

WaterAid Cambodia Annual Review FY18

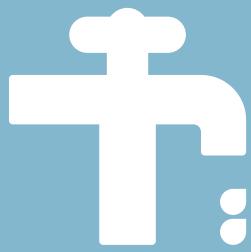


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WaterAid

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Introduction



This annual review covers the period April 2017 to March 2018, referred to as FY18, WaterAid Cambodia's first year as a full country program. Since establishment in 2014, we progressed through a Set Up Phase and a Development Phase. At the end of FY17 we conducted a review and used this to develop our first Country Strategy for the period 2017 - 2020, approved by the WaterAid Australia Board in June 2017. Our Country Strategy is built around five Strategic Intents (Cambodia's next generation of WASH leaders; sector strengthening for universal access in provinces, districts and cities; making hygiene behaviour change stick; marginalised groups championing inclusive WASH; a healthy start for mothers and children) and has given us a common framework to communicate externally, within our team and throughout this annual review (see Annex A for an overview of our Country Strategy on a page).

This annual review tells the story of how we progressed these five strategic intents over the last 12 months. The two new strategic intents that really took off in FY18 were Sector Strengthening and The Next Generation of WASH Leaders; we have consolidated some of our early impacts relating to WASH and Health and Equity and Inclusion; and in the final quarter of the year we put in place plans for delivering on our hygiene strategic intent. From a





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People and Organisational Development perspective, FY18 was a year of big changes – our team doubled to 26 people, we began hosting two regional positions on behalf of WaterAid Australia, we established our first two sub-national offices, we added a new Head of Programs position, established a Program Management Team and began evolving our Learning and Documentation team to support all our programs. We made a big effort to put the WaterAid values at the centre of this change and maintain our culture through this period of growth. Our financial management improved, and we accounted for a budget of AU\$ 2.26m from 14 sources expending 97% of funds.

There are a number of reasons we are taking the time to tell our story of the year. In line with our value of being accountable, we want to check back against our plans and see what we did and did not deliver, review how we managed our grants, our finances and our people and learn from these experiences to improve our performance in future years. We do this across our program, business development, finance, operations and people functions. Digging a little deeper, we want to reflect on our assumptions about ‘how change happens’ and ask ourselves whether we are making the impact we strive for and again draw out the implications for our future work. Finally, the review helps us to draw together all the learning material we have produced throughout the year and check this is being fully disseminated. The report is the culmination of inputs from our team that builds up through our monthly reporting and our regular quarterly reflections.

How is change happening?

WaterAid Cambodia's Country Strategy (2017-2020) is built around five strategic intents and sets out our understanding of 'How Change Happens' (please refer to Annex A for a summary of the strategy). This section summarises some of our key achievements from the year, organised under the four ways we envisage change happening.

Systems and people

In our strategy, we state our intent to strengthen systems, tackle discrimination, and inspire a next generation of WASH leaders and professionals. FY18 activities to strengthen systems have included: participation in a taskforce to develop and implement a new national Management Information System for rural WASH; development of a participatory tool on user-friendly WASH in healthcare facilities; and piloting of guidelines on disability-inclusive WASH.

Our team have partnered with the Centre for Sustainable Water to reach university students and young professionals and build future leaders. Activities have included: developing Water Corner, a professional networking forum; launching an intensive development course for early-career WASH professionals; starting Student Service Support centres in two universities to facilitate transition to the workforce; and establishing a scholarship program for 10 women to study bachelor-level WASH-related courses.



Youth leading their HealthyStart campaign activities.





WaterAid/Sokmeng

Participants of the Center for Sustainable Water's Young Professional Program.

Collective action

Our team's intention is to play the role of convenor, building bridges and bringing in new actors to work collectively. FY18 examples include: partnering with the Worker Information Centre to organise female factory workers to respond to WASH-related challenges they face; working with Cambodia Disabled People's Organisation and WASH Skills Development Organisation to train all 25 Provincial Departments of Rural Development on inclusive WASH guidelines; undertaking of WASH in health care facility work in partnership with WHO and UNICEF; taking a leadership role in WASH and Nutrition Sub-working Group; and leading organising of the National Sanitation Forum and Research Conference.

Our team have also progressed work to engage youth in delivering universal access to WASH. In FY18 our team have started to design a Youth for WASH campaign by engaging youth groups in a national survey of young people's perspectives on WASH issues, and have devised mini-campaigns on WASH in health care facilities with youth groups.



Innovate and adapt

WaterAid Cambodia's commitment is to pursue new ways of working, and with new people. This is exemplified by our pivot to sub-national level, taking up a recommendation from the 2017 review of our first three years of operations. Having taken this recommendation on wholeheartedly, FY18 has seen two sub-national sector strengthening programs commenced, in Kampong Chhnang and Kratie. This has enabled the team to bring activities from various sub-teams together for the first time, and increase influencing work within the context of decentralisation.

Other examples include: successful completion of a media fellowship program, bringing together 16 journalists and Ministry of Rural Development staff to improve quantity and quality of media coverage of WASH issues; or the ongoing partnership with Epic Arts to produce songs and videos that deliver inclusive hygiene messaging in a fun and engaging fashion.

HealthyStart end of campaign reflection.





**Graduates
from the Media
Fellowship with
Department
of Media and
Communications
and Ministry
of Rural
Development.**



Learning and evidence

WaterAid Cambodia's stated commitment is to learn from experience, pursue an impactful research agenda, and facilitate sector learning. Across FY18 we have produced 33 knowledge products, spanning reports, learning notes, case studies, blogs and videos. The team have also facilitated learning events, with examples including our aforementioned role organising the National Sanitation Forum and Research Conference and designing and facilitating CRSHP's Annual Learning Event.

