

Citizen Consultation Report For the 2026 General State Budget

Insights from Communities Across All Municipalities and the RAEOA



Prepared by:
General Directorate for Planning and Budget
Ministry of Finance
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Acronyms / Abbreviations

FGD	Focus Group Discussion
GDPB	General Directorate for Planning and Budget
GDS	General Directorate of Statistics
GSB	General State Budget
ICT	Information and Communication Technology
IX Government Programme	Ninth Constitutional Government Programme
MSA	Ministry of State Administration
MOALFF	Ministry of Agriculture, Livestock, Fisheries and Forestry
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOP	Ministry of Public Works
MOSSI	Minister of Social Solidarity and Inclusion
OGE	Orçamento Geral do Estado (General State Budget)
PFM	Public Financial Management
RAEOA	Região Administrativa Especial de Oe-Cusse Ambeno
SDP	Strategic Development Plan
SUCO	A public administrative unit with its own defined area and population, formed based on historical circumstances, as well as cultural and traditional ties.



Foreword

The citizen consultation for the 2026 General State Budget marks a milestone in our ongoing pursuit of inclusive governance, responsive planning, and people-centred development. At a time when public institutions must act not only with efficiency but also with empathy, the voices of our citizens are not a supplement to policymaking. They are its foundation.

This process was not merely an exercise in listening. It was an act of democratic renewal, grounded in the principles enshrined in our Constitution and operationalised through our Strategic Development Plan (2011–2030) and the IX Constitutional Government Programme. These national development blueprints affirm our collective vision: a Timor-Leste where development is participatory, equitable, and responsive to the realities of every suco, every aldeia, and every family.

For the first time in recent memory, this consultation was conducted at a national scale, with wider outreach and greater methodological rigour. Citizens from all walks of life, including traditional leaders, veterans, women and youth representatives, persons with disabilities, religious figures, and economic actors, were invited to articulate their priorities, challenge our assumptions, and help shape the fiscal choices of the State.

What they shared was as compelling as it was urgent. Whether calling for dignified health and education services, infrastructure that connects communities, livelihoods that sustain families, or governance systems that inspire trust, the people spoke clearly. It is now our responsibility to listen with intention and act with resolve.

The Ministry of Finance remains deeply committed to a planning and budgeting process that is not only technically sound but also socially grounded.

In an age of complex challenges, from the quality of health and education services to access to clean water, resilient infrastructure, and sustainable agriculture, the wisdom of our communities is an asset we can no longer afford to overlook.

To the Minister of State Administration, Vice Minister, Secretary of State for Toponymy and Urban Organisation Affairs, Secretary of State for Local Development, the Director General, and all supporting teams, we extend our deep appreciation for your leadership and coordination. I also extend my sincere gratitude to all who made this process possible, from national ministries to municipal authorities, from civil society to our development partners, each of whom contributed to making this national consultation truly inclusive and impactful.

Most importantly, I thank the people of Timor-Leste, who engaged with clarity, hope, and conviction. Your voices are shaping not only the 2026 General State Budget but also the future we are building together.

Santina José Rodrigues F. Viegas Cardoso

Minister of Finance,
Democratic Republic of Timor-Leste



Acknowledgements

For the Ministry of Finance, the General State Budget is more than a fiscal tool. It is an instrument of governance and social justice. It expresses our national priorities, commitments, and collective aspirations. For those priorities to carry legitimacy, they must reflect the lived experiences and voices of the people they are designed to serve.

The 2026 General State Budget citizen consultation was conceived with this belief at its core. It was not a technical formality, but a deliberate act of listening. Across Timor-Leste, citizens engaged with clarity and resolve, shaping not only the content of this report but also the direction of national decision-making.

This consultation reached all 13 municipalities and the Special Administrative Region of Oe-Cusse Ambeno (RAEOA). From aldeias to urban centres, participants spoke with urgency about what matters most: health services that protect, education that uplifts, roads that connect, livelihoods that sustain, and public institutions that can be trusted. These contributions were not just inputs. They were acts of civic agency, and they will influence how public funds are prioritised and allocated.

We are deeply grateful to the communities that made this possible. To the citizens who responded to surveys, joined focus group discussions, and participated in local forums, thank you for sharing your perspectives and aspirations. Your engagement reaffirmed that participatory governance is both a right and a responsibility.

We extend sincere thanks to municipal and RAEOA authorities, suco chief (Xefe Suco), and community leaders across the country. Their support enabled meaningful outreach and ensured that all voices—including those of women, youth, veterans, persons with disabilities, and economic actors—were heard and valued.

The contributions of the members of the Municipal Advisory Councils were also instrumental. Their representative composition shaped the design of our consultation tools and added democratic weight to the process.

We also acknowledge the essential contributions of our colleagues from the Ministry of State Administration; the Ministry of Health; the Ministry of Education; the Ministry of Agriculture, Livestock, Fisheries, and Forestry; the Ministry of Public Works (including Water and Sanitation); the Ministry of Tourism and Environment; the Ministry of Social Solidarity and Inclusion; and the Ministry of Commerce and Industry. Your collective efforts were instrumental in ensuring the sectoral relevance and overall integrity of this national consultation.

Within the Ministry of Finance, I commend the dedication of the General Directorate for Planning and Budgeting and all supporting teams. Your professionalism and commitment ensured that this process was inclusive, rigorous, and aligned with our national planning and budgeting framework.

To our development partners, especially DFAT (Department of Foreign Affairs and Trade), the Australian programs of PROSIVU and PARTISIPA, and UNICEF, we offer heartfelt appreciation for your enduring commitment to strengthening participatory public finance in Timor-Leste. Your collaboration reinforces our shared commitment to governance that begins with public voice and culminates in public trust.

Finally, I acknowledge the Honourable Minister and Vice Minister of Finance for their leadership in making citizen engagement a cornerstone of the national budgeting process. Their vision has elevated consultation from a policy objective to a governing practice.

Let this report serve not only as a reflection of the people’s voice but as a reaffirmation of our collective duty to plan together, to govern together, and to build a future that belongs to all.

Jose Alexandre de Carvalho

Director General, General Directorate for Planning and Budgeting
Ministry of Finance, Democratic Republic of Timor-Leste





Executive Summary

The 2026 General State Budget citizen consultation represents a significant step toward deepening participatory governance and strengthening the alignment between national planning and the lived realities of communities across Timor-Leste. This nationwide process reflects the Government's commitment to inclusive development, fiscal transparency, and the constitutional imperative that governance must be shaped not only by institutions but also by the people they are meant to serve.

Building on the foundations of the Strategic Development Plan 2011–2030, the IX Constitutional Government Programme, and the legal framework for decentralisation (Decree-Law No. 84/2023), the consultation was designed to generate public input that can meaningfully inform the 2026 state budget priorities and related planning decisions. For the first time, the process was implemented across all 13 municipalities and the Special Administrative Region of Oe-Cusse Ambeno (RAEOA), using a mixed-methods approach that integrated structured surveys with facilitated focus group discussions.

The consultation framework was organised around four core development pillars: Social Capital, Infrastructure, Economic Development, and Governance and Public Services (survey-based only). Participants were selected based on the legally defined structure of the Municipal Advisory Council and included Suco Chiefs, youth and women's representatives, veterans, persons with disabilities, religious and community leaders, entrepreneurs, and civil society actors. This composition enhanced both institutional legitimacy and social inclusion.

Across regions, citizens identified urgent needs related to health services, education quality, clean water, electricity, and road access. Economic concerns centred on local livelihoods, access to markets, and job creation. Recurring themes also included stronger social protection mechanisms, especially for persons with disabilities and the elderly; more transparent and responsive municipal governance; and infrastructure rehabilitation tailored to local needs.

These findings present a timely and credible evidence base for national and sectoral planning, as well as investment prioritisation. The report concludes with a comprehensive set of thematic and cross-cutting recommendations designed not only to inform the 2026 Budget but also to support broader institutional reforms that embed citizen voice within national and subnational planning systems

By placing citizens at the centre of fiscal policy, this consultation marks more than an administrative milestone. It reaffirms the Government's commitment to build a developmental state rooted in dialogue, accountability, and shared purpose.

Planning with the people is no longer a policy aspiration. It is now a governing principle.



1. Introduction

The General State Budget is more than a financial statement. It is a declaration of a country's priorities, a reflection of its values, and a critical tool for building the kind of future citizens hope for. In Timor-Leste, the 2026 General State Budget (GSB) citizen consultation represents a pivotal moment in advancing a more participatory, transparent, and responsive system of public financial governance one that places citizens not at the margins, but at the centre of fiscal decision-making.

This process is firmly grounded in Timor-Leste's legal, institutional, and policy frameworks for governance and planning. At the time of implementation, between 10 and 28 March 2025, the legal basis for citizen consultation was provided by Article 45 of Law No. 2/2022 of 10 February, which outlined the framework for the General State Budget and public financial management. This article explicitly required that the budget planning process include citizen consultation, embedding participation as a legal obligation within the annual fiscal cycle.

Shortly after the consultation concluded, the Government enacted a new and more comprehensive public finance law (Law No. 3/2025 on General State Budget and Public Financial Management), which repealed and replaced the previous legislation.

The new law maintains and further strengthens the role of citizen participation. Article 7 affirms that all budgetary entities must pursue the public interest and uphold the rights of citizens throughout budget preparation and execution. Meanwhile, Article 25 reinforces the need for planning processes to reflect real needs and justifications, implicitly requiring inputs from communities to shape annual action plans and programme design.

Together, these legal instruments across two legislative frameworks demonstrate clear continuity and reaffirm the institutionalisation of participatory budgeting. They frame citizen consultation not as a discretionary practice, but as a state obligation fundamental to ensuring that public resources are aligned with the realities, rights, and priorities of the people they are meant to serve.

This vision of inclusive and people-centred budgeting was also affirmed at the highest levels of government. As the Honourable Minister of Finance, Santina José Rodrigues F. Viegas Cardoso, remarked during the official launch of the 2026 consultation process:

“The budget is not just a financial document. It is a reflection of our shared priorities, our challenges, and our aspirations. It is a tool to transform lives and build a more inclusive, equitable, and prosperous society”

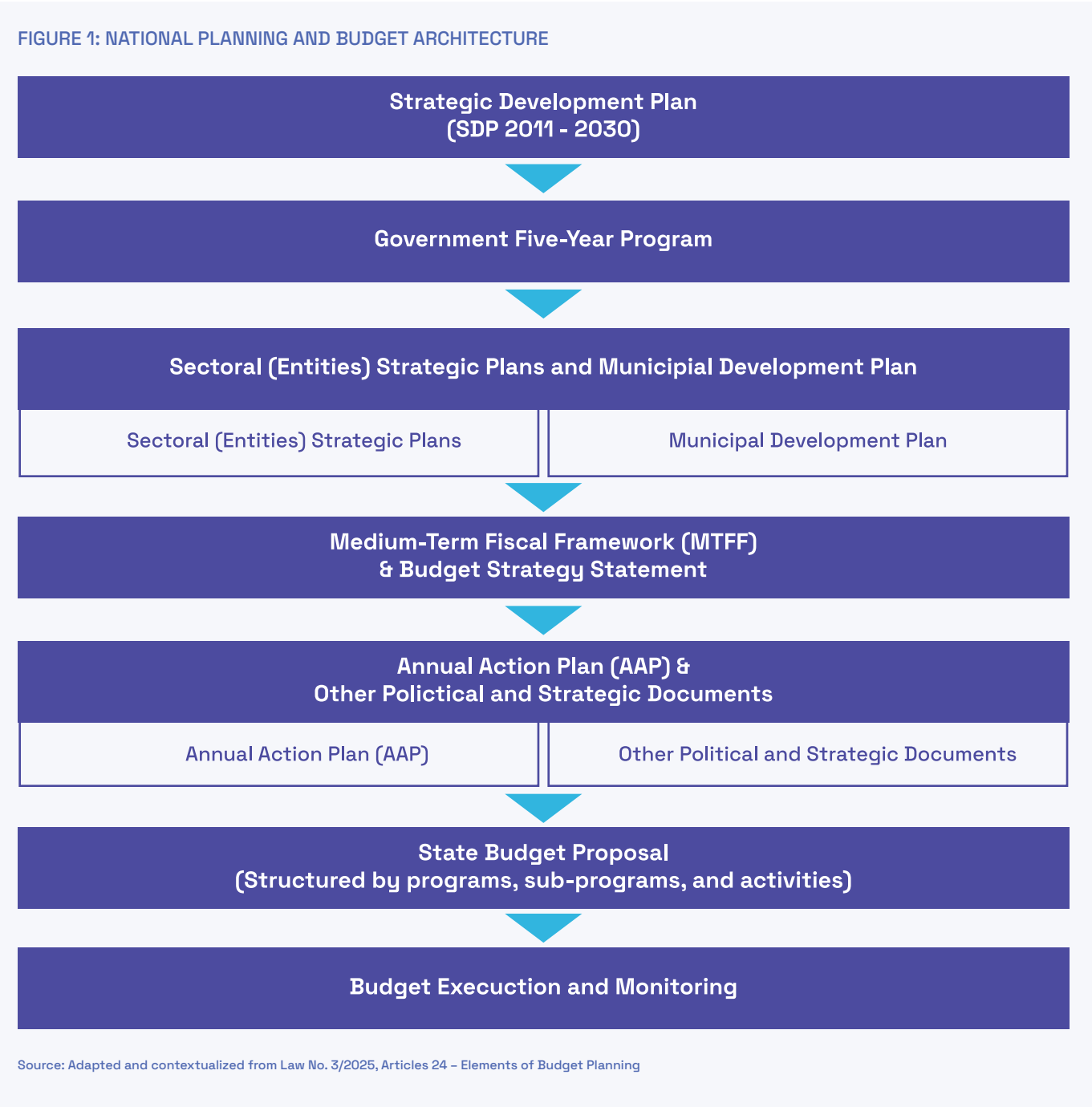
In line with this vision, the 2026 General State Budget citizen consultation was operationally led by the General Directorate for Planning and Budget within the Ministry of Finance, in close collaboration with the Ministry of State Administration, all 13 municipal authorities, the Special Administrative Region of Oe-Cusse Ambeno (RAEOA), and key line ministries.

For the first time, a nationally coordinated consultation was implemented using standardised tools in all municipalities and RAEOA, with activities conducted in each municipal and Oe-Cusse capital. The process combined structured surveys and facilitated focus group discussions to generate robust citizen input directly linked to budget planning.

The participatory process also aligns with the broader national planning architecture. The Strategic Development Plan 2011–2030 (SDP) lays out a long-term vision for inclusive growth, resilience, and human development. The IX Constitutional Government Programme translates that vision into actionable policy priorities, particularly in areas such as participatory governance, fiscal reform, and decentralisation.

The citizen consultation serves as a mechanism to connect these high-level strategies with community realities, ensuring that the state budget responds to actual needs on the ground.

Figure 1 illustrates the architecture of planning and budgeting in Timor-Leste, showing how the consultation functions as a vital link between long-term policy ambition and annual budget formulation.



The legal and institutional basis of this consultation is further reinforced by Decree-Law No. 84/2023, which amends the decentralisation framework established under Decree-Law No. 3/2016. This legislation formalises citizen participation through the Municipal Advisory Councils, which serve as inclusive platforms for community engagement in municipal governance.

These councils bring together a broad spectrum of societal voices, including Suco Chiefs, women and youth representatives, persons with disabilities, veterans, religious leaders, private sector actors, and civil society organisations, all of whom were intentionally engaged in the design and implementation of the consultation process.

TABLE 1: LEGAL AND POLICY FRAMEWORK SUPPORTING CITIZEN CONSTITUTION

Legal or Policy Instrument	Relevance
Law No. 2/2022 of 10 February (now repealed)	Article 45 mandated that citizen consultation be included in the budget planning process; served as the legal basis during the March 2025 consultation period.
Law No. 3/2025 of 23 April	Article 7 affirms that public entities must uphold citizens’ rights and the public interest throughout budget execution. Article 25 embeds planning processes that require real community-based inputs.
Decree-Law No. 84/2023	Establishes the representative and participatory role of the Municipal Advisory Council in the decentralised planning process.
Ministerial Diploma No. 51/2016 of 30 September	Defines inclusive and representative community participation processes at the local level.
Strategic Development Plan 2011–2030	Sets out the long-term national vision for equitable and inclusive development.
IX Constitutional Government Programme	Operationalises national priorities, including citizen engagement, decentralisation, and local service delivery.

The rationale for this consultation also lies in the practical challenges of development. Planning systems often fall behind evolving local conditions. Feedback loops between government institutions and communities remain weak. Prior consultations have been limited in scope or disconnected from budgeting decisions. This initiative aimed to close those gaps.

By using a mixed-methods approach, structured surveys complemented by facilitated focus group discussions, the consultation sought to capture both measurable trends and lived realities. It was thematically structured around four development pillars: Social Capital, Infrastructure, Economic Development, and Governance and Public Services. These themes reflected national priorities while allowing flexibility to accommodate local issues.

