



Enhancing for pro-poor Water, Sanitation and Hygiene (WASH) governance through improved decision-making and performance management in Cambodia

Report on Assessment of gaps and needs for institutional strengthening of sub-national levels in WASH sector in Cambodia

April 2016

1. Introduction

United Nations Human Settlements Programme (UN-Habitat) in partnership with UNDP aims to strengthen the pro-poor water governance in Cambodia. Cambodia has a good legal and institutional foundation for developing good governance in the WASH sector at the sub-national levels, based on national policies and strategies. This sets the direction to improve the quality of service delivery at the provincial, district and commune levels. However, implementation has been far from effective particularly at sub-national levels.

In Cambodia, decentralization and deconcentration (D&D) reforms have taken place with the aim of strengthening and expanding local democracy as well as promoting local development and reducing poverty in line with the objectives of the CMDGs. The D&D initiatives have been mainstreamed by the Royal Government of Cambodia (RGC) into the reform process for effective and equitable delivery of basic services to attain the CMDGs. The objective of the CMDGs is to alleviate poverty and enhance opportunities and capacity for development and safe delivery of WASH services is central to the task of poverty alleviation as well as focusing on the well-being of women and children. Various donors have designed projects to empower sub-national governments, since the post-conflict time, including the Seila Programme (Decentralization and De-concentration Programme). Although there has been some progress in the decentralisation and de-concentration reforms, still a lot of work needs to be done, and the WASH sector is no exception.

Currently the capacity and understanding of WASH related issues and management are quite limited. In addition, there are limited resources of inadequate quality to manage WASH initiatives at sub-national levels. The importance of decentralisation and deconcentration reforms is to bring decision-making down to the level where there is specific knowledge about the problems so as to make the management process more effective and efficient. In particular the ownership of the WASH sector needs to be increasingly managed by sub-national governments because sustainability of WASH initiatives could only be sustained by increasing the capacity and ownership of the local governments. One of the impediments for such reforms is centralised management of the WASH sector, where most management decisions are taken at the national level. For example, for important issues concerning policy, implementation, service provision and regulation are managed by Department of Potable Water Supply (DPWS) at the national level, while Provincial Department of Potable Water Supply (PDPWs) plays a limited supervising role over water utilities. PDPWs are thus accountable to both the Provincial Governor and MIME

Another problem is weak inter-sectoral coordination and collaboration. This weak coordination is an impediment to unify efforts for concerted activities at the sub-national level of the WASH sector despite the existence of many inter-ministerial and inter-agency structures. While significant investments have been made in capacity building regarding the WASH sector for decades, what are missing are coordinated implementation and collective knowledge of the results of the interventions. For example, in Cambodia there exists two parallel technical working groups (TWG) on WASH: one for urban WASH (chaired by MIME) and the other for rural WASH (chaired by MRD). The urban-rural divide thus is never bridged, and more importantly peri-urban areas and emerging towns where significant portions of the population reside fall through this crack.

The proposed project intends to generate a framework to overcome the ineffectiveness in the WASH sector at sub-national levels by enhancing coordination and augmenting decision-making at the sub-national levels through the development of a governance guide and related capacity building efforts.

The WASH Governance Guide aims to empower sub-national levels to better manage the WASH sector. The strengthened sub-national governments will contribute to the nationally initiated decentralisation and deconcentration reforms process.

Such a focus on capacity building at sub-national level is also in line with the agreement by various stakeholders in consultation meetings during the scoping mission as it builds a sound basis for deconcentration, and at a later stage, decentralisation, which are intended to result in the scaling up of rural and urban WASH.

The proposed project will build upon the existing UN-HABITAT Water for Asian Cities (WAC) Programme and the Mekong Region Water and Sanitation Initiative (MEK-WATSAN) in which on-the-ground pilot and demonstration water and sanitation projects are focusing on pro-poor water supply and sanitation delivery. The project will particularly focus on further improving capacity by conducting an assessment of the gaps and needs in the WASH sector at sub-national levels, preparing a national Guide and piloting projects according to the Guide.

The project will have the following scope:

- (a) Assessment of gaps and needs for institutional strengthening of sub-national levels in WASH sector;
- (b) Production of a national WASH governance guide for province, district and commune levels;
- (c) Piloting the WASH governance guide at province, district and commune levels; and
- (d) Sharing of regional experience on water governance issues.

