



INNOVATIONS FOR SUCCESSFUL SOCIETIES

*An initiative of
the National Academy of Public Administration,
and the Woodrow Wilson School of Public and International Affairs
and the Bobst Center for Peace and Justice,
Princeton University*

Oral History Program

Series: Policing
Interview no.: P22

Interviewee: Carlos Manuel Lopes Pereira

Interviewer: Nicolas Lemay-Hebert

Date of Interview: 22 July 2008

Location: Dili
Timor-Leste

Innovations for Successful Societies, Bobst Center for Peace and Justice
Princeton University, 83 Prospect Avenue, Princeton, New Jersey, 08544, USA
www.princeton.edu/successfulsocieties

LEMAY-HEBERT: Thank you very much for sharing some of your precious time with us. My first questions will be about your personal background. So would you tell me first about the jobs you held before you took this position and maybe briefly introduce yourself?

PEREIRA: *About this specific position?*

LEMAY-HEBERT: No, before.

PEREIRA: *In this mission? You are speaking about this mission?*

LEMAY-HEBERT: This mission yes, but also before, maybe where you come from?

PEREIRA: *Portugal and the missions.*

LEMAY-HEBERT: Yes.

PEREIRA: *My police job back home and this one here, okay.*

LEMAY-HEBERT: Yes.

PEREIRA: *Okay, so I've been in the Portuguese police for twenty years. I'm now in charge of a small unit in Portugal, say 15 km north of Lisbon, a small place. I'm the Commander there. I started in Lisbon, like most of us, when we finish the police academy and I was working in the traffic police for five years. Then I went to the chief's course. Then I was like Chief Supervisor for several years working my shifts. I was in charge of several different shifts, working seven days a week in shifts. Then I went to another course to get my rank now I'm sub-inspector back home and now I'm in charge of, this station and I'm enjoying that. In the meantime, in '95 I applied for my first mission with the UN. I started just after the 'Storm' Operation in Croatia when the Serbs fled to Bosnia and Kosovo and Serbia, different places. They left the former Krajina (Republic of Serbian Krajina). So I started there. I went in August until half-January, when the mission in Croatia finished.*

At that time our job was to take care of, give assistance to the refugees that remained, especially elderly people and children. So our daily job was to assist, assisting UNHCR (United Nations High Commissioner for Refugees), loading our trucks with food, basic things, medicines and go to these distant villages to assist people especially old people and children. To be honest with you, working for the UN was the thing I liked the most. It was a terrible situation, like all the big operations. The stories we hear from the people, raping, killing, and it was a very sad scene what I found there.

Really in those four, five months I was doing, I was enjoying doing that. We were helping people, taking them to doctors, taking them to social places, giving them food, cutting wood. It was a good mission. Then the mission ended by the end of '95. I was transferred to Bosnia – Herzegovina where I stayed until October. My job there was different.

We had to start the mission, we were the first ones to arrive. We got to set up everything to receive a huge mission and my job was logistics; I was working in logistics for say about ten months. I was doing logistic jobs like cars and computers, distributing and keeping updates.

Then I went back to Portugal in the end of '96. Again I was shift leader until '98. Then in '98, in the meantime I was working in the anti-bomb squad during the Expo 98 (Lisbon World Exposition) in Portugal. Then in August '98 I came again to the mission in Bosnia – Herzegovina. There I had a different role.

My job was, I started in patrol for one month and then I got the position of human rights investigator. So I was investigating these, I'd say government violations of people's rights, like police abuse, dealing with houses, illegal evictions of the police, police brutality, police violence, police noncompliance. So I was in charge of investigating the cases assigned to me, in '98. Then in '99 I was still there in this mission, I volunteered myself to go to Kosovo. So when the mission started in Kosovo I was assigned to Mitrovica where we had on a daily basis these demonstrations on the bridge. I was there for five months from June 26 until November. It was an interesting mission because you were, we were assisting, watching violence every day on that bridge. We were settling down the mission. We had this French army there the gendarmerie and just two of us in the beginning from UNPOL (United Nations Police), me and one Bulgarian guy, police from Bulgaria. We were almost on our own. Luckily the Bulgarian spoke the language and we found accommodation.

Then together with UN staff we started improving the mission. So when I left in November everything was already settled down. But in the meantime we were watching violence every day. It was not easy. The worst part there was, I was living on the second floor and a rocket came from the other side of the river and hit the fourth floor. So my front door just collapsed. I managed to run away, to leave the building and hopefully nobody was hurt or killed. It was lucky. The apartment hit was empty that day. That was the worst thing there. The mission was very – ten years ago it was different. I don't know the situation there now.

LEMAY-HEBERT: You think they were targeting the UN?

PEREIRA: *No, they were targeting civilians, at that time there were these confrontations on the bridge, they just wanted to confront themselves. Serbs in the north part, Albanians in the south part and they have these demonstrations every day. So I was there only four or five months because I had started the mission in Bosnia and we have, our missions are one year. So I had some, two months more than a year but I had to go home. We were not extended. My job there, I was a personnel officer. The first team that arrived, we went from Bosnia, we couldn't cross the border in Serbia.*

LEMAY-HEBERT: The Serbian enclave?

