Strategic Learning Workshop

Dili, Timor-Leste

Synthesis Report

November 2019

Supported by:

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Water For Women

WaterAid

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WaterAid/ Jerry Galea

Introduction

On 7th and 8th November 2019, 25 representatives from WaterAid programs in Cambodia, Myanmar, Papua New Guinea and Timor Leste, as well as Australia, United Kingdom and International came together to participate in a learning focused workshop. The event in Dili, Timor Leste created an opportunity for peer learning between two strategically important programs; Water for Women and Sustainable Water, Sanitation and Hygiene program (SusWASH).

At the heart of both programs is WaterAid's systems strengthening approach. System strengthening means understanding that WASH exists in complex systems with many component parts and within different social, economic, political and environmental contexts. It involves identifying and working to address the barriers in behaviours, policies, processes, resources, interactions and institutions that block achievement of inclusive, lasting, universal access to WASH.

To help understand the WASH system, WaterAid have defined a set of nine building blocks, with each block relating to a core sector function or factor. The process of strengthening different functions and factors requires a range of locally appropriate strategies to be utilised. There is no one-size-fits-all solution to systems strengthening. The approach demands learning-oriented, adaptive programs that are informed by an ongoing critical analysis and reflection of evidence.

To guide the process of strategic analysis and reflection across all three Water for Women programs, a shared learning agenda was developed that centred on core thematic areas of interest. These areas of interest were identified following a review the monitoring frameworks for each program to identify common areas of focus. A learning question for each thematic area was defined to encourage the collective and collaborative sharing of experiences and evidence between programs. Whilst each learning area is distinct, they are also recognised as being mutually reinforcing and complementary. A high-degree of shared interest was found between the thematic areas for Water for Women and those of the SusWASH program.

The three learning themes and questions are:

- **Systems strengthening:** Which building blocks are driving change and which are barriers to progress?
- **Gender equality and social inclusion:** What transformative changes is WASH contributing to across the building blocks?
- **WASH service delivery models:** How effectively are delivery models improving and sustaining water, sanitation and hygiene services and practices?

The two-day workshop was structured to enable informed discussion between program teams around the thematic areas and learning questions. The workshop provided a platform to set out the current status and approaches being supported by different teams and establishing a foundation from which future learning can be structured.

The first session focused on systems strengthening, with country teams reflecting on where and how building blocks have been strengthened. Mixed-country groups discussed the links and synergies between the different blocks, the key barriers and drivers of change, and the implications for WaterAid's work going forwards.

The second session focused on gender equality and social inclusion, with country teams using the WASH system building blocks as a framework to discuss transformational change. Groups identified existing strengths, challenges, resistance and backlash, as well as future opportunities.

The third session provided an opportunity to discuss the different approaches being taken to support service delivery models for water, sanitation and hygiene.

The final session revisited our thematic areas and learning questions, with country teams mapping out key activities and products (papers, research or other evidence) that will advance our shared knowledge.

System strengthening

Learning question:

Which building blocks are driving change and which are barriers to progress?

Reviewing the reflections and updates from country teams, the following building blocks emerged as drivers or barriers to progress. It should be noted that labelling a building block as being in either category risks oversimplifying the links and synergies that exist between them. The purpose of identifying drivers and barriers at this time is to provide a sense of where we are seeing progress and to highlight opportunities for further refining program implementation approaches.

Drivers:

Progress in strengthening aspects of planning and coordination were evident across all country teams. Discussions around planning highlighted the fact that having a plan enabled and informed efforts related to several other building blocks. The process of developing and reviewing plans were reported to support coordination, institutional arrangements, monitoring, financing and accountability aspects of systems strengthening work. Although the depth and consistency of these links varied between different contexts. Similarly, support to strengthen coordination processes varied, but provided a platform and mechanism to better understand the relationships, power, interests and motivations of sector leaders and stakeholders.

