



**DELIBERASAUN N. 140/X/CAFI/2025**

Conselho de Administração do Fundo das Infraestruturas – CAFI, bazeia ba artigo 10º (1) e (3) DL Nº. 25/2024, de 22 de maio, Primeira Alteração ao DL Nº.13/2016, 18 de Maio, realiza reuniaun Extraordinária iha loron Quinta-feira, 9 de Outubro de 2025, e halo deliberasaun ba assunto tuir mai ne'e:

**Asuntu:** Aprovasaun CAFI kona-ba *Eligibility Criteria, Selection Process and Procedure for Project to be Funded By the Infrastructure Fund.*

**Proponente:** Secretariado dos Grandes Projetos - (SGP); Ministério das Finanças – (MdF)

**Notas/justifikaun:**

Bazeia ba reuniaun extraordinaria CAFI ne'ebe realiza iha loron Terça-feira, 7 de Outubro de 2025 ho asuntu: Apresentasaun Diploma Ministerial kona- *Eligibility Criteria, Selection Process and Procedure for Project to be Funded By the Infrastructure Fund;*

**Objetivu Aprovasaun Husi Diploma Ministeriál:**

- I. Ho aprovasaun husi Diploma Ministerial ida-ne'e, bazeia ba Artigu 25 husi Dekretu-Lei Nú. 13/2016, loron 18 fulan Maiu, hetan alterasaun husi Dekretu-Lei Nú. 21/2025, loron 29 fulan Jullu, Governu sei aprova Diploma Ministeriál ida ne'ebé estabelese kritériu sira elejibilidade nian, prosedimentu selesaun, prazu no mekanizmu koordenasaun sira ba projetu sira ne'ebé hetan finansiamentu husi Fundu Infraestrutura;
- II. Infraestruturas nia regulamentasaun, ao mesmo tempo asegura katak Timor-Leste sei kumpre ho padraun no práтика internasional sira hotu relasiona ho Jestaun Investimento Públiku (PIM ho sigla iha lian inglés).

**Rationál no Importânsia:**

- i) Diploma ida ne'e estabelese sistema alargadu no padronizadu ida atu asegura preparasaun, avaliaun, no selesaun ba projetu investimento públiku sira- nian;
- ii) Objetivu prinsipál maka atu garante katak rekursu públiku sira sei aloka de'it ba projetu sira ne'ebé konsidera teknikamente viável, finanseiramente sustentável, iha mós justifikaun ekonómiku, no aliñadu ho prioridade nasional sira;
- iii) Liuhusi estabelesimentu ba padraun avaliaun sira-nian, Diploma Ministeriál ida-ne'e sei: Haforsa transparénsia no responsabilizasaun iha desizaun sira hotu relasiona ho investimento sira; Hadi'a kualidade husi dezenhu projetu no prontidaun molok hetan finansiamentu; Fasilita utilizasaun ne'ebé eficiente ba rekursu husi Fundu Infraestrutura;

**Kontestu Legál no Institusionál**

- i. Dekretu-Lei Nú. 13/2016, hetan ona alterasaun husi Dekretu-Lei Nú. 21/2025;
- ii. Artigu 9(3)(b) estable katak CAFI maka iha kompeténsia hodi define no aprova kritériu sira ne'ebé aplika iha prosesu selesaun ba projetu sira;



**IX GOVERNO CONSTITUCIONAL**  
**MINISTÉRIO DO PLANEAMENTO E INVESTIMENTO ESTRATÉGICO**  
**FUNDO DAS INFRAESTRUTURAS**



Conselho de  
Administração

- iii. Artigu 25 hatuur katak aprovasaun ba kritériu no prosedimentu sira hotu sei halo liuhusi Diploma Ministerial ida ne'ebé CAFI propoin no asina husi Ministru Planeamentu no Investimentu Estratéjiku.

**Diploma ida ne'e sei haforsa mós papél institusionál husi:**

- ❖ **CAFI:** órgaun deliberatóriu ne'ebé halo desizaun finál kona-ba aprovasaun ba finansiamentu sira;
- ❖ **SGP:** órgaun tékniku no administrativu ne'ebé responsavel ba avaliasaun projeto, jestaun ba *Integrated Bank Project (IBP)*, no fó sai opiniaun tékniku no rekomendasau sira ligadu ho *Seal of Quality*.
- **KONDISAUN JERÁL SIRA ADMISIBILIDADE NIAN** (Artigu 9): Projetu sira ne'ebé lina ministeriál sira submete ba CAFI konsidera de'it prontu atu hetan finansiamentu wainhira kumpre ho kondisaun sira tuirmai ne'e:
  - A. Valór mínimu finansiamentu** (*estimated cost*): USD 2 milhões ba leten.
  - B. Aliñamentu Estratéjiku:** Projetu sira tenke aliña ho:
    - Objetivu jerál Governu nian no planu setoriál sira-nian;
    - Polítika no Estratéjia Fundu Infraestrutura nian;
    - Planu Dezenvolvimentu Estratéjiku (PED 2011–2030) no Programa Governu.
  - C. Setór sira ne'ebé FI bele finansia** (tuir artigu 4, número 1 husi regulamentu FI nian): Finansiamentu ba projetu sira Iha setór estratéjiku tuirmai ne'e:
    - Estrada, ponte, portu, aeroporto, no infraestrutura transportes;
    - Infraestrutura sosiál (ospitál, eskola, no universidade);
    - Obras protesaun kontra inundasaun no rai-halai;
    - Infraestrutura relasiona ho tratamentu bee no saneamento;
    - Produsaun no distribuisaun enerjia;
    - Telekomunikasaun;
    - Infraestrutura lojístiku;
    - Edifísiu Governu no públiku;
    - Ekipamentu sira ne'ebé nesesáriu atu halo infraestrutura sai operasional;
    - Projetu infraestrutura sira seluk ne'ebé bele promove dezenvolvimentu estratéjiku.
  - D. Natureza multi-anuál no stratéjiku:** Projetu sira tenke iha natureza multi-anuál no konsidera mós estratéjiku ba dezenvolvimentu nasional, kontribui ba ezekusaun husi Programa Governu no hadi'a kualidade vida ba sidadaun sira hotu.
  - E. Rekizitu Avaliasaun Formál:** Projetu sira sei hala'o avaliasaun kona-ba viabilidade tékniku no finanseira liuhusi *Stage Gate System* (Kapítulo III husi Diploma) molok submete ba CAFI.
- **KRITÉRIU ELIJIBILIDADE SIRA-NIAN** (Artigu 10): Wainhira kondisaun admisibilidade jerál sira prienxe ona, proposta projetu sira sei liu prosesu avaliasaun ne'ebé rigorozu liuhusi *Stage Gate System* no tenke mós prienxe rekizitu sira hanesan tuirmai ne'e:

DELIBERASAUN N.º140/X/CAFI/2025

hj.



- a) **Aliñamentu ho prioridade sira dezenvolvimentu nasionál nian:** tui Planu Dezenvolvimentu Estratéjiku (PED 2011–2030), Programa Governu, Polítika no Estratéjia Fundu Infraestruturas nian, no planu setoriál sira;
  - b) **Relevânsia Estratéjiku:** projetu sira tenke hatudu katak bele kontribui ba dezenvolvimentu sosiekonomiku sustentável, ekilíbriu rejionál, no objetivu kresimentu nasionál;
  - c) **Viabilidade Tékniku:** adekuasaun husi dezenhu, teknologia, enjeñaria, no disponibilidade rekursu atu garante implementasaun ne'ebé efikáz;
  - d) **Viabilidade Finanseiru:** estimativa kustu ne'ebé realístico no sustentável, konfirmasaun kona-ba disponibilidade finansiamentu, no kapasidade atu implementa no kustu operacional;
  - e) **Viabilidade no Prontidaun Jerál:** kapasidade institusionál, jestaun, no prontidaun implementasaun tenke hatudu ho klaru;
  - f) **Rentabilidade Ekonómiku no Sosiál:** projetu sira tenke hatudu evidénsia kona-ba retornu finanseiru no ekonómiku pozitivu no benefísiu sosiál sira;
  - g) **Sustentabilidade Ambientál:** salvaguarda ambiente, asegura medida reziliénsia klimátika sira, no hamenus impaktu negativu ba ambiente;
  - h) **Konformidade Legál no Regulatóriu:** signifika katak kumpre ho lei no regulamentu sira hotu.
- **STAGE GATE SYSTEM NO SEAL OF QUALITY** (artigu 18 no 19): Diploma ida ne'e estabelese padraun internasional "STAGE GATE SYSTEM" ne'ebé bazeia ba metodolojia *Front-End Loading (FEL)*, hodi garante katak preparasaun ba projetu hakat de'it ba faze tuirmai wainhira projetu sira prienxe rekizitu sira hotu:
- a) **FEL-01 – Project Profile:** justifikasi preliminar, objetivu, ámbitu, no estimativa kustu;
  - b) **FEL-02 – Estudu Pre-Viabilidade:** análise komparativu ba alternativa sira, enjeñaria preliminar, no avaliaçao ekonómiku;
  - c) **FEL-03 – Estudu Viabilidade:** estudu tékniku, finanseiru, no ambientál alargadu ho planu ezekusaun detalladu.
- Iha etapa ida-idak nia rohan, SGP sei hala'o revizaun kualidade ida no bele rekomenda hodi (1) hakat ba faze tuirmai, (2) halo revizaun, ka (3) rejeita projetu.
- Projetu sira ne'ebé liu ho susesu iha *Stage Gate* (etapa) hotu-hotu hetan *Seal of Quality* (sertifikasiun formál ida ne'ebé konfirma konformidade tomak ho rekizitu avaliaçao sira no prontidaun ba aprovaçao finansiamentu husi CAFI).
- **Prosedimentu Selesaun:**

✓

R. P.



**IX GOVERNO CONSTITUCIONAL**  
**MINISTÉRIO DO PLANEAMENTO E INVESTIMENTO ESTRATÉGICO**  
**FUNDO DAS INFRAESTRUTURAS**



Conselho de  
Administração

- **Inísiu:** lina ministeriál sira sei submete proposta projeto sira tuir kalendáriu anuál ne'ebé CAFI define.
- **Avaliasaun preliminár:** MPS sei avalia prontidaun no konformidade husi dokumentasaun ne'ebé submete ona;
- **Instrusaun no avaliasaun:** MPS verifika prontidaun, hala'o avaliasaun, no garante katak kritériu admisibilidade no ejijibilidade prienxe hotu;
- **Desizaun:** CAFI halo desizaun liuhusi deliberasaun ida bazeia ba rekomendasau tekniku MPS nian no bazeia mós ba *Seal of Quality* ne'ebé iha ona.

