

A Retrospective Review of Phase 1 of CRSHIP

A Collaborative Approach To Delivering Sanitation and Hygiene at Scale

May, 2017



“At that time (2008) NGOs working in the WASH sector were focusing on water supply. They weren’t talking much about hygiene and sanitation. The GSF Programme helped to bring focus on sanitation.”

- Dr. Chea Samnang, WSSCC National Coordinator

THE TWO PRIMARY OBJECTIVES OF CRSHIP1 WERE:

- ❶ Promote the sustainable practices of consistent use of latrines, handwashing with soap, and drinking only safe water in 2,000 targeted rural villages.
- ❷ Develop and strengthen capacity in government, local authorities, and local NGOs in promoting improved sanitation and hygiene.

OVERVIEW

The first phase of the Cambodia Rural Sanitation and Hygiene Improvement Programme (CRSHIP1) ran between 2011 and 2016. The goal of the programme was to increase access to improved sanitation by promoting sustainable sanitation and hygiene practices in rural Cambodia. At the time CRSHIP began, less than 41 percent of rural Cambodians had access to improved sanitation, the lowest rate in rural Southeast Asia.

The programme, funded by the Global Sanitation Fund (GSF) of the Water Supply and Sanitation Collaborative Council (WSSCC), aimed to achieve its goal by targeting 200,000 households, living in 2,000 villages in six provinces: Kampong Cham, Tbong Khmum, Kampong Speu, Takeo, Svay Rieng and Kandal. To this end, CRSHIP1 trained more than 6,800 people — including programme staff, local government officials, and village leaders — on the promotion of hygiene, sanitation and health.

Phase 2 (CRSHIP2) is due to run from 2016 until 2018 and has been greatly strengthened by the lessons learned over the course of planning, implementing and evaluating phase 1. Many of the programme elements in CRSHIP2 are therefore a direct response to the challenges identified in CRSHIP1. Moreover, the design of CRSHIP2 takes into account lessons learned from the global water, sanitation and hygiene (WASH) sector, as well as state-of-the-art thinking around international development as reflected in the UN Sustainable Development Goals (SDGs).

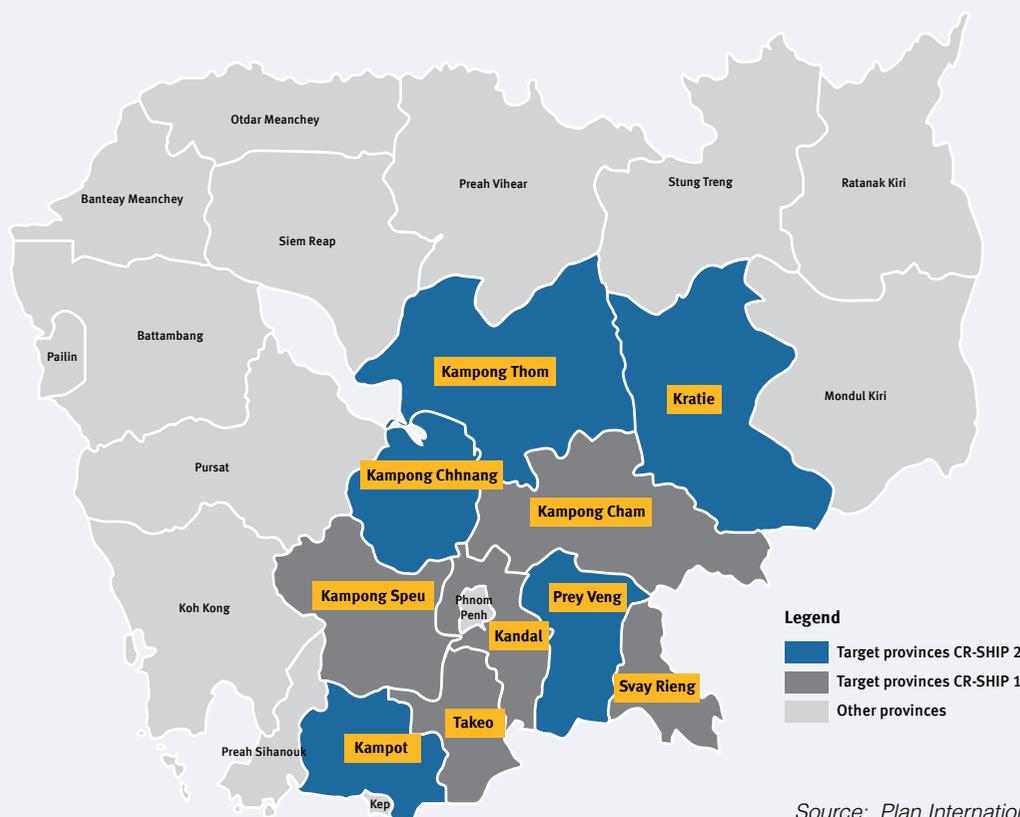
A major change in CRSHIP2 from CRSHIP1 is the shift from a large-scale WASH implementation programme to a large-scale action learning programme. While the objectives remain the same, CRSHIP has been designed to better align with the targets included in the Cambodian National Action Plan for Rural Water Supply and Sanitation, and the UN SDG 6.2, with its focus on the sanitation and hygiene needs of women, girls and those in vulnerable situations.



