



BESIK

Australia East Timor Rural Water Supply and Sanitation Program (Phase 2)

Activity Completion Report

September 2012 to March 2016

June 2016



BESIK

c/o Direcção Nacional dos Serviços de Água
(DNSA),
Ministério das Obras Públicas, Rua Jacinto
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TIMOR-LESTE



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ABBREVIATIONS

| | |
|----------|--|
| ADN | National Development Agency (GoTL) |
| AIP | Aid Investment Plan |
| AusAID | Former Australian Agency for International Development, merged into Department of Foreign Affairs and Trade |
| AWP | Annual Work Plan |
| BESIK II | Community WASH / <i>Bee, Saneamentu, Ijiene iha Komunitade</i> |
| BESITL | Timor-Leste Water Sanitation and Hygiene CSO Network |
| CAP/PAK | Community Action Planning / <i>Planu Aksaun Komunitade</i> |
| CDO | Community Development Officer (BESIK national staff) |
| CLTS | Community Led Total Sanitation |
| CoM | Council of Ministers |
| DAA | Water Supply Department / <i>Departamento Abastecimento Agua</i> |
| DFAT | Department of Foreign Affairs and Trade (GoA) |
| DGAS | General Directorate for Water and Sanitation/ <i>Direcção-Geral de Água e Saneamento</i> . |
| DGSC | General Directorate of Corporate Services / <i>Direcção-Geral dos Serviços Corporativos</i> |
| DHS/SdS | District Health Services/ <i>Servisu Distritu Saude</i> |
| DSA | Department of Environmental Health / <i>Departamento de Saude Ambiental</i> |
| DNCQA | National Directorate for Control and Quality of Water / <i>Direcção Nacional de Controlo e Qualidade da Água</i> |
| DNSA | National Directorate of Water Services / <i>Direcção Nacional dos Servicos de Agua</i> |
| DNSB | National Directorate for Basic Sanitation / <i>Direcção Nacional de Saneamento Basico</i> |
| DNSP | National Directorate for Public Health / <i>Direcção Nacional Saúde Publico, previously DNSC</i> |
| DPAT | Department of Programs and Technical Support |
| DPES | Department of Health Promotion and Education / <i>Departamento Promosaun no Edukasaun Saude</i> |
| DPHO | District Public Health Officer |
| DTO | District Technical Officer (GoTL staff) |
| FPA | Administrative Post Facilitator (GoTL staff) |
| GMF | Water Facility Management Group / <i>Grupu Manajementu Fasilidade</i> |
| GoA | Government of Australia |
| GoTL | Government of Timor-Leste |
| HWWS | Hand Washing with Soap |
| INS | <i>Instituto Nasional de Saude</i> / National Health Institute |
| LTA | Long Term Adviser |
| M&E | Monitoring and Evaluation |
| MAE | Ministry of State Administration/ <i>Ministériu Administrasaun Estatal</i> |
| MC | Managing Contractor |
| MDF | Market Development Facility |
| MDGs | Millennium Development Goals |
| MEF | Monitoring and Evaluation Framework |
| MdS | Ministry of Health / <i>Ministerio da Saúde</i> |
| MoPWTC | Ministry of Public Works, Transport & Communications / <i>Ministro das Obras Públicas, Transportes e Comunicações (VI Constitutional Government)</i> . This was the Ministry of Public Works / <i>Ministério das Obras Públicas (MOP) in the V Constitutional Government</i> |
| NGO | Non-Government Organisation |
| ODF | Open Defecation Free |
| O&M | Operations and Maintenance |
| PAKSI | Community Action Planning, Sanitation & Hygiene / <i>Planu Aksaun Komunitade, Saneamento no Ijiene</i> |
| PDD | Program Design Document |



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| | |
|--------|---|
| PDID | Integrated District Development Planning (Program) / <i>Planeamentu Dezenvolvimentu Integradu Distrital</i> |
| PDIM | Integrated Municipal Development Planning (Program) / <i>Planeamentu Dezenvolvimentu Integradu Municipal</i> |
| PFI | Public Finance Instructions |
| PFM | Public Financial Management |
| PNDS | National Program for Village Development / <i>Programa Nasional Dezenvolvimentu Suku</i> |
| RHTO | National Disabled Peoples Association / <i>Ra'es Hadomi Timor Oan</i> |
| RWASH | Rural Water Supply, Sanitation and Hygiene |
| RWSSP | Rural Water Supply and Sanitation Program |
| SAS | District Water and Sanitation Service / <i>Serbisu Aqua no Saneamentu</i> |
| SIDJRI | <i>Sistema Informasaun no Dados Jestaun Rekursus Idricos</i> (formerly the Water Resources Database, WRDIMS) |
| SDF | Sub-district Facilitator, since the change of districts to municipalities these are now known as Administrative Post Facilitators |
| SDP | GoTL's Strategic Development Plan |
| SHIP | Sanitation and Hygiene Improvement Program |
| SIBS | Water and Sanitation Information System / <i>Sistema Informasaun Bee no Saneamentu</i> |
| SISCa | Integrated Community Health Service / <i>Servisu Intergradu Saude Comunidade</i> |
| STA | Short Term Adviser |
| ToRs | Terms of Reference |
| WASH | Water Supply, Sanitation and Hygiene |
| ZEESM | Special Social Market Economy Zone / <i>Zona Especial de Economia Social de Mercado</i> |

Currency references are in USD, unless noted. At commencement 1AUD=1.05 USD; 2015: 0.72¹

¹ Indicative exchange rates (xe.com) are: mid-Dec, 2012: 1AUD=1.05 USD, 2013: 0.90, 2014: 0.82, 2015: 0.72, 2016 (Feb): 0.72



Executive Summary

BESIK II was a AUD\$30² million investment by Australian Government (GoA) to support the Government of Timor-Leste (GoTL) develop sustainable rural water supply and sanitation services. This Activity Completion Report analyses the strategic progress against the BESIK II Program Design Document (PDD) and records the lessons learnt during implementation of BESIK II from September 2012 to March 2016. BESIK II will end early in June 2016 and the lessons during implementation have been used to provide recommendations for the next phase of Australian Government investment in the RWASH sector.

At design, the BESIK II management structure reflected models then being used by AusAID in Indonesia. Rather than contract out the policy and strategic engagement to the private sector, personnel with the technical expertise and relationships were contracted directly by AusAID country offices. The role of these Program Directors was to elevate the relationships with Government of Timor-Leste and provide the strategic and technical oversight of their program and teams. The intended role of the Managing Contractor (MC) in the BESIK II design was to operationalise the decisions of a joint GoTL-GoA Steering Committee with no responsibility for the policy and strategic direction of the program or technical management of the team.

For the first nine-month inception phase of BESIK II, the PD assumed the responsibility for policy and strategy engagement. For various reasons including medical evacuation, interim arrangements and budget cuts in the final program year, BESIK II has had five people in the main leadership role over a four-year period and this has had a disruptive impact on various aspects of implementation of the design.

The transition from a direct, parallel delivery approach of BESIK I to that of developing service delivery systems envisaged in the BESIK II design, was a big challenge for all stakeholders. The design perhaps underestimated the extent of the change that was required between BESIK I and BESIK II, the leadership required and the time it would take the BESIK II team and GoTL to adjust to the changed approach.

As noted by the Monitoring Review Group, multiple changes of Program Director meant that there was not a consistent strategic vision and several periods of reduced momentum; nor was there the stable management and decision-making needed to ensure the team moved in the direction prescribed in the PDD.

However, after four years and at the half way point of the eight-year program design envisaged in the PDD, BESIK has made a significant contribution to improved access to water and sanitation for the rural population of Timor-Leste. Key achievements include:

- An additional 27,000 people (36 schools, 13 health clinics) now have improved access to water through the direct implementation by BESIK II of 33 completed capital works projects.
- 44 private sector contractors and NGOs implemented USD\$6.4 million in contracts for the implementation of water-related works and activities³
- Based on BESIK II technical support, an additional 26,367 people have improved access to water through 22 water systems funded by the GoTL's Integrated District Development Program (PDID).
- At least 25,000 people have a more reliable water source due to BESIK II delivery of operations and maintenance services (either directly through a pump repair service or through contracts to NGOs).
- 51,100⁴ people have improved sanitation and hygiene knowledge through attendance at Behaviour Change and Communication (BCC) campaign events and Community Action Planning, Sanitation & Hygiene (PAKSI) "triggering", (December 2015).

² Aurecon contract was approximately \$29 million plus additional costs for Program Director and three Monitoring Review Groups.

³ June 2016 projected: 36 projects, 29,600 people, 4.3 million, 39 schools, 15 health clinics

⁴ Annex 1: 17,444+20,304+12,375



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- 29,580 additional people in target areas have access to “improved” or “unimproved” household sanitation facilities (at December 2015).

BESIK II was primarily conceptualised as a program that would enable the development of government-led service delivery systems for rural water, sanitation and hygiene and it contrasted with the previous phase through a greater emphasis on operations and maintenance of water supply. There has been progress in a number of areas that support such government-led RWASH service delivery. They include:

- The Water Resource Management Policy and Law was revised several times, is now complete and has been presented to the General Directorate for Water and Sanitation (DGAS) (as at April 2016)
- GoTL allocated USD\$3 million for operations and maintenance of water supply in 2015 and then increased this amount in the 2016 budget
- After several years of effort, 88 National Directorate of Water Services DNSA Sub-District Facilitators were made permanent GoTL staff (in January 2015)
- Data collection rates for the national planning system have more than doubled between 2014 and 2015, although much more work is needed in this area
- DGAS human resource processes were developed and finalised (in March 2016)
- Detailed water resources studies were completed in Liquica and Baucau
- A Water Resource Management database (SIDJRI) was conceptualised, developed and delivered to the National Directorate for Control and Quality of Water (DNCQA) in February 2016
- Water Resource Management products were produced, including a Hydrogeology Map of Timor-Leste and Water Resources of Timor-Leste book⁵.

Piloting new service delivery approaches was another key aspect of the program design. In the first year of the program, given the priority on conducting an evaluability assessment and developing the first M&E Plan⁶, there was no framework developed for rigorously piloting service delivery approaches, as was identified later in the program. However, as BESIK II progressed:

- Two delivery systems for operations and maintenance service provision (NGO, private sector pump repair) were tested and trialed
- Three delivery systems were trialed for water system rehabilitation (NGO, direct advance to Water Supply Department (DAA), private sector contractor)
- Three new sanitation packages and one new product (*satopan*) were introduced to the private market in Timor-Leste
- Local masons were engaged in toilet building and sales promotion – for example 109 houses contracted local masons to build household toilets between October and December 2015.
- There were two models for engaging local authorities to lead sanitation improvement in their jurisdiction. The “Sanitation Strategy” proved ineffective but an “institutional triggering” model was successful in Bobonaro municipality and will be replicated in future rollout of the Open Defecation Free (ODF) Municipality initiative⁷.
- Two models for sanitation improvement were implemented. The first was a Ministry of Health (MdS) “sanitarian-led” and implemented initiative; the second was a local-government led initiative, with NGOs implementing the Community Action Planning, Sanitation & Hygiene (PAKSI) activities and MdS taking the role of a “service authority” responsible for facilitating strategic engagement of implementing partners, establishing standard operating procedures for delivery, and ensuring quality of programs. The second was highly successful in achieving ODF at scale (municipal level).

⁵ January 2014 and March 2016 respectively

⁶ The M&E Plan was an additional milestone identified in early 2013 and included in Amendment 1 (July).

⁷ Also known locally as “ALFA”, the first step on the sanitation ladder as defined in the national policy and framework.



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Delivering improvements in government service delivery systems that improve the lives of rural communities takes time, and the improvements for communities may not be immediately evident. When services are directly delivered, as they were by BESIK Phase I, it is clear that the program is improving people's lives. However, during a transition to strengthening government systems, there may be fewer immediate results evident at the community level, while the government service delivery systems are strengthened. The tension between immediate, and deferred, community results, requires a shared commitment to the approach amongst all stakeholders and a common vision. However, changes in BESIK's leadership meant that there was not a consistent dialogue about this between GoA, GoTL and the BESIK II program.

One of the key guiding principles for the BESIK II program was to work toward genuinely shared ownership. In 2014, the first Monitoring Review Group (MRG) recommendations about '*one plan, one budget, one system*' provided the impetus for the development of an annual planning framework for BESIK II that took into account the GoTL Annual Action Planning and budget process. This was a major result of the Capacity Development Specialist's initial inputs to the program. While viewed by MRG as technically sound but complex, the annual planning framework did provide the basis for discussions with GoTL counterparts about the BESIK II budget and work plan that had not previously occurred.

The final year of BESIK II implementation was dominated by a GoA reduction in funding for development assistance. For FY2015-16, this translated to a cut of 25-30% in the BESIK II budget. While the reduction was significant and had a major impact on the program team, it enabled some very positive changes in the relationships between BESIK II and GoTL and other sector stakeholders. Some of these changes included:

- Greater transparency and accountability about BESIK II budget envelope decisions.
- Less dependency on BESIK II to fully fund all sector initiatives. Other sector partners contributed resources to activities where previously BESIK II would have been expected to provide all financial and human resources (e.g.: the ODF Bobonaro initiative, and the ODF Sustainability Study).
- National Directorate of Water Services (DNSA) dependency on BESIK II to fill gaps has reduced. This has allowed the BESIK II team to engage in discussions on the processes required for DNSA municipal offices to access GoTL resources rather than have BESIK provide a 'quick fix'.
- Greater responsibility for senior BESIK II national staff in program implementation, contract management and engagement with counterparts due to a much smaller international adviser team.
- As there were fewer resources available for BESIK II-funded implementation in the water services area, activities have had to focus on those that are strategic and to establish them in a way that they will be funded in the future through government systems.

Some RWASH activities will continue under the Australia Timor-Leste Partnership for Human Development (ATLPHD) which commences on 1 July 2016 – principally through both the water and health pillars. As a result of the BESIK II experience, there were multiple lessons learnt as described in this report, leading to 16 Recommendations for the future ATLPHD program.



Summary of Recommendations

Recommendations for Australia Timor-Leste Partnership for Human Development

1. Conduct a thorough analysis of Government of Timor Leste (GoTL) and other donor activity in the Water Resource Management and WASH sector to better understand broader GoTL priorities and the 'space' for a smaller Australian government engagement in the sector.
2. DFAT engage more strongly in the Development Partners Coordination Mechanism for water and sanitation (led by ADB) and formal feed back to the ATLPHD.
3. In the first year of the program, ATLPHD ensure that capacity development is embedded into its implementation and management process.
4. An understanding of capacity development and experience in working across a range of capacity development strategies is a standard requirement for all ATLPHD managers and advisers.
5. Assess GoTL readiness to engage in policy development process prior to the commitment of resources to develop policy.
6. Ensure that policy development process is adequately planned and resourced prior to commencement, with clear actions required by GoTL policy makers that 'trigger' the next steps.
7. ATLPHD map the roles and responsibilities for water supply service delivery, and target its support accordingly. e.g.: policy and planning and regulatory support targeted to General Directorate for Water and Sanitation (DGAS); practical O&M support through Ministry of State Administration;
8. ATLPHD decision-making processes should involve a range of stakeholders to ensure that the program can respond to opportunities that arise from changes in government structure and roles and support new champions of change, regardless of their institutional home.
9. The new Ministry of Health (MoH) structure includes a separate Directorate General for Corporate Services. There may be lessons from Roads for Development (R4D) engagement with Ministry of Public Works, Transport and Communications (MoPWTC) and their Directorate General of Corporate Services (DGCS) that can be applied also by the ATLPHD in their work with the MoH.
10. ATLPHD have a pool of international and national advisers to provide corporate services support. The utilisation of these resources by the program areas should be based on the readiness of the GoTL institutions to improve the systems and linked directly to triggers of improved service delivery.
11. Initial ATLPHD inputs to National Directorate for Control and Quality of Water (DNCQA) should be focussed on specific outputs related to the Water Resource Management database (SIDJRI) – DNCQA's key tool for policy and law implementation.
12. ATLPHD utilises the program start up period to build agreement between stakeholders in the water pillar as to the focus and scope of DFAT support.
13. ATLPHD develop a clear program strategy and framework that informs implementation plans. A human resource needs analysis, based on the strategy and implementation plan, must inform ATLPHD staffing decisions.
14. Engage with Directorate General of Corporate Services in both Ministries of Health and Public Works, Transport and Communication to support institutional systems that will support service delivery.
15. ATLPHD utilise processes for initial development of program strategy and implementation plan to establish a shared understanding amongst stakeholders as to the institutional roles and partners for the various components of the sanitation and hygiene program (for example National Directorate for Basic Sanitation, Ministry of Social Solidarity in Municipal Acceleration Program for Sanitation, Education for School WASH; State Administration)
16. ATLPHD gender resources are technically managed by Gender pillar lead and form a specialty team available to the other pillars.



Introduction

BESIK II (Bee Saneamentu no Ijiene iha Komunidade) was an Australian Government aid investment to **improve the health and quality of life of rural people in Timor-Leste** by building the capacity of the Government of Timor-Leste (GoTL) to deliver sustainable rural water, sanitation and hygiene services. The second phase of BESIK⁸, initially valued at AUD\$43 million, subsequently revalued in 2015 at AUD\$30 million, was initially managed by Department of Foreign Affairs and Trade (DFAT) and since December 2015⁹ by Aurecon Australia International Projects. BESIK II will be succeeded by the multi-sector Australia Timor-Leste Partnership for Human Development (ATLPHD) and expected to run until 2021.

BESIK II aimed to affect change in the enabling legal, regulatory and institutional environment so that water services became sustainable and hygiene and sanitation practices improved. BESIK II interventions ranged from organisational development and training to promote the equitable role of women and services to be inclusive of all social groups. BESIK II addressed institutional issues within GoTL including public financial management (PFM) bottlenecks and organisational management constraints related to the delivery of water and sanitation and hygiene promotion services. BESIK II explored market-based interventions for sanitation product marketing and distribution; and how to deliver mass media sanitation and hygiene promotion campaigns. BESIK II implementation included pilot community sanitation programs and trialled water supply operations and maintenance activities.

The main institutional focus for BESIK II was on three directorates within the Ministry of Public Works, Transport and Communications - principally the National Directorate of Water Services (DNSA), National Directorate for Basic Sanitation (DNSB) and National Directorate for Control and Quality of Water (DNCQA) and the General Directorate for Water and Sanitation (DGAS). Within the Ministry of Health, the main institutional focus was working together with Department of Health Promotion and Education (DPES) and the Department of Environmental Health (DSA).

The focus and format of this shortened Activity Completion Report (ACR) were agreed with DFAT in late 2015. This ACR was prepared in March 2016 to record the strategic lessons learned looking back over the life of the BESIK II program and to make recommendations for the ATLPHD, which commences on 1 July 2016. The ACR should also be seen as a supplement to the Progress Reports which provide additional detail about each six-month period of the program.

- Annex 1 is a history of progress (using headline DFAT indicators and outcome ratings) to December 2015
- Annex 2 and 3 provide water supply and sanitation statistics
- Annex 4 is the BESIK II Performance Assessment Framework (PAF) providing summary data of progress against the program's key indicators and targets (as at end December 2015).
- Annex 5 summarises key events and dates during program implementation.

The final Progress Report to be submitted to DFAT in June 2016 will include a consolidation of the BESIK II outputs including updates to the key Annexes plus an additional annex of lessons learnt.¹⁰

The ACR begins with a strategic assessment of major political, funding and management factors which impacted on BESIK II. This is followed by an analysis of key themes in the BESIK II PDD design – a focus on service delivery systems and capacity building. Key achievements, developments and challenges are recorded against each of the three objectives together with an analysis of major issues relevant to future RWASH sector support. Gender, social inclusion and monitoring and evaluation lessons are also provided.

A set of recommendations for the future ATLPHD have been consolidated in the Executive Summary above.

⁸ BESIK Phase I was implemented September 2007-2012.

⁹ Amendment 3 was concluded December 2015, signed January 2016

¹⁰ as recommended by Monitoring Review Group#3

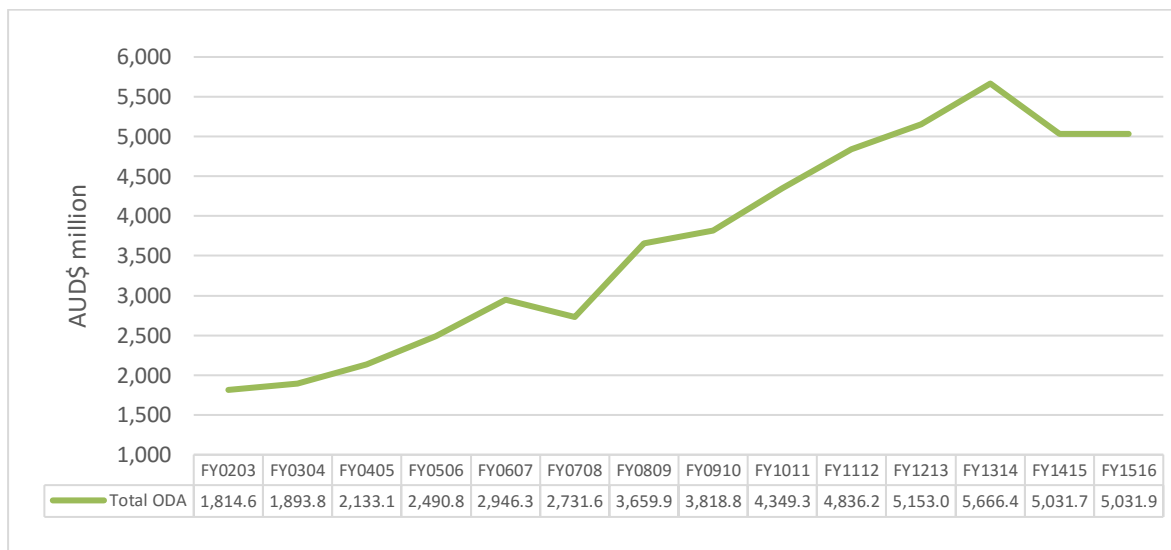


Strategic assessment

BESIK II was designed in 2011 at a time when the Australian aid program was expanding. Since early-2000, except for 2007-8, there had been over a decade of funding growth and AusAID staff resources, both in Canberra and in Embassies, had grown considerably. In 2012, the peak of overseas development assistance (ODA), the Australian Government commitment was to grow the aid budget to 0.5% of Gross National Income (GNI), considered the target benchmark within Organisation for Economic Cooperation and Development (OECD) countries.

When first designed, BESIK was going to be implemented under the Australia-Timor-Leste Country Strategy 2009–2014, with annual expenditure at approximately AUD\$120 million per year.¹¹ In 2011, Australian Government was the largest donor in Timor Leste (37.1% of ODA)¹².

Figure 1: Total Australian Government ODA (Budget, AUD\$): source Treasury documents



The election of a new Australian Government in mid-September 2013 saw a reversal of the funding expansion, with reductions of ODA over multiple steps, including the merging of AusAID into the Department of Foreign Affairs and Trade. In May 2014, a budget cut in Timor-Leste total ODA from AUD\$112.3 million to AUD\$96.6 million (Figure 2 below) was largely absorbed without major impact on BESIK II.

However, the Mid-Year Economic and Financial Outlook (MYEFO) announcement in December 2014 flagged deeper total aid budget cuts of AUD\$3.7 billion over 4 years. In May 2015, the Timor-Leste country program budget was cut further by 5%, less than countries such as Indonesia (approximately 40%)¹³. However, allocations to Australia’s scholarship program and other global expenditure managed outside the bilateral country program were maintained. This meant a larger cut of 25-30% to BESIK.

¹¹ Australia-Timor-Leste Country Strategy 2009–2014, p12, includes Australian Federal Police funding.

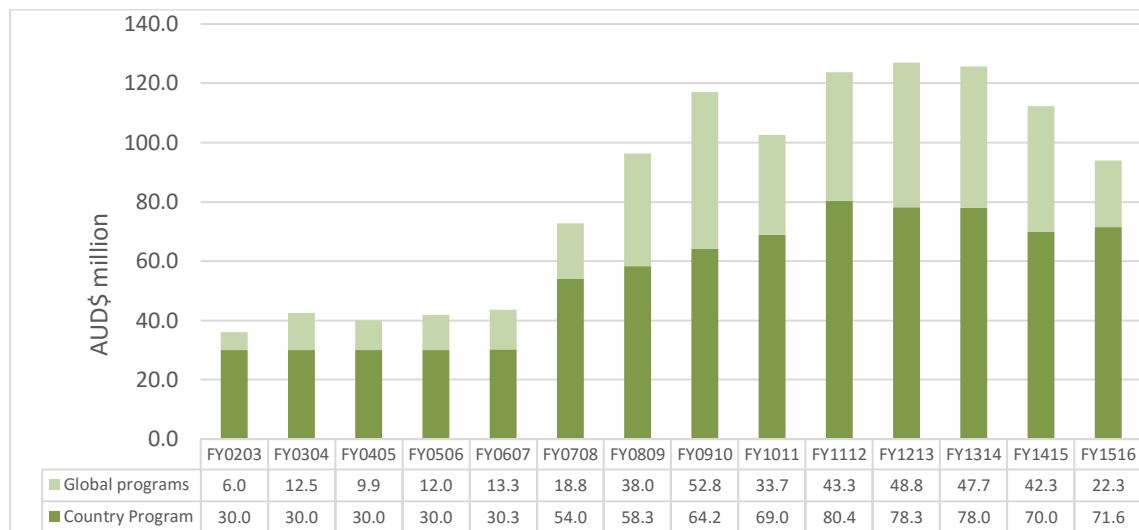
¹² AusAID Timor-Leste 2012-13 Annual Program Performance Review, p3

¹³ In 2014-15, Indonesia was the largest recipient of Australia’s foreign aid budget however, Indonesia will now take second place (after PNG) with total ODA falling by almost 40% to \$366.4 million.



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Figure 2: Australian Government ODA to Timor-Leste (Budget, AUD\$ million): Source Treasury Documents



While a major challenge, the FY1516 budget cuts enabled BESIK II to implement several Monitoring Review Group recommendations in a way that previously had not been possible.