Citizens were invited to articulate their expectations, identify pressing needs, and provide feedback on service delivery. In turn, these insights are being used to inform the formulation of the 2026 State Budget, guide programme design, and support longer-term reforms in planning and decentralisation.

This was not simply an exercise in data collection. It was a step toward reshaping how the government relates to its citizens. As one participant put it:

“We know what our community needs, but we are rarely asked. This time, we were.”

The process affirmed that inclusive budgeting is not only a legal mandate but also a tool for strengthening the social contract between the State and its people.

The sections that follow describe how the consultation was conducted, what citizens prioritised, and what the findings imply for Timor-Leste’s national development path. The message is clear: planning with people is no longer aspirational, it is an institutionalised feature of public budgeting in Timor-Leste.



2. Methodology

The 2026 General State Budget citizen consultation was more than a data collection exercise, it was a nationally coordinated effort to advance participatory governance. It aimed to bring citizens into meaningful dialogue with government institutions, reinforcing the constitutional commitment to inclusive and accountable planning. The methodology reflected this ambition through a carefully designed, mixed-methods approach that prioritised institutional legitimacy, thematic depth, and nationwide reach.

At the time of implementation (10–28 March 2025), the consultation was legally grounded in Article 45 of Law No. 2/2022, which mandated citizen participation in the budget planning process. This foundation was later reinforced by Law No. 3/2025, which upholds the public interest (Article 7) and embeds citizen engagement in planning structures (Article 25).

The process also drew legitimacy from Decree-Law No. 84/2023, which formalises community participation through the Municipal Advisory Councils. Strategically, the methodology aligned with the Strategic Development Plan 2011–2030 and the IX Constitutional Government Programme, bridging national development priorities with local community voices.

2.1 Design and Thematic Structure

The consultation was structured around four core development pillars aligned with national planning frameworks:

- **Social Capital Development:** Education, Health, Social Inclusion, Environment, Culture & Heritage
- **Infrastructure Development:** Roads, Water, Electricity, Ports, Airports, Telecommunications
- **Economic Development:** Rural Development, Agriculture, Tourism, Private Sector Investment, Petroleum
- **Governance and Security:** Justice, Public Administration, Law Enforcement, Foreign Affairs (survey only)

These pillars served both as the framework for citizen engagement and as the analytical lens for interpreting the data. This enabled alignment with national planning goals while capturing community-specific priorities.

2.2 Geographic and Demographic Coverage

The consultation reached all 13 municipalities and the Special Administrative Region of Oe-Cusse Ambeno (RAEOA), with activities conducted in each municipal and regional capital. While it did not extend to every aldeia, suco, or administrative post, the process was designed to ensure broad geographic and demographic representation through targeted outreach and participant selection, capturing insights from diverse local and socio-economic contexts.

Accordingly, a total of 1451 participants patronised the consultations, of which 28 percent were women and 2 percent were people with disabilities.

Participants were identified based on community representation categories outlined in Decree-Law No. 3/2016, as amended by Decree-Law No. 84/2023, which defines the composition of the Municipal Advisory Councils. However, the consultation did not follow the full regimental structure of the Councils.

The process focused exclusively on community representatives, including:

- Suco Chiefs
- Representatives of veterans and former national liberation combatants

- Private sector representatives
- Youth representatives
- Representatives of religious denominations
- Representatives of gender equality organisations
- Representatives of people with disabilities
- Civil society and intellectual representatives
- Representatives of political parties with seats in the National Parliament

This participant composition ensured both institutional relevance and representational balance, aligning with the legal framework for community participation in decentralised planning and governance.

2.3 Tools and Instruments

Two primary tools were used to collect data:

- **Structured Survey Questionnaire:** Developed in Tetum and English, the survey was administered via Google Forms and a paper-based equivalent for areas with limited digital access. Paper responses were digitised and integrated into the Google Forms database for consistency. The survey featured both closed- and open-ended questions structured around the four development pillars.
- **Focus Group Discussions (FGDs):** Conducted in each municipality and RAEOA capital, FGDs focused on three pillars: Social Capital, Infrastructure, and Economic Development. Thematic discussions covered subsectors including education, health, social inclusion, roads, water, electricity, agriculture, and tourism. Each FGD engaged a targeted group (such as youth, women, persons with disabilities, veterans, and community leaders) to facilitate dialogue on key challenges, explore potential solutions, and surface local development priorities.

2.4 Coordination and Implementation

The Ministry of Finance, through the General Directorate for Planning and Budget, led the overall coordination of the consultation, with support from the Ministry of State Administration. Municipal authorities oversaw logistical arrangements at the local level, while line ministries contributed sector-specific content. Development partner organisations provided technical support and monitored the quality of the process.

2.5 Fieldwork and Integration into Planning Cycle

The consultation was conducted over a three-week period from 10 to 28 March 2025, strategically aligned with the 2026 Budget Journey (Jornada Orsamentál). This timing ensured that the priorities captured through citizen engagement could inform sectoral planning and inter-ministerial budget discussions in real time.

Facilitators underwent standardised training prior to deployment, with a focus on ethical engagement, inclusive facilitation practices, and consistent data collection protocols. Digital tools were used to enable real-time monitoring, streamline data entry, and support timely aggregation and analysis across all municipalities and RAEOA.

2.6 Data Processing and Analysis

Survey data were cleaned and analysed using descriptive statistics, disaggregated by location, demographic group, and participant role. FGD responses were transcribed, translated, and thematically coded by pillar and subsector. Triangulation of quantitative and qualitative data enabled a layered understanding of public priorities and concerns.

2.7 Limitations and Mitigation

While the consultation was not designed to yield a statistically representative national sample, the distribution of survey responses across municipalities differed from 2022 Census benchmarks. This discrepancy reflected logistical and access challenges, particularly in more populous urban areas. However, the consultation's primary focus was on institutional representation. By targeting categories outlined in Decree-Law No. 3/2016 (as amended), including Suco leaders, youth and women representatives, and other community actors, the process remained anchored in governance structures tasked with articulating local priorities. This institutional lens ensured both legitimacy and alignment with the participatory planning mandate.

To complement the survey and mitigate potential imbalances, 42 FGDs were held across the country, providing qualitative depth and thematic validation. These discussions amplified voices that might otherwise be marginalised and helped contextualise statistical findings.

Despite extensive outreach, some limitations persisted. These included digital access gaps, variation in local facilitation, and the underrepresentation of certain rural women and persons with disabilities. These challenges are being reviewed to inform the design of future consultation cycles.

The use of both digital and paper-based surveys, combined with targeted mobilisation and field support, constituted a key mitigation strategy. This approach aimed to maximise reach and inclusivity while maintaining alignment with institutional frameworks for participatory planning.





3. Respondent Profile and Participation Overview

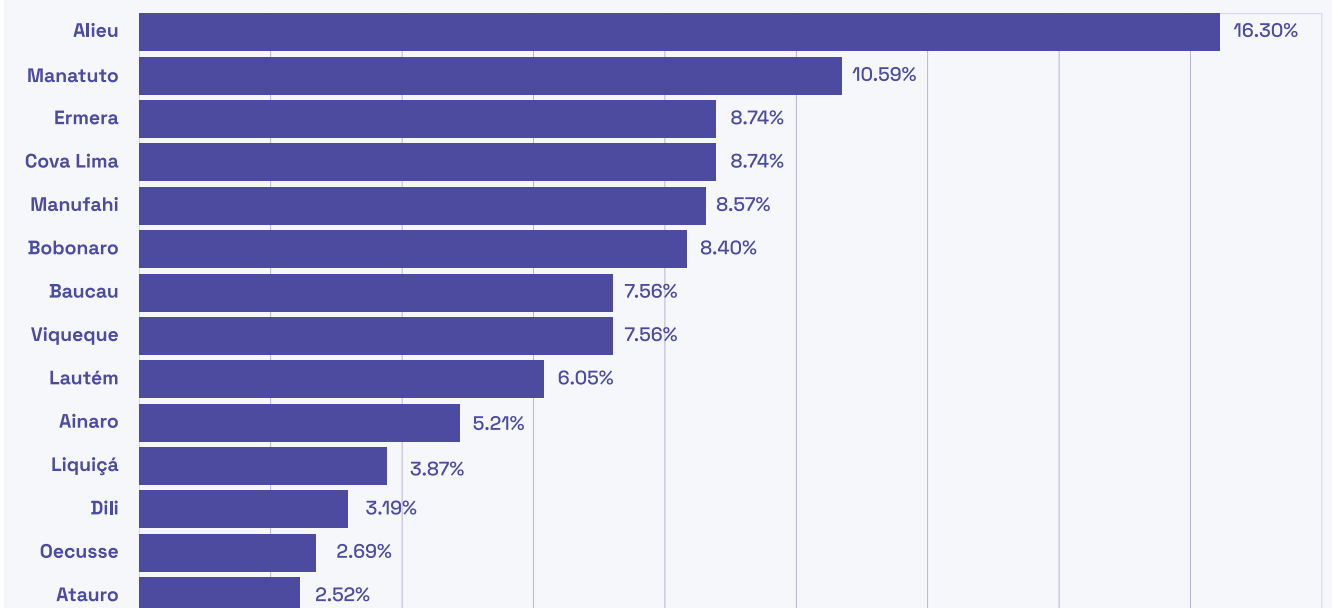
The legitimacy and richness of the 2026 General State Budget citizen consultation are deeply rooted in the diversity of its participants. From the 1451 participants, a total of 595 valid survey responses were collected and analysed, along with 42 focus group discussions conducted across all 13 municipalities and the RAEOA. These contributions reflect the voices of individuals and groups who are institutionally embedded in community leadership and local governance structures, as well as those with direct experience of development challenges.

3.1 Geographic Reach and Inclusiveness

All 13 municipalities and the RAEOA were included, ensuring coverage of every administrative post. The survey responses were geographically diverse, although not perfectly proportional to the national population. This variation reflected logistical constraints, differences in digital infrastructure, and mobilisation capacity across locations.

However, the emphasis was not on demographic sampling, but rather on institutional representation, aligned with Decree-Law No. 3/2016, as amended by Decree-Law No. 84/2023.

FIGURE 2: DISRTIBUTION OF SURVEY RESPONSES BY MUNICIPALITY



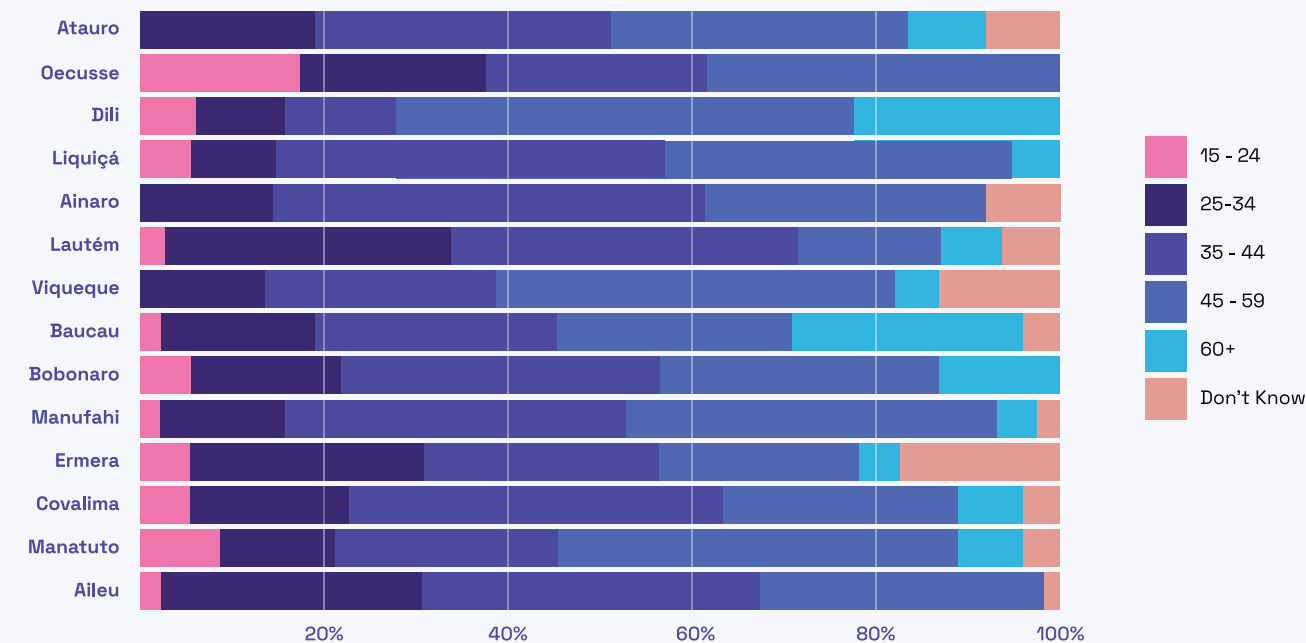
Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

3.2 Demographic Composition

Respondents represented a cross-section of gender, age groups, and backgrounds. Targeted mobilisation efforts were undertaken in each municipality and RAEOA to ensure the inclusion of women, youth, and persons with disabilities, in line with the consultation's commitment to inclusivity and representational balance.

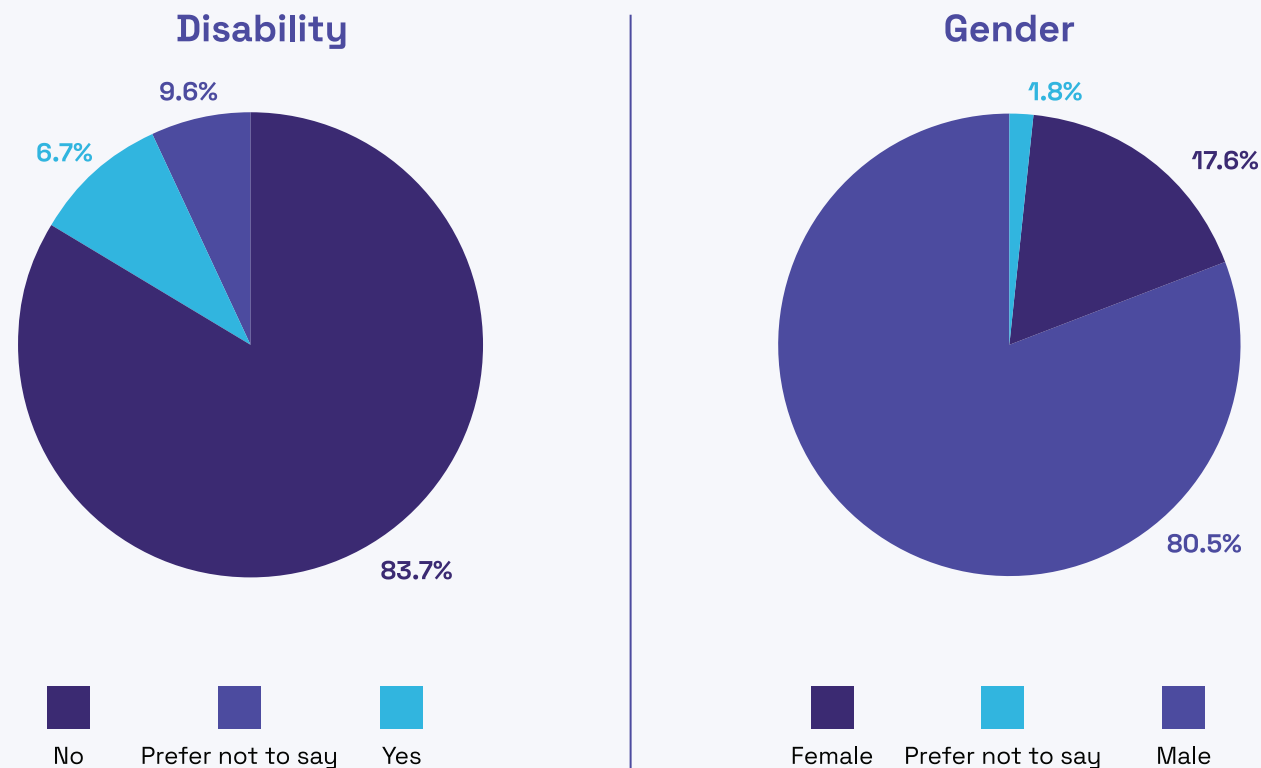
While participation gaps remained, particularly in more remote areas, the overall dataset reflects a strong foundation of broad-based community engagement, consistent with the principles of participatory governance and institutional representation.