HealthyStart
students from
three universities
and training
centres with
Ministry of
Health.



Key achievements, insights on how change happened, and implications

This section presents two case studies selected by our team. In selecting these particular cases, we have not selected our proudest or biggest achievements, rather we have focussed our attention on two areas that we believe are central to our theories on how change happens in Cambodia and we wanted to take the opportunity of writing this report to explore these area in more depth and discuss as a team. For each case study we explore the achievements and challenges we faced in FY18 and the lessons from this. We then go on to reflect on our assumptions about how change is happening and draw out implications for our future work.



Case study 1: The next generation - Youth engagement

Key achievements

Back in 2016 we started talking about working with youth (15 to 30 years old as per Cambodian government definition) as the country's demographics (almost two thirds of Cambodians are under 30) and examples of social change signalled to us that youth were a force for change in Cambodia. Today's youth will be future leaders; they will adopt new behaviours and change social norms. Many urban youth, especially students, still maintain strong connections back to families in rural areas. In the 'Making change happen' section of our Country Strategy, we committed to "inspire the next generation of WASH leaders and professionals, especially women, that will take Cambodia to universal access". One of our key achievements this year has been start up a range of youth-focussed initiatives and to weave a youth focus into many of our programs.

We engaged youth across many strands of our programming in a variety of ways and these can be grouped into a) campaigns related activities and b) building up WASH professionals related activities.

Campaigns related:



Healthy Start campaign: three youth groups (ASEAN Youth Leaders Association- Cambodia (AYLA), Beautiful Birth, Balloon) devised mini campaigns (events, films, performances) relating to safer motherhood and WASH in healthcare facilities. These campaigns continue to be active with materials (e.g. films, shadow shows) being used in Cambodia and internationally. Healthy Start Season 2 focuses on medical students only (nurses and midwives) using a similar model (mini campaigns) and a compressed time frame.

Youth for WASH campaign: we took our first steps towards broadening out beyond Healthy Start to youth campaigning on a broader set of WASH issues, by working with youth groups to conduct their own research to inform a future campaign. Youth learned about research techniques and designed their own

questions to understand their peers' point of view regarding WASH knowledge and concerns and entry points to volunteer or campaign on WASH issues. The youth groups are preparing to consult with their peers on the findings.



Social media youth engagement: we released two songs with Epic Arts (WASH IT and Love Saboo) targeting a youth audience and building WaterAid's following amongst youth. Over 80% of our Facebook followers are under 30.

We engaged youth to monitor the accessibility of public toilets in Phnom Penh and in discussions on Menstrual Hygiene Management working with a famous feminist youth blogger (Cath), and through taking the WASH IT song to the flourishing Sankran Khmer New Year festival in Siem Reap.



Building up WASH professionals:

Next generation of WASH leaders: we established a new partnership with the new Centre for Sustainable Water (CSW) and hosted this team in our office, targeting university students and young professionals. Flagship activities included: Water Corner – a professional networking forum; Young WASH Professionals - an intensive skill building course; Students Support Service Centres in two universities – to enable students to transition to the workforce.

Women WASH professionals: we set up a new scholarship program with CSW and Institute Technology Cambodia for 10 women to study WASH related courses at bachelor degree level. The scholarship fund was a recommendation in a scoping study we conducted looking at barriers to women's participation and leadership in the WASH workforce and study¹.

We faced a number of challenges working with youth for the first time. It takes more time than working with our established partners as we need to mentor and support youth to improve confidence and define concepts, and youth lack the know-how to form relationships with Government.

We decided to focus on urban youth, given the density of youth in cities and their access to social media and therefore the greater potential for engagement. However, this raises questions of equity and whether we should seek to engage rural youth. We decided to focus our monitoring on engagement and mobilisation rather than

¹ Women's participation in WASH-related vocational and tertiary education, and as WASH professionals in Cambodia (Report) – See Annex 7 for full listing of learning products developed during the year.

impact, yet we still face questions from within WaterAid relating to the impact of our youth activities.

We strongly believe we should continue to engage youth (see section below) and our experiences this year have implications on how to do that. We need to be flexible and fit with the schedule of young people which means working evenings and weekends and avoiding exam times. We need to adjust plans and anticipate activities take longer than what we are used to. We need to look at coalitions or working with more established youth organisations for greater scale and engagement. We need to stick to our conviction that empowering a youth movement will create sustainable change in the long run.

Insights on how change happens

Our experiences this year strengthen our conviction in youth's potential to contribute to universal WASH. We see examples (such as Sangkran and Bon Pumh festivals) of youth galvanizing mobilization to make something happen and scale up. We see high levels of political participation of youth and we expect to see a trend towards more volunteerism as youth look for ways to contribute and express themselves, for example through organising the festivals mentioned above. Smartphones and the internet are opening up new spaces for expression and we see this leading to social and political change. Our WASH IT song reached over one million views; Cath, the blogger we work with on MHM issues, gets up to 750,000 views on some of her posts and some national policies have been amended as a result of social media pressure, for example, the motorbike registration law.

For WaterAid this means we will continue to focus activities under 'Next Generation of WASH Professionals' predominantly on youth and look to expand engagement to reach youth at high schools to effect

university course choices. When working with government we will strive to engage the new generation of employees alongside their elder colleagues. We will continue to innovate and look for upcoming trends amongst youth, new platforms and events and potential youth ambassadors to co-create and carry messages.

