

WaterAid Cambodia Annual Review

April 2015 to March 2016



1. Introduction

WaterAid Cambodia (WACam) was established in 2014 and the first year of activities centred on setting up WaterAid's presence in the country. This annual review, covering the period from April 2015 to March 2016 (FY16), documents progress in the second full year of operations. FY16 is the first year of a three year 'development phase' in which WaterAid seeks to determine its thematic focus and ways of working in Cambodia. At the end of this phase the first Country Strategy will be developed for the period 2018 to 2020 to align with WaterAid's global strategy cycles.

Section two of this review forms part of WaterAid's accountability system and presents progress against the plans set out at the start of the year. Section three highlights three areas profiling some of the main achievements in the year and demonstrate how WACam works to bring about change. Section four reflects on key learning related to program design and strategy; WACam is striving to become a responsive organisation and is working out how to reflect and adapt. The final section profiles the knowledge products developed throughout the year; producing such products and disseminating in creative ways is central to influencing work.

2. Progress against plans

This section examines how WACam used its resources and looks back at actual progress against plans.

People

The main focus of this year was to build a strong WaterAid Cambodia team. Staffing increased from two to 13 people (9 Cambodian and 4 international; 70% female, 30% male; Operations Team – 3 people; Program team – 8; Business Development – 1; Country Director – 1), with a retention rate of 100%. Robust recruitment processes were used to recruit the right people into the team and a large investment made in inducting new staff through orientation, on-line and face to face training, and international visits to WaterAid offices. A strong focus has been placed on bringing to life WaterAid's values and building a team culture. A new Senior Management Team was established. WACam has begun work to further strengthen all people systems to be able to manage this larger team and future growth. Managing this growth without a dedicated people manager has put a strain on the Operations Manager and Country Director; this burst is likely a one-off that comes with the transition from a 'start up' to development phase' and subsequent growth in staffing is expected to be more gradual.

Financial resources

Total expenditure in FY16 was AU\$1,006,533, an increase of 179 per cent on FY15 expenditure of AU\$361,000. Budgeted expenditure at the start of the year was AU\$796,077 meaning that actual expenditure was 26 per cent higher than budget, reflecting the new grants that were secured during the year. This expenditure comprised 81 per cent on staffing and WaterAid implemented activities; 9 per cent on partner activities and 10 per cent office overheads.

Income in FY16 comprised of 25 per cent unrestricted funds and 75 per cent restricted funds (compared to 40 per cent restricted in FY15). Restricted funds were made up of six grants: Plan Global Sanitation Fund - AU\$798,000 (Oct 2015 to Dec 2018); Emory University – AU\$ 604,000 (May 2015 to Dec 2016); DFAT ANCP – AU\$297,000 (Jul 2015 to Jun 2016); Grand Challenges Canada – AU\$148,000 (Nov 2014 to May 2016); SIDA – AU\$140,000 (Apr 2015 to Mar 2016); and UNICEF Cambodia – AU\$62,000 (Jan 2016 to Jun 2016).

In total the reporting load from the WACam office is now at 30 narrative reports (40 per cent internal and 60 per cent donor/government) and 25 financial reports (half internal and half donor/government) per year. A Finance and Admin assistant was recruited in August 2015 to manage the increase in financial transactions and reporting. External auditors issued unqualified reports for FY16 (and for FY15), providing an external validation that the systems put in place to manage and account for funds are fit for purpose and working effectively. However, there are areas where systems can be further strengthened and an internal audit is planned for this year to provide advice. Areas to strengthen include grant management (as this responsibility shifts from Melbourne to Cambodia) and empowering Program Managers as budget holders equipped with the right information.

Programmes

The focus of the first year of the Development Phase was on developing short-term programs of work, finding out what WaterAid should work on and how it should work, learning quickly and failing fast. Progress against these plans is summarised below.

Global strategy aim - Reducing inequalities	
Planned activities	Progress
<ul style="list-style-type: none"> Supporting development of National Guidelines on Inclusive WASH. Develop a methodology for WASH mapping in informal settlements for use in dialogue with city authorities. 	<p>Achieved</p> <ul style="list-style-type: none"> Final draft of guidelines prepared along with creative dissemination plan (see Section 3 below). Local NGO partner DDSP demonstrating how guidelines can be used, for example finding ways to promote hygiene to people with visual and hearing impairments. Tool developed, tested in 5 communities in Siem Reap with NGO partner Community Education and Development team.