One key MRG observation (in 2014 and 2015) related to the reduction of the size of the “international adviser footprint”. Given the budget cuts, it became necessary to reduce the BESIK II financial and human resources in the RWASH sector. This proved disruptive, but resulted in several positive outcomes including:

- Greater transparency and accountability about decisions regarding the BESIK II budget envelope. Previously, only the details of grants and activity budgets had been shared with GoTL. BESIK II followed the lead of other DFAT programs and provided estimated monthly costs of Long Term Advisers and daily rates for Short Term Advisers. This allowed GoTL counterparts to participate in informed decisions about program priorities at a time of budget stress. The extent of budget cuts meant that BESIK II could not just cut grants and activities, but there was a need to re-assess total BESIK II human resources. In August 2015, key counterparts were consulted about the adjustments, provided with information needed to either support decision-making, or at least understand why certain hard decisions had to be made. As a result, the international adviser cohort was reduced sharply from 15 to 5; national staffing was reorganised from 60 to 45.
- Less dependency on BESIK II to fully fund all sector initiatives. Other sector partners began to resource activities where previously BESIK II would have been expected to provide all financial resources (e.g.: the ODF Bobonaro Initiative and the ODF Sustainability Study).
- BESIK II had to establish stricter boundaries on the extent to which it would fund and support activities that were marginal to its scope (e.g.: pump testing in Baucau) and GoTL had to decide whether or not to resource such activities themselves.
- DNSA and DGAS dependency on BESIK II to fill gaps has reduced. The BESIK II team engaged in discussions on the processes required for DNSA municipal offices to access GoTL resources rather than have BESIK provide a ‘quick fix’. For example, BESIK II supported DGAS to access quality training that is funded through the GoTL Human Capital Development Fund (utilising a Water Resource Management training terms of reference developed in June 2015; Grundfos pump training in Jakarta)
- Greater responsibility for senior BESIK II national staff in program implementation, contract management and engagement with counterparts. The funding reduction coincided with several national staff reaching a level of skills and experience that enabled the replacement of some international advisers with existing or newly-recruited skilled nationals.
- As there were less resources available for BESIK II implementation in the water services area, activities have had to focus on those that are strategic and establish them in a way that will enable them to be funded in the future through government systems.



Program governance and management

At commencement, the BESIK II management structure reflected models then being used by AusAID in Indonesia. Rather than contract out the policy and strategic engagement to private sector, AusAID wanted to engage with partner governments directly at the highest level. In order to do this, personnel with the technical expertise and relationships were contracted directly by AusAID country offices. The role of these Program Directors was to elevate the relationships with Government of Timor-Leste and provide the strategic and technical oversight of their program and teams.

GoA's desire to engage directly with GoTL at the highest level in relation to policy, influenced the design of the BESIK II program. The intended role of the Managing Contractor (MC) in the BESIK II design was to operationalise the decisions of a joint GoTL-GoA Steering Committee with no responsibility for the policy and strategic direction of the program or technical management of the team. In BESIK II's case, the MC also provided M&E, recruitment, administration and logistics services.

For the first nine-month inception phase of BESIK II, the PD assumed the responsibility for policy and strategy engagement, although there was no success in holding a meeting of the Steering Committee, with postponements on multiple occasions. Then, following the medical evacuation of the PD in July 2013, a series of interim PD arrangements were put in place by AusAID in order to backfill this role. As a result, the period from July 2013 to February 2014 lacked continuity of leadership and direction, although one meeting of the Steering Committee was held in November 2013.

From October 2013 to January 2014, AusAID/DFAT and Aurecon discussed different organisational arrangements for the program, including the return of a Program Team Leader role under the managing contractor, but without agreement. DFAT appointed a second interim PD commencing February 2014, who then established a strong focus on GoTL leadership and ownership of program resources, reorganised the team, and re-established a new Management Committee arrangement. However, this appointment had been only planned for a five-month interim period. In March 2014 DFAT announced that the PD role would be retained and tendered through the Australian Advisory Services panel.

An appointment was made and a new PD commenced in June 2015. A Deputy Program Director role was also created at the time, with representational responsibility in the absence of the PD. However, in July 2016, as part of the budget cuts, the BESIK II PD position was terminated, with a planned return of the position to the Managing Contractor as a Program Team Leader. This transfer of responsibilities occurred in January 2016.

In summary, BESIK II had five people in the head leadership role over a four-year period and a change in overall responsibility for the program outcomes from DFAT to Aurecon for the last six months. This has meant that there has been an inconsistent strategic vision, with negative impacts on various aspects of implementation of the design as recorded in this report.

BESIK II PDD

BESIK II was designed as an eight-year partnership between the Governments of Timor-Leste and Australia to affect change in performance of a range of stakeholders in the sector: GoTL staff from national to district (municipal) and sub-district (administrative post)¹⁴ levels, community water user groups (GMFs), NGOs, private contractors, households and school students. This report is being prepared at the half way period of that envisioned eight-year timeframe.

The PDD identified continuities and differences between the BESIK phases. These included:

- service delivery requiring stronger investments from both governments for operations and maintenance
- sanitation and hygiene promotion, including in schools

¹⁴ Municipalities replaced districts in 2015; sub-districts became administrative posts.



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- assistance establishing a network of district-based Ministry of Health Sanitation Officers (sanitarians)
- market-based sanitation products and mass media hygiene campaigns
- a stronger focus on management systems
- a focus on central ministry policies for decentralised provision of small scale infrastructure and intra-Ministerial cooperation
- improved management by District Water and Sanitation Service (SAS) managers
- greater use of GoTL Public Finance Management and procurement systems
- formation of a joint Government Steering Committee to take strategic responsibility for implementation
- the creation of a Program Director role in AusAID to lead the program.

Focus on service delivery systems

Delivering improvements in government service delivery systems that improve the lives of the rural population takes time, and the improvements may not be immediately evident. When services are directly delivered by the program, as they were in BESIK I, it is clear that the program is improving people's lives. However, a transition to supporting government service delivery systems as the immediate beneficiaries, may mean that while the government systems are being strengthened, there will be fewer immediate results evident at the community level. Some short-term results may even go backwards because the program is focussing on support to government and a service delivery model that will provide long-term sustainable improvements in rural communities. There needs to be a shared commitment to this approach amongst all stakeholders and changes in the BESIK Program Director meant that there was not a consistent dialogue about this between GoA, GoTL and the BESIK II program advisers.

For both Australian and Timorese government stakeholders, a lesson from BESIK II is that a consequence of the future ATLPHD Water Pillar focus on the strengthening of service delivery systems, there may be an initial period of time where there are few direct rural community beneficiaries of Australian-government funded water supply improvements.

BESIK II was an ambitious program, and the design perhaps underestimated the degree of change in approach - from a delivery program to one focussing predominately on improved performance of government systems and a complex set of outcomes at multiple levels of the RWASH economy. The design may have also underestimated the time for the BESIK II team and GoTL stakeholders to adjust to the changed approach. The PDD outcomes, were framed for an eight-year program, then reduced in number by MRG on two occasions and this report is a reflection of only the first four years, the nominal half way mark, of that eight-year design. The multiple changes of Program Director meant that there was inconsistent strategic leadership for many aspects of the program, nor the stable management and decision-making to ensure the adviser team moved in the direction prescribed in the PDD. Despite this, considerable progress was made in several key areas.

Capacity development

Even though the whole BESIK II approach is underpinned by a capacity development approach, it was only the fifth of five principles in the BESIK II PDD and apart from a reference to "*Keep capacity development pragmatic*", it is barely mentioned in the PDD. Understanding of capacity development amongst the BESIK II team was varied. Some advisers understood the complexity of capacity development and worked with counterparts across its many dimensions and utilised a variety of strategies to strengthen systems. Others addressed immediate needs through capacity *substitution* (resourcing – human, equipment, finances, logistics support) or training and mentoring of individuals, but were unable to translate this to organisational or institutional systems development. The BESIK II Water Services Team faced this difficulty with a work plan focussed on addressing immediate needs for water supply and GoTL stakeholder requests for them to continue this form of activity. Meeting the immediate community need for water was the primary concern, rather than developing the systems and processes so that government could sustainably meet that need in the longer term.



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In early 2014, Monitoring Review Group #1 noted a lack of a common understanding of capacity development, but also that there had been some preliminary work towards this by a Capacity Development Specialist STA recruited in September 2013 to develop BESIK's Capacity Development Framework. This was completed over several in-country inputs between October 2013 and April 2015 and the CD Framework was submitted to the Program Director in April 2015, with a simplified version also provided to the Program Team Leader in February 2016.

Advisers were involved in the dialogue that led to its development and the tools were used for annual planning processes, but without direct government counterpart engagement, there was no government ownership of the final framework. Some advisers reported that it was a useful process and a useful document in that it *"supported us to reframe the discussion with counterparts about the type of assistance provided by BESIK."* However, its complexity also meant that there was never a shared understanding of capacity development amongst BESIK Advisers and a common 'capacity development approach' was not fully embedded in the program culture.

As a result, there are a number of lessons from BESIK II's experience of capacity development and utilisation of technical assistance useful for ATLPHD:

- Co-location of advisers with government counterparts was an important strategy for ensuring that BESIK II worked on developing government systems, rather than implementing the 'BESIK' program of activities. For example, the Water Resource Management Adviser supported the National Directorate for Control and Quality of Water (DNCQA) Annual Action Planning and Strategic Planning Processes for 2014 and 2015. The BESIK Annual Work Plan was totally integrated into this plan and complementary to the GoTL budget allocations.
- There was demand from GoTL counterparts for BESIK II to work jointly to develop work flow processes and standard operating procedures. When BESIK II engaged in this form of systems capacity development with counterparts (e.g. the Ministry of Health's verification of Open Defecation Free sucos, the General Directorate for Water and Sanitation's human resource management processes, or DNCQA's standard operating procedures for maintenance of the water resource management database, SIDJRI) it was well-received and valued.
- Continued training and mentoring of the National Directorate of Water Services (DNSA) District Technical Officers and Sub-District Facilitators as a group is of limited effectiveness. The DTOs and SDFs who are committed to their work and learning have continued to improve, the others continue to underperform¹⁵. Ongoing development of the Performance Management System to support managers is still necessary, but there is an element of 'the right person for the job'. Linked to this, there needs to be a time limit on capacity substitution by advisers when counterpart individuals and work units are not learning and progressing.
- The benefit of listening to counterparts' ideas about the service delivery systems that they want. As requested by Ministry of Health (MdS), BESIK II piloted the "sanitarian model" for direct service delivery by Sanitation Officers of the Community Action Planning, Sanitation & Hygiene (PAKSI) process. Evidence from implementation found it to be ineffective and this was fully accepted by both BESIK II and MdS. Another, effective, model was developed (the ODF Bobonaro Initiative) and is totally owned and led by GoTL counterparts.
- The future program needs to understand its institutional context and engage the government corporate services expertise where relevant. For example, National Directorate of Water Services (DNSA) human resource team is leading the recruitment of its own pump technicians and discussions with the DNSA Director, General Directorate for Water and Sanitation HR and GoTL's Civil Service Commission about the processes required, rather than BESIK II leading or bypassing the government process. This is a more effective.

¹⁵ Progress Report#6, p 17.



- The process of developing a system or standard operating procedure with government counterparts or supporting an existing GoTL process to work will take longer, but will be more likely to create real *capacity transfer* rather than *substitution*.
- Advisory support should be time bound and have specific capacity development strategies and outputs attached. There is a risk of unlimited capacity substitution if long-term advisors are not actively managed.

Objective 1: All levels of Government with well-functioning systems for effective policy development, planning and management for rural water supply and sanitation.

This section begins with a summary of the key achievements under this objective, followed by an analysis across key outcome areas related to central government role in rural water supply, sanitation and hygiene (RWASH) service delivery. They are RWASH sector coordination, policy development, planning, and RWASH financing and corporate services essential to improved service delivery. For each of these areas, the report considers the strategic intent of the program design document (PDD), progress and an analysis of factors, implications and lessons moving forward including recommendations for the ATLPD.

The institutional context over the life of the BESIK II program has changed with two Constitutional Governments in Timor-Leste (2012 and 2015), a stop-start decentralisation process, and changes in GoTL funding and planning processes and mechanisms which impacted on water supply including GoTL's Integrated District Development Planning Program (PDID), Integrated Municipal Development Planning Program (PDIM) and National Program for Village Development (PNDS).

Key achievements to March 2016

- Water Resource Management (WRM) Policy and Law completed and presented to General Directorate for Water and Sanitation, DGAS (April 2016)
- GoTL allocated USD\$3million for operations and maintenance (O&M) of water supply (2015) and increased this amount in the 2016 budget
- 88 National Directorate of Water Services (DNSA) Sub-district Facilitators were made permanent GoTL staff (January 2015)
- The Water and Sanitation Information System (SIBS) data collection rates have more than doubled between 2014 and 2015.
- Human resource work processes were finalised (March 2016)

Engagement with GoTL

The BESIK II Program Design Document was very ambitious about the level of influence and change that BESIK II could effect at the central level of government. It was envisaged that the BESIK II Steering Committee would have ministerial level engagement, and bring together the cross-ministerial actors who were funding and implementing RWASH. It took over 12 months to bring the first Steering Committee meeting together in November 2013 and this clearly indicated the low level of government prioritisation at this level for coordination of the BESIK II Program. The Secretary of State for Water and Sanitation chaired the meeting, but there was no ministerial participation from other ministries, not even from the Ministry of Health.

The broad participation of lower level officials from a range of Ministries, meant that the meeting was not a decision-making forum, and largely not its design intent. Based on MRG#1 recommendations, the interim Program Director restructured the resultant Management Committee to be co-chaired by the Directors General of Water and Sanitation (DGAS) and Health and involving DFAT officers, and the relevant Directors and Department Chiefs from Ministry of Public Works and Ministry of Health who were directly engaged with the BESIK II program. Since then, the Management Committee has been more effective and stakeholders have been generally satisfied with its functionality.



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However, there is currently no effective inter-ministerial coordination or central planning mechanism for water supply service delivery. The Draft Water Supply Policy has provision for a Coordination Council for Public Water Supply as an inter-ministerial body responsible for ensuring a common approach to public water supply service delivery. The approval of the policy through the Council of Ministers will provide impetus to the establishment of this inter-ministerial council for water supply.

RWASH sector coordination

There are two mechanisms that promote coordination between government, NGO and donors in the RWASH sector. The Sanitation Working Group (SWG), organised by government, has been most effective in bringing together sanitation partners. It has strong leadership from the Chief of Environmental Health Department (DSA) in the Ministry of Health (MdS), strong support and involvement from National Directorate for Basic Sanitation (DNSB) in Ministry of Public Works, Transport and Communication (MoPWTC), and a good attendance by international and national NGO partners. It has been dominated by NGO partners working in rural sanitation, however representatives of Ministry of Social Solidarity, Education, State Administration and Environment also attended the March 2016 meeting. Their interest in sanitation is broader than household toilets and the next meeting will include a significant agenda item about solid waste management. It is hoped that with the strong leadership from MdS, the SWG can be an active inter-ministerial and sector partner coordination mechanism for sanitation.

Led by BESIK, the Water Forum has been held regularly since mid-2014. There is good participation from international NGOs but little national NGO or National Directorate of Water Services (DNSA) engagement. The National Program for Village Development (PNDS) Support Program technical personnel also regularly attended the Water Forum. The focus has been on information sharing and proceedings are in English. DNSA attended the January 2016 meeting, the last meeting organised by the BESIK Water Services Adviser, and it was agreed that DNSA and the WASH NGO Advocacy Network (BESITL) would take the lead on the Water Forum organisation. BESITL is a coalition of WASH sector NGOs formed in 2014 with the support of WaterAid. Its aim is to conduct research and critical analysis to influence the political processes in policy development, resource allocation and implementation processes in the WASH sector. BESITL is the appropriate partner with DNSA to share the leadership of the Water Forum.

Policy development

Within the service delivery approach framework, policy development and regulation are key functions of central government. As such it was an important focus area for both BESIK I and II program designs.

In BESIK I, the main policy achievement was the completion and passage through the Council of Ministers of the National Basic Sanitation Policy in January 2012. There was considerable work done on the Water Supply Policy during this time, and the BESIK I ACR reported that the Water Supply Policy was ready to be presented to the Council of Ministers.

Water Resource Management Policy

At commencement of BESIK II, the Water Resource Management Policy and Law were also considered to be largely complete, through work funded by Norwegian Government in the period 2010-13. The BESIK I Water Resource Management (WRM) Adviser during this period provided input to the Norwegian-funded advisers and National Directorate for Control and Quality of Water (DNCQA) but did not take a lead. When the Norwegian funding ended at the start of 2014, BESIK assumed responsibility for supporting DNCQA to finalise the law and the policy. DNCQA showed their commitment by employing a National Legal Adviser to work with the WRM Adviser on the law and policy development.

The importance of policy as a basis for water-related government planning and investment as identified in the PDD is not reflected in the investment by BESIK II in the



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resources required to complete the key policies – both the Water Resources Management Policy and Law, but in particular the Water Supply Policy. Table 1 below shows the comparative estimated investment by BESIK II in policy development since 2008 (see Annex 9 for detail). The majority of this expenditure is in adviser time.

As an indicator of the time required to facilitate policy development, the long-term Sanitation Advisers estimated that in BESIK I, 50% of their time was spent in drafting, facilitating meetings and discussions to ensure that the policy was of high quality and understood by all stakeholders. Also a sanitation specialist STA visited twice a year to provide specialist policy input and maintain momentum. The Ministry of Health has a Policy and Planning Department in its structure and a senior officer was allocated responsibility for engaging in the policy development and consultation process.

Table 1: Indicative estimate - BESIK investment in policy development (AUD\$)

| Category | BESIK I | BESIK II | Total |
|--|------------------|------------------|------------------|
| Sanitation Policy | \$451,000 | \$0 | \$451,000 |
| Water Supply Policy | \$286,000 | \$61,000 | \$347,000 |
| Water Resource Management Policy and Law | \$54,000 | \$124,000 | \$178,000 |
| TOTAL | \$791,000 | \$185,000 | \$976,000 |

The WRM policy and law are close to completion, and the WRM Adviser has spent approximately 25% of time over the past 12 months in drafting the policy, engaging with the policy specialist (home-based inputs), translators, and legal advisers and in working through the details with DNCQA staff. The WRM policy and law is ready to be submitted to Ministry of Public Works, Transport and Communications for final cross-ministerial consultation and presentation to the Council of Ministers.

Water Supply Policy

Four years after BESIK I, where it was reported that the Water Supply Policy was to be ready to present to the Council of Ministers, it is still under development. There are several factors contributing to this:

- It is no one's priority: The National Water Supply Adviser (international position) had responsibility for taking forward the policy development. In February 2015, the incumbent estimated that less than 5% of time had been expended on the policy development process. The water supply policy was not a priority for either the advisers responsible for leading BESIK II's input or DFAT through the Program Directors who were managing these inputs and priorities of the BESIK II program.
- Unlike DNCQA whose standard central government functions of water resource planning, regulation, granting entitlements, all require the new policy and law to be passed, in order to give them any authority in these areas, DNSA does not need the policy to carry out its public water supply functions, already defined by Decree Law 04/2004. While DNCQA demonstrated their commitment to getting the WRM policy and law completed by employing the national legal adviser, DNSA have no staff responsible for engaging in policy development, beyond managers who participate in policy workshops and meetings initiated by BESIK or the DGAS international adviser.
- No in-country policy specialist input since 2011: There has been no in-country inputs from a water policy specialist since the final input from a Policy and Planning Specialist in 2011. A policy specialist was contracted in early 2014 for home-based work reviewing and incorporating comments into the current policy document, but there were no in-country inputs to meet with DNSA face-to-face. Inputs were specific to incorporating written feedback from stakeholders and DGAS workshop and meeting inputs into the document. Underlying this assignment there was an assumption that the policy needed 'tweaking' rather than a broader review and restructure. By degree, the document became repetitive and mired in detail.
- Drafting delays raises the risk of context changes: As timeframes for the development of the law and policies became extended, there were also challenges



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due to changing of legal and technical advisors within the Ministry. As a result, substantial institutional knowledge associated with their development was lost, resulting in further consultation and, often, updating or redrafting the documents. With such delays, the legal, political and social context also changed, resulting in additional redrafting.

Since December 2015, the WRM adviser had a major role in the ongoing Water Supply Policy development. For the three months from March to May 2016, this was a focus for at least 50% of time. It was anticipated that this will give sufficient impetus for the policy to be finalised and presented to DGAS for the final consultation with the relevant Ministries and presentation to the Council of Ministers.

RWASH financing

Although the water sector has had increasing government funding over the period of BESIK II, this has focussed on urban water, and the funding of rural water and sanitation has stagnated or gone backwards. The National Basic Sanitation Policy, having been passed by the Council of Ministers in 2012, has not yet made any impact on GoTL sanitation funding.

When BESIK II was designed in 2011 and 2012, the National Directorate of Water Services (DNSA) controlled a budget for direct implementation of rural water supply systems through an "emergency fund" that allowed GoTL to implement capital works/projects that were identified outside of the Integrated District Development Program (PDID) municipal planning processes. In 2013, this emergency fund was USD\$2.5 million. However, it was cut in the 2014 budget and has not been re-instituted.

There has been no new financing for rural water supply capital development since PDID 2013. The 2013 projects were implemented over a two-year cycle, and in 2014 BESIK II supported the National Directorate of Water Services District Technical Officers to design and prepare the tender documentation for more PDID projects to be funded in 2015. These documents were returned to DNSA in June 2015 with a request for additional information.

BESIK invested a further \$60,000 to re-survey and re-design these projects, and they were then re-submitted to the National Development Agency (ADN). Information received from DNSA was that ADN imposed additional requirements on the tender documentation that had not previously been requested. In October 2015, DNSA were informed that none of the projects were to be funded in 2015, and there is only funding for four PDID projects in Baucau municipality for 2016. BESIK II did not have a direct relationship with ADN, hence the reason for cancelling the water supply projects was not directly communicated.

GoTL has also invested in rural water supply through the National Program for Village Development (PNDS) with budget allocations estimated at USD\$2million in 2015 and USD\$3.4 million for 2016. Situated within MoPWTC, BESIK II has had some influence with PNDS through the PNDS Support Program, however there are no functioning coordination mechanisms between PNDS and DNSA.

All funds for new rural water systems and rehabilitation are channelled through the Ministry for State Administration (MAE) and National Development Agency (ADN) for projects defined through MAE planning processes. Progress Report #3 identified that BESIK II risks "no leverage" and "no influence" with decision makers and processes for rural water supply infrastructure development through its continued focus of all support to DNSA and DGAS. This has proved an accurate assessment. It will be important for ATLPHD to analyse and monitor the political context and decision-making loci in order to ensure that DFAT support is targeted where it can influence service delivery (as per Recommendations 1, 7, and 8).

Financing Operations and Maintenance

In its 2014 budget proposal, DNSA requested USD\$3 million for operations and maintenance (O&M) of systems but this was eliminated at the Budget Committee stage of the process. In preparation for the 2015 budget proposal, the BESIK II Public Finance Management (PFM) Adviser and one of the District Water Service Advisors worked together with DFAT's Roads for Development Program (R4D) to prepare a briefing paper for the Directors General to



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present to the Minister of Public Works to advocate for a budget allocation for operations and maintenance of rural infrastructure. This was successful, and in 2015, USD\$3million was allocated to O&M of water supply systems. \$2million of this was through the Goods and Services budget (\$1million for spare parts; \$1 million Goods and Services) and an additional \$1million as a one-off BESIK “counterpart funding” contribution.

In April 2015, BESIK and DNSA agreed that the counterpart funding should be utilised for procurement of pumps and pump-related equipment. In May, the BESIK Water Services Team supported the preparation of three procurement packages – electrical pumps, solar pumps and fittings. As this funding was allocated as “counterpart funding”, the GoTL procurement process was more complex and funding approval was required from the Ministry of Finance (MoF) prior to MoPWTC being able to proceed with the procurement. Only one of these packages was successfully contracted, to the value of USD\$300,000 for electrical pumps and the standardisation of electrical panels. The other two packages may be procured in 2016¹⁶. This was an important step forward in committing government funds to rural O&M and pump technology in particular.

The USD\$1million of spare parts for both urban and rural O&M was close-to-fully executed, with the procurement process utilising the MoPWTC procurement system. The \$1million Goods and Services O&M budget is allocated under a code for “maintenance of equipment and buildings”. Further breakdown of expenditure for this code is not available through the GoTL’s transparency portal. As of 11 February 2016, when the data was accessed, the transparency portal reported that DNSA had expended 24% of this line item. DNSA overall execution rate of its Goods and Services budget is relatively high, at 73%. However, one of the risks of Goods and Services allocations is that funds can easily be reallocated to other line items.

There is currently no mechanism to track the breakdown of expenditure on rural and urban water supply. \$432,000 annually is available to the municipalities (DAA) as a monthly \$3,000 (imprest) advance. However due to delays in processing and reporting, the full amount available is rarely accessed. For the funds that were disbursed to the DAA in 2015, the percentage acquitted against the “maintenance of equipment and buildings” code ranges from a low of 24% up to 80%. While DAA offices unquestionably require increased levels of imprest funds to support service delivery in municipalities, an exponential increase in technically-skilled employees would be required in order for DAA to scale up as a service provider supported by a Goods and Services budget. This would return to a traditional “public works” department model.

Public Finance Instruction

The BESIK II PDD design included the ambitious long-term intent of direct contribution by Australian Government to GoTL for WASH services, pending a fiduciary risk assessment. In preparation, financial bottlenecks were to be addressed during the early period of BESIK II and a PFM Adviser was mobilised for this purpose in early 2013. A major focus of the role became the development of a Public Financial Instruction (PFI) to improve the planning and management of the advances being provided to Water Supply Department (DAA). The aim was to channel more funds through this mechanism for O&M. The PFI has been in draft for over two years – and there appears to be little political will to increase the amount of funds directly available to the DAA to support operations and maintenance of both rural and the smaller urban systems. Should the PFI not be progressed before June 2016, alternative strategies for promoting other mechanisms that enable financial flows for rural O&M should be considered.

