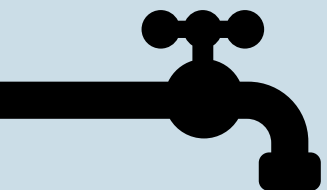




# WATERAID CAMBODIA COUNTRY STRATEGY 2017 – 2020



**2017  
2020**

## OUR VISION

is a world  
where everyone,  
everywhere has  
safe water,  
sanitation and  
hygiene.

## OUR MISSION

is to transform  
the lives of the  
poorest and most  
marginalised people  
by improving access  
to safe water,  
sanitation and  
hygiene.

## OUR VALUES

are respect,  
accountability,  
courage,  
collaboration,  
innovation and  
integrity.

**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.



## 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.



## Our Strategic Intent



## 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.



## 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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# 1 Introduction

Cambodia is changing fast and finding some of the solutions to its development challenges. The number of children under five who are stunted and the number of people who defecate in the open or drink unsafe water is still high compared to other countries in the region, with wide-ranging impacts on people's health and the economy. Yet these numbers are dropping quickly as Cambodia innovates scalable solutions to increasing water and sanitation services and other areas of human development. Cambodia is now aiming to accelerate this progress and reach everyone, everywhere with access to drinking water and sanitation within the next decade, whilst also looking for solutions to improving the quality of services, ensuring sustainability and reducing inequality.

WaterAid Cambodia's first country strategy is designed to align with key Royal Government of Cambodia strategies such as the National Action Plan on Rural Water Supply Sanitation and Hygiene, the Food Security and Nutrition Strategy and the National Health Strategic Plan. The strategy also

aligns with WaterAid's Global Strategy 2015-2020 with its emphasis on being an influencing organisation and four aims on a) reducing inequality, b) strengthening services, c) integrating WASH into other sectors and d) improving hygiene behaviours.

This strategy sets out WaterAid Cambodia's intents from 2017 to 2020. It has been informed by a country program review and consultation with external stakeholders. The strategy aims to give broad direction to WaterAid's work whilst allowing space to be responsive to new opportunities. Each year an annual Business Plan will be developed to operationalise the strategy and quarterly reflections and an annual review will be used to track progress and adapt plans.

Though this is WaterAid's first country strategy for Cambodia we are planning from the start for the time when we will exit the country. If we achieve our ambition and Cambodia reaches near to its aim of universal access by 2025 this would be the right time for WaterAid to begin a transition out of the country.

## VISION

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Our vision is a world where everyone, everywhere has safe water, sanitation and hygiene.

## MISSION

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Our mission is to transform the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene.

## VALUES

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Our values define our culture and are at the very heart of WaterAid – who we are, what we do and how we do it.

# VALUES



## Respect

We treat everyone with dignity and respect and champion the rights and contribution of all to achieve a fairer world.



## Accountability

We are accountable to those whose lives we hope to see transformed, to those we work with and to those who support us.



## Courage

We are bold and inspiring in our actions and words, and uncompromising in our determination to pursue our mission.



## Collaboration

We work with others to maximise our impact, respecting diversity and difference in the pursuit of common goals.



## Innovation

We are creative and agile, always learning, and prepared to take risks to accelerate change.



## Integrity

We act with honesty and conviction and our actions are consistent with openness, equality and human rights.

# 2 WaterAid Cambodia

WaterAid Cambodia was the first new country program established under WaterAid's latest global strategy and embodies the organisation's commitment to moving beyond service delivery to becoming an influencing organisation driven by creativity and innovation.

The country office opened in 2014 and the initial 'set up' phase focused on building a strong operational platform for program growth. This was followed by a 'development' phase in which WaterAid started to find its niche and identity in the sector by experimenting with a variety of approaches, themes and partnerships.

A key focus of this phase was growing the team, now comprising 27 professionals, and forging a culture in line with WaterAid's values. A recent internal audit and staff employment survey found the country program systems, grant management processes, and culture to be robust. This enables WaterAid to move forward confidently into its next phase, guided by this country strategy.

A review of WaterAid's program work from 2014 to 2017 was conducted to inform this country strategy. The review characterised WaterAid as a collaborator, using partnerships

to good effect with government, civil society, private sector and academia; a bridge builder, playing a neutral role to catalyse better coordination within and between sectors; and a thought leader offering sound technical expertise and knowledge management. WaterAid is recognised for its advocacy skills, making effective use of evidence and relationships and beginning to test media strategies and engagement with youth and the private sector. Stakeholders appreciated WaterAid's adaptive management approach, adjusting programs to the situation and pace of partners.