Youth and
celebrity
engagement at Bon
Phum festival.





Case Study 2: Going local – Sector strengthening at the sub-national level

Key achievements

At the start of 2017 WaterAid conducted a review of its first three years of work in Cambodia. One of the main recommendations from the review was to start activities at the sub-national level as this could increase the impact of WaterAid's influencing work, by backing up our policy recommendations with examples of good practice and ensuring our policy work is well grounded². In the 'making change happen' of our country strategy we wrote 'Collective Action: WaterAid believes that universal access can be achieved by 2025 if stakeholders work together better under government leadership and a shared vision of universal access. We will work in ways that promote collective action at the national and sub-national level'.

One of our key achievements of the year has been to pivot our activities to the sub-national level by opening up two new sub-national sector strengthening programs and starting more modelling/demonstration activities with a major focus on sector coordination. This has been a significant shift both in terms of operations and also programming. It is too early for us to discern whether this sub-national activity will indeed lead to greater impact, rather this section describes our experiences in making this shift and some leading signs of impacts we may see in the next few years. Over the past 12 months we have:

- Recruited two new teams, established two sub-national offices (in Kampong Chhnang hosted by Provincial Department of Rural Development (PDRD) and in Kratie (hosted by World Wildlife Fund); and developed a new operations manual to support work at sub-national level.
- Strengthened sector coordination by supporting the establishment of the new Provincial Working Group for Rural WASH in Kampong Chhnang and forming two new district WASH committees in Kampong Chhnang in the two districts where functional decentralisation is underway. We provide

² WaterAid Cambodia Country Program Review, March 2017.

Launching a Sector Strengthening program in Kampong Chhnang with Ministry of Rural Development.



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technical support to these three forums, for example by organising exchange visits for the district committees to visit the only Open Defecation Free (ODF) district in the country and learn from the committee there. These activities have positioned WaterAid as a lead WASH convener in the province. We have built up new relationships and trust with sub-national actors by bringing key stakeholders together at sub-national level to build collective action for better impact.

Setting up our office in the government compound allowed us to build a close relationship with the Provincial Office for Rural Development (PDRD) which is one of the success factors of our sector strengthening effort so far. PDRD and district WASH committees are always reaching out to the WaterAid team informally to seek technical support. Government approach us whenever they need support rather than us reaching them first. We are closer with sub-national government so that we can provide direct support, coaching and mentoring to solve the emerging issues, such as the challenges District WASH Committees and Provincial Working Groups face in preparing their planning and coordination meetings, providing support to commune leaders and engaging with provincial departments and the governor – in these instances they seek advice from WaterAid as we are close to them and easy to reach. In another example, we supported the process of revising the Provincial Working Group (PWG) Terms of Reference (ToR) following the need of reviewing its membership and their roles. We were able to provide direct support to the PWG and district WASH committee secretariats to develop budget and work-plans to smoothly operate their coordination mechanisms.

We could better identify the right influencing targets; for example, we were able to identify and build formal and informal relationships with those who have influencing power such as the PDRD director, district deputy governors and chief district administration officer.

Our presence at the sub-national level has allowed us to link up national and sub-national issues. For example, working on the National Action Plan and Provincial Action Plan reviews and rollout of the national Management Information System – we have linked up national and provincial departments of the Ministry of Rural Development (MRD) and National Institute of Statistics (NIS) within Provincial Department of Planning. Another example is on functional transfer where we were able to connect stakeholders from national, provincial and district levels.

Having a clear geographic focus has enabled us to bring together a number of different streams of our work in one area – for example sector strengthening plus equity and inclusion activities + WASH in healthcare facilities, resulting in better synergies between our teams and some exciting new innovations, such as a methodology for user-friendly assessments of WASH facilities in health centres.

Despite these successes, we also faced a number of challenges in operating at the sub-national level for the first time. WaterAid's national policies were not fit for purpose and we had to develop new procedures, for example on per diems. We knew it would be a challenge to help

our new provincial teams to feel connected to WaterAid, especially for new staff, and worked hard to give a good orientation and maintain regular communication in different ways.

Phase three of the national program for sub-national democratic development (2018-2020) is envisaged as the final phase of the national program which will continue to strengthen the transfer of functions and to increase financial resources to sub-national authorities (NCDD, November 2017). However, around the same time as this phase of the reform began, key donors withdrew their support for the reforms, leading to an immediate reduction in staffing to support reforms at the sub-national level and casting uncertainty over the viability of delivery of phase three. Engaging sub-national authorities has been difficult due to varying degrees of interest on their side, their competing priorities and many changes in functionaries (as a result of retirements of older staff, changes in elected officials).

The implications of this are that we need to work more on the basics to ensure our operations support provincial offices and that all provincial staff are aware of our policies and processes and feel a part of WaterAid. We need to lower our expectations in terms of what can be delivered within short timeframes and at the same time look for partners and activities beyond government that contribute to sector strengthening, for example local private sector.



WaterAid/Sokmeng

Exchange visit to Cambodia's first ever Open Defecation Free district with sub-national leaders from Kampong Chhnang.

Insights on how change happens

Our experiences in FY18 lead us to believe that working at the sub-national level could indeed add value to our national level influencing and we should continue to work at this level.