**Prazu sira:** i) Projeto Projeto ki'ik no médiu (USD 2–5 milhaun): 90 dias; ii) Projeto ho valór USD 5 milhões ba leten): 120 dias, bele halo estensaun wainhira iha justifikasiun;

**Resultadu:** CAFI sei foti desizaun final (Aprova, Rejeita ka Adia) bazeia ba rekomendasau husi SGP no bazeia ba Seal of Quality.

□ **Resultadu no Impaktu Esperadu:** Aprovasaun no Implementasaun ba Diploma ida ne'e sei:

1. Garante desizaun investimentu ne'ebe transparente no bazeia ba evidensia;
2. Haforsa koordinasaun institusionál no kapasidade teknika iha lina ministeriál sira;
3. Promove disciplina fiskál;
4. Hadi'a konfiansa públiku no kredibilidade iha jestaun Fundu Infraestrutura;
5. Apoia vizaun dezenvolvimentu nasionál iha prazu naruk (PED 2011–2030) liuhusi investimentu públiku ho planeamentu no ezekusaun didi'ak

□ **Timeline:**

1. Identifikasiun Projeto
2. MPS verifika admisibilidade
3. Stage Gate 1
4. Stage Gate 2
5. Stage Gate 3
6. MPS rekomenda finansiamentu
7. Ministru Planeamentu no Investimentu Estratéjiku garante serifikasiun *Seal of Quality*
8. Submisaun ba CAFI
9. CAFI deside no halo deliberasaun
10. Monitorizasaun no supervizaun



**IX GOVERNO CONSTITUCIONAL**  
**MINISTÉRIO DO PLANEAMENTO E INVESTIMENTO ESTRATÉGICO**  
**FUNDO DAS INFRAESTRUTURAS**



Conselho de  
Administração

**Desizaun:**

1. CAFI hato'o apresiasaun ba progresu servisu PIM (*Public Investment Management*) no konkorda ho proposta ne'ebé apresenta husi SGP, nune'e aprova esbosu Diploma Ministeriál ba *Eligibility Criteria, Selection Process and Procedure for Projects to be Funded By the Infrastructure Fund*;
2. CAFI aprova SGP atu kontinua halo konsultasaun ho Linhas Ministeriais no Ajénsia/Instituisaun Estadu sira-nian relasiona ho Diploma Ministeriál refere, rona no simu feedback hotu, akumula input hotu no sei finaliza versaun ho lian portugés;
3. Apresenta hikas ba CAFI hodi hetan aprovasaun husi versaun finál husi Diploma Ministeriál;
4. faze tuir mai, hafoin aprovasaun finál, SGP sei halo sosializasaun/diseminasau ba Diploma Ministeriál foín ne'e ho Linhas Ministeriais/Projetu na'in sira ne'ebé projetu sira sei finansia husi Fundu Infraestruturas, empréstimu no Parseria Pública Privadu;
5. Implementa Diploma Ministeriál husi Janeiru 2026 ne'ebé sei aplika ba projetu sira ne'ebé Linhas Ministeriais submete ba Fundu Infraestruturas hodi aprova finansiamantu.

✓ ✓ ✓



IX GOVERNO CONSTITUCIONAL  
MINISTÉRIO DO PLANEAMENTO E INVESTIMENTO ESTRATÉGICO  
FUNDO DAS INFRAESTRUTURAS



Conselho de  
Administração

Aprovado husi CAFI iha Iorom 9 de Outubro de 2025.

O Conselho de Administração do Fundo das Infraestruturas

O presidente,



Gastão Francisco de Sousa

Ministro do Planeamento e Investimento Estratégico



Santina José Rodrigues Ferreira Viegas Cardoso

Ministra das Finanças



Miguel Marques Gonçalves Manetelu

Ministro dos Transportes e Comunicações



Samuel Marçal

Ministro das Obras Públicas

DELIBERAÇAUN N.º140/X/CAFI/2025

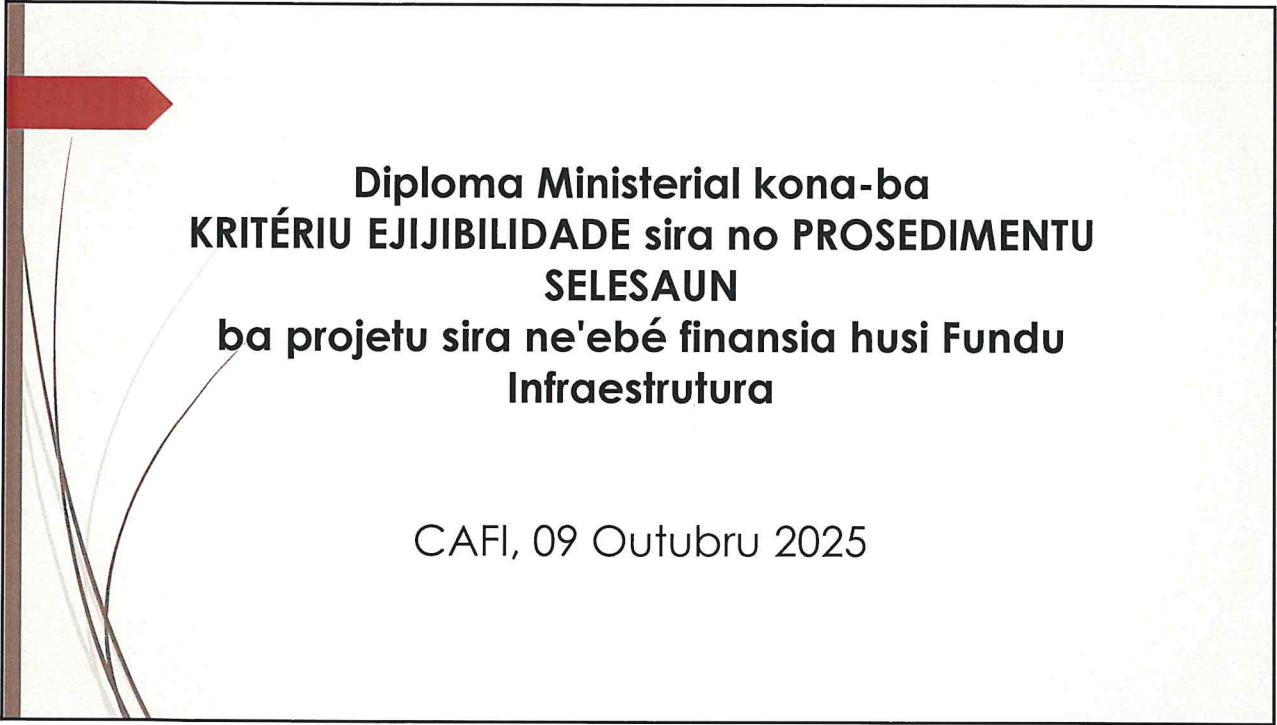


**IX GOVERNO CONSTITUCIONAL**  
**MINISTÉRIO DO PLANEAMENTO E INVESTIMENTO ESTRATÉGICO**  
**FUNDO DAS INFRAESTRUTURAS**



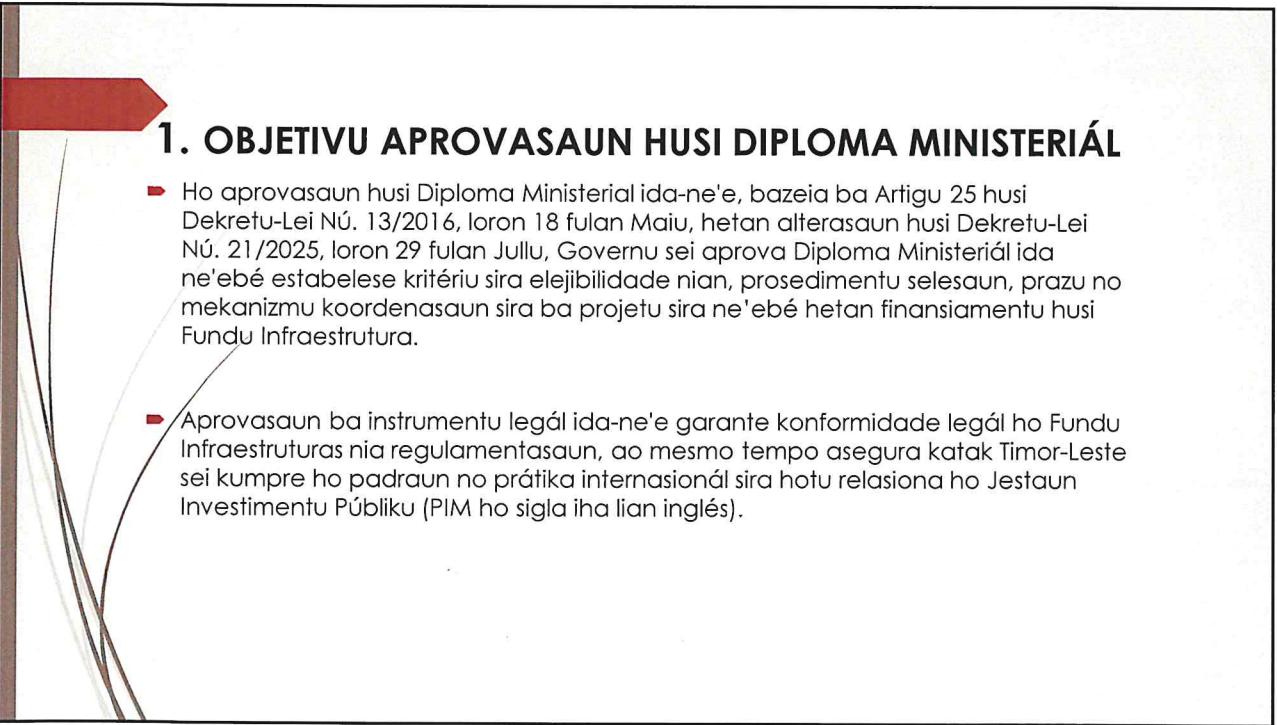
**Conselho de  
Administração**

**Annexo:**



# Diploma Ministerial kona-ba KRITÉRIU EJIBILIDADE sira no PROSEDIMENTU SELESAUN ba projetu sira ne'ebé finansia husi Fundu Infraestrutura

CAFI, 09 Outubru 2025



## 1. OBJETIVU APROVASAUN HUSI DIPLOMA MINISTERIÁL

- ▶ Ho aprovasaun husi Diploma Ministerial ida-ne'e, bazeia ba Artigu 25 husi Dekretu-Lei Nú. 13/2016, loron 18 fulan Maiu, hetan alterasaun husi Dekretu-Lei Nú. 21/2025, loron 29 fulan Jullu, Governu sei aprova Diploma Ministeriál ida ne'ebé estabelese critériu sira elejibilidade nian, prosedimentu selesaun, prazu no mekanizmu koordenaun sira ba projetu sira ne'ebé hetan finansiamentu husi Fundu Infraestrutura.
- ▶ Aprovasaun ba instrumentu legál ida-ne'e garante konformidade legál ho Fundu Infraestruturas nia regulamentasaun, ao mesmo tempo asegura katak Timor-Leste sei kumpre ho padraun no práтика internasional sira hotu relasiona ho Jestaun Investimentu Públiku (PIM ho sigla iha lian inglés).