WaterAid has contributed to significant changes in sector strengthening, WASH in healthcare facilities, and inclusive programming, especially disability inclusive activities. Looking forward to the next three years the review encouraged WaterAid to continue to collaborate closely

with government and to discern where it can add value and complement the work of others. In terms of new directions, the review encouraged WaterAid to augment national level influencing with support to government at the sub-national level, to show how national policy can be operationalized, demonstrate models of inclusive WASH services in communities and healthcare facilities, as well as strengthening systems for coordination, planning and monitoring. The review challenged WaterAid to expand its focus to other vulnerable groups and find the right mix of influencing tactics to bring about large scale changes.

# 3

## Opportunities and challenges

**How can everyone, everywhere in Cambodia enjoy access to water and sanitation in the next eight years (by 2025)?**

We believe this ambitious aim set by the Royal Government of Cambodia is possible, but for this to be realised major steps will need to be taken quickly. This section presents an overview of key opportunities and challenges to making this happen and the questions WaterAid will be exploring through its programs.

### People to do the job

Cambodia currently does not have, nor is it producing, enough professionals with the right skills to deliver and sustain universal access. This lack of human resources is

acknowledged by sector actors, but it is not being directly addressed. Young graduates do not dream of working in the WASH sector, and sector professionals only receive piecemeal on-the-job training and are often not skilled in latest good practice. Furthermore, Cambodia's WASH sector is male-dominated. There are few women in decision-making and technical roles, and women are poorly represented among young WASH professionals. Those in other sectors, such as the health sector, also do not receive adequate training on WASH or infection prevention practices during their professional training and development. The National Action Plan for rural WASH has placed capacity development as its first strategic objective, providing an opportunity for a concerted effort to address this challenge in a systematic way, including promoting women's leadership. Female graduates need early career opportunities to build confidence, develop leadership and

technical skills. Cambodia has a large youth population and the government is focused on improving Cambodia's economic competitiveness through lifting up the quality of education and building a stronger human resource base.

**How can Cambodia create the leaders and skilled, professional, gender-diverse workforce it needs to deliver and sustain universal access?**

## **Cambodia's first province with universal access to WASH**

In the rural sector, Cambodia now has in place a clear policy framework aimed at reaching universal access by 2025 and active coordination mechanisms at the national level. This provides an opportunity for collective action with stakeholders working together and maximising resources to deliver the National Action Plan. Many communes and the first district have become open defecation free; if Cambodia is to reach its 2025 target the next challenge is working out how to attain universal access at a provincial level.

Decentralisation and deconcentration of rural WASH functions to district and provincial authorities has just begun and faces many hurdles. There will need to be a concerted effort to develop capacity and transfer sufficient finances to deliver these new roles and ensure that investments in WASH support the inclusion of the most marginalised communities and households. There is little knowledge on policy frameworks at the sub-national level, limited coordination and no monitoring system to track progress against national plans.

In 2015 Cambodia faced its most severe drought on record as a result of climate change and multiple threats to water resources. The increase in access to rural water supply is slowing and much of the public water supply infrastructure that has been installed is no longer functioning.

**How can national and sub-national systems be strengthened to enable the first province in Cambodia to provide sustainable and inclusive services to all its population?**

## City-wide inclusive sanitation

Around a third of Cambodians now live in cities, and the urban population is expected to reach 8 million by 2030. Although most urban citizens use a toilet, less than 10 percent of the urban population likely meets the Sustainable Development Goal target of using 'safely-managed sanitation'. Cambodia faces the challenge of addressing this silent fecal sludge management crisis amidst a construction boom with minimal urban planning and no clear policy or institutional framework for urban sanitation.

Urban sanitation will improve when it becomes a national priority lead by municipal champions with the capacity and finance to deliver inclusive city-wide sanitation. Citizens have a role to play in demanding sanitation services in their cities and development partners will need to move beyond traditional infrastructure fixes to addressing all aspects of the sanitation chain.

**How can authorities safely manage sanitation for everyone in their cities?**

## Changing hygiene behaviours

Promoting hygiene behaviour change sees less investment and innovation than increasing sanitation and water supply access in Cambodia. As a result, development of Cambodia's first national behavior change campaign on WASH is just beginning and there is limited capacity of local stakeholders to implement such a campaign. There is not yet consensus on which approaches to changing behaviour are effective; different actors use different approaches and develop new tools and materials resulting in inefficient use of resources and low impact.

There are significant opportunities that can be leveraged to boost efforts in this area. Most households have access to a water supply and some kind of soap. Social norms are changing, in part through migration and social media, particularly around sanitation. Cambodia has a new national behaviour change communication guideline that priorities ending open defecation, handwashing with soap and treating drinking water. Effort has been put into designing

and manufacturing an aspirational handwashing device however this has not been marketed and tested at scale.