CRSHIP1 STRIVED TO ACHIEVE THESE OBJECTIVES THROUGH FIVE CORE COMPONENTS:

Programme Components

- ❶ Sanitation and hygiene promotion in rural communities.
- ❷ Capacity development in government, local authorities, local NGOs, community sanitation and hygiene promoters and in the private sector, who promote sanitation and hygiene in rural communities.
- ❸ Advocacy work for increased rural sanitation and hygiene promotion support at national and sub-national levels.
- ❹ Documentation, evaluation, and dissemination of experiences / lessons learned under the National Programme.
- ❺ Coordinating mechanism and directly executed activities.



Source: Plan International



“I believe experience from the implementation of CRSHIP for the last few years are helpful lessons and practical experience that can be good contributions and inputs.”

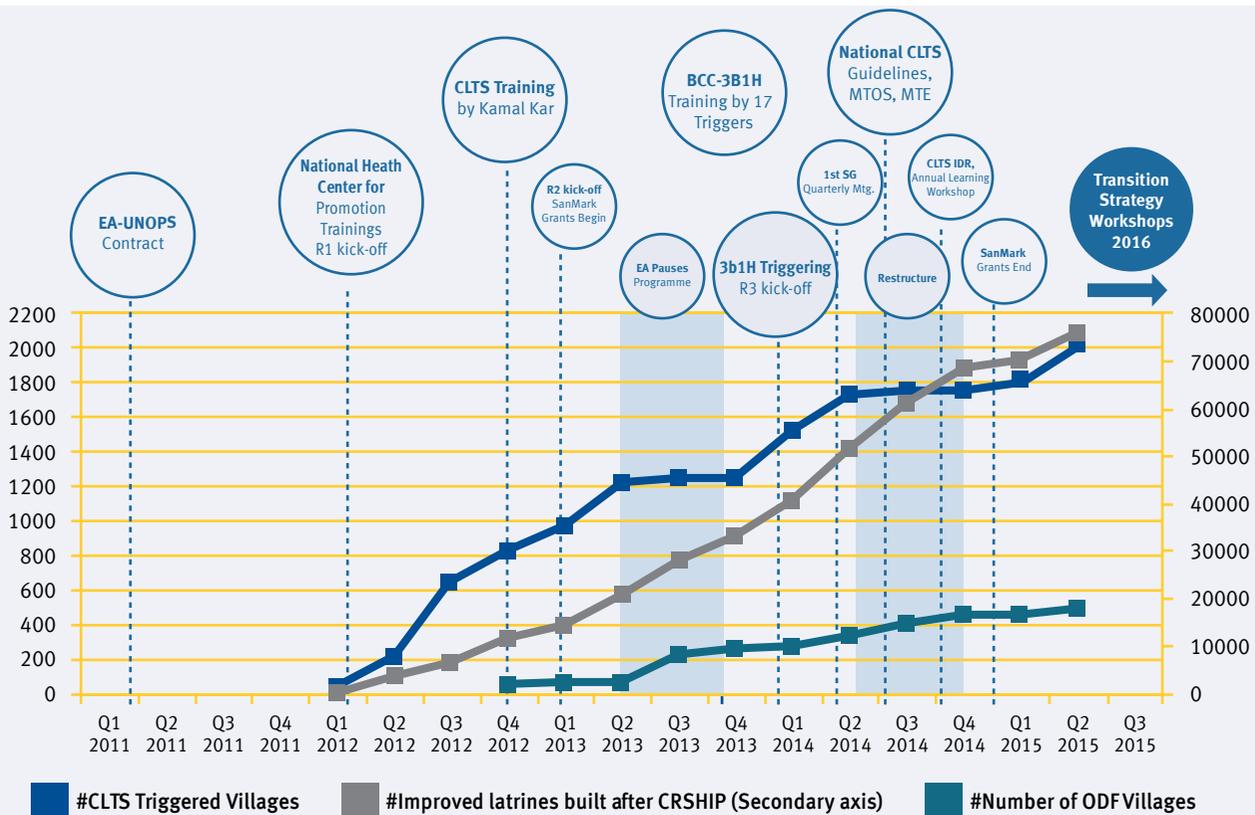
-- Mr. Ky Sopha, MRD Deputy Director

CRSHIP, both in its first phase, and second phase, is one of the largest multi-stakeholder collaborative programmes in Cambodia, and as such has been very influential in shaping how the Cambodian government — national, regional and local — works with agencies, suppliers, local partners and villagers to achieve wide-reaching and long-lasting successes. For example, through CRSHIP the WSSCC National Coordinator leveraged the Programme to enhance cooperation between government and civil society actors. CRSHIP also served as a catalyst for several sector-wide collaborative efforts including the start of a national monitoring and evaluation system and further development of the country’s behavior change communication portfolio. Moreover, CRSHIP contributed significantly to building the capacity of local nongovernmental organizations to implement WASH programme.

In CRSHIP1, a key marker of success was promoting the construction and use of effective sanitation facilities with the

target of achieving open defecation free (ODF) status in 60 percent — 1,200 — of the targeted villages. As of September, 2015 there were many measurable successes as a result of outreach activities and hygiene education including improved access to sanitation for more than 355,000 Cambodians. However, ODF was achieved in only 630 villages, or 31 percent achievement.¹ While this was one of the highest success rates among WASH programmes across the region,² it fell 29 percent below the ODF target.