## 2. RATIONÁL NO IMPORTÂNSIA

- ▶ Diploma ida ne'e estabelese sistema alargadu no padronizadu ida atu asegura preparaasaun, avaliasaun, no selesaun ba projetu investimentu públiku sira-nian.
- ▶ Objetivu prinsipál maka atu garante katak rekursu públiku sira sei aloka de'it ba projetu sira ne'ebé konsidera teknikamente viável, finanseiramente sustentável, iha mós justifikasaun ekonómiku, no aliñadu ho prioridade nacionál sira.
- Liuhusi estabelesimentu ba padraun avaliasaun sira-nian, Diploma Ministeriál ida-ne'e sei:
- ✓ Haforsa transparénsia no responsabilizaun iha desizaun sira hotu relaciona ho investimentu sira;
- ✓ Hadi'a kualidade husi dezenhu projeto no prontidaun molok hetan finansiamentu;
- ✓ Fasilita utilizaasaun ne'ebé eficiente ba rekursu husi Fundu Infraestrutura;

## 3. KONTESTU LEGÁL NO INSTITUSIONÁL:

- ▶ Dekretu-Lei Nú. 13/2016, hetan ona alterasaun husi **Dekretu-Lei Nú. 21/2025**.
- ▶ **Artigu 9(3)(b)** estabele katak CAFI maka iha kompeténsia hodi define no aprova kritériu sira ne'ebé aplika iha prosesu selesaun ba projetu sira.
- ▶ **Artigu 25** hatuur katak aprovasaun ba kritériu no prosedimentu sira hotu sei halo liuhusi Diploma Ministerial ida ne'ebé CAFI propoin no asina husi Ministru Planeamentu no Investimentu Estratéjiku.

### Diploma ida ne'e sei haforsa mós papél institusionál husi:

- ▶ **CAFI**: órgaun deliberatóriu ne'ebé halo desizaun finál kona-ba aprovasaun ba finansiamentu sira;
- ▶ **MPS**: órgaun tékniku no administrativu ne'ebé responsavel ba avaliasaun projeto, jestau ba *Integrated Bank Project (IBP)*, no fó sai opiniaun tékniku no rekomentasaun sira ligadu ho *Seal of Quality*.

## 4. KONDISAUN JERÁL SIRA ADMISIBILIDADE NIAN (Artigu 9):

Projetu sira ne'ebé lina ministeriál sira submete ba CAFI konsidera de'it prontu atu hetan finansiamantu wainhira kumpre ho kondisaun sira tuirmai ne'e:

### A. Valór mínimu finansiamantu (estimated cost):

USD 2 milhões ba leten.

### B. Aliñamentu Estratéjiku:

Projetu sira tenke aliña ho:

- ▶ Objetivu jerál Governu nian no planu setoriál sira-nian;
- ▶ Polítika no Estratégia Fundu Infraestrutura nian; no
- ▶ Planu Dezenvolvimentu Estratéjiku (PED 2011–2030) no Programa Governu.

## Kontinua.

### C. Setór sira ne'ebé FI bele finansia (tuir artigu 4, número 1 husi regulamentu FI nian):

Finansiamantu ba projetu sira lha setór estratéjiku tuirmai ne'e:

- ▶ Estrada, ponte, portu, aeroporto, no infraestrutura transportes;
- ▶ Infraestrutura sosiál (ospitál, eskola, no universidade);
- ▶ Obras protesaun kontra inundasaun no rai-halai;
- ▶ Infraestrutura relasiona ho tratamento bee no saneamento;
- ▶ Jerasaun no distribusaun enerja;
- ▶ Telekomunikasaun;
- ▶ Infraestrutura lojístiku;
- ▶ Edifísiu Governu no públiku;
- ▶ Ekipamentu sira ne'ebé nesesáriu atu halo infraestrutura sai operacionál; no
- ▶ Projetu infraestrutura sira seluk ne'ebé bele promove dezenvolvimentu estratéjiku.

## Kontinua.

### D. Natureza multi-anuál no stratéjiku:

Projetu sira tenke iha natureza multi-anuál no konsidera mós estratéjiku ba dezenvolvimentu nacionál, kontribui ba ezekusaun husi Programa Governu no hadi'a kualidade vida ba sidadaun sira hotu.

### E. Rekizitu Avaliasaun Formál:

Projetu sira sei hala'o avaliasaun kona-ba viabilidade tékniku no finanseira liuhusi Stage Gate System (Kapítulo III husi Diploma) molok submete ba CAFI.

## 5. KRITÉRIU ELIJIBILIDADE SIRA-NIAN (Artigu 10)

Wainhira kondisaun admisibilidade jerál sira prienxe ona, proposta projetu sira sei liu prosesu avaliasaun ne'ebé rigorozu liuhusi Stage Gate System no tenke mós prienxe rekizitu sira hanesan tuirmai ne'e:

- a) **Aliñamentu ho prioridade sira dezenvolvimento nacionál nian:** tuir Planu Dezenvolvimentu Estratégiku (PED 2011–2030), Programa Governu, Polítika no Estratégia Fundu Infraestruturas nian, no planu setoriál sira.
- b) **Relevánsia Estratégiku:** projetu sira tenke hatudu katak bele kontribui ba dezenvolvimentu sosiekonomíku sustentável, ekiíbriu rejonál, no objetivu kresmentu nacionál.
- c) **Viabilidade Tékniku:** adekuasaun husi dezenhu, teknolojia, enjeñaria, no disponibilidade rekursu atu garante implementasaun ne'ebé efikáz.

## Kontinua.

**d) Viabilidade Finanseiru:**

estimativa kustu ne'ebé realístico no sustentável, konfirmasaun kona-ba disponibilidade finansiamantu, no kapasidade atu implementa no kustu operacionál.

**e) Viabilidade no Prontidaun Jerál:**

kapasidade institusionál, jestaun, no prontidaun implementasaun tenke hatudu ho klaru.

**f) Rentabilidade Ekonómiku no Sosiál:**

projetu sira tenke hatudu evidénsia kona-ba retorno finanseiru no ekonómiku pozitívu no benefísiu sosiál sira.

**g) Sustentabilidade Ambientál:**

salyaguarda ambiente, asegura medida reziliénsia klimática sira, no hamenus impaktu negativu ba ambiente.

**h) Konformidade Legál no Regulatóriu:**

signifika katak kumpre ho lei no regulamentu sira hotu.

## 6. STAGE GATE SYSTEM NO SEAL OF QUALITY (artigu 18 no 19)

Diploma ida ne'e estabelese padraun internasional "STAGE GATE SYSTEM" ne'ebé bazeia ba metodolojia *Front-End Loading (FEL)*, hodi garante katak preparasaun ba projetu hakat de'it ba faze tuirmái wainhira projetu sira prienxe rekizitu sira hotu:

**A. FEL-01 – Project Profile**

justifikasi saun preliminar, objetivu, ámbito, no estimativa kustu.

**B. FEL-02 – Estudu Pre-Viabilidade:**

análise komparativu ba alternativa sira, enjeñaria preliminar, no avaliasaun ekonómiku.

**C. FEL-03 – Estudu Viabilidade:**

estudu tékniku, finanseiru, no ambientál alargadu ho planu ezekusaun detalladu.

Iha etapa ida-idak nia rohan, MPS sei hala'o revizaun kualidade ida no bele rekomenda hodi (1) hakat ba faze tuirmai, (2) halo revizaun, ka (3) rejeita projetu.

Projetu sira ne'ebé liu ho susesu iha **Stage Gate** (etapa) hotu-hotu hetan **Seal of Quality** (sertifikasi saun formál ida ne'ebé konfirma konformidade tomak ho rekizitu avaliasaun sira no prontidaun ba aprovisaun finansiamantu husi CAFI).

## 7. PROSEDIMENTU SELESAUN (artigu 12 fo'o 22):

- ▶ **INÍSIU:** lina ministeriál sira sei submete proposta projeto sira tuir calendáriu anuál ne'ebé CAFI define.
- ▶ **VALIASAUN PRELIMINÁR:** MPS sei avalia prontidaun no konformidade husi dokumentasaun ne'ebé submete ona.
- ▶ **INSTRUSAUN NO VALIASAUN:** MPS verifika prontidaun, hala'o avaliasaun, no garante katak critériu admisibilidade no ejijibilidade prienxe hotu.
- ▶ **DESIZAUN:** CAFI halo desizaun liuhusi deliberaсаun ida bazeia ba rekomendaun tékniku MPS nian no bazeia mós ba **Seal of Quality** ne'ebé iha ona.

**Prazu sira:**

- Projeto kí'ik no médiu (USD 2–5 milhaun): 90 dias;
- Projeto ho valór USD 5 milhōes ba leten): 120 dias, bele halo estensaun wainhira justifikasiсаun iha.

**REZULTADU:** CAFI sei halo desizaun finál ida (aprova, rejeita, ka adia) bazeia ba rekomendaun MPS nian no bazeia mós ba **Seal of Quality**.

## 8. REZULTADU NO IMPAKTU ESPERADU

Aprovasaun no implementasaun ba Diploma ida-ne'e sei:

- ▶ Garante desizaun investimentu ne'ebé transparente no bazeia ba evidénsia;
- ▶ Haforsa koordinasaun institusionál no kapasidade téknika iha lina ministeriál sira;
- ▶ Promove disciplina fiskál;
- ▶ Hadi'a konfiansa públiku no kredibilidade iha jestaun Fundu Infraestrutura; no
- ▶ Apóia vizaun dezenvolvimentu nasionál iha prazu naruk (PED 2011–2030) liuhusi investimentu públiku ho planeamentu no ezekusaun didi'ak.