**How can sector stakeholders work together to roll out a national level hygiene behaviour change campaign and how can the private sector address supply of handwashing products?**

## **Reducing inequality early**

As Cambodia becomes a lower-middle income country, deep inequalities persist across all areas of human development, while gender inequality remains pervasive with high rates of gender-based violence; women earning lower wages than men and poor representation of women in public decision-making positions and politics. These inequalities are evident in Cambodia's progress towards universal WASH, with groups of the population being marginalised from services and decision making. Many of the people in these groups, especially women and children, face multiple disadvantages and layers of discrimination, due to the interaction of geographic, social and economic factors.

In Cambodia there is a vibrant community working on disability inclusion, backed by strong development partner support, and a growing policy focus on social protection for other vulnerable groups. Islands of inclusive programming show glimpses of how barriers to inclusion can be overcome. There is a recognition that reaching these marginalised groups will be the hardest part of achieving universal access. Efforts to do so need to begin now.

**How can the sector better understand the barriers faced by marginalised groups, women and children and put in place policies and take action to address these?**

## **Health care facilities protecting the health of the community**

The Sustainable Development Goals entail a move beyond WASH in the household to WASH in all settings. Healthcare facilities are a critical institution in which to consider WASH, both

because the services and behaviours practiced by healthcare workers set the standard for communities and because a clean and hygienic facility is the foundation of quality care. In Cambodia almost all mothers now give birth in a healthcare facility yet the number of babies that die in their first month of life is not reducing at the same rate in which other health gains are being made. Furthermore, many patients who visit a healthcare facility for treatment risk acquiring a new infection in the facility.

In part, the reasons for this are: healthcare facilities lack a safe and reliable water supply and toilets that are accessible to all patients and staff; lack the equipment and systems to manage waste safely; and lack the leadership, knowledge and motivation required for healthcare workers to practice good hygiene behaviours and manage medical waste properly. Improving WASH reduces the risk of acquiring infections for patients as well as staff and, in turn, the surrounding community. Women's lives in particular can be improved through

WASH in healthcare facilities, as most frontline healthcare workers and users of healthcare facilities are women.

Significant reforms in the health sector aimed at improving the quality of care and equity in access to services are being implemented. Finance for healthcare facilities is being tied to performance and basic funding is becoming available for healthcare facility managers to make improvements. A national social accountability framework incorporates healthcare services and presents opportunities for citizens to provide feedback on the services they receive.

**How can health sector systems effectively address hygiene behaviours and WASH services in healthcare facilities as a basis of quality of care?**





## Making change happen

We believe that universal access to WASH by 2025 in Cambodia is possible and we will use all our resources, energy and passion to act as an influencer, making change happen in the following ways. Acting as an influencer requires us to play multiple roles; at times we will lead, catalyse action and innovate, sometimes we will invest in others through financial support and capacity development, and at times we will collaborate and add our weight to existing initiatives.

### Systems and people

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WaterAid believes that everyone will enjoy the right to water, sanitation and hygiene when there are strong systems to deliver these services and the right number of capable people to deliver these systems. We will strengthen systems that lead to sustainable water and sanitation services for everyone in rural areas, secondary cities and in healthcare facilities, with a particular focus on tackling systemic discrimination of marginalised communities and gender inequality. We will inspire the next generation of WASH leaders and professionals, especially women, that will take Cambodia to universal access.

## Collective action

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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. We will act as a convener, brokering relationships and forging partnerships to strengthen sector networks, build bridges between sectors and draw in new actors from outside the traditional WASH sector (for example corporates, youth, academia).

## Innovate and adapt

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Cambodia is a rapidly changing country in a dynamic and restless region. WaterAid will continually seek to understand where the momentum for change lies and maximise new opportunities. We will be courageous and take informed risks to leverage new possibilities, with a focus on the private sector and youth. We will be creative and innovate to find new ways to accelerate progress towards universal access. To keep up with the rapidly shifting context, we will work in ways that allow us to be flexible. We will set a clear direction and we will regularly pause to reflect on changes to our context, the effectiveness of our activities, and adapt future plans.

## Learning and evidence

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WaterAid will learn from its own experiences and the work of others, pursue an impactful research agenda and facilitate wider sector knowledge management. We will maximise new technology and social media trends to develop real-time learning systems. We will model solutions, evaluating the process and documenting costs to generate evidence and communicate this in compelling ways to bring about policy changes. We will systematically evaluate program themes to inform sector practices, set WaterAid's future direction and demonstrate impact.



