



BESIK

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

2014 ANNUAL WORK PLAN (UPDATE)

Public



BESIK

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ABBREVIATIONS

AWP	Annual Work Plan
BESIK	Community WASH / <i>Bee, Saneamentu, Ijiene iha Komunidade</i>
CAP/PAK	Community Action Planning / <i>Planu Aksaun Komunidade</i>
CDO	Community Development Officer (BESIK national staff)
CLTS	Community Led Total Sanitation
CoM	Council of Ministers
DFAT	Department of Foreign Affairs and Trade (GoA)
DGOP	General Directorate of Public Works / <i>Direcção-Geral de Obras Públicas</i>
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/Servisu Distritu Saude
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>
DPES	Department of Health Promotion and Education / <i>Departamento Promosaun no Edukasaun Saude</i>
DPHO	District Public Health Officer
DRWSEA	District Rural Water & Sanitation Engineering Adviser (BESIK international staff)
DTO	District Technical Officer (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	Instituto Nacional de Saude / 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
MDGs	Millennium Development Goals
MEF	Monitoring and Evaluation Framework
MdS	Ministry of Health / <i>Ministerio da Saúde</i>
MOP	Ministry of Public Works / <i>Ministério das Obras Públicas</i>
NGO	Non-Government Organisation
ODF	Open Defecation Free
O&M	Operations and Maintenance
PAKSI	Community Action Planning, Sanitation & Hygiene / <i>Planu Aksaun Komunidade, Saneamento no Ijiene</i>
PDD	Program Design Document
PDD	Decentralized Development Program / <i>Programa Desenvolvimentu Decentralizasaun</i>
PDID	Integrated District Development Planning (Program) / <i>Planeamentu Dezenvolvimentu Integradu Distrital</i>
PFI	Public Finance Instructions
PNDS	National Program for Village Development / <i>Programa Nasional Dezenvolvimentu Suku</i>
NBSP	National Basic Sanitation Policy/ <i>Politika Nasional Saneamentu Basiku</i>



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PSF	Family Health Promoters / <i>Promotor Saude Familia Nian</i>
RWASH	Rural Water Supply, Sanitation and Hygiene
RWSE	Rural Water Services Engineer, sometimes WSE (BESIK national staff)
RWSSP	Rural Water Supply and Sanitation Program
S&H	Sanitation and Hygiene
SAS	District Water and Sanitation Service / <i>Serbisu Aqua no Saneamentu</i>
SDF	Sub-district Facilitator (GoTL personnel)
SDP	GoTL's Strategic Development Plan
SEPI	Secretary of State for the Promotion of Equality
SIBS	Water Asset Information System / <i>Sistema Informasaun Bee no Saneamentu</i>
SISCa	Integrated Community Health Service / <i>Servisu Intergradu Saude Comunidade</i>
SPT	Sector Planning Tool
STA	Short Term Adviser
ToR	Terms of Reference
WASH	Water Supply, Sanitation and Hygiene

Currency references are in USD unless noted.

Budget rate used is 1AUD=0.93 USD



1. Introduction

The purpose of the BESIK Annual Work Plan (AWP) is to document the joint planning undertaken by BESIK and Government of Timor Leste (GoTL) personnel. The process which has evolved over the program's implementation is that a draft AWP be prepared in August/September of each year covering the calendar period January–December. Following joint GoTL and Government of Australia (GoA) approval, the draft is developed into a final version in February for approval at the start of the following year. The final AWP is a deliverable within the Managing Contractor's Scope of Services, (Clause 6 b) due on 1 February.

However, as a result of the circumstances outlined below, the 2013-4 AWP process was modified, as follows:

- In August 2013 a Draft BESIK 2014 Annual Work Plan was developed to include the period to mid-June 2014. The format and budget in that work plan reflected the 3 BESIK objectives, the 23 outcomes and activities related to each of the outcomes.¹
- The draft AWP was approved by DFAT and subsequently presented and discussed at the first inter-Ministerial level BESIK Steering Committee meeting in November 2013. Although agreed to in principle, the draft was not formally approved, with a separate working group proposed to give further consideration to the budget. In practice, the working group was not convened and the next planned February 2014 Steering Committee meeting, which was to have provided further guidance, ultimately was also not held.
- The BESIK Monitoring and Review Group of March 2014 recommended review of the Steering Committee, as it had not fulfilled its envisaged strategic and financial oversight role. Subsequently, a BESIK Management Committee was formed. The MRG also noted the importance of joint planning and ownership: summarised as "one plan, one system, one budget".
- In November 2013 the BESIK Capacity Building Specialist commenced work on BESIK's Capacity Development (CB) framework. By February 2014 that framework had been developed to a stage where it could become the prism for "one plan, one system, one budget". The DFAT Program Director decided that rather than focusing on "finalising" the draft 2014 AWP, the BESIK AWP format should be based on the CB framework because this provided the best opportunity to jointly plan and consider opportunity costs.
- Over subsequent months extensive consultation between advisers and counterparts took place, using the CD framework to develop the new AWP format, to better reflect the priorities of counterpart agencies and to provide joint ownership of budget funds. This is a work in progress.
- The new AWP was presented as a preliminary format to the first BESIK Management Committee meeting in mid-June 2014. As recorded in the minutes, the 2014 work plan was approved in principle but with changes requested in presentation. For example, MdS requested that planning related to their work with BESIK be separated from DNSB. Other requests included further information on sanitation and gender and some clarification of budget lines.

As a result the final 2014 AWP format was not completed until August and then presented to the October 2014 BESIK Management Committee. Reflecting the CB Framework and its underlying principles, it consists of five capacity building work plans developed for each of the four key Directorates that BESIK supports (DNSA, DNSB, DNCQA, MdS), plus a fifth plan which is cross cutting². This updated AWP now includes linkages to the Sector Development Plan.

¹ Progress against that work plan has been reported as Annex 3 of Progress Report#3, July 2014.



2. 2014 Annual Work Plan (Update)

The priorities in this AWP were identified during planning with key counterparts in the Ministry of Public Works (MOP) and the Ministry of Health (MdS) and also reflect the GoTL Strategic Development Plan (SDP), the DFAT East Timor Delivery Strategy of 2011, and the BESIK Program Design Document (PDD).

The 2014 AWP (Update) comprises:

- A **narrative summary** of the key activity/delivery priorities for the remainder of 2014 (and into 2015) is provided in Section 3. Further information about activities under each of BESIK's Objectives then follows in Section 4.
- **Annex 1**, which reflects capacity building framework, is an overview of the 2014 BESIK and GoTL budget under the three BESIK Objectives. Annex 1 shows BESIK's contribution to the GoTL Sector Development Plan goals and targets, the links to revised BESIK PAF outcomes, support for GoTL action priorities and the specific BESIK focus in 2014 (and into 2015). Annex 1 also includes planned expenditure for September to December 2014.
- **Annex 2**, collates the individual Capacity Building Plans for each of the four directorates supported by BESIK, plus a cross cutting capacity building plan. Each plan shows the linkages between the GoTL Action Plan (or Priority) and the BESIK PAF Outcome at national, district and sub-district level. Specific activities are then listed under the three key capacity building categories: human resource development, organisational development, and leadership and governance. The relevant BESIK advisers providing inputs to each activity are listed. Risks to be jointly managed have also been identified. In some cases, indicative budget allocations for forward years are provided, although this is a work in process.
- **Annex 3**, is a summary of personnel inputs for 2014.

3. Summary of 2014 BESIK priorities

In second half of 2014 BESIK will:

- Support the finalization of the Water Resources Law and Policy, and the Water Supply Policy by end of 2014 through engagement of an STA in preparation for presentation to the Council of Ministers in 2015.
- Continue improving SIBS and SPT, as well as establishing new systems of monitoring to enable feedback from clients/communities on satisfaction with service delivery.
- Continue and expand the O&M trial projects that include both simple and complex water systems, and collect evidence to inform GoTL decisions on appropriate O&M models and planning.
- Continue modelling best practice in the provision and maintenance of improved water systems to rural communities and establish and support GMFs, particularly for systems requiring higher level technical advice and support
- Support GoTL to prepare asset management plans and inventories for GoTL rural water systems.
- Support MdS to scale up the national Hand Washing With Soap (HWWS) campaign to further six districts.
- Continue and strengthen the pilot Sanitarian and PAKSI activities in three districts.
- Finalise and implement the Sanitation Marketing strategy and support to vulnerable households.

² Since June, there has been further development of the capacity building framework and there are reduced numbers of BESIK outcomes arising from the July 2014 update to the M&E Plan.



