



# BEM-VINDOS

## À

### Reunião dos Parceiros de Desenvolvimento de Timor-Leste 2026

### “Traçar um Horizonte Resiliente: Economia Azul, Integração da ASEAN e Acção Coordenada”

Díli, 25-26 de Maio de 2026

Auditório Kay Rala Xanana Gusmão, Ministério das Finanças



# Policy and action plan for the promotion of a resilient and sustainable economy of the sea in Timor-Leste 2025-2035

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25 MAY 2026



# Context

The IX Constitutional Government approved, at the Council of Ministers meeting of 20 February 2026, the “**Policy and Action Plan for the Promotion of a Resilient and Sustainable Economy of the Sea in Timor-Leste [2025–2035]**”, consolidating the ocean as one of the central pillars of the country’s sustainable development.

Timor is **TASI** — **T**imor, **A**zure, **S**ustainable and **I**nnovative



An aerial photograph of a boat's wake in the ocean, showing a white trail of water against the deep blue sea. The wake is a long, narrow, white line that tapers towards the bottom left of the frame. The water around the wake is a vibrant turquoise color, while the rest of the sea is a deep, dark blue. The background shows a sandy beach with some greenery and a clear sky.

# The concept of the Blue Economy for Timor-Leste

“

The set of integrated policies and actions that, with a focus on the sea, support the country's economic and social development, based on sound environmental practices, in a diversified, sustainable, and inclusive manner, ensuring the long-term balance of marine ecosystems and resources.

”

# Structure of the Blue Economy policy



PART 1

INTRODUCTION  
AND GENERAL  
FRAMEWORK



PART 2

STRATEGIC  
FRAMEWORK FOR  
TIMOR-LESTE'S BLUE  
ECONOMY



PART 3

BLUE ECONOMY  
ACTION  
PLAN

## PART 1

# Introduction and general framework

- Know where we stand and what we have to sustain our actions;
- Have a **baseline** to measure progress of the policy's implementation;
- Ensure consistency regarding the available data about the country, for national and international (our partners) reference.



## PART 2

# Strategic framework for Timor-Leste's blue economy



### VISION:

Investing in the growth of coastal, marine, and maritime sectors ensures the sustainable and inclusive development of all Timorese, while promoting a healthy ocean based on scientific knowledge



### OBJECTIVE:

To define and implement strategic and integrated policies and initiatives, utilising scientific and community knowledge, that transform the maritime and coastal area under Timorese jurisdiction into a source of economic, social, and environmental development opportunities – sustainable and inclusive



### MISSION:

To promote the knowledge, protection, conservation, and sustainable use of marine and coastal natural resources at both national and international levels, to ensure the dual goals of climate change resilience and the economic, social, and environmental development of current and future generations

*Timor is TASI!*

*Timor, Azul,  
Sustentável e  
Inovador!*

(Timor, Blue, Sustainable and Innovative)

PART 2

# Structure - 4 Main Axis



**Axis 1:**  
**RESEARCH,  
EDUCATION, AND  
COMMUNICATION**  
(KNOWING THE SEA)



**Axis 2:**  
**MARINE BIODIVERSITY  
PRESERVATION AND  
CONSERVATION**  
(RESPECTING THE  
SEA)



**Axis 3:**  
**SUSTAINABLE USE**  
(LIVING WITH THE SEA)



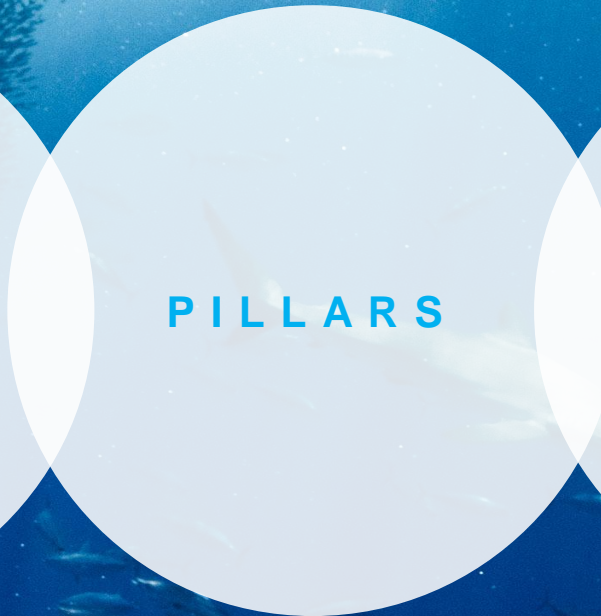
**Axis 4:**  
**SUPPORTING THE  
IMPLEMENTATION OF  
THE BLUE ECONOMY**  
(CROSS-CUTTING  
MEASURES)

PART 2

# Content



**AXIS**



**PILLARS**



**STRATEGIC  
OBJECTIVES**

# Pillars

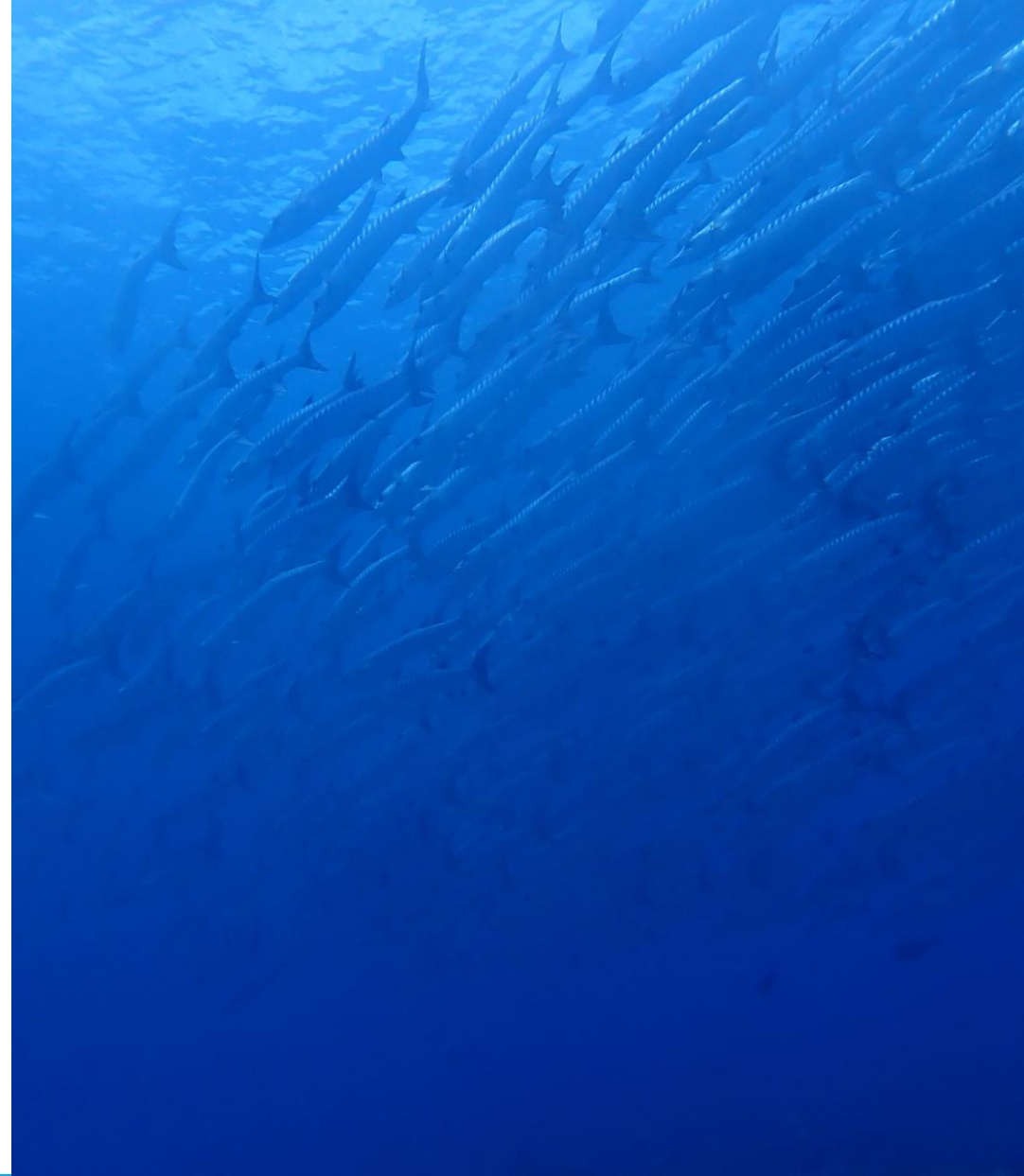
## AXIS 1: RESEARCH, EDUCATION, AND COMMUNICATION (KNOWING THE SEA)

### **Pillar 1: Marine Scientific Research**

Legal Framework for International Marine Scientific Research  
Survey and Study of Timor-Leste's Marine Biodiversity

### **Pillar 2: Education, Training, and Strategic Communication**

Education and Vocational Training  
Marine Research and Education Centres  
Marine and Underwater Cultural Heritage  
Strategic Communication and Maritime Culture



# Pillars

## AXIS 2: MARINE BIODIVERSITY PRESERVATION AND CONSERVATION (RESPECTING THE SEA)

### **Pillar 3: Marine and Coastal Management and Protection**

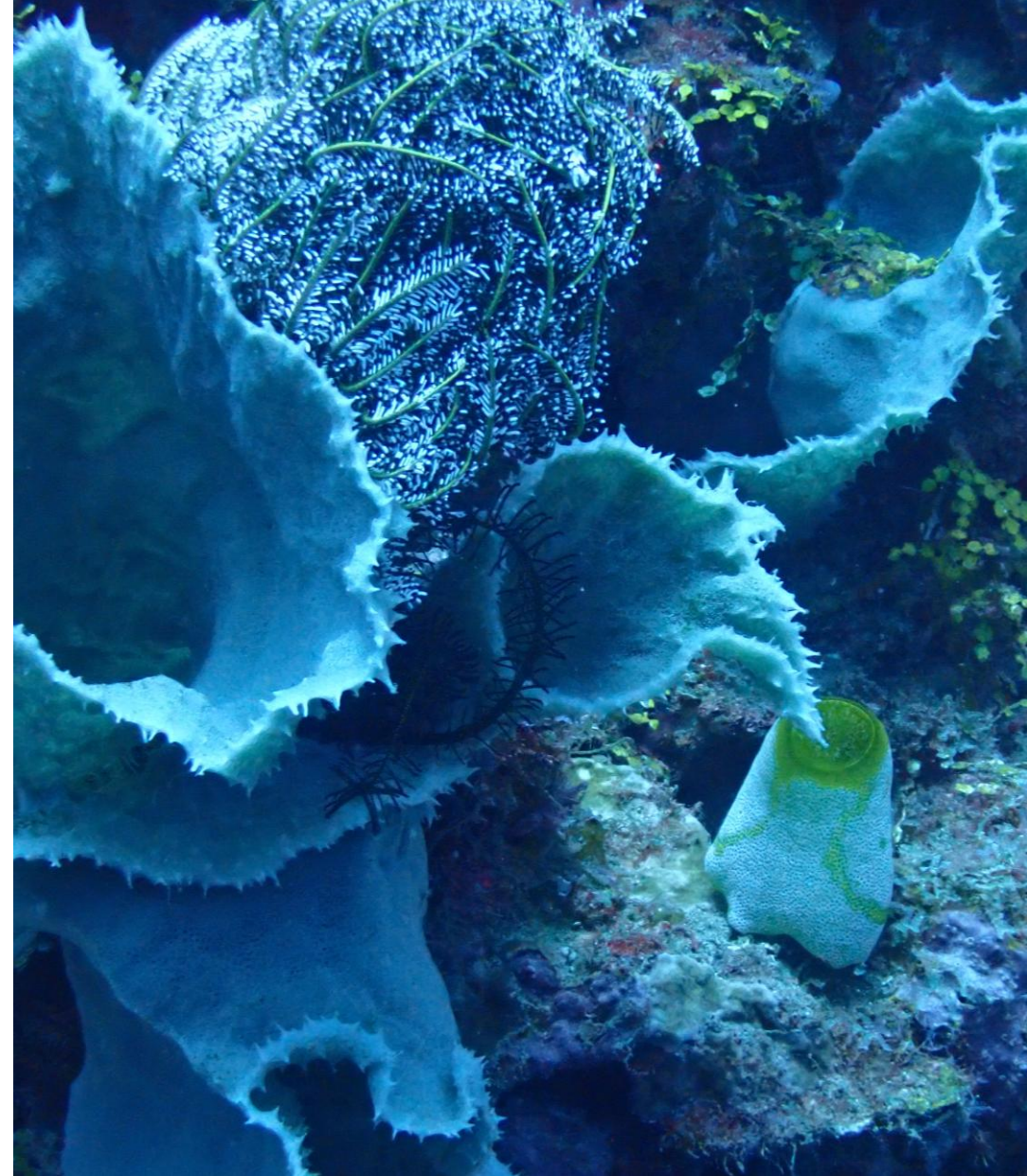
Maritime Spatial Planning and Management  
Marine Protected Areas  
Transboundary Cooperation  
Strengthening Environmental Impact Assessment Regimes

### **Pillar 4: Marine Biodiversity Conservation**

Coral Reefs  
Mangroves  
Algae and Seagrasses  
Cetaceans, Sea Turtles, Sharks, Dugongs, and Other Marine Species

### **Pillar 5: Combating Marine Pollution and Waste Management**

### **Pillar 6: Carbon Sequestration**



# Pillars

## AXIS 3: SUSTAINABLE USE (LIVING WITH THE SEA)

### Pillar 7: Blue Tourism

- Coastal Tourism
- Maritime or Nautical Tourism
- Nature-Based Tourism

### Pillar 8: Living Resources Exploitation

- Fisheries and Aquaculture
- Marine Biotechnology

### Pillar 9: Exploration of Non-Living Resources and Energy Production

- Hydrocarbon Production
- Renewable Energy
- Salt Production
- Mining
- Desalination



# Pillars

## **Pillar 10: Maritime Transport and Port and Logistics Development**

Infrastructure

Port and Logistics Development

Maritime Transport and Navigation

Shipbuilding and Ship Repair

## **Pillar 11: Maritime Security**

Capacity Building, Surveillance, and Enforcement

Monitoring and International Cooperation



# Pillars

## **AXIS 4: SUPPORTING THE IMPLEMENTATION OF THE BLUE ECONOMY (CROSS-CUTTING MEASURES)**

**Pillar 12: Water and Basic Sanitation**

**Pillar 13: Management and Conservation of Wetlands and Transition Zones**

**Pillar 14: Rural Development, Trade and Industry**

**Pillar 15: Ocean Satellite Account**

**Pillar 16: Planning, Financing and Monitoring Instruments**



PART 3

# Blue Economy Action Plan

1  
MEASURES  
& ACTIONS

2  
RESPONSIBLE  
ENTITIES /  
PARTNERS

3  
INDICATORS

4  
RESULTS

5  
TIMEFRAME

# Implementation



The period **2025–2035** has been defined as the first phase of implementation of the Blue Economy Policy, including the execution of the measures and actions set out in the Action Plan.

The Blue Economy should be seen as a new national priority for long-term implementation!



# Next Steps

The Policy was subject to a broad public consultation process, carried out in September and October 2025 — during which citizens, civil society organisations and development partners, both national and international, had the opportunity to submit their contributions.

The TLDPM 2026 represents a further important opportunity to gather recommendations and comments to support the implementation phase, as well as to identify, establish and strengthen partnerships with national governance actors in strategic areas identified within the Blue Economy.



Thank you





# The Strategic Development Plan 2011-2030 Progress Monitoring Report & The Way Forward

## CHARTING A RESILIENT HORIZON

BLUE ECONOMY | ASEAN INTEGRATION | COORDINATED  
ACTION

TIMOR-LESTE DEVELOPMENT PARTNERS MEETING 2026

Dili, Timor-Leste | 25 – 26 May 2026





# The Strategic Development Plan 2011-2030 Progress Monitoring Report, 2024

## CHARTING A RESILIENT HORIZON

BLUE ECONOMY | ASEAN INTEGRATION | COORDINATED ACTION

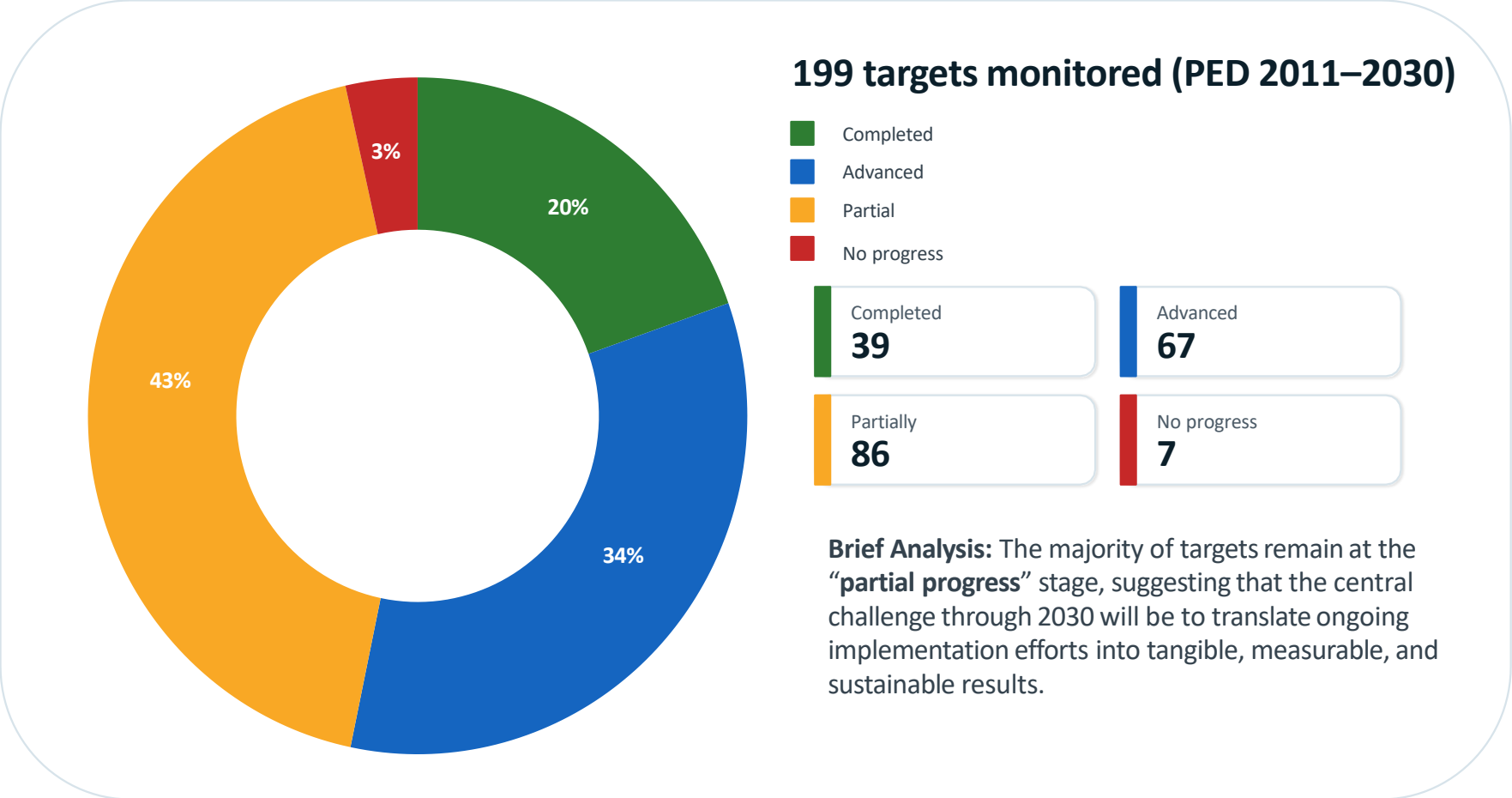
TIMOR-LESTE DEVELOPMENT PARTNERS MEETING 2026

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# Overview of progress PED 2011-2030 (short- and medium-term goals) By the end of 2024



# SDP 2011-2030 Targets and Sectors

Total Targets of SDP

199

## Sectors

SOCIAL CAPITAL

62

INFRASTRUCTURE

42

ECONOMY

49

INSTITUTIONAL  
FRAMEWORK

44

MACROECONOMIC

2

## Sub-Sector

SOCIAL CAPITAL

5

- |                         |                       |
|-------------------------|-----------------------|
| 1. Education & Training | 3. Social Inclusions  |
| 2. Health               | 4. Environmental      |
|                         | 5. Culture & Heritage |

INFRASTRUCTURE

6

- |                |                      |
|----------------|----------------------|
| 1. Roads       | 4. Telecommunication |
| 2. Water       | 5. Airports          |
| 3. Electricity | 6. Ports             |

ECONOMY  
DEVELOPMENT

5

- |                        |                   |
|------------------------|-------------------|
| 1. Rural               | 5. Private Sector |
| 2. Agriculture         |                   |
| 3. Petroleum & Mineral |                   |
| 4. Tourism             |                   |

INSTITUTIONAL  
DEVELOPMENT

6

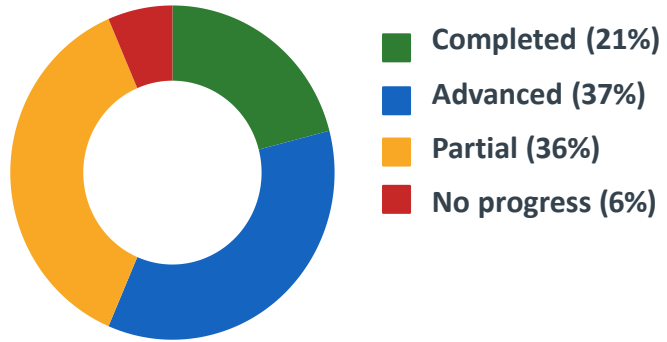
- |             |                  |
|-------------|------------------|
| 1. Security | 4. Justice       |
| 2. Defence  | 5. Public Sector |
| 3. MNEC     | 6. ADN I.P       |

MACROECONOMIC VISIONS



## Sector: Social Capital

62 targets | Overall score: 66.13%



### Main conclusions:

- Overall progress has been substantial, notwithstanding persisting disparities across sub-sectors.
- Steady structural improvements are evident in education, health, and social protection.
- Nevertheless, important gaps remain in the domains of inclusion (particularly disability), youth, and culture and heritage.