<ul style="list-style-type: none"> • Raising the profile of Challenging Environments and developing solutions for people living in these areas. • Research on fecal sludge management in selected cities. • Conduct analysis of inequalities in access to WASH. • Convening an informal forum of actors working on WASH for the urban poor. 	<ul style="list-style-type: none"> • Updated urban scoping study. <p>Work in progress</p> <ul style="list-style-type: none"> • Sanitation in Challenging Environments initiative (lead by Engineers Without Borders) still active and issue being addressed in formal sector working groups. • Floating sanitation pilot project using Handypod technology with social enterprise partner Wetlands Work! almost complete. See https://www.youtube.com/watch?v=oz8SniS9p-I for award won at WASH Futures conference 2016 • Collaboration established with Emory University and IRC Netherlands for research in FY17. <p>Not achieved</p> <ul style="list-style-type: none"> • Still searching for the right methodology to do this. • Not been able to resource a convening role. <p>New activities not planned at start of year</p> <ul style="list-style-type: none"> • Factory workers – initiated research into WASH situation in working and living environments. • New partnership formed with Epic Arts for creative dissemination of inclusive WASH issues.
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Global strategy aim - Integrating WASH

<ul style="list-style-type: none"> • Improving quality of care in health facilities through systems for provision of sustainable WASH services and promotion of hygienic behavior’s in health centers. 	<p>Achieved</p> <ul style="list-style-type: none"> • Developed a tool for healthcare facility assessments with government leadership (see Section 3 below). • Signed first MoU with Ministry of Health to enable WaterAid to work in healthcare facilities on improvement plans. • Sustainability monitoring of improved water supply in 10 referral hospitals in partnership with Emory University. <p>Work in progress</p> <ul style="list-style-type: none"> • Advocacy to incorporate WASH into revised national standards for healthcare facilities. • Developing of a training module on infection prevention and control for hospital cleaners in partnership with Emory University. <p>Not achieved</p> <ul style="list-style-type: none"> • New five-year National Health Strategic Plan to include a clear focus on WASH in Healthcare facilities.
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<ul style="list-style-type: none"> Identifying ways to operationalize joint implementation of WASH nutrition interventions. 	<p>Achieved</p> <ul style="list-style-type: none"> Conceptualised and led formation of new cross-sectoral working group on WASH and Nutrition (see Section 3 below). <p>New activities not planned at start of year</p> <ul style="list-style-type: none"> Initiated sector networking on menstrual hygiene management and completed an assessment of accessibility, safety and menstrual hygiene management in UNICEF’s school WASH programme.
<p>Global strategy aim - Strengthening services</p>	
<ul style="list-style-type: none"> Play an influencing role in formal sector mechanisms (insider strategy) such as the rural WASH Technical Working Group and the National Action Plan core group, the WATSAN monthly meetings with a particular focus on influencing the design of major donor projects. Work with Government in the context of the decentralisation of the function for Operation and Maintenance of rural water supplies, to develop systems sustainability of services and water resources at the local level 	<p>Achieved</p> <ul style="list-style-type: none"> WaterAid played role as NGO member of Technical Working Group on rural WASH, re-established and is leading the sub-working group on rural sanitation and hygiene and co-convened the annual WASH sector retreat and is advocating for a first ever joint sector review. Prepared knowledge products to disseminate learning and use for advocacy (see Section 5 below). <p>Not achieved</p> <ul style="list-style-type: none"> Identify avenues to influence the shape of the next National Strategic Development Plan (from 2018) and increase Government and donor funding allocations to WASH. Find ways to work with largest rural sector program funded by the Asian Development Bank. <p>Achieved</p> <ul style="list-style-type: none"> Completed water security scoping study and used this to design three-year water security program. <p>Not achieved</p> <ul style="list-style-type: none"> Secured funding to implement this water security program. <p>New activities not planned at start of year</p> <ul style="list-style-type: none"> Leading the Learning and Documentation grant of the Global Sanitation Fund program in Cambodia and using this position for sector influencing work. Developing a Business Case for WASH Pro, a business designed to meet the gap in human resource in the WASH sector through linkages with academia and the water industry.