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- Support strengthening of women's leadership at community level through GMF representation and community WASH processes (CAP and PAKSI)
- Support integrated targeting of PWD through community participation mechanisms (CAP, PAKSI) and promotion of access and accessibility of WASH infrastructure, particularly through the development of the Sanitation Marketing strategy.
- Focus, where possible, on addressing institutional barriers related to gender equality in the workforce (recruitment, retention and promotion)
- Support DNSA in establishing clear lines of management and accountability in between National and the Districts, and the District staff to their managers.
- Undertake a skills audit and complete the job descriptions of the DAA Staff.
- Develop and implement initiatives which strengthen the interfaces between MOP and MdS and the private sector, as they relate to water, sanitation and hygiene, in order to promote an effective and sustainable supply sector.

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

Under Objective 1 the following key activities have been identified for second half of 2014 and into 2015:

- A key deliverable for both DGAS and BESIK is the approval of the *Water Resources Law and Policy*, as well as the *Water Supply Policy* by the Council of Ministers. During the second half of 2014 a Short Term Adviser will assist in the final changes to complete preparation of these documents in order that they can be approved in 2015.
- The Public Finance Instructions (PFI) Manual will be completed and launched before the end of 2014. The PFI are aimed at DNSA district level staff, and the process will include training of DAA staff. Support will also be provided to the DGAS Technical Unit relating to PFM matters, the Head of the Program and Department for DNSA, and the office of the Director General of Corporate Services for the Ministry. It is also planned to focus on the key gap in management and accountability between national and district level within DNSA, as this has been identified as a key blockage to improved service delivery. The main socialisation and implementation of the PFI will take place in 2015.
- In order that GoTL have access to good WASH data to assist planning and decision making, a significant improvement to the SIBS (*Sistema Informasaun Bee no Saneamentu*) and the SPT (Sector Planning Tool) commenced in 2014 with further implementation to take place into 2015. Currently, the system provides some information for decision makers, but improvements are needed to increase coverage and reliability.
- Ongoing support for cross-sector work and gender, social inclusion and community development will continue to be implemented through various channels. Strategic entry points will be through the development of the O&M Pathway and the Sanitation Strategy, including through sanitation marketing initiatives. Strengthening institutional awareness and skills, as well as contracting and monitoring systems, for integrating gender and social inclusion strategies into WASH will continue to be a priority support activity. The SDF Fieldworkers manual will be completed and its launch and socialisation to SDFs and wider WASH sector will also be an opportunity for highlighting gender and social inclusion, as the PDID CAP processes and O&M Pathway get underway.

Looking further ahead

- BESIK's PFM and ICT Advisers will continue to engage with DGSC in areas that are within DGSC's Ministerial Diploma mandate.



- The ODHR adviser will be working with DGAS and DGSC from August on the implementation of whole-of-government HR systems to address many of the limitations that have been identified in progress reports.
- With the Ministry of Health, BESIK is currently facilitating the integration of PAKSI output monitoring within the MdS's newly digitalized Health Management Information System. BESIK will be working closely with DSA to systematically monitor PAKSI implementation and utilise the data for Sanitarian management and work planning.

5. Objective 2: Sustainable Water Systems Delivered to Targeted Communities

Under Objective 2 the key activities to end of 2014 and into 2015 include:

- BESIK aims to strategically reduce its own direct infrastructure delivery. The focus will shift to focus more on supporting DGAS with their project delivery, structural improvements between national and district levels and developing O&M capability.
- The 25 water systems which were commenced in 2013 will be completed and a further 11 water systems will be started before end of 2014. The number of new water systems will be reduced; there will be a greater focus on rehabilitation.
- The O&M pilot projects that include both simple and complex water systems, and both gravity and pump powered water systems will be continued throughout 2014. The four current trials, including three complex multi-aldeia systems and a selection of 16 pumped systems, have been ongoing throughout 2014. BESIK will continue to support field trials comparing inputs³ and resulting service delivery quality under different O&M contract provider arrangements. These commenced earlier in the year and will run through to end of 2014. The pathway and models will be further developed with a view of implementing in 6 sub districts in 2015.
- BESIK will support district DNSA offices to survey, design and monitor GoTL water systems. Capacity building will include support for DNSA district managers to demonstrate improved leadership in RWASH sector and effective community engagement.
- BESIK will continue to provide technical assistance to model best practice provision of improved water systems, particularly for systems requiring higher level technical advice and support.
- There are several activities that will be a focus for BESIK up to end of 2014 including:
 - Completion, launch and socialisation of the revised Fieldworkers Manual for SDFs (CAP1, CAP2, GMF Support).
 - Asset inventory for target O&M Pathway sub-districts and other sub districts, depending on DNSA requests.
 - Use of asset inventory to determine next steps for O&M with DNSA.
 - Develop plans for the O&M of pump systems.
 - Map the roles and responsibilities of the various national and sub-national actors in water system construction
- Infrastructure, systems and processes to support the functions of DNCQA will continue to be implemented for the rest of 2014 and into 2015 - with ongoing formal and informal capacity development and continued development of the water resources database. There are some specific activities to be undertaken including the refining of hydrogeological mapping in Bacau.

³ funding, technical skills, manpower, communication and reporting arrangements



Looking further ahead into 2015

- During 2015, BESIK will assist DNCQA to complete two water resource assessments in areas determined by the Strategic Development Plan 2011-2030. These studies will complete basic mapping of the water resources and undertake specialist analysis to support the development of water resources management, the identification of locations for developing water supply systems and the implementation of the law and policy.
- Continuation of support for DNCQA monitoring programs and developing their reporting capabilities on national groundwater level and seawater intrusion monitoring programs will be a continued focus for 2015.

6. Objective 3: Rural communities and selected schools have sustainable & equitable access to/ utilization of improved sanitation

Under the overall capacity development approach currently being implemented by BESIK in 2014 the Sanitation and Hygiene team will provide technical assistance and some activity funding for implementation of the National Strategy on Sanitation through three major programs of work:

- PAKSI with Department of Environmental Health, Ministry of Health
- National Hand Washing With Soap Campaign, with Department of Health Promotion, Ministry of Health
- Sanitation marketing and subsidy for vulnerable groups with Department of Basic Sanitation, Ministry of Public Works.

As a result, the key activities which will be undertaken in latter 2014 and into 2015 will include:

- Piloting and evaluation of two models for PAKSI implementation
- Integration of PAKSI monitoring into the MdS's Health Management Information System
- Development of a Sanitation Roadmap to replace the function of the Sanitation Strategic Plan in realizing the National Basic Sanitation Policy
- Piloting two models for sanitation marketing: i) private sector marketing and ii) small business artisan production and sales
- Continue supporting district sanitation officers, as well as DNSB at national level, in ensuring effective management of these officers according to the relevant ministerial diploma. BESIK will also facilitate capacity building of the officers, including formal training and monthly sessions in Dili.
- BESIK will support DNSB in developing the implementation plan for sanitation subsidy for vulnerable households. BESIK will also explore financing in sanitation.
- Implementation and evaluation of the scale-up of the Hand Washing With Soap Campaign into the remaining 11 districts
- Clarification of the role that BESIK can play in supporting the WASH in Schools component of the School Health Promotion Program
- Development of a Sanitation Behaviour Change Campaign to support both PAKSI implementation as well as product marketing



7. Personnel inputs

An overview of BESIK personnel inputs for 2014 is provided as **Annex 3**. As noted earlier, Annex 2 links individual BESIK advisers/personnel inputs to specific capacity building.

8. Risks Summary

Program level risks, as summarised in the BESIK Risk Management Matrix, are formally reviewed and updated at least every sixth months. Both significant and “micro level” risks were considered during a review process in June and provided as Annex 12 of Progress Report #3 of July 2014. These risks are relevant for the period covered by this AWP Update.

Some key institutional risks which will impact on BESIK strategically from mid-2014 and into 2015 and are summarised as follows:

- 30% reduction in GoTL fiscal envelope for “goods and services” will affect MOP and MdS implementation capacity, though this could also be an opportunity for BESIK to move towards “one budget”
- Then lack of a timetable for DFAT Fiduciary Risk Assessment (FRA) will affect the GoTL implementation of the PFM reforms necessary to progress towards “one system”
- Lack of resource flow (eg: fuel, operational funds) to the districts risks service delivery by both MOP and MdS and achievement of both GoTL and BESIK targets
- Lack of clear lines of management and responsibility and functioning management systems in DGAS (esp. HR) do not incentivise good performance.

The Capacity Building Plans in Annex 2 include specific risks which have been identified for individual action plan areas.



