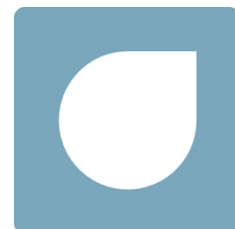


## Reflection Note

# Strengthening Government-Led Review and Development of National and Provincial Action Plans for Rural WASH



WaterAid/Sokkung Sou



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**Sector Strengthening Programme**

## I. Introduction

The second National Action Plan and Provincial Action Plan for Rural Water Supply, Sanitation and Hygiene (NAP II and PAP II – RWSSH) has been prepared by the Royal Government of Cambodia to provide a framework for accelerating RWSSH improvement. It seeks to guide the Government and partner agencies in the planning, development and management of the delivery of sustainable RWSSH services in line with the National Water and Sanitation Policy, 2003 and the RWSSH National Strategic Plan, 2014 – 2025. It also seeks to bring the sector closer to the vision of universal access and it will contribute to the achievements of the Cambodian Sustainable Development Goals (CSDGs), particularly Goal 6 “Ensure availability and sustainable management of water and sanitation for all” as well as related goals on education, health, gender equality and climate change.

The NAP II has been developed in a collaborative manner under the leadership of the Ministry of Rural Development (MRD). The Provincial Action Plans (PAPs II), based on the expected results of the NAP II, have been prepared under the leadership of the Provincial Working Group (PWG) RWSSH in each of the 25 provinces, with technical support from national facilitation teams and national consultants. The NAP II and PAPs II have built on the results and lessons learned from implementing the NAP and PAPs 2014-2018.

## II. Process of NAP II Development

MRD started to lead a collaborative effort to develop the NAP II and PAP II – RWSSH in the second half of 2018, immediately after the completion of the Review of the NAP I and PAPs I. Sector partners were actively engaged through the government-led process that also sought to provide opportunities for capacity development at the national and sub-national level. Engaged stakeholders included development partners, national and international NGOs. The following were the major steps followed in NAP II and PAP II development:

- Development of the Result Framework of NAP II;
- Preparation of the PAPs II in each of the 25 provinces under the leadership of PWTG with technical support from national teams and national consultants;
- National consultation workshop; and
- Consolidation of the PAP II and finalization of NAP II.

## III. Institutional Coordination Framework

Level	Key Sector Actors	Roles and Responsibilities
National	MRD	<ul style="list-style-type: none"> <li>• Leads review and development of NAP;</li> <li>• Coordinates development partners and implementing agencies at national level;</li> <li>• Raises funds and manages resources for review and development of NAP;</li> <li>• Supports PDRDs to review and develop PAPs;</li> <li>• Supports in building capacity of PDRDs.</li> </ul>
	TWG-RWSSH	<ul style="list-style-type: none"> <li>• Supports coordinated oversight for the review and development of NAP;</li> <li>• Convenes quarterly meetings to review progress.</li> </ul>
	Development Partners/ NGOs (including WaterAid)	<ul style="list-style-type: none"> <li>• Provide technical and financial support for reviewing and developing NAP;</li> <li>• Provide capacity building and coaching support.</li> </ul>
	Technical Consultants	<ul style="list-style-type: none"> <li>• Facilitate in designing processes, methodologies and tools for reviewing and development NAP and PAP;</li> <li>• Provide orientation and training on how to use the designed tools for reviewing and developing NAP and PAP;</li> <li>• Monitor quality, consolidate and analysis information and results and reporting;</li> <li>• Facilitate to produce draft plans.</li> </ul>

Provincial	PDRD	<ul style="list-style-type: none"> <li>Leads review and development of PAP;</li> <li>Ensure good quality of PAP review and development;</li> <li>Ensure timely completion of PAP review and development;</li> <li>Coordinates implementing agencies at provincial level;</li> <li>Raises and mobilizes resources for reviewing and developing PAP;</li> </ul>
	PTWG-RWSSH	<ul style="list-style-type: none"> <li>Supports coordinated oversight the review and development of PAP;</li> <li>Convenes quarterly meetings to review progress.</li> </ul>
	Implementing partners/WaterAid	<ul style="list-style-type: none"> <li>Provide technical and financial support for reviewing and developing PAP;</li> <li>Provide capacity building and coaching support;</li> <li>Provide co-facilitation during consultation workshops</li> </ul>
District	District Administration District Office for Rural Development	<ul style="list-style-type: none"> <li>Participates in any consultation workshop and meeting;</li> <li>Provides inputs and information;</li> <li>Provides coordination support at district level.</li> </ul>
Commune	Commune Councils	<ul style="list-style-type: none"> <li>Participates in any consultation workshop and meeting;</li> <li>Provides inputs and information;</li> <li>Provides coordination support at commune level.</li> </ul>

#### IV. Strengths

Throughout the process to develop the NAP II and PAP II WaterAid observed several strengths in the way that the planning was developed:



- Results frameworks with indicators were first developed for NAP and then used to develop PAPs;
- The planning process started quite well in advance – almost one year before the start of the new period;
- Strong participation of Government staff both from MRD and sub-national level that could lead to stronger understanding and ownership;
- Structured way of facilitation by MRD – teams were established with leaders and members, to work with consultants to support provincial plan development;
- The planning process provided an opportunity for collaboration between the Department of Rural Healthcare and the Department of Rural Water Supply;
- National consultants were engaged who are

experienced in facilitating provincial planning process;

- Use of Khmer language throughout the process facilitated easier participation of Government staff;
- Use of Telegram for continuing communication between MRD, PDRDs, partners and consultants.