The graph below highlights the success of Community-Led Total Sanitation (CLTS) triggering and latrine construction in targeted villages, however it clearly shows that ODF success did not automatically follow. A number of factors were determined to have hindered ODF success, including the application of a one-size-fits-all approach and the high number and remoteness of villages targeted by local partners. Furthermore, low ODF achievement was also found to be in part due to the Programme’s limited ability to reach the poorest households, with most latrine building occurring in non-poor households which could afford the pour-flush latrines promoted by sanitation marketing organizations. The graph below also highlights several key milestones and events that affected programme outcomes.



1 As of July, 2016 it is estimated that the number of ODF communities has increased to 743 (62% of target).
 2 UNICEF. (2013). Community-Led Total Sanitation in East Asia and Pacific. UNICEF, Plan, WaterAid, WSP.

Source: Plan International (2015)

One of CRSHIP's key strengths has been the ability to evolve and develop based on input from in-depth programme review, stakeholder feedback, GSF global lessons, and interactions with research institutions such as the CLTS Knowledge Hub. As weaknesses and opportunities were identified during CRSHIP1, steps were taken to develop solutions or leverage additional resources. While this was not always possible within the timeframes set out for Phase 1, many were incorporated into the planning

for CRSHIP2. Below are three examples of new programme elements introduced in CRSHIP2 as a direct response to the lessons learned from CRSHIP1. Moreover, these elements have been designed to contribute to CRSHIP2's context-driven adaptive strategy. This strategy is predicated on iterative cycles of learning and adaptation to increase the programme's capacity to target and include the poorest and most vulnerable.