PEREIRA: *No, Serbia itself. We were not allowed to cross the border so it was a convoy going from Tuzla in Bosnia. It took us five days to go through Croatia, Hungary, Romania, Bulgaria, (Former Yugoslav Republic of) Macedonia, going to Kosovo from south. It was an interesting trip. Five days. After that I was there five months more to—the first team that arrived just to set up the mission. So after five months we left. I was Chief of Personnel in Mitrovica region. I told you there were two officers when I arrived. When I came home in October, more than 600 already. I mean CIVPOL at the time, civilian police.*

Then I went back to Portugal again, going to my old job of Chief Supervisor. Then in 2001 I went to Bosnia again. In Bosnia I was in patrol for one month. Then I was assigned the job of co-locator for Chief of Uniformed Police in Banja Luka region, Mr. Željko Spasojević, and so on a daily basis I was working with him. I had meetings with him every morning from Monday to Friday. I was

assisting him, whatever he needed. I was assisting him in these big events. Sometimes he was calling me when he needed something, but on a daily basis we had these morning meetings together. Basically by the end of 2002, they had to be, all the police had to be certified and part of my job was to also help with this final certification. I really enjoyed the job. He was a nice man. He was in charge of all the uniformed police in the district, in the region, in the Banja Luka region and he was very professional. By the end—so I opened the mission in Bosnia in '96. I was there when the mission closed in December 2002. So basically that's what it was.

LEMAY-HEBERT: Then you decided to come here to East Timor?

PEREIRA: Then I went back home for my old job and then applied to this rank I have now. I made the test and then I went to the course, a one-year course. I got the new rank and now a different position. So I was, then I was assigned to be the Commander of that station in the district. I was doing that until my headquarters in Lisbon—we applied to come for mission and they called me last year to see if I was interested in coming and I said yes and here I am.

When I came here, we campaign 38, 38 of us, my contingent in November. After a while I went for an interview and after that interview I was appointed as Deputy District Commander and here I am, still, after eight months.

LEMAY-HEBERT: What first might have aided your decision to apply for a UN job?

PEREIRA: A UN job, when you start working for the UN either you like it or you hate it. I enjoyed it. I always—since '95 I started doing these missions, these temporary missions, assignments. I liked it. You go back home and then you think about a new mission all the time. Even if I say okay, this is the last one I'm lying to myself because if I can apply for another one, I will apply. Of course, we make some extra money. It is like a compensation to be far from the family and friends and our life.

LEMAY-HEBERT: I'd like to ask you, from your perspective, what are the major similarities and differences between the different missions in which you have served?

PEREIRA: The main difference I think is the region. The other missions I was—they were in Europe, different mentalities, people had a different mentality, the locals. I'm not saying it was better or worse, just different. The UNPOL there, most of them we had more people from Europe as well, also with a different mentality. Usually, even the mission itself was, my point of view was better organized than here.

LEMAY-HEBERT: In what sense?

PEREIRA: Things were working better than here. Let's say for instance, we never, there we never worried about the law. They had laws for everything. They were already organized in that manner. Here you have the Indonesian Penal Code, Portuguese Procedure Penal Code, and the main difference, I forgot to tell you, we are the police, we have executive power, and in Bosnia we didn't have executive power. So here we are the police.

What I can see is that the law system is complicated. As I told you we have the Indonesian Penal Code, Portuguese law, some laws from UNTAET (United Nations Transitional Administration in East Timor) from before and it is really confusing sometimes. As we are the executive power we must know these things. When you pick UNPOL from different countries they come and it takes

some time to learn this law. To be honest with you, some UNPOL they just don't get updated about it. They work with the others and when there is the need to know the law sometimes it is difficult.

I had the problem here because of interpretation of law. I know the Portuguese Procedure Penal Code that we have here. I am quite familiar with that. If it was a different law, I would have to study as much as I could but the Portuguese I know. This code here, this procedure penal code, I know it very well. So when it comes to take decisions about law, sometimes it is difficult to tell some people why the procedure is like that. Let's say that here we are under the prosecutor, the prosecutor is in charge of the investigation, we just help them, we assist them as required. Meaning that if they are in charge you have to follow the instructions.

There are some places, some countries behind this mission that the prosecutors—the relationship between prosecutors and police is not the same. In some countries the police do the prosecutor's job; not here. For instance, here to investigate a case you need the prosecutor, the prosecutor must delegate to the police the power to investigate. In some other countries the investigation is carried by the police, carried on by the police. They carry on the investigation, they make final conclusions and then they will coordinate with the prosecutors. For some people here it is difficult to understand that.

Sometimes we have these different opinions and sometimes we go to unpleasant situations. I was victim of one of them.

LEMAY-HEBERT: Can you give us an example, maybe concretely, how this lack of information, of knowledge and knowing all the different laws—I mean it is really complex. I tried to learn and it is really very complex. Can you give us just a concrete example how it concretely can effect your work. If you have a personal story in mind, maybe you were involved or you saw others, other UNPOL, without giving any names of course.

PEREIRA: *I wouldn't want to speak about that. Sometimes, there was a case where investigation team here in Dili District, I was acting commander, we just obeyed when ordered by the prosecution. After a while I found myself with disciplinary action. I was investigated by PSDO (Professional Standards and Disciplinary Office), just because I was obeying an order from the prosecutor because somebody thought that we could appeal the prosecutor's decision and police cannot appeal. So I was investigated.*

LEMAY-HEBERT: So that was the fault of the PSDO office?

PEREIRA: *No, the PSDO have to do what they have because they were instructed to initiate an investigation. It was somebody else that told them that our procedure here was not legal; in fact it was. So we were investigated, three, the four of us including myself. Luckily we were right.*

LEMAY-HEBERT: You mentioned how it is different here because you have the executive authority over policing duties. In Kosovo it was, there they had the same situation.

PEREIRA: Yes.

LEMAY-HEBERT: Can you describe a little bit what is different between Kosovo and East Timor in this regard?

PEREIRA: You know, I cannot speak much about Kosovo because I was never armed in Kosovo. I was the first team to arrive, we settled the mission and then we left. I cannot speak much about it. But when I was there I was part of the crew and all the others were getting weapons and my government just sent us home. They sent somebody else to replace us. I was there for a while and it was, say like here, we had all the time executive power. But the most time I spent I was not armed; I was in Bosnia and Croatia. We were not armed and it was different. So I cannot speak too much about Kosovo. I only spent there five months, intensive months, in the beginning, too many clashes on that bridge and I was assigned to Mitrovica. I didn't know the situation when I was assigned there and then I found myself in the scenario where every day we had these clashes on the bridge and the French Army was dealing with that. We were just trying to set up the mission. Of course, when the Special Representative for Mitrovica Region for the UN arrived—.