ANNEXES

- 1 BESIK Annual Work Plan 2014 Overview
- 2 2014 Capacity Building for each Directorate:
 - A: Ministry of Public Works (DNSA) for Water Supply,
 - B: Ministry of Public Works (DNSB) for Sanitation & Hygiene,
 - C: Ministry of Health (MdS) for Sanitation & Hygiene
 - D: Ministry of Public Works (DNCQA) for Water Resources, plus
 - E: Cross-cutting support for Information Management, Monitoring & Evaluation, Gender
- 3 Personnel Inputs Summary



ANNEX A: BESIK ANNUAL WORK PLAN 2014 OVERVIEW

Government of Timor-Leste updated SDP Matrix, 25 July 2014	PAF Outcome	BESIK CAPACITY DEVELOPMENT PLAN OVERVIEW: 2014		Expenditure Jan-Aug 2014	Monthly estimated spending by teams				Balance of 2014 Budget	BESIK Budget	GoTL Budget Allocation 2014
		GoTL Priority for Action	Specific BESIK focus for 2014		Sep	Oct	Nov	Dec		2014 USD	
PAF Objective 1: All levels of government have improved systems for effective policy development, planning and management for RWASH											
SOCIAL SS; Goal 3: The most vulnerable people in Timor-Leste will be supported and can fulfil their potential 3.8: Gender mainstreaming promoted across policies, programming and budgets GOVERNANCE AND INSTITUTIONAL STRENGTHENING SS: Goal 5: Effective and efficient management of the public sector 5.2: Improve the cadres of management of the work of the public service 5.3: Develop and sustain the capacity for public servants 5.13: Strengthen Public Sector Financial Management and accountability 5.18 : Strengthen State Institutions/ Ministry and establish systems, monitor and improve work performance so that staff acquire knowledge on how to serve the nation efficiently and effectively, transparently and with responsibility 5.19 : Implement the policies of decentralization - establishing 3 to 5 municipalities according to the new model of municipal government	1.1 DGAS and MOH develop and implement coherent national policy framework for Water and Sanitation service delivery.	A.4 - (ASX) Institutional development of the Ministry (DGAS/DNSA)	A.4.1 - Support passing of the Water Resource and Water Supply Laws	13,756			5,000		6,244	25,000	
	1.2 Government of Timor-Leste allocates adequate resources to water and sanitation service delivery*.		A.1.2 - Coordination with other GoTL agencies	4,664		4,000			(664)	8,000	
	1.3 MoPW and DGAS more effectively manage human, financial and material resources (HR, budgeting, planning, monitoring) for equitable and sustainable service delivery.*		Unallocated training and mentoring						-		
			A.4.2 - Pre-deconcentration planning and implementation (as required)						-		
			A.4.3/E.3.1/ E.3.2 - Gender equality and vulnerable groups awareness	7,110			2,000		890	10,000	
			A.4.4 - Implementation of the Public Financial Management system at the national and district level in DNSA (DGAS/DGCS) and in DAA (Achieve level 2 of the PFI in 2015)	6,075		5,000	10,000	5,000	118,925	145,000	
			E.4.1 - DGAS material support and assets	12,274	2,500	2,500	2,500	2,500	47,726	70,000	
		E.1 - Strengthen DGAS and Directorate M&E systems and ensure their utilization in operational and sector planning	E1.1 - Strengthen government RWASH monitoring and reporting systems	8,511	2,000	2,000	2,000	2,000	33,489	50,000	
		E.2 - Improve district level coordination for service delivery	E.2.1 - Build connectivity between Districts, and between Districts and Dili by establishing remote data transfer systems	1,000	1,000	1,000			7,000	10,000	5,780
			E.3.1/3.2 - Support Gender and Inclusive Community Development	21,787	5,000	55,000	60,000	5,000	103,213	250,000	



Government of Timor-Leste updated SDP Matrix, 25 July 2014	PAF Outcome	BESIK CAPACITY DEVELOPMENT PLAN OVERVIEW: 2014		Expenditure Jan-Aug 2014	Monthly estimated spending by teams				Balance of 2014 Budget	BESIK Budget	GoTL Budget Allocatio n 2014
		GoTL Priority for Action	Specific BESIK focus for 2014		Sep	Oct	Nov	Dec		2014 USD	
PAF Objective 2: Rural communities have sustainable and equitable access to/ utilization of safe water											
INFRASTRUCTURE SS: GOAL 2 - Improve people's access to services 2.4: Develop and sustain rural water supply systems 2.4.1: Expand rural water supply systems 2.4.1.1: Provision of water access to rural households INFRASTRUCTURE SS: GOAL 2 - Improve people's access to services 2.6: Water supply to schools 2.6.1: Provision of water to minimum 275 schools by 2014	2.1 DNSA effectively performs its functions to plan, manage and oversee the quality of rural water system construction and rehabilitation	A.2 - (AS3) Install 400 water systems, 25,000 households (2013 2017) with 80 new systems built per year (Expected outputs: construct/P&D, CAP, capacity development to GMF)	A.2.1 Support DNSA/DAA to design new quality water systems (funded through PDID, PNDS, donors, and any other source)	1,732,838	130,000	447,000	270,000	113,000	(692,838)	2,000,000	922,000
		A.3 - (AS7) Connect 275 schools connected with water (focus on schools less than 500m from water source)	A.3.1 Technical Support to PAT and P&D for DNSA roles/responsibility in whole-of- government WASH in schools initiatives						-		
INFRASTRUCTURE SS: GOAL 2 - Improve people's access to services 2.5: Develop and sustain urban water supply	2.2 DNCQA effectively performs water resource management functions critical to sustainable water supply	D.1 - Promote the legal framework and regulations of Water Resources.	D.1.1 - Water Resources Management stakeholder communications	295			4,000		13,705	18,000	
		D.2 - Adoption and implementation of the Law and Politics of Water Resources.	D.2.1 - Development, drafting and finalisation of the Water Resources Policy and Law.					2,500	2,500	5,000	
2.5.3: Improving water resources planning and management 2.5.3.1: Development of national hydropower master plan and national hydrogeological map		D.3 - Planning instruments for water management established.	D.3.1 - Baucau Water Resources Management Strategy						5,000	5,000	
		D.4 - Operationalization of the National Program for Monitoring the quantity and quality of water.	D.4.1 - Supporting National Program: (i) Dili Aquifer and National Groundwater Monitoring Programs; (ii) DNCQA Water Monitoring Programs - Plans and Budgets; (iii) Groundwater and Spring database	7,375		1,000	1,500		8,625	18,500	
2.5.2: Regulating water resources 2.5.2.1: Develop water resources policy and legal framework		D.5 - Operation of systems related to the availability of water resources in Timor-Leste.	D.5.1 - Completion of science research: (i) Liquica Water Resources Study; (ii) Electromagnetic work in Baucau.	22,768			84,000		1,232	108,000	
		D.8 - DNCQA human resource development and operations support	D.8.1 - DNCQA budget and planning, completion of the DNCQA Strategic Plan 2014 and DNCQA Capacity Development Plan, and completion of key HRD activities	-	500	500	500	500	24,000	26,000	
INFRASTRUCTURE SS: GOAL 2 - Improve people's access to services 2.4: Develop and sustain rural water supply systems	2.3 DNSA support communities to plan and manage rural water system operations and maintenance	A.1 - (AS1) Provide water services access to 75% of the rural population (support for O&M)	A.1.1 - Implementation of O&M Pathway	116,447	10,000	13,000	46,000	75,000	239,553	500,000	
	2.4 Private sector provides high quality and cost effective RWS services.		Support to guidelines and standards	7,903					(7,903)		
	2.5 GMFs and communities maintain their water supply systems.		Continued support to GMF processes	24,012		5,000	10,000		(39,012)		



Government of Timor-Leste updated SDP Matrix, 25 July 2014	PAF Outcome	BESIK CAPACITY DEVELOPMENT PLAN OVERVIEW: 2014		Expenditure Jan-Aug 2014	Monthly estimated spending by teams				Balance of 2014 Budget	BESIK Budget	GoTL Budget Allocatio n 2014
		GoTL Priority for Action	Specific BESIK focus for 2014		Sep	Oct	Nov	Dec		2014 USD	
PAF Objective 3: Rural communities and selected schools have sustainable & equitable access to and utilization of improved sanitation and hygiene facilities											
INFRASTRUCTURE SS: GOAL 2 - Improve people's access to services 2.7: Develop rural sanitation for rural households in 13 districts 2.7.1: Expand rural HH's sanitation access 2.7.1.1: Improve access to basic sanitation; 2.7.1.2 Improve access to public toilets in 13 districts	3.1 DPES, SDS and SSS deliver effective hygiene behaviour change campaigns.	C.1 - National Strategy for Sanitation	C.1.2 - National HWWs Campaign Initiative, focusing on behaviour change (BC) campaigns, use of mass media	117,545	2,000	60,000	78,000	60,000	32,455	350,000	
	3.2 DNSB effectively promotes the marketing and socialization of basic sanitation services and other issues of public sanitation and hygiene.	C.1 - National Strategy for Sanitation	C.1.4 - Supporting access to latrines for Vulnerable Groups (DNSB)	84,356	3,600	4,000	5,000	12,400	140,644	250,000	
	3.3 DSA, SDS and SSS deliver effective sanitation promotion programs.	C.1 - National Strategy for Sanitation	C.1.1 - Implementation of PASKI Sanitation Roadmap	209,520	13,500	173,500	13,500	13,500	229,480	653,000	
	3.4 MdE and MdS deliver effective sanitation and hygiene behaviour change programs in selected schools.	C.1 - National Strategy for Sanitation	C.1.3 - WASH in 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.		C.1.4 - Sanitation Marketing and Supporting Vulnerable Group (DNSB)	7,903		500	10,000	20,000	(38,403)		
	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.								-		
Total				2,406,139	170,100	774,000	604,000	311,400	235,861	4,501,500	927,780