FIGURE 3: RESPONDENT DEMOGRAPHICS - AGE GROUP AND MUNICIPALITY



Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

FIGURE 4: RESPONDENT DEMOGRAPHICS - GENDER AND DISABILITY

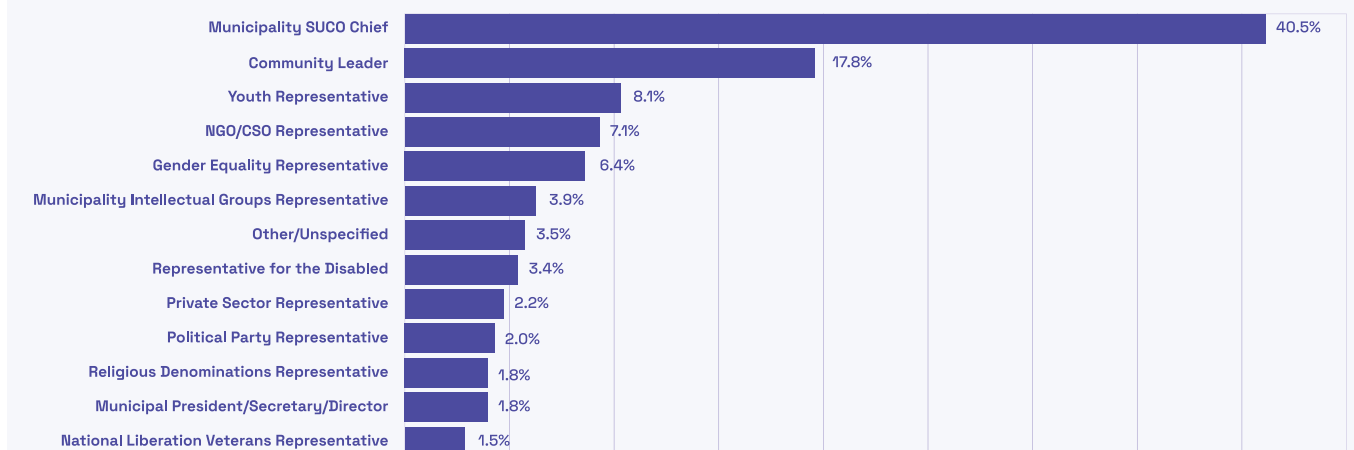


Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

3.3 Institutional and Stakeholder Representation

Participant selection was guided by the legally recognised composition of Municipal Assemblies and Consultative Councils. This ensured that respondents included individuals with both grassroots legitimacy and formal governance roles as depicted in Figure 5 below.

FIGURE 5: RESPONDENTS BY INSTITUTIONAL CATEGORY OR STAKEHOLDER ROLE



Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

3.4 Focus Group Participation and Thematic Scope

The 42 FGDs were designed to reflect local contexts and were thematically organised around three development pillars: Social Capital, Infrastructure, and Economic Development. Each municipality and RAEOA hosted at least three FGDs, covering subsectors such as health, education, social inclusion, agriculture, tourism, water, and electricity.

Discussions were structured to elicit experiential knowledge, community priorities, and perceptions of service delivery. Table 2 highlights selected illustrative quotes drawn from these discussions, offering insight into the lived realities and development aspirations shared by participants across municipalities. These perspectives provide important context for interpreting the quantitative survey findings.



TABLE 2: ILLUSTRATIVE QUOTES FROM FOCUS GROUP DISCUSSION – VOICES FROM THE FIELD

Thematic Area	Quote	Municipality
Education	"The school has walls but no teachers. Children are enrolled but not learning."	Manatuto
Health	"Healthcare is not just far—it's unpredictable. Even when we reach the clinic, medicine is out of stock."	Ermera
Social Inclusion	"Social inclusion must happen in the suco, not just in plans."	Liquiçá
Agriculture	"We still use traditional tools, but we want access to better farming equipment."	Bobonaro
Water & Electricity	"The power cuts during the night affect our children's ability to study."	Lautém
Infrastructure	"The bridge breaks every rainy season—we feel cut off from the rest of the country."	Viqueque
Culture & Heritage	"Our traditions are strong, but there are no programs to keep them alive for youth."	Ainaro

Source: 2026 General State Budget Citizen Consultation – Focus Group Discussion Transcripts (Ministry of Finance, 2025)

3.5 Observations on Inclusion and Research

Although the sample was not designed to achieve national statistical representativeness, it effectively captured institutional voices and thematic diversity. Some underrepresentation of specific groups, particularly rural women and persons with disabilities, was noted and will inform improvements in future consultation cycles.

Nonetheless, the consultation's legal grounding, thematic breadth, and national coverage offer a strong foundation for evidence-informed budgeting. The inclusion of FGDs enhanced the consultation's depth by amplifying perspectives that might otherwise be marginalised and by contextualising survey data.

Despite extensive outreach, several limitations were observed. These included gaps in digital access, inconsistencies in facilitation quality, and barriers to the participation of certain demographic groups. These challenges are currently under review and will inform adjustments to future consultation design.

The use of both digital and paper-based surveys, combined with targeted mobilisation and local field support, was a key mitigation strategy. This approach enhanced reach and inclusivity while maintaining alignment with institutional frameworks for participatory planning.





4. Thematic Findings and Analysis

This section presents the findings from the 2026 General State Budget citizen consultation, structured around the four national development pillars: Social Capital Development, Infrastructure Development, Economic Development, and Governance and Public Services. Each subsection follows a consistent analytical framework that includes.

- An overview of the pillar's relevance to national development
- Quantitative trends drawn from the citizen survey
- Qualitative insights from focus group discussions (FGDs) and open-ended survey responses
- Geographic variations across municipalities and RAEOA
- Key challenges and emerging opportunities
- Policy recommendations aligned with the 2026 State Budget and long-term development planning
- Civil society and intellectual representatives
- Representatives of political parties with seats in the National Parliament

This structure enables a comprehensive and coherent understanding of citizens' priorities, combining statistical trends with lived experience to inform both national and municipal decision-making.

4.1 Social Capital Development

4.1.1. Overview and Relevance

The Social Capital pillar anchors national development in human potential and communal cohesion. Citizens consistently emphasised that investments in education, health, social inclusion, culture, and the environment are integral to economic progress. Respondents argued that even the most robust infrastructure becomes underutilised if schools lack qualified teachers or clinics lack essential medicines.

Moreover, they emphasised that preserving cultural heritage and natural resources not only fosters identity and pride but also fortifies resilience against external shocks. This holistic perspective underscores the need for integrated budget allocations that reinforce social foundations and catalyse sustainable growth.

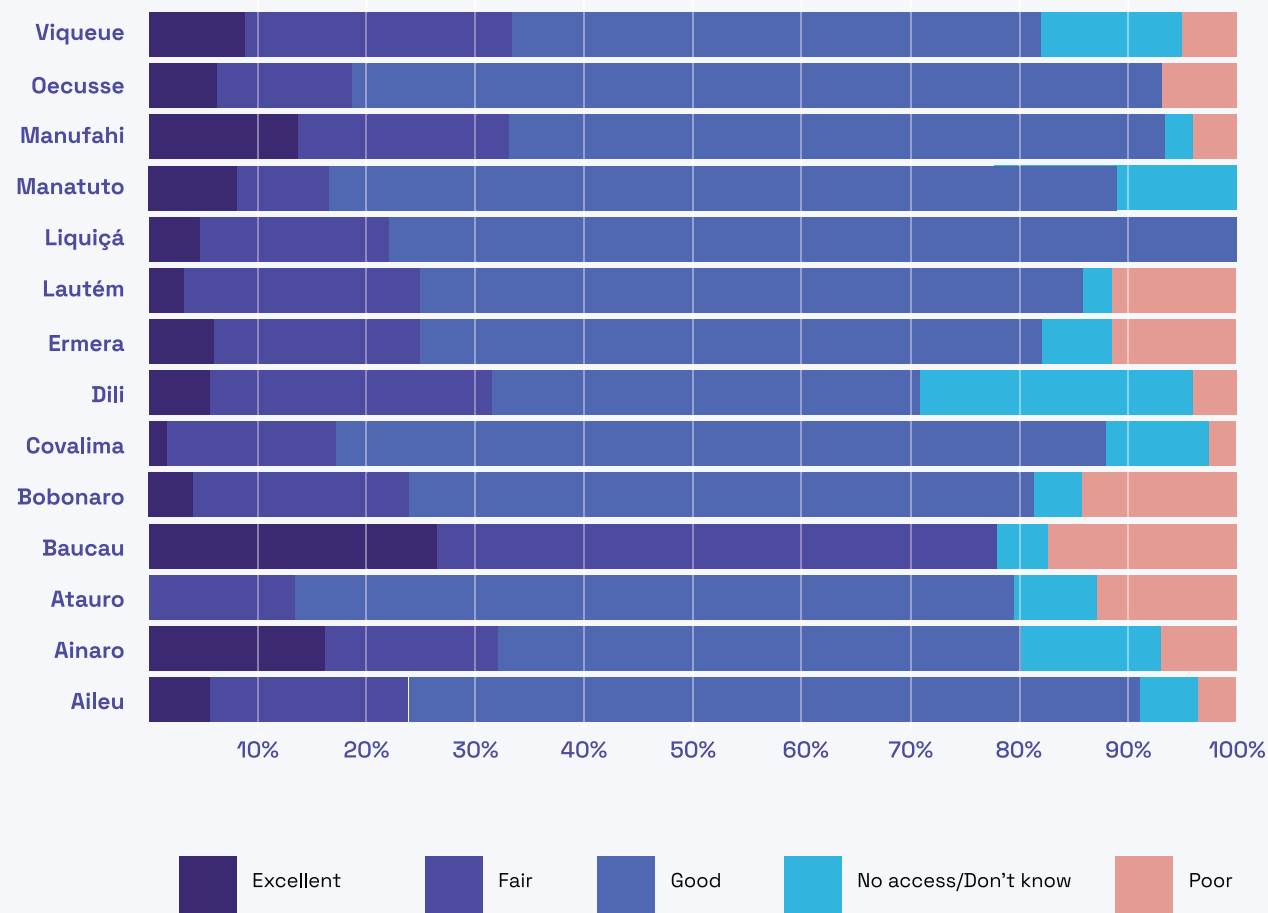
4.1.2. What the Data Shows (Survey Results)

Survey results reveal stark contrasts between urban and rural contexts, as well as clear priorities within social sectors. In education, a significant proportion of respondents, especially from urban municipalities, rated education access as good or fair (see Figure 6). Additionally, Figure 7 shows that 55.8 percent of respondents prioritised comprehensive teacher training programmes, reflecting widespread concern over instructional quality.

Nearly half (47.5 percent) called for expanded school facilities closer to home, while 46.5 percent stressed targeted support for children with disabilities. Rural participants, in particular, described scenarios where classrooms stood empty of teachers or required daily travel exceeding two hours.

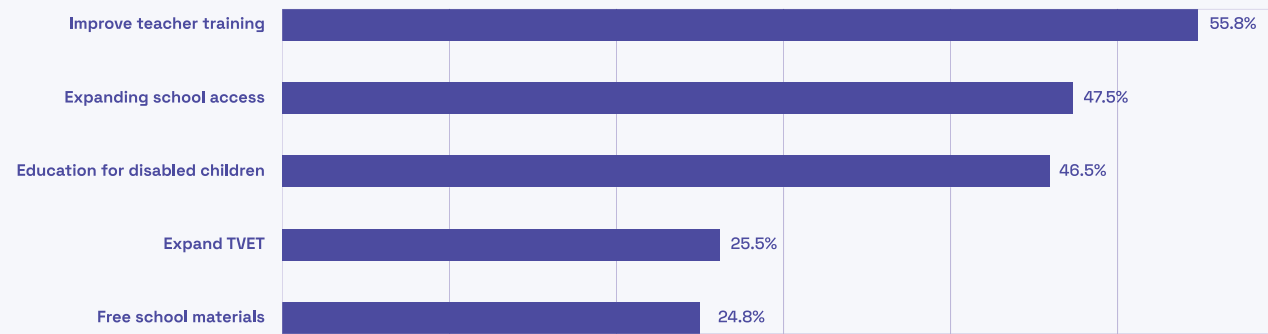
Healthcare findings echo this dual challenge of availability and quality. A majority (62 percent) cited workforce shortages, namely doctors and nurses, as the primary barrier to care. Six in ten (60 percent) experienced frequent stockouts of medicines and equipment, and 56 percent reported that long distances to health facilities deter routine visits, especially among older adults and expectant mothers.

FIGURE 6: ACCESS TO EDUCATION BY MUNICIPALITY



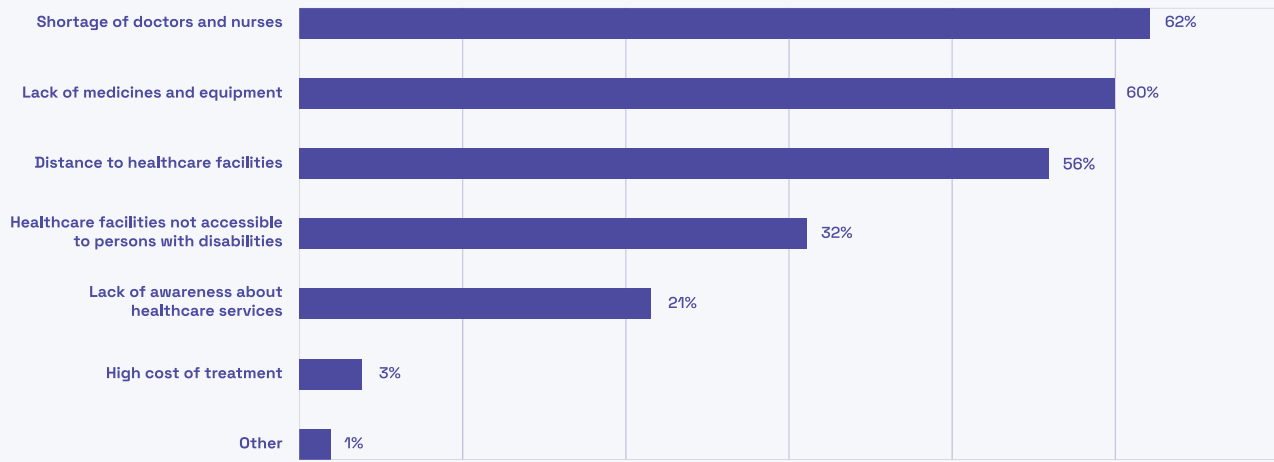
Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