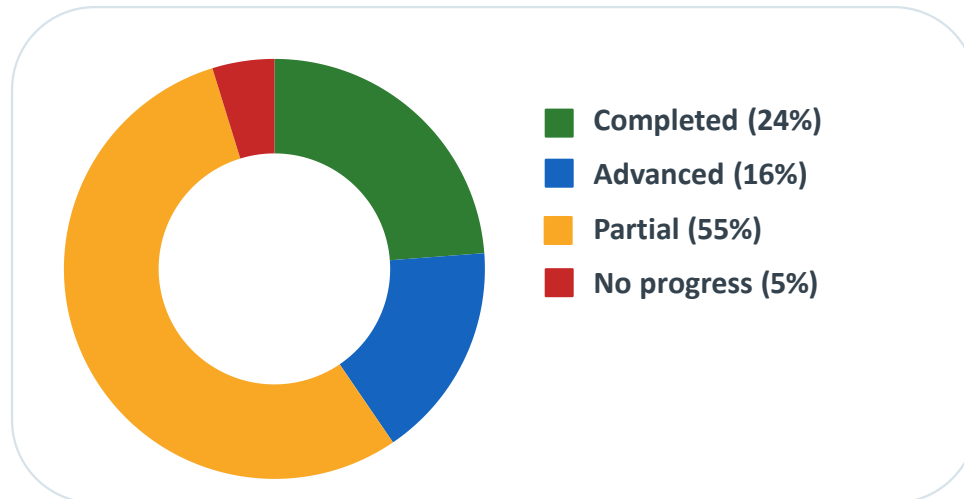
### Key message 2025–2030

Consolidate the institutional progress already attained and expedite the implementation of outstanding reforms, with the objective of reducing existing disparities and safeguarding sustainability through 2030.



## Sector: Infrastructure Development

42 targets | 71.4% (positive execution)



### Main conclusions

- More consolidated progress is evident in the road and bridge, airport, port, and telecommunications subsectors.
- Electricity, water, and sanitation continue to register predominantly partial progress, underscoring the need to accelerate implementation.
- The sector has reached a critical juncture, requiring a decisive shift from studies and strategic planning towards the concrete execution of physical investments.

### Key message 2025–2030

Accelerate the implementation of targets that are only partially advanced, where feasibility has already been established, and prioritise investments that generate the greatest direct social impact.



## Infrastructure — strategic recommendations

Converting partial progress into results

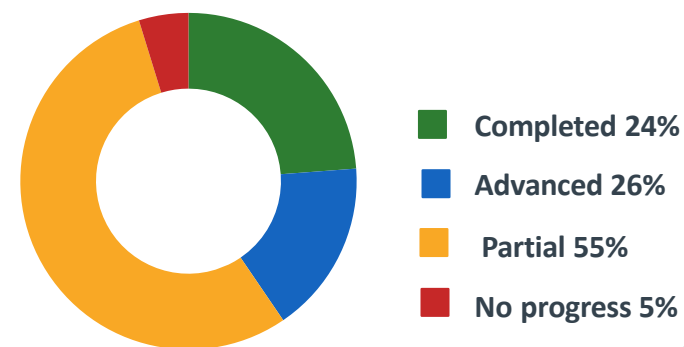
### Priority recommendations

- Expedite the physical execution of partially achieved targets, placing particular emphasis on interventions that are technically mature and investment-ready.
- Prioritize investments in electricity, water, sanitation, and digital connectivity, given their significant and direct social impact.
- Reinforce results-based monitoring and evaluation frameworks, ensuring clear, coherent, and consistent criteria for classifying implementation status (partial, advanced, completed).
- Strengthen public–private partnerships and deepen international cooperation, mobilizing financial resources, technical assistance, and specialized expertise.
- Reduce territorial disparities and secure tangible, measurable improvements in the population’s quality of life.

### Implementation Challenges:

- The principal risk identified lies not in the absence of public policies, but in the persistent delays affecting their effective implementation.
- The greatest potential for strategic gains resides in the timely completion of ongoing projects and their full operationalization.
- Strong interministerial coordination and enhanced financial predictability are critical enablers for successful implementation.

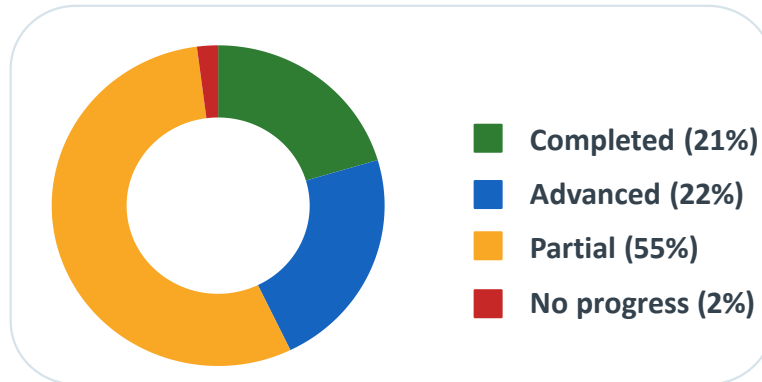
### Distribution of targets (42)





## Sector: Economic Development

49 targets | Overall score: 64.8%



### Readings by sub-sector

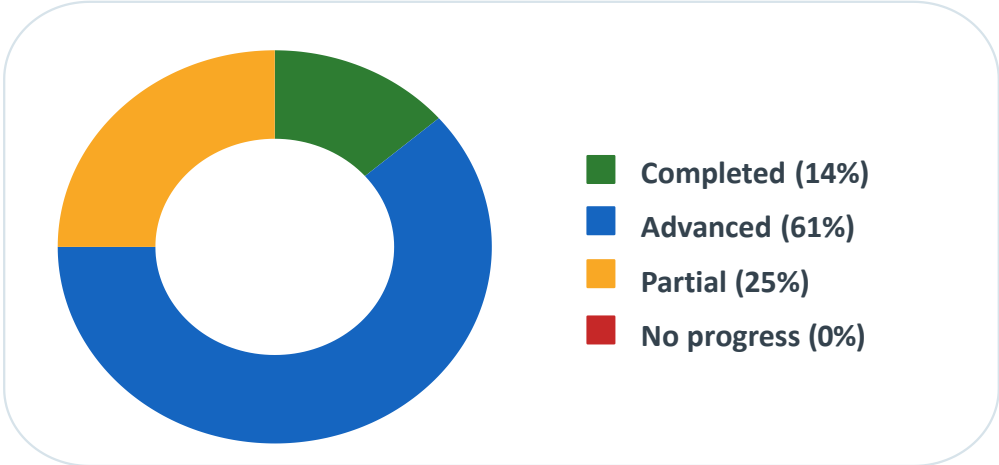
- Agriculture and the private sector demonstrate comparatively stronger performance across the economic pillar overall.
- The tourism sector has advanced in strengthening its legal framework and institutional capacity, although implementation remains predominantly at a partial stage.
- Rural development has progressed in capacity-building and planning processes; however, no targets have yet been fully achieved.
- The oil sector records comparatively weaker performance, remaining highly dependent on the Tasi Mane project.

### Key message 2025-2030

The sector is currently in a consolidation phase, necessitating accelerated implementation and a broader diversification of the economic growth base to mitigate structural dependencies.



**Sector: Institutional Framework** 44 targets | 100% with progress



**Main conclusions**

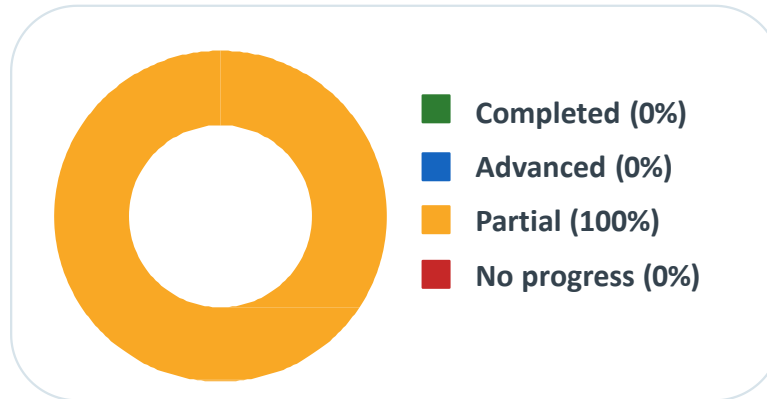
- All targets demonstrate some degree of progress, with no instances classified as “no progress.”
- Advanced levels of implementation predominate, reflecting sustained momentum in institutional reforms and state modernisation efforts.
- The report underscores notable achievements in the field of good governance, particularly in strengthening codes of conduct, enhancing whistleblower protection, and expanding access to information.
- It further highlights the consolidation of regional and multilateral integration, notably through progress in ASEAN accession and integration into the WTO framework.

**Key Message 2025-2030**  
The strategic focus is shifting from the establishment of regulatory frameworks towards the operationalisation, integration, and systematic evaluation of the tangible impact of reforms.



## Sector: Macroeconomic Outlook

2 targets | Partial progress (2/2)



### Conclusions:

- All targets remain at a partial stage of implementation: processes are underway, yet impacts have not been fully consolidated.
- Public investment remains high and has shown recent recovery, though it continues to be predominantly driven by public expenditure.
- There is limited evidence of productive diversification, productivity gains, or substantive strengthening of the private sector.

### Key messages 2025-2030

- Align public investment with measurable impact through robust evaluation frameworks.
- Coordinate structural reforms to enhance the business environment and strengthen economic regulation.
- Establish an integrated macroeconomic monitoring system, covering diversification, productivity, and private sector development.
- Safeguard institutional continuity and ensure policy predictability.



The Way Forward

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# Timor-Leste Medium-Term Plan (MTP) 2027-2030

*Final Phase of the Strategic Development  
Plan 2011-2030*





# From Foundations to Transformation

## Key Achievements

- 99.7% national electricity coverage
- ~55% of the national roads completed
- 87.3% youth literacy
- Non-oil GDP growth rebounded to 4.0% in 2024 (post-ASEAN & WTO)

## Remaining challenges

- Petroleum Fund finances 85% of public expenditure
- Private investment only 6% of GDP
- Multidimensional poverty ~48%
- Non-oil exports <\$120 million vs \$1B imports

MTP 2027-2030 = Final push to upper-middle-income status



# Ambitious yet Realistic Targets – Building the Ground Vs Ambitious yet Realistic Targets

By 2030 we will deliver:

MTP 2027-2030 focuses on policy reforms and strategic investments to remove constraints, strengthen institutions, and lay foundations for private-sector-led growth.

**Outcome:** Transition from public-expenditure-driven model → private-sector-led, diversified, resilient growth Laying foundations for 7.5% growth post-2030

Indicator	Baseline (2025)	Target (MTP Phase-2030)	2035 Targets
Non-oil GDP	\$1.7B	<b>\$2.4B</b>	\$3.5B
Annual growth	4.5%	<b>5.5-6.5%</b>	7.5 %
Share of private investment as % of total investment	10%	<b>20% – 25%</b>	30%
Share of private investment as % of non-oil GDP	6%	<b>10 – 15%</b>	20 – 25%
Formal private jobs	66,600 (existing jobs)	<b>+25,000 – 30,000 (new jobs 2030)</b>	+200k (new jobs)
Non-oil exports	\$120M	<b>\$250 \$300</b>	\$300M+
Irrigation (functional)	34k ha	<b>50k ha</b>	60k ha
Tourism visitors	80,000	<b>140,000</b>	250,000
Domestic revenue	12%	<b>15%</b>	18%
Labour participation	35.9%	<b>42%</b>	50%



# Strategic priorities:

MTP 2027-2030 priorities focus on policy reforms and targeted investments to unlock private sector potential and enable higher growth post-2030.

1. **Economic Diversification & Jobs** – Agriculture, tourism, blue economy, SMEs
2. **Private Sector as Driver** – Ramp private investment to 10–15% of non-oil GDP
3. **Infrastructure Enablers** – Roads, ports, RE transition and loss reduction , digital (80% broadband)
4. **Human Capital & Skills** – TVET, higher education, Labour Market Information System
5. **Institutional Reforms & Governance** – Land cadastre, justice, PFM, business environment
6. **Cross-cutting** – Climate resilience (70% new infrastructure), gender, digital transformation



# Top 10 priority interventions

Structural Reforms  
(Land and business  
registration and  
property rights)

SME Credit Guarantee  
Scheme + blended  
finance

Blue Economy – Coastal  
fisheries, aquaculture,  
EEZ enforcement

Connectivity, Trade &  
Logistics

Economic corridors  
(roads aligned with  
production zones)

Irrigation & agricultural  
productivity (50k ha  
functional)

Digital economy &  
national broadband  
backbone

Water & energy  
reliability (NRW and  
losses reduction)

Fiscal & administrative  
decentralisation

Workforce  
development aligned to  
construction, tourism,  
fisheries, and agro-  
processing sectors.



# Way forward and coordinated action

- **MTP 2027-2030 provides a credible pathway**
  - Ambitious growth targets grounded in policy reforms and strategic investments
  - Transition to a diversified, resilient, private-sector-led economy
- **Implementation:** Results-based MEL framework + Annual Action Plans
- **Call to Action for Partners:**
  - Align support with MTP priorities and 2027 budget
  - Coordinated action on Blue Economy, ASEAN integration, and key reforms
  - Strong partnership to turn groundwork into sustained prosperity



An aerial photograph of a road winding through a dense forest. The trees are a mix of green and yellow, suggesting autumn. The road is a light gray color. In the center of the image, there is a white rectangular box containing the word "Obrigado" in a dark blue, cursive font. The word has a decorative flourish underneath it. The background is a deep teal color, possibly representing water or a sky reflection.

Obrigado



**TIMOR-LESTE DEVELOPMENT  
PARTNERS MEETING 2026**



# **CHARTING A RESILIENT HORIZON: BLUE ECONOMY, ASEAN INTEGRATION & COORDINATED ACTION**

**Update on Timor-Leste Post-Accession:  
A Journey from Accession to Integration**



**25-26 MAY 2026**



**MINISTRY OF FINANCE**



**DILI, TIMOR-LESTE**





# Strategic Context: Milestones & Coordination



## The Transition Phase:

Evolution from the "Accession Roadmap" to integration into the ASEAN Communities



## Role of MNEC in Coordination:

As the National Secretariat for ASEAN Affairs, MNEC serves as the central coordinating body for all ASEAN-related activities.

- The **Minister of Foreign Affairs and Cooperation** provides overall policy direction and strategic guidance;
- The **Vice-Minister for ASEAN Affairs** oversees the implementation of ASEAN-related policies and commitments; and
- The **Directorate-General for ASEAN Affairs** serves as the operational coordinating mechanism and focal point for ASEAN matters, ensuring effective inter-agency coordination and compliance with regional obligations across the three ASEAN Community Pillars.





# OUTCOMES OF THE 48th ASEAN SUMMIT HELD IN CEBU



## ASEAN CHAIR STATEMENT (48th SUMMIT)



**Adoption of the Cebu Protocol**, formally integrating Timor-Leste into the ASEAN Charter and updating ASEAN symbols.



**ASEAN reaffirmed support** for Timor-Leste's ASEAN Chairship in 2029.



**Recognition of progress** in implementing the Roadmap for Full Membership in ASEAN.



**Continue accession** to remaining ASEAN treaties, agreements, and Priority 2 & 3 ASEAN Economic Agreements (AEAs).



**Strengthen Timor-Leste's participation** in ASEAN+1 frameworks and contribution to ASEAN Community Vision 2045.



**Enhance capacity-building and institutional readiness** through support from Dialogue Partners and external partners.



# Timor-Leste's Accession to the ASEAN Legal Instruments



## IOAS DEPOSITED

Timor-Leste continues to strengthen its commitment to ASEAN by depositing **eleven (11)** IOAs under the **APSC** pillar, **twenty-eight (28)** IOAs covering **forty-nine (49)** legal instruments under Priority One of the **AEC** pillar, and **six (6)** IOAs under the **ASCC** pillar.



### ASEAN POLITICAL-SECURITY COMMUNITY (APSC) PILLAR

**11**

IOAs Deposited



to ASEAN legal instruments



### ASEAN ECONOMIC COMMUNITY (AEC) PILLAR PRIORITY ONE

**28**

IOAs Deposited



**49**

legal instruments covered

under Priority One of the ASEAN Economic Community (AEC) pillar



### ASEAN SOCIO-CULTURAL COMMUNITY (ASCC) PILLAR

**6**

IOAs Deposited



to ASEAN legal instruments

### ASEAN ECONOMIC AGREEMENTS (AEAs) STIPULATED IN TIMOR-LESTE'S ACCESSION ROADMAP

#### PRIORITY 2 48 AEAs

• Trade in Goods (1 – Upgraded ATIGA)	1
• Standards and Conformance	14
• Trade in Services	1
• Mobility of Skilled Persons/Professionals	8
• Competition	1
• Intellectual Property	1
• Transport Facilitation	4
• Energy	8
• Food, Agriculture and Forestry	7
• Tourism	2
• Statistics	1

TOTAL 48

#### PRIORITY 3 106 AEAs

• Finance integration, inclusion and stability	10
• Transport	12
• Maritime Transport	2
• Safety and Rescue	8
• Information and Communications Technology	1
• Energy	4
• Food, Agriculture and Forestry	3
• Tourism	3
• Global ASEAN	45
• Industrial Cooperation	7
• Priority Integration Sector	16
• Statistics	1

TOTAL 106



**45**  
IOAs Deposited  
across all three  
ASEAN Community Pillars



**58**  
legal instruments  
covering



Reinforcing Timor-Leste's  
dedication to ASEAN  
integration and regional  
cooperation.





# Timor-Leste's Accession to the ASEAN Legal

• STATUS AS OF MAY 2026 •



## ASEAN ECONOMIC COMMUNITY (AEC) PILLAR – PRIORITY ONE

**3** AEC PRIORITY ONE AEAs  
**REMAINING** (out of 11 key AEAs)



**Target:**

**3 key AEAs remaining**

Finalisation of negotiations leading to deposit of the Instrument of Accession (IOA)

**1**

### MNP & Amending Protocol

- Reformatted Schedule of Commitments accepted at CCS Special Meeting (4–6 Dec 2025, Melaka, Malaysia)

**2**

### ACIA & Amending Protocols

- Under consideration by the ASEAN Consultative Area (AIA) Council

**3**

### ATIGA & Protocols

- Negotiations concluded: draft IOA proceed to the next phase



**Next Milestone:** Finalisation of the remaining 3 AEAs and deposit of IOA





# AEC Pillar: Update on AEC Roadmap Implementation (2026–2030)



## ATIGA TRADE IN GOODS

- Implementation of the ASEAN Trade in Goods Agreement, focusing on:
  - Tariff reduction
  - Customs modernization and trade facilitation
  - Rules of Origin (ROO), Standards and Conformity (S&C)
  - Sanitary and Phytosanitary (SPS), and Non-Tariff Measures (NTMs)



## ACIA INVESTMENT

- Strengthening the investment climate through the ASEAN Comprehensive Investment Agreement, and
- Investment Facilitation Framework



## AFAS SERVICES

- Progress on liberalization of service sectors, including financial and air transport services
- Facilitating the mobility of skilled professionals



## AFAS & MNP MOVEMENT OF NATURAL PERSONS

- Progress on liberalization of service sectors, including financial and air transport services
- Facilitating the mobility of skilled professionals





# APSC: Ongoing Coordination and Strategic Preparations for ASEAN Engagement and Chairship



- **Regular coordination** with line ministries and institutions on ASEAN-related matters;



- **Ongoing establishment and appointment of national representatives and focal points** to ASEAN mechanisms and bodies, e.g. AICHR and ASEAN-IPR;



- **Collaboration** with AICHR to organize a workshop on “Right to Development” in Dili (August 2026);



- Continued participation of line ministries in ASEAN capacity-building programmes; and
- **APSC Strategic Plan Workshop (July 2026)** to support:
  - Deepen understanding of the long-term vision and the ASEAS Strategic Plan (2026–2030);
  - Institutional readiness for ASEAN Chairship;
  - Development of the National APSC Engagement Roadmap (2026–2030); and
  - Preparations for Timor-Leste’s 2029 ASEAN Chairship.