ANNEX 2: DETAILED DIRECTORATE CAPACITY DEVELOPMENT PLANS

The following sections are Capacity Building Plans for each of the four directorates supported by BESIK, plus a cross cutting capacity building plan. Each plan shows

- the linkages between the BESIK PAF Outcome at national, district and sub-district level and the GoTL Action Plan or Priority.
- the specific activities under the three key categories of the CB framework: human resource development (coded red), organisational development (coded green), and leadership and governance (purple).
- the relevant BESIK adviser(s) whose inputs are allocated against each activity.

Risks to be jointly managed have also been identified. In some cases, indicative budget allocations for forward years are provided, although this is a work in process. All figures are in USD\$

ANNEX 2A: Support for Ministry of Public Works (DNSA) in Rural Water

PAF Reference	Annual Action Plan DNSA 2014/ GoTL 5 year plan	Specific BESIK focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$USD				GoTL Budget
			National	District	Sub-District/ Community	Private sector & NGO service providers	2014	2015	2016	2017	2014
2.3/2.4/2.5	A.1 - (AS1) Provide water services access to 75% of the rural population (Expected outputs: trained SDFs, rehabilitate systems, support GMFs, updated SIBs, support materials and equipment for O&M)	A.1.1 - Implementation of the O&M pathway	Human Resource Development				\$500,000	\$1,500,000	\$2,500,000	\$3,000,000	
			A.1.1.1 Assist PAT and P&D to advise, train and coach District staff to enhance awareness and skill to fulfil O&M responsibilities (NRWS LTA, RWS LTAs, NCDOs, LM, L&D STA,GECD LTA)	A.1.1.6 Advise, train and coach District staff to enhance awareness and skill to fulfil O&M responsibilities (RWS LTAs, CDOs, LM, L&D STA,GECD LTA)	A.1.1.9 Train GMFs in technical, financial and organizational skills with O&M orientation (NRWS LTA, GECD LTA, L&D STA, NCDO)	N/A					
			N/A	A.1.1.7 Support DAA in management and supervision of SDFs, DTOs and FDs for the roll out of the GMF support (RWS LTAs, CDOs, GECD LTA, NCDO, OD&HRM LTA)	N/A	N/A					
			Organisational Development								
			A.1.1.2 Facilitate process with DNSA staff to prepare for national O&M systems including: 1. Carry out GMF assessment (GECD LTA, NRWS LTA, NCDO, M&E LTA) 2. Plan for GMF registration (GECD NLTA, RWS LTA) 3. Carry out DAA assessment - focus on SDF, DTO and FD strengths and requirements (HR&OD LTA as lead) 4. Carry out water system asset registration and enumeration, leading to an asset management plan (NWSA LTA as lead) 5. Collect baseline data in target locations (M&E LTA as lead) 6. Investigate options for outsourcing technical O&M by assessing private sector capacity (NRWS LTA, RWS LTAs)	A.1.1.8 Facilitate implementation process based on results of the national level assessments (all BESIK WS related advisers)	A.1.1.10 Roll out the SDF field manual (CAP 1, CAP 2 and GMF Support) (NRWS LTA, RWS LTAs, GECD LTA, NCDO, GESI Officer)	N/A					
			A.1.1.3 Assessing the results in Q4 2014 from the O&M trials in 4 districts (NRWS LTA, RWS LTAs, M&E LTA)	N/A	N/A	N/A					
			A.1.1.4 Design M&E framework and data collection systems for SIBs (O&M STA, M&E LTA, IMS LTA, MEO, enumerators)	N/A	N/A	N/A					
			Leadership and Governance								
			A.1.1.5 Raise awareness of GoTL of business case for O&M approach (O&M STA, NRWS LTA, PFM)	A.1.1.11 Facilitate stakeholder engagements at District and sub Districts to secure project support and implementation (RWS LTA’s, CDO’s, LM)	A.1.1.12 Facilitate stakeholder engagements at District and sub Districts to secure project support and implementation (RWS LTA’s, CDO’s, LM)	N/A					
			Risks to be jointly managed	(i) Physical condition of some systems and state of GMFs may be poor at the outset. (ii) Lack of funds and materials needed for capital	(i) Limited transportation options for supply of spare parts from districts to local systems.	(i) Communities or local governments not willing to participate.					

**ANNEX 2A:****Support for Ministry of Public Works (DNSA) in Rural Water**

PAF Reference	Annual Action Plan DNSA 2014/ GoTL 5 year plan	Specific BESIK focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$USD				GoTL Budget
			National	District	Sub-District/ Community	Private sector & NGO service providers	2014	2015	2016	2017	2014
			<i>maintenance.</i>								
2.1	A.2 - (AS3) Install 400 water systems, 25,000 households (2013-2017) with 80 new systems built per year (Expected outputs: construct/P&D, CAP, capacity development to GMF)	A.2.1 - Support DNSA/DAA to design new quality water systems (funded through PDID, PNDS, donors, and any other source)	Human Resource Development				\$2,000,000	\$1,000,000	\$600,000	\$400,000	
			Assisting PAT and Planning and Design to oversee DTO's preparation of designs and BoQs for PDID 2015 (RWS LTAs, RWS LES)	Assisting DTOs to prepare and revise designs and BoQs for PDID 2015 (RWS LTAs, RWS LES)	Coaching and monitoring SDFs, DTOs and FDs to ensure inclusive water design standards (CAP 1) and SDFs to facilitate CAP 2 (GMF formation and community water mangt plan) (NCDO, RWS LTAs, GECD LTA, GESI Officer)	N/A					
			Organisational Development								
			Planning for the BESIK funded 2015 new water systems (about 9 water systems): Delivery of BESIK funded water systems designed in 2013, working with DTOs (NRWS LTA, RWS LTAs)	Assisting DNSA/DAA define the role/responsibility of DAA/DTOs in PNDS project verification (per the GoTL manual) (NRWS LTA, RWS LTAs)	N/A	N/A					
			Assist DNSA to define specific roles and responsibilities for P&D/PAT under the diploma- (NWS LTA, OD&HRM LTA)	Support DAA to develop a monitoring and inspection system for contractors during construction period (NRWS LTA, RWS LTAs)	N/A	N/A					
			Assist P&D (DNSA) and ADN to move towards one set of guidelines and system for verification of the design/BoQ of new systems (NWS LTA)	N/A	N/A	N/A					
			Leadership and Governance								
			Assist DNSA to redesign and improve the contract management process (NWSA LTA, PFM LTA, OM LTA, GECD LTA)	N/A	N/A	N/A					
		Risks to be jointly managed									
2.1	A.3 - (AS7) Connect 275 schools connected with water (focus on schools less than 500m from water source)(Expected inputs: 70 per year and monitoring construction)	A.3.1 - Technical Support to PAT and P&D for DNSA roles/responsibility in whole-of-government WASH in schools initiatives (ADN \$26 million rehabilitation program, and data collection MoE/MoH)	Support yet to be determined: awaiting request/direction from DNSA								
		Risks to be jointly managed:	Since project is led by ADN, DNSA's role is not clear and needs to be defined at whole-of-government level								
1.3	A.4 - (ASX) Institutional development of the Ministry (DGAS/DNSA)	A.4.1 - Develop Water Resource Supply Policy and Review the 2010 Rural Water Supply Guidelines	Refer D.1								
		A.4.2 - Pre-deconcentration planning and	Support yet to be determined: awaiting request/direction from DNSA (PFM LTA, ODHRM LTA)								