# 5 Our strategic intents





## **Cambodia's next generation of WASH leaders**

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

The first objective of the government's National Action Plan relates to increasing capacity in the sector. We intend to build stronger national capacity to meet the emerging technical, social and governance challenges in the WASH sector. We will work with partners to develop a range of activities that target professionals, especially women, throughout their professional career - from first attracting young people into the sector, upgrading core skills of mid-career professionals, and empowering senior leaders. We will support female WASH practitioners to gain technical and leadership skills and promote greater gender awareness among senior leaders.



## Pathways:

Encourage students and young professionals, especially women, to study WASH and water resource management and move into technical roles in the WASH sector by generating opportunities for professional networking, research, experiential learning, internships and interaction with international experts.

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Provide both experienced personnel and the new cadre of WASH staff within district authorities the opportunities to continue to upgrade their WASH and water resource management knowledge and leadership skills by working with partners to develop and deliver relevant short courses and update content of curriculums in educational institutions.



## **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.**

We will enable government and sector partners at the sub-national level to work together, maximizing existing resources, to develop credible plans and put in place systems for monitoring of progress towards plans to inform future decisions. We will work to ensure citizens' voices, especially women and marginalised people, are heard and that plans address their needs. We will focus sector stakeholders on the challenges of sustainability in terms of local water resources and functionality of water supply, maintaining open defecation free communities and the public health opportunities of making WASH programming more nutrition-sensitive.



WaterAid/Tom Greenwood



## Pathways:

Catalyse greater collective impact by strengthening sector coordination and designing collaborative actions at national and sub-national levels.

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Cultivate champions in cities, and districts to lead the sector agenda, supported by evidence, promoted through media, backed by local campaigns and incentivized through national competitions.

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Enable sustainable service delivery at scale by supporting provincial, district and secondary city authorities to develop Provincial Action Plans for rural areas and city-wide inclusive sanitation plans. Plans will be data-driven, nutrition-sensitive, target the poorest and address local water security issues.

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Strengthen rural WASH sector performance monitoring at the national and sub-national level through catalyzing annual reviews of the National Action Plan and supporting government to develop a management information system at the sub-national level.



## 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.**

We will work with the private sector to introduce innovative WASH products such as handwashing stations and latrine shelters, to enable people to practice new behaviours. We will advocate for national approaches to reach all population groups, particularly people with disabilities and other marginalised groups, and focus on staff, patients and family members working in or accessing healthcare facilities.



## Pathways:

Support current efforts to design a national behaviour change campaign, generate high level political support for the campaign and work closely with sub-national government to implement and monitor its effectiveness.

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Build a collective sector understanding of effective hygiene behaviour change methodologies and tools for use in Cambodia.

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Seed investment in local social enterprises focused on introducing new WASH products and services that meet the expectations of households for modern aspirational solutions.

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Deepen our team's skills on hygiene behaviour change and integrate into all our programs.



## **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.**

We will deepen the sector's understanding of barriers facing marginalised groups in Cambodia. We will do this by empowering marginalised groups to document the barriers they face and advocate for solutions and by supporting government, non-government organisations, and the private sector to promote and model an equity and inclusion approach within Cambodian society. We will integrate inclusion into all our programs, including increasing our capacity for programming which contributes to gender equality.



## Pathways:

Enable marginalised groups to advocate for themselves and influence key decision makers to address their WASH challenges.

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Make visible to policy makers the WASH situation of marginalised groups, women and girls, identify solutions to meet their needs and advocate for policy and practice change.

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Inspire government and development partners to address social inclusion, implement national guidelines on inclusive WASH and pro-poor sanitation subsidies and model inclusive WASH, ensuring participation of poor and vulnerable groups and women and girls.

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Change attitudes around accessible, safe and female-friendly WASH facilities in iconic public buildings, public spaces and private establishments, by campaigning with Disabled Persons Organisations and the private sector to highlight innovations and create champions.



## **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.**

We will do this by strengthening government policy, systems and frameworks to improve WASH and waste management services and practices in all healthcare facilities, both public and private, with particular emphasis on delivery rooms.



## Pathways:

Strengthen the health sector policy frameworks and monitoring systems to comprehensively address WASH in healthcare facilities.

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Demonstrate and evaluate solutions to addressing WASH, including medical waste management, in healthcare facilities.

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Empower consumers and healthcare workers, particularly women, through using existing accountability mechanisms, patient voice and youth campaigns to improve quality of WASH services in healthcare facilities.

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Strengthen the capacity of health care professionals, including cleaners, to address WASH challenges through pre-service and in-service training.







Be part of a world where everyone,  
everywhere has safe water, sanitation  
and hygiene, find out more at:

 [www.wateraid.org/cambodia](http://www.wateraid.org/cambodia)

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## **WaterAid Cambodia**

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