Barriers:

A common challenge relates to securing additional financing for WASH that would enable the implementation of national policy and plans, as well as the achievement of related targets. Efforts to better understand and influence budgeting processes have been identified by some teams. Institutional arrangements and capacity to implement plans was likewise a shared challenge between country teams. Constraints were felt in relation to government structures, vacant positions, skills gaps and overburdened or unclear roles and responsibilities. However, supporting a strengthening of capacity was a common feature of country team initiatives.

Support to strengthen government monitoring systems was another area of shared focus between country teams. Whilst a commitment to strengthen monitoring systems is evident across the different contexts, the extent to which data has been used was less clear. As monitoring systems mature and the capacity to utilise them evolves, the monitoring building block may become more clearly established as another driver of systems strengthening work.

Highlights from the discussions

Planning

Across the four countries, there was clear evidence of government leadership and involvement in sector **policy**, **planning and strategy** processes. This engagement had taken different forms in different contexts, but a common theme emerging through the discussion was a focus on **planning**; whether at a District / Municipality level, Provincial level or as part of national planning processes. Teams from Cambodia and PNG highlighted the respective usefulness of monitoring and baseline data in reviewing and developing WASH plans. In both countries, plans are being referred to as part of regular sector coordination processes and to engage with marginalised groups and women's rights organisations. Experience of linking WASH plans with financing commitments varied, from the experience in Cambodia where commune / districts had allocated investments, to promising signs of potential future allocations by the District Development Authority in PNG, to a recognition of the challenge in Timor Leste of aligning Municipality priorities with approved budget allocations.

Coordination

All four country teams are supporting **coordination** mechanisms, at different levels: District / Municipality, Provincial and National. Coordination processes have provided teams with greater insights on key sector stakeholders, their interests and the relationships between them. However, qtuestions have emerged about whether representation at coordination meetings is right; should other Government departments, the private sector, CSOs, churches or community representatives also be present. There was also recognition that coordination processes are strengthened only in locations where WaterAid is present and active; this presents both a challenge and opportunity for considering how WaterAid might support a strengthening of district or provincial coordination without an 'on the ground' presence.

Supporting and enabling strong government leadership was a common theme between different country teams, but also recognised as an area of challenge as political leaders in different locations had varying levels of interest and enthusiasm to engage in coordination processes. The practical use of Political Economy Analysis tools has encouraged some innovative thinking around potential ways to foster closer collaboration.

Institutional arrangements

In relation to **institutional arrangements**, country teams shared similar challenges centred around the capacity constraints of district / municipality and provincial teams. Whilst leaders at a local level have the potential to support change at scale, a significant bottleneck to progress is that either a) insufficient staff to support WASH are represented in government structures, b) designated WASH positions remain unfilled, or c) key competencies and skills could be strengthened to more effectively support WASH initiatives.

In some instances, these capacity challenges are compounded by unclear structures within Government departments, a lack of clear job descriptions and ambiguous roles and responsibilities for supporting WASH service delivery and decision making. These challenges can hinder efforts to encourage the fulfilment of role requirements and monitor performance.

Country teams have great respect for the efforts of government staff, recognising they hold significant responsibility but can be hamstrung by the limitations of inadequate budgets and insufficient staff trying to cover broad portfolios of work over wide geographic areas. Plans to systematically review and enhance the WASH related capacities of key staff are being developed by several of the country teams.

Financing

Securing government **financing** for WASH was another area of shared challenge for country teams, albeit one that played out differently in the different contexts. In Cambodia, whilst developing a WASH financing plan formed part of the country's commitment to SWA, the investment of funds did not always appear to align with identified needs. Furthermore, a lifecycle cost analysis demonstrated that allocations for operation and maintenance are substantially lower than likely requirements.

In PNG, the District Development Authority has committed to allocate funds to support implementation of WASH services outlined in the plan. This represents a positive and significant step towards higher allocations and more targeted financial investments to the sector. However, the committed allocations are yet to materialise and financial requirements to achieve sector policy targets far outstrip the increased allocations proposed to date.