FIGURE 7: EDUCATION PRIORITY RANKINGS



Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

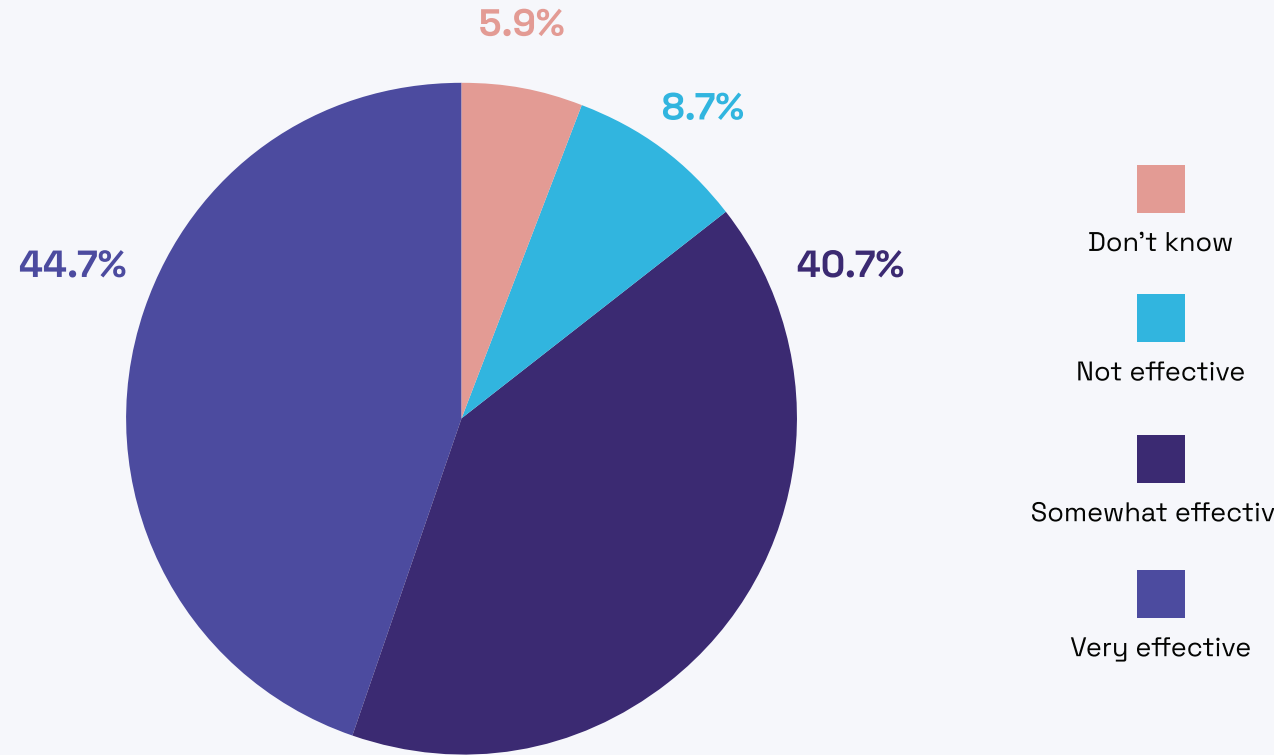
FIGURE 8: RANKED HEALTHCARE BARRIERS



Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

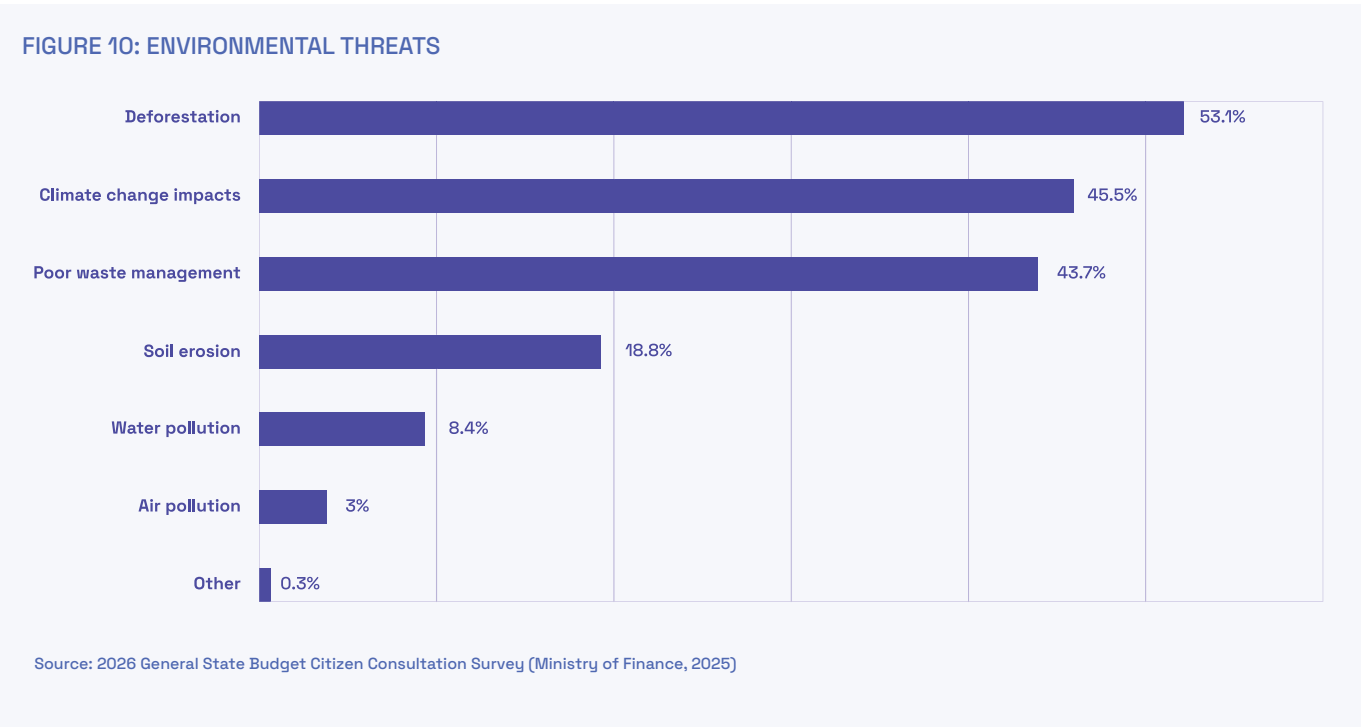
On social inclusion, 44.7 percent rated government initiatives as very effective and 40.7 percent as somewhat effective. Yet disaggregated data shows that many suco-level programmes struggle with coordination and resource gaps.

FIGURE 9: EFFECTIVENESS OF SOCIAL INCLUSION EFFORTS

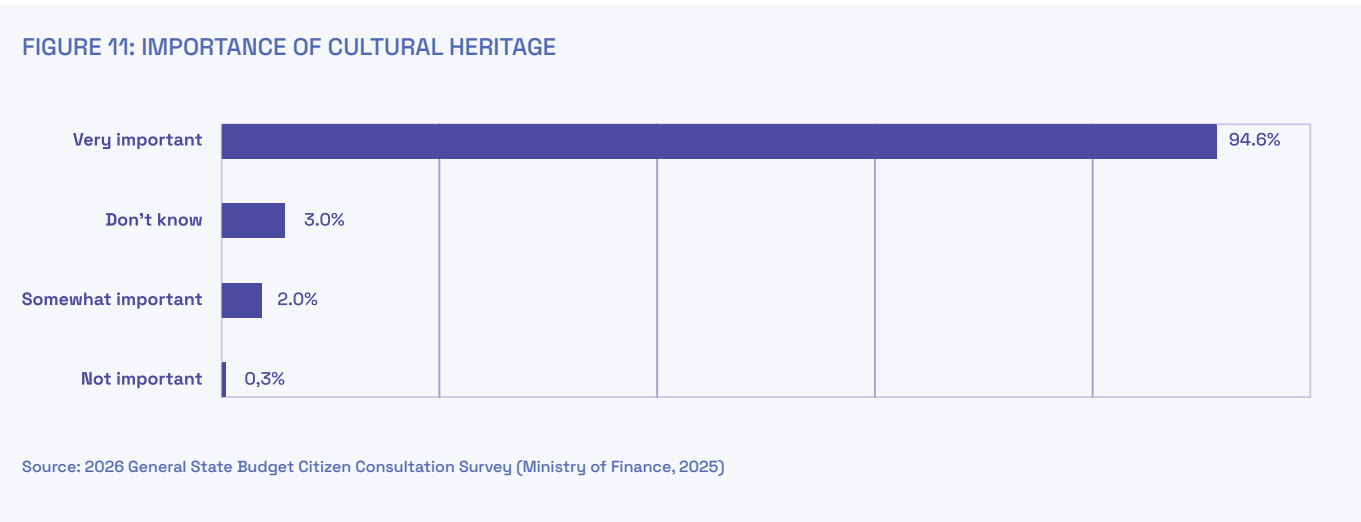


Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

Environmental stewardship also surfaced prominently: deforestation was named by 53.1 percent of respondents, followed closely by climate change impacts and inadequate waste management (each at 43.7 percent), indicating that ecological well-being is viewed as foundational to community resilience.



Cultural Heritage emerged as an overwhelming priority: almost all respondents (94.6 percent) agreed that advancing cultural heritage should be among the government’s top commitments (Figure 11). This underscores citizens’ desire to preserve traditions, language, and local history in parallel with basic social services.



4.1.3. What Communities Are Saying

“The school has walls but no teachers. Children are enrolled but not learning.”
- Manatuto

“Healthcare is not just far—it’s unpredictable. Even when we reach the clinic, medicine is out of stock.”
- Ermera

“Social inclusion must happen in the suco, not just in plans.”
- Liquiçá

Focus group discussions illuminate the lived realities behind the numbers.

- **Human Capital Constraints:** Participants reported that physical infrastructure investments are undermined by insufficient staffing. Instances of vacant teaching and medical positions were cited as primary inhibitors of service effectiveness, exemplified by one Manatuto respondent’s observation that school facilities remain unused in the absence of qualified teachers.
- **Accessibility Challenges:** Extended travel time to service points was consistently identified as a barrier. Ermera participants noted multi hour journeys to health facilities that frequently result in lack of medical supplies upon arrival, highlighting systemic transport and supply chain deficiencies.
- **Cultural Programme Sustainability:** Respondents expressed concern over the discontinuity of cultural events due to intermittent funding, indicating a need for stable financial mechanisms to support heritage preservation and youth engagement activities.
- **Policy Implementation Gaps:** While national inclusion policies are broadly endorsed, local awareness and administrative coordination were deemed inadequate. Several sucos reported unclear procedural guidance for accessing social inclusion programmes.
- **Equity Considerations:** Marginalized groups particularly women, persons with disabilities, and underserved rural populations were identified as disproportionately affected by service delivery gaps, underscoring the importance of targeted outreach and monitoring mechanisms.

4.1.4. Municipal Differences

Breaking down survey and discussion data by municipality uncovers distinct local priorities and barriers:

- **Dili & Baucau:** Urban centres report better physical access to schools and health facilities but highlight issues of overcrowding, bureaucratic delays, and uneven service quality.
- **Bobonaro & Covalima:** Rural sucos struggle with both distance and staffing: many travel over three hours for basic services, and posts often remain vacant.
- **Manatuto & Lautém:** Education and hygiene intersect; girls’ dropout rates spike where latrine facilities are absent or unsafe.
- **Viqueque & Covalima:** Communities link environmental degradation to health concerns, advocating for integrated eco-education and conservation projects.
- **Ainaro & Liquiçá:** Cultural identity emerges as a rallying point: residents call for sustainable funding of language and arts programmes.

- **Aileu & Manufahi:** Both municipalities report strong community cohesion but note challenges in mobilising resources for teacher recruitment and health outreach, with Manufahi particularly emphasising sanitation-related girls' dropout issues.
- **Ermera & Baucau:** While Ermera highlights the unpredictability of medical supplies and training for health workers, Baucau communities emphasise inclusion gaps for persons with disabilities, calling for tailored support programmes.
- **Oe-cusse:** Exclave dynamics in Oe-cusse create dual challenges of supply-chain disruptions and high transport costs for educational and medical supplies.

4.1.5. Challenges and Opportunities

The main challenges are:

- **Human resource gaps:** Persistent understaffing in educational and health institutions, driven by limited recruitment and retention incentives. Both the education and health sectors face critical staffing shortages, especially in rural sucos. Schools often operate with too few or unqualified teachers, while clinics lack doctors, nurses, and midwives. Poor deployment practices, limited housing, and weak incentives contribute to high absenteeism and low retention.
- **Supply-chain weaknesses:** Irregular procurement cycles and logistical hurdles lead to stockouts of medicines, learning materials, and cultural programme resources. Irregular procurement and poor infrastructure continue to disrupt service delivery. Schools lack basic materials, inclusive facilities, and proper sanitation, affecting attendance, particularly for girls and children with disabilities. Health posts frequently face stockouts of essential medicines, broken equipment, and inadequate utilities. These weaknesses deepen service inequalities and limit the effectiveness of frontline staff in both sectors.
- **Decentralisation constraints:** Suco-level bodies often function without sufficient budget authority or technical capacity to adapt national policies to local contexts. Despite ongoing decentralisation efforts in Timor-Leste, Suco councils, post-administrative departments, and municipal directorates lack the autonomy, resources, and technical capacity to implement and manage services effectively. Planning is often disconnected from actual budgets and national policy execution.

Existing opportunities include:

- **Community networks:** Well-established suco councils and volunteer groups can spearhead locally tailored initiatives if endowed with resources and training.
- **Community Anchoring for School Access:** There is strong local demand for school construction and rehabilitation in sucos lacking basic education facilities. This presents a timely opportunity for municipalities to prioritise school access in their Integrated Municipal Development Plans (PDIMs), in partnership with the Ministry of Education's Infrastructure Directorate. This approach aligns with the Education Sector Plan, which calls for community-led infrastructure solutions that meet minimum standards, including disability access, WASH, and safe learning environments.
- **Decentralised Planning Reform:** Ongoing MoF and MoH reforms (e.g. Financial Health Plan) offer a foundation to strengthen local planning and budgeting.
- **Scalable PFM Capacity Tools:** GRP and MoF's training modules provide practical tools for building municipal-level budgeting and planning skills.
- **Mobile outreach models:** High community interest in mobile clinics and satellite teacher workshops suggests scalable approaches to bridging access gaps.
- **Environmental engagement:** Strong public concern for forests and waste management presents an entry point for participatory conservation and eco-cultural tourism programmes.



4.1.6. Policy Recommendations

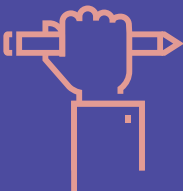
Based on the triangulated evidence from citizen feedback, the following policy recommendations are proposed:

Health system strengthening



- 1. **Deploy and Retain Health Workers in Underserved Areas:** Implement national staffing norms under the Primary Health Care Package and prioritise the deployment of clinical and administrative staff to underserved municipalities and the Special Administrative Region of Oecusse-Ambeno (RAEOA). Finance and Administration Officers should be institutionalised within Community Health Centres (CHCs) to improve financial oversight and reduce the administrative burden on health workers.
- 2. **Ensure Consistent Access to Medicines and Equipment:** Procurement processes should align with the Primary Health Care Essential Medicines List. Real-time stock tracking systems should be introduced at the municipal and facility levels. The government should accelerate the implementation of the procurement reform roadmap developed under the Integrated National Financial Procurement Mechanism, with a focus on upgrading municipal storage and ensuring reliable last-mile delivery.
- 3. **Expand Mobile Health Outreach:** Quarterly mobile health outreach activities should be extended to all sucos, focusing on immunisation, maternal and child health, and screening for non-communicable diseases. Community Health Centres must receive adequate funding and staffing to support these efforts, and community health volunteers should be empowered to facilitate follow-up care and improve service uptake.
- 4. **Improve Disability-Inclusive Health Infrastructure:** All health facilities should be retrofitted to include wheelchair-accessible ramps, inclusive toilets, adapted seating, and clear signage. Facility-level monitoring and Annual Action Plans should include indicators to track accessibility and promote compliance with universal design standards.
- 5. **Build Local Public Financial Management Capacity:** Community Health Centre managers, municipal health teams, and RAEOA health officials should receive formal training in public financial management, supported by the Ministry of Finance and development partners. They must be able to plan, execute, and report on budgets using national financial systems.

Education Access and Quality



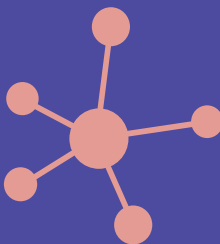
- 6. **Expand Teacher Training in Priority Subjects:** Training programmes in science, mathematics, information technology, and inclusive education should be expanded and delivered in line with national curriculum standards. Municipal education offices should oversee local implementation and monitor outcomes.
- 7. **Strengthen Oversight of School Feeding and Grants:** The Ministry of Education should enhance monitoring of school feeding programmes and school grants in partnership with municipalities and RAEOA. Transparent reporting protocols and mechanisms for community oversight should be established.
- 8. **Improve Access to Inclusive and Safe Education:** The government should invest in school infrastructure that supports inclusive education, including sanitation facilities to reduce girls’ dropout rates and buildings accessible to children with disabilities. Outreach should target students at risk of leaving school in remote areas.
- 9. **Align Education Planning with Local Needs:** Annual education plans should be based on community inputs and prepared by the Ministry of Education, municipal authorities, and the RAEOA Authority using program-based budgeting tools. Plans should be harmonised to avoid duplication and improve service delivery.

Social protection and inclusion



- 10. **Expand and Simplify Access to Social Assistance:** One-Stop Shops (Balkaun Úniku) should be scaled nationally under an interministerial agreement between the Ministry of State Administration and the Ministry of Social Solidarity and Inclusion. Documentation requirements should be simplified, and a unified database should be developed to improve targeting and transparency.
- 11. **Promote Inclusive Governance and Public Awareness:** Nationwide civic education campaigns should promote the rights of persons with disabilities, women, and vulnerable families. Frontline service providers, including teachers, health workers, and municipal officials, should receive targeted training on equity and inclusion.
- 12. **Upgrade Infrastructure for Universal Accessibility:** All public buildings, including schools, health facilities, markets, and administrative offices, must be designed or retrofitted to meet universal access standards. Social Inclusion Officers at the post-administrative level should coordinate outreach and collaborate with suco chiefs to reach marginalised populations.

Decentralisation and intergovernmental coordination



- 13. **Localise Health Budgeting Through Facility-Level Plans:** All Community Health Centres, municipal health teams, and RAEOA health offices should prepare costed implementation plans based on identified service gaps. These plans should be submitted as part of budget proposals, using ceiling-linked planning templates.
- 14. **Strengthen Budget Coordination and Execution:** Institutionalize regular joint meetings involving the Ministry of Health, Ministry of Education, Ministry of Finance, municipal authorities, and Relevant institutions should be institutionalised to address bottlenecks in disbursement, processing, and expenditure tracking. These platforms should align budget ceilings with actual delivery plans.
- 15. **Empower the Inter-Ministerial Technical Group for Administrative Decentralisation:** The Inter-Ministerial Technical Group, led by the Ministry of State Administration, should be strengthened as the central body coordinating decentralisation reforms. It must align national policies, institutional mandates, and budget processes with local implementation realities to improve service delivery.



