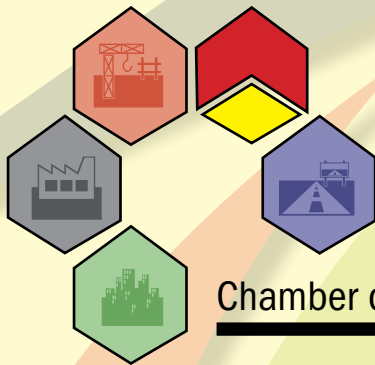




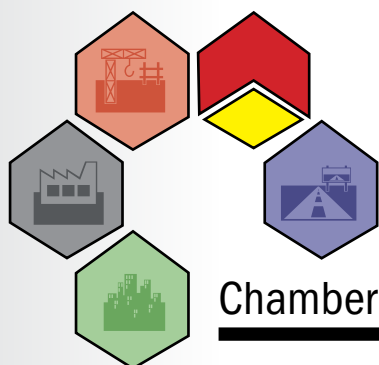
Chamber of Commerce and Industry  
of Timor-Leste



Chamber of Commerce and Industry of Timor-Leste

# Strategic Plan

## 2016-2018



Chamber of Commerce and Industry of Timor-Leste

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# Strategic Plan

## 2016-2018

**The Chamber of Commerce and Industry of Timor-Leste (CCI-TL)**

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## FOREWORD

FROM THE PRESIDENT OF THE CHAMBER OF  
COMMERCE & INDUSTRY – TIMOR-LESTE



The Chamber of Commerce & Industry – Timor-Leste (CCI-TL) proudly presents its Strategic Plan 2016 – 2018. As the recognised representative of the private sector by the Timor-Leste Government, CCI-TL has set out its priorities for private sector development and job creation for the people of Timor-Leste.

The Government of Timor-Leste includes CCI-TL in its policy development. This Plan will assist the Government in its decision-making as it sets out clearly the priorities for building a strong private sector.

I wish to thank **the ILO-ACTEMP for supporting the development of the Strategic Plan**, and the CCI-TL members for their support and my business colleagues who donate their time as part of the CCI-TL structure. CCI-TL is a strong representative of business and committed working towards a plan for success. The services outlined in this Strategic Plan will both support the private sector to prosper and offer benefits for those businesses that support CCI-TL.

CCI-TL welcomes many international visitors each year; some seeking to assist in the development of the private sector and others seeking business opportunities. I invite international visitors to use this Strategic Plan to understand the business environment of our proud country, Timor-Leste.



**Oscar Lima**  
President CCI-TL

## 1. Background

Timor Leste is a young nation that achieved its independence just over 13 years ago on 20 May 2002. Before the establishment of CCI-TL, the private sector was largely fragmented with 'no single voice' to represent the business sector. The majority of the economic activities are dependent on public sector spending to sustain growth. In addition, the business sector faces many challenges including low skills level, access to finance, uncertainty in land titles, lack of infrastructure at airports, port, electricity and other resources to support growth. However, vast offshore oil and gas fields in the Timor Sea hold much potential for the country.

Since its establishment in April 2010, CCI-TL has been focussed on building the capacity of the Presidential Council and the technical Team to function as a membership organisation and to represent its members in policy and advocacy, as well as deliver a range of services to meet business needs.

The Government has recognised CCI-TL as an official partner in 2012, when the 5th Government of passed Resolution 17/2012. With the growth and development of CCI-TL, the private sector has a united voice representing their business needs and aspirations for the years to come. CCI-TL aims to be a strategic partner for economic growth to the government, as well as a trusted third party for business , leading to private sector growth in Timor Leste.

## 2. Organisation Structure

### 2.1. Presidential Council

The structure of CCI-TL is through a Presidential Council made up as follows:

- ◆ CCI-TL President elected by of all members at a National Congress for a term of 4 years. Sr Oscar Lima is CCI-TL President and has a mandate from 2014 to 2018.
- ◆ 7 CCI-TL Vice Presidents appointed by the President. Each Vice President is allocated policy responsibilities and leads CCI-TL's advocacy and representation in their policy area.
- ◆ 13 Municipal Presidents elected by the members in each of Timor-Leste's 13 Municipals. Municipal Presidents are elected for a term of 4 years. The current mandate is from 2014 – 2018. The Municipal Presidents' authority is subject to the CCI-TL President.



## 2.2. Directors of CCI-TL Structure

The CCI-TL Presidential Council also established an overall CCI-TL structure which is comprised of directors chosen for their expertise and technical experience in the private sector to deliver the following functions:

- ◆ Liaison with key stakeholders in the target industry.
- ◆ Identify the challenges of the industry.
- ◆ Prioritise the areas of intervention to address industry needs.
- ◆ Identify potential growth and new areas of investment.
- ◆ Strategy to support future development of the industry.

These directors have responsibility to address the details of key areas and include members in their assessment. These directors require Vice President approval for any decision.

## 3. CCI-TL's Chosen Paradigm

CCI-TL is a strategic partner of the Government that represents and empowers the interest of private sector business for sustainable economic growth.

## 4. CCI-TL Vision

To become a strong, independent, empowering organisation and be the voice of private sector to achieve sustainable national economic growth.

## 5. CCI-TL Mission

- ◆ To become a trusted Government partner to represent the voice of private sector business through advocacy.
- ◆ To promote good business etiquette and CSR.
- ◆ Become the leading representative in representing business interest

- ◆ To promote business environment based on competitiveness and initiate foreign investment.
- ◆ To promote the growth of district business and SME to enable broader economic growth.
- ◆ To enhance competency and business competitiveness.

## 6. Strategic Objectives

Three (3) strategic goals have been identified as the priorities and direction of CCI-TL for 2016 - 2018.