**ANNEX 2A:****Support for Ministry of Public Works (DNSA) in Rural Water**

PAF Reference	Annual Action Plan DNSA 2014/ GoTL 5 year plan	Specific BESIK focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$USD				GoTL Budget
			National	District	Sub-District/ Community	Private sector & NGO service providers	2014	2015	2016	2017	2014
		implementation (as required)									
		A.4.3 - Gender equality and vulnerable groups awareness	Refer E.3								
		A.4.4 - Implementation of the Public Financial Management system at the national and district level in DNSA (DGAS/DGCS) and in DAA (Achieve level 1 of the PFI in 2014)	Human Resource Development								
			A.4.4.1 Advise, train and coach National staff to attain level 1 of PFI skills to fulfil PFI responsibilities (PFM LTA, L&D STA)	A.4.4.7 Advise, train and coach District staff (Manager, HSAF, Treasurer) to enhance awareness and skill to attain level 1 of PFI. Some consideration will be given to the needs and priorities based on the needs of projects (e.g. O&M). (PFM LTA, L&D STA)	N/A	N/A					
			Organisational Development								
			A.4.4.2 Support DNSA in human resource allocation to fulfil PFI responsibilities (PFM LTA, OD&HR LTA)	N/A	N/A	N/A					
			A.4.4.3 Facilitate identification of needed resources with DDWS, including ICT requirements as needed to fulfil PFI responsibilities (PFM LTA)	N/A	N/A	N/A					
			A.4.4.4 Facilitate introduction of new PFI processes and tools into DNSA (PFM LTA)	N/A	N/A	N/A					
			A.4.4.5 Assess private sector training providers to provide logistics and over time build up providers to deliver training	N/A	N/A	N/A					
			Leadership & Governance								
			A.4.4.6 Facilitate engagement of DGAS/DNCS to establish PFI implementation plan (PFM LTA)	N/A	N/A	N/A					
		Project Risks to be jointly managed									

**ANNEX 2B:****Support for Ministry of Public Works (DNSB) in Sanitation and Hygiene**

PAF Reference	GoTL Action Priority	Specific focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$US				GoTL Budget
			National	District	Sub-District/ Community	Private sector & NGO suppliers	2014	2015	2016	2017	2014
1.1	B.1 - National Strategy for Sanitation		Human Resource Development								
			B.1.1.1 Advise and coach DNSB staff to enhance awareness and skill in project oversight, review and analysis of M&E data, reporting against indicators, and reflective learning to improve project delivery (S LTA, HC LTA, CD STA, M&E LTA, GESI)	B.1.1.5 Advise and coach District Sanitation Officers to enhance awareness and skill in planning, including use of DNSB planning procedures and templates (S LTA, HC LTA, SPA STA, L&D STA, OD&HR LTA)	N/A	N/A	25,000				
			B.1.1.2 Advise and coach DNSB staff to enhance awareness and skill in stakeholder engagement, management and capacity building in Sanitation (S LTA, HC LTA, L&D STA)	B.1.1.6 Advise and coach District Sanitation Officers to enhance awareness and skill stakeholders engagement, management and capacity building (S LTA, HC LTA, SPA STA, L&D STA)	N/A	N/A					
			B.1.1.3 Support DNSB in conducting initial training (and refresh training) on materials (technical and non-technical) related to job description of 13 Sanitation District Officers	N/A	N/A	N/A	50,000				
			B.1.1.4 Facilitate DNSB staff at national level in English Language learning to allow for engagement in international discourse and development in sanitation	N/A	N/A	N/A	3,000				
			Organisational Development								
			B.1.1.7 Facilitate process with DNSB National Staff to design District Level planning procedures and templates (S LTA, HC LTA, SPA STA, OD&HR LTA)	B.1.1.13 Facilitate process with District Sanitation Officers to design District Level Implementation Plans, including templates and procedures (S LTA, HC LTA, SPA STA, G LTA, OD&HR LTA)	N/A	N/A	15,000				
			B.1.1.8 Facilitate process with DNSB National Staff to design the M&E framework in line with IMS and SIBS requirements, including data collection templates and processes (S LTA, HC LTA, M&E LTA, IMS LTA, MEO, G LTA)	B.1.1.14 Facilitate process to translate the National M&E framework to District level in line with IMS and SIBS requirements (S LTA, HC LTA, M&E LTA, IMS LTA)	N/A	N/A					
			B.1.1.9 Facilitate process of guidelines developments and socialization for Sanitation Construction (Latrines, Drainage...etc)	N/A	N/A	N/A	20,000				
			B.1.1.10 Support vehicle, computer and office supplies to district sanitation officers and operation of vehicles	N/A	N/A	N/A	70,000				
			B.1.1.11 Support DNSB (in collaboration with MoH) in socializing, monitor and evaluate District and national level Sanitation Strategic Plan	N/A	N/A	N/A	20,000				
			B.1.1.12 Support DNSB with program design around how to guarantee 40% improved toilets in rural area, including vulnerable group	N/A	N/A	B.1.1.15 Facilitate and supporting DNSB in cultivating capacity to manage NGOs and contractors within 'subsidy in sanitation for vulnerable groups' program	150,000				

**ANNEX 2B:****Support for Ministry of Public Works (DNSB) in Sanitation and Hygiene**

PAF Reference	GoTL Action Priority	Specific focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$US				GoTL Budget
			National	District	Sub-District/ Community	Private sector & NGO suppliers	2014	2015	2016	2017	2014
			Leadership and Governance								
			B1.1.16 Support establishment and facilitation of a forum with DNSB and MdS National Staff and other key stakeholders to provide oversight of the sanitation roadmap implementation and change the approach where results are unsatisfactory. (S LTA, EH LTA, HC LTA, M&E LTA, IMS LTA, CD STA)	N/A	N/A	N/A	5,000				
			B.1.1.17 Support DNSB of trailing Sanitation Marketing in 1 districts (to be determined) with small enterprise located at district level, in collaboration with MDF	N/A	N/A	N/A	50,000				
		Project Risks to be jointly managed									
			Total budget allocation				408,000	0	0	0	
			B.1.2.6 Support in the development of data collection tools, and guidelines(BCC LTA, M&E LTA, IMS LTA, G LTA)	B.1.2.14 Support DHS with budget planning for ongoing integrated promotion (BCC LTA, PFM LTA)	N/A	N/A					
			B.1.2.7 Support MdS staff in the design of tools and procedures for BC campaign intervention development, and for pretesting materials and interventions (BCC LTA, BCCO)	B1.2.15 Support DPHOs in monitoring use of materials to ensure effectiveness and to identify need for modification (BCC LTA, BCCO, M&E LTA)	N/A	N/A					
			B.1.2.8 Support MdS staff in the design of tools, guidelines and training (using a competency based assessment framework) for IPC activities, and to deliver training on IPC to health staff and PSF's (using train the trainer model), and in quality monitoring of IPC activities (BCC LTA, BCCO, G LTA, M&R LTA)	B1.2.16 Support DPHO and health staff in monitoring quality of trainings and providing supportive supervision for subsequent implementation to provide constructive feedback for the improvement of materials / trainings / guidelines (BCC LTA, BCCO, M&E LTA, IMS LTA, G LTA)	B1.2.19 Support subdistrict based health staff in monitoring quality of trainings and providing supportive supervision for subsequent implementation to provide constructive feedback for the improvement of materials / trainings / guidelines (BCC LTA, BCCO, M&E LTA, IMS LTA, G LTA)	N/A					
			Leadership and Governance								
			B.1.2.9 Support cultivation and management of MdS partnerships with NGO and private partners to optimize reach and quality of the campaign (BCC LTA, G LTA and BCCO)	B1.2.17 Facilitate regular learning workshops with key stakeholders to share successful mechanisms and to support integration of promotion efforts (BCC LTA, G LTA and BCCO)	N/A	N/A					
		Project Risks to be jointly managed	<i>Coordination between the private sector and NGO will slow implementation</i>								
3.4	B.1.3 - WASH in schools		Organisational development				35,000	126,500			
			Support MdS to develop an implementation plan for how they will deliver WASH in schools under the MOE guidelines (not yet approved)		NA	NA					
			Support MoH in collaboration with MoE Curriculum Department to ensure the link of School Health Promotion with Extra Curricula activities								
		Project Risks to be jointly managed	<i>Coordination between MoE and MoH will not allow the link to curricula to be developed</i>								

