K. Xavier	Agricultural Technician	Economy
78	Ana Noronha	Master in Journalism	Education
79	Alfredo Pires	BA in Applied Sciences	Economy

79	Cancio Jr. Noronha	BA in Law	Judicial System
80	Nino Braz	BA in Politics	Governance
81	Lenita G. Noronha	Bachelor of Arts	Health
82	Alex Tilman	Melbourne Uni Student	Infrastructure
83	Jaqueline Araujo	Masters Cand. in Education	Infrastructure
84	Palmira Pires	Masters Cand in Inf. Technology	Education
85	Baltazar Kehi, PhD	Lecturer of Philosophy Politics	Education

## APPENDIX B : LIST OF KEYNOTE SPEAKERS

### AND THEIR RESPECTIVE PAPERS

No.	Name	Topic
1	Justice Marcus Einfeld, AO, QC Judges Chambers, Federal Court of Australia	The Need for Firm Legal Foundation to Create a Just and Fair Society
2	Dr. Robert Wolfgramm Antropology Department, Monash University	Good Governance and Proper Administration in the Framework of a Nation
3	Mr. Graham Larcombe National Institute for Economic Research Sydney	East Timor : Prospects and Economic Policy Options
4	Mr. Les Cranfield Agriculture Practitioner	The Achievements and Prospects of the AESOP Sponsored Agricultural Project in the Lautem District of East Timor
5	Mr. Alan Piers Sustainable Solutions Expert	Sustainable Strategic Planning for East Timor : Environment and Energy
6	Dr. Amelia Sequeira East Timorese Medical Doctor in Portugal	Some Points for Reflection on the Future of East Timor in the Health Area
7	Dr. Robert Burns Department of Education Latrobe University	Towards an Education Brief for a Free East Timor : Some Key Issues for Consideration
8	Mrs. Milena Pires East Timorese Women's Activist	Towards a Gendered Approach to Post Conflict Reconstruction and Development

## APPENDIX C : LIST OF PAPERS FOR THE WORKSHOPS

No.	Title of the Paper	Author
1	Agricultural Mechanisation in a Sustainable development in East Timor	Edmundo Viegas
2	Ideas for Agriculture Development Program	Estanislau Aleixo da Silva
3	O Cultivo do Sandalo em Timor	Francisco Pang Chi Kong
4	Agriculture, Fisheries and Animal Husbandry	K. (Ildefonso) Xavier
5	East Timor Agricultural Development Plan	Jose F. Abel
6	Timor Leste - Contributo para o estudo dos Sistemas Agriculas	Pedro Jesus Sequeira
7	Estrategia da Seguranca Alimentar de Ruminantes do Sector Familiar de Timor Leste na Epoca Seca	Filipe Vilela
8	Alternative Sources of Energy	Aires Almeida
9	Algumas Ideias Relativamente ao Sector Energetico em Timor	Alexandra Hornay dos Reis
10	East Timor - Options for Electrical Power Sources	Alfredo Pires
11	Rencana Pembangunan Gerakan Koperasi Timo Leste	Antonio Victor
12	General Overview and Orientation of East Timor Economic development	Comissao Planeamento Nacional
13	Development of Mining Sector in East Timor	Estanislau Saldanha
14	Monetary Arrangements for East Timor (preliminary Observations)	Helder da Costa
15	The Economics of Ecotourism in East Timor	Helder da Costa
16	Economic Viability of East Timor Revisited	Joao Mariano Saldanha and Helder da Costa
17	A Discussion Paper on a Perspective for East Timor's Economic Development	Olgario Castro
18	Exploring Ecotourism in an Independent East Timor	Pedro Lebre
19	Tourism : A Strategic Focus for Sustainable Development in East Timor	Vicente Ximenes
20	Timor Leste - Sistema Educativo Timorense	Alberto Araujo
21	Tertiary Education System in East Timor	Armindo Maia
22	Strategic Development Planning for East Timor in Education Sector	Aurea Celina Assis
23	National Library in East Timor	Ceu Brites & Bernardino Siry
24	Timor na sua Perspectiva Educational	Clara Maria Nunes de Carvalho
25	O Programa de Educacao na Fase Transicao	Domingos de Sousa
26	Education and Culture	Germano Jose Romao