In Myanmar, a national strategy for rural WASH, WASH in Health Care Facilities and schools has been developed, which includes an investment plan. However, securing government budget to enable implementation of the plan remains elusive.

In Timor Leste, allocations to the WASH sector have increased in recent years, but the low rate of expenditure is challenging calls for further increases necessary to achieve Government and SDG targets. There appears to be a disconnect between central funding decisions and financing allocations with local and municipal planning processes.

Across the four country teams, there was a shared interest in better understanding national budgeting process and being better positioned and informed to influence financing decisions. However, existing plans to enable this were less clear.

Monitoring

Support to strengthen national **monitoring** systems is a common feature across the four country teams. Historically, Timor Leste has been viewed as a country with a strong national MIS for WASH, but capacity gaps and system limitations have impacted both data collection and use in recent years. Despite this, there remains a high degree of interest and ownership from the government in resurrecting and updating the system to align it with national targets, as well as national and international indicators. Some progress has been made in developing aspects of the system, but questions regarding funding for both the necessary upgrades and training to use it remain somewhat unanswered.

In PNG, support is being provided to the Program Management Unit (responsible for implementing the WASH policy) to establish a monitoring system that will provide consolidated data across a number of significant Development Partner funded WASH programs. This initiative builds on the approach WaterAid adopted in developing a detailed district-wide baseline for the *Water for Women* project. An assessment of the costs involved in undertaking such a comprehensive baseline are planned to inform discussions about scaling the approach. At a district level, WaterAid support to monitoring systems is focused on pilot initiatives funded through the *Water for Women* project.

Development of a national MIS for WASH in Cambodia is another SWA commitment for the country. The monitoring system is evolving, becoming more sophisticated with additional indicators, particularly for sanitation. However, a perceived challenge is reconciling national indicators with SDG/JMP definitions. Sanitation logbooks are in the process of being digitised, meaning Districts will have more sanitation data available to inform future decision making. Two aspects linked to capacity are a) the limited number of people able to support monitoring and b) a gap in technical skills potentially affecting data quality.

The Health MIS in Myanmar includes some data for WASH in HCF, but currently does not align with indicators developed by JMP. The Water for Women project has faced challenges in attempting to encourage the Ministry of Health and Sport to routinely collect and analyse WASH indicators through the system, as well as undertake a reconciliation process with global indicators.

Across all four countries, the development or refinement of national monitoring systems is increasingly aligning with global SDG / JMP indicators. Whilst this global alignment brings greater comparability and consistency between country data sets, it perhaps also comes with a loss of focus on what information local decision makers need, and what capacity and capability is available to collect and analysis data.

Accountability

A discussion on **accountability** revealed the focus of effort tended to support mechanisms that strengthened the ability of citizens to hold government and service providers accountable. To some extent in Timor Leste, the social audit process has been supported by high-levels of Government, whilst simultaneously encountering more resistance at the local level. The social audit process enables communities to provide feedback on government services, including WASH.

In Cambodia, a lack of clarity on roles and responsibilities is limiting the ability of community members to hold leaders accountable for WASH service provision, and the restricted space to discuss rights compounds that challenge. However, district governments are encouraging NGOs and service providers to focus more explicitly on supporting marginalised groups.

The establishment of a district WASH plan and the WASH Coordination Body in PNG have provided a foundation from which accountability mechanisms can be further strengthened. Both processes have raised awareness of WASH and create a platform through which people can hold both WaterAid and the government to account.

Across the countries, different approaches to strengthen accountability mechanisms are being supported, reflective of the context and opportunities.

Gender equality and social inclusion

WaterAid/Remissa Mak

Learning question:

What transformative changes is WASH contributing to and what enabled those changes?