We intend to introduce small grants to sub-national government for them to deliver on their new mandate and need a simple internal process to do this. Whilst we recognise this is not a sustainable or scalable solution, in districts where functions are currently being transferred without finance, it will allow new functionaries to try out their new mandate and demonstrate to national government and Ministry of Economic and Finance (MEF) what can be achieved with different levels of investment, and inform Government's plans to transfer this function and financing to all districts.

Within WaterAid we talk about a decade (10 years) as being a reasonable timeframe

to bring about the changes in the sector building blocks that we want to see. Ten years is much longer than the typical grant/program duration of three years. We need to secure long-term funding for these programs, be realistic about what can be achieved from year to year and set in place phased plans; and we have no experience of planning over such a long timeframe. At the same time, we need to be clear from the start on our transition/exit plan from a province and district; we do not have these plans in place yet.

At this moment it is very unclear how the phase three national decentralisation reforms will progress and therefore we do not know what type of system there is for us to strengthen. Are we talking about strengthening the former provincial based system, or are the decentralisation reforms set to continue and we should support this new type of district system? We will need to keep as informed as possible on these

changes and adapt our support as needed. This uncertainty highlights that we also need to engage more deliberately with sector stakeholders beyond government. We need to build relationships with private sector actors (both formally registered and informal) and support the continued development of market-based service delivery models, which have proven effective in Cambodia for rural sanitation and increasingly for rural water supply. We also need to find ways to bring these private sector actors into planning, coordination and budgeting systems to maximise the alignment between service planning and service delivery. At the same time, in many areas where private sector services are not economically viable we also need to better understand how the sustainability of community managed WASH services can be improved.

We believe that in order to reach universal access in the next 7 years, the country needs to reach universal access in at least one province by 2020 to inspire and show that this can be achieved and there needs to be a national timetable on when each province should reach these goals, as a phased approach is the most realistic way of reaching this ambitious goal. The provinces WaterAid is working in are unlikely to be the first provinces given current coverage rates. Yet by introducing these concepts and encouraging national target setting we can bring about these changes.

Engaging women, particularly government counterparts at the provincial and district level, has been especially difficult, because there are very few female staff in the government structures, especially in leadership positions. We have faced many



set-backs because of delays and changes in personnel on the side of our government counterparts. In a sector strengthening approach we want to move with government and not alone and the implication of this is that we cannot always drive the pace of activities.

We are still asking ourselves some questions related to scale and scope. For example, how many provincial offices would give us greatest influence? Is it better to have one provincial office with a big team or more offices with smaller teams? What is the cost-



effectiveness of provincial offices versus having staff in Phnom Penh?

There is more for us to do to realise the linkages between our work on 'Cambodia's next generation of WASH professionals' and 'sector strengthening'. We are yet to work out the workforce that is required at the sub-national level and do a gap analysis – though this is something we will be in a position to do in the coming years. We have realised that our health work also uses 'systems strengthening' as an organising framework and that health

Civic Champions Discovery Workshop with partner WaterSHED.

systems strengthening reforms are more advanced than in the WASH sector; yet we have not been drawing parallels and learning from this sector so far.

Progress against FY18 Business Plan activities



In the table below we put forward a detailed report of achievements against the activities we set out in our FY18 business plan. The report is organised by WaterAid global strategic aims and by WaterAid Cambodia strategic intents. We record achievements, both those that were planned at the start of the year and additional achievements that came up through our adaptive planning, and activities we did not deliver on and why.

Table 1: Progress on activities set out in FY18 business plan

Global Strategic Aim	Reducing Inequalities
Strategic Intent	Inclusive WASH: is practiced by WASH sector (MRD, WASH I/NGOs), health sector and private sector.
Progress	Achieved <ul style="list-style-type: none">In partnership with Cambodia Disabled Persons Organisation (CDPO) and WASH Skills Development Organisation (WASH SDO), trained all 25 Provincial Departments of Rural Development (PDRDs) on Inclusive WASH guidelines. Some PDRDs and the Cambodian Rural Sanitation and Hygiene Improvement Program (CRSHIP), the largest sanitation program in Cambodia, are actively implementing guidelines, while other PDRDs show little progress on implementation after the trainings, follow-up meetings and photo story competition.In partnership with CDPO raised awareness of Phnom Penh city hall on inclusive WASH and accessibility as part of their requirements for new construction of private buildings and petrol stations.Documented experiences of WASH exclusion amongst people with a disability, urban poor, floating communities, garment workers and WASH and Menstrual Hygiene Management (MHM) barriers encountered by women with disabilities.WaterAid Sustainable WASH (SusWASH) and WASH & Health programs integrated inclusion into their activities.Developed a participatory tool on user-friendly WASH in healthcare facilities, specifically to highlight the needs of new mothers and with aim of integrating these perspectives into the WASH Facilities Improvement Tool (WASH FIT).Documented story of two inclusive WASH private sector champions,

Progress

Aeon Mall (a Japanese company) and PTT petrol station (a Thai company) - together with Cambodian Disabled Persons Organisation.

- Led the design and roll out of a theme on inclusive WASH at the second National Sanitation Forum and Conference; inclusive WASH has now become part of the language of the Cambodian WASH sector.
- Supported Ministry of Rural Development to initiate a review of implementation of national sanitation guidelines which aim to target support on poor households.