LEMAY-HEBERT: Was that Mr. (Gerard) Gallucci?

PEREIRA: No, first it was Mr. Sérgio Vieira de Mello, and then he left. It was when, I forgot his name, he was a nice man from England. I was going with him for meetings because the UN was not still there. In the beginning I had to go with him for meetings, to meet both parts and it was an interesting time.

LEMAY-HEBERT: So, most of this interview will revolve around East Timor but we certainly welcome any comparisons you can present us with different missions in which you have served and especially Bosnia – Herzegovina but, very briefly, it would be helpful to hear your own description of the history of the mission, the goals and the current objectives of this mission.

PEREIRA: Of this UNMIT (United Nations Integrated Mission in Timor-Leste) mission?

LEMAY-HEBERT: Yes, this mission.

PEREIRA: This mission, the history, the background: in 2006 there was a conflict, an internal conflict which involved the Army (F-FDTL; Timor-Leste Defense Forces or Falintil - Forças de Defesa de Timor-Leste), some guys from the Army just—it was like a rebellion and eight police got killed in May 2006 and the police system collapsed. So the PNTL (National Police of East Timor - Policia Nacional de Timor-Leste) ran away and the East Timor government asked rapid deployment of some kind of police from 4 countries: New Zealand, Australia, Portugal and I think Malaysia. So these countries responded. They sent—my country sent the GNR (Republican National Guard – Guarda Nacional Republicana) and Federal Police from Australia. The Army came, the Australian Army and New Zealand Army and in August the UN approved the Resolution 1704 which gave the present mandate to reform the police, basically to reform the police because there was no police, no PNTL.

Since then we have been working with—we were, then the mission started to have UNPOLs from the UN countries, the UN members and here we are. We are now in the phase of, we'll start consolidation phase very soon. We started already Manatuto district and by the end, by October all the police, all the PNTL will be certified. One of our goals was to register, to screen, to investigate, to assist, to teach, to work with, cooperate with PNTL to achieve this goal of final certification. So I think that by October we will have this final certification. All the PNTL which were not involved in criminal actions, because these ones are still under investigation in the courts.

All the PNTL will be certified by October. Then we will start, we have already started with Manatuto. All the districts will be handed over to the PNTL and then our goal will be like monitoring, supervising and advising. Dili will be the last one, it will be in January 2009.

LEMAY-HEBERT: We usually consider this mission as crucial for the whole territory, but we have to remember that Dili was especially affected by the 2006 events and probably is the most crucial city, or district, in the whole territory right now, especially for the UNPOL mission. So basically I would like to talk a little bit about the status of public order and crime in Dili when you arrived and maybe if you can contrast it with the current situation right now.

PEREIRA: *When I arrived it was in November. We had, the statistics show a big amount of cases, rock throwing, murders, assaults, robberies. It was really bad by that time. But suddenly we had this, Dili was crowded with IDPs (Internally Displaced Persons) from countrywide, from all districts. So we had tens of thousands of IDPs from all over the country concentrated here in Dili. So the situation was tense. It is still tense now but comparing with November it is far much better.*

We had all the cars, all UN cars were stoned every day, on a daily basis. UNPOLs were assaulted by locals. It was a very tense time. Since December, and especially January, the beginning of this year, the incidents, the number of incidents decreased a lot. I can speak to a big reduction of incidents. The task force helped a lot. I'm not saying that they, sometimes they are met—when they started, they are much better now. I am not saying that they are perfect now, they are far from that. But comparing with December, when they were created, they are far better now than they were in December. We could see that in the last students' demonstration.

The PNTL task force started operating in December. They were not using the best methods, they were not trained.

LEMAY-HEBERT: What kind of violations were you noticing back then?

PEREIRA: *By the time, people were complaining about, especially excessive use of force. They were complaining that the task force was beating people, they were making illegal arrests, they were making illegal searches in the houses. Sometimes they were doing that because they didn't know the law. In January our training unit was started, started training them. I was part of the training, I was in charge of law and use of force. From my experience I could see that they didn't know much about it.*

I have a funny story. With one of them that told me that procedure penal code was taken from the internet. So I had to show him that it was signed by the Prime Minister at the time, by the Secretary of State for Security, Ministry of Justice. So I had to show the names in the PowerPoint for him to know that it was the law in Timor-Leste. So he didn't know that. He thought I was taking that from the internet just to teach them. So they had—we were training them for three weeks, including a team from human rights, UNMIT human rights, they came one day to teach them about human rights. Of course they were trained to respond to riots and arrests and especially to crowd control and the formations for crowd control.

Then we had UNPOL with them, monitoring them, and advising and of course mentoring those, we are still in the mentoring. I can tell you now that they are far much better than in December. Of course, there is always, there are always one or, sometimes we still hear that they use brutality sometimes. But if you

understand this, it is the culture of Timor-Leste, there is still this culture of punishment. So when there were some complaints, if there was a traffic violation for instance, they were making these guys—they were doing some pushups. So instead of paying a fine, they were making pushups.

We have to change the mentality but we also must understand that you cannot change a culture in one or two years. It is a long process and a slow process to change mentalities. So the crime since December decreased. After the incidents on February 11th, it decreased even more because of the curfew. So during the night we didn't have so much activity. Most of the times we have these drunken people fighting, these incidents after a few drinks. At that time we didn't have them because people were going home earlier.

We had this period of curfew, the arrests of Major Alfredo (Reinado) supporters.