## Timeline:

1. Identifikasioun Projetu ✓
2. MPS verifika admisibilidade ✓
3. Stage Gate 1 ✓
4. Stage Gate 2 ✓
5. Stage Gate 3 ✓
6. MPS rekomenda finansiamēntu ✓
7. Ministru Planeamentu no Investimentu Estratéjiku garante serifikasioun Seal of Quality ✓
8. Submisaun ba CAFI ✓
9. CAFI deside no halo deliberausaun ✓
10. Monitorizasaun no supervizaun ✓

## Article 6 Integrated Bank of Projects (IBP)

1. The Integrated Bank of Projects (IBP) shall be created, managed, and maintained by the Major Projects Secretariat of the Infrastructure Fund (MPS-FI).
2. The IBP shall facilitate the registration, assessment, and monitoring of all projects funded or co-funded by the Infrastructure Fund, as well as the reporting of their progress.
3. Technical conditions for online access to the IBP shall be ensured for line ministries, and a coordinator responsible for uploading and updating project data shall be designated.
4. Information on the designated coordinators shall be communicated to the Ministry of Planning and Strategic Investment.
5. Project information in the IBP shall be updated within forty-five (45) days after the end of each quarter by the corresponding coordinator.
6. The technical features and operational procedures of the IBP shall be defined by the Ministry of Planning and Strategic Investment through specific instructions.

## Annexes

1. Annex I : Definitions and Glossary
2. Annex II: Minimum Deliverables per Stage Gate FEL-01, FEL-02, FEL-03
3. Annex III: CAPEX Thresholds, Minimum Study Requirements, and Approval Authorities
4. Annex IV: Project Cycle
5. Annex V: Project Concept Note
6. Annex VI: Manual for formulation and appraisal of Public Investment Projects

Obrigado barak

**MINISTERIAL DIPLOMA N.\_\_\_\_/2025**  
**OF \_\_\_\_ OCTOBER**

**ELIGIBILITY CRITERIA, SELECTION PROCESS AND PROCEDURE FOR  
PROJECTS TO BE FUNDED BY THE INFRASTRUCTURE FUND**

Decree-Law No. 13/2016 of May 18, as amended by Decree-Law No. 21/2025 of July 29, regulates the Infrastructure Fund, which is intended to fund projects for the acquisition, construction, development, maintenance, and rehabilitation of infrastructure assets that promote strategic development. The funding supported by the Infrastructure Fund covers the implementation of projects in key areas for the country's development, including roads, bridges, ports, airports, hospitals, schools, universities, energy, and telecommunications.

Pursuant to subparagraph b) of paragraph 3 of article 9 of the aforementioned diploma, it is the responsibility of the Council for Administration of the Infrastructure Fund to establish the criteria for approving projects to be funded by the Fund.

In turn, article 25 of the same legal diploma stipulates that the processing of procedures related to the approval of projects to be funded, the definition of deadlines, and coordination with other entities shall be regulated in a Diploma to be approved by the Minister of Planning and Strategic Investment, upon proposal from the Council for Administration.

Through the present diploma, the Government complies with the provisions of the aforementioned normative provisions, approving the eligibility criteria and the selection process and procedure for projects to be funded by the Infrastructure Fund, in accordance with the proposal formulated by its Council for Administration.

Thus, the Government decrees, under the provisions of article 25 of Decree-Law No. 13/2016, of May 18, as amended by Decree-Law No. 21/2025, of July 29, to be valid as a regulation, the following:

## **CHAPTER I**

### **GENERAL PROVISIONS**

#### **ARTICLE 1**

##### **Object**

1. This Diploma establishes the eligibility criteria and regulates the preparation, appraisal, and selection procedure for projects to be funded by the Infrastructure Fund (The Fund), pursuant to Decree-Law No. 13/2016, of 18 May, as amended.
2. The provisions of this Diploma apply exclusively to projects funded or co-funded by the Infrastructure Fund, without prejudice to the applicable provisions of the Budget Execution Law and the Procurement Legal Regime.

#### **ARTICLE 2**

##### **Definitions**

For the purposes of this Diploma, the following terms shall have the meanings assigned to them in Annex I.

#### **ARTICLE 3**

##### **The Fund's Annual Plan**

1. The budget of the Fund shall be used exclusively to fund projects included in its Annual Plan, in accordance with the Budget Execution Law.

2. Without prejudice to the preceding number, the budget of the Fund may fund expenses not initially provided for in the Fund's Annual Plan related to natural calamities and disasters, under the terms provided for in the legislation applicable to the execution of the General State Budget.

3. The Annual Action Plan is prepared annually, based on projects submitted by ministerial lines and selected by CAFI for funding.

## **ARTICLE 4**

### **Project Splitting**

1. Projects shall be presented and assessed in their full and integrated scope, in accordance with the planning instruments and thresholds established under this Diploma.

2. As provided by law, it is strictly prohibited to split, subdivide, or otherwise intentionally break down projects with the purpose of circumventing or adapting to funding thresholds, eligibility requirements, or approval competencies established under this Diploma or under the applicable legislation.

3. Any proposal submitted in breach of the preceding number shall be deemed inadmissible, without prejudice to the legal consequences provided by law.

## **ARTICLE 5**

### **Priority projects, PPP and loan financing**

1. The Fund, in coordination with the relevant line ministries, shall promote the identification and preparation of priority projects, including PPP and loans to be submitted for funding, together with their cost estimates.

- Without prejudice to the provisions of the preceding number, priority shall be given to projects foreseen in the Strategic Development Plan (PED 2011-2030) as well as in the Government Program.

## **ARTICLE 6**

### **Integrated Bank of Projects**

- The Integrated Bank of Projects (IBP) shall be created, managed, and maintained by the Major Projects Secretariat of the Infrastructure Fund (MPS-FI).
- The IBP shall facilitate the registration, assessment, and monitoring of all projects funded or co-funded by the Infrastructure Fund, as well as the reporting of their progress.
- Technical conditions for online access to the IBP shall be ensured for line ministries as well as a coordinator responsible for uploading and updating project data shall be designated.
- Information on the designated coordinators shall be communicated to the Ministry of Planning and Strategic Investment.
- Project information in the IBP shall be updated within forty-five (45) days after the end of each quarter by the corresponding coordinator.
- The technical features and operational procedures of the IBP shall be defined by the Ministry of Planning and Strategic Investment through specific instructions.

## **ARTICLE 7**

### **Categories of projects**

1. The project owner shall collaborate with the MPS to estimate the project's construction costs or CAPEX.
2. Projects shall be divided into the following three categories with reference to their CAPEX:
  - a) Projects with an estimated cost of less than USD 2,000,000, which are not subject to funding by the Fund;
  - b) Small-value projects: projects with an estimated cost of between USD 2,000,001 and USD 5,000,000, which require the submission of a Project Concept Note (FEL 01);
  - c) Medium-value projects: projects with an estimated cost of between USD 5,000,001 and USD 10,000,000, which require the submission of a Project Concept Note and a Pre-Feasibility Study (FEL 02);
  - d) High-value projects: projects with an estimated cost exceeding USD 10,000,001, which require the submission of a Project Concept Note, a Pre-Feasibility Study, and a Feasibility Study (FEL 03).

## **ARTICLE 8**

### **Project and Contract Management**

1. For the purpose of project formulation and implementation, each Line Ministry shall assign a designated internal service or Project Management Unit, which shall coordinate with the MPS to ensure the planning, organization, supervision, management, and reporting of the projects within its competencies.

2. In accordance with the Procurement and Public Contracts Law, each Line Ministry shall designate a Contract Manager responsible for monitoring and supervising the execution of all the project's contracts.
3. The designated internal service referred to in paragraph 1, together with the Contract Manager referred to in paragraph 2, shall act as the operational counterpart of the MPS throughout the project cycle, up to the completion of the investment stage.

## **CHAPTER II**

### **ELIGIBILITY CRITERIA FOR INFRASTRUCTURE PROJECTS**

#### **ARTICLE 9**

##### **General admissibility conditions**

1. The Fund shall fund only projects with an estimated cost equal to or greater than US\$ 2,000,000.00 (two million United States dollars).
2. Any project to be funded by the Fund shall be consistent with the general goals established by the Government, with sectoral plans, as well as with the Policy and Strategy of the Fund, and shall cover, in particular, the following strategic sectors:
  - a) Roads, bridges, ports, airports, and transport infrastructures;
  - b) social infrastructure, including hospitals, schools, and universities;
  - c) Flood and landslide protection works.
  - d) Water treatment and sanitation facilities;
  - e) Power generation and distribution infrastructure;

- f) Telecommunications;
  - g) Logistical facilities;
  - h) Government buildings and public facilities;
  - i) Goods intended to provide infrastructure projects funded by the Infrastructure Fund including the necessary equipment required for their intended operational purpose.
  - j) other infrastructure that promotes strategic development.
3. Infrastructure projects shall have a multi-year nature and must be considered strategically relevant for national development, ensuring the consistent and effective implementation of the Government Program and contributing in an integrated and balanced way to improving the quality of life of the population and to sustainable economic growth.
4. The assessment of technical viability and financial sustainability of projects shall be conducted through a formal Stage Gate system, in accordance with the provisions of Chapter III of this diploma, ensuring that only projects meeting the established criteria receive funding and proceed to funding.

## **ARTICLE 10**

### **Eligibility criteria**

1. Once the general admissibility conditions described in the previous article are met, projects submitted for funding by the relevant line ministries shall be assessed against the following eligibility criteria through the Fund's formal Stage Gate system:

- a) Alignment with national development priorities, including the country's Strategic Development Plan, the Government Program, the Fund's Policy and Strategy, and relevant sectoral plans;
- b) Demonstration of strategic relevance for sustainable socioeconomic development;
- c) Technical viability, including the adequacy of design, engineering, and available resources for successful implementation;
- d) Financial viability, ensuring that the project's costs are sustainable and that funding is sufficient to support the project's implementation and operation;
- e) Overall feasibility, including institutional capacity and readiness for funding and subsequent implementation;
- f) Demonstration of positive financial and economic profitability and social returns;
- g) Environmental sustainability, including minimization of adverse environmental impacts;
- h) Compliance with relevant legal and regulatory frameworks.