WaterAid has two strategies that underpin the GESI approach – the Global Equality and Inclusion strategy, and WaterAid Australia's Women's Empowerment and Gender Transformation Framework. As reflected in the framework a two track approach is taken with mainstreaming of GESI through each building block, as well as having a specific GESI building block, which reflects GESI focused activities that target a specific groups or redress a historical imbalance or discrimination. The framework also applies an approach of levels of gender equality analysing activities as harmful, inclusive, empowering and transformative, which staff discussed during group discussions.

Highlights from the discussions

What is going well?

Internal GESI Transformation

Country Programs identified WaterAid's commitment to, and expertise in GESI as essential to staffs personal experience of gender and social inclusion transformation, which has supported organisational transformation. This has enabled an alignment between values and behaviours of staff with WaterAid's values and work they are undertaking externally. Staff were proud they were able to reflect the values of the organisation, as well as share how they were living the values in their own lives. The Cambodia team spoke about some practical steps they have been taking to create transformation and share this with partners, including reflecting their values in meetings with partners through a disclosure or slide highlighting WaterAid's values of equality, and that sexist and sexualised jokes would not be tolerated. This has resulted in a reduction in inappropriate comments being made, and some partners reflecting on previous behaviour and sharing with the WaterAid's team their understanding of the damage such behaviour causes.

Capacity building leading to improved strategic planning and policy

Engagement with civil society has been a strength across country programs, with increasing capacity of GESI knowledge and the ability of partner CSOs to influence WASH actors and government. In PNG the East Sepik Council of Women and Disability Person's Organisation have undertaken organisational capacity building as well as GESI training alongside WaterAid staff. The two organisations have been involved in developing the WASH district plan, resulting in GESI being incorporated throughout the plan. Cambodia has progressed work with marginalised groups, engaging people with disabilities in advocacy through photography and storytelling, which has been effective in engaging government staff, and increasing understanding of the lived experience and needs of marginalised groups. The groups engaged in photography and storytelling also reported feeling more included in their communities and empowered.

Data collection

Baseline GESI data collection has been a strength across country programs, enabling country teams to build an evidence base, and utilise the data in their program planning and influencing work. The PNG team found the GESI baseline highlighted some unexpected barriers related to negative social attitudes towards women and people with disabilities within communities, which they plan to address with the support from CSO's education and awareness raising using rights based approaches. Timor Leste is also systematically collecting information about gender and disability through mWater and is planning to streamline disability data collection in order to guide future adaptations to programming approaches.

Where are the challenges?

Financing and gender sensitive budgeting

All country programs found both financing of WASH, and strengthening government gender sensitive budgeting processes to be a challenge, or an area that had not been actioned yet. This comprises both having financing for GESI specific elements within WASH budgets, as well as mainstreaming GESI throughout budgets and having a relevant allocation to enable this. In PNG there is a difficult government budgetary environment with very limited government funding, a lack of transparent information about how budgeting functions at different government levels. Capacity of governments to mainstream gender sensitive budgeting is limited, and often of low priority. Timor Leste government has made some progress in this area, with all government budgets requiring a gender element, which is an opportunity to build on.

As WASH financing and gender sensitive budgeting was a difficult area to understand and influence government processes, teams focused on areas that were more pressing or actionable.

Conceptualisation of social inclusion and disability

Country teams reflected that whilst gender has been a strong focus, there isn't a clear understanding of which groups would be included and prioritised within social inclusion, and also how disability fits within this. The PNG team have started using "GEDSI" to explicitly name disability. Within social inclusion, Cambodia has been working with the LGBTIQA+ communities with success. Timor Leste recently completed some scoping on the WASH experiences and needs of gender and sexual minority groups (SGM), however the process required a subtle approach to be taken due to the sensitive and taboo nature.

Whilst disability inclusion has been a strong area, country teams identified a need for renewed focus on disability, with more emphasis on intersectionality (compounding of intersecting marginalisation and oppression) such as the experiences of women with disabilities (gender and disability) and how these needs can be met.