Scope of works for the preparation of the assessment of gaps and needs for institutional strengthening of sub-national levels in WASH sector:

- 1) - Stakeholders' consultations at sub-national levels,
- 2) - Collect all previous studies on capacity building needs and assessments,
- 3) - Analysis of institutional, economic, technical related capacity needs: resources required at each level of intervention and identification of gaps in order to perform these functions; diagnosis of public-private-NGO partnerships for the management of WASH systems at provincial, district and commune levels,
- 4) - Identification of ways to institutionalize and capitalize on acquired skills and expertise, methodological tools, technical and social approaches, management-monitoring-control and evaluation, and public-private-NGO partnerships,
- 5) - Prepare recommendations for governance guide,
- 6) - Consultation of the inter-sectoral national WASH committee, the National WASH technical working group and relevant stakeholders/Development Partners and finalization of the assessment.

2. Background and WASH Situation

The 2030 Agenda for Sustainable Development with its 17 Sustainable Development Goals (SDGs) were officially adopted by the UN member states in September 2015. The goals, accompanied by a total of 169 targets, set out quantitative and qualitative objectives across the social, economic, and environmental dimensions of sustainable development, with the target year of 2030. A set of indicators and a monitoring framework will also supplement the goals.

The SDGs build upon the success of the 8 Millennium Development Goals (MDGs) in mobilizing collective action around a time-bound set of globally agreed goals. The MDGs were agreed upon in the year 2000 and adopted in 2002, marking a historic event in the efforts to achieve a set of common societal priorities. The MDGs focused on the many dimensions of extreme poverty, achieving some great successes, such as halving the likelihood of a child dying before their fifth birthday. However, not all countries achieved sufficient progress, and work remains to be done especially in the field of environmental sustainability. Furthermore, their validity coming to an end, the focus of the MDGs needed to be broadened to better reflect the challenges the world is currently facing. Today many people still suffer from poverty, poor governance, official corruption and rising inequalities. At the same time human-induced climate change and the loss of biodiversity impose great environmental threats of a global scale.

Sustainable Development Goals

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 13. Take urgent action to combat climate change and its impacts
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

The goals and Targets of SDG are indivisible, global in nature and universally applicable. However, it is recognized that each government will be required to set its own national targets as well as indicators to adapt differing national circumstances, capacities and priorities, and consistent with internationally agreed standards, but guided by the global ambition in the SDGs. The principle of universality of the SDGs means translating the aspirational global targets into actionable, measurable and achievable country-specific targets.

Seeing an importance and challenges for contextualizing or localizing the goals, indicators and targets into the Cambodia context, the Royal Government of Cambodia has provide full power to Ministry of Planning (MOP) as a leading and facilitating agency in the process of preparing localization of SDGs through an inclusive consultative process with all stakeholders. The result from this localization process of the SDGs would be named “Cambodia Sustainable Development Goals- (CSDGs)”, and it is expected to be endorsed by the RGC at mid-2017.

Cambodian Millennium Development Goals as part of the internationally agreed development agenda has accomplished realistic progress on most goals and targets ahead of time. With support from development partners and a stable political environment, Cambodia has successfully integrated the Millennium Development Goals into her national plans and programs with implementation objectives closely monitored through annual progress reports and national level socioeconomic surveys. The most recent MDG annual progress report has been written in 2014 as part of the country progress report reflecting remarkable achievements in most of the CMDG targets and sub-targets.

CMDG commitments as is cornerstone to Cambodia’s development and progress have made remarkable achievements given the limitations of resources both in funds and human capital. From here on, as a nation that leaves no one behind, additional combined efforts must be made to further reduce the gaps concerning regional disparities particularly when we embark on the Sustainable Development Goals (SDG) agreed in New York in September 2015.

Safe water and sanitation is an important target set under CMDG 7. Safe and clean drinking water is one of the main constitutes of CMDG 7 requiring coverage of 50% for the rural and 80% for the urban population. Urban water supply coverage recorded at 81% in 2014 and has exceeded set targets ahead of time while rural water supply has met the target and providing 50% coverage. Sanitation targets in urban areas surpassed 2015 targets and recorded 89% in 2014 versus the target set at 74%. Rural sanitation has been changed from 30% to 46% by 2015 since MRD proposed in the work-plan 2014-2018. As a result, the rural sanitation was achieved up to 46.2%, exceeding the new target (46%) in 2015.