4.2 Infrastructure Development

4.2.1. Overview and Relevance

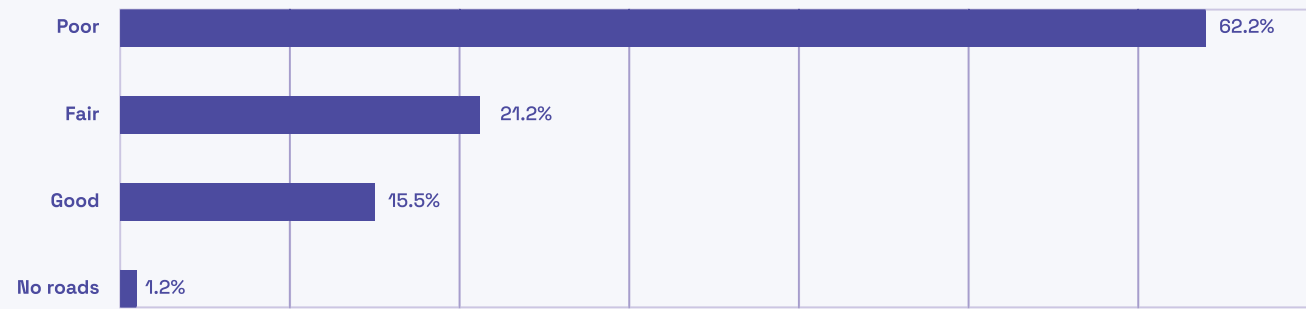
Infrastructure forms the backbone of service delivery and economic activity: roads, bridges, water supply, sanitation, electricity, and telecommunications determine how citizens connect with markets, schools, and clinics. Consultation participants uniformly stressed that without reliable transport routes, water networks, and energy systems, social and economic investments cannot reach their full potential.

Poor road conditions heighten travel times and vehicle maintenance costs; intermittent power supply disrupts business operations and study hours; and inadequate water and sanitation infrastructure undermines health outcomes. Prioritising infrastructure investment in the 2026 Budget is therefore essential to unlock productivity gains and improve the quality of life across urban and rural communities.

4.2.2. What the Data Shows (Survey Results)

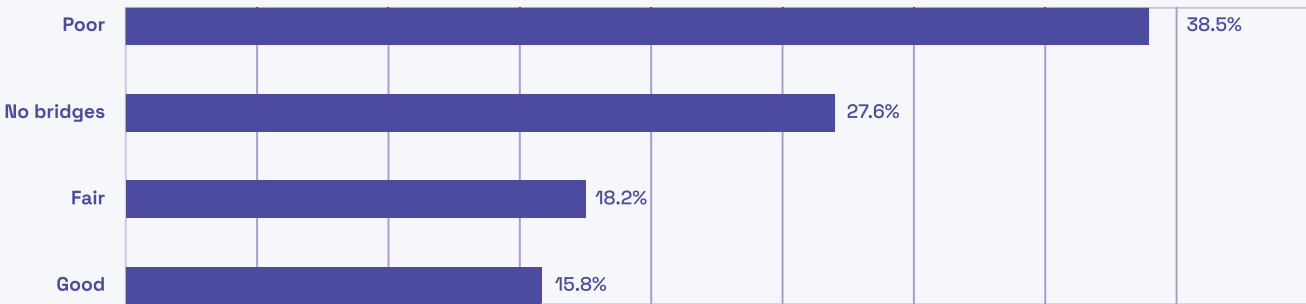
Citizens point to persistent deficits in core infrastructure that undercut daily life and economic activity. Road access topped concerns, with 62.2 percent of respondents rating local routes as poor, particularly in upland sucos where seasonal rains turn unpaved tracks into barriers (Figure 12). Bridges fare no better: 38.5 percent described existing crossings as inadequate, and 27.6 percent reported virtually no bridges in their municipality (Figure 13), heightening isolation during floods.

FIGURE 12: CITIZEN RATINGS OF THE CONDITION OF ROADS



Source: 2026 National Budget Citizen Consultation Survey (Ministry of Finance, 2025)

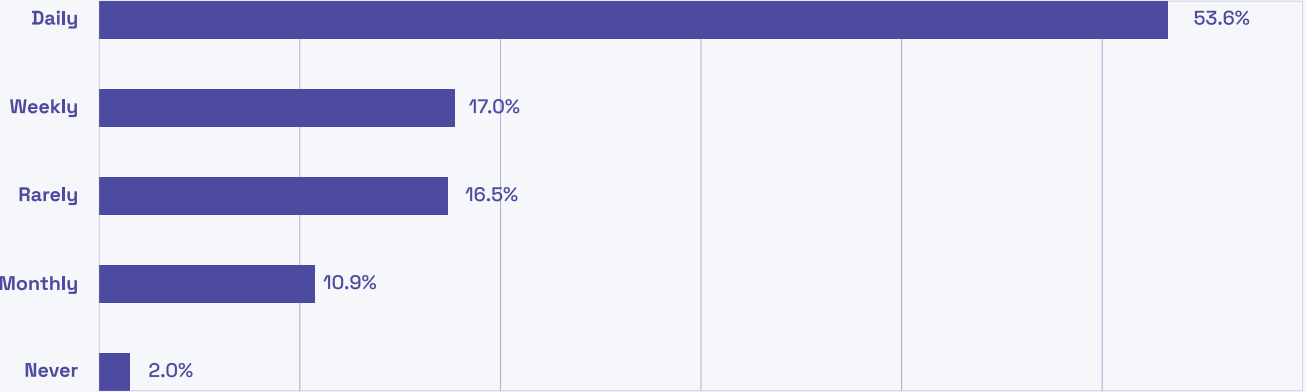
FIGURE 13: CITIZEN RATING OF THE CONDITION OF BRIDGES



Source: 2026 National Budget Citizen Consultation Survey (Ministry of Finance, 2025)

Electricity reliability compounds these challenges. Over half (53.6 percent) endure daily blackouts that disrupt household routines, hamper small-business productivity, and interrupt essential services; another 17 percent face weekly outages (Figure 14), signaling chronic energy instability.

FIGURE 14: PERCEIVED FREQUENCY OF POWER OUTAGES

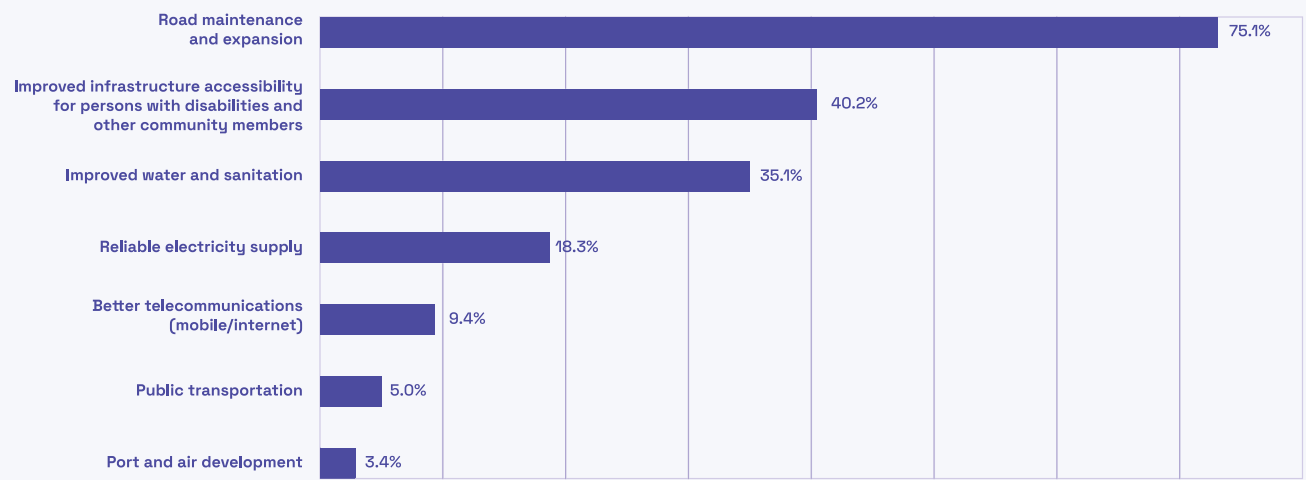


Source: 2026 National Budget Citizen Consultation Survey (Ministry of Finance, 2025)

Water and sanitation infrastructure likewise fails to meet basic needs: 35.1 percent of participants highlight urgent improvements for safe drinking water and public latrines, linking deficiencies to health risks and elevated school dropout rates among girls.

When asked to rank immediate investment priorities, respondents overwhelmingly chose road maintenance and expansion (75.1 percent), followed by accessibility enhancements for people with disabilities and other marginalized groups (40.2 percent) and water–sanitation upgrades (35.1 percent) (Figure 4.2D). These preferences affirm the call for targeted budget allocations that restore mobility, ensure equitable access, and reinforce community resilience.

FIGURE 15: CITIZEN RATING OF URGENT INFRASTRUCTURE NEEDS



Source: 2026 National Budget Citizen Consultation Survey (Ministry of Finance, 2025)

4.2.3. What Communities Are Saying (FGD Insights)

Local voices underscore these survey trends:

“In the rainy season, our roads disappear. We have to walk two hours to reach the main road.” – FGD participant, Ainaro

“Without electricity, we cannot store food or study at night. It affects every part of life.” – FGD participant, RAEOA

Common themes from the FGDs included:

- **Seasonal road isolation and washouts:** Citizens consistently reported losing access to markets, health centres, and schools during the rainy season.
- **Water scarcity and reliability issues:** In upland and peri-urban areas, people highlighted dependence on river sources and inconsistent supply.
- **Electricity constraints:** Power outages and lack of rural electrification were frequently mentioned as barriers to productivity and quality of life.
- **Lack of maintenance and oversight:** Participants across multiple municipalities raised concerns about infrastructure degradation and delayed repairs, often citing a lack of transparency around government interventions.
- **Digital divide:** Some municipalities, especially in mountainous or remote areas, reported weak or absent mobile and internet signals, affecting communication, education, and local businesses.

These concerns emphasise the social and economic cost of infrastructure gaps and the urgent need for integrated, well-communicated investment strategies.

4.2.4. Municipal Differences

Regional analysis reveals a mosaic of infrastructure challenges, each municipality marked by unique geographies and needs:

- **Bobonaro & Covalima:** Mountainous terrain and seasonal flooding sever unpaved roads for days, isolating farmers and delaying emergency response.
- **Dili & Baucau:** Rapid urban expansion strains existing networks; congested streets and sidewalks without crossings pose safety risks for pedestrians and students.
- **Ermera:** Frequent power cuts coincide with peak coffee harvest months, interrupting processing and storage, and leading to post-harvest losses.
- **Ainaro & Liquiçá:** Bridge collapses during rainy seasons force detours of over 50 kilometers, increasing transport costs for goods and commuters.
- **Manatuto & Lautém:** Dry-season water shortages compel households to walk two to three hours daily for potable water, disproportionately affecting women and children.
- **Viqueque & Covalima:** Coastal erosion and poor drainage exacerbate road degradation, while limited telecommunications hinder disaster warnings during cyclones.

- **Bobonaro:** Bridge failures disrupt cross-border trade with Indonesia, eroding local livelihoods and food security.
- **Baucau:** Intermittent water supply in densely populated sucos leads to informal water vending and sanitation challenges in public markets.
- **Oe-cusse:** As an exclave, Oe-cusse reports dual challenges of supply line disruptions and high transport costs for fuel and construction materials, limiting infrastructure repairs.

These patterns underscore the imperative of tailoring interventions: maintenance schedules, investment mixes, and service models must align with each municipality’s topography, climate, and socio-economic profile.

4.2.5. Challenges and Opportunities

Challenges

Maintenance Backlog: Insufficient budget allocations result in deferred upkeep of roads and utilities.

Skills Gaps: Municipal and suco offices lack trained technicians to oversee complex infrastructure projects.

Coordination Shortfalls: Overlapping mandates between national, municipal, and local bodies delay implementation

Opportunities

Community Partnerships: Mobilise local labour and small contractors for routine maintenance under supervision.

Off-Grid Solutions: Scale solar mini-grids and rainwater harvesting to bridge service gaps in remote sucos.

Integrated Planning: Strengthen municipal committees that include suco representatives to align priorities and streamline execution.



4.2.6. Policy Recommendations

To address these infrastructure demands, we propose:

Water and Sanitation Systems



- 1. **Prioritise Sustainable Operation and Maintenance of Water Systems:** Allocate ring-fenced funding in national and municipal budgets for the ongoing maintenance of water infrastructure. Municipalities should reflect these commitments in their Annual Action Plans and track system performance regularly.
- 2. **Clarify Institutional Responsibilities in Water and Sanitation:** The Ministry of State Administration and the Ministry of Public Works, in coordination with Bee Timor-Leste, should establish a formal agreement that defines the roles of national and municipal entities in delivering and maintaining water and sanitation services. The agreement must include funding provisions and technical support for municipalities.
- 3. **Establish a National Water and Sanitation Information System:** Develop a centralised system to consolidate data on coverage, functionality, and service quality. All implementing agencies, including NGOs and municipal governments, should be required to report through this system to support coordinated investment planning.
- 4. **Regulate and Monitor Groundwater Extraction:** Adopt and enforce a national framework for groundwater management, including permitting, environmental safeguards, and penalties for unauthorised drilling. Prioritise regulation in high-risk areas vulnerable to erosion, saltwater intrusion, or land subsidence.
- 5. **Expand Inclusive and Climate-Resilient Water and Sanitation Services:** Invest in integrated water and sanitation systems in underserved communities using low-cost, climate-resilient technologies. Ensure services are accessible to persons with disabilities, affordable to low-income households, and prioritised in schools and health facilities.

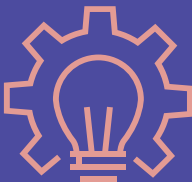


Roads, Bridges, and Transport Connectivity



- 6. **Rehabilitate Rural and Municipal Roads to Improve Access:** Prioritise road rehabilitation in municipalities with poor connectivity, ensuring all-weather access through improved drainage, surface quality, and slope stability. Projects must meet national minimum serviceability standards.
- 7. **Accelerate Bridge Construction and Rehabilitation in Vulnerable Areas:** Invest in bridge projects in flood-prone and remote areas where isolation disrupts mobility and emergency response. Designs should support pedestrian safety, disability access, and small vehicle transport.
- 8. **Integrate Road Safety and Inclusion into Infrastructure Projects:** All infrastructure projects should include safety features such as pedestrian crossings, signage, and traffic calming near schools, clinics, and markets. Ensure meaningful participation of women, youth, and persons with disabilities in infrastructure planning and monitoring.
- 9. **Strengthen Road and Bridge Maintenance Systems:** Dedicate specific budget lines for routine and periodic maintenance, particularly in rural areas. Fully operationalise the Road Asset Management System and strengthen municipal technical capacity for preventive infrastructure management.
- 10. **Build Disaster-Resilient Infrastructure in High-Risk Areas:** Apply climate-adaptive standards to roads and bridges in hazard-prone regions. Prioritise investments in municipalities frequently affected by floods, landslides, and other climate-related disruption

Local Capacity and Innovation



- 11. **Invest in Technical Training for Local Infrastructure Teams:** Provide training grants to develop the skills of municipal engineers and suco-level technicians in infrastructure management and community engagement.
- 12. **Support Renewable and Off-Grid Infrastructure Solutions:** Offer matching grants for solar panel energy systems and rainwater harvesting technologies in off-grid and climate-vulnerable communities.

Institutional Frameworks and Partnerships



- 13. **Develop a Public-Private Partnership (PPP) Framework for Infrastructure:** Create standardised guidelines, contract templates, and risk-sharing mechanisms to attract private sector investment in road and utility rehabilitation.

4.3 Economic Development

4.3.1. Overview and Relevance

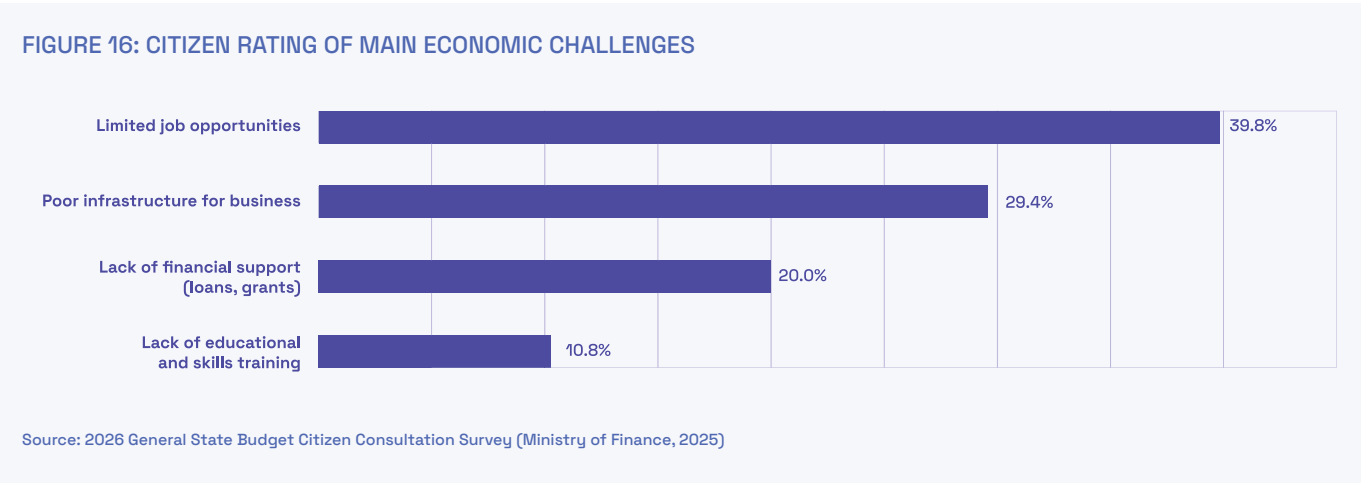
Sustainable economic development hinges on diverse livelihood opportunities, robust market linkages, and an enabling environment for entrepreneurship. Consultation participants emphasized the need to strengthen both rural and urban economies by supporting agricultural value chains, expanding formal and informal employment, and enhancing access to finance.