1. USE AND DEVELOPMENT OF ASSESSMENT TOOLS TO BETTER UNDERSTAND LOCAL CONTEXT

• Participatory Village Assessment (PVA) tool

The CRSHIP1 Mid-Term Outcome Survey noted that stagnant ODF rates were partly attributed to the limited experience of local partners to identify key conditions in a community that make it ideal for CLTS intervention. To improve guidance to partners, CRSHIP supported the development of the PVA tool to ensure information on conditions such as socio-economic, health, current sanitation and hygiene in the villages were collected before implementation began. The PVA tool was incorporated into the Cambodia National Government's CLTS guidelines and included in CRSHIP as a standard practice from 2014 onwards.

• Participatory Social Assessment and Mapping (PSAM) toolkit

In an effort to better reach poor and marginalized communities in alignment with SDG 6.2, the PSAM toolkit has been developed and incorporated into CRSHIP2. The toolkit uses participatory approaches to map poverty, vulnerability, seasonality and gender issues in rural communities. Several of the PSAM tools are designed to facilitate community engagement through participatory approaches to data collection, monitoring and self-assessment, by involving community members, local leaders and officials and religious figures. By having a better understanding of the diverse local contexts in rural Cambodia, it is hoped that various root causes affecting hygiene and sanitation among the poorest and most vulnerable can be better identified and addressed.

2. TIMELY AND SUSTAINED SUPPORT TO PARTNERS

• Sanitation Marketing (SanMark) sub-grant

Two SanMark partners (iDE and Watershed) were involved in Phase 1, but challenges over financing, lead times and communication led to several issues. As such, for CRSHIP2, the importance of identifying and fully including SanMark partners from the beginning has been included, and to aid this, a sub-grant has been created to help overcome the previously discovered issues. Furthermore, the SanMark grant will focus on working to solve existing and emerging challenges facing the supply of sanitation and hygiene materials. These challenges include but are not exclusive to supply chain strengthening and fecal sludge management.

• Technical Assistance (TA) sub-grant

Local partners received training and technical assistance at various times throughout CRSHIP1. However, often times this training occurred long after the capacity issues had first been identified. Furthermore, CRSHIP1 relied heavily on outside short-term consultants to provide training and TA support. This limited both institutional knowledge within the programme and effective training follow-up. Hence, strengthened training and capacity within CRSHIP has been a central component of CRSHIP2. In response, the TA sub-grant was created to provide continuous technical support and capacity building to all partners, with regular monitoring and follow-up activities.



Ouk Sam ouern is a 50-year-old blind farmer in Rum Lich village, Cambodia. Spurred by a GSF-supported triggering session he attended, he decided to build a latrine quickly. However, he did not have enough money to build a modern latrine like some of his neighbours, but this did not stop him – his mind was made up. “I had only \$80 to build a normal pour flush latrine – I dug the ground to put in the concrete rings, made the walls with some bricks and palm leaves and covered the roof with palm leaves. Some people laughed at me because I built this kind of latrine but I don’t care – I care about my family’s health.”

- **Learning and Documentation (L&D) sub-grant**

With CRSHIP’s large scope, and focus on becoming an action learning programme, a key component of CRSHIP1 –

learning and documentation — has been given even greater importance in CRSHIP2, through the creation of the L&D sub-grant. The grant is intended to assist in identifying emerging issues and opportunities in real-time, as well as document outcomes and disseminate findings to all stakeholders and national and international forums. Outputs and learning from these activities support better management decisions for faster strategic adaptation to the emergent issues and opportunities in the programme. In addition, the grant is designed to help ensure that best practices are shared among stakeholders and incorporated into CRSHIP implementation. Furthermore, the L&D grant is intended to facilitate stronger partnerships between local actors and government organizations in terms of documenting and communicating lessons learned and program observations. This in turn will influence subsequent action and policy.



