



Timor-Leste
Rural Water, Sanitation and Hygiene

Sector Strategy
2008-2011

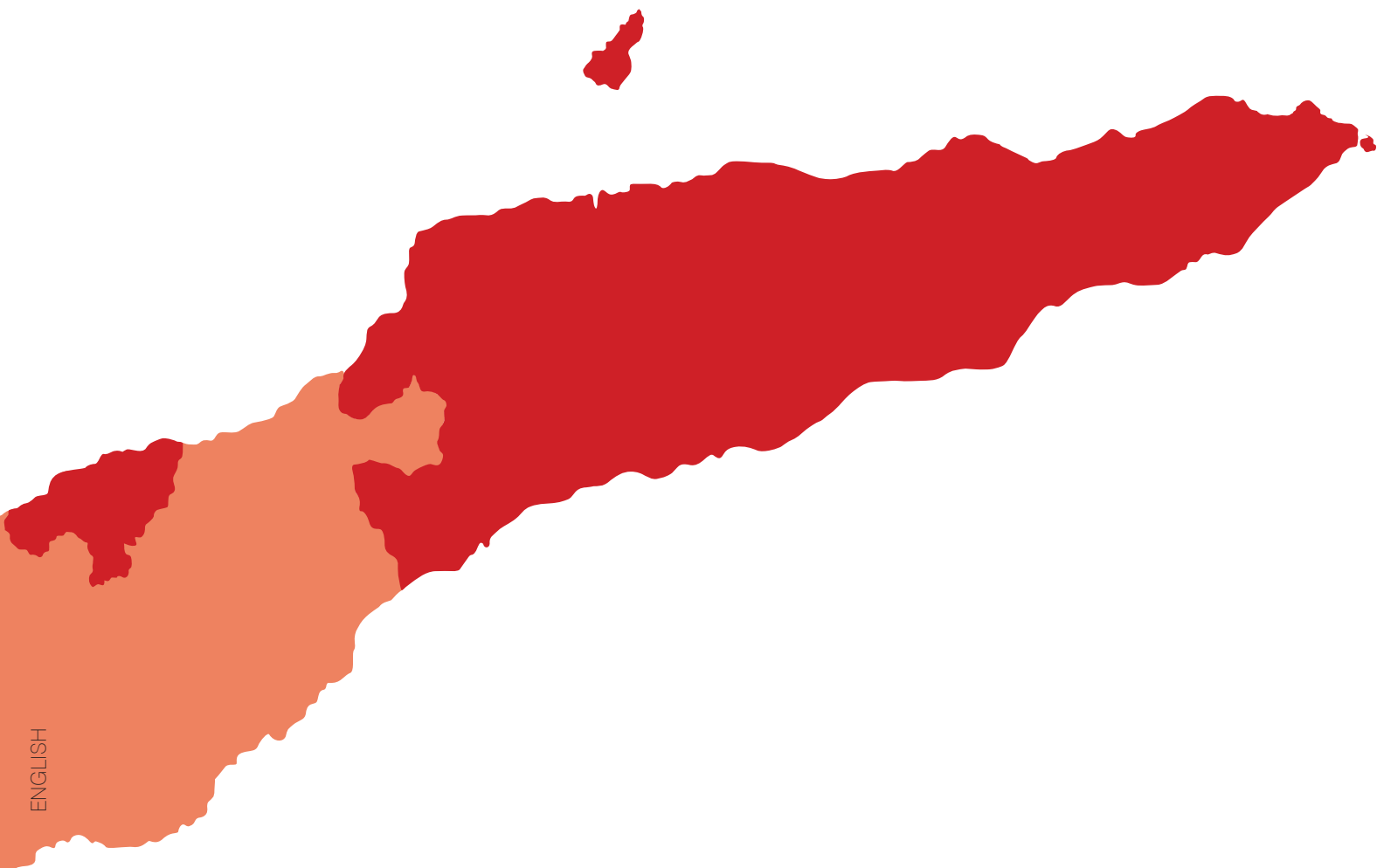




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Preamble

All of us have family and friends who live in rural communities across Timor-Leste. It is a high priority of this government that these communities become healthy rural communities. Sustainable improved access to water, sanitation, environmental health and hygiene behaviour are among the most important ways to achieve this.

In our vision statement contained in the document Timor-Leste 2020, Our Nation Our Future, we stated that community owned and managed water and sanitation activities would be the most appropriate means to reaching our goals. The people in rural communities agreed that they would work together with local authorities to help build and maintain water systems and improve sanitation and hygiene behaviour. Government and civil society organisations agreed to provide materials and technical assistance, policies and education to help communities.

Our most recently promulgated Program of the IV Constitutional Government 2007–2012 proposes to:

- Legislate for water use and sanitation improvements;
- Rehabilitate existing water treatment and sanitation facilities;
- Build new water treatment and sanitation facilities;
- Perform maintenance on such facilities; and
- Develop transversal policies that may have a bearing in human health such as:
 - Environmental conservation,
 - Sanitary control of products,
 - Health education programs,
 - Programs to fight diseases originating in animals,
 - Nutritional programs and
 - Medicine programs.

This document describes the way we propose to achieve these objectives, through the Rural Water Supply, Sanitation and Hygiene Sector Strategy (RWASH-SS). This Sector Strategy is the result of consultations with all key actors, including government, civil society representatives, service provider NGOs, donors and businesses. It is a master plan to be used by all who wish to contribute to improving rural health in Timor-Leste in the future. Over the next two years more work will be done on policy formulation, medium-term expenditure frameworks and on ensuring that all stakeholders work collaboratively in the implementation of the one long-term plan to reach our National Development Goals. We endorse this RWASH Sector Strategy and commend all parties to use it in developing their own work plans and programs.

Eng. Pedro Lay da Silva
Minister for Infrastructure

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Minister for Health

Acronyms

AusAID	Australian Agency for International Development
CFET	Consolidated Fund for East Timor
DNSAS	Department of Water Supply and Sanitation
G-RDTL	Government of the Democratic Republic of Timor-Leste
INGO	International non-government organisation
LGSP	Local Government Support Program
Mol	Ministry of Infrastructure
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
NGO	Non-government organisation
PRA	Participatory Rapid Appraisal
RWASH	Rural Water Supply, Sanitation and Hygiene
RWSSP	Rural Water Supply and Sanitation Program (AusAID)
SS	Sector Strategy
SWAp	Sector Wide Approach
SWP	Sector Work Plan
UNCDF	United Nations Capital Development Fund
UN	United Nations
UNICEF	United Nations Children's Emergency Fund
USAID	United States Agency for International Development

Definitions

Do No Harm	Do No Harm (DNH) helps us to understand more clearly the complexity of the post conflict environments where we work. It helps us see how decisions we make affect intergroup relationships and to anticipate the likely interactions of development activities with a context. It helps us think of different ways of doing things to have better effects. The aim of DNH is to help development workers deal with the real complexities of providing development activities in conflict or post conflict areas with less frustration and more clarity and, it is hoped, with better outcomes for the societies where assistance is provided. DNH provides a framework for determining what will increase community cohesion and intergroup cooperation and to avoid what will exacerbate conflict.
Peace Filter	Health and Peace Building Filter, which has been designed to reflect on health programming in fragile or conflicted settings. The authors argue that such tools can help to move us beyond focusing on inputs and outputs to examining processes, relationships, and the indirect consequences of aid programmes.

1 Executive Summary

The Government of the Democratic Republic of Timor-Leste (G-RDTL) has requested the assistance of the Government of Australia through the Australian Agency for International Development (AusAID) to support their plan for rural health improvements, including improved rural access to drinking water, improved sanitation facilities and health-promoting changes in hygiene practice.

In response, the Rural Water Supply and Sanitation Program (RWSSP) began operating in September 2007. Since then, RWSSP has provided a package of assistance to help the G-RDTL develop a collaborative sector-wide strategy for managing the engagement of all stakeholders to achieve the UN Millennium Development Goals (MDGs) in relation to rural health improvements.

Consultations with interested stakeholders were carried out in two stages. The first stage consisted of RWSSP visits to rural communities, with district government officials, civil society organisations and national stakeholders. Gender balance and separate meetings with men and women took place in a range of settings. The findings resulted in a series of reports and a synthesis paper, which were considered by a representative group at two national workshops. These workshops (the second stage) took place in February 2008 and included participants from all levels of society and representatives from all potential donors, implementors and beneficiaries.

The workshop and eventual design framework for this sector approach used soft-systems analysis in which interventions identify the functions and relationships that are already in existence across the sector and determine where strategic improvements can be made. It is a holistic approach that recognises existing ability and facilitates the emergence of appropriate local solutions. The approach is responsive to meeting communities' rights to health outcomes as articulated in the National Plan and the Millennium Development Goals. The Sector Strategy encourages the use of a number of new approaches to achieve total sanitation and mobilise local potential.



This collaborative process has led to the formulation of the Timor-Leste Rural Water Sanitation and Hygiene (RWASH) Sector Strategy. This RWASH Sector Strategy provides for a 5–10 year strategic planning horizon, broad measures of success and key assumptions, risks and responsibilities. This RWASH Sector Strategy will be the foundation for implementing the Sector Program under which all actors and agencies over the coming decade will contribute to improving rural water supply, sanitation and hygiene in Timor-Leste.

The Sector Strategy consists of a Sector Vision; five Priority Functions. Under each Priority Function are 3–4 General Results (traditionally referred to as Outcomes) that are to be achieved in the medium term and that will contribute towards the longer-term achievement of the Vision. The Sector Strategy will focus on four crosscutting issues to improve effectiveness.

1.1 Sector Vision

Healthy rural communities have sustainable access to improved water supply, sanitation and environmental health, which result in poverty reduction and rural economic development. This is achieved by community action to:

- Align with government policy and customary law;
- Promote gender and social equity;
- Support an integrated and enhanced government, civil society and private sector;
- While maintaining a balance with environmental and natural resource management.