Respondents highlighted that without viable income-generating activities and stable fiscal frameworks, social and infrastructure investments cannot translate into lasting prosperity. Prioritising job creation, skills development, and enterprise support within the 2026 Budget is therefore critical to foster inclusive growth and reduce vulnerability across all municipalities.

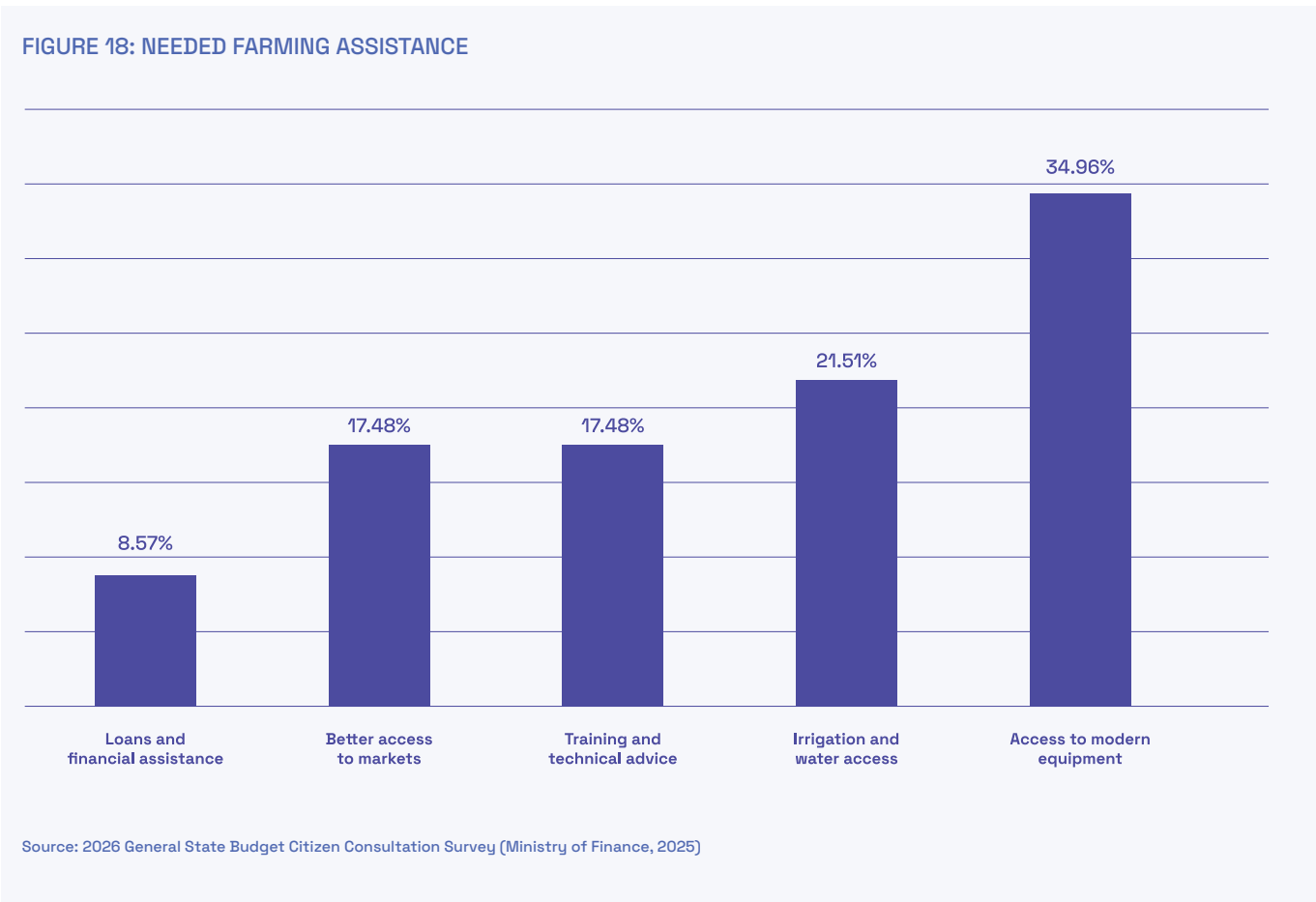
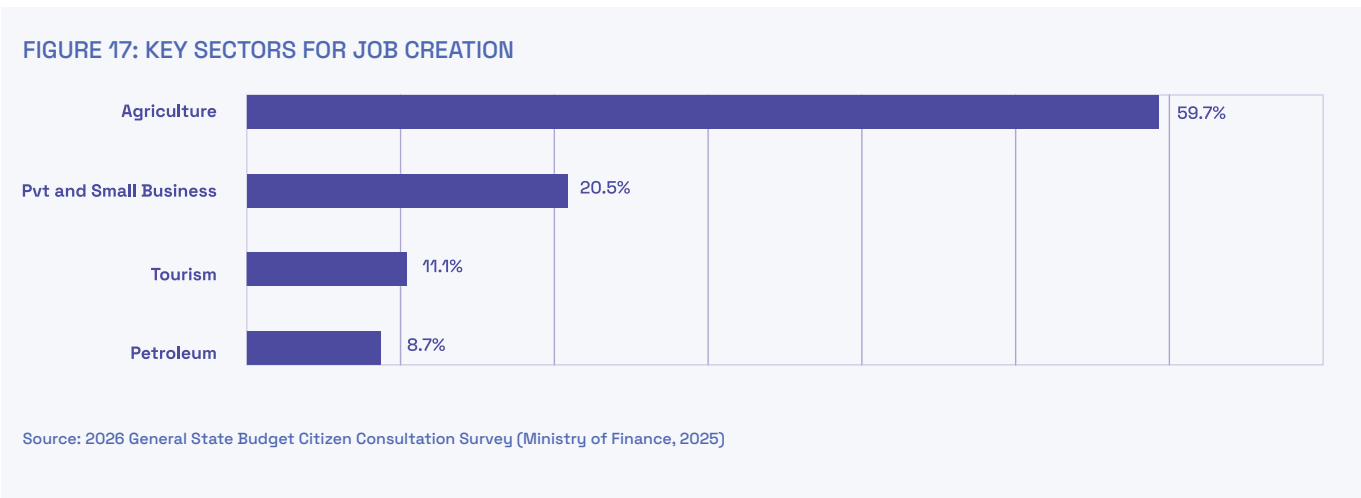
4.3.2. What the Data Shows (Survey Results)

Survey findings indicate that economic constraints and priorities are deeply intertwined. Nearly four in ten respondents (39.8 percent) identified limited job opportunities as their primary economic concern, reflecting a widespread insufficiency of formal employment channels.

In response, many citizens, particularly youth and women, turn to informal livelihoods, including seasonal farming, day labour, and small-scale trading. Meanwhile, 29.4 percent pointed to inadequate business infrastructure as a barrier, and one in five (20 percent) highlighted the absence of financial support mechanisms, such as loans or grants (Figure 16).



Agriculture remains central to local economies, with 59.7 percent of participants viewing it as the most promising sector for job creation. The private sector and small businesses were next at 20 percent, followed by tourism (11.1 percent) and petroleum (8.7 percent), reflecting a diversified economic outlook anchored in the land (Figure 17)



Drilling deeper into agricultural needs, the consultation revealed two complementary imperatives: nearly 35 percent of participants requested improved access to modern farming equipment and reliable irrigation systems, while 17.48 percent each prioritized technical training (including extension services) and strengthened market linkages. (Figure 18).

This pattern indicates that farmers value both the hardware of productivity and the know-how and networks necessary to translate yields into incomes.

4.3.3. What Communities Are Saying (FGD Insights)

Participants’ comments brought survey trends to life:

“We farm, but we cannot sell what we grow. The roads and markets are not there.”
– FGD Participant, Bobonaro

“Youth want to work, but training and capital are out of reach.”
– FGD Participant, Manatuto

These remarks crystallized five core themes:

- **Diversified Livelihoods:** In many communities, youth and women supplement limited formal wage work with casual labour, artisanal crafts, and local trading.
- **Credit Barriers:** Entrepreneurs struggle with high collateral requirements and complex banking procedures, often relying on informal saving groups with insufficient capital.
- **Agricultural Support Needs:** There is strong demand for regular extension services, guaranteed input quality, and communal machinery pools to increase farm profitability.
- **Market Access Challenges:** Producers face elevated transport costs, lack aggregation centres, and encounter bureaucratic hurdles in urban markets.
- **Skills and Training Gaps:** Stakeholders called for hands-on vocational and business-management courses tailored to local economic opportunities.

4.3.4. Municipal Differences

Focus group evidence underscores unique economic constraints in each municipality:

- **Aileu & Covalima:** Participants highlighted unresolved land tenure issues and the absence of critical support infrastructure. Aileu’s leaders called for a fish seed centre to catalyse aquaculture, while Covalima noted that processing facilities and cold storage remain inadequate.
- **Ainaro & Lautém:** Farmers reported severe shortages of modern agricultural equipment and dysfunctional or abandoned irrigation networks, impeding staple and cash-crop productivity.
- **Atauro & Liquiçá:** Coastal communities emphasized the need for sustainable fisheries training and cold-chain logistics, as poor road and bridge conditions hinder the transport of aquatic products to markets.
- **Baucau & Manufahi:** Large tracts of farmland lie fallow due to unreliable seed distribution and post-harvest storage gaps, prompting calls for improved timing of input delivery and construction of communal storage facilities.
- **Bobonaro & Oecusse:** Irrigation systems and water-gate structures underperform, disproportionately affecting lowland fields; traders stressed that feeder road upgrades and streamlined customs protocols are essential for cross-border commerce.
- **Dili:** Urban respondents noted limited agricultural land and stressed the need for alternative urban livelihoods, including vocational training hubs and microenterprise incubation.

- **Ermera & Manatuto:** Coffee growers and vegetable producers lamented declining yields due to aging crops and insufficient extension services, advocating for quality-control labs and strengthened municipal oversight of input quality.
- **Viqueque:** Irrigation deficiencies and lack of mechanization were cited among the top barriers, alongside requests for transport upgrades to link farmers with coastal trade routes.

4.3.5. Challenges and Opportunities

Despite clear opportunities, several constraints impede economic growth:

- **Fragmented Value Chains:** Dispersed production and inadequate aggregation hinder efficient processing and market access.
- **High Unemployment:** Youth and rural unemployment remain elevated due to limited formal job creation and seasonal work fluctuations.
- **Restricted Finance Access:** Small enterprises face stringent lending criteria and lack tailored financial products.
- **Regulatory Complexity:** Overlapping licensing requirements and unclear regulations deter business formalization.

Conversely, enabling factors offer a path forward:

- **Aggregation and Processing Hubs:** Centralising produce through rural hubs can reduce post-harvest losses and strengthen bargaining power.
- **Public-Private Finance Initiatives:** Partnerships with financial institutions and guarantee schemes can broaden credit availability.
- **Digital Market Platforms:** Leveraging technology to connect producers to buyers can streamline supply chains and improve price transparency.
- **Skills Development:** Expanding vocational and entrepreneurship training aligned with local economic needs can address labour market gaps.



4.3.6. Policy Recommendations

To translate these insights into budget priorities, we propose the following actions in the 2026 Budget:

Strengthen Agriculture and Rural Livelihoods



- 1. **Revitalise Agricultural Extension and Input Delivery Systems:** Expand the recruitment and deployment of trained extension officers at the municipal level, aligned with local crop needs. Establish seed and input certification centres in partnership with the private sector to improve quality and timing. Support community-run machinery pools and repair services to improve access to affordable equipment.
- 2. **Expand Local Irrigation and Water Infrastructure:** Rehabilitate small- and medium-scale irrigation networks in under-irrigated municipalities such as Ainaro, Bobonaro, Manufahi, and Viqueque. Ensure regular maintenance and promote community-based management of canals and water-control structures.
- 3. **Invest in Market Infrastructure and Post-Harvest Facilities:** Develop rural aggregation centres, storage hubs, and processing facilities to reduce post-harvest losses and strengthen producer bargaining power. Expand cold storage and fish-handling infrastructure in coastal areas like Atauro, Oecusse, and Lautém.

Improving Market Linkages and Economic Connectivity



- 4. **Upgrade Feeder Roads and Trade Logistics:** Prioritise the rehabilitation of rural feeder roads to improve producer access to markets, especially in Liquiçá, Covalima, and Viqueque. Implement border trade facilitation in Bobonaro and Oecusse by streamlining customs procedures and establishing logistics support centres.
- 5. **Promote Digital and Cooperative Marketing Channels:** Support digital platforms and producer cooperatives to enable direct access to markets and reduce dependence on middlemen. Expand digital literacy and e-commerce capacity-building in rural areas.

Diversify Local Economies through Tourism and Enterprise Support



- 6. **Strengthen Tourism Infrastructure and Regional Accessibility:** Invest in visitor amenities, road access, and accommodation diversity in key tourism areas such as Mount Ramelau, Atauro Island, and Lautém. These investments should address gaps in infrastructure, signage, and local economic impact.
- 7. **Promote Community-Based and Inclusive Tourism Models:** Support the implementation of a national Community-Based Tourism strategy with targeted grants and training for local groups. Enable women, youth, and community associations to participate in homestays, handicrafts, and eco-cultural activities, complemented by festivals and local arts initiatives.

Expand Skills and Employment Opportunities



- 8. **Expand Vocational and Skills Training Hubs:** Establish modular training centres in all municipalities offering short courses tailored to sectors such as agriculture, ICT, hospitality, and services. Courses should be co-designed with local industries and linked to municipal development plans.
- 9. **Improve Access to Finance for Small Enterprises:** Facilitate access to finance for micro, small, and informal businesses by expanding guarantee schemes, simplifying application processes, and encouraging mobile-based financial services.



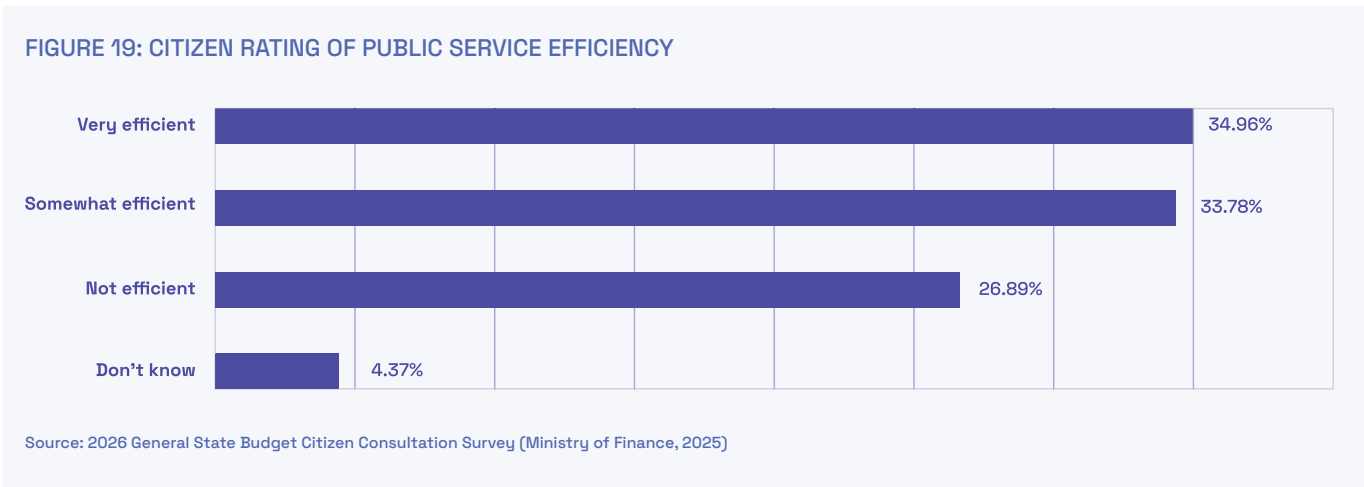
4.4 Governance and Public Services

4.4.1. Overview and Relevance

Governance and public service delivery are the backbone of an effective and accountable state. Citizens expressed clear views on the importance of improving transparency, responsiveness, and institutional performance at both national and local levels. From justice and law enforcement to administrative efficiency and foreign affairs, respondents sought public institutions that are accessible, fair, and rooted in community needs.

