



**MINISTÉRIO DO PLANEAMENTO
E INVESTIMENTO ESTRATÉGICO
IX GOVERNO CONSTITUCIONAL
GABINETE DO MINISTRO**



TIMOR-LESTE
PLANO ESTRATÉGICO DE
DESENVOLVIMENTO
2011 - 2030

QUARTERLY DEVELOPMENT PARTNERS MEETING (QDPM)

INFRASTRUCTURE PILLAR

MINISTRY OF PLANNING AND STRATEGIC INVESTMENT (MPIE)

28 April, 2025
Ministry of Finance

Website: <https://mpie.gov.tl/en/home/>





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OBJECTIVE

To share infrastructure sector implementation progress, discuss our ongoing initiatives, and collaboratively chart directions for improvement in the infrastructure sector to achieve the vision of the infrastructure sector.



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VISION AND PRINCIPAL OBJECTIVE FOR INFRASTRUCTURE SECTOR

Vision:

Ensure integrated, quality, balanced, sustainable, and inclusive development that leaves no one behind.

The main objectives for the infrastructure sector:

- Improving governance in the infrastructure sector.
- Improving transport connectivity (road and bridge)
- Improving access to clean water and electricity
- Modernizing and expanding telecommunications lines and digital infrastructure to support economic growth and development.

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PRIORITY OF IX GOVERNMENT FOR INFRASTRUCTURE SECTOR

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1. GOOD GOVERNANCE IN INFRASTRUCTURE SECTOR



2. ROAD NETWORK



3. CLEAN WATER & SANITATION



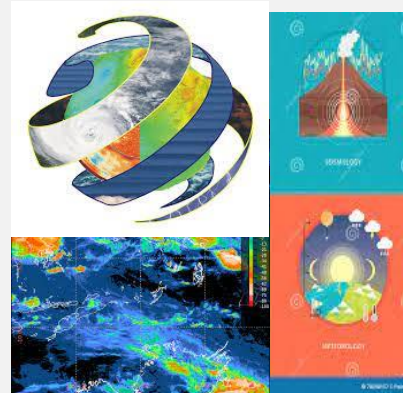
4. ENERGY



5. TRANSPORTS



6. METEOROLOGY AND GEOPHYSICS



7. TELECOMMUNICATION



8. POSTAL SERVICE





STRATEGIC PRIORITIES

The priority for infrastructure development has aligned with the Strategic Development Plan 2011-2030 and its key pillars.

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PRIORITY 2025:

- **Good Governance:** Improve planning, monitoring and evaluation systems in the infrastructure sector.
- **Connectivity:** Improving roads, ports, and airports to facilitate trade and mobility.
- **Energy:** Invest in reliable and sustainable energy.
- **Water and Sanitation:** Ensure access to clean water and better sanitation facilities.
- **Digital Infrastructure:** Expanding access to ICT for economic diversification and social inclusion.
- **Cross-cutting Impact:** Infrastructure development supports progress in health, education, agriculture, and tourism.



PROGRAM, PROGRESS, AND CHALLENGES



1. Ministry of Planning and Strategic Investment (MPIE)

Integrated Planning and Strategic Investment (UPI & UIE)

PROGRESS:

- The elaboration of the Government's Medium-Term Plan and the National Planning Law is in the process.
- The coordination service of the feasibility study of infrastructure projects is going well.
- Coordinated with development partners to provide technical support in the areas of strategic planning, monitoring and evaluation, and climate change adaptation (ADB, EU, New Zealand Embassy, UNDP).

CHALLENGES:

- Differing Priorities and Approaches between the government and development partners. Government and various development partners have own sets of priorities, strategic frameworks, and operational procedures, which can sometimes be misaligned or require significant effort to harmonize. For example, delays in recruitment and placement of TA.

Territorial/Spatial Planning (DGOT)

PROGRESS:

In March 2025, the Council of Ministers approved draft government decrees relating to the Municipal Spatial Planning for Baucau, Viqueque, and Lautém which include local territorial development strategies, define municipal land-use and urban planning policies.

CHALLENGES:

- **Human Resources:** Skilled and experienced human resources to support the delivery of spatial/territorial planning in Timor-Leste is still lacking.
- **Material Resources:** Insufficient and in adequate ICT equipment to support geospatial planning (e.g. hardware and software).
- **Statistical and Geographical Information:** Lack of current and acceptable quality statistical and geographical information.

Procurement and Contracts (CNA)

PROGRESS:

- A significant milestone for NPC is the enacting a new Procurement and Public Contracts Code Decree-Law No. 1/2025 aimed at modernizing and improving transparency in public spending.

CHALLENGES:

- There is no procurement master plan from each ministry and the line ministries' technical staff capacity has not been well equipped to provide technical documents for the tender (impact on the finalization of the process).
- Limited collaboration from the project owner/line ministries in the initiation of the process and finalization of the award recommended by CNA.



PROGRAM, PROGRESS, AND CHALLENGES



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1. Ministry of Planning and Strategic Investment (MPIE)

Infrastructure Projects Monitoring and Supervision (ADN)

CHALLENGES:

- Challenges in Pre-Verification (eg: documents submitted not in accordance with DNA requirements/checklist, project without budget allocation) and Payment Inspection (eg: Project implemented not according to contract time, supporting documents not available, etc).

Infrastructure Fund (FI)

CHALLENGES:

- Lack of good feasibility study (preliminary assessment), and weak project management (many projects do not have PMU, no supervision, and no maintenance plan).