1.2 Priority Functions and General Results

1 Sector policy and planning (functional area)

- 1A Sector policy (general result)
- 1B Sector planning
- 1C Sector Monitoring and Evaluation

2 Support mechanisms and resourcing

- 2A Human resource and institutional support
- 2B Sector management systems
- 2C Sector resourcing systems
- 2D Educational and training capacity development

3 RWASH service delivery

- 3A RWASH service provision coordination
- 3B Rural water supply delivery systems
- 3C Rural sanitation delivery system
- 3D RWASH Behaviour Change systems

4 Community management of RWASH activities

- 4A Communities plan and monitor their own RWASH activities
- 4B Communities implement their own RWASH activities
- 4C Communities manage their own RWASH activities

5 Environmental protection and natural resource management

- 5A Maintenance of water resource integrity

Crosscutting issues

1. Gender equity
2. Social inclusion
3. Do no harm
4. Community led management

For each general result there are 3–5 specific results (traditionally referred to as outcomes). There are a total of 49 specific results described in this RWASH sector strategy.

Each implementing agency, whether government, donor or local organisation, will define the activities these agencies wish to carry out to achieve selected specific result or outcome. These will be described in their respective work plans. The work plans will identify technical resources required for implementation and commitment status; key measures of success and means of verification; timing, risks and assumptions.

The management of this sector strategy is provided through a policy steering and review group (PSRG) and a program management group (PMG). This latter body is expected to eventually become a fully representative national collaborative group. Working under the PMG a series of sub-sector working groups will develop recommendations for policy reform and program implementation. All three levels of management will feed into and draw from the G-RDTL's national planning process.

The sector strategy describes demand-led planning and a framework for monitoring and evaluation, which is designed to be comprehensive, mutually accountable and inclusive, and is results-based in accordance with international standards.





2 Introduction

2.1 Government of the Democratic Republic of Timor-Leste National Plan

In 2001 the National Planning Commission carried out a national consultation involving 38,293 Timorese from all parts of the country and from all walks of life, resulting in the East Timor 2020 – Our Nation Our Future. Following this, the government released its first Five Year National Development Plan 2003–2007¹. Government and community concluded that community owned and managed water and sanitation schemes would be the best means to meet the need for improvements in water and sanitation across rural areas of the country. The people in rural areas said they would work with local authorities to repair and maintain water systems; while civil society and government said they would provide materials and technical assistance to advise people on building their own water supply systems, provide piped water, repair cracked water pipes, pass regulation for the control of health and hygiene hazards, and educate people on the importance of sanitation and water conservation².

The following table represents the 2002 G-RDTL targets for improved water supply and sanitation.

Table 1: National Development Plan Targets for Water Supply and Sanitation (WSS)³

Objectives
Provide adequate, safe and sustainable water supply and sanitation for village/rural communities through community owned and managed WSS facilities
Target Indicator
<ul style="list-style-type: none"> • 100 percent of areas adjacent to urban centers with appropriate access to water; • 80 percent of villages and enclaves with access to appropriate self-managed systems; and • 80 percent of villages and rural communities with effective sanitation facilities

At the 2006 Development Partners Meeting, the date for achieving these target indicators was changed from 2020 to 2015 to be in line with the target date set by the UN MDG⁴. In early 2007 the government released a document indicating their intention to reduce the targets to 75 percent of the rural population with access to drinking water and 40 percent with access to sanitation facilities by 2015, a more realistic objective⁵.

Since the development of the first National Plan in 2002, the strategy for the management of rural WSS has been to encourage communities to take responsibility for the management of their own systems and facilities.

In September 2007 the recently elected G-RDTL promulgated the Program of the IV Constitutional Government 2007–2012, which proposes to:

- Legislate for water usage and sanitation;
- Rehabilitate existing water treatment and sanitation facilities;
- Build new water treatment and sanitation facilities;
- Perform maintenance on such facilities; and
- Develop required policies that enable all this to occur⁶.

2.2 Preparation of the Sector Strategy

This Rural Water, Sanitation and Hygiene Sector Strategy has been developed during eight months of consultation carried out in two stages. The first stage consisted of sub-sector consultations with key stakeholders, such as national- and district- level service providing agencies from both government and non-government organisations, and as well as businesses. The process of consultation included numerous visits to rural communities across the country and discussions with senior and experienced people within communities and villages. These consultations are documented in a series of reports on the context of Timor-Leste, the challenges faced in reaching National Development Plans, the current management capacity of those who are expected to carry out the Sector Strategy, policy gaps, and lessons learned from both the international context and from within Timor-Leste.

The second stage consisted of two two-day national workshops in February 2008; with participants from all levels of society and representing key sector players, including national and district government, donors, INGOs, civil society organisations and community members.

The first workshop utilised the knowledge gained from the first-stage consultations to ensure complete understanding and consensus on the key issues facing the RWASH Sector. The workshop then split into five sub-groups. Each sub-group used a 'soft systems' approach to identify potential areas of influence that could make the whole sector more effective. The groups then met to reach consensus on what they consider an ideal future – resulting in the Vision statement. The groups then presented their ideas for the main clusters of activities which, when synthesised, resulted in 5 groupings which have become the Priority Functions in this Sector Strategy.

The second workshop split into groups of people interested in each agreed Functional Area. The groups defined the expected outcomes for each Functional Area, and their associated specific results, and identified the main activities required to achieve those results. They developed measures and identified major assumptions and risks.

The consultations and workshops strengthened the relationships between groups and organisations currently working together and placed them within the context of an emerging plan for the whole sector and for all to base their own work plans upon. The eight months consultation has been a values-driven activity emphasising the importance of listening to the rural community and to those who have been working with them.

This RWASH Sector Strategy will require additional work, such as the finalisation of key policy documents and the development of a Medium Term Expenditure Framework (MTEF). This additional work is expected to be carried out during the coming 18 months and will be supported by donor technical advice and ongoing sector-wide consultation.

2.3 Sector Financing

The current financing of sector activities is not yet well coordinated. There is no mechanism to ensure that donors or government departments collaborate in their co-financing of sector activities; and strategic planning is minimal.

The Ministry of Infrastructure (MoI) plans to double their commitment to the Department for Water and Sanitation (DNSAS) capital works budget in FY 2009, so that the number of projects to be completed annually will increase from 13 to 26. The Australian Government's Rural Water Supply and Sanitation Program has committed at least \$AU28 m over 2007–2012. UNICEF has recently increased their forward commitment to an annual allocation of \$US 2m over 2009–2013. USAID have also recently announced a \$US 5m allocation for RWASH activities in the future. International NGOs such as WaterAID, Oxfam, Plan, Federation of Red Cross, Triangle and Timor Aid continue to source funding for their own activities. Other INGOs and UN agencies provide funding indirectly through other integrated community development and demand driven activities. The Local Government Support Program (LGSP), which received funding from UNCDF, UN and the Government of Norway, in FY ending 2007, allocated \$US 50,000 or approximately 10 percent of their funds to improving village water supply. The Ministry of State Administration, which administers the LGSP, has a plan to expand to all districts during the coming five years. Other potential sources of funds include the EU and the Millennium Challenge Account.

Total anticipated commitments to RWASH-related activities in Timor-Leste from the G-RDCL's Consolidated Fund for East Timor (CFET), multilateral, bilateral and INGO donors amount to approximately \$US 6.5 m for the FY 2009 and possibly also for the following financial year. Without a properly researched Medium Term Expenditure Framework (MTEF) it is difficult to identify the total investment required; however current calculations indicate that an annual expenditure of at least \$US 16 m will be required over the next seven years (a total of \$US 112 m) to reach the MDG's for rural water and sanitation by 2015.

As the capacity to delivering the required services needs strengthening, much of the early investment will need to go towards building management and implementation capacity within government, among NGO and contracted service providers, and in civil society, including among the beneficiary communities themselves.

3 Scope of the RWASH Sector Strategy

3.1 What is an RWASH Sector Program?

The RWASH Sector Strategy is a framework for the development of a Sector Program under which all partners involved in rural water, sanitation and hygiene in Timor-Leste will work. The RWASH Sector Strategy is modelled on a Sector Wide Approach (SWAp). A SWAp supports the development of a country-led program for a coherent or defined sector in a comprehensive and coordinated manner.

Common features of a SWAp include:

- Government ownership and leadership;
- Partnerships with donors;
- Shared vision and priorities for the sector leading to single sector policy and expenditure programme;
- All funding linked to these common plans and visible on the sector budget;
- Adopting common approaches across the sector; and
- Relying upon government systems and procedures.

Application of a SWAp in Timor-Leste may also lead to:

- Consistency across different funding streams, avoiding duplication;
- Increased chances of implementing policy reforms;
- Development of costed 'sector programs' with links to achieving medium-term expenditure frameworks and strategies to meet international targets such as the MDG; and
- Using Timor-Leste's own systems for financial management and accountability, which can help build capacity and sustainability.

It is important to be aware that this Sector Program is part of a much broader planning process to include other related sector programs and policies. The Sector Strategy for RWASH must therefore be viewed in the context of the work currently being carried out by the National Commission for Research and Development for the whole country.

A SWAp approach is more difficult to apply in this sector because rural water, sanitation and hygiene does not represent a 'coherent sector'. Indeed attempting improvements in this sector touches on the work of up to seven ministries in the current government of Timor-Leste:

- Ministry of Infrastructure, the Ministry of Health (the lead agencies);
- Ministry of State Administration (many of the processes responding to community demand are led by this ministry);
- Ministry of Education and Culture (because of the importance of educating the future generation);
- Ministry of Economy and Development (because they have a significant program to provide grants to rural communities, of which approximately one third will be for water related programs);
- Ministry of Agriculture and Fisheries (because integrated water usage and multiple uses of water provides for a more effective and sustained supply of water); and
- Ministry of Finance (because the sector is largely driven by donor support).

In addition, because of its rural focus, the program is operating largely at the sub-national level (i.e. under sub-district where there is no government presence). Finally the 'sector' must also include a range of civil society organisations and their representatives.

3.2 Boundaries of this Sector Strategy

There are good reasons to take a national approach to addressing a country's needs for improved water supply and sanitation. Such an approach promotes greater alignment to government planning, coordination between service providers and intermediary agencies and encourages a more holistic and integrated approach to working in partnership with the community.

Where a national approach would include the needs of the urban population as well, this Sector Strategy has chosen to focus on the rural sector or areas where there is no government sponsored and maintained piped delivery of drinking water and government supported sanitation facilities. The focus of service provision in such urban environments is on managing and maintaining a government run, community subscribed utility.