In the process of identifying alternative PFM strategies, there is value in examining the Roads for Development (R4D) engagement strategy of focussing on strengthening MoPWTC procurement and project management systems that has seen GoTL funding for rural roads increase over a similar time period. GoTL provision of direct grants to the community groups (GMFs) are another option, and the development with DNSA of standard GMF financial management systems are an important building block for this mechanism to be a

¹⁶ Information provided February 2016



real option for 2018. Should proposed laws to create four municipal authorities (Bobonaro, Ermera, Baucau and Dili) go ahead, there is also the possibility of GoTL funding rural water system O&M and infrastructure development through municipal planning and procurement processes. These options would require ATLPHD to broaden its institutional footprint beyond DGAS and DNSA for rural water.

Based on the PDD, BESIK II has been locked into MoPWTC and DGAS/DNSA as its only water sector counterpart agency. In large part, this is historical, given that Australian Government support for water supply since Timor-Leste's Independence has been focussed on the National Directorate of Water Services (DNSA), on the basis that they are the government institution responsible for leading water supply service delivery. Over the past years, this institutional context has changed, but BESIK II has not been able to respond flexibly, as its government counterparts in DGAS and DNSA also see BESIK II as 'their' support program with considerable resources attached. ATLPHD needs to have the flexibility to target resources to the appropriate institutional partner depending on its function in water supply service delivery. It has been and will continue to be a complex, changing environment, but with 2017 elections due within a year of ATLPHD program commencement, there needs to be flexibility to redirect resources as new institutional opportunities arise and other champions of reform may emerge.

Planning and Information Management Systems and Technology

The BESIK II PDD assumed that there would be cross-ministerial collaboration on overall infrastructure planning. During the period of BESIK II, overall planning for rural water system development was not a function of National Directorate of Water Services (DNSA). DNSA engaged with Asian Development Bank (ADB) from 2009 to 2015 to develop Master Plans for Dili and six municipal capitals. These Master Plans were presented to the government in March 2016. Municipal planning processes managed by the Ministry of State Administration identify priority water system infrastructure development across the municipality. The municipal level DAA have input to the recommendations, but they are responsible for the planning at the system level rather than the broader infrastructure planning.

Master planning requires information. The Water and Sanitation Information System (SIBS) database, developed by BESIK, has been recognised as a successful information system – one of the few internationally for which data is regularly updated. Data collection rates by GoTL personnel improved through BESIK II as a result of the linkage of SIBS data collection rates with Administrative Post Facilitator¹⁷ performance management. However, a recent review highlighted there is no system for verifying or checking data and utilisation remains limited due to a lack of an accessible user-friendly data visualisation platform.

The Sector Planning Tool (SPT) developed by BESIK requires RWASH sector NGO partners to report annually on planned and completed works to assist GoTL in its own national planning and reporting. It was updated in 2013 as a register of water systems with two data collection and analysis cycles completed during BESIK II. A CD-ROM format report with Microsoft Excel and Google maps linking SIBS and SPT information was distributed back to sector partners in Water Forum meetings in April 2014 and February 2015. From the SPT and SIBS datasets, the BESIK Information Management System (IMS) Adviser and National Water Services Adviser extrapolated that there are between 1200 and 1800 water systems in rural Timor-Leste serving 1462 hamlets. Of these water systems, 546 have been registered in the SPT (Progress Report #4).

SIBS and SPT are essential tools to inform government infrastructure planning, monitoring of Sustainability Development Goals accessibility indicators, and the development of complete water system and GMF registers, both of which are required by Decree Law 04/2004 but have not been fully implemented.

BESIK II invested considerable resources in information management systems (IMS) and communication technology (ICT) development with an adviser providing full-time inputs from September 2012 to June 2015. The adviser maintained SIBS and SPT databases but was

¹⁷ Previously Sub-District Facilitators, or SDFs



unable to gain traction with government or sector partners for the much needed restructure of the IMS system. A National ICT Adviser (NIA) was employed in March 2015 through to June 2016. The NIA was supported by a short term adviser since February 2016, who has advised that the SIBS and SPT databases, first developed in 2010 under BESIK I, are now technologically outdated. While the data can be ported over, it will not be possible to build user-friendly entry and visualisation platforms onto the existing structure. Planning has already commenced to scope out the restructure and extension of the DGAS IMS system, with implementation under ATLPD.

Through 2013-15, the BESIK IMS Adviser investigated various options for improving DGAS-DNSA-DAA connectivity. This work came to fruition in May 2016, with the first DAA office (Liquica) connected to the internet and DGAS server and file sharing system through the National Connectivity Program (NCP). BESIK II has procured equipment for the connection of three DAA offices to the NCP, however BESIK has been informed by the Office of the Prime Minister that a more efficient connectivity program will be implemented prior to June 2017 and the NCP 'turned off' in June 2015. Further activities are on hold until the future of NCP and government plans for connectivity are clearer. The resolution of this issue will open up the potential for a web-based interface for data entry to the DGAS IMS system and DAA offices to have access to real-time information from the databases.

Human resources (HR)

The BESIK II PDD emphasised that its institutional development support to General Directorate for Water and Sanitation (DGAS) would maintain a focus on service delivery. BESIK employed an Organisational Development Adviser (ODA) from early 2013 to February 2014, with significant experience of institutional development within government. The ODA was also responsible for BESIK's large national Community Development team and unable to dedicate sufficient time to DNSA and their development needs. A Public Management Specialist (STA) was also mobilised from July-December 2013 to support DAA planning and management/leadership training. A national officer tasked with supporting DAA offices to strengthen their meeting and management systems provided inputs from January 2014 to May 2015.

In discussions with DGAS about replacing the ODA, an adviser with specific HR expertise to support workforce planning, HR management and development was requested. The resultant Organisational Development and Human Resource Adviser (ODHRA) was mobilised in August 2014 and was co-located with the DNSA HR unit. The ODHRA has provided invaluable support to this unit to develop the DNSA Performance Management Systems (TORs and Performance Reviews) and in past months extended BESIK's engagement with HR systems also to other directorates (DNSB and DNCQA) with the development of work processes to support DGAS directorates to implement Civil Service Commission HR planning processes. In doing so, the linkages between the Directorate HR focal points was strengthened, as well as between the DGAS HR managers and their counterparts in DGCS and Civil Service Commission.

While a valuable long-term input to the institutional strengthening of DGAS and DNSA in human resources, at completion, the links between the reforms and service delivery are not yet clear. While the HR development focus to date has been on DNSA – there has not been a corresponding programmatic focus on DNSA's operations and maintenance systems development linked to HR systems improvement. As an example, the Sub-District Facilitator¹⁸ manual and training supported by BESIK was completed and launched in 2014. It was utilised by DNSA HR when the SDF TORs were being developed. Throughout 2015, the focus of the performance review has been on successfully improving SIBS data collection. However, other areas within the TOR have not yet been linked to performance reviews, such as ongoing support to Water Facility Management Groups' (GMF) management and their operations and maintenance of water systems.

¹⁸ Sub District Facilitators are now Administrative Post Facilitators.



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ATLPHD's support for O&M, would benefit from mapping all the business/work flow processes required to support sustainable rural water services, thus providing a foundation for the organisation development assessments and systems development required.

DNSA HR led the recruitment of ten pump technicians as permanent employees liaising between the DNSA Director and DGCS HR. This took longer than if they were just recruited on a contract basis. However, the lesson learnt from the initial direct contracting by BESIK I of the Sub District Facilitators, and their subsequent transition to civil servants, was that it was preferable to take time upfront for permanent civil servant recruitment rather than an initial fast-track, requiring several years to change their status to permanency.

Objective 2: Rural communities have sustainable and equitable access to/ utilization of safe water

This section begins with a summary of the key achievements under this objective, followed by an analysis of the key areas related to delivery of essential water supply and water resource management (WRM) services. For each of these areas, the report considers the strategic intent of the program design (PDD), progress and an analysis of factors, implications and lessons moving forward including recommendations for the ATLPHD. Annex 2 provides relevant data related to this objective.

Key achievements to March 2016

- An additional 27,000 people (36 schools, 13 health clinics) have improved access to water through the direct implementation by BESIK II of 33 completed capital works projects.
- 44 private sector contractors and NGOs implemented USD\$6.4 million in contracts for the implementation of water-related works and activities¹⁹
- An additional 26,367 people have improved access to water through 22 water systems implemented through the GoTL's PDID program, with BESIK II technical support.
- Two delivery systems for O&M service provision were tested (NGO, private sector pump repair)
- Three delivery systems for water system rehabilitation were tested (NGO, direct advance to DAA, private sector contractor);
- At least 25,000 people have a more reliable water source due to BESIK II delivery of O&M services (either directly through pump repair service or contracts to NGOs)
- Water resources studies completed in Liquica and Baucau
- An WRM database (SIDJRI) was developed and delivered to DNCQA (February 2016)
- Two WRM communications and information products were produced; Hydrogeology Map of Timor-Leste (Jan 2014); Water Resources of Timor-Leste book (March 2016).

Water Resources Management

The Australian government first supported water resources management in Timor-Leste in 2010 with the employment of an international adviser and two national staff during BESIK I. The staff were employed to establish a water resources monitoring program and policy development, originally as BESIK staff, then by National Directorate for Control and Quality of Water (DNCQA), as contract staff. One became a permanent civil servant in 2014.

During BESIK II a new international adviser was recruited to support DNCQA from February 2013, with a policy and systems development mandate as per the BESIK II PDD, but with an expectation from DNCQA that the adviser would continue to lead the water monitoring program. Even though the DNCQA team had worked closely with international technical advisers since 2010, there was a high level of dependence on BESIK to initiate and organise implementation of the water monitoring program. One of the barriers to DNCQA assuming

¹⁹ June 2016 projected: 36 projects, 29,600 people, 4.3 million, 39 schools, 15 health clinics



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responsibility, was that water monitoring was perceived to be 'the BESIK program' - the responsibility of the adviser, rather than DNCQA.

During a May 2014 meeting between DFAT and DGAS, future BESIK II support was made conditional on DNCQA assuming more responsibility for key functions, thus reducing dependence on the BESIK adviser. BESIK's assessment was that, if it was a priority and well-managed, DNCQA had sufficient technical skills and financial resources to implement the water monitoring program themselves. However, in 2015, only one of the four scheduled monitoring field trips was completed.

From 2011 through to mid-2015 BESIK II supported DNCQA to investigate the hydrogeology of the Baucau region to assist public water supply augmentation efforts. Detailed scientific investigations were carried out with the findings contributing to future decisions on water supply augmentation options for Baucau. Also from 2013 to 2015, a water resource study was conducted in Liquica to provide management options for the coastal aquifer that supplies public water supply to Liquica.

Apart from the water resource monitoring program and water resource studies, BESIK II made important advances in strengthening DNCQA capacity to carry out their WRM functions as will be required once the draft WRM law and policy are approved. Progress was made in the engagement of key staff in the law and policy development processes. As a result, DNCQA understand the policy and law and have started the next stage of planning for the systems required to implement the law. The WRM database (SIDJRI) was delivered in February 2016 after a year of development. This will be an essential tool for implementation of the law and policy. Key DNCQA staff were engaged with the database and the development of a user manual and related work flow processes. The sustainability of these changes and further progress in WRM systems development are dependent on an enabling management structure.

Water Services

According to the Water and Sanitation Information System (SIBS) database (March 2016), 69% of people living in rural aldeias had access to safe water (from a water system). SIBS data also indicates that 73% of rural households take less than 30 minutes to collect water.

The impact of improved access to water on women's lives, particularly with respect to how they use the time saved in water collection, was the subject of a study entitled "Time Use Mapping". Preliminary analysis conducted for four out of eight aldeias shows that women are saving from 1 hour and 22 minutes to 2 hours and 37 minutes *daily* on average. With the time saved from collecting water they are dedicating more time to productive activities such as gardening, farming, sewing or preparing food stuffs for sale, as well as to other culturally significant activities such as planting flowers in their households- a practice associated with a good female housekeeper. Other reported improvements were on personal hygiene, domestic cleanliness and food safety, as well as enhancing community and household harmony.

Another objective level indicator from the BESIK II PAF is the functionality of water systems constructed by BESIK II and PDID after 3 years. According to monitoring snapshots reported by the BESIK Community Development Officers (CDOs) in 2014 and 2015, for BESIK II systems, over 80% are fully functioning three years after completion and over 70% of GOTL systems are fully-functioning.

Table 2: Three-year sustainability rates of BESIK II and PDID systems constructed in 2011 and 2012.

| | BESIK II | | GoTL (PDID) | | Overall | |
|-----------------------|----------|-----|-------------|-----|---------|-----|
| | # | % | # | % | # | % |
| All systems | 29 | | 108 | | 137 | |
| Fully functioning | 24 | 83% | 79 | 73% | 103 | 75% |
| Partially functioning | 4 | 14% | 25 | 23% | 29 | 21% |



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| | | | | | | |
|-----------------|---|----|---|----|---|----|
| Not functioning | 1 | 3% | 4 | 4% | 5 | 4% |
|-----------------|---|----|---|----|---|----|

Although these are overall cumulative program totals, there has been a significant increase in functionality of assessed GoTL systems from 68% (71 systems built 2011) to 84% (37 systems, 2012) as detailed in Annex 2.

There are several reasons for the increased sustainability of systems. The quality of system design, construction and supervision has improved. BESIK I and II had invested considerable resources in developing the capacity of the National Directorate of Water Services (DNSA) District Technical Officers (DTOs) in system design and construction supervision, in order to improve the technical quality of construction. BESIK itself also provided system design and supervision through international engineers and a national engineering team to support the DTOs and supervise construction. As well as the technical support, there were also BESIK Community Development Officers in each district who provided a high level of mentoring and direct support to the DNSA Sub-District Facilitators to ensure well-facilitated community planning processes and ongoing GMF support. GMF training programs to enhance both the technical and financial management skills of the GMFs were systematically rolled out to all GMFs managing systems that were built by GoTL or BESIK.

GoTL service delivery systems

The BESIK II PDD focus for water services involved a transition from BESIK I in two key areas:

- From direct service delivery by BESIK to supporting the development of GoTL service delivery systems and
- From a focus on capital works delivery to developing operations and maintenance (O&M) systems to ensure the sustainability of capital investments.

This work had started towards the end of BESIK I with a Service Delivery Study (Willets, 2012), O&M pilot (in Letefoho/Dukurai), and key DNSA managers were supported to attend international conferences which had a service delivery focus.

Even though advisers describe numerous meetings through the transition period in late 2012 that emphasised the new approach of BESIK II, the program was unable to make a full transition in the water services area. There continued to be a demand from communities, Water Supply Department (DAA), National Directorate of Water Services (DNSA), DGAS and even at Vice Minister level, for BESIK to directly deliver services (e.g.: pump repair). There may be several factors which caused this ongoing demand.

- The personnel and structure of the Water Services Team was basically the same as it had been during BESIK I. At the time, this was seen as positive for a 'smooth transition' between the two phases, but the repercussion was that personnel continued with a 'business as usual' approach from BESIK I into BESIK II. This continued especially during late 2013, given the changes and gaps in the Program Director.²⁰
- An implicit understanding by GoTL that BESIK would take responsibility for rural water supply while GoTL energy and resources could be focussed on urban areas.
- Changes in the BESIK Program Director role and lack of coherent approach in the water services area subsequently did not promote change. After the initial Program Director was medevac'd there was no champion of a service delivery approach and it dropped from the BESIK discourse about O&M.
- Within the context described above, the STA recruited to deliver an O&M framework was able to motivate stakeholders as to the importance of O&M but was not able to facilitate the development of a common approach to implementing O&M with GoTL and BESIK stakeholders.

Despite the lack of overall direction and a framework for inputs to improve water service delivery, there were a number of important outputs completed by BESIK II that will contribute to a national O&M service delivery system. They include:

- Sub-district Facilitator Manual (SDF): Part I and II provide guidance for the facilitation of water system planning and establishment of Water Facility Management Groups (GMFs).

²⁰ see MRG#1 report.



Part III addresses the role of the SDF, now known as Administrative Post Facilitators, in providing direct support to GMFs to manage the O&M of their water system.

- GMF Study and Institutionalising GMFs Options Paper: Options for institutionalising GMFs as per the Decree Law 04/2004. This will be necessary if Water Facility Management Groups are to become an O&M service provider. A register of GMFs as required by Decree Law 04/2004 has not yet been implemented.
- GMF Financial Management System: A financial management system for GMFs has been developed by the BESIK PFM Adviser and PFM trainer. The system and associated training modules were tested by BESIK and DNSA in April/May 2016.
- Water and Sanitation Information System (SIBS) and Sector Planning Tool (SPT): The SIBS database provides important access information that could inform sector planning and the SPT could be the register of systems required under Decree Law 04/2004. However, the underlying technological platform of the databases is now outdated and they don't have user-friendly data entry or reporting/visualisation interfaces so that decision-makers can engage with the data.
- An electric pump systems register: will provide important information to repair technicians and for maintenance planning.
- Pump Technician training: A curriculum was developed and delivered for the first time in April 2016. The Water Services Team identified a scarcity of skilled pump technicians, and this training will contribute to increasing that national skills base.
- Three service provider models have been tested: NGOs and private sector contractors have been contracted for rehabilitation works, operations and maintenance of water supplies, pump repair and bore cleaning. The utilisation of a Water Supply Department (DAA) advance system to manage minor rehabilitation works was also tested.

While BESIK II contributed to changes in the lives of community beneficiaries and delivered the above outputs that will contribute to a national service delivery system, without an overall framework and strategy, it did not achieve the outcome level behaviour change of the institutional actors required to achieve sustainable systems development. Without an overall framework and strategy, there is a high risk that the benefits of the above outputs will not be followed up or sustained.

The BESIK II budget cuts forced a change in program focus, if only because BESIK II stopped having the funds to directly implement water supply projects – either capital works or rehabilitation. However, the legacy of the BESIK I approach as an implementer remained. ATLPD provides an opportunity to re-open the discussion with GoTL about the role of DFAT support to water supply service delivery. In planning the new support program, there needs to be a common understanding amongst all stakeholders, as to the purpose of the program, and commitment to maintain the agreed focus.

The Sustainable Development Goals (SDGs) provide another opportunity for a different level of engagement between GoTL and ATLPD. Sustainable Development Goal 6 aims to “ensure availability and sustainable management of water and sanitation for all” by 2030. The highest level indicator for water supply is “Percentage of population using safely managed drinking water services” with “safely-managed services” defined as “an improved drinking water source which is located on premises, available when needed and free of faecal (and priority chemical) contamination.” Raising the level of service of water supply for rural households in Timor-Leste will be a challenge in many locations, and will require a different model for rural water supply development to that which has been planned and implemented since 1999. The ATLPD will have to adapt to this new environment if it is to maintain a presence and relevance at the central government level.

Objective 3: Rural communities and selected schools have sustainable and equitable access to/ utilization of improved sanitation and hygiene facilities

This section begins with a summary of the key achievements, followed by an analysis of the key outcome areas related to delivery of sanitation and hygiene behaviour change services. For each, the report considers the strategic intent of the program design (PDD), progress and an analysis of factors, implications and lessons moving forward including recommendations for the ATLPD. Annex 3 provides relevant data related to this objective.



Key achievements to March 2016

- Sanitation coverage in Bobonaro improved from 47% to 90% between June 2015 and February 2016.
- 51,100²¹ people have improved sanitation and hygiene knowledge through attendance at Behaviour Change & Communication campaign events and through “triggering” using the Community Action Planning, Sanitation & Hygiene (PAKSI) process (as at December 2015)
- 29,580 additional people in target areas with access to “improved” or “unimproved” household sanitation facilities (December 2015)²²
- Three new sanitation packages and one new product (satopan) were introduced to the sanitation market in Timor-Leste
- Engagement of local masons in toilet building and sales promotion: 109 houses contracted local masons to build household toilets between October and December 2015.
- Two models for engaging local authorities were tested. The “Sanitation Strategy” proved ineffective but an “institutional triggering” model was successful in Bobonaro municipality and it will be utilised to determine the next municipality for implementation.
- Two implementation models for sanitation improvement were tested. A local-government led initiative with PAKSI implemented by NGOs and Ministry of Health (Mds) providing technical oversight was successful in achieving Open Defecation Free at scale (at one municipal level).

The BESIK II sanitation and hygiene team has been embedded with GoTL counterparts since BESIK I. There is no “BESIK” sanitation and hygiene promotion program – it is supporting the implementation of Ministry of Health (Mds) plans, and is identified as such. Programs were planned at the national level, and Mds managers responsible for engaging the sub-national managers and technical staff in program implementation. Despite being proposed in annual department level plans and budgets there has been no GoTL funding for either sanitation or hygiene promotion programs, so managers are reliant on BESIK and donor funding to implement both sanitation and behaviour change and communication (BCC) programs in the municipalities. Engagement with Mds Department Chiefs has always been close, though BESIK II has failed to get traction at the higher levels of the Ministry to advocate for greater resources for Department of Environmental Health (DSA) and Department of Health Promotion and Education (DPES) activities. This is the case for all of the programs implemented under the National Directorate for Public Health (DNSP) and needs to be a strategic focus of ATLPHD health pillar.

Sanitation improvement

The BESIK II PDD had framed the implementation of all hygiene and sanitation interventions as “pilots”, though highly inter-dependent on each other to create both community and household level change. The GoTL Sanitation Policy Framework recognises that implementing the Community Action Planning, Sanitation & Hygiene program (PAKSI) alone will not achieve sustainable sanitation outcomes, but that other elements were required to create an enabling environment for the demand creation activities to achieve results. These additional elements were:

- Sanitation Strategy/Roadmap: National and lower-level engagement was needed with municipal (previously district), sub-municipal and community authorities to improve sanitation coverage
- Behaviour Change Campaign: Mass media campaigns were needed together with

²¹ Annex 1: 17,444+20,304+12,375

²² “Improved” sanitation includes sanitation facilities that hygienically separate human excreta from human contact. “Unimproved” sanitation facilities do not ensure a hygienic separation of human excreta from human contact and include pit latrines without slabs or platforms or open pit.



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- 'below the line' community level events to promote the construction of latrines
- Sanitation Marketing: affordable sanitation products needed to be available and accessible for those households who wish to build an "improved" latrine

The Sanitation Strategy tried to engage national, municipal and community authorities by working on the financial costings for achieving Open Defecation Free status in their area. It was implemented and tested in 2012 and early 2013 in the same three pilot districts (Bobonaro, Liquica and Baucau) where Ministry of Health sanitation officers (or "sanitarians") were directly implementing PAKSI. Internal review showed that this was ineffective in gaining local government and community leader commitment (Progress Report #3).

At commencement, and as a pilot, BESIK II accepted Ministry of Health (MdS) counterparts desire to directly implement PAKSI in rural communities with the MdS-employed sanitarians. In 2015, an end of implementation evaluation concluded that the pilot had not been well-designed and planned, assumptions and risks had not been adequately considered prior to the pilot commencing, and the pilot had not been adequately managed. Even earlier, it had been recognised that the other elements for sanitation improvement that were outlined in the GoTL Sanitation Policy Framework were not being implemented alongside the 'sanitarian PAKSI' model. Two years after the PAKSI sanitation pilot had commenced, there was no alternative means of engaging local authorities, no sanitation BCC campaign or sanitation marketing. However, in mid-2014, as internal monitoring showed that results were inadequate, and key MdS counterparts realised that the implementation model would never be scalable, it was decided to suspend that model of implementation, and shift to a government led approach contracting NGOs as the PAKSI implementers. This model, with local government leadership, became highly successful and has delivered an improved service delivery system and results for communities.

The internal monitoring results, recommendations from external evaluation and MRG recommendations all contributed to the redesign of what has been called the Sanitation and Hygiene Improvement Program (SHIP) in early 2015. A new international SHIP Manager role was also finalised. Recruitment was confirmed in September 2015, at the time that the Sanitation Adviser and Environmental Health Adviser roles ended early due to budget cuts. A high level national manager position was also created to manage the integrated inputs in Bobonaro. This new sub-team structure proved effective, and will be improved during the planned rollout of the SHIP to other municipalities.

Rather than trying to engage authorities through developing financials and costings, the Ministry of Health and BESIK II adopted Dr Kamal Kar's "institutional triggering" model²³ that uses the feelings of disgust and shame to motivate local authorities to lead their own communities to become Open Defecation Free (ODF). During Dr Kamal Kar's March 2015 input this was achieved with the Bobonaro Municipal Administrator, and the process of institutional triggering occurred through special meetings with Administrative Post and suco leaders, prior to the community-level triggering activities. Local government and community authorities in Bobonaro actively used their authority to mobilize communities to build and use toilets.

Prior to the focus on Bobonaro, Ministry of Health (MdS) and BESIK II had planned to contract NGOs for PAKSI implementation in fourteen sucos across Baucau, Viqueque and Manufahi. The Bobonaro Administrator's request to the MdS for support, invitation to establish an inter-sectoral PAKSI Secretariat within the Bobonaro Administration, and engagement of local authorities has been key to the success that has been achieved in Bobonaro. BESIK II and

²³ For an understanding of "triggering" and background to Dr Kamal Kar and the Community-Led Total Sanitation (CLTS) approach go to: <http://www.communityledtotalsanitation.org/>



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Ministry of Health were responsive to this opportunity and adjusted the implementation model and plans to refocus on Bobonaro²⁴.

National NGOs were contracted by BESIK II to implement PAKSI as a key activity of the

“NGOs are engaged to trigger communities to change their open defecation behaviour. It is not their role to enforce the behaviour change but to motivate it. With a lot of PAKSI implementation, communities see it as a project that will end when the NGO leaves. In Bobonaro, we are working on a government program where the Administration owns the project, and local authority uses their influence and power to push the behaviour change that the NGOs initiated.

(Tomasia da Sousa, Environmental Health Department Head to Sanitation Working Group meeting in March 2016)

resultant “ODF Bobonaro Initiative” but with the understanding that it was the authorities leading the process rather than the NGOs. Monthly meetings were held with implementing partners and local authority to provide a forum to measure sanitation progress together, identify collaborative solutions to barriers, and to hold both private and government stakeholders accountable.