## TIMOR-LESTE'S ASEAN CHAIRMANSHIP

# ACNOC and the 2029 Chairship



The largest diplomatic undertaking in Timor-Leste's history – hosting 11 ASEAN Heads of State, 11 heads of State of ASEAN Dialogue Partners, ASEAN Development Partners, ASEAN Strategic Partners/Strategic Dialogue Partners, External Partners, and hundreds of regional meetings in 2029.



ASEAN Foreign Ministers agreed Timor-Leste will assume the ASEAN Chairship in 2029 – Chair's Statement of the 48th ASEAN Summit appreciated Timor-Leste's intention to chair ASEAN in 2029 – ACNOC held its inaugural meeting on 23 February 2026.

### ACNOC GOVERNANCE STRUCTURE



#### Council

Chaired by Prime Minister H.E. Xanana Gusmão  
*Strategic direction & political oversight*



#### Executive Committee

Chaired by Minister of Foreign Affairs H.E. Bendito dos Santos Freitas  
*Operational management & monitoring*



#### National ASEAN Secretariat

Ministry of Foreign Affairs and Cooperation (MNEC)  
*Permanent coordination centre & institutional memory*



#### 5 Sector Leads:

Infrastructure & Facilities, HR & Capacity, Security & Public Order, Communications & Diplomacy, Finance & Operations



14 Operational Subcommittees with approved Terms of Reference

### 2026 FOUNDATION PHASE WORKPLAN



1

#### Baseline Assessment

5 sectors: infrastructure, HR, security, communications, finance/operations – to be completed by June 2026



2

#### 4-Year Chairship Action Plan

Strategic plan covering 2026–2030 to be completed alongside baseline



3

#### Wave 1 Official Training

Initial cohort of core officials; all 14 subcommittees to hold first meetings by end March 2026



4

#### Infrastructure Design & Planning

Critical infrastructure requirements identified; investment needs flagged for development partners



5

#### Annual Work Plans 2027–2029

Subsequent annual plans building on 2026 foundation assessment findings



# ASCC Institutional Strengthening & On-Going Works

— Advancing Timor-Leste's Commitment to an Inclusive and Resilient ASEAN Community —



1

The Office of Vice Prime-Minister and Coordinating Minister for Social Affairs (VPM-II) serves as **Timor-Leste ASCC Council Minister**, and the Council is supported by the **Senior Official Committee for ASCC (SOCA Leader)**.



2

Each sectoral bodies are encouraged to **create a dedicated ASEAN Unit** and appointed their **Senior Officials (SoM), Alternates, and Focal Points** and this list has been shared with the ASEAN Secretariat.



3

The ASCC pillar is currently **developing its Result Framework**, which includes establishing **KPIs, baselines, data collection and target setting** for ASCC strategic measures of ACV-45.



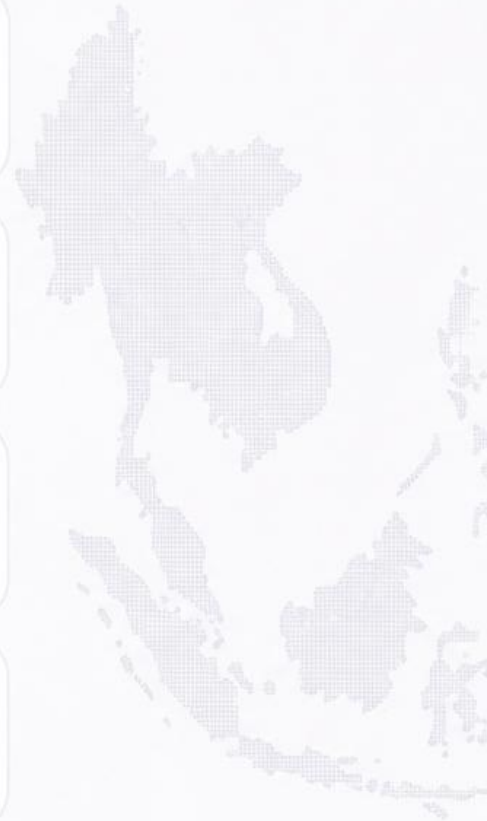
4

To align national plans/program with ASEAN Community Vision 2045, **inter-ministerial and intra-coordination meetings** are being held regularly.



5

There will be an Ad Hoc Meeting Group scheduled to take place in Dili on **June 9-10, 2026**, to further discuss the Result Framework development.





# Timor-Leste's ASEAN Economic Integration Readiness

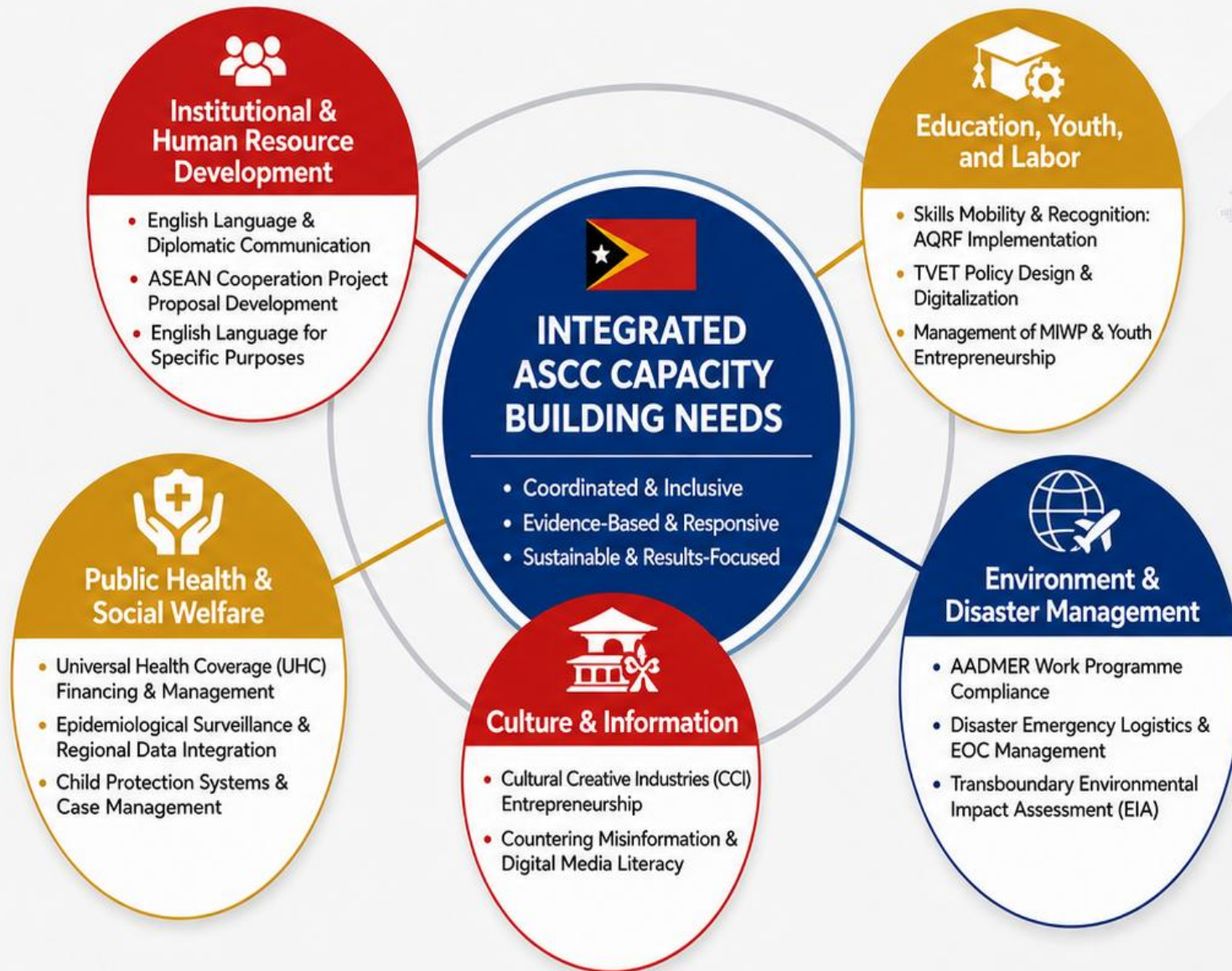
• Strategic Capacity-Building Priorities for Accession •





# Integrated ASCC Capacity Building Needs

Strategic Capacity-Building Priorities for Accession






# HOW DEVELOPMENT PARTNERS CAN SUPPORT TIMOR-LESTE



**1**  **Align with the National AEC Implementation Roadmap 2026–2030** **NOW**

Direct bilateral and multilateral support to priority AEC reforms: trade facilitation, regulatory harmonisation, financial sector modernisation, digital economy, standards alignment

**2**  **Support ACNOC & Chairship 2029 Preparation** **NOW**

Infrastructure investment (venues, ICT, transport); HR and training support; protocol and ceremonial systems; sustained 4-year programmatic engagement in support of Timor-Leste's ASEAN Chairship through 2029

**3**  **Human Capital Development as the Highest Priority** **CRITICAL**

English language and negotiation skills across all line ministries; sectoral technical expertise; civil service exchange programmes; in-country and regional training

**4**  **Institutional Strengthening** **HIGH**

Support the National ASEAN Secretariat (MNEC); strengthen inter-ministerial coordination systems; build monitoring, evaluation and reporting capacities

**5**  **Private Sector & Trade Facilitation** **MEDIUM**

SME competitiveness; investment promotion; business-to-business linkages with ASEAN partners; facilitate TL firms' participation in regional value chains and RCEP

**6**  **Connectivity & Infrastructure** **MEDIUM**

Port, roads, digital infrastructure — prerequisites for market integration; leverage connectivity strategic plan alignment with ACV 2045





# THE WAY FORWARD

Timor-Leste's ASEAN Integration Roadmap: 2026–2029 and Beyond



## 2026

### Foundation Phase



Strengthen the ASEAN National Secretariat and Secretariat for ACNOC



Finalize National AEC Implementation Roadmap



Complete ACNOC baseline assessments (June 2026)



Operationalize all 14 ACNOC subcommittees



Wave 1 training for core officials



Participate fully in Philippine ASEAN Chair calendar



Consolidate focal points in all ASEAN Sectoral Bodies



## 2027–2028

### Building Phase



Implement priority AEC reforms & regulatory alignment



Build Chairship infrastructure and logistics



Deepen engagement in ASEAN working groups



Expand economic diplomacy with ASEAN partners



Strengthen National ASEAN Secretariat capacity



Scale human capital development programs



Set Priorities and Key Deliverables



## 2029

### Chairship Year



Host ASEAN Chairship — Summit, all Ministerials, Senior Officials and Working Groups



Drive agenda aligned with TL development priorities



Blue Economy, climate, LDC graduation, inclusive growth



Demonstrate TL as credible, capable ASEAN leader



Legacy: catalyze long-term development benefits



ASEAN Summit outcomes aligned with SDP 2030



## KEY MESSAGES

# Timor-Leste is Open for Partnership in its ASEAN Journey



01



### Accession is Only the Beginning

Formal ASEAN membership on 26 October 2025 marks the start — not the end — of a complex multi-year integration journey. The post-accession phase requires the same level of sustained commitment and support as the accession phase.

02



### Integration Serves Timor-Leste's Development Goals

ASEAN membership is a vehicle for the SDP 2030 vision: a healthy, safe, and prosperous Timor-Leste. Every ASEAN obligation we implement is tied to a tangible benefit for our people — trade, jobs, services, connectivity, resilience.

03



### 2029 is Both a Challenge and an Opportunity

The ASEAN Chairship is the most significant diplomatic undertaking in our history. We ask partners to commit to a sustained 4-year engagement through ACNOC — investment in 2029 is an investment in Timor-Leste's long-term institutional capacity.

04



### Coordinated, Aligned, Predictable Support Matters

Timor-Leste calls on all development partners to align support with the National AEC Implementation Roadmap 2026–2030 and the ACNOC 4-Year Plan. A multi-donor approach and sustained capacity building are more effective than fragmented, short-term projects.



# Q&A

Your questions.  
Our shared journey forward.



# THANK YOU

Together, Building a Peaceful,  
Prosperous and Inclusive Timor-Leste  
within the ASEAN Community.



Comissão da Função Pública

Agostinho Letencio de Deus  
President  
Civil Service Commission  
4th Mandate, 2023-2028

Avenida Mártires da Pátria,  
Dili Timor-Leste  
Tel: + 670 7732 6804  
Wa: +670 7356 3277  
[www.cfp.gov.tl](http://www.cfp.gov.tl)

**2026 Timor-Leste &  
Development Partners'  
Meeting (TLDPM)**

# **Public Administration Reform & Provision of National Technical Assistance**

MoF, 25 – 26 May 2026



Comissão da Função Pública



# Why Reform?



CPLP, ASEAN  
Globalization, AI &  
International Organization



The IX Constitutional  
Government program on Public  
Administration Reform to  
strengthen Human Resource  
Management Systems



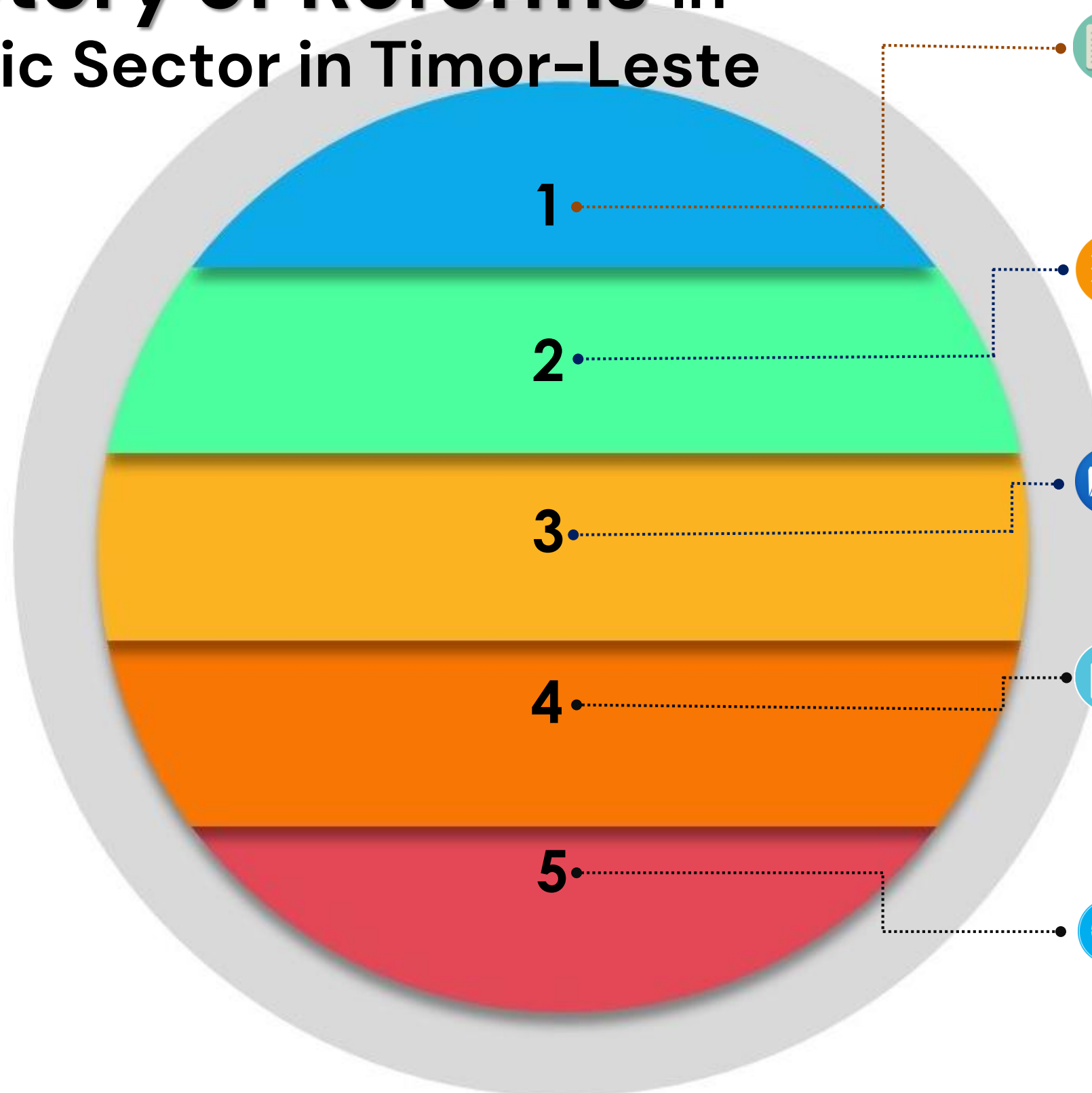
Future leadership and  
Civil Servants Capability

# **Journey of Civil Service and Public Sector Transformation & Challenges of Public Administration Reforms in Timor-Leste**





# Trajectory of Reforms in the Public Sector in Timor-Leste



## Transitional Administration - 2002

### 1st Constitutional Government

- **COMMITTED TO SMALL SIZE WORKFORCE:** UN and Development Partners recommended not to exceed a total of 12.200 civil servants.



### 1st Constitutional Government (2002-2006)

- Civil Service Act approved in 2004.
- There were 12.000 civil servants by 2006 (half were teachers)
- Single general career regime for all civil servants.
- Additional 5000 public sector employees (Police and military)



### 4th Constitutional Government (2007-2012).

- Establishment of the Civil Service Commission.
- Conversion of temporary employees to permanent civil servants (13.227) through Government Resolution n°42/2010.
- Establishment & proliferation of special career regimes.



### 6th Constitutional Government (2015-2017).

- The day of the creation of the Civil Service Commission, 15 July (2009) became the National Day of the Civil Service.
- National Commission for Public Administration Reform.
- Reforms in the Leadership and Management career paths.
- Regulatory framework for fixed-term contracts for technical assistance



### 9th Constitutional Government (2023-2028).

- Reform of the Human Resource Management in the Public Administration.
- 2025: focused on 6 reforms: (1) Workforce size; (2) Single career system; (3) Salary; (4) supplementary remuneration; (5) Interfacing HRMIS and FMIS; (6) Capacity building plan



# Where are we?

Brainstorming – *quo vadis* CSC ?  
To set up the 5 years plan of the 4<sup>th</sup>  
Mandate of CSC  
Maubisse, 22 – 24 January 2024



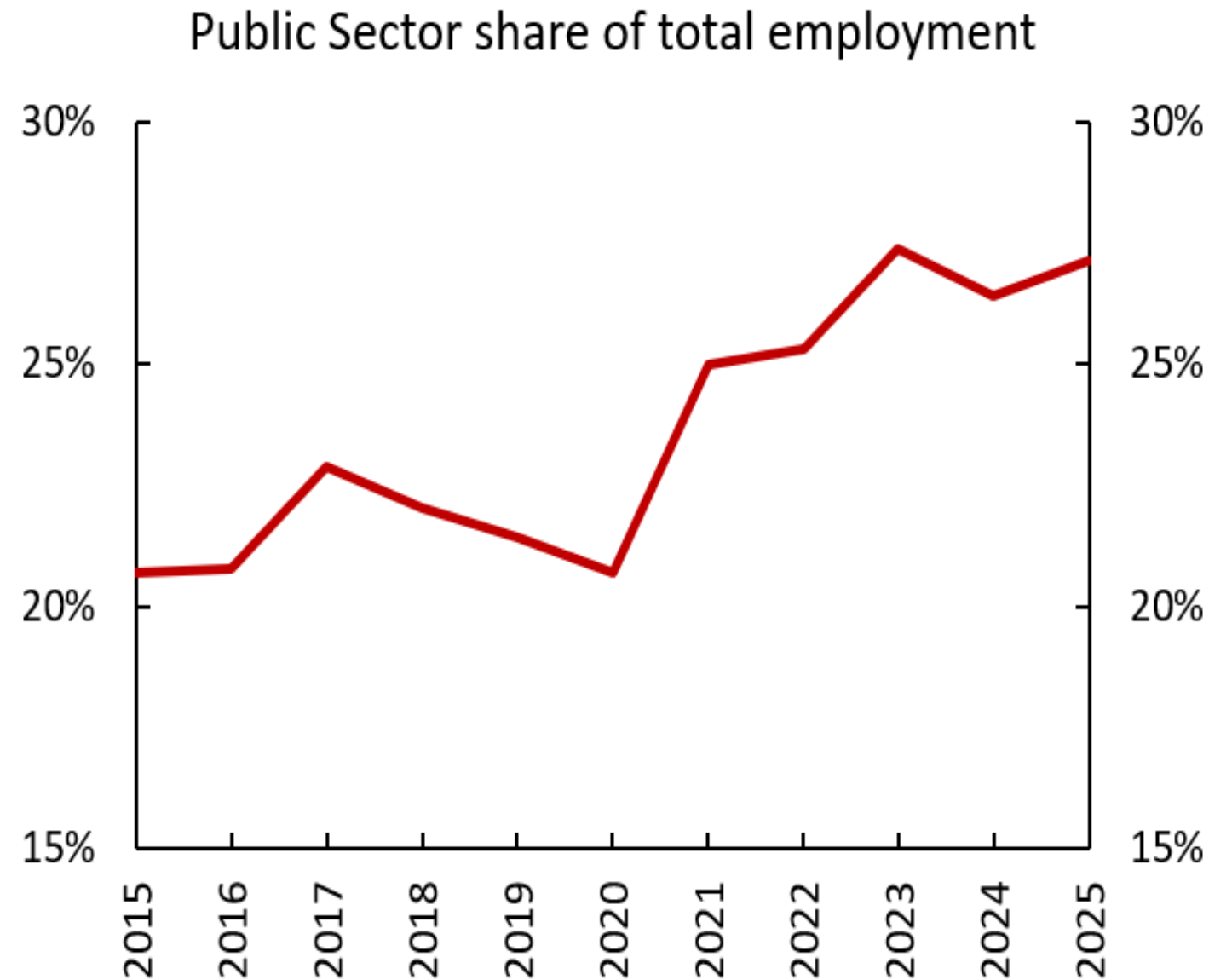
# Where are we?