The focus of a rural program, however, would be characterised by facilitating much greater self management by civil society or institutions of government within the village or peri-urban community. A rural strategy focuses on improving a communities

access to water and promoting behaviour change that discourages open defecation and hygiene behaviour such as hand washing. An approach for a rural setting will also focus on environmental health issues such as penning animals, reducing malaria and flood mitigation. Rural programs emphasise community management because governments do not have the resources and communities do not have the cash to pay for contracted service delivery. While a national approach is relevant, there are a number of cogent reasons to emphasise and plan for an approach that is focused on rural environments:

- Governments all over the world, and in Timor-Leste since independence, spend a disproportional amount of funds and personnel on urban systems, a situation which is likely to continue if there is not a separate strategy for the rural population;
- The sector-wide consultations and previous experience indicate that determining priorities among villages in need can and should be done at the district level and should include a wide range of actors and parameters partly determined by existing guidelines for district planning. The approaches and strategies for urban and rural warrant different programs;
- Seventy five percent of people living around towns are in peri-urban environments that are best serviced with a strategy more appropriate to rural settings;
- More than 90 percent of the population live in settlements that are suited to a rural approach – only 13 of the 442 Suços (village clusters) in the country that can be considered urban⁷; and
- There are currently two large donor programs operating to provide assistance to urban water supply, most notable the ADB program to improve Dili water supply.

In Timor-Leste this Rural WASH Sector Program includes any part of the country that can be described as having the characteristics of a rural setting and is not serviced by government-managed mains systems. (i.e. if it is not serviced by an urban system then it is considered rural).

3.3 Benefits of the Sector Strategy

Community-felt need for improved access to water is usually related to reducing inconvenience associated with the time it takes to fetch water and community-felt need for improving sanitation is generally very low⁸. In both cases, the relationship to health outcomes is not understood and is not usually the basis for community commitment to management of systems. In fact, the two most significant causes of infant and child mortality in Timor-Leste – lower respiratory infection and diarrheal disease – are directly related to lack of access to improved water supply, sanitation and hygiene behaviour such as hand-washing with soap. The resulting malnutrition and lowered immunity, which leads to poor brain development, renders children unable to benefit from education investments¹.

The challenge of increasing community awareness about the relationship between improved water, sanitation and hygiene practices and health related consequences and postponing the delivery of subsidised facilities until there is this awareness, requires a more strategic and integrated approach among all donors. In addition, to be able to reach the capacity required in the community to provide sustained management of donor and government investments in programs and facilities, it is necessary to spend a considerably longer time with the community building cohesion and inclusive management capacity both before and after traditional project life cycles.

The economic consequences of poor sanitation on health, welfare services and tourism are the subject of a 2008 study of four neighbouring countries of Timor-Leste: Indonesia, Philippines, Cambodia and Vietnam⁹. This study shows an average loss of 2 percent of Gross Domestic Product that could be recovered through improvements in sanitation alone. In Timor-Leste this would amount to at least USD\$11m annually.





4 Sector Strategy Overview

4.1 Sector Vision

The Sector Vision is as follows:

Healthy rural communities have sustainable access to improved water supply, sanitation and environmental health for poverty reduction and rural economic development, achieved by community action:

- Aligned with government policy and customary law;
- Promoting gender and social equity;
- Supported by an integrated and enhanced government, civil society and private sector; and
- While maintaining a balance with environmental and natural resource management.

The Vision Statement represents the higher order goal for the Sector. The Vision is a statement of impact and focuses on our desire to achieve sustained health-related outcomes within rural communities. It represents a picture of what success will look like when beneficiary communities experience a positive change in their wellbeing and livelihoods.

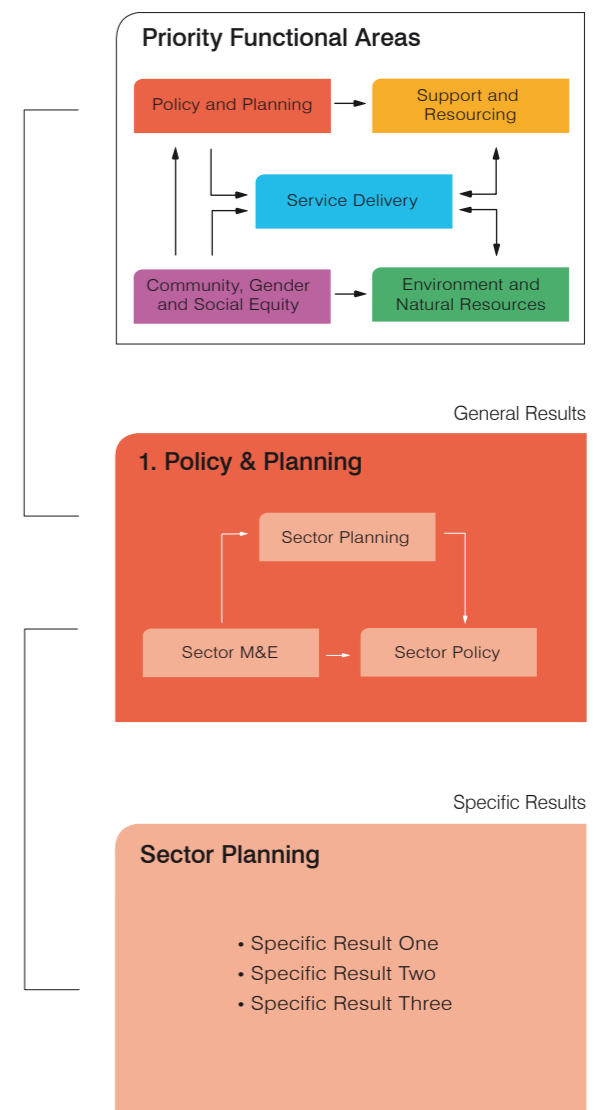
The Vision confirms the policy that rural communities will have the primary right and responsibility to ensure they obtain and manage the resources needed to achieve improved RWASH. The Vision makes clear that the whole community, inclusive of all and with gender equality, will be mobilised to take on this responsibility. Government regulation and customary law will be used to determine how programs of support will be implemented; while the duty of providing support for communities who want to exercise their right to improved health lies with the government working in cooperation with civil society and the private sector. And finally the Vision makes clear that sustainable management of natural resources must underlie all activities carried out to bring about improvements in water, sanitation and hygiene within rural communities.

4.2 Priority Functional Areas

The RWASH Sector Strategy identifies and strengthens functions that influence the whole of the rural water, sanitation and hygiene sector. Choosing functions rather than structures or organisations means that attention will be placed on improving what is already being done. Functions are not confined to one person or position in government, but relate to all actors within the sector. The participative strategy planning process identified five key Functional Areas the Sector Strategy will need to influence to achieve the Vision:

1. Sector Policy and Planning
2. Support Mechanisms and Resourcing
3. RWASH Service Delivery
4. Community Management of RWASH Activities
5. Environmental Protection and Natural Resource Management

The Priority Functions could be considered the sector goals or component areas within the strategic design. For each of the five Functional Areas there is a Systems Statement describing the purpose or intention of the function, and measures describing



what success would look like if this function was operating effectively and efficiently. The relationship between the five Priority Functions, combined with the Vision is described in the diagram shown in section 4.1.

4.3 Sector General Results

For each of the five Functions the RWASH Sector Strategy identifies a number of General Results. General Results could be considered desired outcomes in developing the Functional Area under which they come. A General Result is necessary but not sufficient on its own to achieve the Vision. The achievement of a General Result or Outcome will normally be expected to occur within a timeframe of three to eight years. Each General Result has defined measures of progress and success, and associated assumptions and risk.

The terms General Results and Specific Results are used instead of more common terms such as 'outcomes and outputs' or 'strategies' because it is better understood and more easily translated in to the working languages of Timor-Leste, including Tetum, Portuguese and Indonesian. The importance lies in ensuring there is a logical hierarchy of objectives and a consistent vertical logic between the results statements, the measures and the assumptions. The Design Summary and Monitoring and Evaluation Framework are presented in the Annexes 2 and 8.

The relationship between General Results, Priority Functions and Vision can be described in the diagram shown in section 4.1.

The General Results are identified under each of the 5 Priority Functions as follows:

1 Sector policy and planning

- 1A Sector Policy
- 1B Sector Planning
- 1C Sector Monitoring and Evaluation

2 Support mechanisms and resourcing

- 2A Human Resource and Institutional Support
- 2B Sector Management Systems
- 2C Sector Resourcing Systems
- 2D Educational and Training Capacity Development

3 RWASH service delivery

- 3A RWASH Service Provision Coordination
- 3B Rural Water Supply delivery systems
- 3C Rural Sanitation delivery system
- 3D RWASH Behaviour Change systems

4 Community management of RWASH activities

- 4A Communities Plan And Monitor Their Own Rwash Activities
- 4B Communities Implement Their Own Rwash Activities
- 4C Communities Manage Their Own Rwash Activities

5 Environmental protection and natural resource management

- 5A Maintenance of Water Resource Integrity

4.4 Specific Results

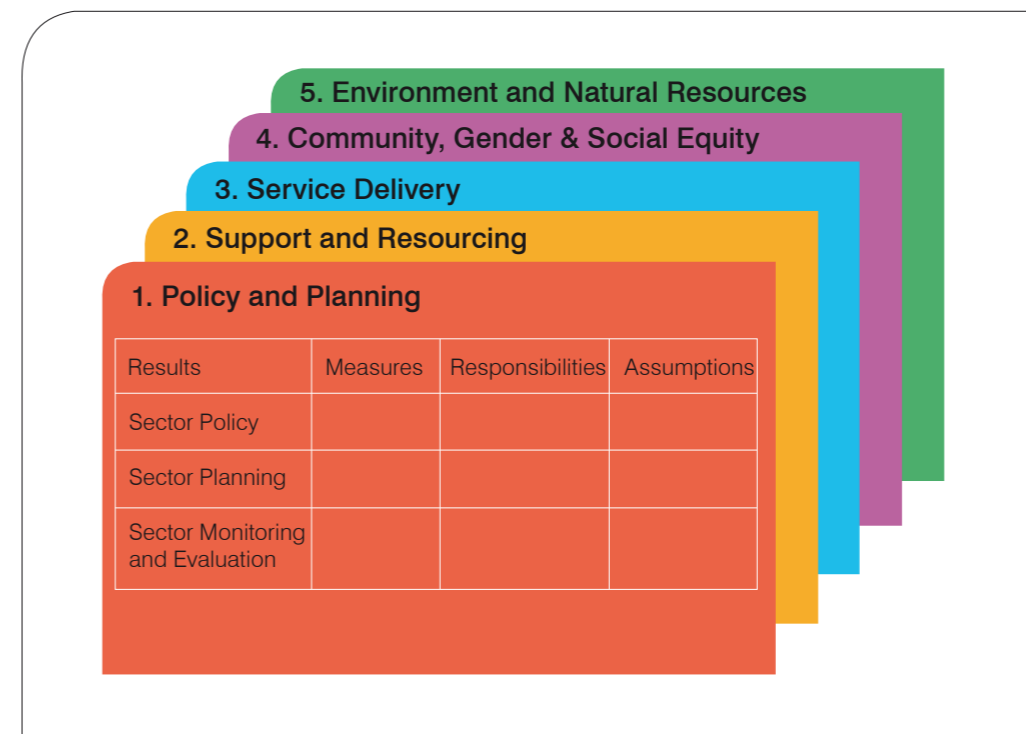
For each General Result, three to five Specific Results have been identified as contributing to its achievement. It is to these Specific Results that resources need to be applied and from which costings and an implementation schedule will need to be identified in a rolling annual and medium-term workplan.