**ANNEX 2B: Support for Ministry of Public Works (DNSB) in Sanitation and Hygiene**

PAF Reference	GoTL Action Priority	Specific focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$US				GoTL Budget
			National	District	Sub-District/ Community	Private sector & NGO suppliers	2014	2015	2016	2017	2014
3.2	B.1.4 - Sanitation Marketing and Supporting Vulnerable Group (DNSB)		Human Resource Development				317,000	132,000	132,000		
			Support DNSB in conducting initial training (and refresh training) on materials (technical and non-technical) related to job description of 13 Sanitation District Officers								
			Organisational Development								
			Support DNSB and MoH in socializing, monitor and evaluate District and national level Sanitation Strategic Plan								
			Support DNSB with program design around how to guarantee 40% improved toilets in rural area, including vulnerable group								
			Leadership and Governance								
			Support DNSB of trailing Sanitation Marketing in 1 districts (to be determined) with small enterprise located at district level, in collaboration with MDF								
		Project Risks to be jointly managed	Private sector doesn't have enough profit incentive to engage in sector due to low demand and affordability								

**ANNEX 2C:****Support for Ministry of Health (MdS) in Sanitation and Hygiene**

PAF Reference	GoTL Action Priority	Specific focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$USD				GoTL Budget 2014
			National	District	Sub-District/ Community	Private sector & NGO suppliers	2014	2015	2016	2017	
1.1	C.1 - National Strategy for Sanitation	C.1.1 - Implementation of PASKI Sanitation Roadmap	Human Resource Development								
			C.1.1.1 Advise and coach National staff MoH to enhance awareness and skill in project oversight, review and analysis of M&E data, reporting against indicators, and reflective learning to improve project delivery (S LTA, EH LTA, HC LTA, CD STA, M&E LTA, MEO)	C.1.1.3 Advise and coach DHPO's to enhance awareness and skill in planning, including use of DNSB and MdS planning procedures and templates (S LTA, EH LTA, HC LTA, SPA STA, L&D STA, OD&HR LTA)	N/A	N/A					
			C.1.1.2 Advise and coach National staff MoH to enhance awareness and skill in stakeholder engagement, management and capacity building in Sanitation (S LTA, EH LTA, HC LTA, L&D STA)	C.1.1.4 Advise and coach DHPO's to enhance awareness and skill in collection and analysis of M&E data (S LTA, EH LTA, HC LTA, SPA STA, L&D STA)	N/A	N/A					
			Organisational Development								
			C.1.1.4 Facilitate process with MdS (in collaboration with DNSB) National Staff to design District Level planning procedures and templates (S LTA, EH LTA, HC LTA, SPA STA, OD&HR LTA)	C.1.1.7 Facilitate process with DPHO's staff to design District Level Implementation Plans, including templates and procedures (S LTA, EH LTA, HC LTA, SPA STA, G LTA, OD&HR LTA)	N/A	N/A					
			C.1.1.5 Facilitate process with DNSB and MdS National Staff to design the M&E framework in line with IMS and SIBS requirements, including data collection templates and processes (S LTA, EH LTA, HC LTA, M&E LTA, IMS LTA, MEO, G LTA)	C.1.1.8 Facilitate process to translate the National M&E framework to District level in line with IMS requirements (S LTA, EH LTA, HC LTA, M&E LTA, IMS LTA)	N/A	N/A					
			C.1.1.6 Facilitate process of guidelines developments and socialization for Sanitation Construction (Latrines, Drainage..etc) and Demand Creations (PAKSI guideline)	N/A	N/A	N/A					
			Leadership and Governance								
			C.1.1.9 Support establishment and facilitation of a forum with DNSB and MdS National Staff and other key stakeholders to provide oversight of the sanitation roadmap implementation and change the approach where results are unsatisfactory. (S LTA, EH LTA, HC LTA, M&E LTA, IMS LTA, CD STA)	N/A	N/A	N/A					
			C.1.1.10 Support DNSB and MdS National Staff advocacy with decision makers and parliamentarians to secure flow of funds for implementation (S LTA, EH LTA, HC LTA)	N/A	N/A	N/A					
			Project Risks to be jointly managed								
3.1/3.3		C.1.2 - National HWWS Campaign Initiative, focussing on behaviour change (BC) campaigns, use of mass media	Human Resource Development								
			C.1.2.1 Advise, and mentor MdS to develop formative research plans, tools, and procedures to ensure collection of sufficient evidence for the development of behaviour change interventions (BCC LTA, M&E LTA, G LTA)	C.1.2.4 Advise and mentor district level health staff to oversee, coordinate and ensure quality of SISCa based delivery of BC campaigns (BCC LTA, BCCO, G LTA)	C.1.2.6 Train subdistrict health staff and community health volunteers in IPC skills and activities to support BC campaigns / programme components (BCC LTA, BCCO,	N/A					

**ANNEX 2C:****Support for Ministry of Health (MdS) in Sanitation and Hygiene**

PAF Reference	GoTL Action Priority	Specific focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$USD				GoTL Budget 2014
			National	District	Sub-District/ Community	Private sector & NGO suppliers	2014	2015	2016	2017	
					G LTA)						
			C.1.2.2 Advise, train and mentor MdS Health Promotion staff to enhance awareness and skill in designing an evidence based BC campaigns (BCC LTA, M&E LTA, G LTA)	C.1.2.5 Advise, train and mentor district level health staff to enhance awareness and skill in contract supervision, financial management and in the use of tools and procedures for campaign implementation, oversight and monitoring (BCC LTA, BCCO, PFM LTA)	N/A	N/A					
			C.1.2.3 Advise and mentor MdS Health Promotion staff to enhance awareness and skill through behaviour change communication (IPC, mass media mix) (BCC LTA, M&E LTA, G LTA, BCCO)	C.1.2.5 Advise, and mentor district level health staff to enhance awareness and skill in managing IPC activities delivered by PSF's through SISCa, including supportive supervision of PSF's (BCC LTA, BCCO PFM LTA)	N/A	N/A					
			Organisational Development								
			C.1.2.7 Facilitate process with MdS National Staff to influence the design of the M&E framework for the national strategy to meet HP requirements (BCC LTA, M&E LTA, IMS LTA, G LTA, S LTA, EH LTA)	C.1.2.11 Support DHS to embed behaviour change promotion as part of regular DHS activity (BCC LTA and BCCO)	N/A	N/A					
			C.1.2.8 Support in the development of data collection tools, and guidelines(BCC LTA, M&E LTA, IMS LTA, G LTA)	C.1.2.12 Support DHS with budget planning for ongoing integrated promotion (BCC LTA, PFM LTA)	N/A	N/A					
			C.1.2.9 Support MdS staff in the design of tools and procedures for BC campaign intervention development, and for pretesting materials and interventions (BCC LTA, BCCO)	C.1.2.13 Support DPHOs in monitoring use of materials to ensure effectiveness and to identify need for modification (BCC LTA, BCCO, M&E LTA)	N/A	N/A					
			C.1.2.10 Support MdS staff in the design of tools, guidelines and training (using a competency based assessment framework) for IPC activities, and to deliver training on IPC to health staff and PSF's (using train the trainer model), and in quality monitoring of IPC activities (BCC LTA, BCCO, G LTA, M&R LTA)	C.1.2.14 Support DPHO and health staff in monitoring quality of trainings and providing supportive supervision for subsequent implementation to provide constructive feedback for the improvement of materials / trainings / guidelines (BCC LTA, BCCO, M&E LTA, IMS LTA, G LTA)	C.1.2.15 Support subdistrict based health staff in monitoring quality of trainings and providing supportive supervision for subsequent implementation to provide constructive feedback for the improvement of materials / trainings / guidelines (BCC LTA, BCCO, M&E LTA, IMS LTA, G LTA)	N/A					
			Leadership and Governance								
			C.1.2.16 Support cultivation and management of MdS partnerships with NGO and private partners to optimize reach and quality of the campaign (BCC LTA, G LTA and BCCO)	C.1.2.17 Facilitate regular learning workshops with key stakeholders to share successful mechanisms and to support integration of promotion efforts (BCC LTA, G LTA and BCCO)	N/A	N/A					

**ANNEX 2C:****Support for Ministry of Health (MdS) in Sanitation and Hygiene**

PAF Reference	GoTL Action Priority	Specific focus for 2014	Capacity Development Activity Plan				BESIK budget allocations by year \$USD				GoTL Budget
			National	District	Sub-District/ Community	Private sector & NGO suppliers	2014	2015	2016	2017	2014
		<i>Project Risks to be jointly managed</i>	<i>Coordination between the private sector and NGO will slow implementation</i>								
3.4		C.1.3 - WASH in schools	Organisational development								
			C.1.3.1 Support MdS to develop an implementation plan for how they will deliver WASH in schools under the MOE guidelines (not yet approved)	NA	NA	NA					
			C.1.3.2 Support MoH in collaboration with MoE Curriculum Department to ensure the link of School Health Promotion with Extra Curricula activities	NA	NA	NA					
		<i>Project Risks to be jointly managed</i>	<i>Coordination between MoE and MoH will not allow the link to curricula to be developed</i>								