1. Business Services
2. Access to Finance
3. Advocacy

## 7. Critical Success Factors (CSF)

### Internal

1. Strong leadership at both Presidential Council and Management Team levels.
2. Qualified, competent and motivated management team.
3. Financially responsible decisions.
4. Well equipped office to carry out operation including good functional website.
5. Be focused on members by:
  - ◆ Creating realistic expectations.
  - ◆ Keeping members informed and provide timely feedback to enquiry.
  - ◆ Having input into policy advocacy areas and prioritisation.
  - ◆ Develop sound policies.



## External

1. Establishing and retaining good will with the business community and stakeholders.
2. Be a reputable, credible and professional organisation.
3. Strong paid membership base and active participation of members.
4. Recognised by Government, stake holders and international organisation as voice of private sector.
5. Strong network and regular contact with members, Government, regional and international organisation and donor agencies for source of support and funding.



## 8. Strategies for Implementing the Objectives

Objective	Priorities	Person in Charge	Indicators for Success	Timeline
<b>1. Business's Services</b>	Training – HR capacity building (both internal and external), business plan and management	CEO	Minimum 14 x training conducted	1 November 2015 - 31 December 2016
	Business consultation	CEO	Resources for Business consultation ready by January 2016	1 January 2016 – 31 December 2018
	Authorisation services – Certificate of origin, approval letter for construction and commerce services	VP of infrastructure, transport and telecommunication	1,000 business registered at the construction and commerce services	ongoing
	Business gathering	CEO	2 x every year	1 January 2016 – 31 December 2018
	Send and receive business delegation	VP for external and internal relations	Trilateral delegations Import and Export related	Now until mid 2018
	Business matching	All VPs	2 x every year	1 January 2016 – 31 December 2018
	Business directory	CEO	Business directory ready by Aug 2016	August 2016
	Legal services for business related matters	Legal team	Assistance on all relevant business topics	November 2016
	Business research	Director General of Economic and Agriculture	First phase of research output ready by July 2016	1 January 2016 – 31 July 2016



Objective	Priorities	Person in Charge	Indicators for Success	Timeline
<b>2. Access to Finance</b>	Financial institution: small investment credit	VP for Development of Financial Institution	The launch of the financial institution by Nov 2016	November 2016
	Negotiation for access to finance	VP for Development of Financial Institution	Interest rate no more than 6%. Create 3 more banks to provide credit for business.	Now – December 2016
<b>3. Advocacy</b>	Investment in Industry development	VP of infrastructure, transport and telecommunication	Industrial park and new port ready by 2018. Including installations and infrastructure.	Now – December 2018
	Tender	VP of infrastructure, transport and telecommunication	New procurement law is operating.	January 2017
	Bank guarantee	VP for Development of Financial Institutions	Only 15% of value of guarantee needs to be cash in the bank and administration fee no more than 2%.	Now – December 2017
	Mediation between project owner & business	President General Assembly	Government makes payment according to the contract.	Ongoing
	Law on certification of land and building ownership	VP for social, economy and agriculture	Law for land ownership certificates is rectified by Timor-Leste President.	July 2017
	Commerce and industry	VP for commerce and industry	Port is operating 24 hours a day, 7 days a week.	Now – July 2016
	Transportation law	VP of infrastructure, transport and telecommunication	Logistics warehouse at borders are ready by December 2016.	Now – December 2016

Objective	Priorities	Person in Charge	Indicators for Success	Timeline
	Law on pre-qualification	VP of infrastructure, transport and telecommunication	Law on pre-qualification changes is implemented.	Now – December 2016
	Dwelling time implementation	Director General of economic and agriculture	Dwelling time process maximum is 1 week.	Now – December 2018
	Implementation of investment law	VP for social, economy and agriculture	Investment law is implemented.	Now – December 2016
	Policy to enhance capacity of local small business	VP for commerce, industry and cooperative	Fulfil capacity training for local business.	Now – December 2017
	Cooperative development	VP for commerce, industry and cooperative	Building and growing co-operatives in each municipal.	Now – December 2017
	Business matching	VP for commerce, industry and cooperative	Building and growing co-operatives in each municipal.	Now – December 2017
	Consumer protection	President of CCI-TL and the team	Set up agency for consumer security.	Now – December 2016
	Tourism and hospitality development	VP for tourism and environment	Tourism law is approved.	Now – December 2017
	Implementation of local content	VP for natural resources	20% local content target according to constitution is met.	Now – January 2017



## Annex:

### Environmental and Situation Assessment

#### SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Broad network of CCI-TL with all levels of Government and major political parties.</li> <li>• Ability to be central point of contact for government and industry.</li> <li>• Strong relationships with key decision makers at government and business.</li> <li>• MOU &amp; cooperation agreements with key organisations, such as IFC, VECCI, ILO and other Chamber of Commerce.</li> <li>• Links and access to International Chamber of Commerce (ICC) Network.</li> <li>• Established Presidential structure and management team to implement strategies and plan.</li> <li>• Availability of international partners to support CCI-TL growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide united voice for businesses.</li> <li>• Businesses face challenges in their import processes.</li> <li>• Advocate policy that business really want to push.</li> <li>• Provide membership services to support business growth.</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Limited finances – possible impact on marketing, member benefit realization and administration costs.</li> <li>• Co-ordination of CCI-TL activities with CCI Municipals.</li> <li>• Extent of work required to become sustainable.</li> <li>• Limited use of information and telecommunication technology in business interactions.</li> <li>• Low level of skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Members may lose confidence if CCI-TL fails to deliver on expectations.</li> <li>• Lose perceived relevance if not commenting on government decisions at all or in a timely manner.</li> <li>• High dependence of local companies on public projects to sustain growth.</li> </ul>