27	Education, Culture and Environment	Joao Nunes de Carvalho
28	Education and Sports	Jose Luis de Oliveira
29	Sistema de Educacao	Pascoela Barreto
30	Psychology in relation to Education	Simoa de Oliveira
31	Early Childhood Programs	Sr. Aurora Pires
32	East Timor - Environmental Decision Making & Action	Aderito dos Santos
33	Environment and Occupational Health & Safety	Andre Monteiro
34	A Sustainable Development Plan for East Timor	Ursula de Almeida
35	Strategy for East Timor : The Government and the Non-government Organisations in East Timor	Agio Pereira
36	Consultation for Stable and responsive Government	David Scoot
37	Sistema de Administracao Interna	Fernando Afonso da Silva
38	Reconstructing the East Timor Government Towards a National Structure	Joao Cancio Freitas
39	Organisacao Politica e Social do Povo Timorense e a Practica Administrativa em Timor Leste Antes de Dezembro 1975	Justino Guterres
40	East Timorese Women Human Rights - The Struggle Continues	Maria Domingas Alves
41	O Papel da Mulher Timor na Luta Pela Libertacao	Maria Maia dos Reis Corsino
42	Civil Society in an Independent East Timor	Salustiano Freitas
43	Reinventing the Politics of decentralisation Post Independence for East Timor	Valentim Ximenes
44	Ideias para a Organizacao Administrativa e Constitucional de Timor	Vicente da Silva Guterres
45	Planeamento de Saude	Antonio Caleres Jr.
46	Analise Geral do Sistema em Timor Leste e Perspectivas de Desenvolvimento	C. A. Pinto
47	Trauma Recovery and Community Mental Health	Kristina Tang
48	Counseling & Healing Women's Trauma	Fatima Pires
49	Community Development and Health in East Timor	Gloria Hall
50	Plano de Saude para Timor Leste	Policarpo Pina
51	Strategic Health Development Planning for East Timor	Rui Araujo & Joao Martins
52	Surgery in East Timor	Sergio Lobo
53	Reorientation the Clean Water Supply Services in East Timor	Aurelio Guterres & Anor Sihombing
54	Master Plan of Development of Solidarity & Social Safety Networking	Benedito Freitas et all.

55	Normas - East Timor Standards	Filomeno Andrade
56	Equipamento e Planeamento da Administracao do Territorio	Joao Alves
57	Planeamento de Alfandega de Timor Leste	Lourenco de Oliveira
58	Perencanaan Sistem Komunikasi dan Informasi di Timor Timur	Marcelino Magno
59	Discussion Paper on Water and Health Issues in East Timor	Nuno Castro
60	East Timor Information and Telecommunication Technology	Raul Bernardino
61	Legal development to Put End to Suppression and Injustice	Aniceto Lopes
62	Devising a Body of Law for a Self-Ruled East Timor	Dionisio Soares Babo
63	A Democratic Division of Power and the Mechanism that Governs such Institution in a Self-Rule Government of East Timor	Dionisio Soares Babo
64	Legal Constitutional Submission	Jose Augusto teixeira
65	Sistema Juridico no Plano Nacional Global Estrategico para um Timor Leste Independente	Jose Jeronimo
66	Issues in relations to a Judicial System for an Independent East Timor	Maria Campos
67	Development After Conflict : Truth, Justice, reconciliation and Stability in East Timor	Zacarias da Costa
68	Mass Media in an Independent East Timor	Gabriela Carrascalao
69	Media in the Future of East Timor	Ines de Almeida
70	Towards a Gendered Approach to Post Conflict Reconstruction and development	Milena Pires