Additional activities not planned for

- Piloted National Guidelines on Inclusive WASH in one district in Kampong Chhnang through Ministry of Rural Development (MRD), and this is integrated into our sector strengthening activities.
- Designed, printed and disseminated National Guidelines on Inclusive WASH to 25 PDRDs across the country at the national sanitation workshop and conference and inclusive WASH trainings.
- Designed, printed and disseminated facilitation guides on inclusive WASH to 21 PDRDs at the regional follow-up meetings.
- Started design of E-learning course on the National Guidelines on Inclusive WASH with partner Centre for Sustainable Water and Institute of Technology Cambodia.
- Completed a scoping study on women's participation as WASH professionals to inform WaterAid's future programming. Dissemination to sector contributed to formation of new women in WASH informal network.
- Collaborated with Workers Information Centre to present findings from living conditions study to garment factory workers and workers developed action plan to respond to WASH issues.
- Presented user-friendly WASH in healthcare facilities tool in WASH Futures conference and developed technical designs of user-friendly WASH in HCF with Humanity and Inclusion.
- Supported former partner DDSP river run activity.

Not achieved and why

- Expanding E&I program to other groups (construction workers, prisoners and other marginalised group within a district-wide approach program) was explored but delayed due to lack of suitable partners.
- Inclusive upgrades to public toilets by city hall not yet implemented. Process of engaging and updating designs took longer than anticipated.
- Piloting of user friendly WASH in healthcare facility (HCF) tool has been delayed as review and feedback from stakeholders took longer than expected and hard to find suitable partners to pilot.
- Limited focus on promoting inclusive beliefs and behaviours within WaterAid given changing role of our E&I intern.
- Analysis of data collected by youth on public toilets delayed due to competing priorities.

Global Strategic Aim	Integrating WASH
Strategic Intent	<p>WASH and Health: The Health sector embraces WASH as a fundamental part of quality of care, puts in place effective policies, and WASH facilities and behaviours of staff improve.</p>
Progress	<p>Achieved</p> <ul style="list-style-type: none"> • WASH is included in the Ministry of Health (MoH) Quality of Care checklist and MoH's WASH in Healthcare Facility (HCF) National Guideline are finalised (in both English and Khmer) and awaiting final endorsement and MoH has included a section on WASH in its training curriculum to all healthcare facility managers. • WASH in healthcare facility work, both on policy and WASH FIT level, is being conducted in a WHO/UNICEF and WaterAid partnership approach. WaterAid is playing a convening role drawing on the strengths of partners and complementing where needed. • WASH FIT is introduced to WaterAid's SusWASH team in Kampong Chhnang and staff trained on how to conduct the tool, improving integration between WaterAid's programs. • Partnered with RainWater Cambodia to implement WASH FIT in Tbong Khmom. Nine health centers trained in WASH FIT (2 staff each) within 3 Operational Districts in Tbong Khmom and staff have adopted the approach. IPC training and assessments conducted in the same facilities. • HCFs are upgrading using health center budget and one health center is being supported by WaterAid to build user-friendly WASH facilities. • A WASH FIT learning review was organised chaired by MoH/WHO/ UNICEF/WA after 6 months of implementation and a joint case study of WASH FIT testing is documented. • Two Teuk Saat 1001 clean water kiosks were inaugurated and provide water to nearby health centres. • Played a leadership role in the WASH and Nutrition Sub-working Group meetings and activities, including technical sessions at the national sanitation conference, and a participant of new Scale Up nutrition civil society network meetings. • Moved our agenda beyond public facilities to private facilities by initiating a review of WASH in private clinics. • Completed the Healthy Start Youth Campaign with three youth groups. <p>Additional activities not planned for</p> <ul style="list-style-type: none"> • Cambodia case study on WASH and Nutrition Sub-working Group was included in Global Nutrition Report and WaterAid nutrition report.



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Progress

- Commissioned National Institute of Public Health to conduct Health Care Waste Management national rapid assessment.
- Conducted a study exploring Water, Sanitation and Hygiene (WASH) Infrastructure and Practices Among Healthcare Workers in Maternity Wards and Delivery Units at Cambodian Rural Health Centers with Emory intern.

Not achieved and why

- We decided not to pursue an NGO partnership for patients' voice through social accountability due to limited partner capacity and availability and decision to focus more on the process evaluation of WASH FIT implementation rather than patient's voice.
- Endorsement and dissemination of the WASH in HCF National Guideline was delayed as MoH changed the format from WASH 'national standards' to 'national guidelines'.
- Formal partnership (MoU) with University Health and Science taking longer to finalise than expected. As a result, Health Start Season campaign with medical students moved to Q1 FY19.
- Structured learning events on WASH and nutrition integration were not held as key stakeholders considered the new generation of integrated programs to be at too early a stage of implementation for good learning.