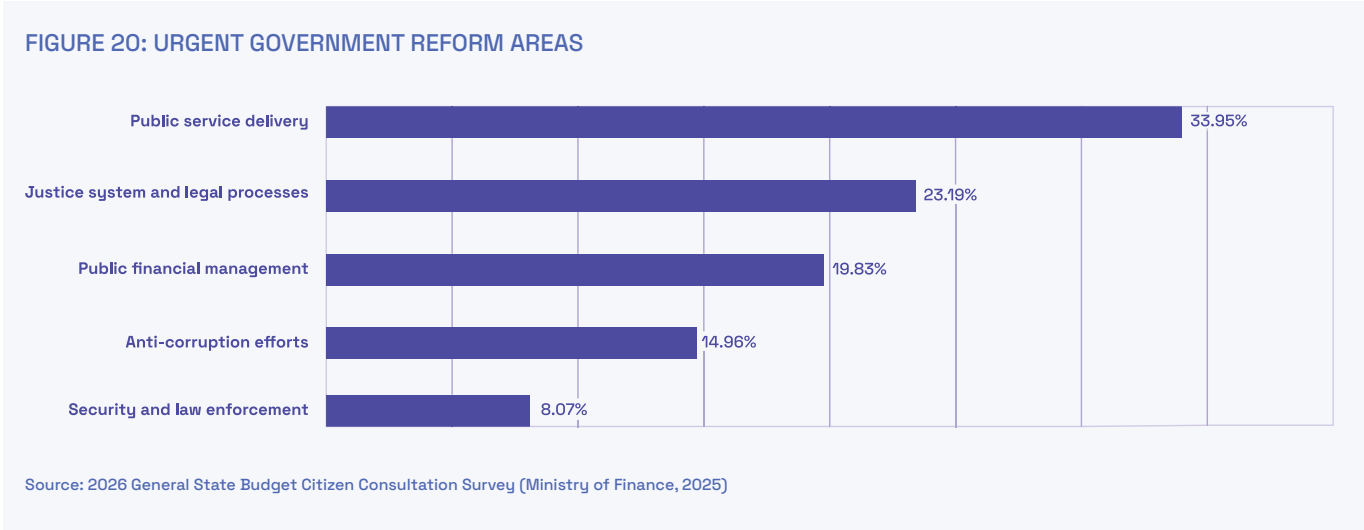
4.4.2. What the Data Shows (Survey Results)

Citizens’ assessments of public sector performance reveal both strengths and areas needing reform. Over one-third (34.96%) of respondents characterise public service delivery as very efficient, and another 33.78% regard it as somewhat efficient. Yet, more than a quarter (26.89%) perceive services to be ineffective, signalling persistent gaps in consistency and reach (Figure 19).



When asked which government functions require the most urgent reform, respondents prioritize enhancing everyday service delivery—spanning municipal administration, health, and education sectors—at 33.95%.

A further 19.83% underscore the need to overhaul the justice system and legal processes, while 14.96% call for stronger fiscal oversight and anti-corruption measures. Security and law enforcement rank fourth at 8.07%, reflecting concerns around rule-of-law and public safety (Figure 20).



4.4.3. What Citizens Are Saying (Survey-Based Insights)

Open-ended feedback underscores critical governance bottlenecks:

“We have no reliable channel to lodge complaints at the suco level, so issues go unresolved.” - Survey Respondent, Manufahi

“Court proceedings drag on for years; justice feels out of reach for the ordinary citizen.” - Survey Respondent, Dili

Emergent themes:

- **Grievance Mechanisms:** Urgent need for user-friendly platforms, digital and face-to-face, to register complaints and track resolutions.
- **Judicial Accessibility:** Calls for streamlined procedures, legal aid expansion, and mobile court services to reduce delays and costs.
- **Fiscal Transparency:** Demand for open publication of budgets and expenditures to empower citizen oversight.
- **Decentralised Governance:** Strong support for allocating authority and resources to municipal and suco administrations for more responsive local governance.



4.4.4. Municipal Differences

Regional variations in governance feedback reflect divergent local priorities and service challenges:

- **Dili & Baucau:** Urban respondents emphasise the need for e-service platforms, real time performance dashboards, and streamlined complaint resolution processes, noting that digital tools could reduce administrative bottlenecks observed in licensing and civil registration.
- **Ermera & Manufahi:** Citizens report opaque budgeting and limited consultation, advocating for regular municipal briefings, publicly accessible audit reports, and participatory forums to strengthen fiscal accountability at the local level.
- **Lautém & RAEOA:** Remote communities highlight barriers to justice access, calling for mobile court circuits, community paralegal services, and legal literacy campaigns to ensure equitable legal support.
- **Aileu & Bobonaro:** Participants underscore delays in public service responses—particularly in land administration and infrastructure requests—suggesting feedback kiosks at suco offices coupled with service level agreements.
- **Ainaro & Manatuto:** Suco leaders point to inconsistent delivery of social protection benefits and delays in permit issuance, recommending deployment of district level help desks and dedicated liaison officers.
- **Liquiçá & Viqueque:** Coastal areas note frequent lapses in disaster-alert systems and water utility management, urging integration of community based monitoring committees and transparent reporting on emergency funds.
- **Bobonaro & Covalima:** Border municipalities stress the need for clear cross border administrative protocols and customs support desks to facilitate trade, alongside joint town hall meetings with immigration and customs officials.
- **Lautém & Liquiçá:** (combined) Regions cite insufficient outreach on government programmes, proposing mobile information caravans and localized radio broadcasts to enhance civic awareness.
- **Oecusse:** As an exclave, residents experience extended service delays due to logistics; suggestions include dedicated supply chain coordination units and pre planned resource buffers to mitigate isolation.

4.4.5. Challenges and Opportunities

Challenges

Trust Deficit: Historical perceptions of inefficiency and corruption erode public confidence.

Service Disparities: Rural and remote areas experience slower, lower quality service delivery compared to urban centers.

Information Gaps: Insufficient publication of policy, budget, and performance data limits accountability.

Centralized Authority: Over centralization in decision making restricts local adaptation and innovation.

Opportunities

E-Governance Solutions: Deploy nationwide digital platforms for service requests, complaint lodging, and open data access.

Participatory Budgeting: Scale citizen assemblies and local oversight committees to involve communities in planning and monitoring.

Capacity Building: Provide targeted training and resources to municipal and suco officials in financial management, project planning, and community engagement.

4.4.6. Policy Recommendations

To translate these insights into impactful budget actions, we recommend:

Justice Access and Legal Empowerment



1. **Expand Access to Justice in Underserved Areas:** Accelerate the rollout of mobile court circuits, community paralegal services, and legal literacy campaigns in underserved municipalities such as Lautém, Oecusse, and Ermera. Strengthen the Public Defender's Office through mobile deployment, targeted training, and expanded resources to improve access to legal aid for vulnerable populations.
2. **Strengthen Judicial Human Resources and Legal Training:** Implement the national Human Resource Development Plan for the judiciary under the Justice Reform Roadmap. Expand access to quality legal education at the National University of Timor-Leste and other institutions, and support continuous professional development through mentoring, international training, and structured career paths.
3. **Expand Mobile Justice and Paralegal Outreach:** Operationalise rotating mobile court and paralegal outreach in remote sucos to reduce delays, lower travel costs, and improve legal awareness.

Citizen-Centred and Transparent Public Services



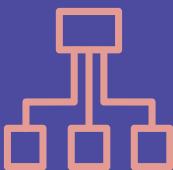
4. **Institutionalise Citizen Feedback and Accountability Mechanisms:** Establish formal grievance redress systems at municipal and suco levels. Mandate regular publication of budget allocations, expenditures, and service performance to strengthen transparency and build public trust.
5. **Launch an Open Budget and Performance Initiative:** Require quarterly publication of municipal budgets, project updates, and expenditure reports through digital dashboards and community briefings.
6. **Institutionalise Participatory Budgeting Processes:** Embed structured citizen deliberation forums into the fiscal calendar, allowing communities to shape budget priorities and monitor implementation.

Integrated Service Access and Digital Transformation



7. **Scale and Strengthen One-Stop Shops (Balkaun Úniku):** Expand the coverage and functionality of One-Stop Shops across all municipalities, integrating civic registration, identity services, and legal documentation into a single access point. Ensure staffing, equipment, and operational standards are supported by coordinated interministerial frameworks, especially involving the Ministry of State Administration and the Ministry of Justice.
8. **Enhance Municipal Services through E-Service Portals:** Design user-friendly online and mobile platforms for key public services, including application processing, complaint tracking, and status updates. These portals should reduce bottlenecks and promote transparency.

Local Governance Capacity and Decentralisation



9. **Provide Local Governance Capacity Grants:** Allocate dedicated funding for training and mentoring municipal and suco administrations in financial management, planning, and participatory governance.

5. Suggested Budget Prioritisation and Additional Feedback

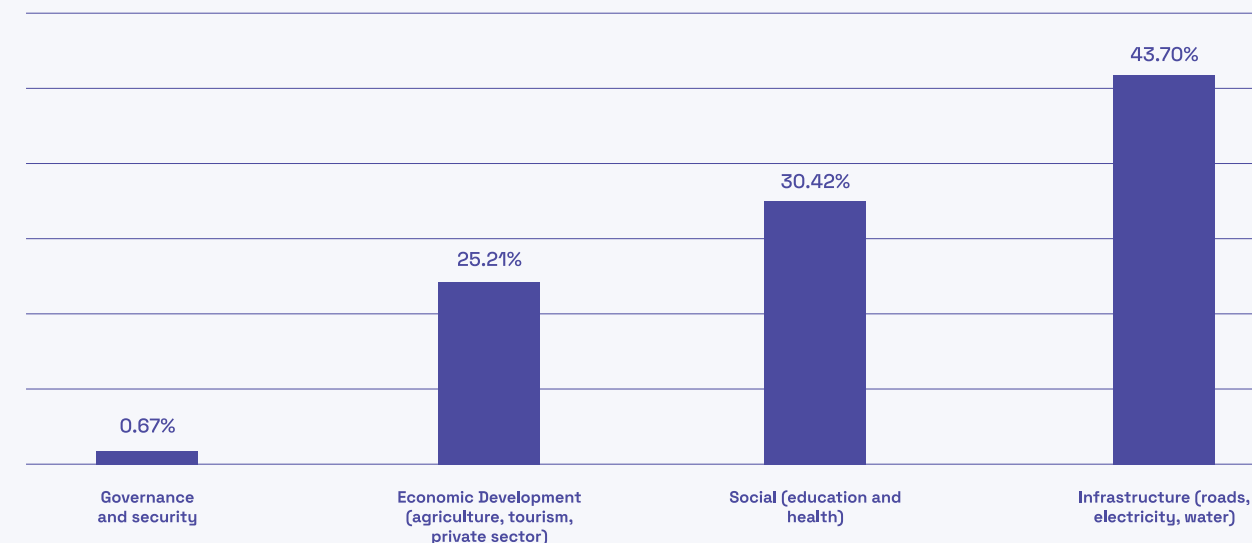


5.1 Citizen Prioritisation of Budget Pillars

Citizens were asked to allocate emphasis across the four strategic pillars for the 2026 Budget. Infrastructure Development emerged as the clear frontrunner, with 43.7% of respondents placing it first. Social Capital Development followed at 30.4%, Economic Development at 25.2%, and Governance & Public Services at just 0.7% (Figure 21).

This hierarchy underscores the public's conviction that robust physical and social foundations are preconditions for broader progress.

FIGURE 21: CITIZEN RANKING OF TOP BUDGETARY PRIORITIES



Source: 2026 General State Budget Citizen Consultation Survey (Ministry of Finance, 2025)

5.2 Flagship Project Preferences

When constrained to a single flagship project, a plurality of participants again favoured infrastructure investments, most often citing road upgrades, school and clinic construction, and water-supply expansions.

Agriculture-centred proposals, including large-scale irrigation works and mechanisation hubs, also featured prominently. Youth training and vocational centres rounded out respondents' top picks, reflecting a holistic desire to blend social, economic, and infrastructural gains.

5.3 Qualitative Insights on Flagship Projects

Open-ended responses elaborated on quantitative rankings:

“Repairing our main road will slash transport costs and open up market linkages for all local producers.”- Survey Respondent, Bobonaro

“A multipurpose youth centre could offer skills, jobs, and community space - keeping young people engaged.” - Survey Respondent, Manatuto

Recurring themes:

- **Synergy of Investments:** Strong preference for integrated projects (e.g., school-health complexes, agri-water schemes) that multiply social and economic returns.
- **Long-Term Resilience:** Emphasis on climate-smart designs—flood-resistant roads, solar-powered facilities—to safeguard investments.
- **Participatory Oversight:** Calls for community co-design and monitoring committees to ensure local relevance and accountability.

5.4 Additional Community Inputs

In the final open-ended questions, respondents reinforced core messages and offered additional guidance:

- **Implementation Gaps:** Frequent frustration over slow or stalled projects; suggestions include clear project timelines and penalty clauses for delays.
- **Inclusivity:** Recommendations to actively involve women, youth, and marginalised groups in budget planning and project governance.
- **Transparency & Communication:** Demand for real-time project updates via local notice boards, radio bulletins, and digital dashboards.

These insights advocate for embedding robust feedback loops, clear accountability frameworks, and inclusive governance mechanisms within the 2026 Budget process, transforming citizen priorities into high-impact, sustainable actions.





6. Conclusion and Policy Implications

The 2026 General State Budget citizen consultation represents a bold reassertion of democratic governance in Timor-Leste. It transformed the national budgeting process from a technocratic function into a shared national dialogue, bringing community voice, institutional legitimacy, and national priorities into closer alignment than ever before.

Across all 13 municipalities and the RAEOA, citizens engaged not merely as informants but as active contributors to the architecture of public finance. What they shared was both a mirror and a map: a reflection of systemic gaps, and a set of grounded pathways to address them. From access to health and education, to infrastructure, economic opportunity, and responsive governance, the message was consistent—Timor-Leste’s development must be inclusive, transparent, and locally informed.

The strength of this consultation lies not only in its breadth or depth but in its legal and strategic coherence. It was conducted under the provisions of Law No. 2/2022 and Decree-Law No. 3/2016 (as amended), and it directly supports the objectives of the Strategic Development Plan 2011–2030 and the IX Constitutional Government Programme. In this way, it strengthened not just participatory practice but institutional continuity.



Budget Alignment

Consultation findings should directly inform 2026 sector ceilings, programme design, and capital investment decisions.



Feedback Integration

Ministries and municipalities must close the loop by communicating how public input has shaped policy and budget outcomes.



Institutionalisation of Participatory Planning

Citizen engagement should be codified within the annual budget cycle through formal mechanisms and clear institutional responsibilities.



Inclusive Outreach

Future consultations must strengthen participation from rural women, persons with disabilities, and other marginalised groups through targeted strategies.



Evidence-Based Policymaking

Insights from the consultation should inform ongoing reviews of national policies, municipal development plans, and decentralisation strategies.

This consultation does not mark the end of a process, it affirms a new standard for public engagement in national budgeting. It demonstrates that governance in Timor-Leste is most effective when it is informed by the realities, voices, and aspirations of its people.

Moving forward, the Government reaffirms its commitment to turning public input into policy action, ensuring that future budgets continue to reflect both national priorities and community needs.

Voices in Action: Moments from the 2026 State Budget Consultation

PHOTOS OF DIALOGUE SESSIONS, COMMUNITY ENGAGEMENT, AND GOVERNMENT FACILITATION TEAMS



Annex 1: Schedule of Citizens Consultation



Direção Geral Planeamento e Orçamento
Gabinete de Direção Geral



“Seja um bom cidadão, seja um novo herói para a nossa Nação”

Data: 10-29 Marsu 2025

Kalendáriu Konsulta Sidadaun

Ekipa (Grupu)	Munisipiu & RAEOA	Data Konsulta	Fatin
A	Baucau	18 Marsu 2025	Autoridade Munisipál Baucau
	Lautem	13 Marsu 2025	Autoridade Munisipál Lautem
	Viqueque	11 Marsu 2025	Autoridade Munisipál Viqueque
	Manatuto	20 Marsu 2025	Autoridade Munisipál Manatuto
B	Aileu	20 Marsu 2025	Autoridade Munisipál Aileu
	Ainaro	18 Marsu 2025	Autoridade Munisipál Ainaro
	Covalima	11 Marsu 2025	Autoridade Munisipál Covalima
	Manufahi	13 Marsu 2025	Autoridade Munisipál Manufahi
C	Bobonaro	11 Marsu 2025	Autoridade Munisipál Bobonaro
	Ermera	13 Marsu 2025	Autoridade Munisipál Ermera
	Liquiçá	18 Marsu 2025	Autoridade Munisipál Liquisa
D	Dili	10 Marsu 2025	Autoridade Munisipál Dili
	Atauro	22 Marsu 2025	Autoridade Administrativa Atauro
	RAEOA / Oecusse	28 Marsu 2025	Autoridade RAEOA

Nota: data iha leten refere ba data eventua, la inklui loron viajen ba no mai.