Through this process, the MdS role in sanitation demand creation developed. The Ministry of Health’s Department of Environmental Health (DSA) began to view itself as the PAKSI “service authority” responsible for facilitating strategic engagement of implementing partners, establishing standard operating procedures for delivery, and ensuring quality of programs. This is a profound change from

their previous role as direct implementers of PAKSI. DSA negotiated the engagement and financial contribution of international NGOs and agencies to support an “Open Defecation Free Bobonaro”, thus enabling a whole-of-municipality approach. Other ways that DSA showed sector leadership since March 2015 included:

- Engagement of a National Quality Control team to provide support to NGOs and monitor the quality of PAKSI implementation
- Facilitating agreement amongst sector partners on critical sanitation definitions and verification requirements reflecting the different levels within the National Basic Sanitation Policy (such as “ODF suco”, “Hygienic suco”)
- Municipal health officials in Bobonaro actively supervised NGO PAKSI activities
- A PAKSI Secretariat was established within the Municipal Administration that met monthly to report and coordinate the “ODF Bobonaro” activities

As well as the PAKSI implementation, a sanitation behaviour change and communication campaign and supply strengthening activities were implemented in Bobonaro as part of the initiative. While the timing was not optimal because of delays in development of the campaign and packages, they contributed to a momentum for change.

As it was a new approach and there was considerable ‘learning by doing’ the Bobonaro initiative was intensively resourced by BESIK II, with implementation support from UNICEF and World Vision. Both BESIK and MdS recognize that future rollout to other municipalities will not be able to be resourced at the same high level. An evaluation was completed by end June to analyse the costs associated with the Bobonaro implementation and identify minimum resourcing requirements for rollout of all or part of this approach in other municipalities.

Improved Hygiene Behaviours

A behaviour change approach to improve handwashing with soap (HWWS) practice amongst care-givers of children under five was also designed by Ministry of Health (MdS) with technical support from BESIK II and piloted at the municipal level. The pilot was established to measure outcomes of the approach, which included mass media campaigns as well as “below-the-line” community outreach events organised by a private event organization, together with interpersonal communication (IPC) opportunities. Results from an extensive evaluation demonstrated improvement from 4.6% HWWS practice after defecation to 22.6%. While the evaluation focused on the impact of the campaign to change behaviours, and not on the

²⁴ The Bobonaro Municipal Administrator proved to be an enthusiastic champion of toilet use, declaring that he wanted his municipality to be ODF and independently calling heads of Administrative Posts and Chefe Sucos to a meeting with Dr Kar to declare commitment to ODF achievement



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implementation process, a separate “capacity development monitoring tool” was used to assess MdS and municipal health staff capacity to manage the campaign.

When the campaign was extended to three additional municipalities, the capacity development monitoring tool indicated that while individual capacity grew, the work load upon both the MdS and municipal health services constrained quality implementation and undermined other health promotion activities. To address this, MdS began targeting the HWWS campaign at sucos which had been declared Open Defecation Free in order to support the communities move up the next rung of the National Basic Sanitation Policy’s monitoring framework to ‘Hygienic Suco.’

Sustainability of sanitation and hygiene improvement delivery systems

A major assumption of the BESIK PDD was that DFAT would be strengthening the institutional systems within the Ministry of Health (MdS) upon which service delivery of sanitation and hygiene promotion is dependent, through its support to the World Bank Health Sector Strengthening Program, and subsequent Health Facility. However, lack of institutional support to MdS impacted on the sustainability of service delivery functions that BESIK II developed. Human resource issues, in particular the exodus of the District Public Health Officers to the sub-districts and changing key national personnel, left a gap in programmatic management and monitoring support for both PAKSI delivery, as well as behaviour change campaigns. The sustainability of BESIK II outcomes is at risk because there is no support to influence the upstream financial processes in the Ministry of Health (budgeting, planning at Director General level and above) as well as strengthening the downstream processes (access to fuel, allowances etc).

Alignment with other Directorate programs as well as ability to influence corporate service support was one of the key reasons why DFAT decided that the BESIK II sanitation program should be integrated into the ATLPD Health Pillar.

WASH in Schools

The BESIK II PDD defined BESIK’s support of School WASH through the Ministry of Health’s School Health Promotion Program, even though the Ministry of Education (Mde) is the lead for both the GoTL School Health Promotion Program and for the maintenance of school infrastructure.

In 2013, BESIK II supported the Ministry of Health and SHARE (Services for Health in Asian & African Regions) with training about the WHO framework for school health promotion – FRESH²⁵. However, an evaluation of the implementation established that there was minimal focus on WASH behaviours and, furthermore, it had failed to show positive change at the school level.

At the same time, the Ministry of Education redeveloped its Primary (Basic) Education Curriculum for all grades and subject areas. BESIK II provided technical support to the development of the school health curriculum and provided curriculum developers with school WASH materials useful for lesson plans.

In 2014, GoTL allocated USD\$25 million to the Community Rehabilitation Program for the improvement of community public infrastructure, such as schools and health clinics. The program was implemented by the GoTL’s National Development Agency (ADN). BESIK II unsuccessfully tried to support National Directorate of Water Services (DNSA) engage with ADN in early 2014, but received the no further information about the program.

In early 2014, BESIK II re-examined its approach to school WASH, returning to the BESIK II PDD, to identify the best entry point and mechanisms for supporting WASH in Schools. As a result of this analysis, initial work was completed in July 2014 to design formative research for WASH in Schools, but the research was not realized given the priority needed to resolve emerging weaknesses in the sanitation program described above and also because DFAT’s

²⁵ WHO’s Focusing Resources on Effective School Health (FRESH) initiative had a goal to raise awareness in the education sector of the value of implementing effective school health programmes to achieve “Education for All” Its main target stakeholder were schools via Ministries of Health.



institutional support to the Ministry of Education and Basic Education had not then been clarified.

In March 2015 the second Monitoring Review Group mission recommended that, in context of budget cuts and other priorities, school WASH should no longer be a separate outcome and that BESIK II support to WASH in schools be integrated through the existing water supply infrastructure and PAKSI implementation, as opportunities presented.

DNSB role in sanitation service delivery

The extent to which BESIK II supported the National Directorate for Basic Sanitation (DNSB) to implement its core mandate defined in the Ministerial *Diploma* was clarified through the capacity development and annual work planning process from 2014. The recent BESIK II support in FY1516, while important to sanitation development in Timor-Leste, is not strongly linked to the DNSB's 'core business' which focuses on sanitation, drainage and solid waste management systems and infrastructure. The DNSB lead in implementing the National Basic Sanitation Policy is on the higher levels of the policy – sewerage, solid waste and drainage systems. It is most appropriate that the focus of these technologies is in urban areas over the next few years. ATLPD should monitor progress against the sanitation policy implementation and adjust its institutional focus of support accordingly.

The missing link: sanitation financing

In 2014, 2015 and 2016, DNSB unsuccessfully requested a budget for a vulnerable household program to provide subsidies for sanitation improvements.

In December 2014, BESIK II supported a workshop facilitated by UNICEF and DNSB about vulnerable household programs, also inviting the Ministry of Social Solidarity (MSS). Global learning was shared which shows that programs involving conditional cash transfers for sanitation improvement are best implemented through social security ministries rather than public works. Prior to this workshop, BESIK II met with MSS to discuss alignment and integration of funding for sanitation improvement with existing MSS cash transfer programs. MSS were interested in collaborating with BESIK II and DNSB to develop a small pilot activity that could inform policy development in this area.

Sanitation financing is a critical next step in advancing communities from "ODF Suco" to "Hygienic Suco" status within the sanitation monitoring framework. DNSB continues to be interested in supporting vulnerable households in improving their sanitation through a smart subsidy. However, based on past experience, BESIK feels that it is critical to target vulnerable households using existing government vulnerability criteria and identification systems, as well as to create a smart subsidy system that builds market supply systems rather than replaces them. This means that while DNSB will retain responsibility for approval of improved toilet designs, the Ministry of Social Solidarity will take a key role in identifying households eligible for sanitation improvement subsidies.

The Sanitation Policy and Financing Specialist was engaged in early 2015 to design MAPS – Municipal Acceleration Program for Sanitation - a model that includes conditional cash transfers for vulnerable households to improve their toilets and the HWWS campaign to move from ODF to Hygienic Suco status. It was planned to trial this model in a few ODF sucos in Bobonaro as part of the Sanitation and Hygiene Improvement Program. There is however, considerable work to be done engaging stakeholders and developing more detailed implementation plans. The timing and mechanism of the 'subsidy intervention' needs to be carefully planned so as to not undermine the PAKSI emphasis on households investing in their own toilet construction. It was observed in Bobonaro that many pensioners used their government cash transfer to buy materials to build an "improved" toilet, which last longer. It is important to encourage this practice, while at the same time providing support to vulnerable households that truly cannot resource "improved" sanitation i.e. to build toilets that are durable enough for sustained sanitation behavior change.

As part of the ATLPD program, the Sanitation component will continue to work with GoTL and other sector partners to develop an implementation plan for the financing system designed by BESIK's National Policy and Financing Specialist in early 2015, including



clarification of ministerial roles for this program.

Gender & Social Inclusion

Timor-Leste has a mixed record on gender equality. Women hold 38% of the 65 parliamentary seats; their representation has been high since the first Constitutional Assembly election in 2002 and consolidated with the introduction of quotas in 2006.²⁶ Most political influence in Timor-Leste is held with the highest levels of government – Ministers, Vice-Ministers and Secretaries of State. In 2007, 13% of these positions were held by women, this rose slightly to 18% in 2012. In the current VI Constitutional Government approximately 20% of these positions are held by women.²⁷

Women's share of jobs in the public sector is low. Women held 26% of civil service positions in 2001, increasing to 29% in 2013; only 16% of public service directors and chiefs are women. During this period, the total number of civil servants tripled. An analysis of women in the service delivery ministries conducted by BESIK II in June 2015 showed that 18% of the General Directorate for Water and Sanitation (DGAS) civil servants are women, with no women directors or department chiefs. In 2014, National Directorate of Water Services (DNSA) and Water Supply Department (DAA) had 341 permanent staff, of which 51 were women – or 15%.

BESIK mobilised a full-time international Gender and Social Inclusion Adviser in February 2013, although the role was amended in June 2014 to focus more broadly on community development. A national GESI Officer was employed from January 2014. The full time Gender and Community Development international adviser resigned in June 2015 and the full-time position was not replaced in the context of reduction of the BESIK international advisor team due to budget cuts for 2015-16. Management of the GESI officer and oversight of the BESIK community development team was assumed by the Program Team Leader. Very limited GESI STA inputs were programmed for 2015-16 (6 days).

BESIK II's GESI Matrix was the main tool tracking specific GESI outcomes, indicators, progress and action required to promote gender equality through all aspects of implementation – addressing both institutional barriers to women's equality as described above, as well as the disadvantage experienced by rural women. The matrix was provided as an annex in Progress Reports #3 and #4. Recent progress against two key result areas of the GESI strategy are given below.

Enabling environment for promoting gender equality and socially inclusive processes: The Water Resource Management and Water Supply Policies have been under development throughout BESIK II. In 2014, the GESI Adviser developed a Gender in Policy Development Checklist. It was applied to late drafts of both of these policies in December 2015 to inform the final drafting process and re-applied when the policies were undergoing final consultation with other ministries in April/May 2016.

To commemorate 2015 World Water Day and International Women's Day, BESIK facilitated a forum entitled "Women in WASH" at the National University of Timor-Leste (UNTL).

Institutional capacity development for promoting gender equality and socially inclusive processes: A 2013 gender balance analysis in National Directorate of Water Services (DNSA) and Water Supply Department (DAA) showed women were below the civil service participation average, with only 15% of women employees, and no department chiefs. BESIK II has supported DNSA through several initiatives to raise awareness and change practises to enable a more supportive environment for women civil servants.

- A study of the experience of community WASH sector facilitators commenced in March 2015 to identify the obstacles that women field workers face. Results were presented to DAA Chiefs in June 2015 and the final report produced in early 2016. The two main issues in the report were related to mobility (use of motor bikes and remote travel) and maternity leave. These matters have been taken up through BESIK II support to National

²⁶ Asian Development Bank, Timor-Leste Country Gender Assessment, 2014

²⁷ GoTL official website. 31 M, 8F, Secretary of State for Institutional Strengthening to be confirmed



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Directorate of Water Services (DNSA) human resource personnel and ongoing discussions with DAA chiefs.

- Analysis of the gender breakdown of civil servants in DNSA-DAA, Ministry of Public Works, Transport and Communication (MoPWTC) and the key six service delivery ministries (June 2015). This was presented by the DNSA Gender Focal Point to a meeting of DAA Chiefs as part of a discussion about how to promote women's participation in the workforce.
- Analysis of the Water and Sanitation Information System (SIBS) data collection rates by Sub-District Facilitators, one of their key performance indicators, showed that the women SDFs outperformed the males. This challenged the perceptions of some of the DAA chiefs that women were poor performers in fieldwork roles.

The Chief of DNSA's Department of Programs and Technical Support (DPAT) who is also the Gender Focal Point for DGAS within the MoPWTC, led on these presentations and discussions. He has been an important advocate for change of attitudes within the Directorate. The majority of his staff are women.

District service delivery mechanisms promote gender equality and socially inclusive processes: Two main implementation guidelines were developed by BESIK II to promote gender at district/municipal service level - the Sub District Facilitator (SDF) Manual and the PAKSI Manual. The SDF Manual, developed by the GESI officer, guides the implementation of the community consultation and mobilisation (CAP) processes and ongoing support to water user groups (GMFs). The finalisation of both manuals and the training of field staff in their implementation was an intensive process over several years requiring considerable input by both the GESI Adviser and Officer. The manuals provide specific guidance to ensure women's participation in decision-making processes.

In order to raise awareness of district/municipal level WASH staff about the issues faced by people with disability, a "disability module" was developed by BESIK, Ra'es Hadomi Timor Oan (RHOT), and WaterAid. It will be trialled in Liquica in April 2016.

Community processes which support gender equality and social inclusion: Women have almost no voice at the local level, with almost all of the 442 suco chiefs and 2,336 aldeia chiefs being men. The establishment and operation of Water Management Groups (GMFs) are the key governance structure for community water supply in rural areas. The GMF Study commissioned by BESIK II in September 2013 found a direct link between the level of participation of women in GMFs and the successful functioning of that GMF and the water system itself. This information has been utilised by National Directorate of Water Services (DNSA) and BESIK to promote the participation of women in GMFs to field staff and other sector partners since then, as it provides evidence for advocacy on women's participation in decision-making and management of community water supply. Women's participation in the meetings and participatory processes at community level throughout BESIK II have been promising.

- Average 41% of participants in Community Action Planning (CAP) processes, which plan location of community water systems, tap stands and establish water user group committees were women (2013)
- Average 46% of participants in community led total sanitation (CLTS) triggering events were women (2015).

From January 2013 to June 2014, 67% of new GMFs had greater than 30% women's membership. Of the 12 GMFs formed after the SDF Manual development and training, 89% had more than 30% women members (July-Dec 2014). Due to lack of water systems constructed through PDID funding/implementation, there were only two GMFs formed in 2015, one of which had >30% women members.

Monitoring and Evaluation (M&E)

One of the key themes in the BESIK II PDD was on producing evidence for policy decisions through program implementation – in particular, pilots in the key areas of operations and maintenance (O&M) and sanitation that would create an evidence base for government



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decision-making and national systems development. M&E was resourced with a full-time M&E adviser, M&E officer, enumerators and a significant budget for M&E and research, confirmed as adequate during the BESIK II evaluability assessment completed in June 2013.

At outset, BESIK II was a complex design, as recognised in the PDD. The program initially had 26 outcomes across a range of levels from central/national, through district and sub-district government, through private sector, community groups and into household behaviour. Following the recommendations of the first two Monitoring Review Groups, the number of outcomes was gradually reduced and by March 2016 there were 16 outcomes, although two (both related to schools) had effectively been "suspended" due to resource limitations and need to prioritise other issues. The greatest complexity was in the second component related to access to water.

BESIK II M&E system

In the development of the first M&E Plan (July 2013), approved by DFAT in September²⁸, there were a few significant changes to the framing of the program outcomes and indicators that may have weakened the design intent of BESIK II as a capacity and institutional strengthening program for improved service delivery.

The PDD had framed the outcomes in the active tense, with the focus on the desired performance/behaviour change of the key actor. The BESIK M&E Plan framed these in the passive tense with the focus on the 'product' or effect on the 'subject of the action' rather than the actor's behaviour. As a result of the change in conceptualisation of the outcome, the indicators were largely also focussed on the 'product' rather than the actor's behaviour.

The 2013 M&E framework or PAF did not facilitate the measurement of changes in behaviour or performance of the various components of the service delivery system. How well were the actors (individuals or work units) performing their defined functions as required for the system to be effective? This was changed back to the PDD intent in July 2014, when the number of outcomes were also reduced to 16. An example is provided in the table below.

Table 3: Changes in framing outcomes and indicators using Outcome 3.1 as the example

| Original PDD | July 2013 Outcome | July 2013 Indicator | July 2014 revised outcome | July 2014 Revised indicators |
|--|---|---|--|---|
| DHE delivers effective national hygiene promotion campaigns directly or with private sector partners | Effective national sanitation and hygiene promotion campaigns delivered by DPHE either directly or with private sector partners | % sampled households where caregivers' behaviour demonstrates sound understanding of critical handwashing times | DPES, SDS and SSS deliver effective hygiene behaviour change campaigns | # of additional people with exposure to sanitation and hygiene behaviour change program; % of priority functions for implementation of hygiene BCC campaigns are identified and performed by designated MdS actors with minimal BESIK input (Rating 3-4) |

The PAF also attempted to capture and embed capacity development into the program approach through the M&E system. There was support for this from the Behaviour Change and Communication and Water Resource Management Advisers who were taking a capacity building approach to developing government capacity and systems. However, the water services focus was on BESIK program implementation rather than strengthening GoTL functions and implementation systems, so this approach was irrelevant to their implementation modality.

²⁸ A number of adjustments were to be incorporated in future M&E Plan Update #1, June 2014



Pilots

Piloting new implementation approaches was a key aspect of the PDD. In the first year of the program, given the priority on conducting an evaluability assessment and developing the first M&E Plan²⁹, there was no focus on a framework for piloting, no definition of pilot theory of change, key hypothesis/questions and indicators, or pilot M&E system defined.

M&E of the pilots was focussed on impact type assessment answering the question "*Did the activity produce change at the community, household or individual level?*" There were three 'pilots' started by BESIK II in 2013. There was no M&E team involvement in the M&E of the 'sanitarian pilot', and for the others, there was extensive community level research conducted to determine whether or not they had any impact on target behaviour (e.g.: HWWS) or access to water (O&M projects) but no framework to monitor and reflect on implementation processes, government role and how the implementation model could be incorporated into a national system funded by GoTL.

The Handwashing with Soap (HWWS) campaign did make changes in the implementation mode between the 'pilot' in Aileu and its rollout in a further three districts, and this in turn informed the implementation model and functions of the Municipal Health Services for the Sanitation BCC campaign in Bobonaro. However, this was not informed by the household observation and surveys conducted in Aileu and Manatuto (control), because the data had yet to be analysed in May 2016. In reality, it was adaptive management that led to change in the delivery model for BCC campaigns, so that there is now a delivery mechanism that Ministry of Health (MdS) partners are happy with. The scalability of the delivery model by MdS and other partners is yet to be tested.

There have been some clear lessons learnt from the piloting experience to date in BESIK II that should be taken up by ATLPD and the new M&E facility that will service the Timor-Leste program. As with good program management, the pilots need to have a clear hypothesis and theory of change. In a complex environment, isolating individual questions / factors to pilot may be challenging, but the program needs to be clear what is being tested, and for what purpose. Is the program piloting the intervention, i.e.: testing *whether or not* it creates community level change, or is it piloting the implementation model or mechanism for delivering the intervention? This has implications for the design of the pilot and the monitoring and evaluation system.

Rather than the new implementation models using the experimental approach that dominated the BESIK II pilots, adaptive management or action learning may be more appropriate conceptual frameworks in complex environments. Testing new implementation models needs to take a staged approach, testing and learning from different aspects of the intervention over several phases.

²⁹ The M&E Plan was an additional milestone identified in early 2013 and included in Amendment 1 (July, 2013).



ANNEXES

- Annex 1: Progress against DFAT indicators (December 2015)
- Annex 2: Program Summary statistics – Water
- Annex 3: Program Summary statistics – Sanitation
- Annex 4: Progress Against Performance Assessment Framework, December 2015
- Annex 5: Key program dates
- Annex 6: Financial report (December 2015)
- Annex 7: Key Program Documents & Products, March 2015
- Annex 8: Key Program Personnel
- Annex 9: Policy Development Costs



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Annex 1: Progress against DFAT Indicators and Program Outcomes

Table 1: DFAT AIP Performance Indicators and recent Ratings

| DFAT AIP Performance Indicators | Jan 13- Jun 14 | Jul 14- Dec 14 | Jan 15- Jun 15 | Jul 15 - Dec 15 | Ratings of Progress | | |
|--|--------------------------|--------------------------------|----------------------------|------------------------------------|---------------------|--------|--------|
| | | | | | Dec 14 | Jun 15 | Dec 15 |
| # of additional people with access to improved water supply systems (part of performance benchmark - BESIK-managed systems only) | 44,100 | Already reported | | 26,974 | | | |
| BESIK | 17,400 | 17,148 | 4,368 | 6,688 | ● | ● | ● |
| GoTL | 26,700 | correction | - | 0 | | | |
| # of men and women with improved access to more reliable water supply systems (due to operations and maintenance) | Target 35,601 in process | Already reported, no new | 21,000 (pumps) | No additional | ● | ● | ● |
| # additional people with exposure to sanitation and hygiene behavioural change programs (part of performance benchmark) | 17,444 | 20,304 | No additional | 12,375 | ● | ● | ● |
| % of water systems constructed by BESIK and GoTL (PDID) between 2010 and 2014 fully functioning 3 years after completion | 2010 | 2011 | To be reported in Dec 2015 | | ● | ● | ● |
| BESIK | 79% | 84% | | 80% | | | |
| PDID | 66% | 67% | | 84% | | | |
| Overall | | 70% | | 83% | | | |
| # of new hygiene and sanitation campaigns using evidence-based marketing strategies | 1 (2013) | 0 | 1 under design | 1 | ● | ● | ● |
| # additional aldeias verified as open defecation free in line with the National Basic Sanitation Policy (SPAD 2013) | 6 | 4 | 2 | 40 | ● | ● | ● |
| % WASH community management committees in which 30% are women | 69% | 100% new or re-structured GMFs | Cumulative 2014-15 | 87% of 23 GMFs monitored | ● | ● | ● |
| # community water management committees functioning (meeting and collecting funds and making repairs) after one year | Next report | To be defined | To be reported in Dec 2015 | 48% meeting, 78% collecting funds, | ● | ● | ● |



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Table 2: Progress against Outcomes

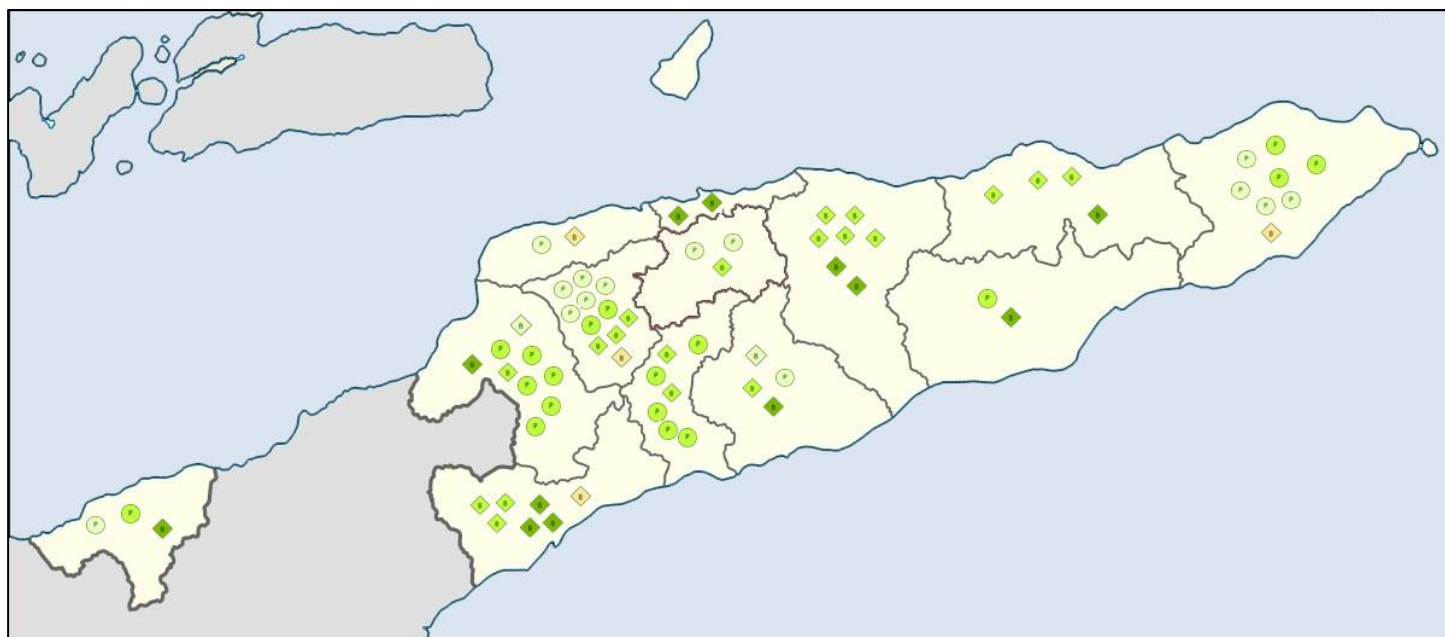
| Ref | Outcome | Rating | | |
|-----|--|--------|--------|--------|
| | | Dec 14 | Jun 15 | Dec 15 |
| 1.1 | DGAS and MDS develop and implement coherent national policy framework for Water and Sanitation service delivery. | ● | ● | ● |
| 1.2 | Government of Timor-Leste allocates adequate resources to water and sanitation service delivery | ● | ● | ● |
| 1.3 | MOP and DGAS more effectively manage human, financial and material resources (HR, budgeting, planning, monitoring) for equitable and sustainable service delivery.* | ● | ● | ● |
| 2.1 | DNSA effectively performs its functions to plan, manage and oversee the quality of rural water system construction and rehabilitation | ● | ● | ● |
| 2.2 | DNCQA effectively performs water resource management functions critical to sustainable water supply. | ● | ● | ● |
| 2.3 | DNSA support communities to plan and manage rural water system operations and maintenance | ● | ● | ● |
| 2.4 | Private sector (suppliers, contractors and NGOs) provide high quality and cost effective RWS services to the GoTL and community clients. | ● | ● | ● |
| 2.5 | GMFs and communities maintain their water supply systems and participate in the planning and monitoring of water system construction and complex repairs. | ● | ● | ● |
| 3.1 | DPES, SDS and SSS deliver effective hygiene behaviour change campaigns. | ● | ● | ● |
| 3.2 | DNSB effectively promote the marketing and socialization of basic sanitation services and other issues of public sanitation and hygiene. | ● | ● | ● |
| 3.3 | DSA, SDS and SSS deliver effective sanitation promotion programs. | ● | ● | ● |
| 3.4 | MdE and MdS deliver effective sanitation and hygiene behaviour change programs in selected schools. | ● | ● | ● |
| 3.5 | Private sector (contractors, marketing companies, suppliers and NGOs) provide high quality and affordable sanitation and/or hygiene promotion related products and services to their GoTL and community clients. | ● | ● | ● |
| 3.6 | Rural households adopt target hygienic behaviours. | ● | ● | ● |
| 3.7 | Rural households construct/purchase and maintain hygienic latrines. | ● | ● | ● |
| 3.8 | Students and school staff in target schools adopt hygienic behaviours and maintain hygienic sanitation facilities | ● | ● | ● |



Annex 2: Program Summary Statistics – Access to Safe Water

Summary Table & Map Showing Geographical Municipal Distribution of BESIK (2013-16) and GoTL (PDID 2013-14) water systems

| BESIK 2 / Indicator | BESIK | GoTL |
|--|---|----------------------------------|
| No. of systems constructed/rehabilitated | 33 as at 31 March 2016 ³⁰ 36 (projected 30 June 16) | 36 (PDID 2013) ³¹ |
| Additional people with access to safe water due to constructed systems | 27, 000 as at 31 March | 26,367 |
| Additional people with access to safe water due to O&M | + at least 25,000 | Not applicable |
| Additional schools with access to safe water | 36 at March 2016, 39 projected | No data |
| Additional health centres/posts with safe water access | 15 | No data |
| % of systems fully functioning after at 3 years ³² | 81% of all systems built in 2012 | 84% of all systems built in 2012 |



Map indicates distribution by Municipality, BESIK and GoTL and year completed. Not positional. Map sourced: Wikipedia.