LEMAY-HEBERT: Through the joint program?

PEREIRA: *Through the joint command program. We were not, we didn't have a big influence on that, it was a joint command created by the government. We continued with our normal activities. We had to deal with the Petitioners' case that we are finishing now, maybe two or three days, the last one will leave the camp in Aitarak Laran. The government started paying these agreements, they agreed to pay some money to the petitioners.*

LEMAY-HEBERT: Can you describe the situation maybe for those of us who are not familiar with it?

PEREIRA: *These petitioners, a bit more than 700, after the crisis in 2006 they left the Army. So they left the Army by the time and now the beginning of this year they started having these meetings with the government, tried to solve the situation. Some of them, lots of them wanted to return to the Army, some of them wanted to go to civilian life. So the government created this camp in Aitarak Laran in the Comoro area where they were concentrated. Major (Augusto) Tara was the man in charge of them, he was a Major, and after long discussions that are ending now after more than six months, they were leaving there. They were free to go out of the camp and coming. We had security there 24 hours a day and using FPU (Formed Police Units) and UNPOL and PNTL task force.*

So after long discussions and after all these months they finally reached an agreement and the government agreed to pay some money to all of them and most of them will go to civilian life now. They are getting the money this week, so probably in two days the problems with Petitioners will be solved. So at this stage we don't know if there will be more trouble in the future. When they know they have the money they are quite happy. They reached an agreement, but you cannot say that it will be—I don't think they have jobs because jobs are a problem in Timor. So a big number of unemployed. But for the time being the problem is solved; they got the money. They made this agreement with the government, they get the money and they go home. Basically it is this.

LEMAY-HEBERT: So you mentioned the student protest. Could you describe a little bit the situation? I am taking this opportunity because I know that you were in charge during the—.

PEREIRA: *Yes, I was in charge, I was Acting District Commander by this time, so I was in charge of that operation together with my counterpart, PNTL counterpart. We are working together on this. Basically we didn't tell all the students to hold*

demonstrations in front of the university as a method of law. Because there is, the law, the existing law in Timor-Leste, doesn't allow protests, demonstrations, rallies, less than 100 meters from the government buildings, including the Parliaments buildings, military buildings and police buildings. There is this restriction in the law.

We had several discussions with the students, the organizers. There were two different groups. That week prior to the demonstrations we tried in two meetings, four hours each meeting, that the reasons why they were not allowed to have the demonstration in that specific location.

LEMAY-HEBERT: I have to say that the university is right in front of the—

PEREIRA: *Right in front of the Parliament, 20 meters from the Parliament building. They have had some demonstrations there before. We tried to make some agreement. They had some meetings with the Parliament members, but it was too noisy and they were disturbing the normal routine of the Parliament. In any democratic country that I know, I think there is, all of them have the same restriction. We have them back home in Portugal, this 100 meters. This law is very similar to ours. I told them all the time that police are not above the law. I told them all the time that we, as police, have nothing about the protest. They were protesting about the Parliament buying those 65 cars for the Parliament members. We have nothing to do with that. The police really didn't care about the protest, what they were protesting for. They have the right to protest, but, they have to obey the law and we have to obey the law. If the law exists it should be everybody has to comply with it, police and students.*

We told them, we gave them copies of the law. You are not allowed to have the demonstration in front of your university. So we gave them some other venues. We told them Democracy Field is the best place. It is far from everything, you can concentrate there, do as much noise as you want. Actually the protest was a silent protest, but anyway, in that place they couldn't have it because of the law.

When the group accepted the changes, they went to Democracy Field. We went with them to meet the President of the National Parliament, everything was fine. The other group, more radical, they were telling us here that if you don't allow us we'll do it anyway and we told them that according to the law if you do that you have to be arrested. So they knew that they would be arrested if they had the protest.

So the first day of course we went there because we knew that they would protest. When they started the protest there were more than ten of them in a line, holding some banners and we gave, using the megaphone we told them that they were, that it was an illegal protest, that they were committing the crime of disobedience according to the law and if they didn't disperse they had to be arrested.

Of course they didn't disperse and we had to go there to arrest them. We thought about—we created a team from the task force to go there and transport them to the cars. On the first day people in the media said the police were violent, it's not true. The police were never violent. Maybe one or two guys were more, you know, grabbing people. I was telling them to be calm.

LEMAY-HEBERT: Were you there?

PEREIRA: I was there all the time. So I was telling them to calm down. If they don't react, the use of force should be proportional to the threat. If the threat is low, use of force is low as well. In the first day—.

LEMAY-HEBERT: PNTL task force arrested—not GNR (Guarda Nacional Republicana)?

PEREIRA: No GNR, it was, GNR was backing us up. They were just inside the Parliament, standing by. They never came out. It was only PNTL and there were some UNPOL among them. So they were the mentors, task force mentors, myself and this group of task force. So I can tell you that the first day you cannot call it violence. One or two guys were more tense, they were grabbing people. Maybe with a bit more strength than needed but you cannot call it violence.

There were three shots of gas.

LEMAY-HEBERT: Tear gas.

PEREIRA: Tear gas, but it was a spontaneous reaction from these task force guys. I'm condemning them, I told them that they shouldn't do that because they know that you only shoot gas when the commander gives the order and as far as I know nobody gave them any order.

LEMAY-HEBERT: Were you the one giving orders?

PEREIRA: No.

LEMAY-HEBERT: Was it the task force commander?

PEREIRA: I believe that nobody gave them orders. They had the guns and they shot them by their own initiative. I was shouting at them because they were destroying the good image we had given so far. The gas was—we were the victims of the gas. I don't know if you know the weapons. The [Indecipherable], it is a small weapon with cartridge of gas. You have to throw it to a hard surface and the spontaneous reaction was when the students closed the door, at the university main gate, the main door, and started throwing stones from inside. So they broke the windows, the students, from inside. In that moment those task force members reacted, shooting the gas.