For each Specific Result there will be a set of Activities. Workplans, or annual plans, identify such necessary, measurable and time-bound activities. Activities describe what needs to be done to achieve each of the Specific Results. When these Activities are decided, a resources and implementation schedule can be developed. The Activities will be the basis for determining the inputs and costings required by the respective workplans of implementing agencies and project designers. The Activities, inputs, resources and costings will be described also in government annual plans.

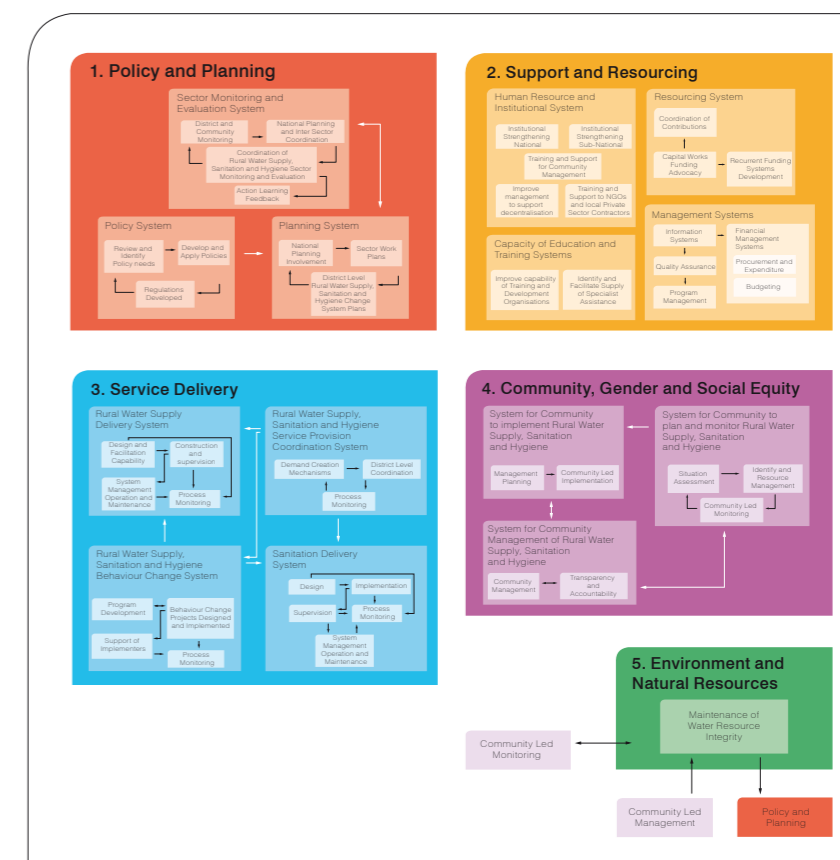
The soft systems approach adopted in the design of this RWASH Sector Strategy also identifies a third dimension of relationships. In addition to a hierarchical relationship where Activities lead to Specific Results and these lead to General Results, and a vertical relationship which describes the relationship between results, measures and assumptions, there is a further connection. This is the connection between one result and another at each level within each of the Priority Functions. The identified results at both the general and specific level relate to each other and influence each other such that one result will only be fully effective if there is a concurrent or ongoing action taken in a related result area.

The three-dimensional relationship or hierarchy of results, and the connection between general and specific results, can be presented as follows:

Sector Vision



Activities





5 Sector Strategy Description

5.1 Sector Policy and Planning

This General Result will be a system that reviews, revises and develops policy and plans for the sector in response to and in coordination with national-level activities. Refer Appendix A for related diagrams.

Measures for progress towards this outcome include:

- Sector policies and budgeted plans are gazetted;
- Sector plans and policies are consistent and integrated with G-RDTL National Development Plans; and
- A sector Monitoring and Evaluation Framework that integrates sector results and outcomes with national-level objectives and MDGs.

It comprises three General Results:

- Sector Policy;
- Sector Planning; and
- Sector Monitoring and Evaluation.

1A Sector Policy

This Specific Result will be a responsive system that identifies and develops policies and guidelines with full sector participation and is applied to all activities in the RWASH Sector.

Progress towards this result will be measured by:

- The number of currently identified policy requirements being drafted and gazetted;
- An annual policy review identifying major policy changes results in less policy needs each year; and
- Reduced incidence of policy gaps and inconsistencies identified by national planners.

Sector Policy will be achieved through three specific results:

1. RWASH Sector policy reviewed in relation to sector needs and national systems and identified for development.
2. RWASH Sector policies developed using participatory methods and applied equitably across the sector.
3. Regulations supporting RWASH policies are developed, gazetted and widely disseminated.

1B Sector Planning

This Specific Result will be a responsive system that identifies and develops sector- and district-level plans in line with national planning, with full sector participation and applied to all activities in the RWASH Sector.

Progress towards this result will be measured by:

- The consistency of the sector plan with the national plan and representation of its higher level outcomes at national planning level;
- A process and structure is formed for the regular review and development of sector- and district-level plans;
- District and sector plans are reviewed annually for consistency and progress; and
- There is a reduced reported incidence of inconsistency between RWASH plans and other sector plans.

Sector Planning will be achieved through three specific results:

1. RWASH Sector involvement in National development planning resulting in more vertically integrated planning for the sector;
2. RWASH Sector Work Plans are developed annually; and
3. District-level RWASH plans developed in an integrated manner with the district planning process.

1C Sector Monitoring and Evaluation

A system of demand-driven monitoring and evaluation across the whole RWASH Sector that:

- Is useful for and used by sector actors;
- Integrates sector results and outcomes with national-level objectives and MDGs;
- Ensures quality implementation and management processes; and
- Assists sustainability through continuous learning and feedback processes.

Progress towards these results will be measured by:

- The consistency of the sector outcomes and measures with the National Development Goals and MDGs;
- The ability of RWASH sector Monitoring and Evaluation data to be relevant, integrated and utilised by national-level monitoring systems; and

- The ability for the Monitoring and Evaluation outputs to be utilised by planning and policy makers.

The Sector Monitoring and Evaluation will be achieved through four specific results:

1. Coordination of RWASH Sector Monitoring and Evaluation with other sectors and national planning;
2. Coordination of Monitoring and Evaluation across the RWASH sector;
3. Demand-driven RWASH process and Result monitoring at district and community levels; and
4. Appropriate, useful and demand-driven evaluation and monitoring data used as feedback to inform the planning and change processes.

5.2 Support Mechanisms and Resourcing

A system that provides the required institutional, management, skills and resourcing systems to facilitate and support the ongoing delivery of RWASH outcomes. Refer Appendix A for related diagrams.

Measures for progress towards this outcome include:

- Reports showing sector structures reflecting the required functions;
- Structures developing a self-reviewing capability; and
- Actual resourcing reported is close to what is planned.

It comprises four General Results:

- Human Resource and Institutional Support Systems;
- Sector Management Systems;
- Sector Resourcing Systems; and
- Educational and Training Capacity Development.

2A Human Resource and Institutional Support Systems

A system that ensures human resources and institutional frameworks at all levels are adequate and sustainable to support the delivery of RWASH services.

Progress towards this will be measured by:

- Plans for implementation and services delivered on budget and on time;

- Repairs carried out in less days; and
- Institutional dimensions and capabilities reflecting the priorities of the general public.

The Human Resource and Institutional Support Systems will be achieved through five Specific Results:

1. Institutional needs for skills, functions, structures and staff numbers (workforce planning) at national level routinely assessed and addressed;
2. Institutional needs for skills, functions, structures and staff numbers (workforce planning) at sub-national level routinely assessed and addressed;
3. Training and support systems to facilitate and support community management are functional and effective;
4. Improved support to facilitate decentralisation activities; and
5. Training and support systems are put in place to assist NGOs and local private sector actors to engage effectively in the sector.

2B Sector Management Systems

Appropriate management systems are in place to provide efficient and effective support for the delivery of RWASH services.

Progress towards this will be measured by:

- A lack of extraordinary budget requests;
- The availability of required resources for implementation; and
- Planned versus actual implementation equivalence.

The Sector Management Systems will be achieved through four Specific Results:

1. Efficient financial management systems in place that allow for effective budgeting, procurement and expenditure;
2. Effective information systems across the sector that provide easy access to relevant and accurate data for decision making;
3. A quality assurance program is in place to ensure that RWASH implementation and management systems achieve the intended results; and
4. A sector management system exists that utilises appropriate techniques and information to ensure the efficient management of programs across the sector.

2C Sector Resourcing Systems

A system that ensures there are adequate financial and technical resources to support the equitable access to and delivery of RWASH services to rural communities.

Progress towards this will be measured by:

- Consistent donor support for short- and medium-term commitments; and
- Movement towards increased internal funding for RWASH activities (user-pays).

Sector Resourcing Systems will be achieved through three Specific Results:

1. Coordination of RWASH Sector contributions;
2. Development of systems to explore and develop methods for sustainable funding of RWASH services (self-funding); and
3. Advocacy to increase resourcing for capital programs from external sources.

2D Educational and Training Capacity Development

A system that ensures that education and training organisations and individuals supporting the delivery of RWASH activities are supported and have adequate capacity.