Global strategy aim - Improving Hygiene	
	<p>New activities not planned at start of year</p> <ul style="list-style-type: none"> Detailed plans and proposals developed for a market based hygiene program with social enterprise partner WaterSHED to market and sell the Happy Tap, an aspirational handwashing station in Cambodia and in other WaterAid countries.

3. Key contributions to change

This section highlights three achievements from the year; two focus on contributions to change in Cambodia and one explores the internal enabling environment.

WACam raised the level of Government and NGO support for, understanding of, and practical skills on inclusive approaches to WASH. Evidence of this change lies in Government's request to WaterAid to provide technical support to develop National guidelines on 'Inclusive WASH for People with a Disability and Older People', and Government's leadership (through the Ministry of Rural Development and Ministry of Social Affairs and Veterans) and active engagement (at national and sub-national levels) in developing these guidelines.

Inclusion is central to WaterAid and the Government of Cambodia's vision of universal access; building government leadership, deepening awareness of these topics and providing practical guidance on how to address these issues is crucial. WACam led the process and forged partnerships with creative youth-focused disabled peoples organisations to use drama and short films for smartphones to disseminate this information in engaging ways.

WACam has improved high-level joint sector coordination for WASH and nutrition and WASH in Health Care Facilities. Evidence of this change includes the establishment of a joint working group on WASH and Nutrition with high level political and ministry leadership and a pro-active workplan taking on the topic of how to program integrated WASH and nutrition interventions and joint advocacy. WaterAid conceptualised this group and is a founding member. Regarding healthcare facilities, the Ministry of Health has clarified responsibilities for WASH in healthcare facilities (the Department of Hospital Services has been designated) and is now designing an assessment tool, and intends to rollout the assessment nationally and is co-leading a side meeting on this topic at this years World Health Assembly. WaterAid's influential research, pilot activities and convening of government, development partners and civil society have contributed to this change.

Both these issues are of critical importance to the health of Cambodia's population. Under five stunting is over 30% and addressing this is a political priority and improved WASH is a key part of the strategy. Poor WASH services and practices in healthcare centres are a major contributor to persistently high level of neonatal mortality and also maternal mortality.

The WACam team has confidently moved on from a successful ‘Start Up Year’ with two people to become a skilled and motivated team of 13 diverse professionals playing a leading role in the sector, working with 17 partners, adding a Business Development function and sourcing the funding to support this growth, while consolidating a strong external reputation for sector coordination, learning and influence. This transition is seen in WaterAid’s active leadership of sector working groups, the introduction of Adaptive Planning processes across all programs and partners; winning new projects in line with strategic intent, such as the Cambodia Rural Sanitation and Hygiene Improvement Programme learning and documentation grant; moving to a 75 per cent grant funded portfolio, developing proposals for US\$1m including transformative sector strengthening programs such as WASH Pro and hygiene innovations such as the Happy Tap (see Section 2 above).

This is the second year of WACam’s operations and the first year of the ‘Development Phase’. It was important to build a team with the right skill set, focus on developing organisational culture and systems, win new grants, consolidate our reputation through sector leadership and delivering current programs of work whilst also continuing to explore new areas, such as water security and menstrual hygiene management, and ways of working.

4. Reflections on program design and strategy

This section highlights key lessons learned regarding programme strategies and designs.

This year WACam embraced an **Adaptive Planning** approach which encourages staff to be responsive to changes in the context and new opportunities. The team experimented with and are now using this approach in planning programs. This approach fits well with WACam’s influencing strategy, however, also brings new challenges; for example, staff trained in traditional planning approaches need to reskill and build confidence; donor reporting requirements still need to be met. For partners this is an unfamiliar approach and the team is searching for the balance between flexibility and accountability.