Diagnostic exercise to identify problems and Challenges in the context of Human Resource Management in the Public Administration





## SIZE OF THE PUBLIC SECTOR After several years of reforms:



The government currently employs approximately 70,000 people. This graph shows the % of all employed people who work for the Government. It shows:

- Timor-Leste's public sector has expanded significantly in recent years.
- Currently 27% of employment in the economy is in the public sector.



Prof. Breet Inder

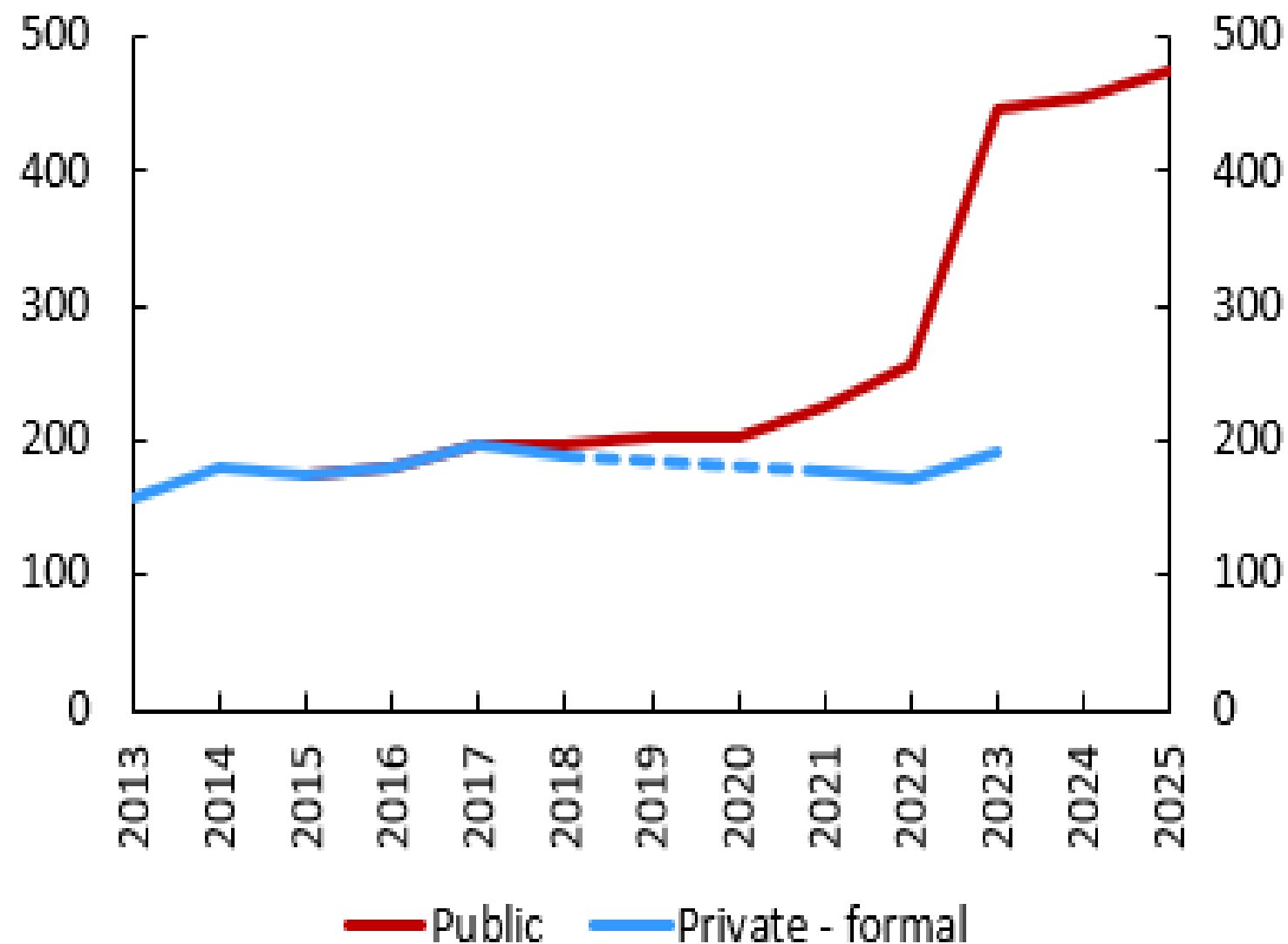
Monash University and Equity Economics

January 2026

# SALARY AND WAGES OF THE PUBLIC SECTOR

**After several years of reforms:**

Wages and salaries (\$mil)



The large public sector costs almost \$500 million to the 2025 budget in salary & wages. The graph shows the total salaries bill for public servants as a percent of GDP. It shows:

- The salaries bill as a share of GDP has almost doubled since 2020
- Public servants cost 23% of GDP – well above regional averages.



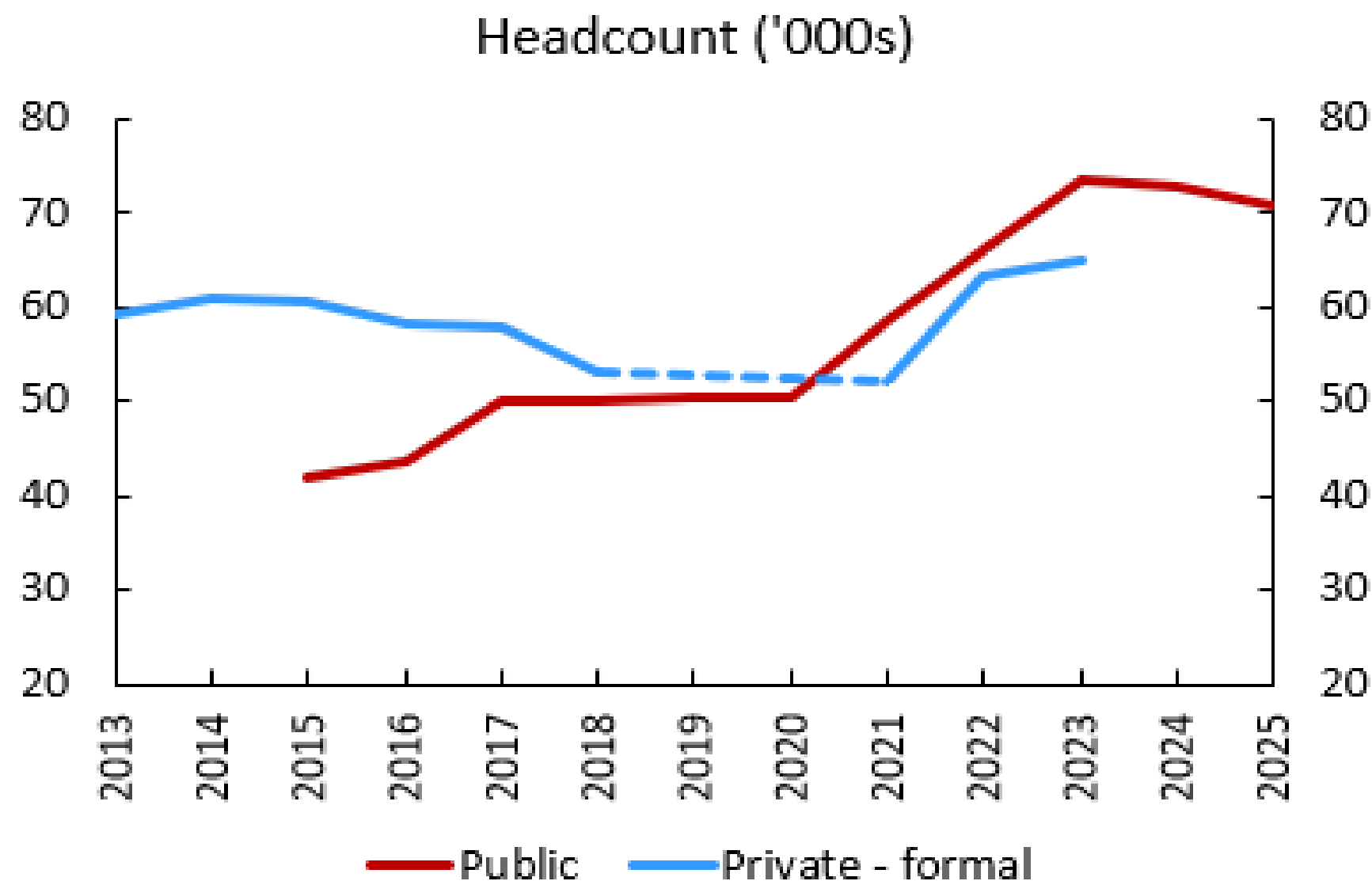
Prof. Breet Inder

Monash University and Equity Economics

January 2026

# COMPARING WITH SIZE OF THE PRIVATE SECTOR

**After several years of reforms:**



This graph shows the number of people working in the public sector and in the formal private sector.

It shows:

- Private sector formal employment has remained around the same level since 2013,
- Over the same period, the public sector workforce has nearly doubled in size.



Where are we heading to?



The image shows the cover of a document titled 'PLANU REFORMA JESTAUN REKURSU UMANU ADMINISTRASAUN PÚBLIKA' (Plan of Public Administration Reform). The cover features the logo of the Public Function Commission (CFP) and the text 'COMISSÃO DA FUNÇÃO PÚBLICA'. Below the title, the years '2023' and '2028' are displayed. At the bottom, there is a QR code and contact information: a phone number (+670 78678072), an email address (atendimento@cfp.gov.tl), a website (https://www.cfp.gov.tl), and the address (Avenida martires da patria, Vila Verde, Dili).

## 18 Components of Reform

1. Management of Workforce Plan
2. Compulsory Retirement
3. Promotion test (computer based test) and senior promotion (readjust once implement new carrier path).
4. Planning and Recruitment Process.
5. Competency Development
6. Policy of carrier and promotion standard
7. Salary and productivity incentive and remuneration
8. Management of Performance
9. Princip value and cultural services
10. Formulation of competence standard
11. Ethics and discipline (Character building)
12. Digitalizes of HR administration
13. Management of Organization
14. Management of service
15. Gender and social inclusion
16. Roadmap to ASEAN
17. Reform internal SCFP
18. Future investment





# Grupo de Trabalho

## Despacho No. 02/GPM/I/2025

O grupo de trabalho é presidido pelo Comissário da Função Pública, **José Telo Soares Cristóvão**, e integra os seguintes membros:

### **Ministério das Finanças**

- Joánico Pinto, *Comissário da Autoridade Aduaneira*;
- José Alexandre Carvalho, *Diretor-Geral do Plano e Orçamento*;
- Regina de Jesus de Sousa, *Diretora-Geral do Tesouro*;
- Isac Menezes, *Coordenador da Unidade de Apoio Jurídico*;
- Filipe Nery Bernardo, *Coordenador da Unidade de Política e Gestão do Fundo Petrolífero*;
- Madhav Lala, *Assessor da Direção-Geral do Plano e Orçamento*.

### **Comissão da Função Pública**

- Maria da Costa Oliveira, *Secretária Executiva*;
- Francisco da Costa Pereira, *Diretor Nacional do PQFP*;
- Moisés Almeida Sousa Pedroso, *Diretor Nacional do SIGAP*;
- Alfredo Orleans Magno, *Chefe da Unidade de PPOFP*;
- Afonso Soares, *Assessor Jurídico*;
- Ivónia Maria do Céu Costa Bossa, *Assessora Técnica*;
- Maria Virna Rosa dos Santos, *Assessora Técnica*;
- José Avelar da Cruz Borges, *Assessor Técnico*.

### **Equipa Técnica do Secretariado da CFP**

#### **Despacho nº 15295/2025/PCFP**

CONSTITUIR a equipa de trabalho da CFP para apoiar juntamente com a equipa constituída nos termos do despacho n.º 02/GPM/I/2025, para responsabilizar pelas providências e operações técnicas, no âmbito da realização de análise da força do trabalho em cada instituição do Estado, chefiada por Sra. Anita Tavares Ribeiro de Jesus, Comissária do portofólio para os Assuntos de Desenvolvimento das Carreiras Especiais, com os respetivos membros:

1. Sr. Marfilho Fidel Alvares Pereira, Diretor Nacional da UDSFP;
2. Sra. Cesarina da Silva Mendes, Chefe de departamento;
3. Sr. Juvenal Baptista Mendonça, Chefe de departamento;
4. Sr. João Amorim Pereira, Chefe de departamento;
5. Sr. José Maria Pinto, Assessor;
6. Sr. Daniel Angelo dos Santos, Assessor;
7. Sr. Salus de Carvalho Nura Brites, Técnico Profissional;
8. Sr. Manuel Doutel, Chefe Departamento;
9. Sra. Sara Correia Castro, Técnico Profissional;
10. Sra. Maria Ricardina Pereira, Chefe Departamento;
11. Sr. Constantino Corado, Técnico Superior;
12. Sra. Angelita da Costa, Técnico Administrativo;
13. Sra. Alexandrina da Silva Araújo, Técnico Administrativo;
14. Sr. Alberto Januário Pereira, Técnico Administrativo;
15. Sr. Deonísio da Silva de Jesus, Técnico Administrativo;
16. Sra. Alice da Costa, Técnico Administrativo.
17. Sra. Maria Luísa do Nascimento, Técnico Administrativo.

O grupo de trabalho deverá submeter ao Primeiro-Ministro, à Ministra das Finanças e ao Presidente da Comissão da Função Pública um relatório detalhado sobre as atividades desenvolvidas.



# CSC Policy Priorities 2024 – 2025 & Key Achievements – Concluded



## 1. Human Resource of Public Administration Reform Plan 2023-2028

- The Plan was presented in Council of Minister on 3<sup>rd</sup> of July 2024.
- The book was sign by His Excellency Prime Minister and His Excellency Minister Agio Perreira – PCM

## 2. Approval of Senior Promotion in Council of Minister

- The Decree Law was approved by CoM on 23<sup>rd</sup> of December 2024 under Decree Law No 46/2024
- More than 3 thousande senior civil servants (general carrier regim) in each level promoted ina 2025
- More than 1 thousand of senior health was promoted in 2025
- More than 1 thousand of senior teacher was promoted in 2025

## 3. The Autorization of Compulsory Retirement

- Legislative Authorization of the Parliament for the Government to decide the fix age of the retirement (Law 7/2024, 10<sup>th</sup> October)
- CoM decided compulsory retirement at age of 65 under Decree Law 9/2025.
- December 2025, dispatched in total of 1,985 for compulsory retirement

## 4. Approval of Character Building Training for Civil Servants

- CoM approved the implementation of Character Building Training (compulsory) for the new recruitment and current civil servants under Government Resolution No. 58/2025, on 10<sup>th</sup> October.
- Approached His Excellency Minister of Defense and General Commander of F-FDTL for joining the character building training
- The first pilot group of Character Building Training for 100 new Prison Guard and Official Justice on December 2025.

## 5. Rationalization of the salary of the technical, expertise, national and international advisor.

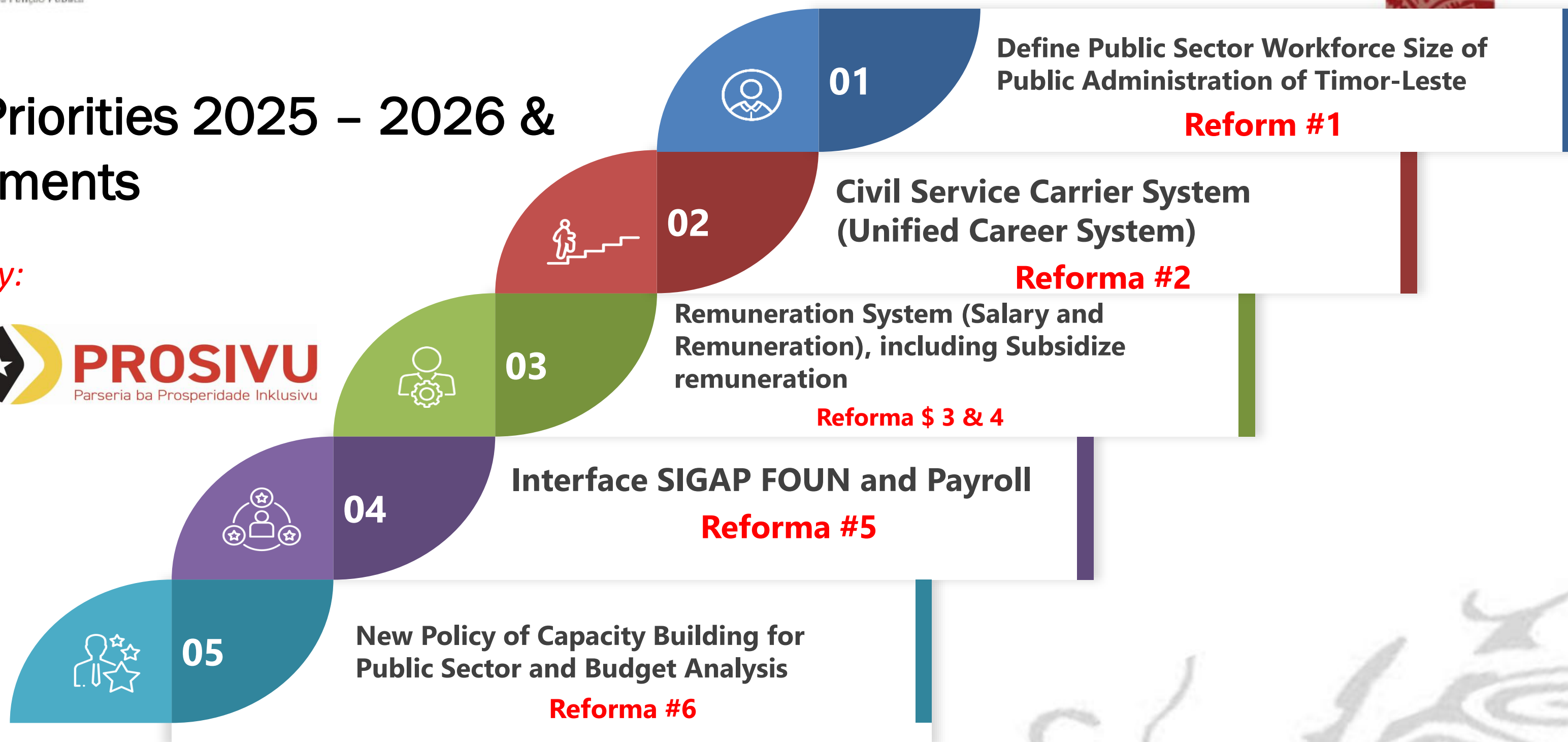
- CoM approved the new grade of salary of technical, expertise, national and international advisor under Decree Law No. 3/2026, on the 3<sup>rd</sup> of February
- More than 20 thousand staff (technical, expertise, national and international salary readjusted in 2026

In the early 2024, approached and technical discussion of Commissioner and PROSSIVU for the formal engagement with DFAT and PROSSIVU to assist in financing, providing consultant and senior advisor



# CSC Policy Priorities 2025 – 2026 & Key Achievements

Fully Supported by:



**ELTAA Program:** ELTAA is a MNEC program with strategic support from CSC; Strong collaboration (MNEC, CSC and DFAT);  
**Strengthen GEDSI** (Gender equality, Disability & Social Inclusion) in public sector

## Next Phase – CSC Priorities with DFAT through PROSIVU

- Support legal framework revision:
  - Statute of Public Service and related legal frameworks;
  - Based on the finding from SIGAP Four Assessment:
    - It's important to lay down a proper plan for the interface including system requirements and
    - Resource Identification.
  - Support technical CSC teams to implement reform agenda;
  - Continue ELTAA program until June 2029;
- Strengthen GEDSI (Gender equality, Disability & Social Inclusion)





# Current Discussion with the **World Bank** for future collaboration

- Joint Progress Review on implementation of Civil Service Reform
- Study on alternative ways for resource mobilization
- Study of ASEAN Human Resource Management, Legal frameworks and digital transition to align with regional standard.



# Future Reform on Human Resource Management

## Carrier & Promotion Civil Servants





# Define Public Sector Workforce Size of Public Administration of Timor-Leste

## The Workforce Planning Process

The six steps of strategic workforce planning.