LEMAY-HEBERT: Inside the university?

PEREIRA: No, no, no. The problem is that the gas just hit the door and came to us. So I was, myself, I was a victim of the gas. So meaning that they need some more training as well in this use of weapons. The case has been discussed and our training unit is going to improve the training. Because they should know that only this kind of weapon—these weapons are harmless, they just make you cry and when you wash your face and eyes it was no problem. After a while I was okay. They just should know that they have to respect the chain of command. They cannot use the weapons. If there is a commander there, they have to obey orders of the commander and they didn't do that.

But the other two days it was a normal situation. The students did not react and the police just escorted them to the cars and to the watch house and then it was a legal procedure to make the paperwork and send it to the prosecutor and the prosecutor calls them there. They go to the judge, the judge decides to, decided in this case to release them with, it is like a—.

LEMAY-HEBERT: In the church?

PEREIRA: *The judge, I'm sorry, the judge. They were released with this law mechanism, we call it proof of identity and residence. So the Justice knows where they live, where they are from and later the investigation will be continued and later on there will be probably a trial.*

LEMAY-HEBERT: Do you think it shows that the PNTL institution is not ready to resume its policing activities in Dili?

PEREIRA: *I wouldn't say that. At this moment, we still have a long way to go, we still have six months until we hand over the power to them. After that there will be a period of monitoring and advising. In Dili, specifically in Dili there was, they were taking PNTL from the districts and stations for the joint command. So for some period we didn't have them with us. They were committed to these joint commands and there was a confusion because they were not reporting to us. They were taken from Dili and maybe from other districts, I don't know.*

LEMAY-HEBERT: There was no mentoring or—?

PEREIRA: *There was no mentoring by that time. I'm mentoring one PNTL officer. She was absent for one month. She just came last week. She wanted me to sign her mentor sheet and I said no, you were not here with me. I'm not signing anything. So she started again. There was a month she was not mentored.*

LEMAY-HEBERT: So if I may, maybe rephrase my question differently. What are the biggest challenges you think the police force will face when the UN will withdraw in 2009?

PEREIRA: *The main, I think they are still not, some of them, they should be trained more in this procedures like the law, procedures with search warrants, procedures with taking people to the watch house, paper work. They are not yet familiarized with this. Paper work for them is still a big issue. Then there are some of them, not always, but before it was worse. They were coming late to work, they had no transportation some of them. They have no—there were some problems, there were some problems before about it.*

And if, the structure itself, they need to be more coordinated with different units. I think it would be too early to hand over the power in January. But, as I told you, we still have six months plus a few months of monitoring and advising and supervising and let's see what they are going to do in this six months. Apart from that, they still don't have logistics, they are still counting in our cars. They have no computers. They have no—communications are very poor. They have no desks. Everything they are using is from the UN. If the UN takes everything back—.

LEMAY-HEBERT: Like they did in 2002.

PEREIRA: *And what I think they will do now. It is, because they are not—we haven't seen, for eight months, they are not giving anything. PNTL is not, they don't have anything. Everything you see here, for instance, only that computer is from PNTL, everything else is from the UN including air conditioning. So they have to improve the training and the work of PNTL, the shifts, the police power because now, let's say in Comoro we still don't have many PNTL because they are involved in these static posts. There are some static posts to work closely with the IDPs. The police job has been done by the UNPOL.*

The right thing, they should be working together with UNPOL and slowly UNPOL would be giving them the power, the executive power and in the normal process learning suddenly they would be working by themselves. But if they are not working with us it is difficult to achieve this goal. I hope the next six months will be, they will be good to achieve the goals of the mission.

LEMAY-HEBERT: Is the PNTL leadership in Dili cooperative or supportive of your actions in general? I know that it is a problem in certain districts, in the UNPOL HQ this kind of, problems lets say between the leaderships maybe, UNPOL and PNTL leadership?

PEREIRA: *I don't know. I've heard some rumors of course, what is going on, but here in Dili district let's say now we coordinate all the activities. Our Chief of Operations has worked with PNTL Chief of Operations. District Commander is working with District Commander in the same office. I'm working with the Deputy Commander and we exchange—today, for instance, the students want to protest again, some other university. We were telling them no again. We had a meeting and in the meeting the media was present. There was me and both commanders, District Commander and his Deputy. So we take decisions all together. So in Dili district, the co-location plan is working quite good. All the offices are occupied by the PNTL counterpart. Investigations is working quite good, the watch house, here. In subdistricts they are doing the same. So in Dili district we don't have that problem. We had before. There was a time we were like working on our own and they were working on their own, but now things have changed. We are exchanging more information. We are working the operations together, planning and we are in a good way in Dili district now.*

LEMAY-HEBERT: You mentioned a lot of obstacles, very concrete obstacles, tangible obstacles like logistics and so on. Is there any advise you could offer others in different missions maybe around the world, about how to overcome these obstacles?

PEREIRA: *These obstacles, no, I don't have the solution. There is, of course we try to help the PNTL as much as we can. We have the cars, we have the knowledge, we have, we try to assist them as much as we can. These logistic problems are a government problem. The government is the one who can provide these things to the PNTL. They have to approve the budget to buy cars, to buy computers, so every year they should provide the PNTL—provide in the budget, the annual budget, they have to have this money to the police. They know, the needs are identified. They know very well what they have to buy, what they have to give to the PNTL. So it is a government problem, and I don't—that's the only solution.*

LEMAY-HEBERT: Absenteeism, you mentioned also this problem—.

PEREIRA: *Absenteeism.*

LEMAY-HEBERT: Concretely, yes, how are you able to overcome this obstacle in general?