The main challenges that have been identified in the water and sanitation faces are: a) limited human resource; b) low coverage for access to clean and safe water and adequate sanitation; c) access to water and sanitation is linked to poverty; d) improvement needs are significant; and e) availability of financial resources still low.

Most public water utilities in Cambodia want to expand and improve service coverage, improve level of service standard, improve technical and economic efficiency and financial viability, address the specific need of the poor, and protect the environment. However, some of the main challenges they face are: human resources’ skill and experience are low; infrastructure is in limited condition; non-revenue water is too high; and revenues are not large enough for significant improvements.

Table 1: Water and sanitation coverage

No	Indicators	Unit	2000	2005	2010	2015 actual	2015 Target
1	Increase the proportion of people who have access to potable water						
	a) Rural areas	%	24.0 (1998)	41.6 (2008)	43.49	50 (2014)	50
	b) Urban areas	%	60.0 (1998)	-	80.5	80.7 (2014)	80
2	Increase the proportion of people who have access to sanitation						
	a) Rural areas	%	8.6 (1998)	16.8 (2005)	29.2	46.2 (2014)	46
	b) Urban areas	%	49.0 (1998)	-	86.6	89.0 (2014)	74

Source: Ministry of Rural Development and CSES

3. Observations/findings on the Gaps and Needs Assessment

Currently the capacity and understanding of WASH related issues and management are quite limited. In addition, there are limited resources of inadequate quality to manage WASH initiatives at sub-national levels. The importance of decentralisation and deconcentration reforms is to bring decision-making down to the level where there is specific knowledge about the problems so as to make the management process more effective and efficient. In particular the ownership of the WASH sector needs to be increasingly managed by sub-national governments because sustainability of WASH initiatives could only be achieved and developed by increasing the capacity and ownership of the local governments.

To find and name in detail these gaps and needs of the sub-national WASH sector it is therefore necessary to conduct an Assessment within Stakeholders' Consultations.

The outcome of the workshop is to derive sufficient and new information via assessments of gaps and needs in the WASH sector at sub-national level within urban and peri-urban communities in Cambodia. The specific objectives of the workshop are as follows:

1. To introduce the GoAL WaSH project
2. To conduct WASH capacity need assessments, to identify gaps and needs in the WASH sector at sub-national level
3. Detailed analysis of institutional, economic, technical related capacity needs: resources required at each level of intervention and identification of gaps in order to perform these functions; diagnosis of public-private-NGO partnerships for the management of WASH systems at provincial, district and commune levels.
4. To collect appropriate recommendations for the WASH governance guide based on the gaps and the needs identified.

Within the framework of the workshop an assessment of the gaps and needs in the WASH sector at sub-national levels will be conducted in order to prepare a national Guide for WASH capacity building at sub-national level. The workshops will be held in previous UN-Habitat MEK-WATSAN target provinces, namely Pursat, Kampong Thom, Kampong Cham, and Svay Rieng.

Participants are mainly from sub-national level, namely provincial councillors, municipality councillors, Sangkat councillors and other stakeholders.

Results from Stakeholders' Consultative Workshop in target provinces

Svay Rieng Town:

The workshop was conducted on 16 Feb at provincial town of Svay Rieng province. 32 participants from different levels of sub-national authority officials and other stakeholders were present. The below tables show in detail the results of the group discussions:

(1)- Stated roles and responsibilities of commune, district and provincial councillors/administrators in WASH sector

Provincial level	District/City level	Commune/Sangkat level
<ul style="list-style-type: none"> • Integrate WASH in the 5-years development plan and 3-years rolling investment plan for provincial, district/city, and commune/sangkat; • Educate and disseminate the importance of WASH to the public in all communities; • Coordinate the laws and guidelines related to WASH and environment, in particular on water sources prevention; • Mobilize resources from both Govt, development partners and private sectors for supporting the WASH sector; • Encourage and intervene in water supply utilities, both public and private, for any matter that benefits to all people; • Provide assistance and cooperation for the involvement of the private sector in WASH; • Effectively share information related to water shortages and leakages of the water supply system to both public and private water supply utilities in a timely manner 	<ul style="list-style-type: none"> • Integrate WASH in the 5-years development plan and 3-years rolling investment plan for district/city, and commune/sangkat; • Appoint officers who are responsible for WASH and cooperate with technical institutions and monitor the WASH project implementation; • Mobilize resources from both Govt, development partners, private sectors for supporting the WASH sector; • Educate and disseminate the importance of WASH to the public in all communities; • Promote and encourage the population to use and to build toilets and to properly manage solid waste and drainage systems. 	<ul style="list-style-type: none"> • Cooperate with WASH institutions and mobilize people to fully participate in WASH promotion; • Facilitate and disseminate WASH to all communities; • Integrate WASH in the 5-year's development plan and 3-year's rolling investment plan for commune/sangkat; • Participate in, prevent and maintain the water pipes and promote sanitation.