## APENDIX D : LIST OF NON EAST TIMORESE PARTICIPANTS/OBSERVERS

No.	Name	Organisation
1	Mr. Simon Merrifield	Department of Foreign Affairs and Trade The Australian Government
2	Mrs. Sarah Hooper	Department of Foreign Affairs and Trade Office of National Assessment
3	Mrs. David Kitchen	Department of Foreign Affairs
4	Ms. Tracey Newbury	AusAID - East Timor task Force
5	Ms. Vyrene Smith	AusAID - East Timor Task Force
6	Mr. Mark Fleeton	Director of Indonesian section, Team leader AusAID East Timor Programming Mission
7	Mr. Titon Mitra	First Secretary, AusAID East Timor Programming Mission, Jakarta
8	Mr. David Barber	AusAID East Timor Programming Mission, Governance Sector
9	Ms. Cecilia Ng	Community Development, AusAID East Timor Programming Mission Canberra
10	Mr. Joao Gomes Cravinho	Portuguese Foreign Ministry
11	Rolf Ericsson	Swedish Embassy, Canberra
12	John Sinnot	AETA
13	Rob Wesley-Smith	AFFET
14	Kenneth Fernandes	Asia Coalition for Housing Rights
15	Gabriel Layfite	Australia Tibet Council
16	Jo Tenner	Australia Conservation Foundation
17	Adam Tiller	Australia Conservation Foundation
18	Richard Curtain	Curtin Consulting
19	John Foerster	EGIS Consulting
20	Andrew McNaughton	ETISC
21	Peter Wesley-Smith	Department of Law, Hong Kong University
22	Ass. Prof. John Hajek	School of Language, Melbourne University
23	Dr. David Ray	Victoria University
24	Russell Swan	Victoria University
25	Pat Wash	ACFOA
26	Rebecca Chapman	Amnesty International
26	Tony O'Connor	Amnesty International
27	Alison Tate	Australia People for Health, Education and Development Abroad (APHEDA) Sydney
28	Rob Derbridge	Australian Education Union (AEU)
29	Susan Hopgood	Australian Education Union (AEU)
30	Dr. Kevin Vang	Australian Foundation for The People of Asia and The Pacific
31	Steve Alston	CAFOD, UK
32	Louise May	Caritas, Aotearoa, New Zealand

33	Anne Wigglesworth	Caritas Australia
34	Jane Woolford	Caritas Australia
35	John Scott Murphy	Caritas Australia
36	Ernst Rolandsen	Caritas Norway
37	Amandio Lopes	Caritas Sweden
38	David Woodward	Catholic IIR, UK
39	Luisa Teotonia Pereira	CDPM Portugal
40	David Payne	Christian Children's Fund
41	Kath O'Connor	Christians in Solidarity with east Timor
42	Galuh Wandita	Community Aid Abroad, Indonesia
43	Bu Wilson	Community Aid Abroad Melbourne
44	Patrick Burgess	Community Aid Abroad Melbourne
45	Marie Laufiso	CORSO, Aotearoa, New Zealand
46	Joe Davies	CORSO, Aotearoa, New Zealand
47	Jess Augustin	Canadian Catholic Organisation for development & peace Canada (CCODP)
48	Marie Arneberg	FAFO, Norway
49	Joanne Thomson	Fred Hollows Foundation, Sydney
50	Andre Frankovitis	Human Rights Council of Australia, Sydney
51	Paul Toon	East Timor Office, Brisbane
52	Ingrid Burkett	East Timor Office, Brisbane, Queensland University
53	Gus Miclat	International Initiatives for Dialogue, Philippines
54	Mary Ann Arnado	International Initiatives for Dialogue, Philippines
55	Jorgen Olesen	International Organisation for Migration, Canberra
56	Bev Snell	MacFarlan Burnet centre, International health Unit
57	Sr. Josephine Mitchell	Mary MacKillop Institute for East Timorese Studies, Sydney
58	Sr. Joan Westtlade	Mary MacKillop Institute for East Timorese Studies, Sydney
59	Greg McConville	National teachers Education Union
60	Bill Armstrong	Overseas Services Bureau Melbourne
61	Maree Keating	Overseas Services Bureau Melbourne
62	Peter Britton	Overseas Services Bureau Melbourne
63	Robert Kingham	Overseas Services Bureau Melbourne
64	Keryn Clarke	Oxfam, UK
65	Sharon Scharfe	Parliamentarian's for East Timor
66	Kristina Tang	Service for Treatment and Rehabilitation of Torture & Trauma Survivors (STARTTS)
67	Juan Federer	Timor Aid
68	Michele Gierck	Victorian Foundation for The Survivors of Torture (VFST)
69	Ida Caplen	Victorian Foundation for The Survivors of Torture (VFST)

70	Paris Aristotle	Victorian Foundation for The Survivors or Tourture (VFST)
71	Andrew Newmarch	World Vision
72	Isabel Gomes	World Vision
73	David Scott	Melbourne
74	Jackie Mansourian	Community Health Development Melbourne
75	Louise Crowe	Melbourne
76	Dr. Mike Parsons	Melbourne
77	Ms. Christine Carolan	Melbourne
78	Lansell Tauvadin	AusAID
79	Mike Hartnell	Melbourne
80	Mr. Gerry Van Klinken	Melbourne
81	Dr. Hellen Hill	Victoria University
82	Patsy Thatcher	The Australain Catholic University
83	Graham Dunkley	Economist Victoria University
84	Richard Curtain	Economy Agriculture Expert (Melbourne Uni)