1

**Planning**  
What is the plan today?

2

**Status Quo**  
What talent do we have?

3

**Projections**  
What are our future needs?

4

**Gaps**  
What is missing?

5

**Fixes**  
What needs to be fixed?

6

**Results**  
How did our efforts work?

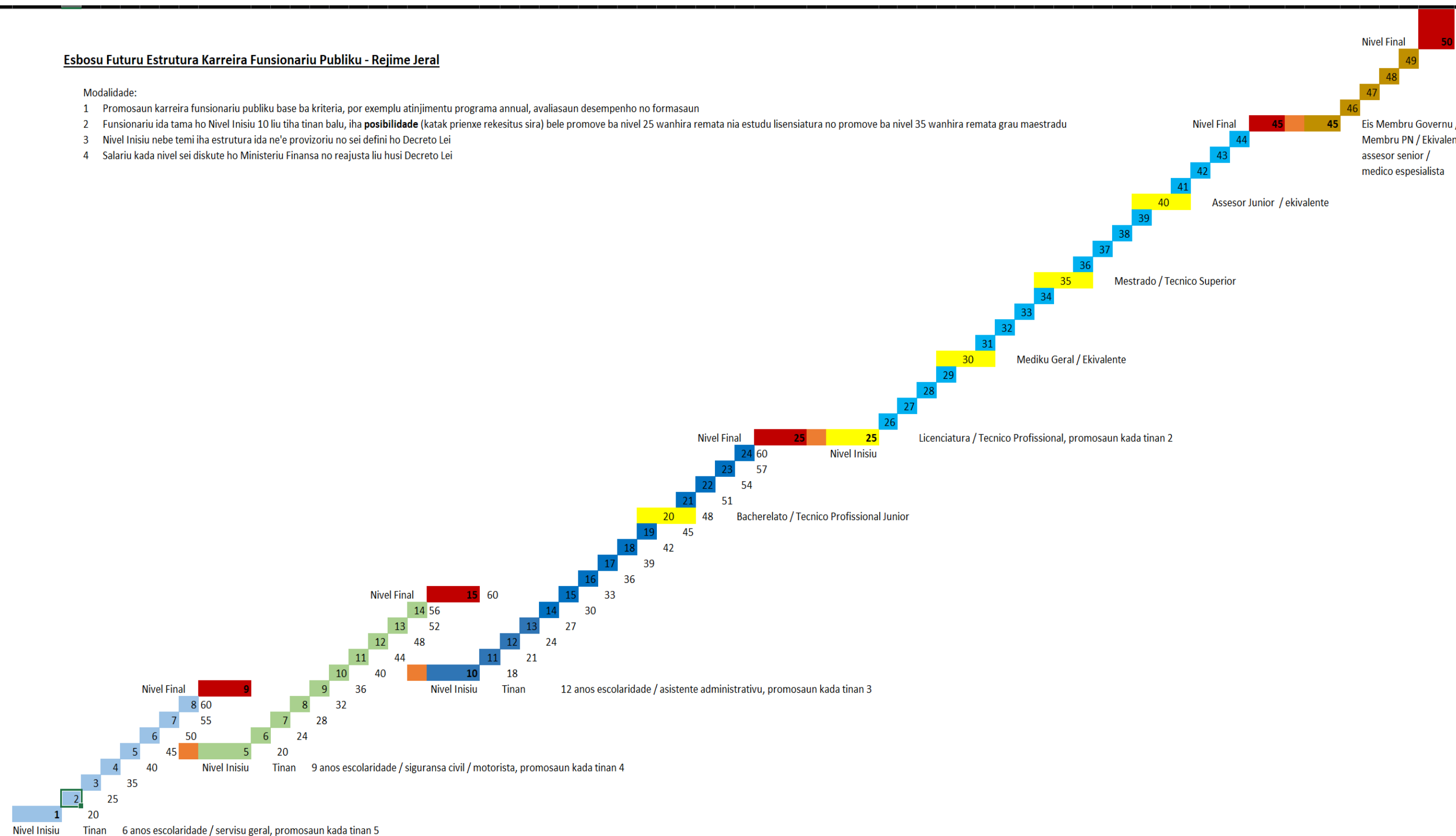


# Proposal of Carrier System (Future)

## Esbosu Futuru Estrutura Karreira Funsionariu Publiku - Rejime Jeral

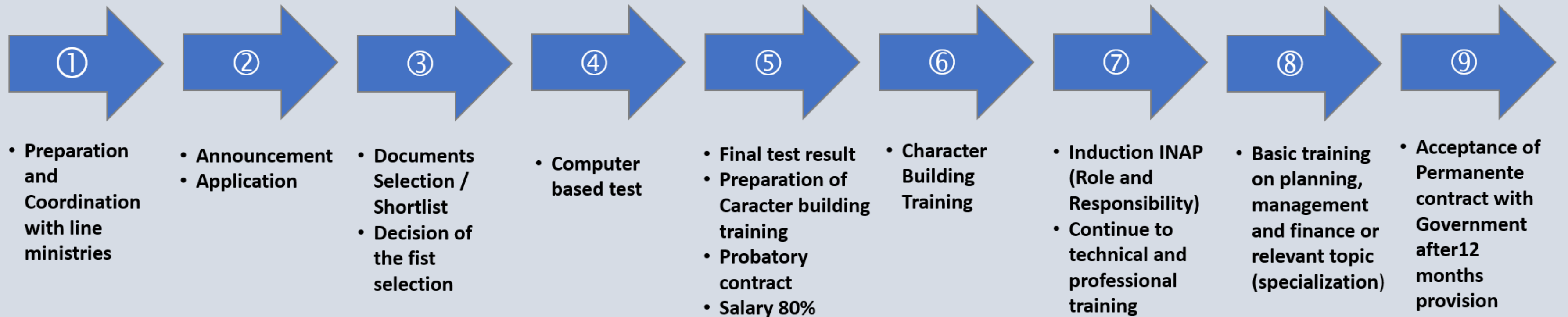
### Modalidade:

- 1 Promosaun karreira funsionariu publiku base ba kriteria, por exemplu atinjimentu programa annual, avaliaun desempenho no formasaun
- 2 Funsionariu ida tama ho Nivel Inisiu 10 liu tiha tinan balu, iha **possibilidade** (katak prienxe rekesitus sira) bele promove ba nivel 25 wanhira remata nia estudu lisensiatura no promove ba nivel 35 wanhira remata grau maestradu
- 3 Nivel Inisiu nebe temi iha estrutura ida ne'e provizoriu no sei defini ho Decreto Lei
- 4 Salariu kada nivel sei diskute ho Ministeriu Finansa no reajusta liu husi Decreto Lei

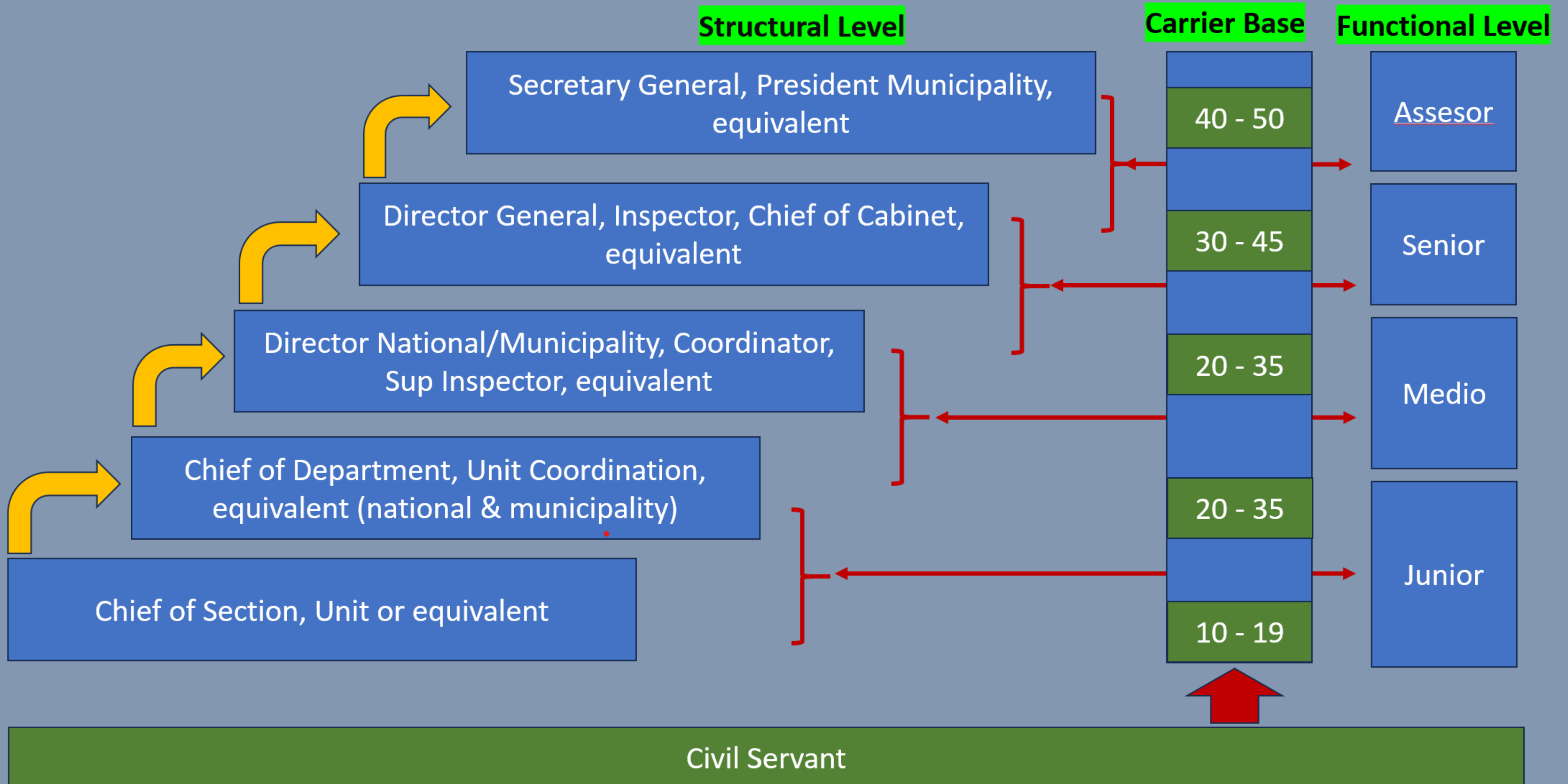




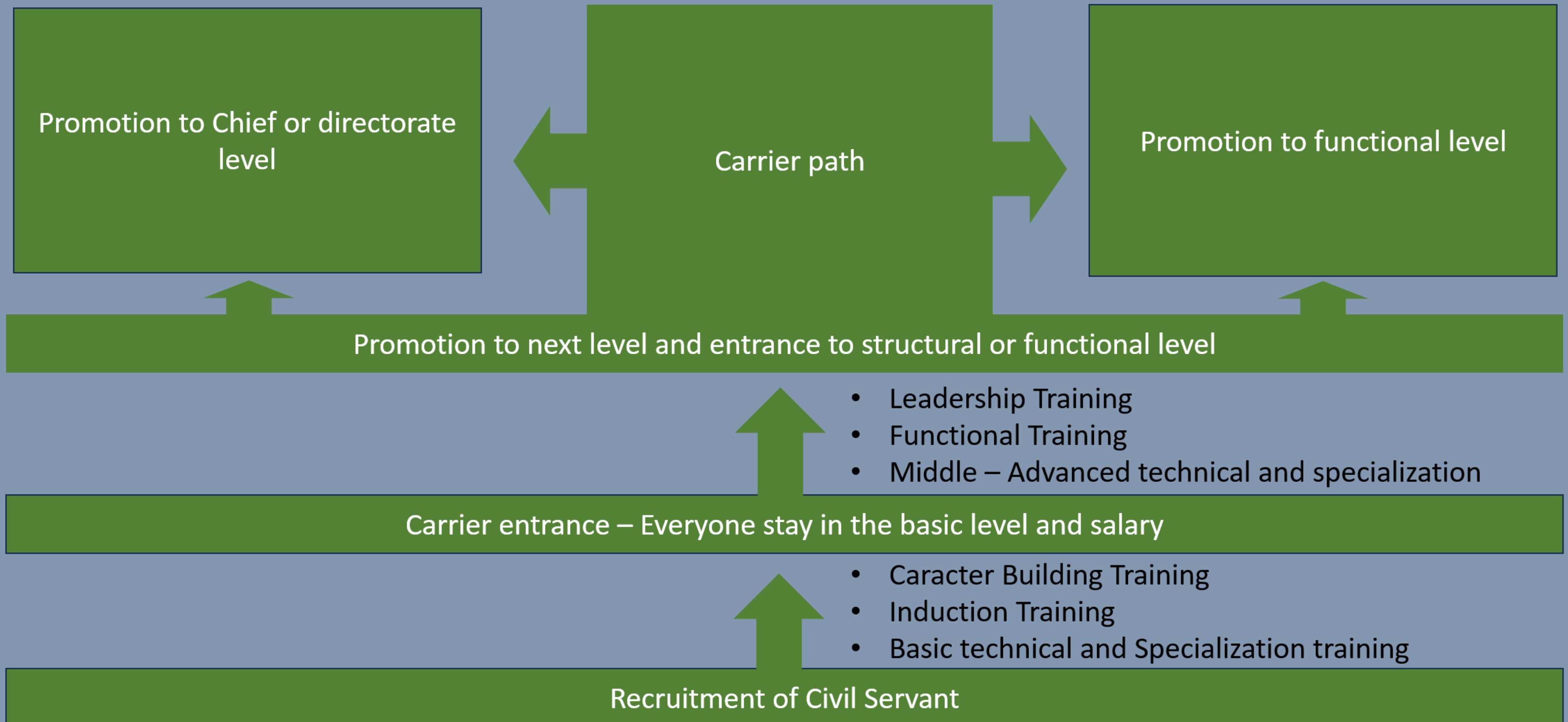
# Recruitment Process



# Structural and Functional Carrier



# Carrier Path



Resolução do Governo N.º 58/2025 de 15 de outubro

# formação de carácter dos funcionários

**públicos** integrados na carreira geral da Administração Pública

O IX Governo Constitucional aprovar a formação em competências essenciais dirigida a todos os funcionários públicos integrados na carreira geral da Administração Pública, a qual deve abranger, nomeadamente, as seguintes componentes:

a) A formação de carácter visa à **construção de valores, princípios e virtudes essenciais** que orientam o funcionário público no exercício das suas funções profissionais, conforme os aspetos essenciais definidos nas alíneas seguinte;

c) A **reflexão crítica sobre o papel do funcionário público** na construção do Estado e no desenvolvimento da Nação;

b) A formação sobre **os princípios da hierarquia e da disciplina, cidadania, patriotismo e nacionalismo, enquanto fundamentos do serviço ao Estado**, com especial enfoque na disciplina institucional, no respeito pela hierarquia e no cumprimento das normas e procedimentos legais em vigor nas instituições públicas;

d) A formação em **habilidades profissionais compreendendo matérias como a gestão eficiente, o trabalho em equipa, a resolução de desafios e de conflitos** no serviço público, entre outros domínios relevantes.

# O primeiro grupo de pilotagem

*Formação (2 semanas)*



# O primeiro grupo de pilotagem

*Semana de campo (1 semana), Metinaro, Mantelolau*





# Civil Service Commission Way forward

CSC Strategic Reform Priorities

- **Long-Term Reform Direction**
  - Strengthening collaboration with government and development partners
  - Driving effective and sustainable HR reform
  - Establishing a modern, transparent, efficient, and accountable HR system
- **Immediate Reform Priorities**
  - Complete key ongoing reform initiatives
  - Finalize legal frameworks to support implementation
  - Develop policy foundations for remaining reform components
  - Lead the next stage of public administration reform implementation



# Thank You

For Your attention



PRESIDÊNCIA DO  
**CONSELHO**  
DE MINISTROS



Gabinete para o  
Desenvolvimento de  
Políticas Públicas  
Estratégicas  
(GDPPE)

# INSTITUTIONAL DEVELOPMENT

**2026 TIMOR-LESTE AND DEVELOPMENT PARTNERS MEETING**

Ministry of Finance | 25–26 May 2026

# PRESENTATION OUTLINE

## 1. Introduction

Overview of the Institutional Development Sector and its mandate

## 2. Legal Framework – Government Resolution No. 43/2024

ISDCCs structure and coordination across key ministries

## 3. Role and Importance of Institutional Development

Alignment with SDP 2011–2030, SDGs and ASEAN integration

## 4. Key Achievements by Ministry

Interior | Justice | Defence | State Administration | Foreign Affairs

## 5. Key Priorities by Ministry

Short, medium and long-term priorities for each sector

## 6. Strategic Opportunities and Regional Integration

Strategic alignment and areas requiring development partner support

# INTRODUCTION

This presentation highlights the main achievements and priorities of the Institutional Development Sector in Timor-Leste, pursuant to Government Resolution No. 43/2024, which established the Interministerial Sectoral Development Coordination Commissions, chaired by the respective sectoral ministers. The Institutional Development Commission is chaired by the Minister of the Presidency of the Council of Ministers.




# LEGAL FRAMEWORK – GOVERNMENT RESOLUTION No. 43/2024

## About the Resolution

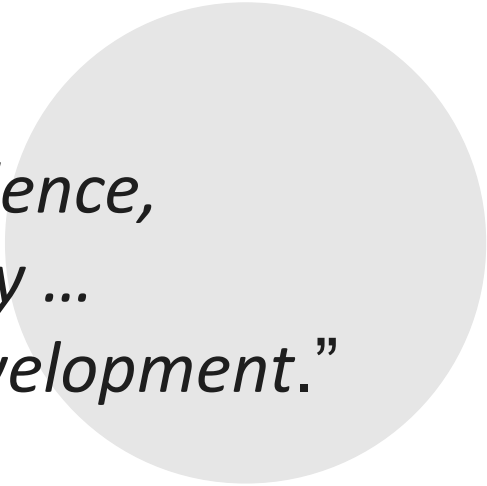
Government Resolution No. 43/2024 established **four Interministerial Sectoral Development Coordination Commissions, including the Commission for Institutional Development**, chaired by the Minister of the Presidency of the Council of Ministers, to strengthen whole-of-government coordination and ensure coherent implementation of Timor-Leste's national development agenda."

## Commission Composition

- Minister of Interior
- Minister of State Administration
- Minister of Finance
- Minister of Justice
- Minister of Defence
- Vice-Minister for ASEAN Affairs



*“Timor-Leste won the battle for independence,  
Timor-Leste won the battle for democracy ...  
but now it needs to win the battle for development.”*



**António Guterres**

United Nations Secretary-General

# ROLE AND IMPORTANCE OF INSTITUTIONAL DEVELOPMENT

Aligned with the IX Constitutional Government Program, the Strategic Development Plan 2011–2030, the SDGs and ASEAN regional integration.

## STRATEGIC IMPACT

- Sustainable economic diversification
- Good governance
- Equitable social development
- Strengthened national sovereignty
- Improved quality of life and inclusive opportunities

## RULE OF LAW & GOVERNANCE

1



- Rule of law and public trust
- Transparency and accountability
- Legal certainty and stability

SDG 16

APSC

2



## PUBLIC ADMINISTRATION MODERNIZATION

- Digitalization of services
- Efficiency and transparency
- Trade and economic activity

SDG 9 & 16

AEC

# ROLE AND IMPORTANCE OF INSTITUTIONAL DEVELOPMENT

Aligned with the IX Constitutional Government Program, the Strategic Development Plan 2011–2030, the SDGs and ASEAN regional integration.

## STRATEGIC IMPACT

- Sustainable economic diversification
- Good governance
- Equitable social development
- Strengthened national sovereignty
- Improved quality of life and inclusive opportunities

## INCLUSIVE & DECENTRALIZED DEVELOPMENT

3



- Social inclusion
- Local governance
- Reduced inequalities

SDG 10 & 11

ASCC

## DEFENSE & SECURITY DEVELOPMENT

4



- Defense institutions
- Crisis response
- Sovereignty and stability

SDG 16

APSC

# Institutional Development pillar results chain

## IMPACT

Development grounded in the continuous renewal of democratic institutions, through capable, accountable, and inclusive State institutions that deliver sustainable development.

## GOAL

### **EMPOWERING A NEW GENERATION TO LEAD THE FUTURE**

To build effective, financially sustainable, and resilient institutions that support Timor-Leste's transformation into a modern, inclusive, and internationally engaged Nation-State.

*"We believe that investing in future leaders will help our country better navigate global challenges, as well as foster innovation and contribute to a sustainable and prosperous future."* Prime Minister, Kay Rala Xanana Gusmão at the Launch of the Timor-Leste's Future Leaders for ASEAN (FLBA) Program - April 3rd 2024

# Institutional Development pillar results chain

## Objectives:

1. Better rule of law and accountability

2. Universal access to justice and civil services

3. Higher efficiency and financial sustainability of public institutions

4. Stronger national security and border management

5. Accelerated decentralisation and local governance

6. Support for economic diversification through International and diplomatic relations

# KEY ACHIEVEMENTS

Institutional Development Sector

## Ministry of Interior

Strengthened PNTL capacity, expanded Migration Services infrastructure, and enhanced Civil Protection and emergency response systems.

## Ministry of Justice

Advanced the Supreme Court establishment, launched UDIS and e-JUSTL, and completed the survey of 326,111 land parcels.

## Ministry of Defence

Modernized patrol vessels Betano and Jaco, strengthened F-FDTL/PNTL coordination, and expanded ASEAN defence cooperation.

## Ministry of State Administration

Initiated the gradual decentralization of selected public services to municipalities, while strengthening municipal financial management and promoting e-governance.