(2)- Identified gaps and needs in the WASH sector at sub-national level

Provincial level	District/City level	Commune/Sangkat level
<p><i>1. Institutional</i></p> <ul style="list-style-type: none"> • Gaps: Lack of participation and cooperation from different stakeholders in WASH sector. Limited integration of WASH issues in development planning. • Needs: Strengthen cooperation and sharing of information on WASH in order to promote the participation and ensure the integration of WASH in planning. <p><i>2. Technical</i></p> <ul style="list-style-type: none"> • Gaps: Limited number of human resources and skilled personnel. Technical supply materials/equipment is expensive and there is a lack of modern techniques. • Needs: Provide training on WASH and experts to support the WASH sector <p><i>3. Financial</i></p> <ul style="list-style-type: none"> • Gaps: Slow and limited budget allocation for WASH from the national level. • Needs: Allocate more funds for WASH intervention. <p><i>4. Social</i></p> <ul style="list-style-type: none"> • Gaps: People have limited understanding on WASH. Water connection to individual households is still very expensive. • Needs: Promote WASH sector in all communities by enhancing the local authority officials' capacity. 	<p>Challenges on WASH:</p> <ul style="list-style-type: none"> • There is no detail/comprehensive plan on WASH; • Limited human resources; • Lack of fund allocation; • Limited skill training, capacity building, study visits on WASH; • Limited support and fund allocation for urban WASH intervention. <p>Suggestions:</p> <ul style="list-style-type: none"> • To ensure the WASH sector integration in the development plan; • To form a committee for WASH interventions; • To provide technical training on WASH; • To mobilize the resources from national Govt and DPs for WASH interventions; • To pay attention and disseminate WASH information and elements to all communities; • To promote the usage of clean water and latrine in the communities. 	<p><i>1. Institutional</i></p> <ul style="list-style-type: none"> • Gaps: Limited cooperation with different stakeholders in a timely manner. • Needs: to have closer cooperation and information sharing with local authorities <p><i>2. Technical</i></p> <ul style="list-style-type: none"> • Gaps: Limited technical skills on WASH. Lack of human resources. • Needs: Provide more training courses on WASH to local authority officials. <p><i>3. Financial</i></p> <ul style="list-style-type: none"> • Gaps: Insufficient fund for WASH activities. • Needs: Allocation of specific budget for WASH intervention. <p><i>4. Social</i></p> <ul style="list-style-type: none"> • People have limited understanding to participate in WASH activities. • Needs: Continue to disseminate WASH information to the communities. <p><i>5. Environment</i></p> <ul style="list-style-type: none"> • Gaps: lack of drainage system and solid waste management. • Needs: Provide capacity building on solid waste management and invest in the drainage system in the city.

<p>5. <i>Environment</i></p> <ul style="list-style-type: none"> • Gaps: Lack of water sources and no prevention of water sources. Limited capacity of solid waste management. • Needs: Pay attention to fully participation in the prevention of water sources. Build capacity of community people on solid waste management. 		
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(3)- Provide recommendations for WASH governance guide based on the gaps and the needs identified.

Provincial level	District/City level	Commune/Sangkat level
<p>The WASH governance guidance is very importance for the sub-national officials.</p> <p>General recommendations:</p> <ul style="list-style-type: none"> • Should encourage a close cooperation of all stakeholders to promote the WASH sector; • Encourage the private sector to invest on WASH, particularly on water supply; • Should propose the establishment of an inter-sectoral working group to maintain and protect water sources; • Procurement on water supply could be conducted at provincial level instead of national level. • Should push the water supply coverage to reach poor households. 	<p>No time to discuss this question</p>	<p>The guidelines should include:</p> <ul style="list-style-type: none"> • An explanation of the importance of the usage of clean water and sanitation and its relation to the daily livelihood, health and income; • Techniques of clean water production/ dissemination and toilets construction; • Prevention of water sources.

