



P R I M E  
M I N I S T E R

**SPEECH BY HIS EXCELLENCY THE PRIME MINISTER OF THE  
DEMOCRATIC REPUBLIC OF TIMOR-LESTE,  
DR RUI MARIA DE ARAÚJO,  
AT THE SWEARING-IN OF THE PRESIDENT AND THE FOUR  
COMMISSIONERS OF THE CIVIL SERVICE COMMISSION**

**Noble Hall of the MFAC  
29 May 2015**

Your Excellency the Speaker of the Parliament  
Your Excellency the President of the Court of Appeals  
Your Excellencies Members of the National Parliament and Members of the Government  
Your Excellency the Ombudsman for Human Rights and Justice  
Your Excellencies the President and the Commissioners of the Civil Service Commission  
being sworn-in  
Your Excellencies the outgoing President and Commissioners of the Civil Service  
Commission  
Your Excellency the President of the Anti-Corruption Commission  
Your Excellency Inspector-General of the State  
Your Excellencies the Directors-General and National Directors  
Your Excellency the First Lady

Your Excellencies Representatives from the Diplomatic Corps  
Your Excellencies Representative from the United Nations

Ladies and Gentlemen,

It is an enormous satisfaction for me to be here today swearing-in the new President and the Commissioners of the Civil Service Commission responsible for guaranteeing a civil service that is more professional and better able to provide quality services to the State and to all citizens.

Please allow me to start by thanking on behalf of the Government and of all the Timorese People, outgoing President Mr. Libório Pereira and outgoing Commissioners

- Ms. Isabel Ferreira
- Ms. Jesuína Ferreira Gomes
- Mr. Abel dos Santos Fátima
- Mr. Alexandre Gentil Corte-Real de Araújo,

for the exemplary service they provided over the first five years of this Commission.

I am aware that these first years were challenging, particularly in view of the Commission's importance to the country. Indeed, it was you who had the responsibility of building and consolidating the Commission. You have my utmost recognition and gratitude for your commitment, accountability and the professionalism you displayed during your mandates in the service of the State.

Naturally, I also want to salute the new President and Commissioners:

- Mr. Faustino Cardoso Gomes, Commissioner and President of the Civil Service Commission
- Ms. Maria Domingas Alves, Commissioner of the Civil Service Commission
- Ms. Jacinta Bernardo, Commissioner of the Civil Service Commission
- Ms. Maria Olandina Caeiro Alves, Commissioner of the Civil Service Commission
- Mr. José Telo Soares Cristóvão, Commissioner of the Civil Service Commission

All of you were appointed by the Parliament and by the Government and will be taking the helm of this Commission for the next five years. These are positions of great responsibility. You will be required to serve and defend both the country and the interests of the Timorese People. As such, I am putting my trust in you and I am certain you will perform your duties with commitment and dedication, impartially, honestly and void of any political interests.

The Civil Service Commission was created in 2009 to strengthen the ability of our Public Administration and to guarantee a merit-based sector following a highly professional model, so as to have a civil service that provides quality and efficient services to the people and that ensures performance is managed effectively and economically. These are sine qua non conditions for national development.

Over the last few years, the Civil Service Commission has been pursuing these goals and creating sound foundations for the civil service. This included the regulatory and legislative framework for managing and evaluating national human resources.

In 2011 the Civil Service Commission also created the Group of Human Resource Professionals, consisting of professional technical officers from the line ministries in this area, with support by the Secretariat of State for Institutional Strengthening. This Group meets every month to share experiences and information, in coordination with the Civil Service Commission, and to act as a bridge in the socialization of human resource management and development policies.

More recently, in July 2014, the Civil Service Commission launched the first Human Resource Manual; a vital document for guiding the process of evaluating civil servants. In addition to recruitment and performance management guidelines and disciplinary procedures, this manual also covers the rights and duties of each civil servant.

The Civil Service Commission is also administrating the PMIS – Personal Management Information System – an extremely important database containing the personal and professional data of all civil servants.

When the Civil Service Commission became operational, Public Administration had around 26,000 civil servants. This has since increased to approximately 32,000 civil servants, with the number of temporary personnel being drastically reduced. It is necessary to assess and understand whether this figure is justified, whether it is reflected in the delivery of quality public services to the people and whether there is a true sense of team work, responsibility and commitment, required of individuals holding public office.

Your Excellencies  
Ladies and Gentlemen,

The Sixth Government acknowledges that there has been much visible progress in terms of good governance and the public sector. The Government is committed to building on this progress, learning from past lessons and continuing the reforms seeking to develop a strong civil service that can meet each and every challenge.

We also know that in order to improve service delivery to the people it is crucial to reform public administration. And in this case, “reform” means making it stronger and prosperous. This government is committed to having a civil service that is more efficient, that works with more rigour, quality and responsibility and that is less bureaucratized and more “simplified”.

In the reform we want to achieve, these are principles that must be imbued and that are intrinsic to the work performed by all civil servants. They are to be followed every day and in every occasion.

For this to happen, we need to create a regulation describing tasks, translating the annual activity plan into outcomes to be achieved, and describing the duties and responsibilities of civil servants. We must also not neglect the need to improve their skills, training and abilities, as well as the need for proper merit-based assessment and performance management. This is essential to determine the accountability and the progress made by each civil servant.

In this regard, we froze the recruitment of new permanent staff and we began revising the legal framework, including the Civil Service Law and the Civil Service Statutes, in partnership with the Civil Service Commission and the leaders in the area of Human Resources.

We also believe that the line ministries can and should take on more responsibility for the management of their daily activities, including recruitment, performance evaluations and disciplinary procedures. The Civil Service Commission would monitor and supervise these routine activities, as well as provide technical support, until such a time when these activities can be implemented in full. The Civil Service Commission would then become an agency advising the Government in relation to the public sector.

In order to achieve this reform the Civil Service Commission should focus on the major policies and work on data such as the number of staff, remuneration tables and tasks and competences.

I would also like to see closer coordination and collaboration between the Civil Service Commission, the Secretariat of State for Institutional Strengthening and the Office of the Ombudsman for Human Rights and Justice, since these three entities work towards the development of policies seeking to improve service delivery to citizens, supervising the training and valorisation of civil servants and strengthening and promoting good governance.

Your Excellencies  
Ladies and Gentlemen,

Meeting our goal of economic diversification and sustainable development requires a public sector that provides efficient and quality public services and that is accountable for these services and for the management of public assets. By achieving greater speed, competence and transparency in the handling of cases required for business development we will be contributing to the development of the private sector, which should be the driving force of the economic sector.

Lastly, I must also thank Australia for the technical support it has been providing us, as well as Portugal and Brazil for their support with training.

I would now like to wish the Commissioners who were sworn-in today much success in the performance of their duties. I am certain that their example will contribute to the sustainable development of our Nation.

Thank you very much and best wishes for your work!

Dr Rui Maria de Araújo  
Dili, 29 May 2015