Annex 2: Agenda for Public Consultation in All Municipalities and RAEOA



Ministério das Finanças
Direção Geral de Planeamento e Orçamento
Gabinete de Diretor Geral



Ezbosu Ajenda Konsulta Sidadania iha Ámbitu Prosesu Planeamentu Orsamentál 2026

Sorumutu Koordenasaun Dezenvolvimentu Munisipál 10-28 Marsu 2025, oras: 08.30 Dadeer - 17.30 Lorokraik Autoridade Munisipiu sira & RAEOA		
Oras	Atividade (Tópiku)	Responsavel
08.30-09.00	Rejistrasaun	
Sesaun I: Abertura no Apresentasaun husi Ministériu Finansas no Lina-Ministériu sira		
09.30-09.35	Lia-fuan Bemvindu	Prezidente Autoridade Munisipiu sira & RAEOA
09.35-09.45	Diskursu kona-ba Partisipasaun Sidadaun iha Konsulta Sidadaun	Reprezentante MAE
09.45-10.00	Diskursu no Abertura Atividade Konsulta Sidadaun	Reprezentante MF
	Apresentasaun	
10.00-10.15	Ministériu Finansas (MF)	Reprezentante MF
10.15-10.30	Ministériu Administrasaun Estatal (MAE)	Reprezentante MAE
10.30-10.45	Ministériu Saúde (MS)	Reprezentante MS
10.45-11.00	Ministériu Edukasaun (ME)	Reprezentante ME
11.00-11.15	Ministériu Agrikultura, Pekuária, Peska no Floresta (MAPPF)	Reprezentante MAPPF
11.15-11.30	Pauza ba Kafé	
11.30-11.45	Ministériu Obras Publika (MOP)	Reprezentante MOP
11.45-12.00	Bee Timor-Leste E.P (BTL)	Reprezentante BTL
12.00-12.15	Ministériu Solidariedade Sosiál no Inklusaun	Reprezentante MSSl
12.15-12.30	Ministériu Turizmu & Ambiente	Reprezentante MTA
12.30-13.30	Diskusaun: Husu & Hatan no Rekomendasaun	Partisipantes & Entidade sira hotu
13.30-14.30	Pauza ba Almosu	
Sesaun II: Diskusaun Grupu & Survey		
14.30-14.35	Apresentasaun Mekanizmu Grupu Diskusaun	Reprezentante MF
14.35-15.35	Grupu Diskusaun (FGD)	Partisipantes & Entidade sira hotu
15.35-15.50	Pauza ba Kafé	
15.50-16.50	Survey: Identifika Prioridade	Partisipantes
16.50-17.30	Enserramentu	

Annex 3: Ministry of Finance Team List



Direção Geral Planeamento e Orçamento
Gabinete de Direção Geral



“Seja um bom cidadão, seja um novo herói para a nossa Nação”

Membru Ekipa Ministériu Finansas ba Konsultasaun Sidadaun

No.	Naran	Pozisaun	Munisípiu	Observasaun
1	Filipe Nery Bernardo	Koordenadór DNPE-DJPO	Viqueque, Lautem, Baucau no Manatuto	Ekipa A
2	José Fátima da Cruz	DNP	Viqueque, Lautem, Baucau no Manatuto	
3	Agostinho Godinho	DNP	Viqueque, Lautem, Baucau no Manatuto	
4	Bernarda Barros de Jesus	DNPE	Viqueque, Lautem, Baucau no Manatuto	
5	Antonio Luis M. da C. Soares	Asesor DNP	Baucau	
1	José Alexandre de Carvalho	Diretór Jerál (DJPO)	Aileu, Ainaro, Manufahi no Covalima	Ekipa B
2	Sabina Fernandes	DNP	Aileu, Ainaro, Manufahi no Covalima	
3	Luis Valentim J.M.Siga dos Santos	DNP	Aileu, Ainaro, Manufahi no Covalima	
4	Ivonía Agostinha da C. S. Rego	DNO	Aileu, Ainaro, Manufahi no Covalima	
1	Amilton S. A. Lemos	Diretór Nasionál Planeamentu (DNP)	Bobonaro, Ermera no Liquisa	Ekipa C
2	Florentina dos Santos Barreto	DNO	Bobonaro, Ermera no Liquisa	
3	Antonio Luis M. da C. Soares	Asesor DNP	Bobonaro	
4	Madalena de Canossa	DNP	Bobonaro, Ermera no Liquisa	
5	Salim A. Mapila	ODI-DNP	Bobonaro	
1	Salomao Yaquim	Diretór Nasionál Orsamentu (DNO)	Dili, Atauro no RAEOA	Ekipa D
2	Flavia Soares Araujo	DNP	Dili, Atauro no RAEOA	
3	Antonio Luis M. da C. Soares	Asesor DNP	RAEOA (Oecusse)	
4	Nelío Francisco B. S. Mesquita	DNP	Dili, Atauro no RAEOA	
5	Tonivia Sarmento Encarnacao	DNO	Dili, Atauro no RAEOA	
6	Francois de Navacelle	ODI-DNO	Dili, Atauro no RAEOA	

Annex 4: Survey Questionnaire



Ministério das Finanças
Direção Geral de Planeamento e Orçamento



**KONSULTASAUN BA SIDADÁUN BA PROSESU PLANEAMENTU
ORSAMENTU JERAL ESTADU 2026
KESTIONÁRIU SURVEY KONA-BA DEFINISAUN PRIORIDADES DEZENVOLVIMENTU
Ministériu Finansas
Diresaun Jerál Planeamentu no Orsamentu
Dili, Timor-Leste**

INTRODUSAUN

Ministériu Finansas hala'o hela konsulta sidadaun ne'e hodi halibur hanoin ka opiniaun públiku nian kona-ba prioridade sira ba orsamentu jerál estadu 2026 nian. Ita-boot sira-nia *input* ka hanoin sira sei garante katak orsamentu nasional ka OJE aliña ho povu nia nesesidade no aspirasaun.

Survey ka levantamentu ida-ne'e informa husi reforma estratéjika sira ne'ebé identifika iha Programa Governu Konstituisional IX no allinia ho Planu Estratéjiku Dezenvolvimentu (2011-2030) no Agenda 2030 ba Objetivu Dezenvolvimentu Sustentável. Tuir mai, kestionáriu ne'e husu ita boot nia opiniaun ka hanoin iha área prioridade dezenvolvimentu tuir mai:

1. **Dezenvolvimentu Kapital Sosiál** – Edukasaun, Saúde, Inklusaun Sosiál, Meiu Ambiente, Kultura no Patrimóniu.
2. **Dezenvolvimentu Infraestrutura** – Estrada, Bee, Eletridade, Portu, Aeroportu, Telekomunikasaun.
3. **Dezenvolvimentu Ekonómiku** – Dezenvolvimentu Rural, Agrikultura, Turizmu, Investimentu Setór Privadu, Petróleu.
4. **Governasaun no Seguransa** – Justisa, Administrasaun Públika, Aplikasaun Lei, Negósiu Estranjeiru.

Ita-boot nia respostas sei informa diretamente prosesu planeamentu orsamentu estadu nian. Levantamentu ne'e presiza tempu 20 minutos atu kompleta.

SEKSAUN 1: PERFIL RESPONDENTE

1. **Naran:** _____
2. **Munizípiu ne'ebé ita boot hela:**

- | | |
|-----------|-----------|
| a. Aileu | c. Atauro |
| b. Ainaro | d. Baucau |

1



Ministério das Finanças
Direção Geral de Planeamento e Orçamento



- | | |
|-------------|-------------|
| e. Bobonaro | j. Liquiçá |
| f. Covalima | k. Manatuto |
| g. Dili | l. Manufahi |
| h. Ermera | m. Oecusse |
| i. Lautém | n. Viqueque |

3. Grupu Idade:

- | | |
|----------|----------|
| a. 15–24 | d. 45–59 |
| b. 25–34 | e. 60+ |
| c. 35–44 | |

4. Seksu:

- a. Mane
- b. Feto
- c. Prefere atu la responde

5. Ema ho Defisiénsia:

- a. Sim
- b. Lae

6. Okupasaun/funsaun:

- | | |
|---|--|
| a. Presidente Autoridade Munisípiu | h. Representante confissões religiosas |
| b. Sekretáriu Munisípiu | i. Representante organizasaun promove igualdade jéneru |
| c. Xefe Suku | j. Representante partidu polítiku asentu parlamentar |
| d. Representante Antigos Combatentes Libertasaun Nasionál | k. Representante organizasaun ema ho defisiénsia |
| e. Representante Setór Privadu | l. Seluk: _____ |
| f. Representante Grupu Intelektuál Munisípiu | |
| g. Representante Juventude | |

2



SEKSAUN 2: DEZENVOLVIMENTU KAPITÁL SOSIÁL (Edukasaun, Saúde, Inklusaun Sosiál, Meiu Ambiente, Kultura no Patrimóniu)

7. Ita boot klasifika oinsá asesu ba edukasaun iha ita boot nia área/lokalidade?

- a. Eselente
- b. Diak
- c. Razoável
- d. Aat
- e. Laiha asesu
- f. La hatene

8. Saida maka tenke sai prioridade prinsipál /boot liu governu nian iha área edukasaun? (Klasifikasaun 1 = Importante liu to'o 4 = La Importante)

- a. Habelar asesu ba eskola sira
- b. Hadi'ak ka melhora formasaun profesór sira
- c. Fornese material skolár gratuito
- d. Habelar ka ekspansaun edukasaun téknika vokasionál
- e. Fó edukasaun inkluzivu ba labarik ho defisiénsia

9. Saida maka dezafiu saúde boot liu iha ita boot nia área? (Hili to'o tolu)

- | | |
|--|--|
| a. Distánsia ba facilidade saúde sira | d. Kustu tratamentu ne'ebé aas |
| b. Falta médiku no enfermeira sira | e. Falta konsiénsia kona-ba servisu kuidadu saúde nian |
| c. Falta ai-moruk (medicamentos) no ekipamentu | f. Fatin saude la asesivel ba ema ho defisiénsia |
| | g. Seluk: _____ |

10. Oinsá ita-boot avalia governu nia esforsu sira iha inklusaun sosiál (apoio ba grupu vulnerável, ema ho defisiénsia, idozu, nsst.)?

- a. Efetivu tebes
- b. Efetivu uitoan



- c. La efetivu
- d. La hatene

11. Asaun espesífiku saida mak governu bele halo atu apoiu di'ak liután inklusaun sosiál (apoio ba grupu vulnerável, ema ho defisiénsia, idozu, nsst.)?

12. Problema ka asuntu ambientál saida maka afeta liu ita boot nia comunidade? (Hili to'o rua)

- | | |
|--|--|
| a. Desflorestasaun (intensionalmente tesi ai sira ou halakon ailaran sira) | d. Jestaun lixu ne'ebé ladi'ak |
| b. Poluisaun bee nian | e. Erozaun rai |
| c. Poluisaun ar | f. Impaktu sira husi mudansa klimátika |
| | g. Seluk: _____ |

13. Asaun espesífiku saida mak governu bele halo atu proteje di'ak liután ambiente?

14. Oinsá (importánsia) atu prezerva no promove Timor-Leste nia valor kultural no patrimóniu ba ita-boot?

- a. Importante tebes
- b. Importante uitoan
- c. La importante
- d. La hatene

15. Saida mak governu bele halo atu apoia no promove di'ak liután valor kultural no patrimóniu Timor-Leste nian?



SEKSAUN 3: DEZENVOLVIMENTU INFRAESTRUTURA (Estrada, Bee, Eletrisidade, Portu, Aeroporto, Telekomunikasaun)

16. Ita boot klasifika oinsá kondisaun estrada iha ita boot nia área?

- a. Diak
- b. Razoável
- c. Aat
- d. Laiha estrada

17. Ita bo'ot klasifika oinsá kondisaun ponte iha ita bo'ot nia área?

- a. Diak
- b. Razoável
- c. Aat
- d. Laiha ponte

18. Infraestrutura ne'ebé presiza urgentemente iha ita boot nia munisípiu? (Hili to'o rua)

- | | |
|---|---|
| a. Manutensaun no ekspansaun estrada | e. Dezenvolvimentu portu no aeroporto |
| b. Forsa eletrisidade ne'ebé konfiável | f. Transporte públiku |
| c. Melhoria bee no saneamentu | g. Infraestrutura ne'ebé asesivel ba ema ho defisiénsia no membru comunidade sira seluk |
| d. Telekomunikasaun diak liu (móvel/internet) | |

19. Ita boot esperiénsia falta eletrisidade (eletrisidade mate)?

- a. Loron-loron
- b. Semana-semana
- c. Raramente/Dalaruma
- d. Nunka



20. Deskreve dezafiu infraestrutura iha ita boot nia área no oinsá afeta ita boot.

SEKSAUN 4: DEZENVOLVIMENTU EKONÓMIKU (Agrikultura, Turizmu, Setór Privadu, Petróleu, Dezenvolvimentu Rural)

21. Dezafiu boot liu ba kresimentu ekonómiku iha ita boot nia área? (Hili ida)

- | | |
|----------------------------------|---|
| a. Oportunidade empregu limitadu | c. Laiha apoiu finanseiru (empréstimu, subsídium) |
| b. Infraestrutura aat ba negósiu | d. Laiha edukasaun no formasaun |
| | e. Seluk: _____ |

22. Setór ne'ebé tenke simu investimentu boot liu husi governu ba kria empregu? (Hili ida)

- | | |
|----------------|----------------------------------|
| a. Agrikultura | c. Setór Privadu no Negósiu Kiik |
| b. Turizmu | d. Petróleu |

23. Se ita boot envolve iha agrikultura, saida mak ita boot presiza liu? (Hili ida)

- | | |
|----------------------------------|--|
| a. Asesu ba ekipamentu modernu | c. Asesu diak liu ba merkadu |
| b. Formasaun no konsellu téknika | d. Empréstimu no asisténsia finanseiru |
| | e. Irrigasaun no asesu bee |

24. Programa ka polítika espesífiku ne'ebé bele ajuda jovén sira atu hahú negósiu ka hetan empregu? (Opsional)



SEKSAUN 5: GOVERNASAUN, SEGURANSA & SERVIZU PÚBLIKU

25. Ita boot klasifika oinsá efisiénsia servisu públiku (ez: atendimentu ba kartaun eleitoral, sertidaun moris, nst.) iha ita boot nia área?

- a. Efisiénsia tebes
- b. Efisiénsia balun
- c. La efisiénsia
- d. La hatene

26. Área governasaun ne'ebé presiza reforma urgentemente? (Hili ida)

- | | |
|-------------------------------------|------------------------------------|
| a. Fornese servisu públiku | d. Seguransa no aplikasaun lei |
| b. Sistema justisa no prosesu legál | e. Transparénsia no akontabilidade |
| c. Esforsu anti-korrupsaun | |

27. Saida mak presiza hadi'ak iha sistema justisa ka aplikasaun lei iha ita boot nia área?

SEKSAUN 6: PRIORIDADE ORSAMENTU NASIONAL & FEEDBACK

28. Setór ne'ebé tenke simu parte boot liu husi orsamentu nasional? (Hili ida)

- a. Sosiál (edukasaun no saúde)
- b. Infraestrutura (estrada, eletrisidade, bee)
- c. Dezenvolvimentu ekonómiku (agrikultura, turizmu, setór privadu)
- d. Governasaun no seguransa

29. Se ita boot bele aloka osan ba projetu boot ida, saida mak sai hanesan area prioridade atu aloka no tamba sa?



30. Ita boot iha komentáriu ka rekomendasaun seluk ba governu?

OBRIGADU BA ITA BOOT NIA PARTISIPASAUN!

Ita boot nia *feedback* importante tebes atu forma política nasional no melhora fornecimentu servisu públiku.

“The State Budget is more than just numbers, it is a reflection of our national priorities and collective aspirations. Through these consultations, we are ensuring that the voices of our citizens shape the direction of government spending, leading to more effective and equitable service delivery. The fact that participation spanned all 13 municipalities and the RAEOA is clear evidence of our commitment to people-centred and data-informed policymaking.”

Her Excellency Santina José Rodrigues F. Viegas Cardoso
Minister of Finance

Launch of the Citizens Consultation
Dili, 10 March 2025