#### V. Weaknesses

WaterAid also observed several weaknesses and challenges during the plan development process:

- Numbering of indicators was not consistent between NAP and PAPs;
- Some confusion about formulating outcomes, outputs and activities – resulting in different results in different provinces;
- Lack of trusted management information systems and data to inform planning and decision-making;
- Lack of follow up by MRD Teams to ensure timely completion of the PAPs – some provinces did not manage to finalize the results in time;
- Use of Khmer language makes it difficult for International Partners to provide comments and recommendations;
- Lack of guidelines for planning of “new” activities such as reaching the targets for the poor households, in challenging environment, ensuring climate resilience etc;

- Some provinces had low priority, limited ownership and limited commitment of directors of PDRD who were responsible to lead the review and development of PAPs;
- Some provinces had many participants during the workshops –it was challenging to ensure active participation by all; and
- After the completion of PAPs, no further efforts have been made by MRD to ensure that provinces are ready for implementing the PAPs.

## VI. Learning and recommendations for future improvement

The following are the key learnings and recommendations were captured for future improvement:

<p>Engagement and involvement (PDRD involvement in national level, provincial department engagement, gender and social inclusion)</p>	<ul style="list-style-type: none"> <li>• Planning of “new” interventions such as reaching the poor needs more guidance including for the facilitators. The guides should have been developed prior to starting the PAPs development process;</li> <li>• When the process started at the national level, it would have been useful to include the participation of selected representatives from the provincial level;</li> <li>• Provinces could be requested to identify the RWSSH needs – one important consideration is to be consistent in use of indicator numbering;</li> <li>• During development of the national results framework and indicators, at provincial level a process to consolidate the provincial needs could be conducted. Perhaps by reviewing the WASH components of the commune proposals submitted for the District Integration Workshop;</li> <li>• Participants at the provincial level need to be better selected. Participation of staff from Department of Planning, Commune/Sangkat Support Unit within the District Administrations, the Planning and Investment Division of the Provincial Administration and the Planning and Commune Support Units of the District Administration needs to be encouraged or strengthened.</li> </ul>
<p>Leadership commitment and support</p>	<ul style="list-style-type: none"> <li>• Special effort is needed to ensure voice of women both at the national and sub-national level;</li> <li>• Government-led NAP and PAPs development requires good facilitation support. Capacity needs to be strengthened within MRD to facilitate the process of PAPs development but more importantly they need commitment and motivation to support and to see the good results. Especially, successful sector processes need strong leadership and commitment of Minister of MRD and Directors of PDRDs.</li> </ul>
<p>Support methods (peer-peer sharing including NGOs)</p>	<ul style="list-style-type: none"> <li>• Some key PDRD staff have demonstrated extensive experience and skills in planning. Peer support system among PDRDs, where some PDRDs can support other PDRDs, should be developed and utilized;</li> <li>• A review of draft PAPs should be conducted, this could be facilitated by MRD and use the abovementioned peer support system among PDRDs;</li> <li>• Guide to implementation of PAPs needs to be developed, with strong inputs from PDRDs themselves;</li> <li>• Good collaboration and collective effort between government and NGOs for co-facilitation and technical support produced high quality of gathered information and clearly defined target plans;</li> <li>• Roles and responsibilities of the PTWG, and National Technical Support Team should be clearly defined and followed in reviewing and developing PAPs.</li> </ul>

Management information system and information sharing systems	<ul style="list-style-type: none"><li>• The trusted management information systems and data should be strengthened to inform planning and decision-making;</li><li>• Internal and external information sharing systems should be strengthened to ensure information is properly and smoothly shared and communicated between national and sub-national departments.</li></ul>
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## VII. Next steps

By joining and sharing efforts with both national and sub-national government department in providing technical support, coaching and building capacity for reviewing and developing NAP and PAP. WaterAid is well-recognized as key sector actor in systems strengthening especially PDRDs are looking at WaterAid as their resource centre in term of technical support and capacity building mainly. Now they are stuck for operationalizing their PAPs and they asked WaterAid to assist them for moving forward. To respond to their requested, the following is key opportunities that WaterAid will assist PDRD for operationalizing their approved PAPs.

- Support MRD and PDRDs especially in Kampong Chhnang and Kratie provinces, to disseminate their approved developed NAP and PAPs;
- Support PDRDs to operationalize their approved development PAPs;
- Support PDRDs to work together with district and commune administration to develop wide-district and commune WASH plans by aligning with approved PAPs.