Projects by Municipality (includes forecast to June 2016)

| District | Project Name | # Projects B or P | BESIK | | | PDID | Year | Legend |
|--------------|---|-------------------|---------------|-----------|-----------|---------------|------|--------|
| | | | Beneficiaries | Schools | Clinics | Beneficiaries | | |
| Aileu | Aitoi / Namolseu, Hularema | 2 P | | | | 1,164 | 13 | P |
| | Aimerahun, | 1 B | 457 | 1 | 2 | | 14 | B |
| Ainaro | Hatubalico, Hatuudo | 2 B | 1,870 | 2 | 1 | | 14 | B |
| | Ailico, Bui-Fu, Hautio – Aititu, Leolima, Manelobas, Manutasi | 6 P | | | | 2,905 | 14 | P |
| Baucau | Caravela, Social, Uagae | 3 B | 2,570 | 4 | 1 | | 14 | B |
| | Sagadate | 1 B | 720 | 2 | 1 | | 15 | B |
| Bobonaro | Batugade | 1 B | 300 | 1 | | | 13 | B |
| | Amandato, Baiboro, Faturui, Ozo Piron, Secar, Tapa | 6 P | | | | 2,953 | 14 | P |
| | Oeleo Purugua | 2 B | 1,430 | 1 | 1 | | 14 | B |
| | Tapo-memo | 1 B | 915 | 1 | | | 15 | B |
| Covalima | Cunai + Matai, Kiar*, Zulalai Oebaba | 3 B | 4,821 | 5 | 1 | | 14 | B |
| | Haemanu, Laconac, Zumalai Vila | 3 B | 5,543 | 6 | 1 | | 15 | B |
| | Holipat - Hatu'udo (to be completed) | 1 B | 400 | 1 | | | 16 | B |
| Dili | Berau, Darlau | 2 B | 722 | 2 | 1 | | 15 | B |
| Ermera | Caicoli, Deleco, Klaetrema, Lugulau, Raitoni | 5 P | | | | 1,700 | 13 | P |
| | Fatukea, Lihu | 2 P | | | | 1,270 | 14 | P |
| | Molar, Norema/Assulau, Sare | 3 B | 1,938 | 2 | 1 | | 14 | B |
| | Railako Craic (to be completed) | 1 B | 624 | 1 | 1 | | 16 | B |
| Lautem | Iliomar | 1 P | | | | 300 | 13 | P |
| | Moitoina, Pitileti/ Ira'ono Etepi, Tutuala | 3 P | | | | 3,330 | 14 | P |
| Liquica | Lebukailiti, Tatamolobo, Vatumau | 3 P | | | | 2,738 | 13 | P |
| | Ulmera (to be completed) | 1 B | 1,688 | 1 | 1 | | 16 | B |
| Manatuto | Bahadik, Licore, Nakaleu, Paulaca, Uma Surat | 5 B | 2,889 | 2 | | | 14 | B |
| | Cairui, Samalai | 2 B | 426 | 1 | 1 | | 15 | B |
| Manufahi | Alas | 1 B | 430 | 1 | 1 | | 13 | B |
| | Turiscari | 1 P | | | | 448 | 13 | P |
| | Oerema | 1 B | 443 | 1 | | | 14 | B |
| | Ailalec | 1 B | 207 | 1 | | | 15 | B |
| OeCusse | Nemon Taiboko | 1 P | | | | 150 | 13 | P |
| | Saben / Bobometo | 1 P | | | | 838 | 14 | P |
| | Quinpanaf | 1 B | 589 | 1 | | | 15 | B |
| Viqueque | Dilor / Lekerei, Fatudere, Kaiualita, Manuboe, Uaitame | 5 P | | | | 8,571 | 14 | P |
| | Ossuliquimeta | 1 B | 704 | 2 | 1 | | 15 | B |
| TOTAL | | | 2 | 39 | 15 | 26,367 | | |

Also Baucau ground water exploration - no water found (2015)
* Kiar includes BH (1,048 beneficiaries not included)

³⁰ 36 projected, (commenced 2013-14), list available

³¹ 2013 list available; no new PDID in 2014,15,16

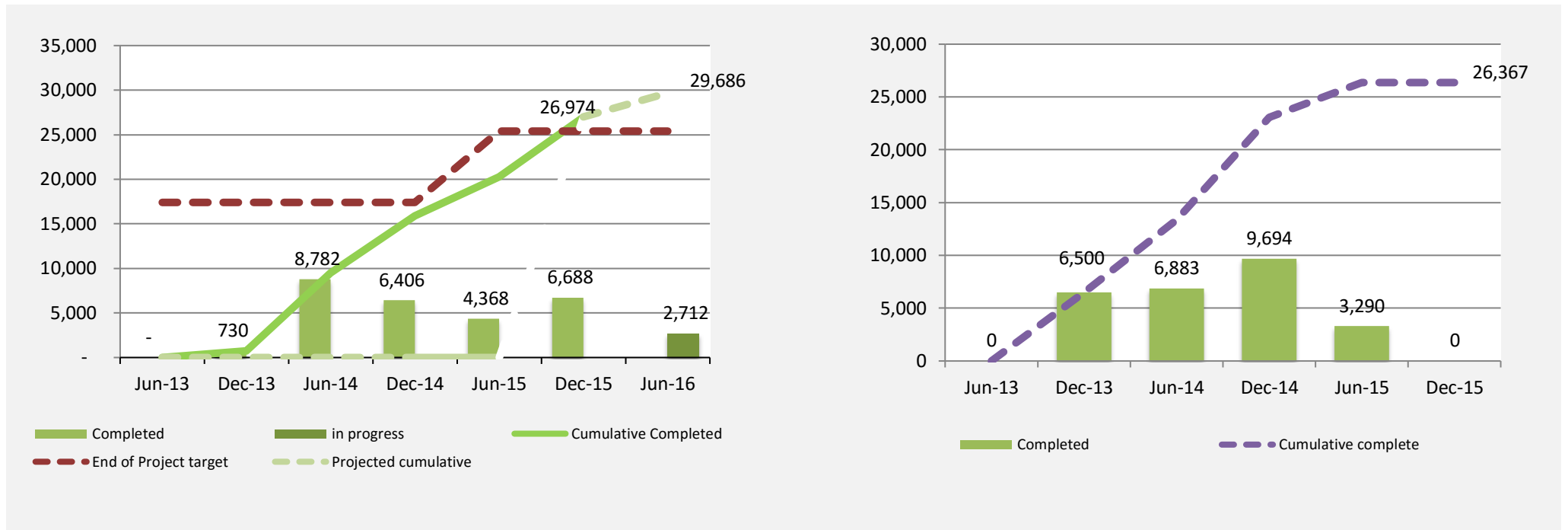
³² BESIK Phase 1 measured sustainability after 1 year



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BESIK 2013 systems (forecast to 30 June 2016)

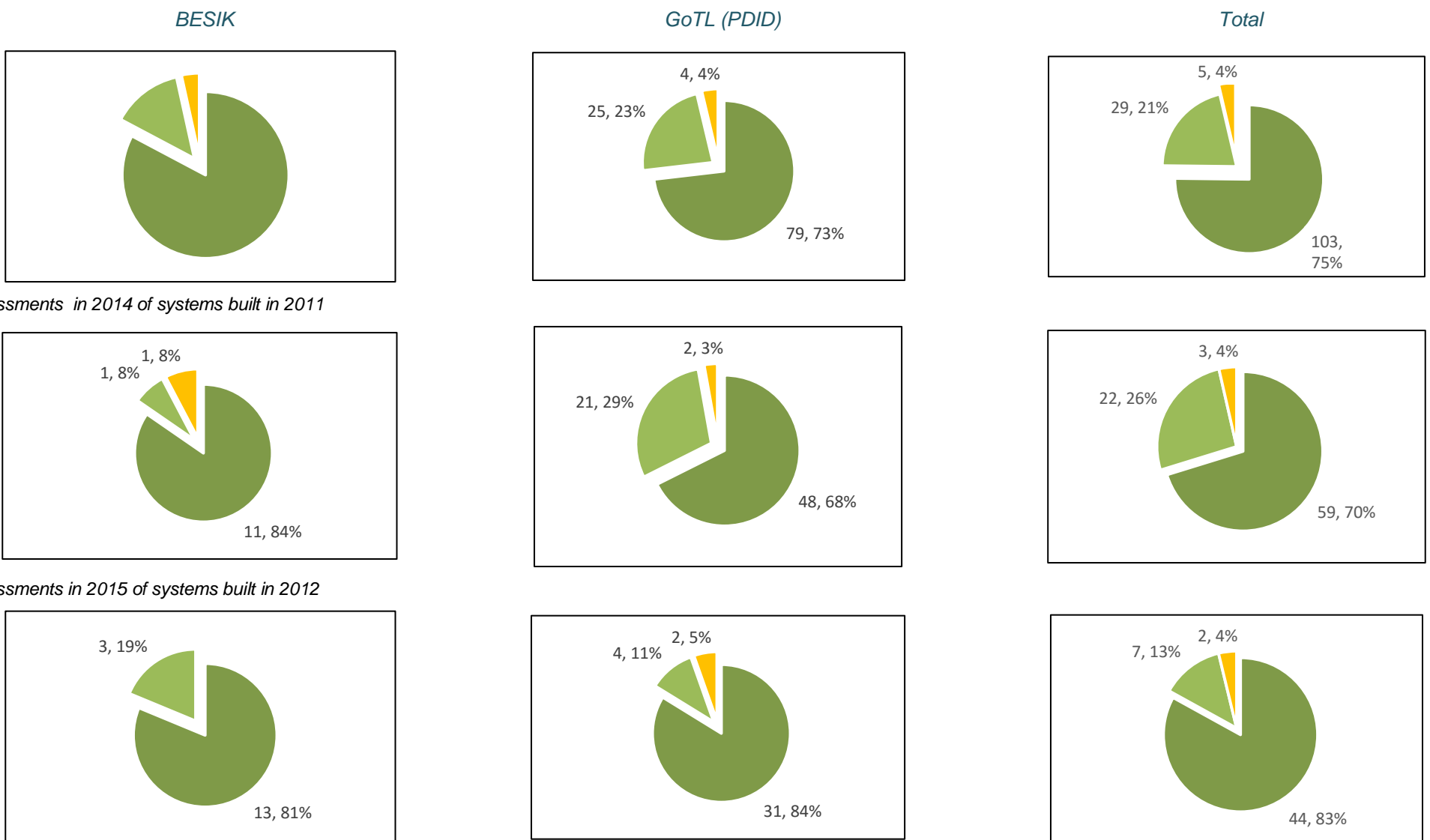
DNSA: PDID 2013 systems (to Dec 2015)



Functionality of BESIK and Government systems at 3 Years (Total, 2014, 2015)

Total assessments conducted by BESIK in 2014 & 2015 of systems built in 2011 and 2012, 3 years after completion³³

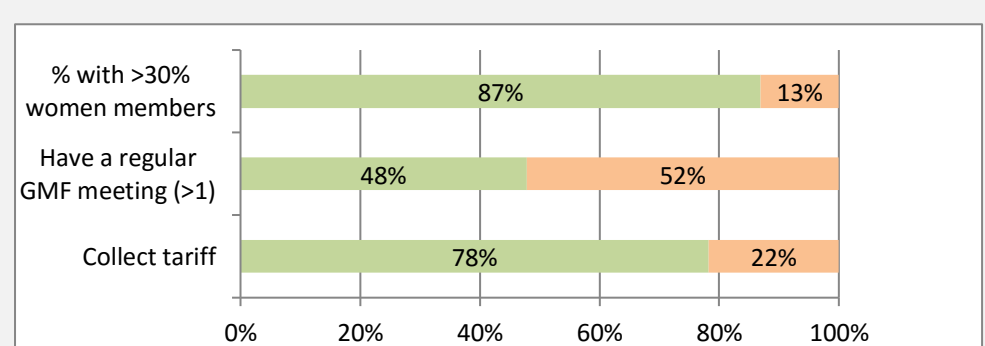
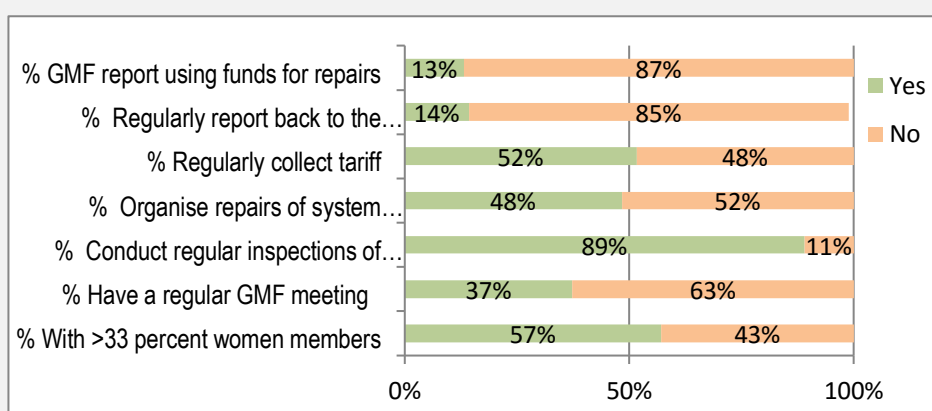
■ = Fully functioning ■ = Part functioning ■ = Not functioning



Indicators of GMF functionality (2014, 2015)

2014: 92 GMFs surveyed

2015: 23 GMFs surveyed

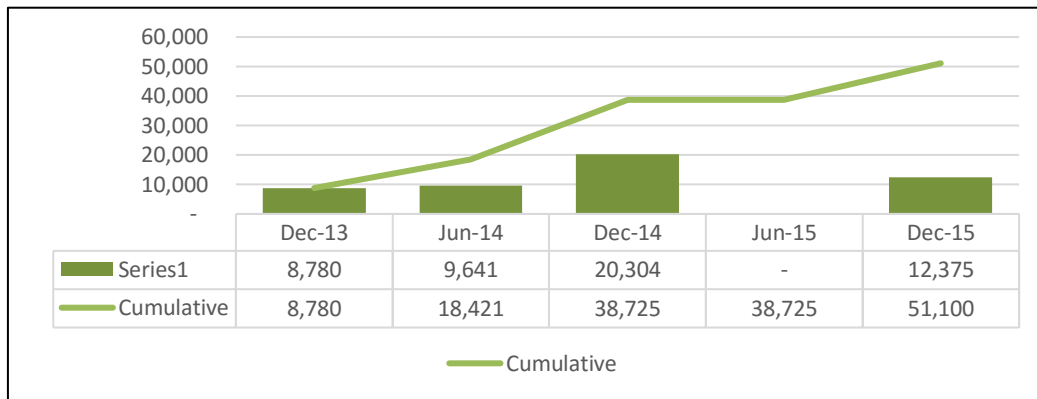


³³ During BESIK 1 sustainability was measured at 1 year;



Annex 3: Sanitation & Hygiene Indicators & Program Statistics (Dec15)

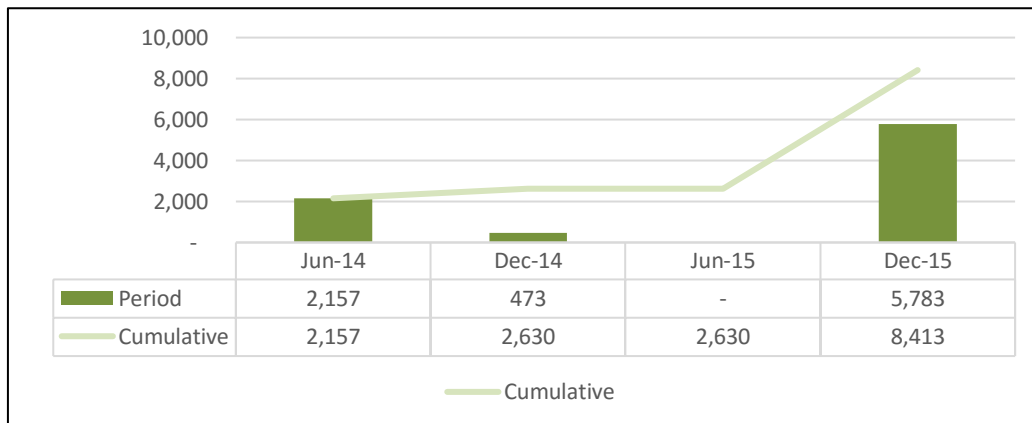
Figure 1: Number of people with increased knowledge of sanitation and hygiene practices



Notes:

- Dec-13; 8,780 through HWWS Campaign Event: 2624 female care-givers of children under five; 1356 males; 4800 children under the age of 16; 3648 IPC activity contacts through SISCa*
- Jun-14; Between May 2013 and June 2014, 9,641 persons (3,883 women) participated in PAKSI triggering. No additional from HWWS campaigns
- Dec-14: Total: 20,304; 17,378 through the HWWS campaign events: 4,983 female caregivers of children U5; 2,926 through PAKSI triggering (1,441 women)
- Jun-15: No community level activities in this reporting period. Sanitation BCC campaign under design; PAKSI contracts with NGOs signed in June
- Dec-15: 7,443 people were exposed to the 'Uma Kompletu ho Sintina' campaign. 4,932 individuals (3964 adults, 46% female) attended triggerings in 4 target Admin Posts.
- Cumulative 51,100 people with increased knowledge regarding sanitation and hygiene.

Figure 2: Number of additional HHs in target areas that have handwashing facilities with soap



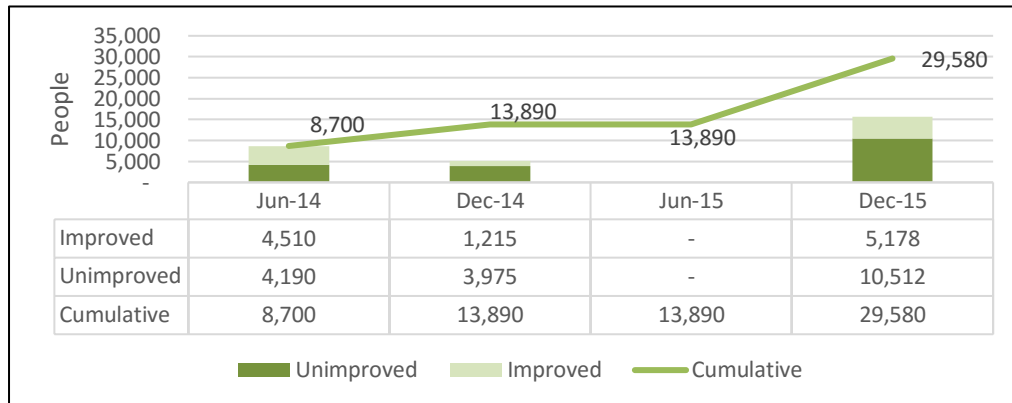
Notes:

- 2012 Baseline: -
- Dec-13: Results from HWWS Campaign Evaluation unclear. Survey questions have been revised to capture this information in the future.
- Jun-14: HWWS Campaign Sustainability Evaluation being conducted in Aug 2014 to provide an % coverage in Aileu. PAKSI - 2,157 additional HHs;
- Dec-14: PAKSI - 473 additional HHs
- Jun-15: As above
- Dec-15: 5,783 HH with HW facilities (63% of houses in BESIK target administrative posts)



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Figure 3: Number of additional people in target areas with access to sanitation



Notes:

Baseline: N/A

Dec-13: Not reported

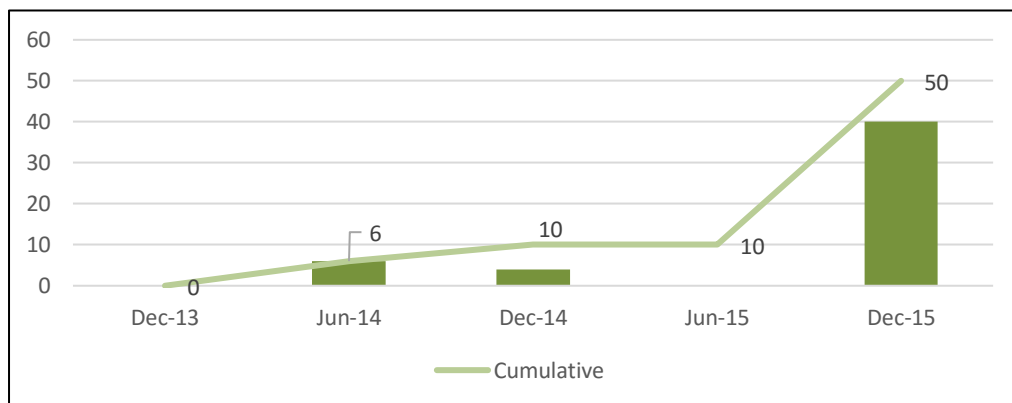
Jun-14: May 2013 - June 2014: Unimproved: 4,190 (838 HHs),
Improved: 4,510 (902 HHs)

Dec-14: July 2014 -Dec 2014: Unimproved: 3,975 (795 HHs),
Improved: 1,215 (243 HHs)

Jun-15: No new data; Will complete for Dec 2015 report

Dec-15: July - December: PAKSI - 15,690 additional people
(3,138 houses)

Figure 4: Number of aldeias in target areas verified 100% open defecation free



Notes:

Baseline: N/A

Dec-13: 0

Jun-14: 6

Dec-14: 4 (10 in total but most verified Nov/Dec)

Jun-15: No new data; Will complete for Dec 2015 report

Dec-15: 40 aldeias in 11 sucos were verified in Nov - Dec 2015



Annex 4: Progress Against PAF Indicators - December 15

| | |
|---|---|
| Activities and key outputs are on track and level of achievement has reached or exceeded where it was expected to be at this point of the program | ● |
| Some delays and challenges but there has been progress in significant areas | ● |
| Significant delays and barriers to achievement require urgent management action | ● |
| Not applicable in this reporting period | ● |
| New indicator October 14 | ● |

| Objective / Outcome / Key Outputs | Overall rating | Comment on overall rating | Performance Indicator or Question | 2012 (Baseline) | December 2013 Progress | June 2014 Progress | December 14 Progress | June 15 Progress | December 15 Progress | Traffic Light Jun 14 | Traffic Light Dec 14 | Traffic Light Jun 15 | Traffic Light Dec 15 | EOP Target (mid-2016) |
|---|----------------|---|--|---|---|--|--|--|---|----------------------|----------------------|----------------------|---|---|
| 1. All levels of government have improved systems for effective policy development, planning and management for RWASH | | | What are the roles of the various directorates and ministries in RWASH service delivery and to what extent is BESIK's support relevant? | BESIK II PDD | | | | | | | | | | GoA support to RWASH sector is relevant to the functions of the various GoTL actors. |
| 1.1 DGAS and MOH develop and implement coherent national policy framework for Water and Sanitation service delivery. | ● | Good government engagement for WRM policy and law and Water Supply Policy. Drafting, review, translation process ongoing; No change on ongoing Sanitation Strategy development and implementation | Status of priority policy documents (need identified, draft, submitted for approval, approved, implementation) | Draft Water Supply Policy draft since 2010; National Water Resources Policy and Law draft since 2005. | Water Resources Law has a significant re-draft. Expert peer review of Water Resources Policy completed. | An STA recruited to finish the drafting of the Water Resources Law and Policy and the Water Supply Policy. | Redraft almost complete. To be reviewed Jan 2015 and strategy for presentation to COM developed. | WRM policy and law in final stages; WS policy requires further DGAS engagement | Anticipated to complete in first quarter 2016. | ● | ● | ● | ● | National Water Supply Policy, WRM policy and law approved by Council of Ministers by March 31st 2015. |
| | | | National Sanitation Strategy draft since 2012. | Strategy tested in Liquica district | Decision to change from Sanitation Strategy to Sanitation "Roadmap" | No progress on Road map. TORs for STAs to develop Road map and pilot Sanitation Strategy | No change | UNICEF have plan to lead a bottleneck analysis and | ● | ● | ● | ● | National Sanitation Strategy approved by Ministries of Health and Public Works by June 2016 | |
| | | | Status of inter-ministerial protocols for RWASH sector coordination (need identified, draft, submitted for approval, approved, implementation) | No formal protocols initiated from DGAS. | One BESIK Steering Committee meeting held in November 2013 | No formal protocols initiated from DGAS. Decision that BESIK governance not appropriate inter-ministerial forum. | No change | No change | No change | ● | ● | ● | ● | Not yet defined |
| | | | To what extent do RWASH national policies and strategies reflect gender equality and social inclusion? | Application of GESI policy review checklist for drafts of priority policies (to be done Dec 2014) | Water Resource Management policy reviewed for gender equality and social inclusion. | No change | Gender in policy review checklist developed. | No change | GESI policy review checklist applied in Dec 2015 to draft; to be applied again to final document at end Feb 2016. | ● | ● | ● | ● | ● |
| 1.2 Government of Timor-Leste allocates adequate resources to water and sanitation | ● | Good government commitment to O&M; No GoTL funding for | % budget requested for rural water system operations and maintenance is allocated. | 0% in 2012, 2013 and 2014 | \$0 in 2013 | \$0 in 2014. Advocacy to MOPW for 2015 allocation. | 47% (USD\$6.449M requested; USD\$3M allocated) | No change | 243% (USD\$1.9 million requested; USD\$4.6 million | ● | ● | ● | ● | 80% of budget request for O&M is allocated |