2. Only projects meeting all the above eligibility criteria at the relevant stage gates shall be considered for funding by the Fund.

## **ARTICLE 11**

### **Thresholds and approval authorities**

The CAPEX thresholds, minimum study requirements, and approval authorities applicable to projects to be funded by the Fund are those defined in Annex III to this Diploma.

## **CHAPTER III**

### **STAGE GATE SYSTEM AND PROJECT SELECTION PROCEDURE**

## **ARTICLE 12**

### **Initiation and instruction of the selection procedure**

1. The selection procedure shall be carried out in accordance with this Chapter and shall comprise the procedural steps defined herein.
2. As the body of the Fund responsible for providing technical and administrative support to CAFI, the MPS shall conduct the instruction of the procedure, verifying the completeness of submissions, assessing technical, financial, economic, environmental, and social feasibility, and confirming compliance with the eligibility criteria.
3. The MPS shall ensure that the procedure is rigorous, transparent, and consistent, guaranteeing efficient allocation of Fund resources.

## **ARTICLE 13**

### **Submission of proposals**

1. The selection process shall begin with the submission by Line Ministries of proposals for funding, following prior coordination with the Fund services.

2. CAFI shall define, by deliberation, the annual calendar for submission, including dates and deadlines.

## **ARTICLE 14**

### **Essential elements**

Line Ministries shall submit their proposals by completing the Project Concept Note (PCN) template provided in Annex V to this Diploma, under penalty of rejection in the preliminary assessment.

## **ARTICLE 15**

### **Preliminary assessment**

Within fifteen (15) days of submission, the MPS shall assess the completeness and conformity of the submitted documentation, specifically ensuring that the documentary elements of the Project Concept Note meet the required standards.

## **ARTICLE 16**

### **Improvement and rejection of submitted proposals**

1. If a proposal lacks any essential elements, the MPS shall invite the Project Owner to correct or supplement it within fifteen (15) days.
2. Proposals that are manifestly unfeasible or incompatible with the purposes of the Fund shall be rejected at this stage of the procedure.

## **ARTICLE 17**

### **Project Cycle**

1. All projects submitted for funding by the Fund shall follow a structured project cycle.

2. The project cycle is divided into two main stages:

a) Pre-Investment Stage, which includes:

- i. Project Concept Note (PCN) – the first document outlining the project's objectives, expected outputs, preliminary cost estimates, and strategic justification;
- ii. Project Profile (FEL-01) – short description of goals, strategic alignment, beneficiaries, preliminary alternatives, indicative costs, schedule, and key risks;
- iii. Pre-Feasibility Study (FEL-02) – comparative analysis of alternatives, selection of the preferred option, preliminary engineering, risk assessment, and cost estimates;
- iv. Feasibility Study (FEL-03) – comprehensive technical, financial, and economic study, detailed Project Execution Plan (PEP), refined CAPEX and OPEX estimates, risk mitigation measures, and environmental and social safeguards.

b) Investment Stage, covering project implementation, monitoring, and closure, including procurement, construction, supervision, and reporting, in accordance with the approved project scope, budget, and schedule.

3. The Front-End Loading (FEL) methodology and the Stage Gate System shall guide the project cycle, ensuring that investment decisions are made progressively based on increasing levels of certainty regarding technical, financial, economic, environmental, and social viability.

4. At each stage of the project cycle, MPS shall review deliverables, assess compliance with eligibility criteria, and provide recommendations for progression to the next stage or for corrective action.
5. The MPS shall oversee adherence to the project cycle, ensuring that all required studies, approvals, and certifications, including the Seal of Quality, are completed before projects are submitted to CAFI for funding approval.
6. The project cycle shall serve as the reference framework for all project preparation, appraisal, approval, funding, and implementation activities, while the detailed steps, roles, and responsibilities are described in Annex IV to this diploma.
7. The MPS shall prepare and update the necessary manual, guidelines, norms, circulars, and specific methodologies and training required to assist project analysts in doing the project formulation and appraisals.

## **ARTICLE 18**

### **Stage gate system**

1. Projects submitted to the Fund shall follow the Front-End Loading (FEL) methodology, ensuring that investment decisions are taken progressively and based on increasing levels of certainty on technical, financial, economic, environmental, and social viability.
2. The FEL methodology shall be implemented through a Stage Gate system within the Ministry of Planning and Strategic Investment, in which each stage concludes with a formal decision point.
3. At each Stage Gate, compliance with deliverables defined in Annex II shall be verified by MPS and a decision shall be made on whether the project may:

- a) Progress to the next stage;
- b) Need further information or refinement; or
- c) Be rejected.

4. The FEL stages are:

- a) Project Profile (FEL-01);
- b) Pre-Feasibility Study (FEL-02);
- c) Feasibility Study (FEL-03);

5. The purpose of the Stage Gate system is to:

- a) Detect and discard non-viable projects as early as possible;
- b) Ensure optimal allocation of resources in the pre-investment stage;
- c) Guarantee that only technically, financially, and economically sound projects with acceptable risk levels are submitted to CAFI;
- d) Recommend issuance of the Seal of Quality for projects that meet all requirements.

6. At each Stage Gate, any project proposals submitted to the Fund shall be subject to a thorough quality review carried out by the MPS, prior to being recommended for the issuance of the Seal of Quality.

7. The minimum deliverables required at each FEL stage are set out in Annex II.

## **ARTICLE 19**

### **Seal of Quality**

1. The Seal of Quality is a formal technical certification issued for projects that have successfully completed the Stage Gate review process and meet all technical, financial, economic, environmental, and social requirements.
2. Project proposals shall be reviewed at each Stage Gate by the MPS, which shall provide a recommendation on whether the project meets the required standards and may progress to the next stage.
3. MPS shall formally recommend the issuance of the Seal of Quality based on the stage gate review process, as provided in paragraph 6 of article 18.
4. The Seal of Quality recommendation shall be submitted to the Minister of Planning and Strategic Investment for formal approval and signing prior to submission to CAFI for funding consideration.
5. Projects obtaining the Seal of Quality shall:
  - a) Be considered ready for submission to CAFI for funding approval;
  - b) Be included in the Fund's pipeline for implementation; and
  - c) Allow procurement preparation and planning to commence in parallel with CAFI's final approval process.
6. The Seal of Quality shall be a mandatory prerequisite for inclusion of the project in the Fund's Annual Plan and for the authorization of budgetary expenditures related to its implementation.
7. Projects that fail to obtain the Seal of Quality may be:

- a) Returned for revision and resubmission to the Stage Gate review process;  
or
- b) Definitively excluded from the Fund's funding pipeline.

## **ARTICLE 20**

### **Deadline for conclusion of the selection procedure**

- 1. The instructional diligence of the selection procedure, including the Stage Gate reviews, MPS evaluation and recommendation for the Seal of Quality, shall be concluded within the following standard deadlines from the date of submission of the project proposal:
  - a) Small and medium-value projects (CAPEX USD 2,000,001 – USD 5,000,000): 90 days;
  - b) High-value projects (CAPEX above USD 5,000,001): 120 days.
- 2. The MPS may, for justified reasons, extend the deadline by a defined period, which shall be documented and communicated to the Project Owner.
- 3. Failure to meet the deadline without a justified extension shall not invalidate the procedure, however, any delays shall be reported to CAFI, including reasons and proposed corrective measures.

## **ARTICLE 21**

### **Conclusion of the procedure**

- 1. Once the instructional diligence of the selection procedure is concluded, the MPS shall issue a reasoned technical opinion on the project proposal, which may include a recommendation for the issuance of the Seal of Quality.

2. The technical opinion and recommendation shall be submitted to the MPS, who shall review and endorse the proposal for submission to the Minister of Planning and Strategic Investment, who is responsible for determining the issuance or refusal of the Seal of Quality.
3. Following the issuance of the Seal of Quality, MPS shall propose the inclusion of the project in the CAFI agenda for deliberation and funding consideration, submitting the project proposal together with the technical opinion and the Seal of Quality.
4. The conclusion of the selection procedure shall be documented, including:
  - a) The dates of submission;
  - b) Completion of Stage Gates;
  - c) MPS's recommendations throughout the stage gate system;
  - d) MPS final endorsement; and
  - e) Issuance of the Seal of Quality.

## **ARTICLE 22**

### **Decision**

1. CAFI shall deliberate on project proposals duly submitted to its agenda, taking into account:
  - a) The technical opinion and recommendation of the MPS;
  - b) The completion records of the Stage Gate review process; and
  - c) The Seal of Quality, confirming compliance with all appraisal requirements.

2. CAFI may, whenever deemed necessary, suspend its decision and request supplementary clarifications, documentation, or analysis from the MPS or the Project Owner.
3. Once the requested elements have been submitted, the MPS shall update the technical opinion accordingly and resubmit the proposal for inclusion on the agenda of the next CAFI meeting.
4. For complex or high-value projects, CAFI may conduct or mandate site visits and additional due diligence before rendering its decision.
5. The final decision of CAFI shall consist of either:
  - a) Approval of funding, including specification of the approved amount, funding terms, and any conditions attached;
  - b) Rejection of funding, with reasons duly recorded; or
  - c) Deferral, pending the receipt of other information or completion of required conditions.
6. All CAFI decisions shall be formally adopted by deliberation of the Council, recorded in the minutes, and shall specify the eligibility criteria applied, the grounds underpinning the decision, and any conditions attached.
7. Following approval, the project shall proceed to expenditure authorization and implementation in accordance with the applicable laws and procedures.

## **ARTICLE 23**

### **Expenditure authorization**

1. Once CAFI has approved the funding of a project, the corresponding expenditure shall be authorized in accordance with the applicable laws and procedures governing the Fund.
2. Payments to be made by the Fund shall be processed through its official account, in accordance with the provisions of the law.
3. The Fund shall ensure that expenditure authorization is linked to the approved project scope, budget, and timeline, and shall not exceed the limits showed in the Annual Plan without prior deliberation and approval by CAFI.
4. The MPS, in coordination with the Line Ministry, shall monitor the execution of authorised expenditures to ensure compliance with financial, technical, and legal requirements.
5. Expenditure authorization shall be documented in the Fund's records, including reference to the project, approved amount, and conditions attached to the disbursement.