Beyond inclusion

The capacity and strength of GESI civil societies is essential for their ability to participate and influence. Inclusion of women's groups in community and government processes has increased such as being invited to meetings or consultations, however the individual women and CSO's ability to effectively participate and influence processes is sometimes limited, and requires further focus. Whilst supporting marginalised groups to understand their rights and be active in participation is essential, there also needs to create systemic change in the attitudes of people and institutions who control power to share this power with marginalised groups. Whilst communities in Wewak have seen more women involved in community discussions about WASH, some reported they are not always listened to, or are not able to influence some men. Timor Leste reflected on women's engagement in water user groups, and the concentration in general membership or in treasury roles which are seen as administrative and less desirable, compared to the head position.

Resistance and backlash

GESI relevance to WASH and WaterAid

There is some resistance to the approach of GESI from government, partners and community, in particular in relation to taboo issues and marginalised groups. GESI is seen by some as not relevant to, or outside the scope of WASH sector, such as advocacy for LGBTIQA+ people. Proponents against GESI also argue that GESI is a foreign imported idea, or in opposition to religious and cultural beliefs.

The PNG team faced questions about the focus on women, and "what about men?". The team shared strategies on countering resistance by using baseline data and research to explain why there is a focus on certain marginalised groups, as well as explaining the importance of GESI approaches to progressing WASH for the whole community. Myanmar developed training and tools for healthcare workers on gender inequality, and when seeking government approval for these there was some push back about the rights based focus, as well as requesting a clearer link to WASH.

Harmful practice and Do No Harm principles

A risk related to GESI was identified as GESI groups, human rights defenders and allies being made wholly responsible for leading all GESI related work, which contributes to over burdening and added pressure onto marginalised groups. This was discussed by the Timor team in regards to community level activities encouraging women to participate and lead water user groups, without addressing the gendered burden of household and community work they already carry. For GESI work to be effective the do no harm principles applied, community and society transformation is also required. Timor Leste identified risk and challenges of inviting sexual and gender minorities to external events, as this could expose these people to hate speech and violence, or 'out' them in their communities. Further work needs to be undertaken to find ways to mitigate the risk, whilst ensuring SGM people are included.

Service delivery models

Learning question:

How effectively are delivery models improving and sustaining water, sanitation and hygiene services and practices?

Models for supporting water and sanitation service delivery and encouraging hygiene behaviour change differ between country teams and are informed by the context within which WaterAid operates. Discussions focused on outlining the various approaches being taken to support service delivery, rather than presenting critical reviews or evidence of effectiveness. The service delivery models being supported represent what WaterAid teams think will be effective; this can be tested and adapted over coming years.

Water

In Timor Leste, WaterAid has supported a traditional service delivery model, working with both Municipalities and local NGO partners to design and deliver improved community water supply services. On an annual basis, Municipalities identify a small number of communities where funding from WaterAid is used to finance the construction of water supplies by a local NGO, who also facilitate community action planning and lead baseline data collection. Communities establish a Water User Group, which has responsibility for operating and maintaining the service over time. At a Municipal level, WaterAid also support an association of Water User Groups, who provide technical support, including access to spare parts. As water supply coverage in supported Municipalities increases, there is the possibility to adapt aspects of the model towards maintaining and sustaining services.

An established model for supporting water supply services in PNG has yet to be defined. Historically, a similar approach to that taken in Timor Leste was supported, but recent changes have seen a greater emphasis placed on enabling the District Development Authority (DDA) to lead service delivery processes. It is envisaged the DDA will collaborate with other government agencies to design appropriate water supply services for priority communities, schools and health care facilities, as outlined in the District WASH Plan. The DDA will then tender, contract and monitor a service provider to deliver the infrastructure in line with agree quality standards. WaterAid will co-fund investments in infrastructure, with DDA allocations increasing over time. An initial focus will be mapping the key roles and responsibilities of agencies and individuals supporting the service delivery model; and supporting a strengthening of their capacity to fulfil them.