Progress towards this will be measured by:

- Increasing numbers of training and education resources available to the sector; and
- Increasing levels of self-support/sustainability amongst organisations.

Educational and Training Capacity Development will be achieved through two Specific Results:

1. A system to provide continuing support and development of the capacity of training and education organisations;
2. A system to identify and facilitate the supply of relevant specialist assistance for the RWASH sector as required.



5.3 RWASH Service Delivery

A system that ensures the sustainable delivery of improved water supply, sanitation services and hygiene programs to rural communities. Refer Appendix A for related diagrams.

Measures for progress towards this outcome include:

- Increasing numbers of people and communities with minimum levels of service for water supply;
- Increasing the number of households using an improved sanitation facility;
- Increasing numbers of open defecation free (ODF) communities;
- Increasing the number of households demonstrating key hygiene behaviour; and
- Decreasing the prevalence of diarrhoea episodes in children under 5 years of age.

It comprises the following four General Results: The establishment of:

- RWASH service provision coordination systems;
- Rural water supply delivery systems;
- Rural sanitation delivery systems; and
- RWASH behaviour change systems.

3A RWASH Service Provision Coordination Systems

A system that ensures the integrated and coordinated delivery of RWASH services within communities

Progress towards this will be measured by:

- Demonstrated savings in the integration of individual RWASH services;
- Increased demand – assessed as organised and prepared communities – ready to implement water and sanitation systems;
- Supplies available to respond to demand;
- The number of detailed application from communities; and
- Increased efficiency in implementation.

RWASH Service Provision Coordination Systems will be achieved through three Specific Results:

1. Programs that create demand (and preparedness) for RWASH services are integrated and implemented;
2. The delivery of projects and supplies for water, sanitation and hygiene services/programs are coordinated at district level to ensure efficiency of implementation; and
3. Ongoing monitoring of the implementation process and feedback to management.

3B Rural Water Supply Delivery Systems

Sustainable delivery of improved water supplies in rural areas through decentralised methods.

Progress towards this will be measured by:

- The increased number of people served by the water supply systems;
- Actual implementation of water supply approaches planned numbers;
- Percentage compliance with quality standards; and
- The number of water connections per district sustained over time.

Rural Water Supply Delivery Systems will be achieved through four Specific Results:

1. Design and facilitation capability for water systems;
2. Construction and supervision of water supplies is undertaken in communities, schools and clinics;
3. Facilities are effectively managed, operated and maintained; and
4. There is adequate community level monitoring of implementation and operation of water systems.

3C Rural Sanitation Delivery System

An increasing number of sustainable total sanitation programs delivered to rural communities.

Progress towards this will be measured by:

- Improved sanitation to an increasing number of communities annually;
- Communities remaining open defecation free over time; and
- Increasing number of households with access to a place to wash hands that has all essential supplies.

Rural Sanitation Delivery System will be achieved through five Specific Results:

1. A capacity exists at district level for sanitation programs that are designed in accordance with district plans and National policy;
2. Sanitation programs achieve stated objectives;
3. Adequate supervision of Sanitation program implementation;
4. Sanitation Programs are effectively managed, operated and maintained; and
5. Adequate community level monitoring of implementation and operation of sanitation programs.

3D RWASH Behaviour Change Systems

An increasing number of households demonstrating improved behaviour in relation to safe drinking water, sanitation and hygiene.

Progress towards this will be measured by:

- Increased numbers of communities served with behaviour change interventions;
- Increased number of caretakers of children under 5 years of age practising improved hygiene behaviours; and
- Increased numbers of women participating in planning and implementation of community hygiene promotion interventions.

RWASH Behaviour Change Systems will be achieved through four Specific Results:

1. The development and implementation of an ongoing evidence based National RWASH behaviour change program;
2. Design and implementation of regular behaviour change projects;
3. An ongoing program that supports and resources the implementers and managers of behaviour change programs; and
4. Ongoing monitoring of the program and project delivery.

5.4 Community Management of RWASH Activities

A system the community itself can use to access RWASH activities. Refer Appendix A for related diagrams.

Measures of progress towards this outcome include:

- Increasing levels of sustainable RWASH activities over numerous years;
- Increased levels of satisfaction with RWASH service/program provision;
- Reduced numbers of centrally-led water and sanitation programs; and
- A reduction in the number of reoccurring issues in communities.

It comprises General Results:

- Communities plan and monitor their own RWASH activities;
- Communities implement their own RWASH activities; and
- Communities manage their own RWASH activities.

4A Communities plan and monitor their own RWASH activities

A community-owned, socially inclusive process that communities use to plan and monitor their own RWASH activities, leading to improved health and economic development.

Progress towards this will be measured by:

- The percentage of women/men participating in meetings;
- The percentage of community members approving plans or attending meetings;
- Existence of a community generated plan; and
- Existence of designs that consider water for domestic and economic activities as well as wastewater reuse.

The result will be achieved through three Specific Results:

1. Communities regularly assess their RWASH situation, based on social inclusion;
2. Communities are able to identify and plan to use the resources they have available;
3. Communities carry out basic Monitoring and Evaluation of their actions, progress and management and use the information for planning

4B Communities implement their own RWASH activities

A community-owned, socially inclusive process that communities use to implement their own RWASH activities, leading to improved health and economic development.

Progress towards this will be measured by:

- RWASH activities implemented in accordance with plans;
- RWASH services still operating after multiple years;
- Ongoing maintenance programs in communities;
- Communities collecting fees routinely; and
- Systems with provisions for economic and health activities such as gardens, hand-washing protection for universal basic needs, et cetera.

This will be achieved through two Specific Results:

1. Communities follow their management plan for their resources, that is based on social inclusion and agreed to by all community members; and
2. Communities implement their own RWASH activities according to government policy.

4C Communities manage their own RWASH activities

Communities that are well organised to manage RWASH activities in a transparent and accountable manner, based on equitable social inclusion and full participation.

Progress towards this will be measured by:

- The percentage of population involved in public meetings;
- The number of instances where regulations are broken;
- The ratio of women/men in management groups;
- Contributions percentage / family;
- Reduced number of system interruptions due to community conflict;
- Fees collected as a percentage of required replacement, maintenance and operating cost; and
- Number of house gardens watered.

This will be achieved through two Specific Results:

1. Community has a well-functioning group that can manage RWASH activities; and
2. Communities have trust and understanding based on transparent and accountable systems.

5.5 Environmental Protection and Natural Resource Management

A system that ensures RWASH activities don't impact negatively on the environment, and provides for a sustainable, consistent supply of un-polluted water. Refer Appendix A for related diagrams.

Measures for progress towards this outcome include:

- An adequate supply of quantity and quality raw water available for village water supplies, not degraded over time; and
- No complaints regarding impacts or pollution from RWASH activities.

It comprises one General Result:

- Maintenance of Water Resource Integrity.

5A Maintenance of Water Resource Integrity

An environmental safeguard system that ensures natural water supplies - quantity and quality - and retains their integrity.

Progress towards this will be measured by:

- The number of reported negative impacts of RWASH activities on surrounding water resources;
- The amount and percentage of decrease in incidents where local level environmental regulations (known as 'Tara Bundu') are broken; and
- National laws passed based on *Tara Bundu*.

Maintenance of Water Resource Integrity will be achieved through two Specific Results:

1. A system of environmental review and management of RWASH activities that ensure that the activities either do not have negative impacts or mitigate negative impacts on surrounding water and environmental resources; and
2. RWASH sector actors are actively involved in local - and national - level natural resource management activities to ensure that water resource integrity is maintained.



6 Cross Cutting Issues

A number of key issues will guide the implementation of this Sector Strategy. These are cross cutting issues that are to be applied in the manner of an operational principal. Applying these cross cutting issues as operational principles will lead to improved effectiveness in program delivery. They should be taken account of when carrying out the activities and outputs of each project or a whole workplan. Each has defined intent and indicators measuring their successful application across the sector. They include:

- Gender Equity;
- Social Inclusion;
- Do No Harm; and
- Community-led Management.

6.1 Gender Equity

Gender Equity refers to the intention that men and women are to be provided with equal opportunity to participate in decision-making, leadership, program delivery, program benefit and evaluation. This will be measured by the percentage increase in participation of women in all aspects of RWASH over time, and improved social and economic status of women in the community.

The Gender and Social Analysis carried out as part of the development of the Sector Strategy made the following recommendations:

- Gender analysis is adopted as a core mainstreaming strategy, both to develop understanding of gender roles and relations within the sector, and to educate and build commitment to gender equity of policy makers and service providers;
- Men currently working in the RWASH Sector are engaged in the gender analysis process in order to build commitment to the cause; and are given the tools to implement gender-equitable RWASH activities;
- Close coordination with Secretary of State for the Promotion of Equality (SEPI) and the Gender Focal Point (GFP) to support and strengthen whole-of-government approaches to the gender equality and mainstreaming agenda; and
- The government policy of 'affirmative action where necessary' be adopted for Human Resource Management of the sector (employment processes and training/capacity building), to ensure suitably qualified and experienced women are available to full paid employment opportunities at all levels.

6.2 Social Inclusion

All people in a community are provided with equal opportunity to participate in and benefit from RWASH programs without discrimination or disadvantage. This will apply especially to young people, and socially excluded and intellectually and physically challenged members of any beneficiary community. Analysis processes will ensure participation and inclusion of disadvantaged groups; the percentage of youth participating in program planning and implementation; with the poorest and most disadvantaged members of the community having equitable access to benefits of activities.

The Gender and Social Analysis carried out for the strategy recommends that:

- The sector considers special programming support to Oecussi as the most disadvantaged district;
- Mechanisms be included in district planning processes to ensure poverty analyses when prioritising RWASH activities;
- The 'toolbox' available for implementers to develop the social analysis in communities be extended, and the skills in analysing information from existing Participatory Rapid Appraisal (PRA) tools, such as social mapping, historical timeline, be further developed; and
- Further research be carried out on the impact of social inclusion /exclusion on the sustainability of RWASH activities, and on the assumptions upon which groups are either included or excluded.