## Ministry of Foreign Affairs and Cooperation

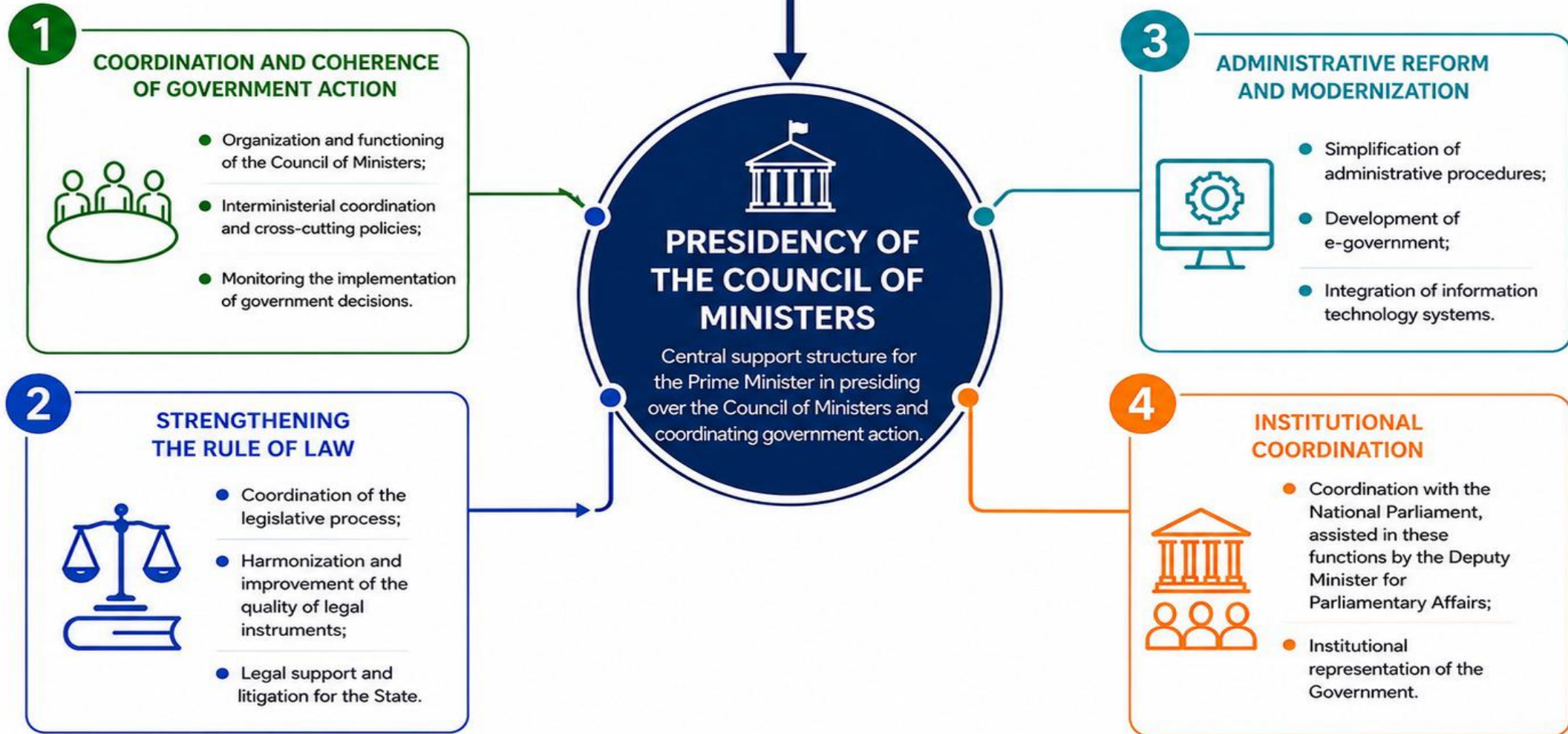
Strengthened international positioning through ASEAN membership, WTO accession, CPLP leadership, g7+, and expanded diplomatic relations with 100+ countries.

*Strengthening institutions for sustainable development.*



## ROLE AND PURPOSE

Ensures interministerial coordination, the preparation and organization of government work, and the monitoring and evaluation of the implementation of decisions approved by the Council of Ministers. Coordinates legal support and consultation, and promotes public policy reforms and strategic projects of an intersectoral nature.



5

### PUBLIC POLICY AND STRATEGIC DEVELOPMENT



- Coordination and proposal of cross-sectoral reforms;
- Monitoring and evaluation of public policies;
- Support for strategic projects.

9

### INCLUSION AND ACCESS TO JUSTICE



- Promotion of gender equality in public policies, assisted in these duties by the Secretary of State for Equality;
- Promotion of access to justice and legal translation;
- Raising awareness of rights, inclusion, and non-discrimination.

6

### MANAGEMENT OF FOREIGN AID



- Coordination with international partners;
- Alignment with national priorities;
- Evaluation of the effectiveness of foreign aid.

7

### INSTITUTIONAL REFORM AND MODERNIZATION



- Promotion of intersectoral coordination;
- Support for institutional development;
- Strengthening the effectiveness and capacity of the State.

8

### TRANSPARENCY, COMMUNICATION, AND PUBLIC COMMUNICATION



- Dissemination of government information;
- Serving as spokesperson for the Government and the Council of Ministers;
- Overseeing and developing policies for the national media, with the assistance of the Secretary of State for Media;
- Strengthening citizens' trust in public institutions.



MINISTRY OF  
**INTERIOR**

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# MINISTRY OF INTERIOR – KEY PRIORITIES

## PNTL

- Recruitment & Police Academy
- Legal & disciplinary reform
- Strategic planning & decentralization
- Road safety & inclusive services
- Crime prevention & investigation
- Capacity Building & monitoring
- Infrastructure development

## Civil Protection

- Integrated centers & fire stations
- Emergency response & recovery
- Disaster preparedness & public safety
- Vehicles, equipment & logistics
- Training & search and rescue
- Cooperation & partnerships

## Migration Services

- Electronic borders & e-gates
- Border infrastructure & equipment
- Visa services & border control
- Training & capacity building

MINISTRY OF  
**DEFENSE**



# MINISTRY OF DEFENSE – KEY PRIORITIES

## Joint Military Academy

Expansion of military education, leadership training, and officer development programs.

## Military Hospital

Development of military health infrastructure and approval of the hospital project.

## National Maritime Authority Development

Strengthening naval surveillance, maritime security, and operational capacity.

## Strategic Defense Priorities

Infrastructure modernization, international cooperation, emergency response, and support to military families and veterans through fair and dignified reform processes.

## Legislative Reform

Modernization of the defense legal framework, strategic planning, and institutional strengthening.

MINISTRY OF  
**JUSTICE**

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# Ministry of Justice – Key Priorities

## Institutional Strengthening

- Complete the establishment of the Supreme Court of Justice (STJ)
- Continue justice sector reform
- Strengthen institutional coordination

## Digital Governance

- Implement the Unique Digital Identity System
- Expand e-JUSTL services
- Modernize cadastral systems and infrastructure
- Lay the groundwork for an effective land titling and registration system

## Rule of Law & Security

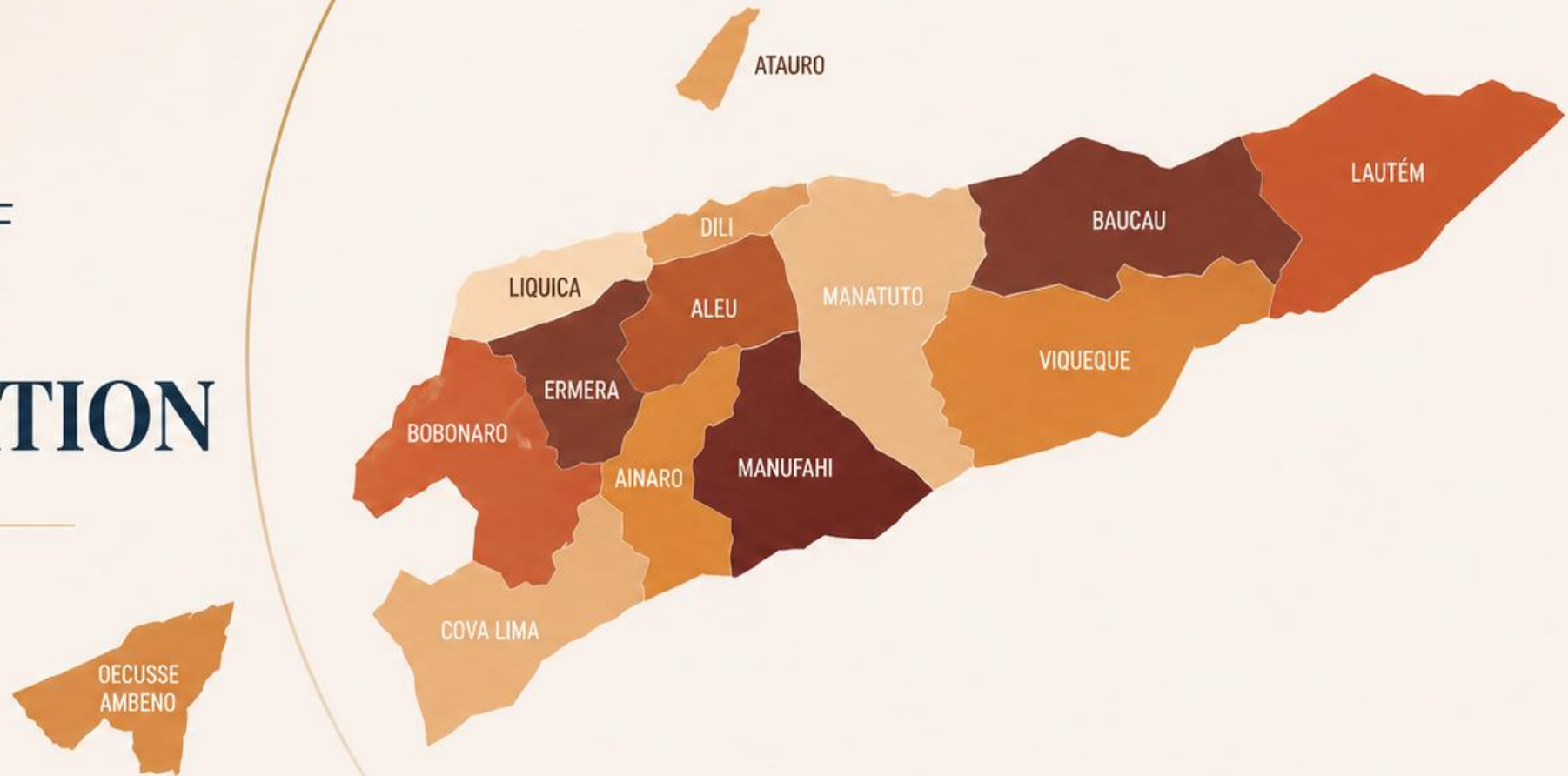
- Strengthen anti-trafficking measures
- Implement the 2026–2030 National Action Plan
- Enhance international legal cooperation

## Human Capital Development

- Expand training for justice professionals
- Strengthen Legal and Judicial Training Centre (CFJJ) institutional capacity
- Increase specialization and technical skills

MINISTRY OF  
**STATE  
ADMINISTRATION**

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# Ministry of the State Administration – Key Priorities

## Ministry of State Administration

### Key Priorities

- Strengthening decentralization and local governance
- Expanding representative local government bodies
- Capacity building for municipal administrations
- Digitalization of public services and e-governance
- Strengthening municipal financial management
- Promoting citizen participation and accountability

### Administrative Structure of Timor-Leste

- 12 Municipal Authorities
- Administrative Authority of Atauro and RAEOA
- 69 Administrative Posts
- 466 Sucos (Villages)
- Sub Villages ( Aldeias 2239)

# Ministry of the State Administration – Key Priorities

2027

## Electoral Administration

- Organize presidential and municipal elections
- Strengthen coordination between STAE and CNE
- Develop integrated electoral logistics and digital systems

## Municipal Institutional Strengthening

- Training for elected municipal authorities
- Capacity building in governance and public administration
- Institutional support for municipalities with Minimum Conditions evaluations

# Ministry of the State Administration – Key Priorities

2028

## Administrative Decentralization

- Evaluate decentralization progress
- Expand local representative bodies
- Assess municipal readiness for local governance

## Capacity Building and Governance

- National training programs for municipal leaders
- Partnerships with academic institutions
- Performance evaluation systems for local authorities

# Ministry of the State Administration – Key Priorities

2029

## Consolidation of Local Governance

- Finalize representative bodies in all municipalities
- Strengthen coordination mechanisms
- Review decentralization regulations

## Public Service Modernization

- Expand e-governance and One-Stop-Shop (*Balcão Único*) services
- Standardize municipal service delivery
- Improve citizen satisfaction systems

# Ministry of the State Administration – Key Priorities

## Cross-Cutting Priorities

### Public Financial Management

- Strengthen municipal revenue systems
- Improve budgeting and financial reporting
- Implement transparent procurement systems

### Local Economic Development

- Support SMEs and rural entrepreneurship
- Promote public-private partnerships
- Invest in local infrastructure and irrigation

MINISTRY OF

# FOREIGN AFFAIRS AND COOPERATION



# Ministry of Foreign Affairs and Cooperation-KEY PRIORITIES

## Diplomatic Professionalization

- Professionalize the diplomatic career and mission attachés.
- Develop a White Paper on strategic priorities and international positioning.

## Diplomatic Missions & Bilateral Relations

- Strengthen diplomatic missions and investment promotion.
- Expand and deepen bilateral relations and cooperation.

## International Positioning

- Enhance Timor-Leste's visibility and leadership in global forums.
- Consolidate regional integration within ASEAN.

## Economic Diplomacy

- Promote exports, Foreign Direct Investment, tourism, renewable energy, and the blue economy.
- Implement the Agreement on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ Agreement), aligned with national policy.

## Strategic Partnerships & Consular Services

- Strengthen partnerships with the U.S. and the EU.
- Improve consular services and support abroad.

# **STRATEGIC OPPORTUNITIES AND REGIONAL INTEGRATION**



# ASEAN OPPORTUNITIES THROUGH INSTITUTIONAL TRANSFORMATION

Building strong institutions today to unlock Timor-Leste's future within ASEAN

ALIGNED WITH THE 3 ASEAN COMMUNITY PILLARS




## APSC

ASEAN POLITICAL-SECURITY COMMUNITY

**Strong Institutions & National Resilience**

**OPPORTUNITIES FOR TIMOR-LESTE**

-  Stronger governance, rule of law and public trust
-  Enhanced border management and security cooperation
-  Institutional stability enabling long-term national development
-  Greater regional trust and political cooperation








## AEC

ASEAN ECONOMIC COMMUNITY

**Governance Modernization & Competitiveness**

**OPPORTUNITIES FOR TIMOR-LESTE**

-  Access to a 680M consumer market and global value chains
-  Improved investment climate and business confidence
-  Digital transformation and modern public administration
-  Regulatory alignment and trade facilitation







## ASCC





ASEAN SOCIO-CULTURAL COMMUNITY


**Inclusive Development & Future Leadership**

**OPPORTUNITIES FOR TIMOR-LESTE**

-  Human capital development and skills enhancement
-  Youth empowerment and leadership opportunities
-  Stronger social inclusion and community resilience
-  Better local governance and citizen-centered services

### KEY ASEAN OPPORTUNITIES

-  **Formal ASEAN Membership**  
October 2025
-  **WTO Accession**  
2024
-  **ASEAN Market Access**  
680M consumers  
• \$3.6T GDP
-  **5-Year Critical Window**  
2025–2029  
(ASEAN Presidency)

 ASEAN integration provides Timor-Leste with a **strategic platform** to strengthen institutions, accelerate modernization, and prepare the **next generation** to lead the country's future.



# STRATEGIC OPPORTUNITIES FOR INSTITUTIONAL GROWTH

Transforming Timor-Leste's institutional landscape to support resilient and sustainable development

**AREA OF FOCUS** Strengthening Institutional Capacity



**STRATEGIC OPPORTUNITY** Build resilient institutions through targeted development partner support

**Context:** Timor-Leste is actively investing in human resources, systems and infrastructure to raise service delivery standards across all key ministries.

**Opportunities for Cooperation:** Targeted capacity-building, technical assistance and infrastructure investment to accelerate Timor-Leste's institutional transformation.

**AREA OF FOCUS** Expanding Digital Infrastructure



**STRATEGIC OPPORTUNITY** Leapfrog into a digital-first, citizen-centred government

**Context:** Timor-Leste is expanding digital connectivity and e-governance, with growing interoperability between ministries improving efficiency and citizen services.

**Opportunities for Cooperation:** Support the scale-up of UDIS, e-JUSTL and e-governance platforms, aligned with ASEAN digital integration standards.

# STRATEGIC OPPORTUNITIES FOR INSTITUTIONAL GROWTH

Transforming Timor-Leste's institutional landscape to support resilient and sustainable development

**AREA OF FOCUS** Initiating  
Decentralization



**STRATEGIC OPPORTUNITY** Empower municipalities and sucos  
as engines of inclusive local growth

**Context:** Timor-Leste is initiating a gradual decentralization process across all 12 municipalities, focused on strengthening local fiscal capacity and increasing engagement at the suco and administrative post levels.

**Opportunities for Cooperation:** Support implementation of the 2027–2030 decentralization milestones through investment in local governance systems, municipal capacity building, fiscal management, and citizen participation.

**AREA OF FOCUS** Accelerating  
ASEAN Integration



**STRATEGIC OPPORTUNITY** Harness ASEAN membership to  
unlock investment, cooperation and regional leadership

**Context:** Timor-Leste is progressing towards ASEAN standards across justice, security, trade and public administration, demonstrating strong reform commitment.

**Opportunities for Cooperation:** Seize the momentum of Timor-Leste's full ASEAN membership to attract regional investment and deepen technical cooperation across all institutional pillars.

# Thank You

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2026 Timor-Leste and Development Partners Meeting

TIMOR-LESTE DEVELOPMENT PARTNERSHIP MEETING

# TLDPM 2026

*Promoting inclusive and sustainable economic growth  
through sound policies, innovation, and strong partnerships.*

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OFFICE OF THE COORDINATING MINISTER FOR ECONOMIC AFFAIRS — MCAE

IX Constitutional Government · 2023–2028

# Overview of MCAE

First established under the VI Constitutional Government in 2015, the Office of the Minister Coordinator for Economic Affairs assists the Prime Minister in coordinating and supervising national economic policies.

In the IX Constitutional Government (2023–2028), MCAE was strengthened through **Decree-Law No. 46/2023** to lead national economic transformation.

*Currently led by H.E. Mr. Francisco Kálbuadi Lay, who also serves as Vice Prime Minister and Minister of Tourism and Environment.*

## AT A GLANCE

**2015**

Year MCAE was first established

**7**

Institutions under MCAE supervision

**2023–2028**

IX Constitutional Government term

# Main Responsibilities



## Inter-Ministerial Coordination

Align policies in commerce, industry, agriculture, tourism, and employment under a single vision.



## Economic Diversification

Move beyond petroleum dependence through Blue Economy, Green Economy, and job creation.



## Blue & Green Economy

Support sustainable maritime and environmental initiatives that build long-term resilience.



## Investment Promotion

Facilitate national and foreign private investment to strengthen the productive economy.



## MSME & Employment Growth

Strengthen Micro, Small, and Medium Enterprises and expand employment creation.