The service delivery model in Cambodia incorporates work with small-scale private water operators, who extend and sustain access to services; and with Provincial and District Governments to strengthen licencing and regulation. WaterAid are working with private water operators to develop technical and business skills, with the aim of improving distribution to rural communes and operational efficiency to improve performance and profit. Currently private operators bear the risk of investing in, expanding and maintaining infrastructure, particularly where assets are located on public roads or private land. A backlog of licence applications means a number of operators are waiting for confirmation of their legal status to operate and the terms attached to licences can create challenges for operators to achieve. The extent to which water resource management considerations are factored into to granting abstraction licences is unclear. WaterAid are facilitating discussions around these challenges with government and other stakeholders.

In Myanmar, results from the baseline assessment in township hospitals will be used to determine what improvements to water supply services are required. The Quality Improvement approach being implemented through the program will serve as a mechanism to continually assess and maintain service quality.

Sanitation

In Timor Leste, WaterAid's approach to sanitation service delivery has enabled both focus Municipalities to achieve Open Defecation Free (ODF) status. The approach is linked to water supply service delivery, with the local NGO partner facilitating a CLTS process to trigger change and action. Evidence from a recent review of community end-line data demonstrates the effectiveness of the approach with all supported communities eliminating open defecation. This represents a significant achievement, however findings from the review also point to the need for ongoing efforts to lift community-wide sanitation service levels and ensure access to improved facilities. Supporting the distribution and sale of SaTo pans and encouraging progressive realisation of 'Hygienic' status are ongoing efforts to enhance the service delivery model.

The Healthy Islands approach is at the centre of PNG's model for supporting sanitation service delivery. Healthy Islands is a concept endorsed by the Ministry of Health that seeks to improve the health, development and well-being of communities through a wide range of initiatives, including sanitation and hygiene. An opportunity to strengthen the sanitation aspect has been identified and together with other WASH stakeholders, efforts to integrate components of CLTS have been planned. At a local level, whilst the Provincial Health Authority hold responsibility for Healthy Islands, they are constrained in their ability to support its implementation. To help resolve this, WaterAid are working with the East Sepik Council of Women and Local-Level Government representatives to facilitate the approach in communities.

In Cambodia, WaterAid's "rethinking rural sanitation" guidance has been used to develop a set of tools to support Provincial and District planning to achieve ODF by 2023. The tools enable a simple categorisation of communes and, for each commune category, a range of possible strategies related to a) behaviour change, b) market-based approaches, and c) financing. In the two focus Provinces, the Department of Rural Development has been supported to roll-out the tools, resulting in seven (of 15) districts implementing the planning tools.

Additionally, through the Civic Champions development program, WaterAid is supporting districts in another province to progress towards achieving ODF. Two of these districts have recorded among the fastest increases in sanitation access nationally. Districts are allocating their own budget for sanitation and have been recognised as role models at national and global events.

In Myanmar, WaterAid will engage the Myanmar Engineering Society as a technical partner, with experience of constructing inclusive WASH infrastructure in schools and healthcare facilities. The Myanmar Engineering Society is a government body, which will increase the legitimacy and ownership of the project with township and district governments. Currently the building codes used by government for WASH in healthcare facilities are being investigated to inform and guide service improvements.

Hygiene

Achieving 'Hygienic' status in Timor Leste requires a suco to have and maintain 100% coverage of hygienic toilets with hand-washing stations and soap, as well as the safe disposal of child and infant faeces. The requirements of a hygienic toilet broadly align with JMP definitions for an improved sanitation facility. To catalyse changes to social norms and practices around hand-washing and infant faeces, WaterAid will contract a hygiene behaviour expert. The consultant will undertake a desk review of previous behaviour change campaigns in Timor Leste to identify successes and challenges. Using evidence and insights from that review, design behaviour change tools and approach for key priority behaviours and practices.