3. STRONGER COORDINATION AND COLLABORATION WITH GOVERNMENT AND WASH SECTOR PARTNERS

- Programme Coordination Mechanism (PCM)

In July 2010, the National Coordinating Mechanism (NCM) was created to provide high-level support to CRSHIP's executing agency (EA). The NCM consisted of 13 stakeholders from the WASH sector including government partners and WSSCC representatives. However, an early lack of understanding between the roles of NCM members and the EA, combined with a shared belief that technical capacity was lacking meant that the implementation of important activities was often impeded and delayed. Due to several factors the NCM fell inactive in 2014, and by then the EA's capacity had improved. While the absence of the NCM increased the responsiveness of CRSHIP1 decisions, it meant that coordination between the government and WASH sector partners faltered. Therefore, for CRSHIP2, the NCM, now renamed PCM, will again play an important role in ensuring effective communication and collaboration between the government, CRSHIP, and the WASH sector.

- Advocacy

National and local government ownership of CRSHIP was a significant challenge in the first phase. To strengthen government engagement, CRSHIP2 has been designed to align with the government's 2014-2018 National Action Plan (NAP) for Rural Water Supply, Sanitation and Hygiene. By linking CRSHIP2 advocacy to NAP activities, supervisory missions by the Secretary of State to CRSHIP2 target areas will promote not just the programme, but also the NAP goals. Insufficient support for local partners in terms of liaising with and empowering provincial and local government during CRSHIP1 has been addressed in the design of CRSHIP2. The signing of memorandums of understanding with provincial departments of rural development to form official partnerships, and better inclusion in planning and activities through institutional triggering, is now strongly encouraged for local partners.

“CRSHIP2 is shifting from working at scale with an approach suitable for optimal conditions in conducive environments, to a context driven adaptive scale up strategy supported and informed by what emerges from the field.”

– Hakim Hadjel, GSF Sr. Programme Officer, 2015





CRSHIP2 represents the fluid evolution of the structures, planning and goals of the first phase. CRSHIP2 is able to begin implementation from a position of strength, following the analysis and recommendations made during the review of Phase 1 to transform its strategy and practice. In addition to this, the ability for the programme to respond and adapt more quickly to any emergent challenges has been built into CRSHIP2's context driven adaptive strategy. The management and support structures have been better defined and strengthened. This means that all stakeholders in CRSHIP2 are better prepared, equipped, and more closely connected. The programme aims to strengthen engagement with civil leaders to push for change in their local communities, as well as support government staff to effectively do their jobs. The development of the SanMark, TA and L&D sub-grants for local

partners as a central part of CRSHIP2 implementation support will boost communication, problem solving and programme adaptability on the ground. This will help the programme identify challenges and potential questions as early as possible, reacting to them with support from across the programme, and amongst the greater WASH sector. Moreover, this will effectively allow for more rapid implementation of programmatic changes that need to be made. Further, the grants allow for better documentation and sharing of experiences and best practice across the programme and amongst the WASH sector. In this context, CRSHIP2 is now better prepared and more capable of supporting Cambodia to achieve its goals under the NAP and the SDGs; this is especially in regards to a more inclusive approach to leave no one behind and achieve the SDG 6.2 vision.



Acknowledgments

This report summary was prepared by James Dumpert and Kimoan Ung (WaterAid). Review comments were received from Hakim Hadjel, Okechukwu Umelo (GSF/WSSCC), Rafael Catalla, Darren Saywell (Plan International).

Photos by Tom Greenwood (WaterAid)

CRSHIP

The Cambodia Rural Sanitation and Hygiene Improvement Programme (CRSHIP) is a Global Sanitation Fund supported initiative with the Royal Government in Cambodia to increase access to improved sanitation and hygiene practices in rural Cambodia. The CRSHIP reports are published to communicate learning and experiences from CRSHIP to the water sanitation and hygiene development community.

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CRSHIP PARTNER ORGANIZATIONS