ANNEX 2D:

Support for Ministry of Public Works (DNCQA) in Water Resource Management

Note: **Red** indicates that the amount is yet to be confirmed

PAF Reference	DNCQA Annual Action Plan Activities 2014	Priority	Specific focus for 2014				BESIK budget allocations by year \$US				GoTL Budget
				National	District	Sub-District/ Community	2014	2015	2016	2017	2014
2.2	D.1 - Promover o quadro legal e regulamentos dos Recursos Hídricos. (Promote the legal framework and regulations of Water Resources.)	4	D.1.1 - Water Resources Management stakeholder communications	Human Resource Development			\$18,000				
				D.1.1.1 Advise and coach national staff to produce WRM communications (WRM LTA, Volunteer, L&D STA)	N/A	N/A					
				Organisational Development							
				D.1.1.2 Facilitate process with national staff to design stakeholder communications processes (WRM LTA, Volunteer, G LTA)	N/A	N/A					
			Project Risks to be jointly managed	(i) Uptake of staff, particularly new staff, in the learning that is offered and ability to apply it to written communications.							
2.2	D.2 - Aprovação e implementação a Lei e Política dos Recursos Hídricos. (Adoption and Implementation of the Law and Politics of Water Resources.)	1	D.2.1 - Development, drafting and finalisation of the Water Resources Policy and Law.	Human Resource Development			\$69,500				
				D.2.1.1 Advise and coach national staff to understand policy development processes and importance of gender research (WRM LTA, Volunteer, G LTA, L&D STA)	N/A	N/A					
				Leadership and Governance							
				D.2.1.2 Undertake research, formulation and drafting of National Water Resources Policy and the Water Supply Policy (WRM LTA, Policy STA, G LTA)	N/A	N/A					
			D.2.1.3 Undertake desktop review of Gender Equality in Water Resource Management to inform the Policy (WRM LTA, G LTA)	N/A	N/A						
Project Risks to be jointly managed	(i) Policies not implemented at operational level (ii) Policies don't accurately reflect the sectors concerns and needs (iii) Findings of gender research not translated into practice.										
2.2	D.3 - Instrumentos de planeamento de gestão da água estabelecidas. (Planning instruments for water management established.)	5	D.3.1 - Baucau Water Resources Management Strategy	Human Resource Development			\$5,000				
				D.3.1.1 Advise and coach existing and new technical staff to enhance awareness and skills at developing a strategy and then meeting the requirements of the management strategy (WRM LTA, L&D STA)	N/A	N/A					
				Organisational Development							
				D.3.1.2 Undertake design of the management strategy, including setting this process as a template for WRM priority setting in other regions (WRM LTA, IMS LTA).	N/A	N/A					
			Leadership and Governance								
D.3.1.3 Advise and support the National Director and technical staff to use the strategy to guide DNCQA WRM research and policy development priorities in Baucau (WRM LTA)	N/A	N/A									
Project Risks to be jointly managed	(i) Strategy isn't used for guidance of DNCQA's WRM activities in Baucau.										
2.2	D.4 - Operacionalização do	2	D.4.1 - Establishing systems to	Human Resource Development			\$18,500				



ANNEX 2D:

Support for Ministry of Public Works (DNCQA) in Water Resource Management

Note: **Red** indicates that the amount is yet to be confirmed

PAF Reference	DNCQA Annual Action Plan Activities 2014	Priority	Specific focus for 2014				BESIK budget allocations by year \$US				GoTL Budget
				National	District	Sub-District/ Community	2014	2015	2016	2017	2014
	Programa Nacional de Monitorizacao da quantidade e qualidade de agua. (Operationalization of the National Program for Monitoring the quantity and quality of water.)		implement aspects of the National Program: (i) Dili Aquifer Monitoring Program and National Groundwater Monitoring Program; (ii) DNCQA Water Monitoring Programs - Implementation Plans and Budgets; (iii) Groundwater and Spring database	D.4.1.1 Advise and coach existing and new technical staff to enhance awareness and skill in (i) monitoring and the requirements of the monitoring program; (ii) program planning; (iii) using and managing data bases (WRM LTA, L&D STA)	N/A	N/A					
				Organisational Development							
				D.4.1.2 Support DNCQA technical staff to design the systems and processes for operating the monitoring programs (WRM LTA, IMS LTA, M&E LTA)	N/A	N/A					
				.4.1.3 Support DNCQA technical staff to operationalise program plans and submit budget proposals for monitoring programs established by BESIK (WRM LTA, PFM LTA)	N/A	N/A					
				D.4.1.4 Facilitate a process with DNCQA technical staff to design and implement groundwater and spring data bases (WRM LTA, IMS LTA)	N/A	N/A					
				Leadership and Governance							
				D.4.1.5 Advise and support the National Director and technical staff to use water quality data to support evidence based decision making (WRM LTA)	N/A	N/A					
			Project Risks to be jointly managed	(i) Monitoring programs not supported by the GoTL in the 2015 budget; (ii) DNCQA not using Database.							
	Hydro-meteorological Monitoring Program.	0	BESIK not supporting								\$17,100
2.2	D.5 - Operacionalização de sistemas relativos à disponibilidade de recursos hídricos em Timor-Leste. (Operation of systems related to the availability of water resources in Timor-Leste.)	3	D.5.1 - Completion of science research: (i) Liquica Water Resources Study; (ii) Electromagnetic work in Baucau.	Human Resource Development			\$108,000				\$1,000
				D.5.1.1 Advise and coach existing and new technical staff to enhance awareness and skill to undertake water resource assessments, and on developing water resources policy from science research (WRM LTA, L&D STA)	N/A	N/A					
				D.5.1.2 Support DNCQA technical staff to complete and report on the studies based on sound technical approaches (WRM LTA, L&D STA)	N/A	N/A					
				Organisational Development							
				D.5.1.3 Facilitate the design of systems and procedures inside DNCQA linking water science projects, policy development and stakeholder communications.	N/A	N/A					
				Leadership and Governance							



ANNEX 2D:

Support for Ministry of Public Works (DNCQA) in Water Resource Management

Note: **Red** indicates that the amount is yet to be confirmed

PAF Reference	DNCQA Annual Action Plan Activities 2014	Priority	Specific focus for 2014				BESIK budget allocations by year \$US				GoTL Budget
				National	District	Sub-District/ Community	2014	2015	2016	2017	2014
				D.5.1.4 Facilitate collaborative research between DNCQA and NGO's to inform policy development, and communicate policy recommendations to government. Support DNCQA to implement the policies internally. (WRM LTA)	N/A	N/A					
			Project Risks to be jointly managed	<i>(i) Research yields poor results (ii) DNCQA don't use the results to inform policy and practice (iii) Adequate water resources not found.</i>							
2.2	D.6 - Exploração águas subterrâneas em três lugares, Suai, Hatudo e Be-asu. (Groundwater exploration in three places, Suai, Hatudo and Be-asu.)	0	D.6.1 Completion of field observations of groundwater at three sites.	BESIK not supporting			\$0				
2.2	D.7 - Observacao águas subterrâneas nas áreas das escolas com a distância de 500 metros, para suportar DNSA no fornecimento águas nas escolas. (Make observations of groundwater within 500m of schools to the support the DNSA water supply in schools.)	0	D.7.1 As part of g'water supply program, assessment of g'water resource within 500m of schools, for up to 6 schools	BESIK not supporting			\$0				
2.2	D.8 - DNCQA administration and operations support		D.8.1 - DNCQA budget and planning, completion of the DNCQA Strategic Plan 2014 and DNCQA Capacity Development Plan, and completion of key HRD activities	Human Resource Development			\$26,000				
				D.8.1.1 Advise and coach DNCQA staff on a planned and ad hoc basis to develop a broader base of skill and confidence in execution of their duties. Areas of development include: public administration, in house meeting management and participation, key technical skills in water resource management, leadership (WRM LTA, L&D STA)	N/A	N/A					
			Project Risks to be jointly managed	<i>(i) Skills training that can be offered isn't closely related to job tasks and therefore active learning opportunities are missed; (ii) time constraints result in insufficient time to develop capacity of staff.</i>							
	Portuguese language training – x10 staff for 3mth	0	BESIK not supporting								\$ 2,200