# Institutions under MCAE

*Seven institutions report to and are coordinated by MCAE under the IX Constitutional Government (2023–2028).*



**MCI**

Ministry of Commerce  
and Industry



**MTA**

Ministry of Tourism  
and Environment



**MAPPF**

Ministry of Agriculture,  
Livestock, Fisheries  
and Forestry



**MTC**

Ministry of Transport  
and Communications



**MPRM**

Ministry of Petroleum  
and Mineral Resources



**SEFOPE**

Secretary of State for  
Vocational Training  
and Employment



**SECOOP**

Secretary of State  
for Cooperatives

# Office of the Coordinating Minister — MCAE

## ✓ Progress

- Approved key economic laws: Competition Law, Insolvency Recovery Law, and Export Promotion Law
- Achieved 100% submission of Procurement Plans (GRP) to the Ministry of Finance
- Digitalization of archives, investment approvals, and a new platform to promote national products
- Trained rural women and MSMEs in business management; supported CCI-TL members in modernizing accounting

## ⚠ Challenges

- GRP / e-Procurement system limitations
- Institutional capacity gaps and quality of local equipment
- Infrastructure constraints
- Bureaucratic processes slowing execution
- International competition pressuring local industry

# Ministry of Commerce and Industry

## ✓ Progress

- Commercial licensing reforms approved and legal framework developed
- Feasibility studies completed for modern municipal markets
- Establishment of the Dili Commercial Center and bonded storage facilities
- National products promoted through new digital platforms ("Made in Timor-Leste")
- International cooperation with WIPO, JICA, and AWGIPC on industrial development

## ⚠ Challenges

- Land acquisition for industrial zones and the MCI national building
- Delays caused by Court of Accounts approval processes
- Need for soft credit financing to support enterprises
- Customs and immigration adjustments required for bonded warehouses

# Ministry of Tourism and Environment

## Tourism Achievements

- Tourism infrastructure developed at Ainaro, Baucau, and Aileu
- National and religious events supported across municipalities
- Hospitality and culinary training programs delivered
- Multi-million dollar projects queued for digital marketing, community-based tourism, and ASEAN integration

## Environment Achievements

- Green Climate Fund projects secured and underway
- Public campaigns including "My Sea, My Timor" and firewood-reduction initiatives
- Trash banks, residual oil treatment centers, and waste recycling programs established
- Environmental licensing systems and Tara Bandu (traditional ecological law) enforced
- Climate early warning initiatives launched

## Challenges

- Limited project implementation capacity
- Need for stronger public awareness of environmental issues
- Aligning international climate projects with government policy

# Ministry of Agriculture, Livestock, Fisheries and Forestry

**158,274** tons

Rice produced

**90,916** tons

Corn produced

**74.58** tons

Seaweed exported to  
Indonesia & Japan

**50,000** trees

Mangroves planted

## ✓ Progress

- Seeds, organic fertilizers, and fruit trees distributed; modern hydroponics built; mechanization mobilized
- Coffee, vanilla, cacao, and cashew plantations expanded
- Timor dairy cows developed; animal vaccinations conducted; fish seeds distributed across 11 municipalities
- 16.6 tons of Kutulak exported to Indonesia; protected area markings established; Jaco Island desalination project inaugurated

## ⚠ Challenges

- Farmers primarily using traditional methods; irrigation underutilized
- Climate change impacts on yields and water availability
- Weak coordination between central and municipal services
- Low percentage of productive workforce in agriculture
- Insufficient 2026 State General Funds allocation

# Ministry of Transport and Communications

## ✓ Progress

- Regional bus terminals constructed (Baucau, Dili, Tibar)
- Rehabilitation and expansion of Presidente Nicolau Lobato International Airport — contract with Waskita (Indonesia); new passenger terminal funded by JICA
- Suai Airport upgrade and feasibility studies for regional airports (Maliana, Lospalos, Viqueque, Same, Atauro)
- Feasibility study & DED for Atauro, Com, Carabela, Beaco, Oecusse, and Dili ports
- 1,430 traffic signs and road markers installed in Dili
- Early Warning System with Green Climate Fund support — marine buoys, airport antenna, and three large radars

## ⚠ Challenges

- Land acquisition and community relocation issues
- Rising construction material costs and inflation
- Logistics and inter-institutional coordination
- Maintaining airport operations during construction
- Consistency with international aviation safety standards
- High transport costs for large radar equipment to installation sites

# Ministry of Petroleum and Mineral Resources

## ✓ Progress

- Continued development of the Tasi Mane Project on the South Coast
- Construction of the Suai Supply Base
- Major highway segments under design and construction: Zumalai–Betano–Uma Berloic–Natarbora
- Active promotion of the Greater Sunrise gas field development
- Exploration and investigation of petroleum, mineral, and geological resources

## ⚠ Challenges

- Managing the massive financial costs and employment scale of Tasi Mane
- Securing that the Greater Sunrise gas pipeline reaches Timor-Leste
- Acquiring equipment, materials, and skilled human resources for exploration
- Limited funding allocated for the 13 municipalities + 1 Special Administrative Region (RAEOA - Oecusse-Ambeno).

# Secretary of State for Vocational Training and Employment

## Overseas Labor Mobility — workers placed

**12,855**

Australia

**2,754**

South Korea

**71**

Japan

**10**

New Zealand

### ✓ Progress

- 101 self-employment groups supported across all municipalities
- Business management training delivered to women and vulnerable groups, including victims of violence
- Over 7,000 youths trained in administration, hospitality, and agriculture
- Labor contracts verified for over 9,000 workers

### ⚠ Challenges

- Financial limitations constraining implementation of plans
- Ongoing need to strengthen institutional and human resource capacity
- Need to review and update SEFOPE policies

# Secretary of State for Cooperatives

**261**

Cooperatives established

**41,295**

People involved

**\$21.67M**

Accumulated capital

**5,700 L**

Honey per season

## ✓ Progress

- 59.05 hectares of Bafo Kayrala cultivated, yielding ~60 tons; salt production groups established
- Training delivered in leadership, accounting, and cooperative management
- 15 secondary federations, 2 national credit federations, and the National Confederation (CNCTL) established
- MoUs signed with World Vision, ADRA Timor-Leste, Blue Ventures, and CCI-TL

## ⚠ Challenges

- Limited basic infrastructure and productive facilities
- Need to strengthen commercialization of cooperative products
- Limited knowledge on downstream processing of local raw materials
- Need for permanent staff to support decentralization and legal reform for cooperative certification

# Where We Stand

*Across MCAE and its affiliated institutions, major progress has been achieved alongside significant remaining challenges.*

## ✔ Major Progress Achieved

**Legislative reform** — Competition Law, Insolvency Recovery Law, Export Promotion Law

**Infrastructure development** — airport expansion, Tasi Mane highway, regional transport

**Digitalization** — archives, investment approvals, e-procurement

**Tourism & agriculture** — 158,274 tons rice, 90,916 tons corn, ASEAN tourism integration in progress

**Employment** — 15,000+ workers placed internationally, 7,000+ youths trained

**Cooperative development** — 261 cooperatives, 41,295 members, \$21.67M capital

## ⚠ Key Challenges Remaining

**Institutional capacity** — gaps in human resources across the public sector

**Financing** — limited budget, need for soft credit and partner support

**Infrastructure** — land acquisition delays, rising material costs

**Climate resilience** — reliance on traditional farming methods limits adaptation

**Bureaucratic efficiency** — procurement and approval processes slow execution

**Stakeholder coordination** — alignment across ministries, partners, and municipalities

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# Thank You

*Strong partnership, innovation, and sound policy remain essential to inclusive and sustainable economic growth in Timor-Leste.*



# Infrastructure Sector Key Priorities for 2027 – 2030

## CHARTING A RESILIENT HORIZON

BLUE ECONOMY | ASEAN INTEGRATION | COORDINATED  
ACTION

TIMOR-LESTE DEVELOPMENT PARTNERS MEETING 2026

Dili, Timor-Leste | 25 – 26 May 2026





# Infrastructure Sector Medium Term Plan 2027-2030



Final Phase of the Strategic Development Plan 2011-2030



# Purpose

## 01

Reflect on SDP 2011–2030 infrastructure target progress and implications for 2027–2030.

## 02

Highlight the main strategic issues, top priorities, and implementation focus for the Infrastructure Pillar.

## 03

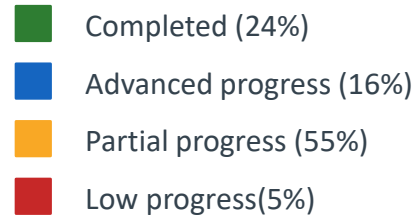
Present a medium-term results framework linking pillar priorities, subsector outcomes, targets, and interventions



# SDP target progress monitoring findings for infrastructure pillar



# SDP target progress for infrastructure: 42 Targets | 71.4% (positive execution)



1. More consolidated results are recorded in the subsectors of roads and bridges, airports, ports and telecommunications.
2. The areas of electricity and water and sanitation continue to show a predominance of partial progress, requiring accelerated execution.
3. The sector is in a critical phase, making it necessary to effectively transition from the phase of studies and strategic decisions to the physical execution of investments.

## Key message 2025-2030

Accelerate the execution of goals currently in partial progress, whose feasibility has been completed, and prioritize investments with the greatest direct social impact.



# Strategic recommendations



## PRIORITY RECOMMENDATIONS

- Accelerate the physical implementation of partially progressed goals, with special attention to interventions that are already technically developed and ready for investment.
- Prioritize investments in the areas of electricity, water, sanitation, and digital connectivity, considering their high direct social impact.
- Strengthen monitoring and evaluation mechanisms based on results, ensuring clear and homogeneous criteria for classifying implementation statuses (partial, advanced, and completed).
- Consolidate public-private partnerships and deepen international cooperation, mobilizing funding, technical assistance, and specialized know-how.
- Reduce territorial asymmetries and ensure effective and measurable improvements in the population's quality of life.

## IMPLEMENTATION CHALLENGES

- The main risk identified does not lie in the absence of public policies, but rather in the persistent delays in their implementation.
- The greatest potential for strategic gain lies in the completion of ongoing projects and their effective operationalization.
- Interministerial coordination and financial predictability are considered critical factors for successful implementation.



# Key systemic challenges across sectors



Need to strengthen **investment prioritisation and sequencing**



High **fiscal burden and subsidies**



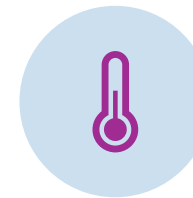
Limited **asset maintenance and lifecycle management**



Overlapping **institutional mandates**



Limited **private sector participation**



Low **climate resilience integration**



# Strategic shift in MTP 2027-2030

Three critical shifts for the Infrastructure Pillar:

- Project-based → Results-based planning (focus on outcomes & impact)
- Growth only → Financial sustainability (reduce subsidies, improve cost recovery)
- Fragmented → Coordinated investments (aligned with economic corridors, Blue Economy & ASEAN)

Moving from **inputs to outcomes and impact**





# Infrastructure pillar results chain



**Impact:** Sustainable, inclusive, climate-resilient economic growth

**Goal:** Reliable and financially sustainable infrastructure by 2030

**Objectives:**

1. Universal access to basic services
2. Better connectivity and market access
3. Higher efficiency and financial sustainability
4. Stronger climate resilience and
5. Support for economic diversification



# Top Priorities for Infrastructure Sector



1. Complete the remaining **national roads backlog** and prioritise rehabilitation of **municipal roads and core rural links** to all municipal capitals.
2. Operationalise the **Road Maintenance Fund by 2027** and scale up **community-based maintenance** on priority rural roads.
3. Reduce **electricity system losses from 33% to 25%**, implement phased **tariff reform**, and start priority **PPP renewable energy projects**.
4. Reduce **non-revenue water to 50%**, rehabilitate urban networks, and expand **safe water access** in underserved areas.
5. Establish the **Port Council by 2027**, improve **ferry cost recovery**, and complete priority **regional port works**.
6. Make the **NPTA operational by 2027** and formalise priority **urban and inter-municipal public transport routes**.
7. Operationalise the **submarine cable**, expand **backbone and last-mile broadband**, and prioritise municipalities with weak connectivity.
8. Finalise **climate-resilient design standards** and target climate-proofing to high-risk road, bridge, water, and coastal assets.

**Priority should go to investments that are implementable, fiscally sustainable, climate-resilient, and directly support non-oil growth and better service delivery.**



**Outcome: From public-expenditure-driven to productive, sustainable infrastructure**

# Infrastructure Pillar- Key Results for 2030



Area	2030 Target	Impact
National & Municipal Roads	85% in good/fair condition + 400 km priority corridors	Market access & economic corridors
Non-Revenue Water	Reduced from ~85% to below 50%	Financial sustainability
Energy Losses	Technical & commercial losses to 25%	Reduced subsidies
Renewable Energy	≥50% share in power mix	Climate resilience & cost reduction
Broadband Coverage	≥80% of population	Digital economy & inclusion
EDTL Subsidy	Reduced to 3% of national budget	Fiscal space for growth



# Roads and Bridges

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# Roads and bridges- Outcomes and results



KRA	Outcome	Indicator	Baseline 2025	Target 2030
<b>Connectivity</b>	National roads in good condition	% national roads good/fair	65%	85%
<b>Efficiency</b>	Reduced travel time	Travel time to capitals	TBD	20%
<b>Resilience</b>	Climate-resilient roads (national, municipal, urban and core rural)	% roads climate-proofed	TBD	≥80%
<b>Asset Mgmt</b>	Sustainable maintenance	Road Fund operational	Does not exist	Yes



# Key interventions



- Prioritise economic corridors (Dili-Baucau, Maubisse-Ainaro, Lautem-Viqueque etc.)
- Implement lifecycle maintenance & climate-proofing
- Establish and capitalise Road Fund
- Strengthen MPW-municipality coordination



# What it will take to achieve the 2030 results



- **Road fund and maintenance:** operationalise the Road Maintenance Fund by 2027, with funding source, governance, and staff in place.
- **Prioritisation:** bundle trunk, feeder, and municipal roads by geographic zone and focus first on roads to municipal capitals.
- **Efficiency:** complete the baseline for travel time from Dili to municipal capitals and track travel-time reduction.
- **All-weather access:** improve drainage and climate-resilient design so all 13 municipal capitals are accessible year-round by 2030.
- **Climate proofing:** protect only high-risk road segments, based on hazard mapping, with clear design standards.



# Water and sanitation





# Water and sanitation: Outcomes and results



KRA	Outcome	Indicator	Baseline (2025)	Target 2030
Efficiency	Reduced losses	NRW	~85%	<50%
Access	Universal safe water	% safely managed water	87%	100%
Rural	Functional RS systems	% functional GMFs	~50%	90%
Sanitation	FSM coverage	Municipal FSM systems	0	13
Finance	Cost recovery	Cost recovery ratio	~60%	≥85%



## Water and sanitation: Strategic actions

- Aggressive NRW reduction & improved billing/collection
- Expand household piped connections + fix rural water systems
- Roll out faecal sludge management in all 13 municipal capitals
- Implement tariff reforms and targeted subsidies





# Implications of the targets



- 1. NRW-50% by 2030**-> Meter rollout + leak detection (Years 1-2: Dili + secondary cities; Years 3-5: rural areas); Pressure management zones (reduce stress on pipes); Commercial loss reduction (illegal connections identified, billing improved)
- 2. Cost recovery >85%**: Current Tariff: USD 0.30/m<sup>3</sup> (cost recovery 60%; actual cost USD 0.50/m<sup>3</sup>). What this means-> 1,800 rural systems broken (need repair budget); Piped access expansion (capital investment) in unserved urban area; corresponding operations + maintenance (staff, chemicals, equipment)
- 3. Tariff increase**: gradual tariff increase required in addition to achieving operational efficiency improvements. To reach the targeted 85% cost recovery will require Average Tariff to be increased 100% (0.60 per cubic meter). Tariff rationalization and targeted subsidy strategy has to be adopted and applied by end of 2026.
- 4.** Functional FSM systems and GMFs will require significant training and capacity building and budget for the same.
- 5.** Climate-resilient design standards document need to be finalised on priority.



# Electricity





# Electricity- KRAs, outcomes and results



KRA	Outcome	Indicator	Baseline 2025	Target (2030)
Access	Universal electricity	% households with electricity access	99.7%	100%
Efficiency	Reduced losses	T&C losses	~33%	<25%
Renewable	Energy transition	RE share	<1%	≥50%
Finance	Reduced subsidies	Share of EDTL subsidies to total Budget	6-7%	3% of National budget
Governance	Strong institutions	Regulator operational	No Independent regulator	Yes



# Electricity- Strategic actions

## Strategic actions

- Implement loss reduction strategy
- Reform tariffs (Increase tariffs)
- Develop renewable PPP project pipeline
- Upgrade grid and add storage capacity (for RE transition)
- Strengthen EDTL governance (Independent Regulator?)





# What it will take to reach access, efficiency, renewable transition, and financial sustainability targets (1/2)



## **Financial sustainability requires politically difficult reform**

Energy subsidies at 6–7% of the State Budget are not affordable in the medium term.

Loss reduction from 33% to 25% is essential to lower the subsidy burden and improve EDTL's financial position.

If successful, subsidy reduction could free up around 3.5% of the budget for health, education, and poverty reduction.



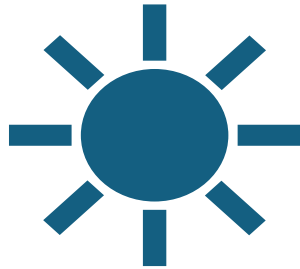
## **Cost recovery will require sustained tariff increases**

Achieving access and cost recovery targets above 80% implies a substantial tariff adjustment path over the next five years.

A lifeline tariff and targeted protection measures will be needed to shield poor households from hardship.



# What it will take to reach access, efficiency, renewable transition, and financial sustainability targets (2/2)



## Renewable transition needs early project and grid decisions

This requires a functioning PPP renewable pipeline, grid upgrade design, grid implementation, bankable offtake agreements, and quarterly tracking of project progress.

Early decisions are needed on which PPP projects move first, what offtake prices are acceptable, and whether the grid can absorb intermittent generation.



## Independent regulation must be established quickly

An independent regulator operational by 2028 requires the law to be drafted, approved by Cabinet and Parliament, and supported by a functioning office, board, staff, and initial regulatory decisions.

The regulator must be able to approve tariffs, set service standards, and operate with a full mandate by January 2028.

**Bottom line:** The electricity targets can only be achieved if tariff reform, loss reduction, renewable transition, and independent regulation move forward together; delaying any one of them will weaken the others.



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Ports, airports and maritime transport



# Ports, airports: Outcomes, results and indicators



KRA	Outcome	Indicator	Baseline 2025	Target
Governance	Coordinated sector	Port Council established	Not established	Yes
Finance	Improved cost recovery	Ferry cost recovery	<10%	≥40%
Trade	Increased exports	Export throughput	TBD	+30%
Infrastructure	Delivered assets	No of Ports rehabilitated	2	6



# Ports and airports: Strategic activities

## Strategic activities

- Create a Port Council
- Update tariffs and PSO contracts for Ferry service
- Rehabilitate 6 regional ports
- Improve maritime safety (lighthouses and buoys)





# What it will take to improve coordination, cost recovery, trade performance, and asset delivery



- **Governance:** operationalise the Port Council by 2027 with clear authority over tariffs, berth allocation, and standards.
- **Cost recovery:** raise ferry cost recovery to at least 40% through tariff and service reforms.
- **Trade:** increase export throughput by improving cargo handling, turnaround times, and logistics coordination.
- **Infrastructure:** deliver at least 50% of planned port assets and focus on functionality, not just construction.
- **Regional hub:** assess hub potential carefully but prioritise efficient national gateway operations first.



# Public transport





# Public transport: Outcomes and results



KRA	Outcome	Indicator	Baseline 2025	Target
Institutional	NPTA operational	Status	Not operational	2027
Coverage	Formalised routes	% routes	<10%	≥60%
Access	Inclusive infrastructure	% accessible terminals	0%	≥70%
Green	Low-emission fleet	Pilot electric buses	Not launched	launched



# Public transport: Strategic actions

- Establish National Public Transport Authority
- Introduce PSO contracts for regional and urban bus service
- Upgrade bus shelters and bus terminals
- Start electric bus pilot in Dili



# What it will take to move from informal services to a regulated and planned network



- **NPTA operational:** finalise regulations, staffing, budget, enforcement protocols, and first licenses by 2027.
- **Route formalisation:** formalise 30% of routes by 2027 and 60% by 2030, starting with urban corridors.
- **Safety and service:** enforce inspections, maintenance, driver training, and route standards.
- **Operator transition:** manage resistance from informal operators through incentives and a clear licensing system.
- **Affordability:** keep fares workable for poor households while building a sustainable route network.



# Information communication technology

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# ICT: Outcomes and results



<b>KRA</b>	<b>Outcome</b>	<b>Indicator</b>	<b>Baseline 2025</b>	<b>Target 2030</b>
Connectivity	High-speed access	4G/5G coverage	~45%	90%
Affordability	Lower costs	Cost per GB data	~4.8%	<3% GNI
Inclusion	Digital access	% of internet users	~54%	90%
Governance	Secure systems	CSIRT operational	Not in place	Yes



# ICT: Strategic activities

- Fully activate submarine cable
- Expand fibre backbone and last mile connectivity
- Build cyber security Centre
- Rollout digital ID, payment systems, and e-government services



# Implications of the ICT targets

- **90% 4G/5G coverage:** operationalise the submarine cable, roll out backbone and last-mile connectivity, and prioritise rural/underserved areas.
- **3% of GNI per GB:** reduce wholesale bandwidth costs, increase competition, and ensure savings pass through to consumers.
- **90% internet penetration:** expand beyond Dili, support public access points, digital services, and digital literacy.
- **CSIRT operational:** define mandate, staff, funding, response protocols, and coordination with government and operators.
- **Cross-sector coordination:** align ICT rollout with power reliability and private sector participation.

**Bottom line:** ICT targets will only be achieved if cable activation, affordability reform, inclusion, and cybersecurity readiness move together.

An aerial photograph of a road winding through a dense forest. The trees are a mix of green and yellow, suggesting autumn. The road is a light gray color. In the center of the image, there is a white rectangular box containing the word "Obrigado" in a dark blue, cursive font. Below the word is a decorative blue flourish that extends to the right.