Global Strategic Aim	Strengthening Services
Strategic Intent	Sector strengthening: Better performing sector at the national level and in one province and district:
Progress	<p>Achieved</p> <ul style="list-style-type: none"> • WaterAid played a lead role in organising the National Sanitation Forum and Research Conference. This raised the profile of sanitation within Cambodia, especially with involvement of the MRD advocacy team and shared knowledge extensively across the sector. • Initiated a district-wide approach for reaching universal access in two districts - Rolea Bier and Samakki Meanchey in Kampong Chhnang and established two district WASH committees. Working Province and District wide has enabled us to bring activities from various teams together for the first time, including integrating inclusive WASH and WASH FIT activities. • Documented learning related to Community Led Total Sanitation (CLTS) triggering with children informing the advocacy for and revision of CLTS guidelines. • Significant progress on improving CRSHP program accountability, transparency and information accessibility through stronger qualitative and quantitative data collection, monitoring and database systems. • Hosting of WaterAid's first global event on sector strengthening. • Successful completion of media fellowship program bringing together 16 journalists (3 females) and MRD staff and resulting in higher media coverage of WASH issues. Four outstanding journalists (2 females) were selected to visit WaterAid India to experience how WASH topics are being featured in the media. • Started to design a Youth for WASH campaign by engaging youth groups in a national survey of youth perspectives on WASH issues. <p>Additional activities not planned for</p> <ul style="list-style-type: none"> • A second district was included in the district-wide approach work in Kampong Chhnang due mostly to the need to reach more users. Working with the two districts is providing opportunities for inter-district sharing of lessons learned. • Second sector strengthening/district-wide approach program has begun in partnership with WWF in Sambor, Kratie, focusing on integrating clean drinking water and livelihoods improvements and a high quality joint assessment completed with sub-national government. • Supported the design and roll-out of the new national Management Information System (MIS).

WASH Skills Development Organization training to district WASH committee in Kampong Chhnang.



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Progress

- Facilitated inter-ministerial planning for WASH data collection across one province, linking to the Provincial Action Plan review.
- Supported establishment and first review of Provincial Working Group in Kampong Chhnang.
- Developed process for monitoring safely-managed sanitation aligned with the SDGs in partnership with UNICEF.
- Designed and facilitated CRSHIP's Annual Learning Event to share the components and lessons learned with broader sector partners.
- Established relationship in urban sector and started positioning WaterAid for more urban work through the Integrated Training Program on Sustainable Urban Water and Sanitation (ITP-SUWAS).

Not achieved and why

- The Ministry of Rural Development decided to opt for an end of National Action Plan (NAP) review to be conducted in 2018, rather than annual reviews. As an alternative accountability mechanism, WaterAid proposed a system for monitoring the NAP by objective which is reported to the Minister at each Technical Working Group meeting.
- Business fundamentals in place for sales of new product, Paradise Shelter, with partner WaterSHED Ventures. However, behind schedule on first year sales targets.
- Participation by multiple organizations and programs sharing information and data on the same platform (beyond CRSHIP) was not fully achieved. Three avenues were explored:
 - ◆ CRSHIP Facebook Group has been opened up to participants from outside the program, however additional promotion is needed to increase uptake, and it is unlikely to be accepted as a platform for the sector while under the CRSHIP/Plan banner.
 - ◆ Media One initiated a Sector Facebook page for the National Sanitation Forum, however it has since been predominantly dormant and unclear who now manages it.
 - ◆ The USAID/WaterSHED Collective Impact initiative also had a sector knowledge management component, which could have supported establishing and managing such a platform, however that initiative now has a more limited scope.

Global Strategic Aim	Strengthening Services
Strategic Intent	WASH Pro: There is a step change in the number and quality of professionals entering and working in the WASH sector.
Progress	<p>Achieved</p> <ul style="list-style-type: none"> • WASH Skills Development Organisation has been registered as a local NGO and held its official launching to assert and position its role in offering short courses in WASH professional skills. 21 training courses conducted for 657 trainees (232 female). • Three intakes of participants have joined the International Training Program on Sustainable Urban Water and Sanitation (ITP-SUWAS). In collaboration with Niras, we hosted the in-country training component with full participation of the 2017A participants from Cambodia and all other four countries. • 387 participants have attended the monthly Water Corner Forums organised by the Center for Sustainable Water (CSW). The Water Corner forums engaged experts working in the WASH and water resources management sectors to deliver presentations and provide a networking opportunity for students and young professionals. • In partnership with CSW, Engineers Without Border, and two universities, a Student Service Support center (SSS) was established to provide students with WASH career pathway information and employment skills training. 98 students (52 females) have registered as members with SSS. • 19 young WASH researchers (11 females) were trained in research methodologies, mWater, and having access to a professional research coaching service. • Both the Centre for Sustainable Water and the WASH Skills Development Organisation began to be hosted by WaterAid in FY18 allowing for close collaboration and support. <p>Additional activities not planned for</p> <ul style="list-style-type: none"> • Established a scholarship program for 10 women to study WASH at Institute of Technology Cambodia, based on recommendations from our scoping study on women in professional WASH sector. <p>Not achieved and why</p> <ul style="list-style-type: none"> • A clear plan with Cambodian universities on curriculum development. We do not yet have the right skills in our team to take on this task. • Engagement with WaterAid Australia industry members. We have invested a lot in building up relationships with the industry through hosting of visits and a round of interactions in Melbourne however this has yet to translated into new forms of collaboration.



Center for Sustainable Water's Young Professionals program

Progress

- Business fundamentals in place for sales of new product, Paradise Shelter, with partner WaterSHED Ventures. However, behind schedule on first year sales targets.
- Participation by multiple organizations and programs sharing information and data on the same platform (beyond CRSHIP) was not fully achieved. Three avenues were explored:
 - CRSHIP Facebook Group has been opened up to participants from outside the program, however additional promotion is needed to increase uptake, and it is unlikely to be accepted as a platform for the sector while under the CRSHIP/Plan banner.
 - Media One initiated a Sector Facebook page for the National Sanitation Forum, however it has since been predominantly dormant and unclear who now manages it.
 - The USAID/WaterSHED Collective Impact initiative also had a sector knowledge management component, which could have supported establishing and managing such a platform, however that initiative now has a more limited scope.

Global Strategic Aim

Improving Hygiene

Note - WACam's FY18 business plan did not include a discrete strategic intent on hygiene.