## **ARTICLE 24**

### **Monitoring, inspection, and sound financial management of project execution**

1. The Fund shall ensure the systematic monitoring, inspection, and sound financial management of project execution for all funded projects, in coordination with the competent Line Ministry, the National Development Agency, and the National Procurement Commission.
2. Monitoring shall include, at a minimum:

- a) Submission of periodic technical and financial progress reports by the Project Owner;
  - b) Site inspections and verification of compliance with the approved project scope, budget, schedule, environmental and social safeguards, and procurement rules;
  - c) Audits, either internal or external, as deemed necessary by the Fund.
3. The Fund may issue recommendations and set deadlines for corrective actions where deviations, non-compliance, or deficiencies are detected.
4. In cases of serious non-compliance or financial irregularities, the Fund may adopt additional actions permitted under the law, including suspension of disbursements, contractual remedies, or referral to competent authorities.
5. The MPS, in coordination with the Project Owner and the National Development Agency, shall maintain up-to-date records of all monitoring and inspection activities, including reports, findings, recommendations, and follow-up measures.

**CHAPTER IV**  
**FINAL PROVISIONS**

**ARTICLE 25**

**Annexes**

The annexes referred to in this Diploma form an integral part thereof.

**ARTICLE 26**

**Supplementary regime**

The rules of the administrative procedure are subsidiarily applicable to matters not expressly regulated by this Diploma, with the necessary adaptations.

**ARTICLE 27**

**Entry into force**

This Ministerial Diploma shall enter into force on the day following its publication.

---

**Gastão de Sousa**  
**The Minister of Planning and Strategic Investment**

## **ANNEX I**

### *(Definitions)*

**The Infrastructure Fund (the Fund):** the public financial instrument regulated by Decree-Law No. 13/2016, of 18 May, as amended, intended to fund strategic infrastructure projects.

**Council for Administration of the Infrastructure Fund (CAFI):** the Fund's deliberative body, as provided for in Decree-Law No. 13/2016, of 18 May, as amended.

**Major Projects Secretariat (MPS):** the technical and administrative support body to CAFI, as provided for in Decree-Law No. 13/2016, of 18 May, as amended.

**Annual Plan of the Infrastructure Fund:** the annual programming instrument of the Fund, prepared based on proposals submitted by line ministries and approved by CAFI, which sets out the projects authorized to be funded in the respective fiscal year, in accordance with the Budget Execution.

**Government Program:** the program approved by the National Parliament, which establishes the political and strategic priorities of the Government of Timor-Leste for its constitutional mandate.

**Strategic Development Plan (PED 2011-2030):** the long-term planning instrument that defines the country's development vision, goals, and strategic priorities.

**Line Ministry:** any ministry competent to propose projects for funding by the Fund.

**Project:** an infrastructure initiative approved under the budgetary framework and submitted for funding by a Line Ministry, with a defined scope, cost, schedule, and objectives, aimed at promoting strategic development in accordance with national priorities.

**Scope of a project:** the integrated set of activities and resources required to achieve defined objectives, outcomes, and outputs, ensuring a complete and functional investment with a useful life of more than one year. It may include the acquisition of non-financial assets, consist of several related projects within an investment program, or be jointly undertaken by multiple public entities under a formal agreement specifying roles, obligations, and contributions.

**Project owner:** the Line Ministry or other public entity legally responsible for proposing, preparing, and implementing a project funded by the Infrastructure Fund, in coordination with the Major Projects Secretariat, National Development Agency and in accordance with applicable legislation.

**Project cycle:** means all processes by which a project idea is transformed into a tangible design, that generates the desired assets, outputs, and outcomes of a project.

**Investment documentation:** the set of documents required for a comprehensive assessment of the financial, socio-economic, distributional, risk analysis, technical, spatial, social, environmental, regional development, and any other impacts of a project, aimed at supporting decision-making at different stages of the project cycle.

**Project Concept Note (PCN):** the initial document used to start the project cycle, containing the project's objectives, expected outputs, and outcomes stemming from the Logical Framework Approach, preliminary cost estimates, and strategic justification.

**Estimated costs of a capital project:** means an estimate of the total funds required to complete all stages of the project cycle until the project is fully finished, which includes all expenses related to creating the conceptual design; developing the detailed engineering design; drafting technical documentation; acquiring land; preparing land for construction and providing necessary basic infrastructure; constructing or purchasing the required works, goods, and services; obtaining permits, and any other additional costs necessary to execute a specific type of project.

**Integrated Bank of Projects:** means an information system to manage capital projects and public investments that shall be established under the Fund and shall support the implementation of those projects that receive any public funding and/or government guarantees.

**Eligibility Criteria:** the set of conditions and requirements established in this Diploma that must be met for a project to be considered for funding by the Fund.

**Selection procedure:** the formal process regulated in this Diploma through which projects are assessed against admissibility conditions and eligibility criteria, including technical, financial, and economic appraisal, before submission to CAFI.

**Stage Gate Process:** the structured decision-making methodology that applies the Front-End Loading (FEL) approach, requiring projects to progress through successive stages (FEL-01, FEL-02, FEL-03), each ending with a formal decision point.

**Front-End Loading (FEL) Methodology:** the progressive project preparation methodology whereby investment decisions are based on

increasingly detailed technical, economic, environmental, and social studies, ensuring sound decision-making.

**Seal of Quality:** the formal technical certification recommended by the MPS, approved by CAFI, and signed by the Minister of Planning and Strategic Investment, confirming that a project has met all mandatory deliverables at the relevant stage gates and is ready for final funding consideration.

**CAPEX (Capital Expenditure):** the estimated capital investment cost of a project or program, expressed in United States dollars, used for defining eligibility thresholds and determining the minimum study requirements under this Diploma. The Infrastructure Fund shall only fund the project's CAPEX or initial construction costs, including all necessary equipment required for operation.

**OPEX (Operational Expenditure):** the estimated operating and maintenance costs of a project over its entire lifetime, assessed as part of its technical and financial sustainability appraisal. The Infrastructure Fund shall not fund the project's OPEX or recurring costs during the operational stage of the project.

**Project Profile:** the initial FEL-01 stage, providing a short description of the project's objectives, strategic alignment, beneficiaries, preliminary alternatives, indicative costs and schedule, and key risks, serving as the basis for deciding on further feasibility studies.

**Pre-Feasibility Study (PFS):** a comparative technical, financial, and economic study prepared under FEL-02, identifying and analyzing alternatives, selecting the preferred option, and providing preliminary engineering, risk analysis, and cost estimates using secondary sources of information.

**Feasibility Study (FS):** a comprehensive technical, financial, and economic study prepared under FEL-03, fully defining the project's scope, engineering, risk mitigation measures, environmental and social safeguards, and providing refined CAPEX and OPEX estimates using primary sources of information.

**Project Execution Plan (PEP):** the structured planning document prepared during FEL-03 that sets out the execution strategy, schedule, resources, procurement, risk management, and implementation arrangements for the project.

**Value Engineering (VE):** the systematic method of optimizing the value of a project by analyzing its functions, costs, and alternatives to ensure the most efficient use of resources.

**Life-Cycle Costing (LCC):** the evaluation methodology that considers the total cost of ownership of an infrastructure project, including CAPEX, OPEX, maintenance, and decommissioning, over its entire life span.

**Calamities and Disasters:** extraordinary events of natural origin that create urgent public needs, justifying exceptional funding from the Fund under the terms of this Diploma.

## **ANNEX II**

*(Minimum Deliverables per Stage Gate FEL-01, FEL-02, FEL-03)*

### **SG-01 / FEL-01 (Project Concept/Profile)**

- Clearly framed business opportunity and problem statement
- Strategic alignment with PED 2011-2030, sector medium term plans, and Government Program
- Identification of beneficiaries and affected groups
- Initial technical options and alternatives
- Preliminary market analysis
- Preliminary environmental and social screening
- Initial cost range and schedule estimates
- Risk identification
- Resources and budget for FEL-02

### **SG-02 / FEL-02 (Pre-feasibility)**

- Economic analysis and updated business case
- Technical comparison of alternatives; selection of preferred option
- Conceptual engineering and design basis
- Process flow diagrams

- Site selection and layout plans
- Risk analysis and mitigation plan
- Environmental permitting strategy
- Procurement and operations strategy
- Preliminary CAPEX estimate (Class 4/3)
- Resources and budget for FEL-03

## **SG-03 / FEL-03 (Feasibility)**

- Complete definition of the project's scope.
- Detailed Project Execution Plan (PEP) including Integration, Scope, Schedule, Cost, Quality, Resource, Communications, Risk, Procurement, and Stakeholder Management Plans.
- Detailed CAPEX estimates with  $\pm 10\%$  accuracy (Class 2/3)
- Updated risk register and mitigation plan
- Environmental permits obtained
- Procurement and contracting plan
- Commissioning and start-up plan
- Optional, Life-Cycle Costing (LCC) analysis
- Optional, Value Engineering (VE) report

Investment Stage

- Detailed engineering deliverables (IFD level)
- Final Project Execution Plan (PEP) including Integration, Scope, Schedule, Cost, Quality, Resource, Communications, Risk, Procurement, and Stakeholder Management Plans.

The MPS shall develop a Manual for the formulation and appraisal of public investment projects, outlining the procedures for preparing project profiles, pre-feasibility studies, and feasibility studies, including a project summary form in accordance with this Diploma.

## **ANNEX III**

*(CAPEX Thresholds, Minimum Study Requirements, and Approval Authorities)*

<b>CAPEX Range (USD)</b>	<b>Minimum Study Requirement</b>	<b>Approval Authority</b>
<b><math>\geq 10,000,001</math></b>	Project Concept Note, Pre-Feasibility and Feasibility Study (PFS/FS) with Seal of Quality	Council of Ministers
<b><math>\geq 5,000,001</math> and <math>&lt; 10,000,000</math></b>	Project Concept Note, Pre-Feasibility Study (PFS) with Seal of Quality	CAFI, following Audit Court review and authorization
<b><math>\geq 2,001,000</math> and <math>&lt; 5,000,000</math></b>	Project Concept Note (PCN) with Seal of Quality	CAFI
<b><math>&lt; 2,000,000</math></b>	Determined by Line Ministries	Line Ministries

## **ANNEX IV**

*(Project Cycle)*

### **Stages and Substages of the Project Cycle**

[1] The project cycle of a project shall be implemented through the following stages and sub-stages:

1) Pre-investment stage, which shall entail the following sub-stages:

- Proposal of a project concept note (PCN),
- Preparation of the pre-feasibility study,
- Preparation of the feasibility study,

2) Investment stage, which shall entail the following sub-stages:

Preparation for the implementation of the project (acquisition of land, permits, etc)

Construction of the project through a Project Execution Plan (PEP); and

3) Project operation stage.