The Wewak district baseline in PNG revealed fewer than 1% of households had a toilet with hand-washing station and soap available. This proxy indicator suggests very low levels of hand-washing behaviour at critical times. Whilst the Healthy Islands approach includes some hygiene messaging, WaterAid are planning to undertake an action-learning initiative to provide more intensive awareness raising on critical practices. The initiative is designed to provide information about hygiene behaviours to care-givers with young children and facilitate action-planning on what they could do differently over a 8-10 month period. Longitudinal height-for-age measurements of young children will be taken to evidence any changes to linear growth, which may be associated with self-reported changes to hygiene practices by care-givers.

An innovative research initiative in Cambodia, Changing Hygiene Around Maternal Priorities (CHAMP), documented the hygiene practices, motives and environments at both health care facilities and in the home. Information gathered through this process has been used to identify and agree target behaviours and practices, particularly relating to hand hygiene and washing for mid-wives, mothers and care-givers. A series of prototypes for prompting improved hygiene practices during pre- and post- natal care have been developed and recently completed the second round of testing. The next stage will be to finalise the design and production of the tools and to support their installation and implementation.

In Myanmar, the TEACH CLEAN training package will help build the skills, knowledge and capacity of people who hold responsibility for cleaning the focus township hospitals. The training package will raise awareness of clean health care settings and hygiene standards for preventing infections and strengthening the quality of care. Additionally, we will work with Jhpiego to support implementation of their Quality Improvement tool targeting behaviours and practices of key staff, as well as assessing hygiene facilities.

Conclusion

The workshop presented an excellent opportunity for teams across diverse countries and contexts to share and debate evidence from practice through a structured process. Whilst individual sessions created space to discuss related work, the format of the workshop unintentionally restricted the potential for analysing across the learning themes and to explore areas of complementarity and interdependency. It is recognised that the nature of our three learning themes are tightly integrated, but the structure of the workshop and this report may have contributed to a siloed approach. Future learning focused workshops will ensure more time is available to promote cross-theme analysis to better understand and articulate the links between themes.

Individual sessions enabled country teams to provide updates on the current status of learning themes, different approaches being supported, degree of progress made, or level of observed change. Building that shared sense of understanding was valuable for framing discussions around learning themes. However, time and space to analyse why specific approaches were being taken or change had happened was limited. As Water for Women and SusWASH projects progress, this type of analysis should become of feature of the planned annual synthesis papers.

In addition, the following next steps and recommendations were identified:

- Continue to facilitate learning and exchange across country teams,
- Ensure we foster government leadership through our approaches to enable local leadership and decision making,
- Strengthen our understanding of how to effectively develop sector capacity and monitor / evidence the results of this work,
- Explore the links between building blocks – and between learning themes – to better understand dependencies,
- Continue our commitment to Systems Strengthening and GESI transformative approaches; explore what actions and mechanisms can support this, and share the learnings and challenges across country teams.
- Have a clearer emphasis on disability: and conceptualising how to move beyond inclusion in disability and take a transformative approach.
- Strengthen our capacity to support sector financing processes, discussions and evidence, including gender sensitive budgeting

Annex A: Learning agenda and key documentation

The following table sets out the key activities and products country teams identified that will make significant contributions to our shared learning agenda. Whilst there is an emphasis on activities and products over the coming period, it is our intention for this to be a living document that gets routinely updated as circumstances change and opportunities arise.

In addition to the specific products country teams will develop, an annual synthesis of evidence across all products and reports will be produced for each learning theme.

Furthermore, it is acknowledged that a mid-term review for all Water for Women programs will be undertaken in 2020, which provides an additional opportunity for targeted learning and evidence sharing around thematic areas.