PROGRAM, PROGRESS, AND CHALLENGES

2. Ministry of Public Works (MOP)

PROGRAM	IMPLEMENTATION PROGRESS	CHALLENGES
Roads	Rehabilitation, construction and maintenance of national, municipal and rural roads.	Human resource capacity is still limited to analyze or conduct feasibility studies for large investment projects and with consideration for resilience and adaptation to climate change.
Water and Sanitation	<ol style="list-style-type: none">1. Construction of DAM for water supply.2. Strengthen access to clean water and basic sanitation (Efforts are underway).	
Energy	<ol style="list-style-type: none">1. Electricity Supply: Construction of power dams, expansion and improvement of distribution points, electricity quality in Dili to be improved.2. Renewable Energy: Investments needed in renewable energies.	

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PROGRAM, PROGRESS, AND CHALLENGES

3. Ministry of Transport and Communication (MTC)

PROGRAM	IMPLEMENTATION PROGRESS	CHALLENGES
Transports	In progress: Improvement of the public transportation system – land, maritime, and air. Expansion, upgrading and improvement of airport quality.	Low Internet Capacity: The issue of connectivity, the capacity of the internet line is weak and becomes a public concern and limits the government to innovate the digitalization of public services.
Telecommunications	<ol style="list-style-type: none">1. Dekretu Lei SOE atu jere projetu Kabu Fibra Optica aprovadu.2. Transformasaun Dijital no konektividade.	

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PROGRAM, PROGRESS, AND CHALLENGES

4. Ministry of State Administration (MAE)

PROGRAM	IMPLEMENTATION PROGRESS	CHALLENGES
Decentralization, Rural Development, Electoral Administration.	<ol style="list-style-type: none">1. Transfer of competencies and responsibilities to the municipality.2. Establish a Single Counter in the municipality.3. Biometric information for elections.	Municipal and rural development has not been implemented timely after the approval of Decree Law 84/2016, and the decentralization is delayed because the competence to the municipality has not been handed over.

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MAPPING OF DEVELOPMENT PARTNERS SUPPORT

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PROGRAM/PROJECT	DEVELOPMENT PARTNERS	ENTIDAGOVERNMENT ENTITIES	MODALITIES
<i>Sector Strategic Planning Monitoring & Evaluation Climate Change Adaptation Strategic Planning Mentorship</i>	<i>DFAT – PROSIVU EU ADB New Zealand Embassy - VSA</i>	<i>MPIE-UPI MPIE-UPI MPIE – UPI & SGP MPIE – UPI</i>	<i>Embedded TA TA TA remotely TA</i>
Decentralization: Transfer of competencies and responsibilities to the municipality.	DFAT – PARTISIPA	MAE	TA
Establishment of Balcão Unico in municipalities	EU/UNDP	MAE	TA
Public Investment Management System	World Bank	MPIE - UPI & SGP	TA
Housing Market Development	IFC	MPIE – UPI & DGOT	TA
Support to National Procurement Commission	DFAT-PROSIVU	MPIE– CNA	TA



AREAS FOR COLLABORATION

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1. Roads, Water and Electricity

- Rehabilitation, construction and maintenance of national, municipal and rural roads.
- The construction of the Dam will have a major impact on improving public health and well-being and facilitating the energy and agriculture sectors.
- Expand and improve the quality of electricity substations (Distribution Points).

2. Transport and Communication

- Strengthen telecommunications infrastructures and digital transformation to prepare conditions for the promotion of E-Commerce and the digital economy.
- Improved land, maritime, and air transportation services. Conclude revision and construction, expansion of President Nicolao Lobato International Airport. And the feasibility study of regional airports – such as Atauro, Maliana, Lautem, Viqueque, and Same.

3. Local Development

- Prioritize local investment to develop the culture and tourism sector in municipal and rural areas.
- Continue to collaborate with development partners to provide direct support and expand the Balcão Unico.
- Conduct monitoring every 3 years (regular) for infrastructure in the municipality.
- Ensure that municipal service competence/local competence must be delivered to the municipality.
- Develop a plan to bring governance back to the municipalities (decentralization).
- Ensure Adequate Technical Assistance in the Municipality, and update and digitize the database, biometric data.



AREAS FOR COLLABORATION

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4. Strategic Planning and Investment

- Government Medium Term Plan 2026-2030.
- Urbanization master plan.
- Establish an Agency to manage the investment of the Fiber Optic Submarine Cable, NCP connectivity project, connecting public administration agencies, including schools, health posts, and clinics in the Territory of Timor-Leste.
- Gender Friendly and Inclusive Infrastructure.
- Develop Public Infrastructure Maintenance Policy and Strategy.
- Continue the Municipal Plan for Spatial Planning (PMOT).

5. Human Resources Development in the Infrastructure Sector through Training in Specialized Technical Areas.

- Training of National HR is needed for potential areas to achieve the goals established in the PED.
- Promote training in science and technology.
- Accelerate human resource development through technical expertise support from partners to explore and identify innovative ideas for investment in specialized areas, science and technology.

**ENSURE INTEGRATED, QUALITY, BALANCED, SUSTAINABLE,
AND INCLUSIVE DEVELOPMENT THAT LEAVES NO ONE BEHIND**

Q&A

THANK YOU!

Epi Orleães
Coordenadora da Unidade Planejamento Integrado

QDPM
2025