[2] The project cycle shall also comprise the inclusion of projects in the fiscal budget.

#### **1. Pre-Investment Stage**

Proposal of a Project Concept Note (PCN)

[1] Each project shall be proposed on the form referred to in Article 16, [2], a), ar i) of this Diploma.

[2] Direct budget beneficiaries, in their role as Project Owners, shall prepare the Project Concept Note using the template and guidelines provided by the Major Project Secretariat for their respective areas and input it into the Integrated Bank of Projects.

[3] Indirect beneficiaries of budget funds, public enterprises, and other recipients of public funds shall submit their PCNs to their respective direct beneficiaries of budget funds in their capacity as Authorised Project Owners, who shall verify the information listed in the forms referred to in Paragraph [1]. If the data are complete and the PCN does not contain any clearly incorrect information, the Authorised Project Owner shall upload this data into the Integrated Bank of Projects. If the PCN does not include all required data or contains clearly incorrect information, the Authorised Project Owner shall return the PCN to the indirect beneficiaries for revision or correction.

[4] For small-value projects, project concept notes serve as the foundation for proposing the project for funding approval (obtaining the Seal of Quality) and initiation of the budgeting processes. In contrast, for medium- and high-value projects, these PCNs serve only as the basis for deciding whether to proceed with further studies.

### **Funding of Pre-Investment Stage Studies**

[1] To fund the necessary studies in the pre-investment phase of the project cycle, direct beneficiaries of budget funds shall plan for the preparation of

investment documentation for projects within their respective areas during the budget preparation and approval process.

[2] The amount of funds for the pre-investment stage of the project cycle shall be determined in the central government's Budget Call Circular or local authority budgeting instructions.

[3] The Project Owner must plan how to cover the costs of developing the project PCNs. The Major Project Secretariat shall finance the preparation of pre-feasibility and feasibility studies.

### **Actions by the Project Owner**

[1] Each Project Owner shall review, assess, and select the best PCN proposals from its remit and submit them to the First Stage Gate Committee.

[2] When selecting PCN proposals to be submitted to the First Stage Gate Committee, the Project Owner shall primarily consider the relevance of the project to achieving the strategic objectives outlined in current planning documents at the national and sector levels, as well as the impact of the project on sustainable social, economic, regional, and environmental development.

[3] If the First Stage Gate Committee approves the PCN, the Project Owner may directly submit selected small-value project PCN proposals for the budgeting process.

[4] If the First Stage Gate Committee approves the PCN, the Project Owner shall nominate selected medium- and high-value project PCN proposals for further development and study.

### **Vetting of PCNs by the First Stage Gate Committee**

[1] PCNs shall be vetted by the First Stage Gate Committee, whose positive recommendation is a prerequisite for the medium- and high-value projects to progress to the following stages of development.

[2] The CAFI shall determine the composition of the First Stage Gate Committee.

### **Project Appraisals**

[1] At the pre-investment stage, Project Owners must collaborate with the Major Project Secretariat to assess their projects by means of qualitative and quantitative analysis and appraisal of:

- 1) Envisaged objectives of the project,
- 2) Proposed variant designs (i.e., project alternatives) and findings of the financial and economic appraisal of each alternative,
- 3) Costs and benefits of each variant design (alternative),
- 4) Potential risks, and
- 5) The optimum variant design (preferred alternative) has been selected.

[2] The following criteria shall apply to the appraisal and selection of projects:

- 1) Relevance of the project for the attainment of strategic objectives from the remit of the Project Owner.
- 2) Financial and economic cost-benefit analysis of the project (including the calculation of the financial and economic net present value, internal rate of return, repayment period, cost-benefit ratio, cost-efficiency, etc.).
- 3) Potential risks that may affect the implementation of the project; and
- 4) Impact of the project on sustainable social, economic, regional, and environmental development.

[3] The Minister of Planning and Strategic Investments shall prescribe detailed conditions, criteria, and indicators for assessing and selecting projects, as outlined in specific guidelines.

### **Preparation of Project Concept Note (PCNs) Proposals**

During the stages of developing the pre-feasibility and feasibility studies, the sponsor of a medium- or high-value project must work with the Major Project Secretariat's Appraisal, providing all lower-level technical documentation that meets professional standards and is supported by appropriate technical and economic analyses.

### **Preparation of the Pre-Feasibility Study**

[1] Following the selection of a PCN proposal as outlined in Article 12 of this Diploma by a Project Owner, the sponsor of a medium- or high-value project must collaborate with the Major Project Secretariat to prepare a pre-feasibility

study. This study may use secondary sources of information to do its calculations. It should include the proposed preliminary design, an assessment of potential impacts, and an economic cost-benefit analysis of different design options or project alternatives. The pre-feasibility study must identify the preferred alternative for further research.

[2] The 'without project' alternative (i.e., in the event the project is not implemented) must be considered when analysing alternative project designs.

### **Vetting of Pre-Feasibility Studies by the Second Stage Gate Committee**

[1] Pre-feasibility studies shall be vetted by the Second Stage Gate Committee, whose positive opinion is a prerequisite for the project to progress to the final stage of development.

[2] The CAFI shall determine the composition of the Second Stage Gate Committee.

[3] The enactment establishing the Stage Gate Committee must specify the Committee's duties, the duration of its establishment, and the remuneration for the Chairperson and permanent and invited members.

[4] After a pre-feasibility study receives a positive recommendation from the Second Stage Gate Committee referred to in Paragraph [1] of this Article, the Project Owner shall select projects for further development as outlined in Article 13 of this Diploma.

[5] When a project does not receive a favorable recommendation from the Second Stage Gate Committee, the Project Owner may choose to modify the project and undergo a new review process with updated documentation or withdraw the project.

### **Preparation of the Feasibility Study**

[1] At the third sub-stage of the pre-investment phase, the sponsor of a high-value project must prepare a comprehensive feasibility study that includes a detailed overview and analysis of the chosen design or preferred project alternative, as referred to in Article 15 of this Diploma.

[2] If the costs of preparing the documentation referred to in Paragraph [1] of this Article do not exceed USD 30,000, a pre-feasibility study shall not be mandatory, but variant designs (or alternative projects) must nonetheless be taken into consideration in the feasibility study.

[3] If no pre-feasibility has been prepared, variant designs must be considered in the feasibility study. The 'without project' option (i.e., in the event the project is not implemented) must be regarded as when variant designs are analysed.

### **Vetting of Feasibility Study by the Third Stage Gate Committee**

[1] Feasibility studies shall be vetted by the Third Stage Gate Committee, whose positive recommendation is a prerequisite for a project to receive the

Seal of Quality, to progress into the budgeting process, and to enter the investment stage of the project cycle.

[2] The CAFI shall determine the composition of the Third Stage Gate Committee.

[3] Having received the Seal of Quality for the feasibility study, the Project Owner must then select the set of approved projects (i.e., those with the Seal of Quality) to nominate for the budgeting process and the investment stage, as outlined in Article 13 of this Diploma.

[4] When a project does not receive a positive recommendation from the Third Stage Gate Committee, the Project Owner may decide to modify the project and go through a repeat process with updated documentation or withdraw the project.

# **ANNEX V**

*(Project Concept Note)*

## **PROJECT CONCEPT NOTE**

### **TEMPLATE**

#### **PIM (Public Investment Management)**

Project ID: (coding number)	<i>System generated number (to be produced by the Integrated Bank of Projects)</i>
Date of Receipt:	<i>To be completed by MPS</i>

<b>SECTION 1: PROJECT PROFILE</b>				
Project Name:		<p><i>A project name must comprise its:</i></p> <ul style="list-style-type: none"> <li>• <i>Process (What are you going to do?)</i></li> <li>• <i>Object (On what are you going to do it?)</i></li> <li>• <i>Location (Where are you going to do it?)</i></li> </ul> <p><i>Example,</i>  <i>"Second phase of the rehabilitation of the SS-13 sewage system of Tema Metropolitan"</i></p>		
Type of Project:		<input type="checkbox"/> Greenfield <input type="checkbox"/> Brownfield		
Project Objective:		<i>State the objective as stated in the log framework</i>		
Estimated Project Cost (GHS/USD):		<i>State the investment cost of the project</i>		
Project Theme:		<i>State the project theme and its code, e.g., 15- energy project</i>		
Project Sub-Theme:		<i>State the sub-theme and its code, e.g., 15/1- geothermal/electricity project</i>		
<b>Project Geographic Location including geo-spatial information i.e., GPS Coordinates</b> <i>(Insert additional rows as required for investment projects with multi locations)</i>				
No.	Region	District	City/Town/Village	GPS Coordinates
1.				
2.				
Project expected starting date:				
Project expected ending date:				
Project Life:		<i>Project construction and operational life/duration. E.g., 25-30 years</i>		
Implementing Agency:				
Principal Spending Officer:		<i>Chief Director, Chief Executive Officer, or the most senior administrative head responsible for producing outputs.</i>		

	<i>Public Financial Management Act, 2016(ACT 921)</i>
Official Contact Details:	<i>Provide email, telephone number, postal and physical address</i>
Appraising Authority:	<i>Sector Ministry (EPC/RCC)</i>
Thematic Area /Development:	<i>Dimension (as stated in the Medium-Term Plan)</i>
Focus Area:	<i>As stated in the Medium-Term Plan</i>
Policy Objective:	<i>As stated in the Medium-Term Plan</i>
Sustainable Development Goal(s):	
<b>Climate Smart Investment:</b>	
Project Impact towards Climate Commitment	
Is your project resilient?	<i>Demonstrate the resilience of your project to the climate/environmental conditions</i>
Project Impact towards Gender	
<b>Investment Project Threshold:</b> <i>Select investment project's category based on their capital expenditure as estimated by the Covered Entity:</i>	
<input type="radio"/> <b>First-tier:</b> <i>investment projects considered big projects with a capital expenditure threshold of up to the of Five Million United States Dollars and above; s.19</i>	
<b>SECTION 2: PROJECT BACKGROUND</b>	
<b>1. Situation Analysis</b> Provide a background to the project idea: a) <i>Briefly describe the current situation that rationalizes the project.</i> b) <i>Briefly describe past and on-going interventions to address the situation.</i> <i>(quote official statistics including past trends to support your narrative, where applicable)</i>	
<b>2. Problem Statement (this falls in line with the Logical Framework)</b> Provide details of the problem to be addressed in terms of challenges, constraints, and gaps: a) <i>Nature of the problem.</i> b) <i>Scope of the problem (How widespread or the magnitude of the problem).</i> c) <i>State the likely causes and effects of the problem both direct and indirect.</i>	
<b>3. Relevance of the Project Idea (Indicate the sector's policy objectives for the Medium-Term National Development Policy Framework (MTNDPF) that specify the key policy objectives and strategies)</b> <i>Justify the need for the proposed project by:</i> a) <i>Linking the project to the Medium Term National /Sector or District Development Plan, the Policy Objective and strategic goals that the proposed project is expected to contribute to.</i> b) <i>Linking the proposed project to Sector strategic objectives and strategies by describing the sector outcomes that the project is expected to contribute to.</i> c) <i>Showing the need for the project by analysing and describing the quantitative indicators of demand for the services or goods to be delivered by the project using readily available information, and demonstrate the linkage between the problem identified and the project.</i> d) <i>Showing the linkage between the project and other ongoing initiatives or interventions in the sector.</i>	