However, a number of activities were completed and are reported here.

Achieved

- Began marketing and messaging research for promotion of Happy Tap handwashing station with WaterSHED Ventures.
- Built Hygiene Behavior Change technical knowledge of country staff and partners through training with WaterAid UK Hygiene Specialist.
- Disseminated WaterAid's hygiene behaviour change framework to sectors such as national sanitation BCC group, health NGOs and WASH NGOs.
- Developed a plan for delivery of our strategic intent on hygiene, with stand-alone activities and integration of hygiene behaviour change into all other strategic intents.
- In partnership with Epic Arts, continued promotion of WASH IT song and music video, awarded innovation prize from Civil Society WASH Fund in March 2017. Released new Love Saboo (Love Your Soap) song to promote inclusive WASH and hand hygiene with Epic Arts.

Learning products created in FY18



During the year we produced 33 knowledge products. These products are reports, learning notes, case studies, blogs and videos. During the year we introduced the new brand guidelines and products created in the last few months of the year reflect the new brand. Over the year our internal capacity to make short films of our work increased. The completed learning products are presented here under our global strategy aims.

Reducing inequalities (4 products)



1. Women's participation in WASH-related vocational and tertiary education, and as WASH professionals in Cambodia (Report)

Author: Sereyroth Lim - (Independent consultant) on behalf of WaterAid Cambodia

Objective: Provide a brief overview of the current situation with regards to women studying and/or working in WASH related roles and identify the barriers that prevent women from studying or entering the WASH workforce, and the enabling factors which support women to study and work in WASH.



2. Analysis of inequalities - People with disabilities, garment factory workers, the urban poor, floating communities (Report)

Author: WaterAid Cambodia

Objective: Capture the experiences of various groups in Cambodia who have compromised access to WASH and the precise issues that they face, and the mechanisms that underpin their exclusion from WASH programs and other relevant services.



3. The reality of the national economic backbone (Report)

Author: Worker's Information Center Association

Objective: 1) To promote better understanding of the workers' living conditions and access to basic social services, 2) To promote wider understanding of the impact of the living conditions on the development and dignitary life of the garment workers, 3) To publicize and use collected data for advocacy to better improve workers' rights

4. WASH and MHM barriers encountered by Cambodian women with disabilities (Case Study)

Author: Emory University and WaterAid Cambodia

Objective: Develop an understanding of barriers that women with disabilities face regarding WASH and MHM in rural areas and gather recommendations for more equitable and inclusive access.

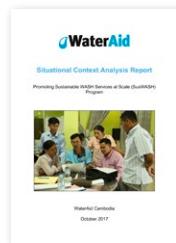
Sector strengthening (16 products)



6. Joint assessment Healthy People Healthy Place program (Report)

Author: WaterAid Cambodia

Objective: Understand better the context of the WASH situation in all 10 selected Healthy People Healthy Place target communities.



7. Context analysis: Promoting sustainable WASH services at scale programme - Kampong Chhnang (Report)

Author: WaterAid Cambodia

Objective: Inform program priorities and designs and provide a 'baseline' document to enable us to measure changes to the sector.



8. CRSHIP government engagement learning synthesis (Report)

Author: WaterAid Cambodia

Objective: The learning review on government engagement focuses on CRSHIP's interactions and involvement with national and subnational government authorities.



9. CRSHIP private sector engagement learning synthesis (Report)

Author: WaterAid Cambodia

Objective: The learning review on Private Sector Engagement focuses on CRSHIP's interactions with businesses engaged in the rural sanitation and hygiene sector.



10. CRSHP implementation learning synthesis (Report)

Author: WaterAid Cambodia

Objective: The learning review on Implementation focuses on CRSHP's efforts to maximize the impact of the Water Sanitation and Hygiene (WASH) programs and lessons learned during programme implementation.



11. CLTS triggering with children (Report)

Author: Carol Mortensen
(WaterAid Cambodia Consultant)

Objective: 1. Document current methods of engaging children in CLTS triggering in comparison with the National Guidelines and global CLTS practices. 2. Assess the level of risk that current methods have on the welfare of the children evolved. 3. Provide evidence-based recommendations to adapt CLTS approaches.



12. Influence of social context on sanitation: Influence of Collective Efficacy (Report)

Author: Allison Salinger
(Emory University, Research Intern) and WaterAid Cambodia

Objective: Examine the relationship between collective efficacy and sanitation uptake among CRSHP target villages.



13. Influence of social context on sanitation: Influence of social capital (Report and Research Brief)

Author: Causal Design (Research Firm) and WaterAid Cambodia

Objective: The overall purpose of this study is to identify differences in sanitation uptake through the lens of social capital.



14. Monitoring safely managed sanitation in Cambodia (Report)

Author: WaterAid Cambodia

Objective: Prepare national stakeholders in Cambodia for monitoring safely managed sanitation in future and improve overall sector effectiveness through better monitoring, data driven responses and evidence based policy and



15. UNICEF end of project review - Arsenic focus (Report)

Author: WaterAid Cambodia

Objective: Review project performance against planned results, conduct a critical assessment of the design and implementation of activities, and to develop recommendations to guide UNICEF's future work.



16. Healthy Start youth engagement (Report)

Author: WaterAid Cambodia

Objective: Review and reflect on key learning

and challenges among Healthy Start implementers and identify area of improvement for the next campaign activities.