PEREIRA: *Here in Dili people are still, some of them, most of them now they have like a motor bike and they transport themselves. Before they were relying on UN patrols to pick them up and drop them. We don't see these problems anymore like before. In the beginning they were not coming to work. The next day you ask them why didn't you come. In the beginning, last December, January, oh I didn't have transportation, I was sick, kind of bad excuses. They were not reporting in.*

Nobody knew what we discussed. When we raised the problem things have improved a lot. Now we don't speak about absenteeism anymore.

LEMAY-HEBERT: I would like also to ask you about how you here, the UNPOL mission in Dili, are gathering, is gathering intelligence about the surrounding, the environment that you are policing. Do you rely mainly on the PNTL or do you have your own way to get intelligence?

PEREIRA: *We have our own way and we are working together with PNTL. We have district intelligence with some PNTL and with some UNPOL working together gathering intelligence. Last week we had an operation and we seized approximately 3000 porno DVDs because you know it is illegal to sell these porno materials. There were lots and lots of DVDs involving children, nine, ten year young girls in these films.*

LEMAY-HEBERT: All local material?

PEREIRA: *No, no, it is imported. I think it is coming from Indonesia. So we had—our intelligence was working very good. They identified all the places where they were selling, the street guys selling DVDs and we managed—then we had this operation last Friday and we managed to seize about 3000 DVDs, some money, and we arrested two persons.*

LEMAY-HEBERT: Can you tell us how they did that? How they got the intelligence?

PEREIRA: *They got the intelligence. They have to work underground. They have to go to the shops in civilian clothes.*

LEMAY-HEBERT: Even if they are tall and white? Or black?

PEREIRA: *That's why we use PNTL. They go and they start investigating. They ask questions. They show some interest in this kind of material and after that they start digging through the system and they did a very good job. So we asked for search warrants from the judge. We got them and we went to the place and it was a very successful operation. Intelligence has to work like that and I cannot speak too much about it because they have to—intelligence is intelligence, you cannot reveal your secrets but they are doing well.*

Then apart from this Dili intelligence, we have investigation teams. They are doing as well intelligence. They have teams, they have their own ways to do things as well and they are working quite good on it.

LEMAY-HEBERT: How do you follow the gang-related activities? It is a major issue I think here in Dili. So how are you able— do you infiltrate them or how do you manage to get a sense of what is going on concerning this particular issue?

PEREIRA: *We have our Dili intelligence. They are working on it. This is the kind of question I cannot answer you because if I told you that we had somebody infiltrated in the gangs they could be in danger. So I'm not telling you anything about gangs. They exist. We are trying to identify them. I know there's a law coming to regulate their activities. I've seen the law, it is not yet approved. But it is very good and then it is like a tool for us to go there and supervise them. There are some fines, there will be a regulation on this issue.*

LEMAY-HEBERT: Can you tell us more about this law?

PEREIRA: I cannot tell you because it is not approved yet. But if the law is approved, they have to be—all the members have to be registered. The owners have to have the activity registered as well. They have to know who is there, who they are training. They have to train in these specific places, authorized places. Now, at this moment everybody can have a martial gang. If the law comes into power there will be more control on these martial arts. Of course, you have martial arts all over the world but you have the place where they are training. Even people, even you if you have kids, you can put them to learn some karate, these martial activities. Here will be the same. They will have their schools. They have to have a database of who is there, who is training. Then it is forbidden for anybody else to train. Then we have—if we know that somebody has an illegal school or illegal activity regarding these martial arts, of course we are going there, we arrest the manager. We have a good tool to fight these martial groups.

LEMAY-HEBERT: And you think the visit of Jackie Chan has had a positive influence on the situation?

PEREIRA: I think so. Jackie Chan is very well known among all of them, everybody knows Mr. Chan and he is very popular. So I think he gave a good message to these martial groups.

LEMAY-HEBERT: Next I had some questions about your daily routine. So what does an average day look like for you?

PEREIRA: It depends, an average day, it's okay. You cannot identify an average day. There is always something new coming in. We have a problem now with bag snatching. We have to work on it. Last week, two weeks ago it was the students, the Petitioners since January, incidents in February, then the joint command. Lots of things. It is like a snowball. You cannot say okay, now we have, we can have some rest. Of course, there are some weeks you don't have much to do, but then there is one week and you are overloaded with work. You need 12, 14 hours to solve the problems, it depends.

I'm very lucky because here in the HQ we have a very good team, a very good Chief of Operations, investigation is doing well. Sub-districts, everybody is working to the same side and it's good. But we have sometimes too many activities at the same time. We have horseracing, we have Independence Day celebrations, we have inauguration of this statue, the Pope's statue. Too many activities sometimes and it is a lot of work.

So if I can find an average day it is coming to work at 8 o'clock, sometimes earlier. You go, we have three meetings a week and then we have—with our staff here. We have meetings on Tuesday with the Secretary of State, Wednesdays task force meeting, not this task force, but UNMIT task force involving ISF (International Security Force) and other entities and we have command meetings on Saturdays. So, then you have to have the reports, situations from stations. We have to keep an eye on everything, regular meetings with sub-district commanders, incidents, help them with a strategic view of things, how to fight.

Now we have this bag snatching. We are trying to identify the perpetrators. We have our intelligence on the ground, doing a good job. PNTL again and UNPOL, we have to find a way to end that because several women—usually the targets are women. You know, women with their bags. They have everything in the bags and they know that. So big amounts of money. We have all the time challenges. We have the IDP camps. We have so many things that we are always busy here in the HQ.

LEMAY-HEBERT: It is a challenging environment.

PEREIRA: It is a challenging environment.

LEMAY-HEBERT: You also have other responsibilities that you can't address every day, monitoring, assessment, that sort of thing. Would you describe these responsibilities and say about how much time you're able to spend on them compared to the daily routine you mentioned.