**ANNEX 2E:****Cross cutting support (Information Management, Monitoring & Evaluation, Gender)**

PAF Reference	GoTL Action Priority	Specific focus for 2014				BESIK budget allocations by year \$US			
			National	District	Sub-District/ Community	2014	2015	2016	2017
1.3	E.1 - Strengthen DGAS and Directorate M&E systems and ensure their utilization in operational and sector planning	E.1.1 - Strengthen government RWASH monitoring and reporting systems	Human Resource Development			50,000	50,000	43,000	13,000
			E.1.1.1 Advise and coach DGAS and Directorate staff to enhance awareness and skill in utilising data for planning and reporting (M&E LTA, IMS LTA, MEO)	E.1.1.5 Advise, train and coach DAA and DDSB staff to enhance skills in analysis and utilisation of SIB/SPT data in their work and local development planning. (M&E LTA, IMS LTA, MEO, enumerators, CDO, L&M mentor)	E.1.1.6 Train new SDFs and other data collectors in SIBS data collection. (M&E LTA, IMS LTA, MEO, CDO)				
			Organisational Development						
			ANNEX E: Develop data bases that support an integrated and connected approach between BESIK, DGAS and sector partners (M&E LTA, IMS LTA)	NA	NA				
			E.1.1.3 Accessible and appropriate M&E products and reports	NA	NA				
			Leadership and Governance						
			E.1.1.4 Support the establishment of a national system for QA of monitoring processes and data (M&E LTA, IMS LTA, MEO)	NA	NA				
		Project Risks to be jointly managed	(i) Capacity for high-level system design is not (and is unlikely to be) an in-house capacity						
1.3	E.2 - Improve district level coordination for service delivery	E.2.1 - Build connectivity between Districts, and between Districts and Dili by establishing remote data transfer systems	Human Resource Development			10,000	10,000	10,000	10,000
			E.2.1.1 Advise and coach national staff to enhance basic use of ICT technology (IMS LTA, L&D STA)	E.2.1.3 Advise, train and coach district staff to enhance basic use of ICT technology (IMS LTA, L&D STA)	NA				
			Organisational Development	Organisational Development	Organisational Development				
			E.2.1.2 Facilitate the development of protocols and tools for system trouble shooting and maintenance (IMS LTA)	E.2.1.4 Install hardware in the Districts (IMS LTA)	NA				
			E.2.1.5 Provide funding of selected equipment: as required to implement connectivity plan. (ie: motor cycle, printers, cabling equipment. (IMS LTA)	E.2.1.6 Support district staff to utilise the systems capabilities to achieve improved District coordination (IMS LTA)	NA				
		Project Risks to be jointly managed	(i) IMS LT Adviser spread too thinly due to lack of local resources for ICT						
		1.3	E.3 - Aumenta konesimentu no sensitisaun kona ba igualdade jeneru no grupo vulneravel (Increase understanding and awareness about gender	E.3.1 - Support development, implementation and monitoring of program approaches & guidelines that maximise gender and inclusive community development, and that staff (govt & NGOs) have awareness and skills to implement.	Human Resource Development				
E.3.1.1 Strengthen Gender and social inclusion aspects of PAKSI delivery	E.3.1.6 Strengthen Gender and social inclusion aspects of PAKSI delivery				E.3.1.9 Support and mentoring to PAKSI implementers (government and non-government)				
NA	NA				E.3.1.10 Training of CDOs to orientate DAA in use of tools(NCDO)				
Organisational Development									
E.3.1.2 Support the integration of Gender and social inclusion aspects of PAKSI delivery	E.3.1.7 Support the integration of Gender and social inclusion aspects of PAKSI delivery				NA				
E.3.1.3 M&E tools for DAA to set up baseline and monitor progress of roll-out and GMF functionality, inc. GMF registration system (M&E LTA & IMS LTA)	E.3.1.8 M&E tools for DAA to set up baseline and monitor progress of roll-out and GMF functionality, inc. GMF registration system (M&E LTA & IMS LTA)				NA				

**ANNEX 2E:****Cross cutting support (Information Management, Monitoring & Evaluation, Gender)**

PAF Reference	GoTL Action Priority	Specific focus for 2014				BESIK budget allocations by year \$US			
			National	District	Sub-District/ Community	2014	2015	2016	2017
	equality and vulnerable groups		E.3.1.4 Finalisation of SDF Field Workers manual - launch & orientation	NA	NA				
			Leadership and Governance						
			E.3.1.5 Share findings from MHM preliminary research to inform PAKSI delivery	NA	NA				
		Project Risks to be jointly managed	Opportunity to build on GoTL priority for gender equality and inclusion of vulnerable groups in 5 year plan, however recognise institutional constraints in addressing these priorities.						
		E.3.2 - Support the development and implementation of a Gender and WASH action plan, with gender and social inclusive M&E	Human Resource Development						
			E.3.2.1 Disseminate learnings and recommendations related to gender barriers for women SDFs and Sanitarians mapping exercise	E.3.2.7 Disseminate learnings and recommendations related to gender barriers for women SDFs and Sanitarians mapping exercise	E.3.2.9 Analysis of gender barriers related to female SDFs and Sanitarians.				
			E.3.2.2 Identify processes and targets that strengthen gender and equality and social inclusion promotion in HRD (HR/OD LTA)	E.3.2.8 Training support in line with what is identified at national level	NA				
			Organisational Development						
			E.3.2.3 Identify processes and targets that strengthen gender equality and social inclusion promotion in O&M Pathway (RWS LTA)	NA	NA				
			E.3.2.4 Support development of GESI in M&E systems for PAKSI and O&M (M&E LTA & IMS LTA)	NA	NA				
			E.3.2.5 Support DNSB to ensure gender and social inclusion are integral to systems and implementation of vulnerable HH program.	NA	NA				
			Leadership and Governance						
			E.3.2.6 Institutional analysis of gender equality issues in DGAS	NA	NA				
		Project Risks to be jointly managed	Opportunity to build on GoTL priority for gender equality and inclusion of vulnerable groups in 5 year plan, however recognise institutional constraints in addressing these priorities.						
1.3	E.4 - Institutional development of the Ministry (DGAS/DNSA)	E.4.1 - DGAS material support and assets	Human Resource Development			70,000			
				NA	NA				
			Organisational Development						
			E.4.1.1 Refurbish DNSA office to enable joint DNSA/BESIK team workspace in PAT	NA	NA				
			E.4.1.2 Material support to DGAS and Directorates linked to National finance, IT, OD, HR and/or Communication Plans	NA	NA				
			Leadership and Governance						
			NA	NA					
Project Risks to be jointly managed	none								



Annex 3: Personnel Inputs – January-December 2014

The following table provides an indicative summary of 2014 inputs.

No	Position	Notes & inputs for 2014
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DFAT

1	RWASH Program Director	Full time role
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Technical Advisory & Implementing Team – Full Time Roles

1	Operations Manager	Full time role
2	M&E Adviser, Deputy program Director	Full time role
3	Gender and Social Inclusion Adviser	Full time role
4	Public Financial Management Adviser	Full time role
5	Org Dev't & HR Adviser	Full time role
6	Rural Water Services Adviser	Full time role
7	Rural Water Services District Adviser	Full time role
8	Rural Water Services District Adviser	Full time role
9	Rural Water Services District Adviser	Full time role
10	Water Resource Management Adviser	Full time role
11	Sanitation Hygiene Adviser	Full time role
12	Environmental Health Adviser	Full time role
13	WASH BCC Adviser	Full time role
14	Information Management Systems Adviser	Full time role

Short Term Advisers

1	Water Resources Policy and Law Adviser	10
2	Sanitation Policy Specialist	25
3	Hand-washing Promotion Specialist	20
4	Instructional Design Specialist	15
5	Capacity Building Specialist	60
6	O&M in WASH Specialist	40
7	Learning & Development Specialist	50
8	Researcher on Women's Menstrual Hygiene	20
9	Water Law & Policy	60
10	HMIS Specialist	10
11	Unallocated STA	105
	TOTAL STA DAYS	415

Locally Engaged Personnel

1	Office Manager	Full time role
2	Financial Managers	Full time role
3	Corporate Services & HR Manager	Full time role, from October
4	IT Manager	Full time role
5	Rural Water Services Engineers	Full time role
6	Sanitation & Hygiene Promotion Officer	Full time role
7	Training/Learning Development Officer	Full time role
8	Operations and Logistics Officer	Full time role
9	Program Assistant	Full time role
10	Community Development Officers	Full time role
11	Drivers	Full time role
12	Cleaners	Full time role
14	Health Assistant	Full time role



No	Position	Notes & inputs for 2014
15	Translator/Interpreter	Full time role
16	Office Assistant	Full time role
17	Monitoring & Evaluation Officer	Full time role
18	Leadership and Management Mentor	Full time role
19	PFM Mentor	Full time role
20	Training Officer Gender and Social Inclusion	Full time role
21	Sanitation Mentors (x 4)	Full time role
22	Campaign Officer BCC	Full time role
23	Enumerators (various)	Part time role



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