### SECTION 3: OPTIONS ANALYSIS

*In the case of first tier investment projects, include preliminary options analysis by:*

- a) Exploring alternative options by narrowing the analysis to at least 3 alternative strategies to achieve the intended objectives.
- b) Comparing the identified alternatives using qualitative and quantitative listing of advantages and disadvantages using a multi-criteria analysis including technical, environmental, social, legal and administrative analysis.
- c) Indicate whether or not your project can be undertaken under a PPP scheme.

### SECTION 4: LOGICAL FRAMEWORK

*(This section shows the result chain in a logical manner with a detailed description of the project goal, objectives, outcomes, outputs and inputs). Also identify in the "Assumption's column, conditions that must exist for the achievement of the next level objective/outcome.*

*NB: attach problem and solution tree framework as appendix to this document.*

#### a) Project Logical Framework Matrix

Narrative	Indicators	Sources/Means of verification	Assumptions
<b>Goal (MTNDP/MTDDP)</b> <i>State the goal in the MTNDP/MTDDP the project intends to achieve.</i>	<i>Define the indicator that will be used to measure success of the project against the goal</i>	<i>Briefly explain how information on this indicator shall be obtained.</i>	
<b>Objectives / Outcomes</b> <i>Define the project objectives and the corresponding outcomes. These include the effects that will follow from the utilization of products or services (outputs) delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people will be able to do better, faster, or more efficiently, or what they could never do before.</i>		<i>Briefly explain how information on this indicator (s) shall be obtained</i>  <i>For each project outcome identified, define at least one indicator that will be used to measure performance of the project against the relevant outcome</i>	<i>Identify conditions that must exist for the achievement of the overall goal</i>

<b>Output</b>  <i>Describe the direct outputs that the project is expected to deliver. Outputs are the immediate and concrete consequences of the implemented activities and resources used</i>	<i>For each project output identified, define at least one indicator that will be used to track progress</i>	<i>Briefly explain the means of verification</i>	<i>Identify conditions that must exist for the achievement of the outcome.</i>
<b>Key Activities</b>  <i>For each output identified describe the major activities that should be implemented together with the inputs or resources required to deliver the planned results. To obtain the results of a project a number of activities have to be implemented using various resources or inputs.</i>	<i>For each activity identified, define at least one indicator that will be used to track progress</i>	<i>Briefly explain how information on this indicator (s) shall be obtained</i>	<i>Identify the conditions that must exist for the achievement of the output.</i>
<i>NB: Add additional rows for outcomes, outputs and activities as necessary</i>			

## SECTION 5: SCOPE OF THE PROJECT

*Describe the scope of the project by defining the boundaries of the project in terms of the deliverables of the project or the work that needs to be accomplished to deliver the product, service or result required. Here the project scope must be specific. To be clearer, you may also state what is excluded from the scope. All the deliverables must be identified. (In the case of PPPs, indicate the role of the private party) \*\*\*.*

## SECTION 6: INSTITUTIONAL ARRANGEMENTS

### 1. Institutional Mandate

*Describe how the project is linked to the mandate of the institution.  
(Any established legislature that mandate the institution to carry out this project)*

### 2. Management of the Project

*Demonstrate the technical, managerial, and financial capacity of the implementing agency to deliver the project. This can also be better expressed by showing previous experience in handling projects of the same magnitude.  
(Agency's implementing team capacity i.e., engineer, financial expert, and legal expert, etc and similar projects that have been carried out before)*

### 3. Project Implementation Plan

*Describe the sequence of activities overtime which should set clear benchmarks and timelines that can be used to track the overall project from project preparation to execution. What is your forecast in terms of the pre-investment phase*

#### **4. Monitoring and Evaluation**

*Indicate the institutional framework for monitoring project progress at the construction and operational level*

#### **5. Risk and Mitigation Measures**

*Describe the potential risks that can derail the project, the likelihood of occurrence, the impact of such risks and strategies for mitigating them (preliminary)*

NO	Identified Risk	Risk allocation (Public/Private /Shared)	Likelihood of occurrence (Likely/Less Likely)	Impact on project (High/Moderate / Low)	Mitigation measure(s)
1					
2.					
3.					
4.					

#### **6. Project Sustainability**

*Describe how the project will continue providing the intended services and benefits to the beneficiaries after the project is completed.*

*Describe how ownership will be fostered among stakeholders.*

*Include anticipated annual operations and maintenance costs and the source of financing.  
(After assets are built, indicate what plans are in place to sustain its operation and maintenance)*

*Are you willing to subscribe a co-resourcing agreement?*

#### **7. Project Stakeholders and Collaborators**

*Describe the stakeholders that the project must constantly engage and their level of influence and interest among others.*

NO .	Identified Stakeholder	Role/Contribution to the project (In favour/Against/Neutral)	Level of Influence (High/low)	Potential Impact on project (High/low)	Intervention Measure
1					
2.					

3.					
4.					

**8. Project Readiness (implementing agency should provide information before start of project)**

A) Describe how prepared the implementing agency is to deliver the project by providing the following information:

- a) Does the project have the following? (*If yes, attach documentation*)
  - Preliminary technical designs
  - Pre-Feasibility
  - Feasibility Report
- b) Has land been acquired (site readiness)? Yes  / No
- c) Have necessary regulatory approvals been obtained? Yes  / No
- d) What government agencies and stakeholders will be involved in the preparation of the Project and what roles will they play in project development and approval?  
*(Indicate your coordination and communication plan with the relevant agencies)*
- e) Have you undertaken consultations with other Government agencies to improve synergy and avoid duplication of effort? Yes  / No   
*(If yes, state the agencies?)*
- f) Indicate whether the project is a joint (Inter-sectoral) project? Yes  / No 
  - If yes, indicate Project Owning agencies
  - Indicate the lead sponsoring agency of the project
  - Indicate whether any formal arrangements have been made among sponsoring agencies. (*If yes, attach documentation*)
- g) Attach any Safeguard and Resettlement Action Plan (RAP) documents if available

**9. FINANCIAL ANALYSIS**

**A. Provide a breakdown of estimated total cost of the project**

Item	Description	Cost (GHS)	Source of Funding
1	<i>Project preparation cost</i>		
2	<i>Civil Works</i>		
3	<i>Equipment (purchase/installations)</i>		
4	<i>Others</i>		
<b>Total</b>			

Estimated total project CAPEX cost in USD: US\$.....  
*(Indicate date and foreign exchange rate)*

**B. Estimated Annual Project Disbursement Plan (USD)**

FY 1	FY 2	FY 3	FY 4	FY 5
Total (USD)				

<b>C. Indicate the proposed financing options for the project</b>				
a) Government of Timor Leste (GoTL) only	<input type="checkbox"/>			
b) Development partner only (Grant/Loan)	<input type="checkbox"/>			
c) GoTL and Development Partner	<input type="checkbox"/>			
d) Public Private Partnership	<input type="checkbox"/>			
<p>If GoTL and Development Partner, state the type and % contribution of GoTL and Development Partner Funding ..... (eg: TWB, IFC, ADB, JICA, Australia Fund, China, etc.).</p>				
<b>In case of Public Private Partnership</b> <ul style="list-style-type: none"> <li>i. Proposed Private Sector Funding %.....</li> <li>ii. Proposed GoG Contribution %.....</li> <li>iii. Any Other GoG support (guarantees, subsidies, etc)</li> </ul>				
<b>D. Estimated Annual Operating (OPEX) and Maintenance Cost (USD)</b> <p>Provide estimated average annual recurrent costs, i.e., personnel cost, annual maintenance cost, operation cost and revenues where applicable. (This should be attached as an annex to this PCN)</p>				

Prepared by: .....

(Head, Public Investment Unit /DPCU/RPCU)

Signature: .....

Date: .....

(DD/MM/YYYY)

Appraised by: .....

(Head, Appraising Authority/RPCU/Sector Ministry)

Signature: .....

Date: .....

(DD/MM/YYYY)



IX GOVERNO CONSTITUCIONAL

MINISTÉRIO DO PLANEAMENTO E INVESTIMENTO ESTRATÉGICO  
FUNDO DAS INFRAESTRUTURAS

Conselho de  
Administração



LISTA PARTICIPANTES

Reunião Extraordinária do CAFI

Quinta-Feira, 9 de Outubro de 2025

Sala Reunião Gabinete do MPIE, Fatuhada.

No	Naran	Posisau	Instituisau	Assinatura
1	S.Exa. Sr. Gastão Francisco de Sousa	Ministro do Planeamento e Investimento Estratégico, Presidente do CAFI	MPIE	
2	S.Exa. Sra. Santina José Rodrigues F. Viegas Cardoso	Ministra das Finanças, Membro do CAFI	Mdf	
3	S.Exa. Sr. Miguel Marques Gonçalves Manetelu	Ministro dos Transportes e Comunicações, Membro do CAFI	MTC	
4	S.Exa. Sr. Samuel Marçal	Ministro das Obras Públicas, Membro do CAFI	MOP	
5	S.Exa. Sr. Marcos da Cruz	Ministro da Agricultura, Pecuária, Pesca e Florestas	MAPPF	

Edifício ADN, I.P. Rua Bedik-Hun, Fatuhada, Dili, Timor-Leste  
Teléfone: +670 3311001.  
Email: [sepinf@sepnttl.tl](mailto:sepinf@sepnttl.tl).