A key part of an adaptive approach is keeping an eye on the **external environment** and **identifying new opportunities** and **where the momentum for change lies** in the country. WACam’s new **quarterly reflection** processes facilitate this external scanning; there is more work to do to move from identifying trends to using this information to amend program design. With a new program there is a tension between focusing on getting a few things done well and the time and skills needed to scan for and assess new opportunities. This has been evident in our health programming where we have focused on WASH in Healthcare Facilities and may be missing ways to link this to the broader Universal Health Coverage and Quality of Care agendas. A way to respond to this is to timetable blocks into the year where the team focus externally on broadening horizons.

In these early years some internal inconsistencies within WaterAid's approach to **partnership** have emerged. For example, WaterAid aims for long-term partnerships, yet we are working on annual planning cycles with uncertain funding; WaterAid aims to work through partners, yet our change agenda may be better suited to work by WaterAid directly; program managers are managing partner relationships and taking on a heavy advocacy workload; with the result that neither WACam nor partner's expectations are fully met. In the coming year WACam needs to better gauge workloads of staff managing partnerships and invest more time with partners. WACam also needs to determine how much to invest in partners versus building up its own capacity and profile and this is linked to longer term strategic decisions regarding WaterAid's identity and governance in Cambodia.

WACam's ambition runs ahead of available resources. In response, a **Business Development position** has been created to secure resources from the wider WaterAid Federation and within Cambodia. WACam needs to develop systems to manage business development processes; be proactive in developing programs and seeking opportunities whilst making sure that it remains strategy led. Restricted income will grow further and WACam will need to build its capacity to manage grants and budgets carefully in country.

This year the benefit of **scoping work** conducted in previous years in setting a direction for future work was clearly evident. For example, the Equity and Inclusion, WASH and Health and Sector Strengthening programs flowed from the understanding and opportunities identified in scoping, allowing new program managers to move ahead with clarity. The further scoping completed on water security and urban issues should enable a similar transition, once funding is secured for these areas. When **starting up new grant funded programs**, building in lead times to recruit a strong team and put in place foundations for grant management were critical and will be replicated as new business comes on line.

Last year a purposeful and proactive approach to developing **relationships** was successful. As the team has grown and activities increased, it has been difficult to maintain this sharp focus on the relationship WACam needs to bring about change. Some key relationships have not been sufficiently nurtured, for example with the Disability Action Council, and some non-productive relationships have yet to be reduced. WACam will continue to map these key relationships through our quarterly reflections.

5. Knowledge and learning products

This section summaries knowledge products produced this year under WaterAid's four aims.

Reducing inequalities

WASH situation for urban poor people and vulnerable groups in Cambodia (September 2015) - update to comprehensive scoping study to set direction for future urban program.

How to conduct an Accessibility and Safety Audit and How to conduct a Barrier Analysis (November 2015) - step by step guides for practitioners, available in Khmer and English.

National Guidelines on Inclusive WASH for people with a disability and older people (February 2016) - detailed guidance for government, development partners and civil society, available in Khmer and English, unpublished.

Count Me In (March 2016) - drama, film, and series of four one-minute instructional films by Epic Arts to raise awareness of barriers and solutions people with disability, old people and pregnant women face in realising their right to water, sanitation and hygiene.

WASH integration

Safer healthcare facilities in Cambodia (June 2015) - report on the development and piloting of a tool for assessing the WASH situation in rural healthcare centres.

Towards safer and better quality health care services in Cambodia (June 2015) - a situation analysis of water, sanitation and hygiene in health care facilities.

WASH, water resource management and water security in Cambodia (December 2015) - a scoping study to set the future direction for work on water security issues.

Sector strengthening

Learning and documentation infographics (February 2015) – pictorial presentation of approaches to building capacity of local NGOs on learning.

National WASH monitoring in Cambodia: Taking stock and preparing for the SDGs (March 2015) - analysis of existing monitoring systems and recommendations for alignment.

Sanitation marketing skill share (February 2016) - a short film documenting an exchange between WaterAid staff from across the world and local NGO partner WaterSHED.

WaterAid Cambodia advocacy reflections (March 2016) - a short film capturing 10 top tips on how WaterAid Cambodia has approached advocacy over the last few years.

Enabling framework

Water Innovators challenge package – a collection of photos, film and case studies on the three challenges used in this year's Water Innovators fundraising programme.