PEREIRA: I was involved in several things. I was involved in training these four platoons of task force. I was the— in coordinating this training. Of course we have the Chief of the Training Unit in the office, but I was coordinating the training. It involved a lot of things like logistics, meals, shooting range, police academy, conference room here. We had different locations for training. So it was a big task to coordinate all these things.

Then to coordinate the operational activities because sometimes we were training them and we had to interrupt the training because of some events like student demonstration, the events on February 11th. Now we've finalized this but it was not so easy to keep them all together for training, just you are here three weeks just for training. They were three weeks for training but if something happened we had to give them back and start the training later on.

Then I'm mentoring the Deputy District Commander. I have to mentor him. There is another inspector in this office, I have to mentor him as well and the staff officer I am also mentoring her.

Then we have so many things. I am sharing with the District Commander, we are sharing duties because there is so much to do. He has to attend some meetings, I have to attend some others, some events that come. It was a big mess when we had this problem with the Petitioners. We had to provide security to the camp. There are always so many things. You have to coordinate with the PNTL, coordinate with HQ, FPU coordinator, Chief of Operations there. Your mind is working all the time, thinking what do we do in this specific situation, in that specific situation. Who do you coordinate with. It's a challenge, it's busy.

LEMAY-HEBERT: Do you have any advice for people in similar roles about how to create the time and the support to carry out these responsibilities effectively?

PEREIRA: Each of us have different ways to work. I think all of us achieve the same goal in different ways. Usually I prioritize things. I start with the most important and leave the less important ones to the end. So every day I pay more attention first to the important things, the urgent things, and then I go do the others. Sometimes, some of these others, if I cannot solve them, they are not so important, I can do them the next day. But you have to make a list every day what you have to do because you have so many things to do. If you don't write down what you have to do and then make a check list, there are always some things you leave behind and I don't like it. What I have to do I have to do everything, I make my checklist and then I do things. Otherwise it is impossible, if you don't write things down you are lost.

LEMAY-HEBERT: Were you able to meet with your predecessor in this job here?

PEREIRA: No, unfortunately no. When I came to this job—the funny thing was the Acting Commander was, he was our Chief of Operations, he was Acting District

Commander. So when I came, I came along with the new District Commander from New Zealand. I came as Deputy, he came as District Commander, but none of us met our—.

LEMAY-HEBERT: Had you tried?

PEREIRA: They had already left the mission. There was a transition, the Acting District Commander was here. He was a nice man from Malaysia. He was Chief of Operations, Acting District Commander. So when we came, he went back to be Chief of Operations. It was very good. Then he was the one to update us. So if we consider him as District Commander, he was Acting, and he had a big knowledge of Dili District. So both of us learned from him.

LEMAY-HEBERT: Can you describe your induction training, in-service training?

PEREIRA: Induction training to the mission? We had a week, a very intense week with UNPOL and we met trainers. They were telling us—it was quite good. We cannot say that we didn't get enough information, we got lots of information during the week. It was quite good. Even the civilian staff from UNMIT since the clinic, the humanitarian agencies, communication, CITS (Communication and Information Technology Services), we got an update from everybody. So not complaining. UNPOL, we knew about the mission, the background and the history. They focused, UNPOL focused on this specific mission, history, background and the current situation. So I didn't have—and, of course, when you come to the mission, I think everybody should do that. If you know in advance that you are coming to Timor, you should go to the internet to see what is going on in Timor. You have lots of sites speaking about the mission. You have the UN site, the United Nations site speaks about the mission.

LEMAY-HEBERT: If you have anything in mind, if you remember, which sites were particularly helpful for you?

PEREIRA: I went to the UN, UN.org, the United Nations main site, you'll find a lot of information there about the mission. You go to Google and search for, I don't remember now, I would just go to Google, type UNMIT, type Timor-Leste and you will have so many sites you can have information from.

LEMAY-HEBERT: Was your induction training very different from the others that you have had had in different missions?

PEREIRA: No, it's very similar. One week is I think standard induction training for the UN and then they just change according to the mission itself. I didn't find it so different from the others. Some lessons in the induction training, I've heard them so many times before, but still, how to take care of the cars, logistics, equipment, these kinds of things.

LEMAY-HEBERT: I would like to ask you about language as well. Do you speak any of the main languages used here? Obviously you speak Portuguese.

PEREIRA: I speak Portuguese and I'm learning a bit of Tetum now but not much. I speak mostly in English and Portuguese.

LEMAY-HEBERT: How many of your most important top staff members here speak one of these languages?

PEREIRA: Well, we have people from Singapore, they speak Bahasa. A lot of Timorese they speak Bahasa too. They understand very well each other. Malaysians also speak a bit of the language, they speak Bahasa. As I remember not so many, not more than that.

LEMAY-HEBERT: How do you think language differences influence you ability to be effective in your job?

PEREIRA: Well, if the language assistants are good, we don't have many problems. The problem in this mission, sometimes the language assistants hired by the UN are not so good as we would want them to be. That is the big obstacle at times. In simultaneous translation at times they are not accurate. Some of them, you give them some translations to do, they take so much time to do it, but with UNPOL we don't have problems because everybody speaks English, United Nations English as you know, and everybody understands everybody quite good. We have no problems like that.

To speak with the PNTL, with some of them I have the advantage of Portuguese. Some of them speak Portuguese and some understand it. But for the others it is a bit difficult so we have to have language assistants all the time and sometimes we have difficulties with the language assistants.

LEMAY-HEBERT: I would like now to ask you questions regarding the UN internal management and also questions regarding the relationship between the UN and the host country personnel and also the local population. First of all, if you could create a wish list, what two or three changes in the UN internal management or policy would you want in order to be more effective in your work? You have extensive knowledge of this because you have participated in a lot of missions.