Kampong Cham Town:

In Kampong Cham Town 33 participants from different levels of sub-national authority officials and other stakeholders attended the workshop in, which was organized on 17 Feb. The tables below present the results of the group discussions:

(1)- Roles and responsibilities of commune, district and provincial councillors/administrators in WASH sector

Provincial level	District/City level	Commune/Sangkat level
<ul style="list-style-type: none"> Facilitate the inclusion of WASH issues in the 5-years development plan and 3-years rolling investment plan; Disseminate WASH development plan and investment plan to all stakeholders including NGOs and private sector; Monitoring and evaluating the implementation of WASH projects within the provincial level; Organize an annual reflection workshop on WASH achievement and work plans. 	<ul style="list-style-type: none"> Disseminate information and explain the importance of water usage and sanitation to people Establish working groups on WASH; Make a request on WASH assistance to provincial level; Provide training courses on WASH to responsible staff/officials; Facilitate, cooperate and monitor the implementation of all WASH projects in the city. 	<ul style="list-style-type: none"> Disseminate and educate people in all communities on WASH aspects; Cooperate with water supply utilities, NGOs and the private sector to promote WASH; Participate in the prevention and maintenance of the water pipe system in the communities.

(2)- Identify gaps and needs in the WASH sector at sub-national level

Provincial level	District/City level	Commune/Sangkat level
<p><i>1. Institutional</i></p> <ul style="list-style-type: none"> Gaps: slow WASH project implementation and responses from some institutions. Needs: Request provincial administration to facilitate and intervene on WASH activities. <p><i>2. Technical</i></p> <ul style="list-style-type: none"> Gaps: Limited skilled personnel in different institutions on WASH. Needs: Provide training courses on WASH to responsible staff and officials. <p><i>3. Financial</i></p> <ul style="list-style-type: none"> Gaps: Insufficient budget 	<p><i>1. Institutional</i></p> <ul style="list-style-type: none"> Gaps: lack of skill personnel. Limited cooperation/coordination among the involved institutions on WASH. Needs: To recruit more skilled staff on WASH, and strengthen the cooperation with different institutions. <p><i>2. Technical</i></p> <ul style="list-style-type: none"> Gaps: Lack of skilled personnel in different institutions on WASH. Needs: Arrange training courses on WASH to responsible officials and staff <p><i>3. Financial</i></p>	<p>Challenges:</p> <ul style="list-style-type: none"> People have very limited understanding on WASH; Lack of drainage system; Water supply coverage is still limited and does not cover the whole city; Limited budget to expand the water pipe to peri-urban areas. <p>Needs:</p> <ul style="list-style-type: none"> Promote and disseminate WASH to all communities.

<p>allocation to WASH institutions for WASH interventions.</p> <ul style="list-style-type: none"> Needs: Request more funds for WASH intervention/projects implementation. <p>4. <i>Social</i></p> <ul style="list-style-type: none"> Gaps: People have limited understanding and participation in the WASH sector. Needs: Promote the dissemination of WASH information to all communities in order to understand and participate <p>5. <i>Environment</i></p> <ul style="list-style-type: none"> Gaps: limited knowledge on solid waste management. Needs: Disseminate, educate, guide, and strengthen law enforcement on solid waste management. 	<ul style="list-style-type: none"> Gaps: Lack of budget allocation for WASH interventions. Needs: Mobilize more resources from Govt and DPs for WASH intervention/projects implementation. <p>4. <i>Social</i></p> <ul style="list-style-type: none"> Gaps: People have limited understanding and therefore only rarely participate in the WASH sector. Needs: Promote the dissemination of WASH sector to all communities in order to understand and participate <p>5. <i>Environment</i></p> <ul style="list-style-type: none"> Gaps: knowledge on solid waste management is limited. Needs: Educate, guide, and strengthen law enforcement on solid waste management. 	
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(3)- Provide *recommendations for WASH governance guide* based on the gaps and the needs identified.

Provincial level	District/City level	Commune/Sangkat level
<ul style="list-style-type: none"> The WASH guideline for sub-national level should be aligned with the existing organic law and regulations; Promote the delegation of WASH responsibilities to the sub-national level. 	<ul style="list-style-type: none"> Should promote the establishment of working groups on WASH; The WASH guideline should be a simple and easy to understand. 	<p>The WASH guideline should include:</p> <ul style="list-style-type: none"> Importance of water sources' prevention/protection, Importance of clean water usage and sanitation.