BESIK ACTIVITY COMPLETION REPORT

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|--|----------------|---|---|---|---|--|--|---|--|----------------------|----------------------|----------------------|----------------------|--|---|
| service delivery*. | | sanitation, but GoA/BESIK has not resourced PFM to influence this. | | | | | | | allocated) | | | | | | |
| | | | Amount (\$\$\$) of GoTL investment in WSS capital works or major rehabilitation | PDID - \$922,000 (2013) | PDID - \$4.2 million (2013); PNDS pilot only | PDID - \$922,000 (2014) PNDS - \$4.5 (2014) | 2015 PDID - \$3.954 million, PNDS \$3.7millions | No change | PDIM - \$800,000 (2016) | ● | ● | ● | ● | N/A -BESIK cannot set government funding target | |
| 1.3 MoPW and DGAS more effectively manage human, financial and material resources (HR, budgeting, planning, monitoring) for equitable and sustainable service delivery.* | ● | PFI rollut is behind schedule; Good progress on SDF performance as measured by SIBS data collection rates influenced by linkage with DNSA HR. | # of DAA offices function at the prescribed PFI Levels in the target year. | Administrative bottlenecks thwart effective service delivery in both MoPW and MdS. | New indicator - not previously measured | 6 month delay due to consultation with DGSC. On track for EOP targets | DGSC and DGAS approved PFI for implementation in 2015 | Not yet implemented | PFI not yet implemented; | ● | ● | ● | ● | All offices (13) at PFI Level 1 in mid- 2015; Level 2 in mid-2016; Level 3 in mid-2017 | |
| | | | % aldeias in which SIBS data is collected at least every six months. | 2013 - 44% | 42% (SIBS,July-Dec 2013) | 30% (Jan-June 2014) | 24% (July-Dec 2014) | 47% (Jan-June 2015) | 46% ((July-Dec 2015) | ● | ● | ● | ● | FY14-15: 50%; FY15-16: 75%; FY16-17: 80%; FY17-18: 80% | |
| | | | % SDFs who are collecting SIBS data in >80% of aldeias at least every six months. | Irregular data collection | New indicator - not previously measured | 16% (Jan-June 2014) | 13% (July-Dec 2014) | 38% (Jan-June 2015) | 28% (July-Dec 2015) | ● | ● | ● | ● | ● | 90% of SDFs collecting SIBS data in > 80% of their aldeias at least twice a year. |
| | | | % target managers who conduct mid-term performance reviews of >50% their staff | 100% DNSA staff have Annual performance review according to Civil Service Commission requirements. No mid-term review | new indicator Oct 14 | new indicator Oct 14 | Mid-term performance reviews due in June 2015 | Chefe DAAs have until end of Sept 2015 to submit their staff evaluations | All DAA Managers reviewed APFs | ● | ● | ● | ● | ● | 100% target managers conduct mid-term performance reviews of >50% of their staff. |
| | | | % target staff have received a mid-term performance review | new indicator Oct 14 | new indicator Oct 14 | Mid-term performance reviews due in June 2015 | Chefe DAAs have until end of Sept 2015 to submit their staff evaluations | All APFs were reviewed. DNSA HR checking quality of these reviews | ● | ● | ● | ● | ● | ● | 80% of target DNSA staff have mid-term performance review in 2015. |
| Key Output: RWASH sector staff trained to enable equitable and sustainable service delivery | ● | Target achieved for # people trained; | # people trained (disaggregated by sex, position, institution) in WASH-related topics | N/A | 236 in 2013 (81 women, 82 district and 2 national government) | 185 persons (37 women, 134 District government and 14 National government) | 145 persons (33 women, 23%, 128 district government, 11 national government) | 222 persons (62 women; 28%; 48 district government, 32 national government, 103 NGOs) | 99 persons (25 women, 25%; 22 National Government, 22%; 51 Municipal government, 51%; 22 NGO, 22%) | ● | ● | ● | ● | 200 per year | |
| | | | # of training courses supported by BESIK are accredited by INDMO or INS or other recognised quality framework. | N/A | 10 training courses in 2013 | 9 training courses (5 participant reviews) Not yet measuring quality | 3 training courses accredited by INDMO or INS | 9 training courses; 5 accredited by INDMO or involving INS. | 2 training courses (LELI and ETDA, others are in-house job specific) | ● | ● | ● | ● | 2014-6; 2015-10; 2016-5; | |
| | | | % of training courses supported by BESIK meet 80% of BESIK quality standards (disaggregated by type of training and accreditation status) | N/A | new indicator Oct 14 | new indicator Oct 14 | Not yet measured | All training courses rated >80% across BESIK quality measures | All training courses rated >80% across BESIK quality measures | ● | ● | ● | ● | 80% of training events meet 80% of BESIK quality standards | |



BESIK ACTIVITY COMPLETION REPORT

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|---|----------------|--|--|--|--|--|---|---|---|----------------------|----------------------|----------------------|----------------------|--|
| 2. Rural communities have sustainable and equitable access to/ utilization of safe water | | | % of rural population with access to an improved water source | 57% (2010 Census); 63% (SIBS Dec 2013) | 74% (according to Census + SPT calculation method) | 63.65% (SIBS, July 2014) | 63.8% (SIBS, Dec 2014) | 64.12% (SIBS, July 2015) | 69% (SIBS, January 2016) | ● | ● | ● | ● | MDG - 76% by 2015; SDP - 80% by 2020 |
| | | | Number of additional people with access to safe water supply through BESIK support to GoRDTL systems* | N/A | 26,700 | 0 (all 2013 systems previously reported) | 0 (all 2013 systems previously reported) | 0 (all 2013 systems previously reported) | 0 (all 2013 systems previously reported). No further PDIM in 2015 | ● | ● | ● | ● | Annual: 20,000 |
| | | | % of water facilities constructed between 2010 and 2014 by BESIK and GoTL (PDID) are fully operational 3 years after completion ** | 2010-77% | 83% two year old systems fully functioning at Dec 2013 | BESIK - 79%; GoTL - 66% (constructed in 2010 from most recent monitoring visit) | BESIK - 84%; GoTL - 67%; Overall 70% (constructed in 2011 from most recent 2014 monitoring visit) | To be reported in Dec 2015 for systems completed in 2012 | BESIK - 80%; GoTL - 84% from most recent 2015 monitoring visit | ● | ● | ● | ● | 80% |
| | | | % rural HHs that take less than 30 mins to collect water | 64.4% rural HHs under 30 mins (DHS) | 61.8% (SIBS, Dec 2013) | 63.75% (SIBS, July 2013) | 65.4% (SIBS, Dec 2014) | 69% (SIBS, July 2015) | 73% (SIBS, January 2016) | ● | ● | ● | ● | 70% under 30 mins |
| | | | To what extent are DNCQA's activities contributing to water supply planning and management? | Data has been collected but not analysed and presented in a way that can be used. | New Question | Liquica studies completed to inform climate change. Links with ADB district town projects. | Baucau and Liquica | Baucau test drilling aimed to contribute to public water supply but was unsuccessful | Unsuccessful Baucau test drilling; supported pump test of key sources; handpump in Darasula | ● | ● | ● | ● | ● |
| 2.1 DNSA effectively performs its functions to plan, manage and oversee the quality of rural water system construction and rehabilitation | ● | Little DNSA rural capital works during reporting period; Two PDID 2013 projects completed; 2015 PDID not yet tendered. In June, DTOs started final preparation of surveys, designs to submit to AND. | What National level change is desired? (to be determined November 2014) | To be determined Nov 2014 | new indicator Oct 14 | new indicator Oct 14 | Not yet defined | Not defined | No defined | ● | ● | ● | ● | To be determined Nov 2014 |
| | | | DTO's performance against specified criteria as defined in the DTO Technical assessment tool | 8.3% (one) of DTOs is able to perform 33% of tasks independently as defined in the DTO Technical Assessment Tool (November 2013 assessment by DWSAs) | New indicator - not previously measured | One DTO is able to perform 33% of tasks independently | Not measured. Training plan developed for 2015 | Two training courses completed; no further measurement | One DTO is able to perform 33% of tasks independently. | ● | ● | ● | ● | 80% of DTOs are able to perform 75% of tasks independently as defined in DTO Technical Assessment Tool |
| | | | % of DAA offices are holding at least 9 effective monthly staff meetings per year | No baseline | New indicator - not previously measured | 2 (17%) district offices have had 5 or 6 meetings in first 6 months. | 5 (42%) of district offices >9 meetings; one met 5 of 10 effectiveness criteria | BESIK Public Administration Team and DNSA did not agree on this as a relevant indicator for | 23 PDID designs were complete but budget was cancelled for 2016. | ● | ● | ● | ● | FY14-15: 30%; FY15-16: 60%; FY16-17: 80%; FY17-18: 80% |



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|--|----------------|--|--|---|--|--|--|--|---|----------------------|----------------------|----------------------|----------------------|---|
| | | | | | | | | 2015 | | | | | | |
| | | | To what extent are SDFs fulfilling their key functions of facilitating CAP and supporting GMFs to engage with construction contractors? | SDFs facilitate CAP for all PDID projects; Ad hoc participation in CAP for other sector partners. | No change | No CAP implementation for SDFs because no new PDID this year. Two examples of SDFs supporting PNDIS participatory planning reported. | Some SDFs have been successfully fulfilling functions, as per the newly developed SDF manual. Initial results are positive. | No CAP implementation because no PDID; only two mini-CAPs nationally; SIBS data collection rates have improved (see 1.3). | SDF have had no call to carry out CAP 1 and CAP2 as there has been no PDID projects | ● | ● | ● | ● | Regular reports of SDFs supporting RWS partners to facilitate participatory community planning processes. |
| Key output : Water systems constructed or rehabilitated | ● | 6 systems completed; 8 remaining to complete in 2015 | # water systems constructed or rehabilitated (disaggregated by implementing agency, district, type of system) | N/A | 25 systems planned for 2013. 2 system completed. | 10 systems completed from 2013 pipeline | 10 systems completed from 2013 pipeline (reduced to 23 systems) | 6 systems completed from 2013-14 pipeline (8 systems remain to complete) | 5 systems completed from 2013-2014 pipeline (3 systems remain to be completed) | ● | ● | ● | ● | 25 systems in 2013; 10 systems in 2014; 6 systems in 2015 |
| | | | Number of additional people in target areas with access to safe water supply through BESIK systems* | N/A | 17,400 | 0 - all reported in 2013 | 17,148 (correction of previously reported data) | 21,516 Total to date: 4368 this period | 26,974 to date; 6,688 this period; | ● | ● | ● | ● | FY14-15:8,000; FY15-16: 5,000; FY16-17: 3,000; FY17-18: 1,000 |
| | | | # of additional schools and health posts in target areas with access to safe water* (BESIK & PDD) | N/A | 41 schools and 12 health posts | 0 - all reported in 2013 | 24 schools and 10 clinics (correction of previously reported data) | 28 schools and 12 clinics total to date | 36 schools and 13 clinics to date | ● | ● | ● | ● | (100% schools and clinics in target areas. # determined during system selection process.) |
| | | | % new (post-2012) PDID and BESIK systems built by contracted parties meet national water system construction standards. | BESIK/WSI - 95%; Govt - 76% mostly conform. BESIK PAF, June 2012 | All BESIK projects pass final inspection PDID projects - unknown | All BESIK projects pass final inspection PDID projects - unknown | 100% BESIK projects pass final inspection PDID projects - unknown | 100% BESIK projects pass final inspection PDID projects - unknown | 100% BESIK projects pass final inspection PDID projects - unknown | ● | ● | ● | ● | ● |
| Key output: Mapping of processes, roles and responsibilities for RWS construction and rehabilitation | ● | Output to be deleted from 2015 M&E Plan review | Status of map of current practice/processes and roles and responsibilities | Description in BESIK PDD | N/A | N/A | N/A | Not completed due to government restructure and budget uncertainty | Not completed | ● | ● | ● | ● | Map of current practice/processes and roles and responsibilities completed if seen as a priority activity |
| 2.2 DNCQA effectively performs water resource management functions critical to sustainable water supply. | ● | | % of priority functions required for implementation of at least two water resource studies per year are performed by DNCQA actors with minimal BESIK input (CDMT rating 3-4) | To be determined Q1 2015 | New indicator - not previously measured | Nearly completed a water resources study in Liquica. Planned the Baucau water resources study. | Undertaking final report development for Liquica water resources study. Waiting to receive final report on Baucau water resources study. | Time required to complete activities in Baucau was greater than anticipated but field work is now completed. Final reports and other outputs will be developed over Q3 and Q4. | Baucau briefing provided to the Government and Vice-Minister. No addition water resources studies commenced. Reporting on the Liquica study commenced and will be | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by DNCQA with minimal BESIK input. |



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|--|----------------|---|---|--|---|--|---|---|---|----------------------|----------------------|----------------------|----------------------|---|
| | | One of two scheduled monitoring data collections were implemented by DNCQA | | | | | | BESIK still taking lead role with DNCQA. | completed in early 2016. BESIK still taking a lead role in all aspects of this work. | | | | | |
| | | | % of priority functions required for implementation of the Dili Aquifer and National Groundwater monitoring programs are performed by DNCQA actors with minimal BESIK input (CDMT rating 3-4) | To be determined Q1 2015 | Completed monitoring data collections. | Completed monitoring and data collections and improved the security installation of equipment. | Completed data monitoring collections. | DNCQA has taken responsibility for data collections. Collections not being carried out as scheduled. | DNCQA has taken responsibility for data collections. Collections continue to not be carried out as scheduled. | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by DNCQA with minimal BESIK input. |
| | | | DNCQA database is established and utilised for planning and decision-making (eg: extraction limits, licencing) involving water resources. | No single repository of WR data; numerous disparate soft and hard copy datasets and information. | Identified various disparate data sources for water quality and spring locations. | Commenced review of water resources data in DNCQA's possession to scope requirements for the Water Resources Database. | Created a STA role to assist in the development of the water resources database. | Water resources database has been developed to meet several mandated tasks from the Law and Policy. More work is required to operationalise the database. | IMS STA recruited and is creating a user-interface to input and export data. TOR to develop user-friendly manual is underway. | ● | ● | ● | ● | Database is established, majority of source data is entered, and utilised by other GoTL and external actors |
| Key Output: Communications materials developed, produced and utilised | ● | Water resources guide to be produced/printed during next reporting period | # products developed and published / # requests for information or products / User satisfaction with products | Ad hoc scientific reports | Printed National Hydrogeology Map of Timor and created fact sheets. | Event held for the distribution of the Hydrogeology Map and fact sheets. A Water Sector Communications Officer commenced at DNCQA. | Nearly finished first draft of a water resources guide for Timor-Leste. DNCQA logo developed. | Water Resources of Timor-Leste book completed. Currently identifying printing options. | Delays in DNCQA selecting printing options. An official launch is planned for Q1 2016, with 400 copies to be distributed. | ● | ● | ● | ● | Hydrogeology of Timor-Leste map; WRM study reports (two per year); Monitoring reports (annual); |
| 2.3 DNSA support communities to plan and manage rural water system operations and maintenance | ● | Change from red to yellow because of progress pump system data collection and understanding of O&M issues for large/complex systems. Traffic lights for individual indicators are | % of priority functions required for implementation of O&M of large/ complex systems are identified and performed by designated DNSA actors with minimal BESIK input (CDMT rating 3-4) | To be determined using CDMT in Q1 2015 (see M&E work plan) when DNSA functions identified | Not Applicable | Not yet defined | Not yet defined | Not yet defined. Indicator to be reviewed | Not defined | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by designated actors with minimal BESIK input. |
| | | | % of priority functions required for implementation of a National Pump O&M System are identified and performed by designated DNSA actors with minimal BESIK input (CDMT rating 3-4) | To be determined using CDMT in Q1 2015 (see M&E work plan) when | Not Applicable | Not yet defined | Not yet defined | Not yet defined. Indicator to be reviewed | Not defined | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by designated actors with minimal BESIK input. |



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|---|----------------|--|---|--|--|--|---|---|--|----------------------|----------------------|----------------------|----------------------|--|
| | | 'grey' because functions have not been defined and no measurement can be made against these indicators. | | DNSA functions identified | | | | | | | | | | |
| | | | % of priority functions required for implementation of O&M of small water systems are identified and performed by designated DNSA actors with minimal BESIK input (CDMT rating 3-4) | To be determined using CDMT in Q4 2015 (see M&E work plan) when DNSA functions identified | Not Applicable | Not yet defined | Not yet defined | Not yet defined. Indicator to be reviewed | Not defined | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by designated actors with minimal BESIK input. |
| Key Output: O&M trial projects (4) | ● | Evidence of sustained Improved access to a greater quantity and more reliable water supply in Atauro (dry and wet season) and in parts of the Letefoho system; | Status of O&M trial projects for large or complex systems | N/A | Contracts signed with 3 NGOs and one company in October 2013 | Initial contracts completed in June 2014; Contract extensions granted until June 2015 | Atauro - clear improvement; Letefoho and Tapo partial | Atauro - clear improvement; Letefoho and Tapo partial. Pump trials successful and will allow improved model going forward | Atauro - ongoing; Letefoho - cancelled; Tapo - rehabilitation ongoing | ● | ● | ● | ● | 4 trial projects in Letefoho, Atauro, Bobonaro, Covalima and Ainaro pumps completed by July 2015. |
| | | | # people with improved access to water to a more reliable water supply as a result of O&M projects | N/A | 35,601 people from 4 O&M trial projects | Improvement in quantity of water at key distribution point in Letefoho; Reduction in days there is no water available in Vila. (2 projects); | Still unresolved issues in Letefoho and Tapo and one suco in Atauro | Estimated 21,000 additional people as a result of BESIK pump repair program | No additional beneficiaries | ● | ● | ● | ● | FY14-15: 25,000 people; 15-16: 25,000; -16-17: 50,000; 17-18: 100,000 |
| 2.4 Private sector (suppliers, contractors and NGOs) provide high quality and cost effective RWS services to the GoTL and community clients. | ● | Additional contract to NGO (WaterAid and BESITL) to implement Community Feedback Tool (an element of social audit) | # of private sector actors and NGOs contracted to deliver RWSS services (disaggregated by type, service) | N/A | New indicator - not previously measured | 32 private sector contractors, 46 contracts, \$3.57 million since beginning of BESIK II | Ten private sector contractors, 10 contracts, \$932,483 | WaterAid contracted to implement Community Feedback Tool in ten BESIK sites | To be finalised for ACR. | ● | ● | ● | ● | N/A |
| | | | % of private sector contractors and NGOs rated >80% satisfaction against BESIK Contractor Performance Assessment | N/A | New indicator - not previously measured | New indicator. Not currently being measured | 11% (3 of 29 contractors) rated >80% | No new data; Will complete for Dec 2015 report | 6% rated >80% satisfaction against BESIK Contractor Performance Assessment. | ● | ● | ● | ● | ● |
| 2.5 GMFs and communities maintain their water supply systems and participate in the planning and monitoring of water system construction and complex repairs. | ● | Little activity and field monitoring and support in this area during reporting period. SDF focus on SIBS data collection | % BESIK and GoTL water systems with functioning GMFs after one year (meeting and collecting funds and making repairs) | 63% of GMFs were holding meetings 12 months after formation; 48% collecting funds (BESIK PAF, June 2012) | 51% | GMF evaluation results to be reported in next report | From 91 GMF evaluations in 2014, 37% reported having regular meetings, 89% conducting regular inspections, 48% doing basic repairs when necessary and 52% regular | ONE YEAR monitoring of BESIK and PDID 2013 projects (completed in 2014) to be reported in next report | From 23 GMFs established during BESIK II, 48% were holding meetings (>1) and 78% were collecting funds | ● | ● | ● | ● | 80% |



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|--|----------------|---------------------------|--|---------------------------------------|---|--|--|---|--|----------------------|----------------------|----------------------|----------------------|--|
| | | | | | | | tariff collection. (NOT YET COLLECTING ONE YEAR DATA) | | | | | | | |
| | | | % GMFs in which at least 30% are women | 53% new GMFs (PAF 2012) | 73% | 67% | 89% new GMFs (CAP activity report for 18 GMFs formed July-Dec 2014) | 2 new GMFs formed in this period. One had more than 30% women (40% and 16%) | No new GMFs formed in this period; 23 GMFs monitored - 87% had more than 30% women members | ● | ● | ● | ● | 66% new or reformed GMFs |
| | | | % women and # people with disabilities participate in CAP meetings | N/A | 41% from a sample of 20 CAP processes monitored by CDOs | No CAPs implemented during this period. | Average 42% women participated in 16 CAP processes. 2 PWD participated in 2 of these CAP processes. (CAP activity report July-Dec 2014). | No CAP processes during reporting period; 2 mini-CAP process - 54% women participants | No CAP processes during reporting period | ● | ● | ● | ● | At least 33% women; Target for PWD will be determined in Q1 2015 |
| 3. Rural communities and selected schools have sustainable & equitable access to and utilization of improved sanitation and hygiene facilities. | | | % of rural population with access to improved sanitation facilities | 37% (2012 update JMP 2010 report) | 21.5% (SIBS, Oct 2013) | 21.5% (SIBS, June 2014) | 27% (JMP, 2014) | 24% (SIBS, July 2015) | Need SIBS update. / Nutrition data? | ● | ● | ● | ● | 40% (GoTL SDP target for 2020) |
| | | | % caregivers of children under 5 observed handwashing <i>before contact with food</i> , following exposure to BCC campaign | 18.8% (HWWS Study of Behaviours 2011) | 19.3% in Aileu (HWWS Campaign Evaluation July 2013) | Plan for HWWS Campaign Sustainability Evaluation in August 2014 to measure sustainability of change. | Sustainability evaluation not yet analysed | No change | HWWS sustainability evaluation data to be reported in next Progress Report | ● | ● | ● | ● | 24% before contact with food |
| | | | % caregivers of children under 5 observed handwashing <i>after contact with faeces</i> following exposure to BCC campaign | 4.6% (HWWS Study of Behaviours 2011) | 26.5% in Aileu (HWWS Campaign Evaluation July 2013) | Plan for HWWS Campaign Sustainability Evaluation in August 2014 to measure sustainability of change. | Sustainability evaluation not yet analysed | No change | HWWS sustainability evaluation data to be reported in next Progress Report | ● | ● | ● | ● | 10% after faecal contact |
| | | | To what extent have the interventions improved people with disabilities' access to improved sanitation and hygiene facilities? | N/A | No baseline | New performance question. Not currently being measured | Specific activities to answer this question scheduled for 2015 | No change | 14% increase in houses with a person with a disability having an improved toilet in Atabae Administrative Post | ● | ● | ● | ● | GoTL and DFAT understand how the program has benefitted PWD and identified strategies to further improve their access. |



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| Objective / Outcome / Key Outputs | Overall rating | Comment on overall rating | Performance Indicator or Question | 2012 (Baseline) | December 2013 Progress | June 2014 Progress | December 14 Progress | June 15 Progress | December 15 Progress | Traffic Light Jun 14 | Traffic Light Dec 14 | Traffic Light Jun 15 | Traffic Light Dec 15 | EOP Target (mid-2016) |
|--|----------------|---|---|---|--|---|--|--|---|----------------------|----------------------|----------------------|----------------------|--|
| 3.1 DPES, SDS and SSS deliver effective hygiene behaviour change campaigns. | ● | In this period, DPES and Municipal Health Services have been working with Pixelasia to implement the Sanitation Behaviour Change Campaign and to develop campaign packages for sanitation and HWWS to allow sector partners to implement campaign independently. | # of additional people with exposure to sanitation and hygiene behavioural change programs (DFAT Performance Benchmark) | N/A | HWWS campaign piloted in Aileu District and modified according to results of monitoring. | Preparation of 3 campaigns underway | 17,378 through the HWWS campaign events: 4,983 female caregivers of children U5; | No community level activities in this reporting period. Sanitation BCC campaign under design | 7,443 people through the sanitation BCC campaign (45% of houses in 4 Administrative Posts exposed to campaign) | ● | ● | ● | ● | FY14-15:15,000; FY15-16:25,000; FY16-17:40,000; FY17-18:60,000 |
| | | | % of priority functions required for implementation of hygiene BCC campaigns are identified and performed by designated MdS actors with minimal BESIK input (rating 3-4) | 30% (11 of 37 identified functions) in March 2014 | HWWS campaign piloted in Aileu District and modified according to results of monitoring. | National: 30% of identified functions rated 3-4 | National: 38% of identified functions rated 3-4 | No change - review due Dec 2015 | National: 62% of identified functions rated 3-4 | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by designated actors with minimal BESIK input. |
| Key Output: BCC campaigns using evidence-based marketing strategies are rolled out nationally | ● | Sanitation Campaign implemented in 4 target Administrative Posts in Bobonaro Municipality. Mason promotion of sanitation services was rolled out in conjunction with the sanitation campaign. | # of new hygiene and sanitation campaigns using evidence-based marketing strategies | HWWS formative research completed (2012); 1 (2013) | HWWS campaign piloted in Aileu District and modified according to results of monitoring. | School WASH formative research | Sanitation TOR and EOI issued for campaign design | Sanitation campaign design completed | Sanitation Campaign implemented in all sucos in 4 Administrative Posts in Bobonaro. Masons rolled out promotion of their toilet building services through 11 out of 26 campaign events. | ● | ● | ● | ● | FY14-15:2; FY15-16:0; FY16-17:1; FY17-18: 1 |
| 3.2 DNSB effectively promote the marketing and socialization of basic sanitation services and other issues of public sanitation and hygiene. | ● | Change from red to yellow because a revised Sanitation Officer ToR has been approved. Traffic lights for individual indicators are 'grey' because priority functions for capacity development have not been defined and no measurement can be made against this indicators. | % of priority functions required for the support of sanitation marketing and other services are identified and performed by designated DNSB actors with minimal BESIK input (CDMT rating 3-4) | To be determined using CDMT in Q1 2015 (see M&E work plan) when DNSB functions identified | Not yet defined | Not yet defined | Not yet defined | Not yet defined. Indicator to be reviewed | SO ToR revised and approved in this reporting period. | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by designated actors with minimal BESIK input. |