PEREIRA: I think the UN is very bureaucratic. To get something from the UN sometimes you have to go to so many office and I think in my first wish on my wish list is to – how do you say in English — not to be so bureaucratic, find a system that should be more simplified. Then, of course, I know it is not so easy to have so many countries contributing with, I'm speaking now about the police. I believe it is not easy for the contributing countries to give the right people all the time, but I have been, —sometimes you see people in the mission that they are not prepared for the mission.

So my second wish is for the countries to make a better selection of the police to send to the missions. Sometimes, for instance, the UN is asking say here in this mission you need people with background in investigation. It is very difficult to find good investigators. Sometimes we need people for a specific position and we don't have them. My third wish, I have no third wish. If these two things were implemented it would be a big help for the UN.

LEMAY-HEBERT: In your line of work and with your knowledge of all the different missions is there an aspect of UN policy or management that you think works better now than it used to in the past?

PEREIRA: To be honest with you, I think, I don't know the reason, but I think UN management was better in the Balkans. Maybe the mission in the Balkans started in '92 and lasted for say ten years, more than ten years, they are still in Kosovo. Here it is still a young mission.

LEMAY-HEBERT: Started in '99.

PEREIRA: It started, and then left, then they came again to start everything. Maybe that's the reason but from my point of view the UN was more organized in the Balkans than here.

LEMAY-HEBERT: Are there two or three mistakes you commonly observe the way donor countries or international organizations like the UN make with respect to the relationships with the host country personnel, so in this case the PNTL, from your point of view, or politics in the region?

PEREIRA: Politics, I don't understand anything about politics. About PNTL, what can I tell you about this. I have seen that some, I am very friendly with the PNTL; they are friendly as well. But I have seen that some nationalities, I understand that, each of us comes from different parts, different ways of looking at the same thing, but some problems existing in the, —with the PNTL are created by us. We don't work on a good relationship sometimes with PNTL as we should.

As I told you, I have no problems with any PNTL. If I have to shout at them, like I shouted that time when they were shooting the gas, I shout at them. But when they do good things, I can tap their back, good job. I speak with them. I try to teach them as much as I can. In this training with the task force I was all the time emphasizing the most important things. On a daily basis I shake hands with them, I have a chat with them, I tell a joke or—. Sometimes I see some other colleagues, they are just not speaking, they don't even say "good morning". It is a basic thing here in their culture, say "morning," "good afternoon,"

LEMAY-HEBERT: Shake hands.

PEREIRA: Shake hands. They have a specific way to shake hands, okay, no problem. Every morning I spend five minutes to come from the car to here, to talk with them, shake hands with them, how are you, blah, blah, blah. I see some others, they just pass by, they don't communicate. I don't know. I'm not criticizing, I'm just saying that—. Another point, when you come to a country, you have to learn a bit of their culture. Act, not to make mistakes. When you approach the people, you should know that, what they are thinking, what they like to do, if they are friendly, if they are not friendly of course. If you come and if you don't communicate, it is a real problem.

I would advise that if someone comes to the mission go to the internet, you find everything now on the internet, learn something about the culture of people and then that will make your job easier.

LEMAY-HEBERT: Do you remember any home-grown success, or a story, specific stories of—what do I mean by that, it is a story about a problem that local personnel, so the PNTL solved on their own, without your assistance?

PEREIRA: Yes, a famous one. There was a criminal here, he had a search warrant for some years. He was accused of murder, raping and illegal possession of weapons. He was a very dangerous criminal. One night he was here. PNTL without any UNPOL, they located him, they found him in a party and they arrested him. They shot him, he survived.

LEMAY-HEBERT: Was that an abuse of power in the story?

PEREIRA: No, no, because it was self defense, from my point of view. The case is in the courts, I don't want to speak about it, but apparently it was self defense. The guy was very dangerous, he was considered a dangerous criminal. He had no

hesitation in killing. The background was—they arrested him on their own. It was a very good job. The criminal is now in Becora Prison and everybody was happy with that.

LEMAY-HEBERT: Are there any innovations or experiments you know about, maybe in different missions which you think should merit more attention. Like you have seen one program in Bosnia or in Kosovo, and you think this program was actually very successful and have not been able to see it in different missions and it is a shame.

PEREIRA: *Fortunately or unfortunately, I have only experience in Bosnia and it was a completely different mission. We had a different role there. So I cannot compare the missions because here we are, as I told you I was just five months in Kosovo. But here we have executive power and there we were just monitoring and supervising and advising. We were investigating human rights violations, but the mission is different. What we were doing there was different from here. The programs there, maybe in, maybe next year when we start monitoring we can use some projects that we were using there like co-locations, straight co-location at different levels. I think they will do it here as well. Station commanders, district commanders, police commissioner, just like monitoring.*

Now they will be certified here, the PNTL, after this mentoring process and there it was different, they were certified when they were already working and when we saw that they were already able to work, they got the final certification. Here it is different. Here they will be certified, then we hand over the power and there is not much to do when we monitor them. There I think it would be better, like there, that we, they will be certified after the monitoring period. When we see them working on their own then they would be certified or not. Here we have this mentoring, okay, we are mentoring them, but what shall we do if they are not good when they get the full power, they are already certified. There they were several years and under our control supervising and they got final certification in the last period of the mission and some of them were not certified.

I can remember the chief of the anti-riot unit in Banja Luka he was not certified. I don't remember exactly what was the reason but he was in charge of the anti-riot unit, like the UIR (Rapid Intervention Unit – Unidade de Intervenção Rápida) here but a bigger one and he was not certified, he lost the job. He was already working for several years. Here it is different. I don't know.

LEMAY-HEBERT: Thank you very much for your time and interest in our program.

PEREIRA: *It's over, finally. (laughs)*