		2020		2021		2022	
		January - June	July - December	January - June	July - December	January - June	July - December
Systems strengthening: Which building blocks are driving change and which are barriers to progress?	Cambodia	WASH Pro scoping study	How to reach ODF - synthesis paper	Civic champions - cost effectiveness analysis			
		Climate change / water security scoping study		Multi-stakeholder forum on systems strengthening			
		SusWASH review (1st phase)		WASH financing evidence note			
	Myanmar	Baseline report			Guideline and training on monitoring WASH in HCF through HMIS		Policy brief on WASH in HCF
		Assessment of Quality Improvement (QI) training package					

	PNG	WASH sector capacity assessment - gaps	Institutional arrangements - mapping roles and responsibilities				End evaluation of sector capacity in key areas
			Learning from RapidWASH - PMU brief				
		Policy Brief (PNG budget process)	Policy brief on the development of Wewak District WASH plan				
	Timor Leste	Case study of the First Lady as WASH champion	Accountability as a driver of change - reviewing the social audit approach	Learning report on building capacity of civil society to influence WASH building blocks			
Gender equality and social inclusion: What transformative changes is WASH contributing to across building blocks?	Cambodia	Gender Power Analysis - role of women in decision making					
	Myanmar	Gender Power Analysis report			Case stories of individual and institutional changes		
	PNG	GPA / GESI analysis - briefing paper on key findings	Case study of change in ESCoW & DPO capacity to influence government decision-making		Case study of change in ESCoW & DPO capacity to influence government decision-making		Case study of change in ESCoW & DPO capacity to influence government decision-making
	Timor Leste	Gender manual review			Report on partnering with women's groups		
		Scoping on sexual and gender minorities (SGM) and WASH					

		2020		2021		2022	
		January - June	July - December	January - June	July - December	January - June	July - December
Service delivery models: How effectively are delivery models improving and sustaining water, sanitation and hygiene services and practices?	Cambodia	Private sector and water quality research	Hygiene behaviour change in remote, indigenous communities				
			Hygiene and WASH in HCFs (CHAMP)				
	Myanmar	Assessment of Teach Clean training package		IEC materials for awareness of WASH in HCF - infographic on how to achieve impact	Water and sanitation service delivery models		
	PNG	WASH and nutrition - baseline report	Case study assessments of WASH pilots		Case study assessments of WASH pilots	End evaluation of WASH & nutrition	Case study assessments of WASH pilots
							Evaluation of Healthy Islands
	Timor Leste	Rural WASH and climate change resilience report	WASH sustainability assessment / lessons from RapidWASH				
		Water level indicator report	Evaluation of community level O&M and the AGMF				
		ODF case study	Review of behaviour change materials and campaigns				
Across all learning themes			Mid-term reviews	Annual synthesis paper	Water for Women and SusWASH joint learning event	Annual synthesis	End-of-program evaluations

Annex B: Participant list

No	Name	Member
1	David Shaw	WaterAid Australia
2	Meredith Hickman	WaterAid Australia
3	Paul Reyes	WaterAid Australia
4	Pip Robertson	WaterAid Australia
5	Rosie Wheen	WaterAid Australia
6	Tara Bartnik	WaterAid Australia
7	Tom Muller	WaterAid Australia
8	Fraser Goff	WaterAid Cambodia
9	Sodany Saing	WaterAid Cambodia
10	Sokkung Sou	WaterAid Cambodia
11	Sophiep Chat	WaterAid Cambodia
12	Ken Caldwell	WaterAid International
13	Min Ko Ko	WaterAid Myanmar
14	Munawar Hassan	WaterAid Myanmar
15	Peter Pau Da Zul	WaterAid Myanmar
16	Charles Kissa	WaterAid PNG
17	Melissa Steven	WaterAid PNG
18	Navara Kiene	WaterAid PNG
19	Rachel Payne	WaterAid PNG
20	Edmund Weking	WaterAid Timor Leste
21	Francisca Sarmento	WaterAid Timor Leste
22	Justino Da Silva	WaterAid Timor Leste
23	Livia Cruz da Costa	WaterAid Timor Leste
24	Tome Guterres	WaterAid Timor Leste
25	Clare Battle	WaterAid UK

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