BESIK ACTIVITY COMPLETION REPORT

| Objective / Outcome / Key Outputs | Overall rating | Comment on overall rating | Performance Indicator or Question | 2012 (Baseline) | December 2013 Progress | June 2014 Progress | December 14 Progress | June 15 Progress | December 15 Progress | Traffic Light Jun 14 | Traffic Light Dec 14 | Traffic Light Jun 15 | Traffic Light Dec 15 | EOP Target (mid-2016) |
|--|----------------|---|---|--|------------------------|--|--|---|--|----------------------|----------------------|----------------------|----------------------|--|
| 3.3 DSA, SDS and SSS deliver effective sanitation promotion programs. | ● | MoH and Municipal actor roles have been assumed and have been refined over the last reporting period. Standard Operating Procedures for ODF verification process have been developed and socialized to facilitate these roles. A CDMT has not yet been developed. | % of priority functions required for the implementation of PAKSI are identified and performed by designated Mds actors with minimal BESIK input (CDMT rating 3-4) | To be determined using CDMT in Q1 2015 (see M&E work plan) when Mds functions identified | Not yet defined | Not yet defined | Not yet defined | Functions identified in February 2015 assuming implementation in Baucau and VQQ. Not yet completed for new program model in Bobonaro. | ALFA Initiative government and secretariat roles have been refined during its reporting period. SOPs have been developed and socialized for the verification process. | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by designated actors with minimal BESIK input. |
| | | | % of aldeias processed within two months of submission of "Verification Request" to Mds. | No baseline | No request in 2013 | 6 aldeia in Liquica verified. 5 Aldeia from Venilale (Baucau) will submit verification request soon. | Nov-Dec : 8 requests received: verified within one week (100%) | Verification system from aldeia to Postu Administrativu under development and will be tested in Bobonaro during next period | 42 aldeia requests out of 48 requests for verification were responded to within 2 months. 40 of these aldeias achieved ODF status. 83% | ● | ● | ● | ● | 80% |
| 3.4 MdE and Mds deliver effective sanitation and hygiene behaviour change programs in selected schools. | ● | No longer relevant. | % of priority functions required for the implementation of a school-based hygiene BCC campaign are identified and performed by designated Mds actors with minimal BESIK input (CDMT rating 3-4) | To be determined using CDMT in 2015 (see M&E work plan) when Mds functions identified | n/a | Programme in design | Not yet defined | Not yet defined. Indicator to be reviewed | Outcome suspended | ● | ● | ● | ● | 80% of priority functions identified through CDMT performed by designated actors with minimal BESIK input. |
| 3.5 Private sector (contractors, marketing companies, suppliers and NGOs) provide high quality and affordable sanitation and/or hygiene promotion related products and services to their GoTL and community clients. | ● | Engagement of service contractor for behaviour change campaigns has been highly successful; Engagement with private sector for satopans sales has been passive, but only increased sales of toilets in municipalit may influence this moving forward. | # additional suppliers selling and marketing sanitation products (disaggregated by type of enterprise, district, size of enterprise) | 8 small scale producers | N/A | To be determined (Q3, 2014) | One enterprise identified by MDF in Baucau | No supplier in Bobonaro identified in the reporting period. | NGO Plan completed the development of the sanitation products. 4 Administrative Post level general stores in Bobonaro Municipality are selling Satopans and promoting the new toilet products. | ● | ● | ● | ● | FY14-15: 2; FY15-16: 3; FY16-17:3; FY17-18: 3 |
| | | | # new products on the market | 3 concrete and 3 imported pans | N/A | To be determined (Q3, 2014) | 2 x Call for proposals/EOI to develop sanitation products (Oct & Dec 2014) | 3 products under design by Plan International | 3 products designed and introduced in Bobonaro. Satopans are being sold in 4 stores in Bobonaro Municipality. | ● | ● | ● | ● | To be determined with MDF |



BESIK ACTIVITY COMPLETION REPORT

| Objective / Outcome / Key Outputs | Overall rating | Comment on overall rating | Performance Indicator or Question | 2012 (Baseline) | December 2013 Progress | June 2014 Progress | December 14 Progress | June 15 Progress | December 15 Progress | Traffic Light Jun 14 | Traffic Light Dec 14 | Traffic Light Jun 15 | Traffic Light Dec 15 | EOP Target (mid-2016) |
|--|----------------|--|---|---|---|--|--|--|--|----------------------|----------------------|----------------------|----------------------|--|
| | | | # units of sanitation products sold by target suppliers | Unknown | | To be determined (Q3, 2014) | As above | Products not yet on market | 11 Satopans and 109 toilets built between Oct - December by trained masons. | ● | ● | ● | ● | To be determined with MDF |
| | | | # private sector actors and NGOs contracted to deliver sanitation and hygiene promotion services | N/A | 3 | 2 (HWWS campaign) | TOR and EOI for Sanitation | 2 - Plan International for sanitation product development: Pixelasia for BCC Campaign design | PixelAsia and Cinema Lorosae were engaged to deliver the sanitation behaviour change campaign. | ● | ● | ● | ● | N/A |
| | | | % of service contractors rated highly satisfactory (5-6) for >80% of criteria in the Contractor Performance Assessment. | In 2013, there was no formal assessment process | 67% (HWWS campaign) | 100% | One contractor: Rated 5-6 for 40% of criteria | One contractor: Rated 5-6 for 90% of criteria | One contractor : Rated 5-6 for 83% of criteria | ● | ● | ● | ● | 80% |
| 3.6 Rural households adopt target hygienic behaviours. | ● | Sanitation campaign was implemented with great success, engagement from administrative post health staff and management / monitoring led by municipal health staff. 67% of trained masons indicated that they thought the campaign either influenced or highly influenced the sale of their services to build toilets. | # people with increased knowledge of sanitation and hygiene practices. | 0 | 8,780 through HWWS Campaign Event: 2624 female care-givers of children under five; 1356 males; 4800 children under the age of 16; 3648 IPC activity contacts through SISCa* | Between May 2013 and June 2014, 9,641 persons (3,883 women) participated in PAKSI triggering. No additional from HWWS campaigns | Total: 20,304; 17,378 through the HWWS campaign events: 4,983 female caregivers of children US; 2,926 through PAKSI triggering (1,441 women) | No community level activities in this reporting period. Sanitation BCC campaign under design; PAKSI contracts with NGOs signed in June | 7,443 people were exposed to the 'Uma Kompletu ho Sintina' campaign. 4,932 individuals (3964 adults, 46% female) attended triggerings in 4 target Admin Posts. Cumulative from baseline - 51,100 people with increased knowledge regarding sanitation and hygiene. | ● | ● | ● | ● | 125,000 |
| | | | # additional HHs in target areas that have handwashing facilities with soap | 0 | Results from HWWS Campaign Evaluation unclear. Survey questions have been revised to capture this information in the future. | HWWS Campaign Sustainability Evaluation being conducted in Aug 2014 to provide an % coverage in Aileu. PAKSI - 2,157 additional HHs; | PAKSI - 473 additional HHs | As above | 5,783 HH with HW facilities (63% of houses in BESIK target administrative posts) | ● | ● | ● | ● | 40,000 |
| 3.7 Rural households construct/purchase | ● | Results of PAKSI implementation | # of additional people in target areas with access to improved and/or unimproved sanitation | N/A | Not reported | May 2013 - June 2014: Unimproved: | July 2014 - Dec 2014: Unimproved: | No new data; Will complete for Dec 2015 | July - December: PAKSI - 15,690 | ● | ● | ● | ● | FY14-15: 15,000; FY15-16: 25,000; FY16-17: 40,000; FY17-18: 60,000 |



BESIK ACTIVITY COMPLETION REPORT

| Objective / Outcome / Key Outputs | Overall rating | Comment on overall rating | Performance Indicator or Question | 2012 (Baseline) | December 2013 Progress | June 2014 Progress | December 14 Progress | June 15 Progress | December 15 Progress | Traffic Light Jun 14 | Traffic Light Dec 14 | Traffic Light Jun 15 | Traffic Light Dec 15 | EOP Target (mid-2016) |
|--|----------------|--|---|---|------------------------|---|--|---|---|----------------------|----------------------|----------------------|----------------------|-----------------------------------|
| and maintain hygienic latrines. | | in Bobonaro not yet reflected in changes in HH behaviour. Expect big changes in next reporting period. | | | | 4,190 (838 HHs) Improved: 4,510 (902 HHs) | 3,975 (795 HHs) Improved: 1,215 (243 HHs) | report | additional people (3,138 houses) | | | | | |
| | | | # of aldeias in target areas verified 100% open defecation free status (disag by time taken after triggering) | N/A | 0 | 6 | 4 (10 in total but most verified Nov/Dec) | No new data; Will complete for Dec 2015 report | 40 aldeias in 11 sucos were verified in Nov - Dec 2015 | ● | ● | ● | ● | 2014/2015 - 50; 2015/2016 - 100 |
| | | | % of aldeias still ODF one year after verification (disag by impl model). | 12% (BESIK PAF, 2012) | 0 | 0 | First aldeias were verified in November 2014 | Will revisit/assess November 2014 verified aldeias in next reporting period | Time constraints prevented verification in this reporting period. | ● | ● | ● | ● | 25% |
| | | | % HH with people with disabilities gaining increased access to basic sanitation in target areas | Unknown | new indicator Oct 14 | new indicator Oct 14 | new indicator - data not collected | Included in new baseline and Verification system | 23.8% increase in access of basic sanitation for houses with people with disabilities in Atabae administrative post. 100% of houses with people with disabilities have access to sanitation in Atabae administrative post | ● | ● | ● | ● | 80% |
| 3.8 Students and school staff in target schools adopt hygienic behaviours and maintain hygienic sanitation facilities. | ● | MRG recommended no specific actions in this area | # target schools with hygienic sanitation facilities | To be determined | Program in design | Programme in design | Program on hold | Program on hold | Program on hold | ● | ● | ● | ● | 30 schools with maintenance plans |
| | | | % students at target schools observed handwashing after using the toilet | To be determined following formative research | Program in design | Programme in design | Program on hold | Program on hold | Program on hold | Program on hold | ● | ● | ● | ● |



BESIK ACTIVITY COMPLETION REPORT

Annex 5: Chronology of Key events

The key management positions in BESIK II were the Program Director, M&E Adviser and the Operations Manager.

| | |
|----------------|--|
| September 2012 | <ul style="list-style-type: none"> • 17: Head Contract signed • Mobilisation of Operations Manager and core local staff • WASH BCC Adviser mobilised under Tasking Note • Mobilisation of RWS District Adviser 1 |
| October | <ul style="list-style-type: none"> • Program Director commences • Mobilisation of M&E Adviser • Mobilisation of RWS District Adviser 2 • IMS Mentor STA role (to March) under Tasking Note • Security Plan |
| November | <ul style="list-style-type: none"> • Environmental Health Adviser mobilised |
| December | <ul style="list-style-type: none"> • Program Operations Manual |
| January 2013 | <ul style="list-style-type: none"> • Organisational Development Adviser, National Rural Water Services Adviser & RWS District Adviser 3 mobilised |
| February | <ul style="list-style-type: none"> • GESI Adviser & Water Resource Management Adviser mobilised |
| March | <ul style="list-style-type: none"> • Draft 2013 AWP • Information Management Systems Mentor role converted to LTA • LTA recruitment completed |
| April | <ul style="list-style-type: none"> • PFM Adviser mobilised • Instructional Design Specialist STA mobilised (to Jun 15) • GMF Study Specialist mobilised • Progress Report#1 |
| May | |
| June | <ul style="list-style-type: none"> • Evaluability Assessment completed |
| July | <ul style="list-style-type: none"> • Amendment 1 signed • M&E Plan completed • Program Director medivacc'd to Australia |
| August | <ul style="list-style-type: none"> • Public Management Specialist STA mobilised |
| September | <ul style="list-style-type: none"> • Draft 2014 AWP • Annual audit • Australian elections |
| October | <ul style="list-style-type: none"> • Discussion commences about Amendment 2, including possible PD role changed to PTL role • Interim Program Director arrangements |
| November | <ul style="list-style-type: none"> • First BESIK Steering Committee meeting • CLTS Foundation Visit #1 • Capacity Building Specialist STA mobilised |
| December | <ul style="list-style-type: none"> • GMF study completed • Program Operations Manual Update |
| January 2014 | |
| February | <ul style="list-style-type: none"> • Progress Report #2 • Service delivery Specialist STA (mobilised) • Interim Program Director appointment for February – June 2014 • Internal team restructure • New M&E Adviser recruited |
| March | <ul style="list-style-type: none"> • 10-21: Monitoring Review Group#1 • DFAT confirms PD role to be recruited, advertises via AAS |
| April | <ul style="list-style-type: none"> • |
| May | <ul style="list-style-type: none"> • DFAT/Aurecon Coordination meetings commence • M&E Adviser role changed to include Deputy • Operations Manager role changed |



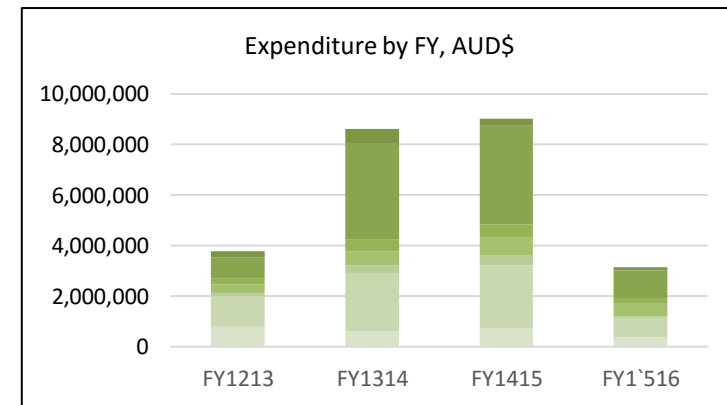
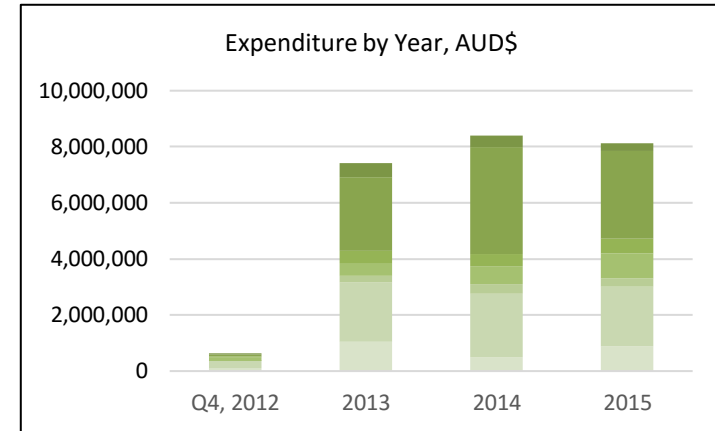
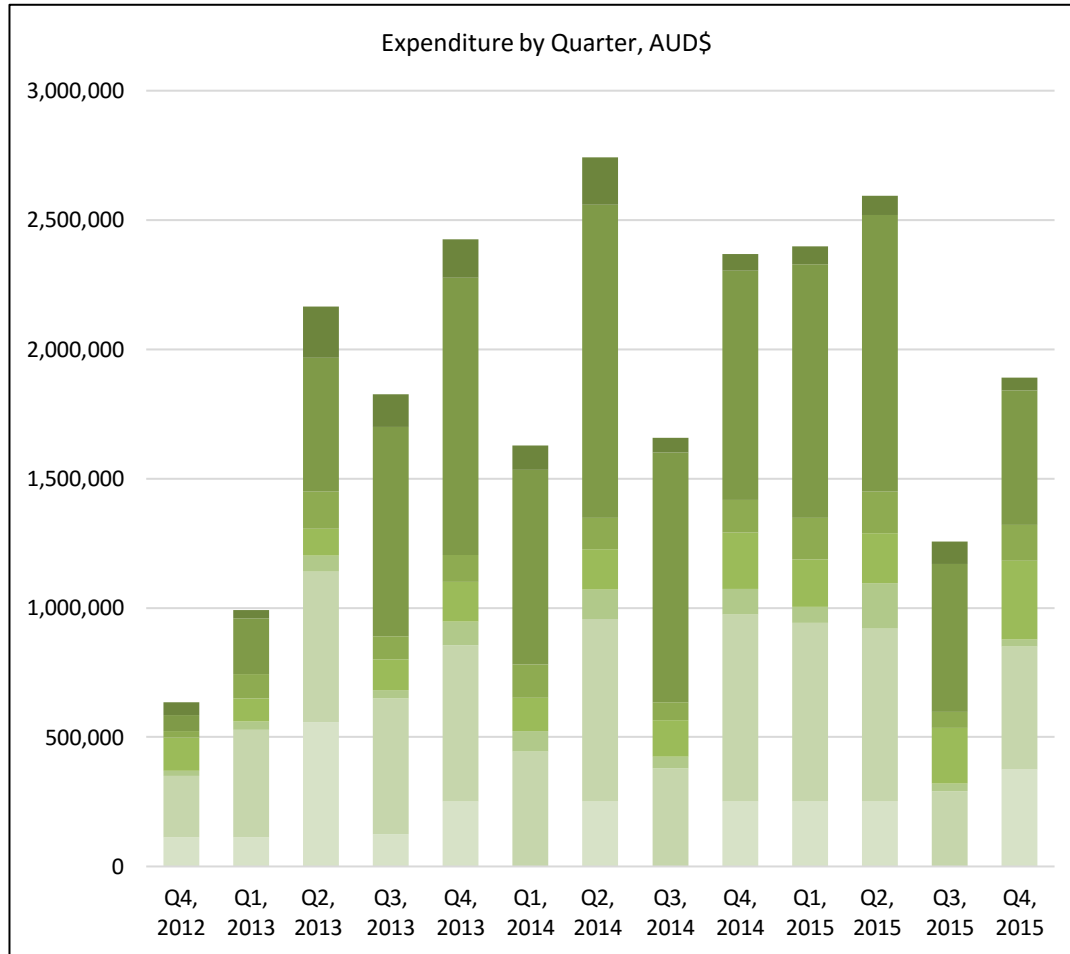
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| | |
|---------------|--|
| | <ul style="list-style-type: none"> • GESI role changed • Steering Committee restructured to Management Committee |
| June | <ul style="list-style-type: none"> • New Program Director commences (via Cardno) • Amendment 2 discussions conclude • Second Management Committee meeting |
| July | |
| August | <ul style="list-style-type: none"> • Progress Report #3 • Replacement WST Leader Mobilised • ODHRA mobilised • Amendment 2 signed |
| September | <ul style="list-style-type: none"> • Draft 2015 AWP • Annual audit |
| October | <ul style="list-style-type: none"> • SDF Manual launch • OH&S audit |
| November | |
| December | <ul style="list-style-type: none"> • Program Operations Manual Update |
| January 2015 | <ul style="list-style-type: none"> • Progress Report #4 |
| February | <ul style="list-style-type: none"> • VI Constitutional Government formed • Third Management Committee meeting |
| March | <ul style="list-style-type: none"> • Sanitarian Program evaluation completed • Monitoring Review Group #2 |
| April | <ul style="list-style-type: none"> • CLTS Foundation Visit #2 • Bobonaro municipality triggered to achieve ODF |
| May | <ul style="list-style-type: none"> • Presentation of results of O&M project evaluation to DGAS |
| June | <ul style="list-style-type: none"> • DFAT announcement of major budget cuts for FY1516 • BESIK GoA-GoTL Management Committee Meeting • NGOs begin PAKSI contracts in Bobonaro |
| July | <ul style="list-style-type: none"> • new Interim Program Director to December, then Program Team Leader • (M&E Adviser position not backfilled) |
| August | <ul style="list-style-type: none"> • Restructure of BESIK Program : 15 international advisers reduced to 7 initially, • 60 local staff reduced to 45, new sub teams formed, new roles identified • AWP for FY1516 |
| September | <ul style="list-style-type: none"> • Recession process for departing staff • Recruitment process for new roles. • Annual audit |
| October | <ul style="list-style-type: none"> • BESIK program reset workshop • Progress report #5 • M&E Plan Update • Fourth Management Committee meeting |
| November | |
| December 2015 | <ul style="list-style-type: none"> • Amendment 3 concluded • Program Operations Manual Update • new Operations Manager |
| January 2016 | <ul style="list-style-type: none"> • Amendment 3 signed |
| February | <ul style="list-style-type: none"> • Progress Report#6 |
| March | <ul style="list-style-type: none"> • Monitoring Review Group #3 |
| April | |
| May | <ul style="list-style-type: none"> • Time Use Mapping Study , Bobonaro ALFA evaluation |
| June | <ul style="list-style-type: none"> • Closing ceremony, handover to Australia Timor Leste Partnership for Human Development |



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Annex 6: BESIK expenditure to 31 December 2015





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Annex 7: Key Program Documents

Note: as at March 2016

| Name of document | Type of document <i>e.g.: report, survey, analysis</i> | Document owner <i>e.g.: Ministry in partner govt</i> | Date document produced | Location/s of document <i>following completion of activity</i> | Remarks |
|--|---|---|----------------------------------|---|-------------------------------|
| Six Monthly Progress Report #1 | Report | DFAT | April 2013 | DFAT | Milestone 7 |
| Six Monthly Progress Report #2 | Report | DFAT | February 2014 | DFAT | Milestone 12 |
| Six Monthly Progress Report #3 | Report | DFAT | August 2014 | DFAT | Milestone 14 |
| Six Monthly Progress Report #4 | Report | DFAT | January 2015 | DFAT | Milestone 18 |
| Six Monthly Progress Report #5 | Report | DFAT | Oct 2015 | DFAT | Milestone 20 |
| Six Monthly Progress Report #6 | Report | DFAT | Feb 2016 | DFAT | Milestone 24 |
| Six Monthly Progress Report #7 | Report | DFAT | To be Completed | DFAT | Milestone 26 Due June 2016 |
| Program Operations Handbook 2013 | Manual | DFAT | Dec 2012 | DFAT | Milestone 6 |
| Program Operations Handbook 2014 | Manual | DFAT | Dec 2013 | DFAT | Milestone 11 |
| Program Operations Handbook 2015 | Manual | DFAT | Dec 2014 | DFAT | Milestone 17 |
| Program Operations Handbook 2016 | Manual | DFAT | Dec 2015 | DFAT | Milestone 23 |
| Draft Annual Work Plan #1 (2013) | Report | DFAT | March 2013 | DFAT | Milestone 4 |
| Draft Annual Work Plan #2 (2014) | Report | DFAT | September 2013 | DFAT | Milestone 9 |
| Draft Annual Work Plan #3 (2015) | Report | DFAT | September 2014 | DFAT | Milestone 15 |
| Annual Work Plan #4 (2015/6) | Report | DFAT / Mgt Committee | August 2015 | DFAT | Milestone 21 |
| Final Annual Work Plan #1 (2013) | Report | DFAT/Mgt Committee | March 2013 | DFAT | |
| Final Annual Work Plan #2 (2014) | Report | DFAT/ Mgt Committee | September 14 | DFAT | |
| Final Annual Work Plan #3 (2015) | Report | DFAT /Mgt Committee | February 2015 | DFAT | |
| M & E Plan | Report | DFAT | Oct 2013 | DFAT | Milestone 8 |
| M & E Plan Update #1 | Report | DFAT | Jul 2014 | DFAT | Milestone 13 |
| M & E Plan Update #2 | Report | DFAT | Oct 2015 | DFAT | Milestone 19 |
| Evaluability Assessment | Report | DFAT | Jun 2013 | DFAT | |
| Inception/ Draft Security Plan | Report | DFAT | October 2012 | DFAT | Milestone 3 |
| Handover Plan | Report | DFAT | To be completed | Aurecon & BESIK Offices | |
| Activity Completion Report | Report | DFAT | Draft March 2016 to be completed | DFAT | Milestone 25 |
| Quarterly Financial Reports 1 to 15 | Report | DFAT | 15 Jan, Apr, Jul, Oct annually | DFAT | QFR 14 and 15 to be completed |
| Annual Independent Audit Report #1 (Sep 12 - Jun13) | Audit report | DFAT | September 2013 | DFAT | Milestone 10 |
| Annual Independent Audit Report #2 (Jul 13 - Jun14) | Audit report | DFAT | September 2014 | DFAT | Milestone 16 |
| Annual Independent Audit Report #3 (Jul 14 – Jun 15) | Audit report | DFAT | September 2015 | DFAT | Milestone 22 |
| Annual Independent Audit Report #4 (Jul 15 – Jun 16) | Audit report | DFAT | To be completed | DFAT | Due July 2016 |
| Baucau Research Program Briefing | Presentation | MOPTC & DFAT | 2015 | DNCQA; BESIK; | |