17. Paradise Shelter sales champion (Case Study)

Author: WaterAid Cambodia and WaterSHED Ventures

Objective: Capture stories from the Paradise Shelter program.



18. Five things smart subsidies taught us about smart sector strengthening (Blog)

Author: WaterAid Cambodia

Published: <https://washmatters.wateraid.org/blog/five-things-smart-subsidies-taught-us-about-smart-sector-strengthening>

Objective: Description of the process taken to develop the Guiding Principles for Sanitation Hardware Subsidies in Cambodia.



19. SusWASH program exchange field trip to Kampot (Video)

Author: WaterAid Cambodia

Published: <https://youtu.be/CyE4BYiNKsg>

Objective: District administrators from Kampong Chhnang travel to Kampot to learn from Banteay Meas district on how they became Open Defecation Free.



20. Healthy People Healthy Place program launching (Video)

Author: WaterAid Cambodia

Published: <https://youtu.be/JaMAohJp4iw>

Objective: Document the launch of the Kratie Healthy People Healthy Place Project with WWF and government partners.



21. Sustainable WASH program launching (Video)

Author: WaterAid Cambodia

Published: <https://youtu.be/TvCT5f3Z9IQ>

Objective: Document launch of the Sustainable WASH Program to mark the start of stronger collaboration and strengthening of WASH sector in the province.

Integration (10 products)

22. Cambodia WASH and Nutrition Sub-working in Global Nutrition Report (Case Study)

Author: Dan Jones and Megan Wilson-Jones
WaterAid UK

Published: <http://www.globalnutritionreport.org/>

Objective: Spotlight the ongoing work in Cambodia to integrate policy and action on nutrition and water sanitation and hygiene.



23. National WASH in healthcare facilities workshop (Report)

Author: Emory, UNICEF, MoH, WHO, WaterAid Cambodia

Objective: Document proceedings of the WASH in healthcare facilities workshop.

24. National Health care waste management training in Kampong Cham (Report)

Author: Ministry of Health, WaterAid Cambodia, WHO and UNICEF

Objective: Document proceedings of the training workshop.



25. Review meeting on Water Sanitation for Health Facilities Improvement Tool (WASH FIT) (Learning Note)

Author: WaterAid Cambodia

Objective: Inform next adaptive planning cycle specifically on WASH FIT tool implementation as part of learning agenda of the programme.



26. Review Meeting on Water Sanitation for Health Facilities Improvement Tool (WASH FIT) (Meeting report)

Author: Ministry of Health, WHO, UNICEF and WaterAid Cambodia.

Objective: This meeting report captures the learnings, reflection and ways forward for

27. Exploring water, sanitation and hygiene (WASH) infrastructure and practices among healthcare workers in maternity wards and delivery units at Cambodian rural health centers (Report)

Author: Emory University and WaterAid Cambodia

Objective: To explore the current status of WASH infrastructure and practices in rural health centers.



28. Technical designs for user-friendly WASH in healthcare facilities

Author: Humanity and inclusion (formerly knew as Handicap International)

Objective: Design options for accessible WASH facilities in healthcare facilities.



29. User-friendly WASH in Healthcare Facilities (Learning brief)

Author: WaterAid Cambodia

Objective: Explain about the concept of User-Friendly WASH in healthcare facilities.



30. National Guidelines for Water Sanitation and Hygiene in healthcare facilities English and Khmer Version (Guideline)

Author: Ministry of Health

Objective: The purpose of this document is to provide comprehensive guidance on basic WASH services in health care facilities in Cambodia.



31. Woman Brings Drinking Water to Community (Case Study)

Author: WaterAid Cambodia

Objective: To tell the story of a woman entrepreneur who runs the Water Kiosk next to the health center in Peus Pi Commune.



32. Initiating dialogue with youth on MHM: Experiences working with feminism celebrity "A Dose of Cath" (Report)

Author: WaterAid Cambodia

Objective: Documentation of achievements and lessons from our first mini online campaign on MHM.



33. Going viral to promote hygiene: Four tips to get a million people dancing to a handwashing song (Blog)

Author: WaterAid Cambodia

Published: <https://washmatters.wateraid.org/blog/going-viral-to-promote-hygiene-four-tips-to-get-a-million-people-dancing-to-a-handwashing-song>

Objective: Description of the process taken to disseminate the WASH IT song and music video.

Annex A: Cambodia Country Strategy

WATERAID CAMBODIA COUNTRY STRATEGY 2017 – 2020



WE MAKE
CHANGE
HAPPEN BY

Strengthening systems that lead to sustainable water and sanitation services. Inspiring the next generation of WASH leaders, especially women. Promoting collective action and building bridges between sectors. Exploring where the momentum for change lies, innovating and adapting. Learning and facilitating sector knowledge management.



Cambodia's next generation of WASH leaders

We will build a workforce of qualified, motivated and inspired leaders and technical personnel to deliver and sustain universal access.



A healthy start for mothers and children

We will support the government to improve quality of care in health care facilities through a people-centred care approach.



Our Strategic Intents



Sector strengthening for universal access in provinces, districts and cities

We will influence sector actors to work together effectively and strengthen systems at national and sub-national levels in both rural and urban settings.



Making hygiene behaviour change stick

We will use our role as a convener and our creative energy to support the national government's ongoing efforts to roll out a compelling national hygiene behaviour change campaign.



Marginalised groups championing inclusive WASH

We will work to ensure that key actors in the WASH, health and private sectors are practicing inclusive WASH and that issues facing marginalised groups are addressed.



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