6.3 Do No Harm

Programs will be implemented in such a way that the activities carried out will promote community capacity for peace, trust and social cohesion. Do No Harm (DNH) indicators such as the use of connectors for program planning and the Peace Filter will be used to measure this; and will require:

- A DNH framework is used for community implementation in order to shift the understanding of social relationships in communities from implicit to explicit knowledge that is known by the RWASH implementers;
- Government and implementing agency planning will require that considerable time and resources be provided to work with the community to build trust, inclusiveness and social cohesion before capital works begin in a community; and
- The leadership in the community should also be provided with the tools and skills required to promote social harmony, community cohesion and the engagement of sections of the community that are traditionally or potentially excluded.

6.4 Community Led Management

As rural communities are required to manage their own water supply systems,¹⁰ and sanitation and hygiene behaviour are considered to be household issues, the community, as the end-users, should be at the forefront of decision-making and planning in order to ensure sustainability. Promoting this community-led management means providing the community with the resources and the time to become a partner to government to improve and sustain their access to RWASH. Measures of this will include the number of activities planned with community consultation, number of years a water supply system is functioning, and evidence of open defecation free communities.

Community-led management requires:

- Providing resources for the community to adequately understand why change is desirable and the options they have for bringing about change (building the demand for water, sanitation and hygiene);
- Stronger links with local government at the district and sub-district level to ensure good monitoring and ongoing cooperation (building the demand for better governance);
- Assisting the community to become organised, articulate and have the skills to participate in all stages of a project cycle;
- Providing opportunities for skills development among relevant community members designated to promote and sustain RWASH activities; and
- Ensuring greater and more appropriate access to the supplies that are needed to sustain programs over long periods of time.



7 Managing the Sector Program

7.1 Management Structure (Refer to the diagram on pg 30)

The Sector will be managed through the *Policy Steering and Reference Group (PSRG)*.

Chaired by the Minister of Infrastructure, with participation by relevant ministries and donor representatives, the PSRG will meet six monthly to provide overall guidance to those supporting the Sector Program. The PSRG will carry out the following functions:

- Guide the process for the preparation of workplans and annual plans and ensure the needs of the G-RDTL and GoA are met;
- Set high-level policy ensuring that G-RDTL national policy for the sector (as reflecting national MDG goals) is clearly represented in workplans and annual plans;
- Determine the format and required content of workplans and annual plans in conjunction with the RWASH Program Management Group (see below);
- Determine the most appropriate structure for a suitable governing body for the preparation and implementation stage;
- Agree on and make formal requests to donor agencies such as AusAID's RWSSP for the provision of technical assistance and other assistance to improve supply and demand-side performance;
- Assist in ensuring that all G-RDTL personnel from involved ministries are able to participate appropriately and fully in workplan and annual plan preparation processes;
- Consider the rolling plans, proposed activities, cost structure and expected achievements for the implementation of the workplans by donors and implementing agencies as they relate to G-RDTL policy and budget allocations;
- Provide guidance on and oversee the implementation of gender-inclusive participation processes; and
- Provide approval as appropriate and carry forward the development of the workplans by donors and implementing agencies and annual plans by government and expenditure frameworks for final endorsement at the political level.

The sector will also be managed through the *Rural Water, Sanitation and Hygiene Program Management Group (RWASH-PMG)*.

Chaired by the Director of DNSAS within the Ministry of Infrastructure, with membership from key stakeholders and relevant ministries, the Program Management Group will provide routine management of the Sector Program and make recommendations

about resourcing for the implementation of the Program to the PSRG. The RWASH-PMG will carry out the following functions:

- Ensure RWASH directions, projects and activities are properly coordinated and implemented in accordance with government policy and regulations;
- Monitor RWASH programs, projects and activities throughout Timor-Leste to ensure they meet national standards and achieve stated objectives;
- Manage the process of developing the RWASH Sector Program;
- Provide agreement on the steps and work to be carried out in preparation for Policy formulation;
- Establish Working Groups as required for preparation of recommendations and design of processes for policy formulation;
- Review and revise recommendations from Working Groups to be passed on to the PSRG and the National Commission for Research and Planning;
- Review and make recommendations about the forms of aid/donor assistance to be provided to the G-RDTL to be presented to the PSRG and relevant ministers; and
- Review and make recommendations about phasing of programs and allocation of available resources to achieve the RWASH Sector Strategy and relevant related program strategies.

The RWASH-PMG will be assisted by a Secretariat which includes a member of DNSAS designated by the Director of DNSAS. It will meet routinely and provide a six-monthly report to the PSRG. The RWASH PMG will invite other representatives of government, non-government, community and private-sector stakeholder organisations to participate in meetings or activities as appropriate. Sub-Sector Working Groups

Working Groups established to inform policy making and contribute to the work of the National Research and Development Commission will work under the RWASH-PMG and provide them with the advice required to manage the Sector Program. A Sanitation Sector Working Group has been established. The previously established Water Supply and Sanitation Working Group is now focused on providing water and sanitation facilities to the Internally Displaced Persons Camps. It is expected that as this issue resolves, a rural water supply working group will emerge.

8 Monitoring and Evaluation

8.1 Introduction

A draft Monitoring and Evaluation Framework has been developed for use in providing support to the Sector Strategy. The framework has been developed along Results-Based Management Guidelines. This required:

- DAC guidelines to be followed as much as possible;
- Results-based performance monitoring;
- Efficient resource use by donors for monitoring; and
- Specific early attention on sector-level monitoring to support the National Development Plan.

The Monitoring and Evaluation Framework has been designed to ensure that there will be reporting of performance and impact data at higher levels; assessment of progress towards results and outcome at Sector and program level; and outputs, capacity change and process quality data at operational level. Monitoring and Evaluation measures have been selected to reflect these three levels.

8.2 Principles of Monitoring and Evaluation

The following principles were developed after a review of previous programs and discussions with existing Monitoring and Evaluation experts in Timor-Leste. They are meant to guide the design and implementation of the Monitoring and Evaluation framework:

- Demand Driven. The Monitoring and Evaluation needs to be sustained beyond the period of donor support; therefore an emphasis on a demand approach will be adopted;
- Simplicity and Ease of Management. Rural Monitoring and Evaluation is both more costly and less accurate than equivalent urban studies; therefore there needs to be an emphasis on simple, efficient and effective systems for monitoring and evaluating, emphasising the approach of 'minimum but sufficient'; and
- Streamlining of Processes. In accordance with DAC guidelines the Monitoring and Evaluation framework is an attempt to apply Monitoring and Evaluation across all stakeholders programs. It is anticipated that there will be a cooperative effort to finalise a collective Monitoring and Evaluation to be used and applied by key stakeholders including AusAID's RWSSP, UNICEF, USAID and a number of NGOs currently operating in the sector. In addition, the two main ministries of G-RDTL, Infrastructure and Health have systems in place which need consideration in

developing Management Information System (MIS) processes. It is essential that monitoring and evaluation processes are consolidated and streamlined for all users to reduce redundancy, repetition and waste of resources.

8.3 Hierarchy of Measures

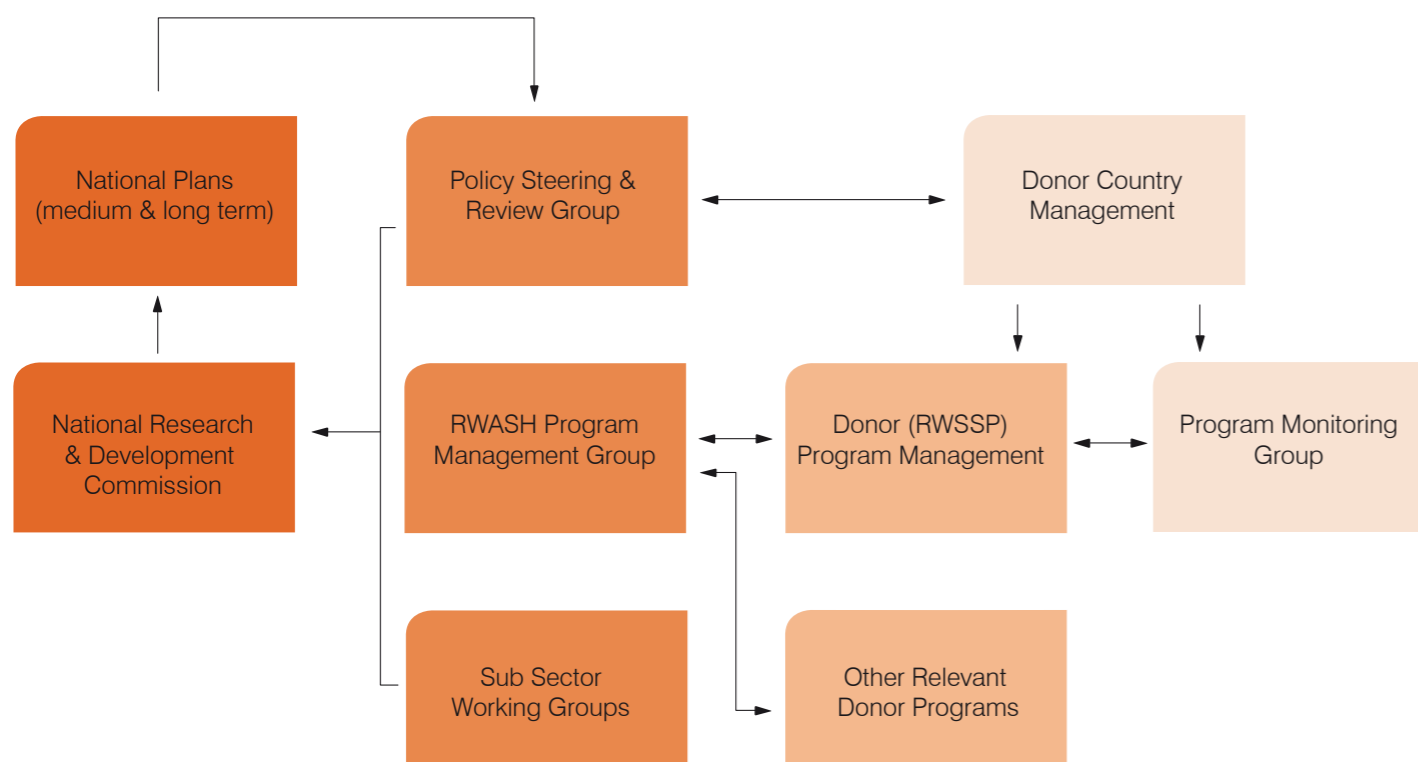
As this Sector Strategy has been developed as a results or outcome oriented approach, the results and outcome statements are a comprehensive descriptions of what success will look like if the Strategy is effectively implemented. Measures have been chosen for their appropriateness to demonstrate movement towards results over time, and also to demonstrate what constitutes achievement of that result. There are three levels of measurement within the Monitoring and Evaluation Framework.