Obrigado

# **Timor-Leste Development Partnership Meeting**

## **TLDPM**



**CHARTING A RESILIENT HORIZON**

**BLUE ECONOMY | ASEAN INTEGRATION |  
COORDINATED ACTION**

# **TIME FOR ACTION**

## **Social Capital Development**

**Office of the Minister Coordination  
for Social Affairs (MCAS)**

**Dili, Timor-Leste Development Partners Meeting 2026**

**25-26 May 2026**

# VISION

**“The true wealth of any nation is the strength of its people. Maximizing the health, education, and overall quality of life of the Timorese people is essential to achieving a just and developed nation”**

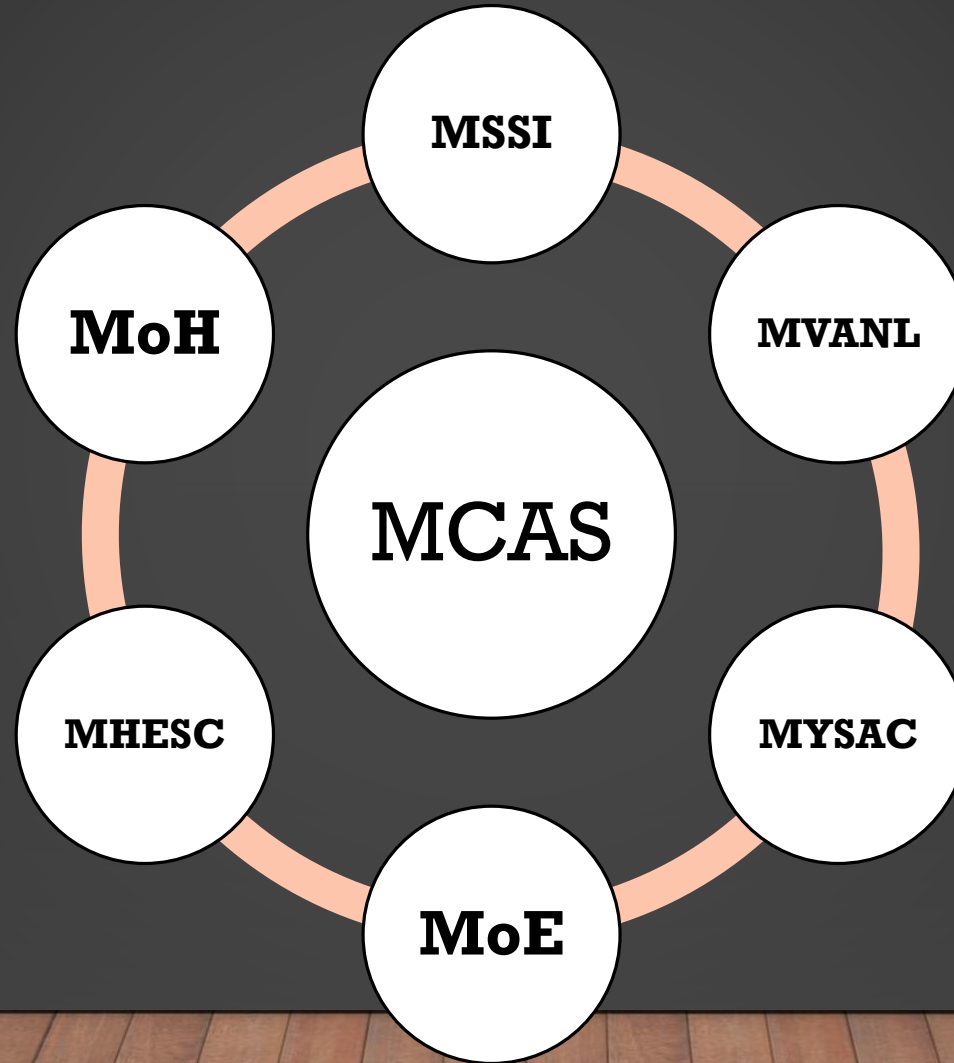


# **“ROLE OF THE COORDINATING MINISTER FOR SOCIAL AFFAIRS”**

“Based on Resolution No. 43/2024 of the IX Constitutional Government, Article 3, the Interministerial Commission for the Coordination of Social Affairs is established, chaired by the Coordinating Minister for Social Affairs and composed of the following ministries: the Ministry of Social Solidarity and Inclusion, the Ministry of Veterans’ Affairs and National Liberation, the Ministry of Health, the Ministry of Education, the Ministry of Higher Education, Science and Culture, and the Ministry of Youth, Sports, Arts and Culture.”

# “Cycle of the Coordinating Minister for Social Affairs”

**Estrategic  
Development Plan  
2011-2030**



**The IX  
Constitutional  
Government  
2023-2028**

# PURPOSE

## 01

Reflect on SDP 2011–2030 Social Capital target progress and implications for 2027–2030.

## 02

Highlight the main strategic issues, top priorities, and implementation focus for the Social Capital Pillar.

## 03

Present a medium-term results framework linking pillar priorities, subsector outcomes, targets, and interventions



- Completed (21%)
- Advanced (37%)
- Partial (36%)
- No progress (6%)

**Main conclusions:**

- Overall progress has been substantial, notwithstanding persisting disparities across sub-sectors.
- Steady structural improvements are evident in education, health, and social protection.
- Nevertheless, important gaps remain in the domains of inclusion (particularly disability), youth, and culture and heritage..

**Key message 2025–2030**

Consolidate the institutional progress already attained and expedite the implementation of outstanding reforms, with the objective of reducing existing

## Key Success

1. Consolidation of the institutionalization of social protection systems, encompassing contributory and non-contributory schemes.
2. Meeting the minimum target for women's representation ( $\geq 1/3$ ) in the Civil Service and Parliament, reflecting progress in gender equality.
3. Positive evolution in the schooling of girls in primary education, with a direct impact on inclusion and equity indicators.
4. Strengthening investments in the fields of youth and sports, including national leagues, training programs, and international projection initiatives.
5. Strategic valorization of national historical memory, through the institutional strengthening of the Archive and the Museum of Resistance, as well as the recognition of the role of veterans.

## Key Challenges

1. The Law on the Care and Adoption of Orphans remains unapproved.
2. Access to primary education for children with disabilities remains very limited.
3. The integration of gender-sensitive approaches into school curricula is not yet fully secured.
4. The National Youth Fund and the National Youth Center continue to be established.
5. Insufficient performance is recorded in the Culture and Heritage sector.

## Recommendations

1. Prioritize strengthening early childhood education, inclusive education, and adult literacy programs.
2. Strengthen initial and ongoing teacher training, as well as the provision of appropriate and adapted pedagogical resources.
3. Create and operationalize the remaining public policy instruments, especially the National Youth Fund.
4. Harmonize indicators and strengthen national information and monitoring systems, including EMIS, SIMU, and social data systems.
5. Ensure the alignment of public investments and the budgetary framework with the strategic goals defined until 2030.

**MINISTRY OF HIGHER EDUCATION,  
SCIENCE AND CULTURE**



# MINISTRY OF HIGHER EDUCATION, SCIENCE AND CULTURE - MHESC

## Priority Programmes



## Indicator



## Challenges

**1. Establish a Doctoral School, Focus on the capacity and the qualification of the teachers in the education sector**

1. Number of Teacher participate in the doctoral education
2. The percentage of faculty members with doctoral degrees is increasing

1. Budget constraints
2. Lack of specialized human resources
3. Insufficient infrastructure at the academic facility

**2. Improvement of the Higher Education Data Management System in Timor-Leste (SGDES-TL)**

1. SGDES-TL is in use at these institutions
2. Number of institutions using the system
3. Higher education data is updated regularly in the integrated system
4. A statistical yearbook containing higher education data is produced annually

1. Internet limitations on IT equipment (server)
2. Insufficient user capacity
3. System maintenance and data security

# CONTINUE

## Priority Programmes



## Indicator



## Challenges

**3. Training in the areas of assessment, curriculum monitoring and oversight, auditing, and planning**

1. Number of training sessions conducted, including the number of participants/employees who attended the training
2. Enhances the technical skills of employees

1. Budget constraints on training
2. Lack of expertise among staff in specialized areas

# MINISTRY OF EDUCATION

# MINISTRY OF EDUCATION- ME

## Priority Programmes

### 1. Institutional Operations and Development

### 2. Pre School

## Indicator

1. Education Strategic Plan 2026–2030
2. Legal Framework Approved
3. Number of Retired Teachers Approved

1. Net Enrollment Rate (NER) in preschool (ages 3–5)
2. Gross Enrollment Rate (GER) in preschool (3 to 5 years old)
3. Attendance rate among children enrolled in preschool
4. Percentage of students entering first grade who attended preschool
5. Percentage of 5-year-old children who attended preschool and met cognitive and language development milestones for school readiness

## Challenges

1. No proper and standard houses for the teachers appointed in the remotes areas and the long distance from the houses of community members at some point some teachers spare their life with other community members in a big family members.
1. Increase the number of enrollment in early childhood education (ECE) for children aged 2–5, through a proper socialization efforts in local communities to encourage parents to send their children to schools established in their areas
2. Lack of classrooms and playgrounds for the children
3. Lack of production for educational materials
4. The number of school dropouts is increasing due to various factors faces by the community

# CONTINUE

## Priority Programmes



## Indicator



## Challenges

### Elementary School

1. Number of students enrolled in primary education (broken down by gender)
2. Primary education completion rate (grades 1–9)
3. Primary education dropout rate (grades 1–9)
4. Primary education enrollment rate

1. The number of illiterate students in Grade 3 of elementary school is still high. The Ministry of Education's team is conducting a comprehensive assessment of all municipalities to identify the causes of these issues.
2. Training for teachers on the implementation of the curriculum currently in use
3. Teacher housing remains a problem
4. The printing of textbooks continues to be necessary
5. Establishment of toilets, school kitchens, cafeterias, and libraries (infrastructure package)

### 3. Secondary Education and ESTV

1. Gross enrollment rate in general secondary education (grades 10–12)
2. Completion rate for general secondary education (grade 12)
3. Participation rate in secondary education

1. The ESG/ESTV curriculum reform requires the support of experts to assist the Ministry of Education with the curriculum reform
2. Lack of laboratories for ESG/ESTV

### 4. Ensino Reccorrente/Continuing Education

1. 2160
2. 95%

1. Require Resource for capacity of the new curriculum for the national programme on equivalence at the ESG level and lack of the teachers

**MINISTRY OF YOUTH, SPORTS, ARTS  
AND CULTURE**

# MINISTRY OF YOUTH, SPORTS, ARTS AND CULTURE - MYSAC



**1. 1 Builds the capacity of youth organizations in the field of youth affairs**

**1. 2 Develop the Involvement of the Youth and Youth Civil Leadership Programme**

## **indicator**

1. Number of youth organizations access to the funding
2. Number of youth participate in the civic education, health and professional abilities programme

## **Challenges**

1. The 2026 State General Fund is insufficient to cover the planned activities in the sub-programme of service delivery areas
2. Still lack of commitment and consistency in the implementation of the national youth action plan by the relevant ministries
3. Monitoring and evaluation system for the implementation of the PANJ has not yet been standardized
4. Budget constraints from the relevant sector regarding the implementation of the activities outlined in the National Youth Action Plan

# CONTINUE

## Priority Programmes

**2. Develops infrastructure and facilities in the youth sector**

**3. Develops athletes performance in high-competition level**

**3.1 Develops sports infrastructure (outdoor gym) to facilitate physical sport activities**

## indicator

1. Number of national youth center
2. Number of multi-function buildings in the municipalities, including facilities and equipments

1. Number of sport agents (trainers) owned professional abilities to facilitate the trainings
2. Number of sport agents (Referee) and agents desportivas (Arbitros) owned professional abilities to lead the sport events

1. Number of Outdoor Gym established in the public area and at schools

## Challenges

1. The 2026 State General Fund is insufficient to cover the planned activities in the sub-programme of service delivery areas

1. Sports infrastructure, facilities, and equipment in East Timor are limited, which hinders athletes and participants from training and showcasing their talents in each sport due to annual financial constraints.

2. The limited capacity of human resources among those involved in sports affected the development of sports in Timor-Leste has not yet shown any significant changes

3. A limited mechanism or system designed to develop and promote young athletes in East Timor.

**MINISTRY OF SOCIAL SOLIDARITY  
AND INCLUSION**

# MINISTRY OF SOCIAL SOLIDARITY AND INCLUSION- MSSI

## Priority Programmes

1. Development, establishment, and operation of the 24/7 Hotline for victims of domestic violence



## Indicator

1. Hotline Policy and Procedures for the 24/7 Hotline; 2)
2. outreach activities to provide women and children with access to information about support services.
3. Percentage of women referred through the referral network who received support via the 24/7 hotline (disaggregated by age group)
4. Cases of gender-based violence (GBV) reported via the 24-hour hotline. (disaggregated: by age group, municipality, and district).



## Challenges

1. **Funds constraints, Human Resource Limitation and Equipments.**

# CONTINUE

## Priority Programmes

2. **Conditional health and nutrition subsidy for pregnant women and children**



## Indicator

1. **"Uma Kain" cases were identified (survey) in the 3 municipalities;**
2. **% of "Uma Kain" cases classified as vulnerable were identified.**
3. **Beneficiaries were provided with nutritious food**
4. **Beneficiaries received financial assistance; % progress in developing the Social Registration System;**
5. **% progress in implementing Operational Research in the three municipalities: Ermera, Covalima, and Oecuse**



## Challenges

1. **Conditional health and nutrition subsidy for pregnant women and children**

# **MINISTRY OF HEALTH**

# MINISTRY OF HEALTH- MOH

## Priority Programmes

### 1. Mother and Child Health Care

- Reduces malnutrition
- Increase the Care for Pregnancy Women and Children

### 2. Strengthening Primary Health Care (Primary Health Care / PHC)

- Integrated Health Programme
- Bringing basic health services to communities in remote areas

## Indicator

1. # Children from 6 to 59 months, are receiving Micronutrient (Vit A and MNP)
2. # (% of) family members who have been screened and examined for sub-nutrition (>90%)
  1. Number of people participating in PIS posts/activities (SISCa camps, Upgrades, specialized consultations, home visits by PS&VSK)
  2. Number of villages implementing PIS
- Number of outreach activities implemented (mobile clinics, school visits, etc.)
3. Number of activities (home visits, mobilization, campaigns, EPS implemented by VSK members).

## Challenges

1. Vitamin A supplements are always stock out, due to limited external supplies.
2. There is a sufficient supply of MNP at the health facilities for children under normal conditions. At some stages, the parents take the children when the condition already too poor for treatment.
  1. Less funding allocated for 14 municipalities

# CONTINUE

## Priority Programmes



## Indicator



## Challenges

### 3. Disease Transmission Control

- Tuberculose (TB)
- HIV/SIDA
- Malária
- Lepra

1. Number and the percentage of TB Case detected % of PLHIV started their treatment (95%)
2. Number of HIV and Hepatitis tested among target population % Test for Viral (95%)
3. Mantain and reduce Malaria case in Timor – Leste ( 0.0%)
4. Distribution of Albendazole by age 6-13% Patients for treatment/RFT (20%)

### 4. Non-transmission Disease

Diabetes

Hipertension

Mental Health

1. Registered case for chronic heart desease, Diabetes and medical treatment is referring to rhe guidelines (50%)
2. Epilepcy and mental health referral patients to the health center for treatment by is increased (<10%)

1. Number of OPD is low, Geographic condition affected the low screening in the communities.
2. Some of patients are not cooperate for the viral load

# CONTINUE

## Priority Programmes



## Indicator



## Challenges

### 5. Improves healthcare infrastructure

Construction of new hospital  
Rehabilitation of health centers

Konstruksaun hospital foun  
Reabilitasaun sentru saúde  
ICU capacity and the  
emergency department is  
increasing

### 6. Nutrition and Vulnerable health

Support Pregnant women  
Support breastfeeding mothers  
and vulnerable children

1. Consultancy Services for DED of the  
New Building for Hospital, Ermera  
Municipality

2. Consultancy Services for DED of the  
New Building for Hospital, Manufahi  
Municipality

3. Consultancy Services for DED of the  
New Building for Hospital Pschicyatric  
Fatukero, Ermera Municipality

4. Infrastructure construction package  
of health post

1. % rate for breastfeeding  
mother

2. % Cure rate for children by 6-  
59 months

1. Most of health post  
with no room to save  
the therapic food and  
mostly damaged

# CONTINUE

## Priority Programmes



## Indicator



## Challenges

### 7. Inclusive health care

- Services for people with disabilities
- Accessibility in healthcare facilities

1. Number of people with disabilities receiving healthcare services at home (n.a.)
2. Number of secure healthcare facilities designated for SVBJ (n.a.) established

1. Limited resources
2. Limited number of psychologists
3. Forensic medical specialist (clinical)
4. Limited budget to cover all municipalities, including hospitals

# CONCLUSION

## Partnering for assistance and support areas:

### Ministry of Higher Education, Science and Culture

- To establish a doctoral school, focus on the capacity and the qualification of the teachers/lecturers at the university
- Improvement of the Higher Education Data Management System in Timor-Leste (SGDES-TL)
- Formation in the area of evaluation, curriculum monitoring and inspection

### Ministry Of Education

- Curriculum Reform for Elementary Education, Grade 3
- Development of a national curriculum for secondary education
- School infrastructure and teacher housing
- Ensuring access to preschool, including preparation for school through the Intensive Program

# CONCLUSION

## Partnering for assistance and support areas:

### Ministry Of Youth, Sports, Arts and Culture

- Support youth activities in the municipal level where respective partners operated
- Support for the construction of a Multifunction Youth Center in the municipality with facilities
- Sports infrastructure, facilities, and equipment in Timor-Leste are limited, making it difficult for practitioners and athletes to train and showcase their talents in each sport.
- The capacity of human resources involved in sports is limited, and as a result, the development of sports in Timor-Leste has not shown significant progress.

### Ministry of Social Solidarity and Inclusion

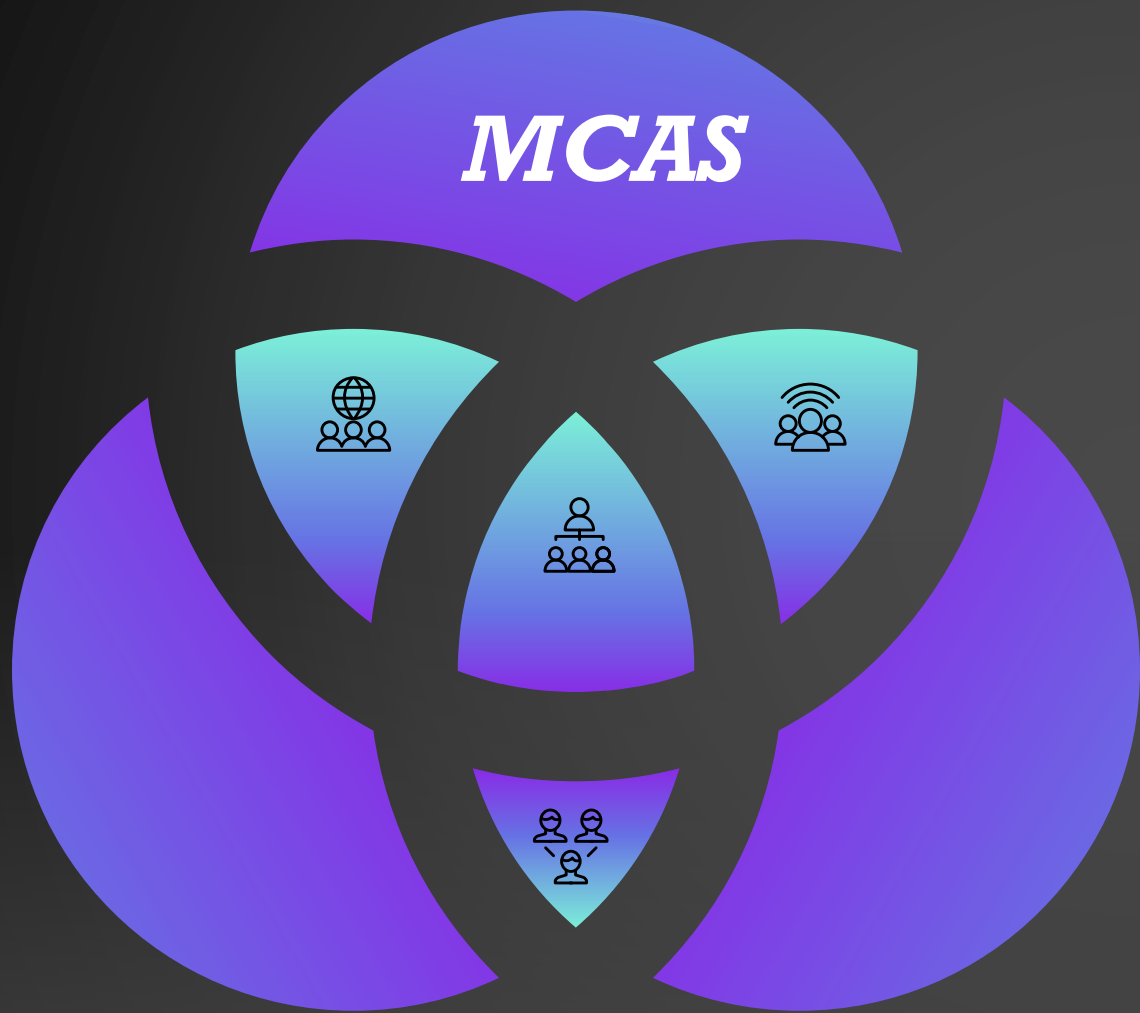
- Require a technical support focus on Human Resource for public attendance
- Capacity building in relevant various areas
- subsidized; Progress in the development of the Social Registration System;
- Support for "Uma Kain"—vulnerable groups were identified
- Support **Conditional health and nutrition subsidy for pregnant women and children**

# CONCLUSION

## Partnering for assistance and support areas:

### MINISTRY OF HEALTH

- **Support Mother and Child programme to reduce malnutrition. Increase the service for pregnant women and children**
- **Strengthening Primary Health Care (PHC) and Integrated Health Program (PIS)**
- **Support the communicable disease program implementation; Tuberculose (TB) HIV/SIDA Malária, Lepra**
- **Support the non-communicable disease program (Diabetes, Hipertension, mental health)**
- **Support for improving health care infrastructure: construction of a new hospital; renovation of a health care center; expansion of ICU and emergency services**
- **Support the inclusive healthcare, services for people with disabilities, accessibility to healthcare facilities programmes.**



*Thank You*