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| Name of document | Type of document <i>e.g.: report, survey, analysis</i> | Document owner <i>e.g.: Ministry in partner govt</i> | Date document produced | Location/s of document <i>following completion of activity</i> | Remarks |
|---|---|---|------------------------|---|---------|
| Aug 2015 - English | | | | | |
| Baucau Research Program Briefing Aug 2015 - Tetum | Presentation | MOPTC & DFAT | 2015 | DNCQA; BESIK; | |
| Baucau Karst Limestone Aquifer EM Survey Report, 2012. | Technical report | MOPTC & DFAT | 2012 | DNCQA; BESIK; | |
| Airborne Electromagnetic Survey Baucau Data Archive Description | Technical report | MOPTC & DFAT | 2012 | DNCQA; BESIK; | |
| Geophysical Survey Report, Airborne Magnetic and Resolve Survey, Baucau, Timor-Leste. Project 12038 BESIK. | Technical report | MOPTC & DFAT | 2012 | DNCQA; BESIK; | |
| GIS database from Baucau EM survey 2012. | GIS Dataset | MOPTC & DFAT | 2012 | DNCQA; BESIK; | |
| Baucau Karst Limestone Aquifer dye-tracing experiment 2011 | Dye Tracing 2011 | MOPTC & DFAT | 2011 | DNCQA; BESIK; | |
| Assessment and modelling airborne electromagnetic data, over the Baucau Limestone Timor-Leste. Technical report, CSIRO, Australia | Technical report | MOPTC & DFAT | 2015 | DNCQA; BESIK; | |
| Baucau Region Report: Surface Nuclear Magnetic Resonance. CSIRO Land and Water Technical Report | Technical report | MOPTC & DFAT | 2015 | DNCQA; BESIK; | |
| GIS database from Baucau NMR Survey 2015 | GIS Dataset | MOPTC & DFAT | 2015 | DNCQA; BESIK; | |
| Rekurso bee rai okos Baucau Fact sheet | Fact Sheets | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Groundwater resources of Baucau Fact Sheet | Fact Sheets | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Avaliasaun vulnerabilidade impaktu husi mudansa klima ba bee-rai oko iha Timor-Leste (<i>Tetum</i>) | Technical Reports | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Vulnerability assessment of Climate Change impact on Groundwater in Timor-Leste (<i>English</i>) | Technical Reports | | 2014 | | |
| Katalogu dadus koletanea no rejistu dadus Timor-Leste (<i>Tetum</i>) | Technical Reports | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Catalogue of TL datasets and data records (<i>English</i>) | Technical Reports | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Métodu GIS ba mapiamentu hidrojeolójia iha Timor-Leste, versaun QGIS (software gratui) (<i>Tetum</i>) | Technical Reports | | 2014 | | |
| GIS methods for hydrogeology mapping in Timor-Leste, QGIS version (free software) (<i>English</i>) | Technical Reports | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Guia monitoriamentu kona-bá Bee-rai-okos Timor-Leste (<i>Tetum</i>) | Technical Reports | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| National groundwater monitoring guide for Timor-Leste (<i>English</i>) | Technical Reports | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Vulnerability of groundwater resources to climate change in Timor-Leste, Technical Report. (<i>English</i>) | Technical Reports | | 2014 | | |
| Mapa Nacional Hidrojeological Timor- | Maps | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |



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| Name of document | Type of document <i>e.g.: report, survey, analysis</i> | Document owner <i>e.g.: Ministry in partner govt</i> | Date document produced | Location/s of document <i>following completion of activity</i> | Remarks |
|---|---|---|------------------------|---|---------|
| Leste (Tetum) | | | | | |
| National Hydrogeology Map of Timor-Leste (English) | Maps | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| <i>National Hydrogeology Map of Timor-Leste (English email version)</i> | Maps | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Siklu idrologia iha Timor-Leste (Tetum) <i>high res</i> | Videos | MOPTC & DFAT | 2013 | DNCQA; BESIK; | |
| The Water Cycle in Timor-Leste (English) <i>high res</i> | Videos | MOPTC & DFAT | 2013 | DNCQA; BESIK; | |
| Ídrojeolójia iha Timor-Leste (Tetum) <i>high res</i> | Videos | MOPTC & DFAT | 2013 | DNCQA; BESIK; | |
| Hydrogeology of Timor-Leste (English) <i>high res</i> | Videos | MOPTC & DFAT | 2013 | DNCQA; BESIK; | |
| Vulnerabilidade ba bee-rai oko iha Timor-Leste (Tetum) <i>high res</i> | Videos | MOPTC & DFAT | 2013 | DNCQA; BESIK; | |
| Groundwater Vulnerability in Timor-Leste (English) <i>high res</i> | Videos | MOPTC & DFAT | 2013 | DNCQA; BESIK; | |
| Mapa Ídrojeojolia Timor-Leste (Tetum) | Fact Sheets | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Hydrogeology Map of Timor-Leste (English) | Fact Sheets | MOPTC & DFAT | 2014 | DNCQA; BESIK; | |
| Ground-based time-domain electromagnetic soundings along river transects near Liquiçá, Timor-Leste. CSIRO Australia | Technical Reports | | 2015 | | |
| Mapa Rekurso Bee Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Rekurso Bee Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Fatin Bee Matan iha Suko Hatuquessi | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Fatin Bee Matan iha Suko Hatuquessi | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Konduktividade Bee Rai Okos Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Konduktividade Bee Rai Okos Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Nivel Bee Rai Okos Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Nivel Bee Rai Okos Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Perfurasaun Bee Posu Bee Matan Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Mapa Perfurasaun Bee Posu Bee Matan Munisipal Likisa | Maps | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Water resources management recommendations for the Liquica Coastal Aquifer | Technical Report | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| Livro Recursos Hidricos Timor-Leste_PORTUGUESE_highres | Book | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |



BESIK ACTIVITY COMPLETION REPORT

| Name of document | Type of document <i>e.g.: report, survey, analysis</i> | Document owner <i>e.g.: Ministry in partner govt</i> | Date document produced | Location/s of document <i>following completion of activity</i> | Remarks |
|---|---|---|------------------------|---|---------|
| LivroRecursosHidricosTimor-Leste_PORTUGUESE_web | Book | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| RekursusBeeTimor-Leste_Tetum_highres | Book | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| RekursusBeeTimor-Leste_Tetum_web | Book | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| WaterResourcesofTimor-LesteBook_ENGLISH_Highres | Book | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| WaterResourcesofTimor-LesteBook_ENGLISH_web | Book | MOPTC & DFAT | 2016 | DNCQA; BESIK; | |
| DNCQA/DNGRA Logo | Logo | MOPTC & DFAT | 2015; 2016 | DNCQA; BESIK; | |
| DNCQA Strategic Plan 2013 (English) | Strategic planning document | MOPTC | 2013 | DNCQA; BESIK; | |
| DNCQA Strategic Plan 2013 (Tetum) | Strategic planning document | MOPTC | 2013 | DNCQA; BESIK; | |
| DNCQA Strategic Plan 2014 (Tetum) | Strategic planning document | MOPTC | 2014 | DNCQA; BESIK; | |
| Electric Pumps in Timor Leste (Tetum) - High Res Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Ainaro (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Aileu (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Liquica (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Bobonaro (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Covalima (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Lautem (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Viqueque (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Manatuto (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Manufahi (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Ermera (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Electric Pumps in Baucau (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Tapo Multi-village System (Tetum) – High Resolution Map | Maps | MOPTC | 2015 | DNSA; BESIK | |
| Human Resources Management processes | Processes handbook | MOPTC | 2016 | DNSA, BESIK | |
| HWWS Campaign ‘A Mother’s Loving Touch’ Design Document (English) | Technical Guideline | MoH | 2012 | DPES, BESIK | |
| Pakote Implementasaun ba Kampaña FLHS, ‘Hatudu Domin Mos’ (Tetum) | Technical Guideline and flashstick with tools | MoH | 2016 | DPES, BESIK | |
| HWWS Flipbook (Tetum) | Promotion tool Electronic and Unilever produced | MoH | 2013 | DPES, BESIK Unused hard copies at WFP warehouse | |



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|---|--|---|------------------------|---|---------|
| | hard copies | | | Planned for use with MAPS | |
| HWWS Promotion Tools (Tetum) <ul style="list-style-type: none"> First Lady Poster Campaign Poster Campaign Billboards for all Municipalities Critical times stickers HWWS Steps | Promotion tools Electronic and Unilever produced hard copies | MoH | 2013 | DPES, BESIK Unused hard copies at WFP warehouse Planned for use with MAPS | |
| HWWS TV Spots (Tetum) <ol style="list-style-type: none"> Mother's Loving Touch Critical Times Pass the soap | Videos | MoH | 2013 | DPES, BESIK | |
| HWWS Campaign Evaluation Results Presentation (English) | Presentation | MoH | 2013 | DPES, BESIK | |
| Apresentasaun Resultado Evaluasaun ba Kampaña FLHS (Tetum) | Presentation | MoH | 2013 | DPES, BESIK | |
| Sanitation Campaign, 'Uma Kompletu ho Sintina' BCC Framework and Design Presentation (Tetum and English) | Presentation | MoH | 2015 | DPES, DSA, BESIK | |
| Pakote Implementasaun ba Kampaña 'Uma Kompletu ho Sintina' | Technical Guideline and flashtick with tools | MoH | 2016 | DSA, DPES, BESIK | |
| 'Uma seidak kompletu' 15 min video (Tetum) | Video | MoH | 2015 | DSA, DPES, BESIK | |
| Sanitation Campaign TV Spots (Tetum) <ol style="list-style-type: none"> Uma Kompletu ho Sintina Tia Tina Moris ho sintina | Videos | MoH | 2015 | DSA, DPES, BESIK | |
| 'Uma Kompletu ho Sintina' Promotion Tool Designs and Hardcopies (Tetum) <ul style="list-style-type: none"> Tia Tina poster Tia Tina spanduk Tia Tina tshirt Tia Tina hat Notebook Scoop | Promotion Tools | MoH | 2015 | DSA, DPES, BESIK | |
| Sanitation and Hygiene Improvement Program Design Document (English) | Technical Document | MoH | 2015 | DSA, BESIK | |
| Dezeñu ba Programa Hadia Saneamentu no ljiene (Tetum) | Technical Document | MoH | 2015 | DSA, BESIK | |
| ODF Sustainability Study Design (English) | Technical Document | MoH | 2015 | DSA, INS, BESIK | |
| ODF Sustainability Study Tools | Technical Document and ONA forms | MoH | 2015 | DSA, INS, BESIK | |
| ODF Sustainability Study Data | ONA Dataset nVivo Dataset | MoH | 2016 | BESIK | |
| 'Low Cost Latrine Designs for Rural Timor-Leste' (English) | Report Executive Summary Design Document Draft Construction Guide | MoPTC | 2015 | Plan, DNSB, BESIK | |
| 'Dezeñu Sintina ba Komunitade Rural' (Tetum) | Executive Summary Design Document Draft Brochure | MoPTC | 2015 | Plan, DNSB, BESIK | |
| The CLTS Manual for Timor-Leste: A | Technical Document | MoH | 2016 | DSA, BESIK | |



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| Name of document | Type of document <i>e.g.: report, survey, analysis</i> | Document owner <i>e.g.: Ministry in partner govt</i> | Date document produced | Location/s of document <i>following completion of activity</i> | Remarks |
|---|---|---|------------------------|---|---------|
| Facilitator's Manual for Community Sanitation and Hygiene Planning, Books 1 – 3 (English) | | | | | |
| Manuál PAKSI: Manuál Fasilitador ba Planu Asaun Komunitade Saneamentu no Ijiene, Livru 1- 3 (Tetum) | Technical Document | MoH | 2016 | DSA, BESIK | |
| Natural Leader Booklet (English) | Technical Document | MoH | 2015 | DSA, BESIK | |
| Lider Naturál Apoiu ba Hetan ALFA (Tetum) | Technical Document | MoH | 2015 | DSA, BESIK | |
| Lider Naturál Apoiu ba Hetan ALFA video (Tetum) | Video | MoH | 2015 | DSA, BESIK | |
| Quality Control Team Coaching Guide (English) | Technical Document | MoH | 2015 | DSA, BESIK | |
| Matadalan Akompanamentu: Ekipa Kontrolu Kualidade (Tetum) | Technical Document | MoH | 2015 | DSA, BESIK | |
| Matadalan ho Prosesu Verifikasaun Area La Soe Foer Boot Arbiru (Tetum) | Technical Document | MoH | 2016 | DSA, BESIK | |
| ALFA Achievement Billboards – Bobonaro Municipality and 6 Administrative Posts (Tetum) | Billboard | MoH | 2016 | DSA, BESIK | |
| ALFA Achievement Maps – National, Bobonaro Municipality and 6 Administrative Posts (Tetum) | Maps | MoH | 2016 | DSA, BESIK | |
| GMF Study report | Document | BESIK | 2013 | BESIK, DNSA | |
| GMF Study summary report | Document | BESIK | 2013 | BESIK, DNSA | |
| SDF Manual | Document | DNSA | 2014 | BESIK, DNSA | |
| GMF Institutional Options Paper | Document | BESIK | 2014 | BESIK, DNSA | |
| Evaluation of GMF Technical and Financial Training | Document | BESIK | 2013 | BESIK | |
| BESIK 2 Capacity Development framework | Document | BESIK | 2015 | BESIK | |
| Internal evaluation of O&M projects | Document | BESIK | 2015 | BESIK | |
| HWWS Sustainability study (Manatuto, Aileu) | Dataset | BESIK | 2014 | BESIK | |
| O&M project survey | Dataset | BESIK | 2014 | BESIK | |
| Bobonaro ALFA baseline | Dataset | BESIK | 2015 | BESIK | |
| ODF Sustainability Study | Dataset | BESIK | 2015-2016 | BESIK | |
| BESIK Website | Website | BESIK | 2010-2016 | TBC | |
| BESIK Facebook page | Facebook | BESIK | 2014-2016 | TBC | |
| M&E Performance report | PowerPoint | BESIK | April 2013 | TBC | |
| BESIK Personnel Performance Guidelines | Document | BESIK | June 2014-Dec 215 | TBC | |



BESIK ACTIVITY COMPLETION REPORT

Annex 8: Personnel Inputs to March 2016

| No | Position ■ = Role ended during August/September 2015 restructure | Notes | Indicative Inputs to March 15 |
|---|---|--|-------------------------------|
| DFAT | | | |
| 1 | ■ Program Director | Oct12 -Jul13, then part time from Sep – Apr 14 | 10 mos |
| | | Oct-Nov13, acting | 2 mos |
| | | Feb-Jun14, acting | 5 mos |
| | | Jun14-Jul15, via Cardno | 13 mos |
| | | Jul15-Dec15, then Aurecon PTL | 6 mos |
| International Long term Advisors | | | |
| 1 | Program Team Leader | From Jan 16 | 3 mos |
| 2 | ■ Operations Manager | Sep12-Dec15 | 40 mos |
| 3 | ■ M&E Adviser | Oct 12 to Jan 14 | 16 mos |
| | | Feb 14-Jul15, Dep PD from Jun14, PD from | 18 mos |
| 4 | ■ Gender & Social Inclusion Adviser | Feb 13 to mid-Jun 15 | 29 mos |
| 5 | ■ Public Financial Management Adviser | April 13 to mid-May 15 – see PFM below | 26 mos |
| 6 | Organisational Development Adviser | Jan 13 to Jan 14 | 12 mos |
| | | Aug 14 to Jun16, ongoing | 20 mos |
| 7 | Rural Water Services Adviser | Jan 13 to Aug 14 | 20 mos |
| | | Aug14–Feb16 | 19 mos |
| 8 | ■ Rural Water Services District Adviser | Sep 12 – Sep15 | 36 mos |
| 9 | Rural Water Services District Adviser | Oct 12 –Jun16 | 42 mos |
| 10 | ■ Rural Water Services District Adviser | Jan 13 – Sep15 | 32 mos |
| 11 | Water Resource Management Adviser | Feb 13 to Mar16 | 38 mos |
| 12 | ■ Sanitation Hygiene Adviser | Sep12 to Mar 13 | 7 mos |
| | | Apr 13 to Sep15 | 30 mos |
| 13 | ■ Environmental Health Adviser | Nov 12 to Sep15 | 34 mos |
| 14 | ■ WASH BCC Adviser /Acting SHIP | Sep 12-Sep15 (inc mat. leave) | 33 mos |
| 15 | ■ Information Management Systems Adviser | Mar 13 to Jun15 | 28 mos |
| 16 | Team Leader - SHIP | Oct15-Jun16 | 6 mos |
| International Short Term Advisors | | | |
| | Current | Indicative | |
| 1 | WRM Database | Dec15 to date | 59 days |
| 2 | M&E Specialist | Jan 16, input incomplete | 5 days |
| 3 | Gender Review | From Dec 15 | 6 days |
| 4 | Research Support | From Jan 16 | 10 days |
| 5 | Sanitation Policy Specialist | Jan 13 to Feb15 | 56 days |
| 6 | ■ Learning & Development | Jun14-Mar 16 | 233 days |
| 7 | Water Law & Policy | From Sep14 , | 108 days |
| 8 | Review Draft Nat. Law/ Policy | Oct 13 onwards | 31 days |
| 9 | SOP for Data and Information Management Adviser | Feb 16 onwards up to 37 days | TBC |
| 10 | Pump Training Manager | March 16 onwards up to 42 days | TBC |
| Completed roles | | | |
| 1 | CLTS Specialist | Nov 13 + Apr 15 | 38 days |
| 2 | CLTS Foundation, Sanitation Demand | Apr 15 | 63 days |
| 3 | Training Specialist – SDF manual | Jan to May 14 | 60 days |
| 4 | Instructional Design Specialist | Apr 13-Jun15 | 125 days |
| 5 | Capacity Development | Nov 13 - Jun15 | 86 days |
| 6 | Service Delivery – O&M | Feb –Feb15 | 49 days |
| 7 | Data Systems Specialist | March to June 15 | 65 days |
| 8 | IMS Mentor | Oct 12 to Mar 13 | 60 days |
| 9 | M&E Handover (completed) | Feb 13 | 8 days |
| 10 | HWWS Prom Spec & Menstrual Hygiene research | Apr 13 to Jun 14 | 88 days |
| 11 | WASH BCCA (maternity leave) cover.) completed) | Apr 13 to Sep 13 | 66 days |
| 12 | Public Management | Aug 13 to Jan 14 | 45 days |
| 13 | Water Resources Policy and Law Adviser (completed) | Nov 12 to Feb 13 | 9 days |
| 14 | Water User Groups (GMF) Study Specialist | Apr to Dec 13 | 29 days |
| 15 | Research Analyst | Oct 13 | 12 days |
| Locally Engaged Personnel (including National Advisers) | | | |
| | Ongoing and/or modified roles | | |
| 1 | Corporate Services & HR Manager/ Operations Manager | Aug 14 – Jun 16, then Ops. Mgr from Jan16 | 17 mos 3 mos |
| 2 | Finance Manager, Grants/Activities | Sep 12 – Jun 16 | 43 mos |
| 3 | Finance Manager, Operational | Sep 12 - Jun 16 | 43 mos |



BESIK ACTIVITY COMPLETION REPORT

| No | Position ■ = Role ended during August/September 2015 restructure | Notes | Indicative Inputs to March 15 |
|--|---|---|-------------------------------|
| 4 | Finance Assistance | Sep 12 - Nov 14 | 27 mos |
| 5 | Finance Officer, Grants/Activities | Jan 15 - Jun 16 | 14 mos |
| 6 | Communications Officer | Jan15 - Jun 16 | 14 mos |
| 7 | Gender & SI Officer | Jan 14 - Jun 16 | 26 mos |
| 8 | Hygiene Demand Creation Officer | Sep 12 - Jun 16 | 43 mos |
| 9 | Nat Pub Finance Mgt Trainer | Jun 15 - Jun 16 | 10 mos |
| 10 | Monitoring & Evaluation Officer | Sep 12 - Jun 16 | 43 mos |
| 11 | ICT National Adviser | Mar 15 to Jun 16 | 12 mos |
| 12 | Pump Specialist | Mar 15 to Jun 16 | 12 mos |
| 13 | Translator/Interpreter | Jan 13 - Jun 16 | 38 mos |
| 14 | Office Assistant x 2, reduced to 1 | Sep 12 -Jun 16 | 80 mos |
| 15 | Program Assistant (CD) to Prog. Off. | Sep 12 - Jun 16 | 43 mos |
| 16 | Health Program Assistant | Sep 12 - Jun 16 | 43 mos |
| 17 | Enumerators x 5, reduced to 2 | Jan 13 to Sep15, then reduced to 2 | Approx 177 mos |
| 18 | Drivers x 11, reduced to 8 | Sep 12 to Sep15, the reduced to 8 in Sep 15 | Approx 780 mos |
| 19 | Cleaners x 2 | Sep 12 - Jun 16 | Approx. 86 mos |
| <i>New roles identified August 2015</i> | | | |
| 1 | Logistics & Admin Manager | Dec 15 to Jun 16 | 4 mos |
| 2 | HR & Secretariat Manager | Oct15 to Jun 16 | 6 mos |
| 3 | Bobonaro ALFA Project Manager | Oct15 to Jun 16, Is this ALFA mgr | 6 mos |
| 4 | O&M Project Manager | Oct15 to Jun 16 | 6 mos |
| 5 | O&M Nat Engineer | Oct15 to date | 6 mos |
| 6 | GMF Support Officer | Ex DCDO, from Oct15 - Jun 16 | 6 mos |
| 7 | IT Officer (half time) | Oct 15 to Jun 16 | 6 mos |
| 8 | Program Monitoring Officer | Ex DCDO, from Oct15 - Jun 16 | 6 mos |
| 9 | Master Facilitator | Ex DCDO, from Oct15 - Jun 16 | 6 mos |
| 10 | WASH Dev.Officer - Bobonaro | Ex San Mentor, Oct15 - Jun 16 | 6 mos |
| 11 | NPOMP Manager | Cancelled by GoTL | N/A |
| <i>Roles ending during restructure, September</i> | | | |
| 1 | ■ Secretariat Manager (prev. Off Manager) | Sep 12 - Sep 15 | 36 mos |
| 2 | ■ HR Officer | Mar 15 - Sep 15 | 6 mos |
| 3 | ■ Sanitation Planning and Training Officer | Oct 13 to Sep 15 | 23 mos |
| 4 | ■ Comm Development Officers x 13 | Sep 12 to Sep15 | Approx 460 mos |
| 5 | ■ 3 Sanimentors (Sanit. Mentors) | May 13 to Sep15 | 30 mos |
| | | May 13 to Sep15 | 30 mos |
| | | Apr 13 to Sep15 | 31 mos |
| 6 | ■ Rural Water Services Engineers | Sep 12-Jun 16, O&M, Nat. Eng from Oct 15 | 43 mos |
| | | May 13 - Sep 15 | 29 mos |
| | | Sep 12-Jun 16, O&M Mgr from Oct 15 | 43 mos |
| | | Apr 15 - Sep 15, | 5 mos |
| 7 | ■ IT Manager | Sep 12 - Sep 15 | 36 mos |
| 8 | ■ Operations and Logistics Officer | Sep 12 - Sep 15 | 36 mos |
| <i>Old roles ended</i> | | | |
| 1 | Campaigns Officer (BCC) | April13 to March 14 | 12 mos |
| 2 | Training/Learning, then Leadership and Management Officer | Sep 12 -May13, Jun13- May15 | 33 mos |
| Volunteers, Interns & Other Key Service Providers | | | |
| 1 | EWB - Rural Water Services Team | Feb to Jun 13 | 5 mos |
| 2 | EWB - Rural Water Services Team | Aug 13 to Sep 14 | 12 mos |
| 3 | Colombia Uni - Research Intern, BCC/M&E | May to Aug 14 | 4 mos |
| 4 | Communications Specialist | Dec14 to end Jan15 | 7 mos |
| | | Jan15 to Jun15, role ended | |
| 5 | O&M data analysis | Jun 15 to November 15 | 6 mos |
| 6 | PFM support from G4D | Part time, Jun15 onwards | 9 mos |
| 7 | Community Development Team Mentor | February 16 | 1 mos |



BESIK ACTIVITY COMPLETION REPORT

Annex 9: Indicative Costs of Policy & Law Development

Summary

| | BESIK I | BESIK II | Total |
|-------------------------|------------------|------------------|------------------|
| Sanitation Policy | \$451,000 | \$0 | \$451,000 |
| Water Supply Policy | \$286,000 | \$61,000 | \$347,000 |
| WRM Policy and Law | \$54,000 | \$124,000 | \$178,000 |
| TOTAL INVESTMENT | \$791,000 | \$185,000 | \$976,000 |

Details by Phase

| BESIK I Inputs | | |
|---|------------------|------------------|
| Long Term Advisor | | |
| WS&S Engineering Advisors | \$11,000 | |
| Sanitation Advisers | \$226,000 | |
| Water Resources Management Adviser | \$54,000 | |
| Long Term Advisor | \$291,000 | |
| Short Term Advisor | | |
| Policy & Planning Specialist | \$255,000 | |
| Sanitation Policy Specialist | \$193,000 | |
| Short Term Advisor | \$448,000 | |
| Grants & Activities | | |
| National Sanitation Policy Approval | \$31,000 | |
| Sanitation Policy Consultation | \$1,000 | |
| National Water Supply Policy Workshop | \$2,000 | |
| National Water Supply Policy - NGO Workshop | \$0 | |
| National Water Supply Policy - Translation Review/Check | \$5,000 | |
| Water Law and Water Policy Development | \$13,000 | |
| Grants & Activities | \$52,000 | |
| TOTAL PHASE I | \$791,000 | |
| BESIK II | | |
| Long Term Advisor | | |
| Water Resource Management Advisor | | \$49,000 |
| Water Supply System Advisor | | \$8,000 |
| Water Supply System Advisor | | \$8,000 |
| Long Term Advisor | | \$66,000 |
| Short Term Advisor | | |
| WR Policy Law Advisor | | \$6,000 |
| Review of TL Draft National Resources Policy | | \$29,000 |
| Water Law & Policy | | \$78,000 |
| Short Term Advisor | | \$113,000 |
| Grants & Activities | | |
| WRM Policy Development & Coordination | | \$6,000 |
| Water Policy Coordination Workshop & Support | | \$1,000 |
| Grants & Activities | | \$6,000 |
| TOTAL PHASE II | | \$185,000 |
| TOTAL COST - BESIK I & II | | \$976,000 |



BESIK

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