- Performance. The highest level indicators show performance and impact data of the sector at higher levels and are meant for sector decision makers. They seek to measure performance of the sector as it progresses towards the vision and towards improvement in the five Priority Functions;
- Results. The general and specific results outlined in the Sector Strategy provide a detailed outline of what is expected to be achieved within a three to eight year timeframe. The draft indicators at this level are meant to provide an assessment of progress towards these results and also a means for verifying that the results are sustainable; and
- Process Management. While performance and progress indicators are important for sector planners, government and donors, the day-to-day planning and implementation of projects within the sector requires a more detailed and integrated monitoring of outputs and processes at the operational level. These draft measures will emerge from each agency's workplans and programs carried out in support of the Sector Strategy.

8.4 Reporting

It is expected that as basic-process data is collected it will be uploaded into an MIS for use by planners and sector leaders. A comprehensive Annual Performance Report will be prepared as part of the budget and annual plan preparation process from May through to September each year. The Annual Performance Report and Six Month Progress Reports will include a summary of monitoring and progress against RWASH Sector results and activities with special note made of where activities need substantial alteration, or demonstrate significant innovation or success.

Management of the RWASH Sector Program



1 Road Map for the Implementation of the National Development Plan, Dili 15 April 2002

2 Timor-Leste 2020 – Our Nation Our Future, National Planning Commission, Democratic Republic of Timor-Leste, Dili, April 2002, p 23 Road Map for the Implementation of the National Development Plan, Dili 15 April 2002

3 RDTL Planning Commission, May 2002, East Timor National Development Plan (NDP), Chapter 15, Infrastructure.

4 RDTL, et al., March 2006, Combating Poverty as a national Cause: Promoting Balance Development and Poverty Reduction (also referred to as The State of the Timor-Leste Economy), presented to development partners in April 2006.

5 Where Are We Now, MDGs Timor-Leste, January 2007, Goal 7

6 Democratic Republic Of Timor-Leste, Presidency Of The Council Of Ministers, Programme Of The IV Constitutional Government 2007-2012, Dili 6 September 2007 p 56

7 According to the most recent living standards survey information, released in February 2008

8 Caincross, S. (2003) "Water supply and sanitation: some misconceptions", Tropical Medicine and International Health, Vol. 8 No.3, quoted in Dwan, P (2008) International Lessons Learned Analysis, WaterAID Australia, An Issues Paper prepared for RWSSP Timor-Leste, p 15.

9 Caincross, S. O'Neill, D. Sethi, D. (2003) Health, Environment and the Burden of Disease; A Guidance Note, DFID, London.

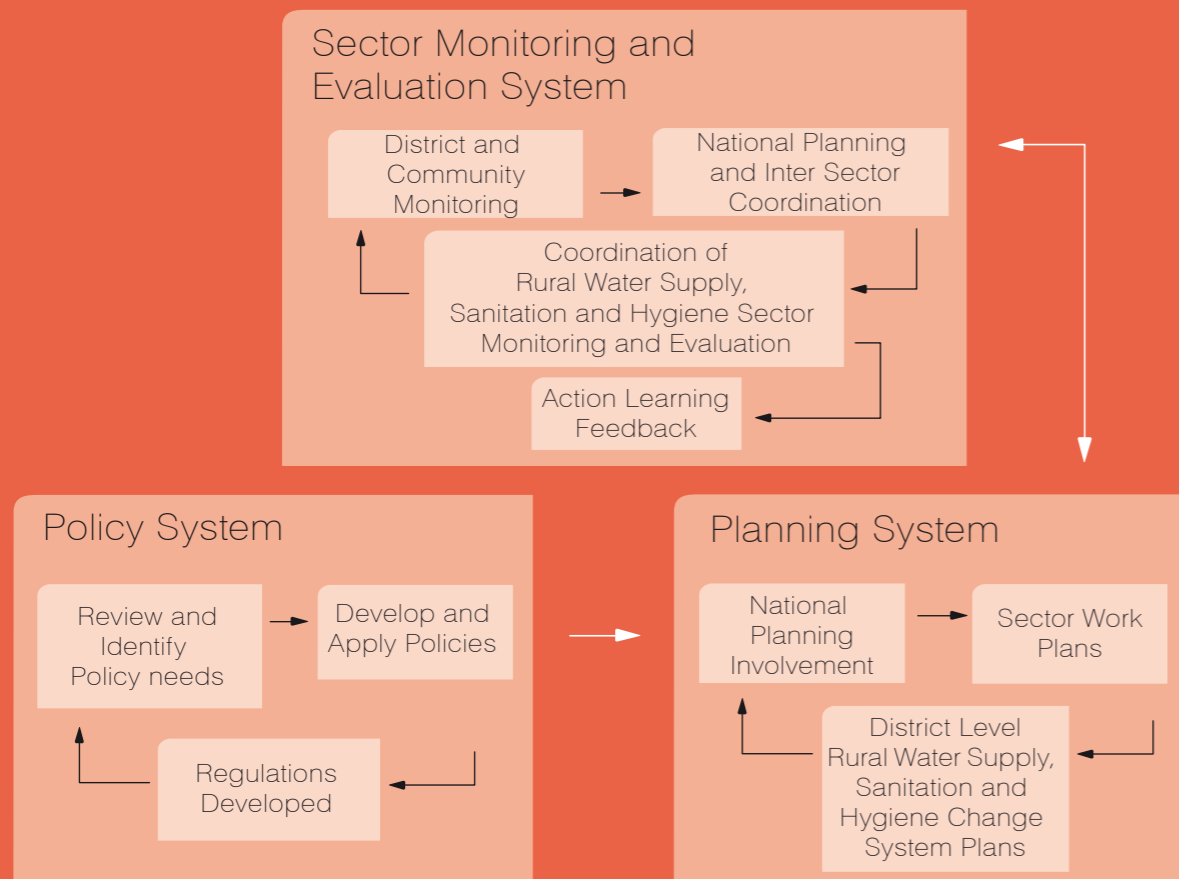
10 Economic Impacts of Sanitation in Southeast Asia, WSP, 2008.

11 Water Decree 2004/4

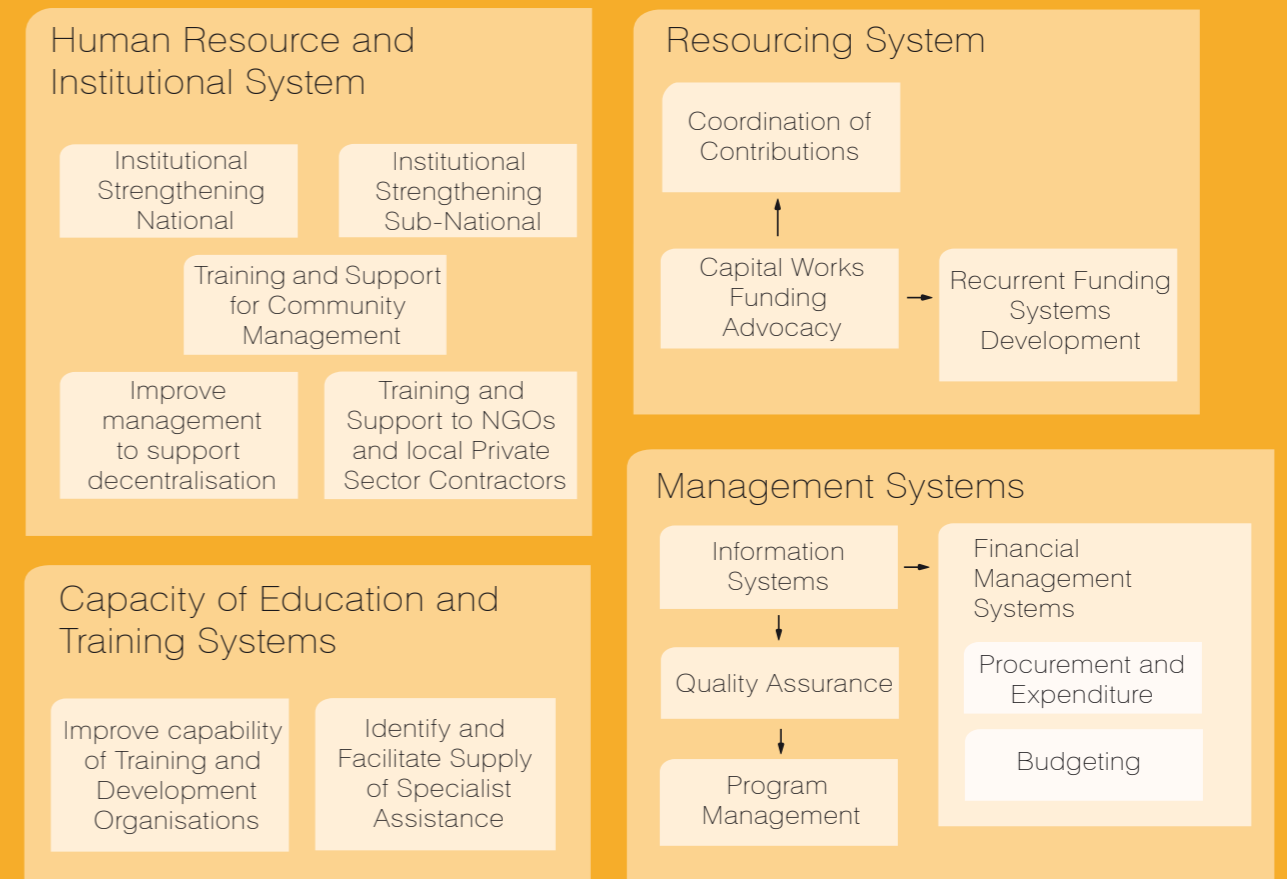


Appendix A

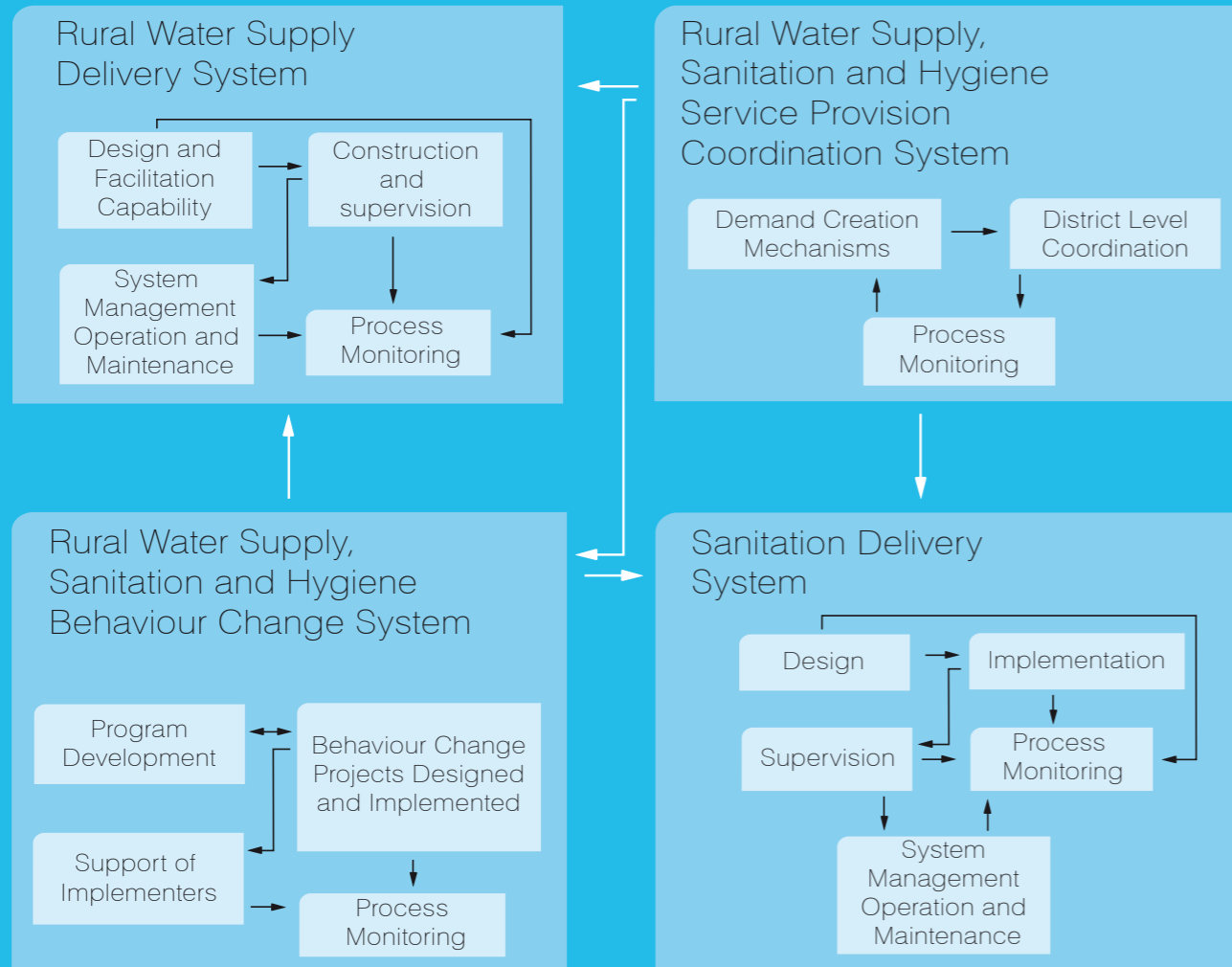
1. Policy and Planning



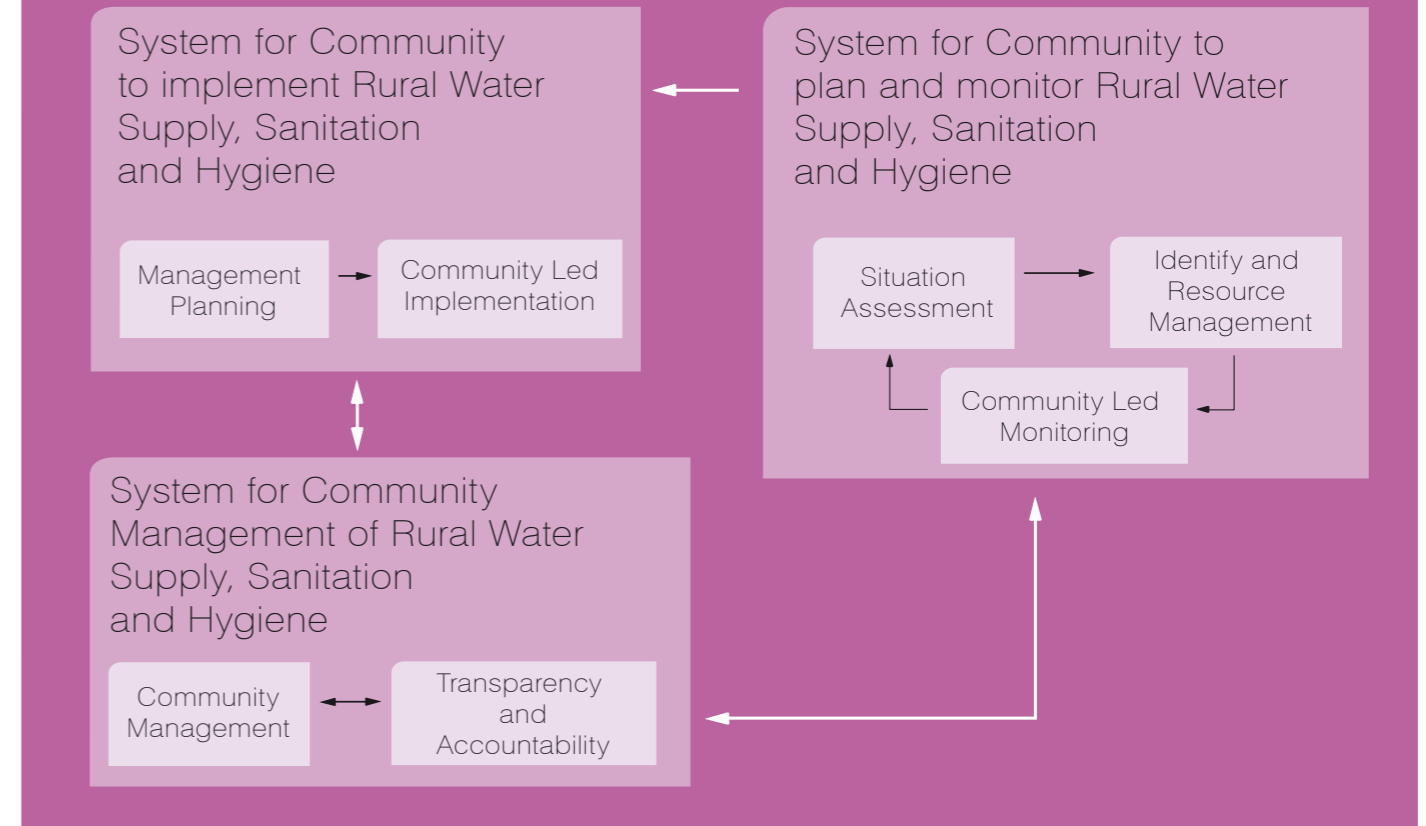
2. Support and Resourcing



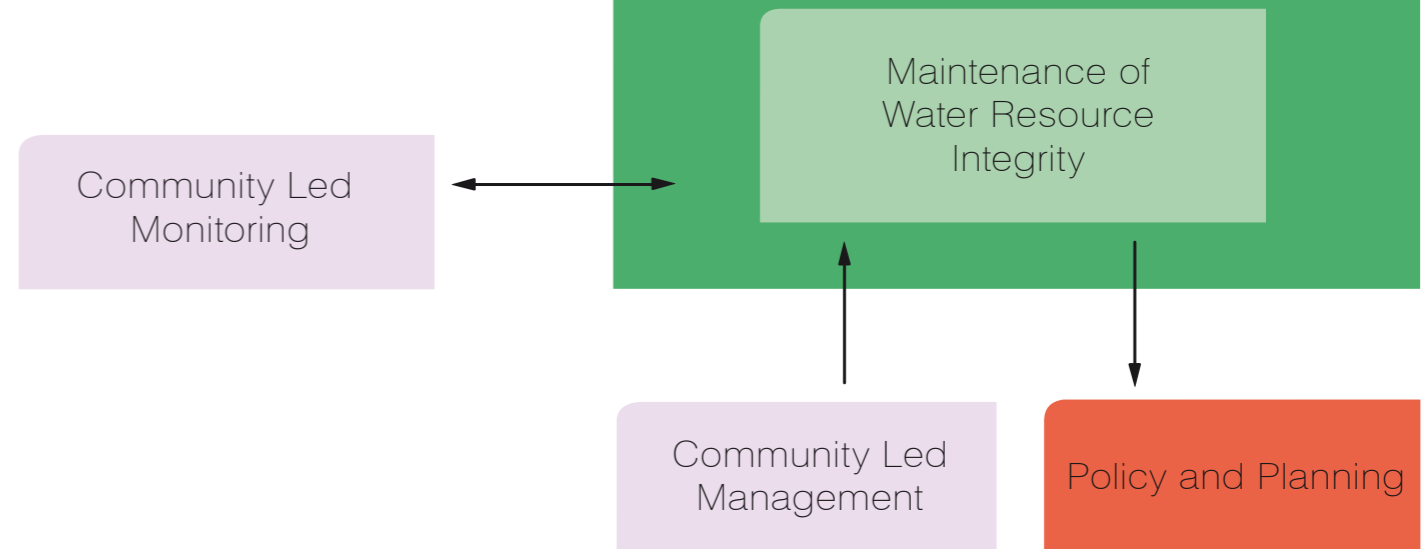
3. Service Delivery



4. Community, Gender and Social Equity



5. Environment and Natural Resources



This report was prepared by the Rural Water Supply and Sanitation Program (RWSSP) in collaboration with colleagues from the Ministry of Infrastructure, the Ministry of Health, other G-RDTL ministries involved in the RWASH sector, local and international NGOs, other stakeholders in the RWASH sector and in consultation with a number of communities throughout Timor-Leste.

The RWSSP is funded by the Australian Government through AusAID.

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