Kampong Thom Town:

The workshop was organized on 18 Feb 2016 at Kampong Thom provincial town. There were 27 participants from different levels of sub-national authority officials and other stakeholders to attend this event. Below tables show the results of the group discussions:

(1)- Roles and responsibilities of commune, district and provincial councillors/administration in WASH sector

Provincial level	District/City level	Commune/Sangkat level
<ul style="list-style-type: none"> Facilitate and assist in the local planning process to ensure the inclusion of WASH; Formulate WASH project/work plans; Follow up and monitor WASH project implementations; Cooperate with all partners and stakeholders to promote WASH. 	<ul style="list-style-type: none"> Ensure the integration of WASH issues in the 5-years development and 3-years rolling investment plan; Mobilize peoples' participation and WASH stakeholders on WASH promotion; Explain the importance of WASH for development; Follow up, monitor and evaluate the WASH implementations. 	<ul style="list-style-type: none"> Inclusion of WASH in 5-years development and 3-years rolling investment plan; Update the number of households, which have access to clean water and latrine; Disseminate WASH info to people to understand its importance; Participate, follow up and monitor WASH interventions.

(2)- Identify gaps and needs in the WASH sector at sub-national level

Provincial level	District/City level	Commune/Sangkat level
<p><i>1. Institutional</i></p> <ul style="list-style-type: none"> Gaps: Limited cooperation from different stakeholders on WASH sector. Needs: Strengthen cooperation and sharing information on WASH in order to promote participation. <p><i>2. Technical</i></p> <ul style="list-style-type: none"> Gaps: Limited number of human resources and skilled personnel. Needs: Provide more training courses on WASH. <p><i>3. Financial</i></p> <ul style="list-style-type: none"> Gaps: Lack of fund for WASH sector. 	<p><i>1. Institutional</i></p> <ul style="list-style-type: none"> Gaps: Lack of contact and cooperation from different stakeholders on WASH Needs: Strengthen cooperation and sharing information on WASH through meetings, workshops, training, and individual in order to promote the participation. <p><i>2. Technical</i></p> <ul style="list-style-type: none"> Gaps: Limited number of human resources and skill personnel. Needs: Provide more training courses on WASH. <p><i>3. Financial</i></p>	<p><i>1. Institutional</i></p> <ul style="list-style-type: none"> Gaps: Limited connection and understanding on WASH sector. Needs: Strengthen cooperation and capacity building on WASH. <p><i>2. Technical</i></p> <ul style="list-style-type: none"> Gaps: Lack of skilled personnel. Needs: Provide more training courses on WASH. <p><i>3. Financial</i></p> <ul style="list-style-type: none"> Gaps: Lack of fund for WASH sector. Needs: Allocate more funds for WASH intervention from different

<ul style="list-style-type: none"> Needs: Allocate more funds for WASH interventions from different DPs and stakeholders. <p>4. <i>Social</i></p> <ul style="list-style-type: none"> Gaps: People have limited understanding and therefore participation in WASH. Needs: Promote WASH sector in all communities by enhancing the local authority officials' capacity. <p>5. <i>Environment</i></p> <ul style="list-style-type: none"> Gaps: Lack of water sources, no prevention of water sources and sanitation. Needs: Educate and disseminate information on WASH to community people. 	<ul style="list-style-type: none"> Gaps: Lack of fund for WASH sector. Needs: Allocate more funds for WASH intervention from different DPs and stakeholders. <p>4. <i>Social</i></p> <ul style="list-style-type: none"> Gaps: People have limited understanding and participation in WASH. Needs: Promote WASH sector in all communities by enhancing the local authority officials' capacity. <p>5. <i>Environment</i></p> <ul style="list-style-type: none"> Gaps: Lack of water sources and no prevention of them as well as sanitation. Needs: Educate and disseminate info on WASH to community people. 	<p>DPs and stakeholders.</p> <p>4. <i>Social</i></p> <ul style="list-style-type: none"> Gaps: People have limited understanding and participation in WASH. Needs: Promote WASH sector in all communities by enhancing the local authority officials' capacity. <p>5. <i>Environment</i></p> <ul style="list-style-type: none"> Gaps: Limited understanding on solid waste management; and water sources protection as well as sanitation. Needs: Educate and disseminate information to people to understand WASH sector.
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(3)- Provide recommendations for WASH governance guide based on the gaps and the needs identified.

Provincial level	District/City level	Commune/Sangkat level
<p>General recommendations:</p> <ul style="list-style-type: none"> Provide knowledge and skills on WASH to sub-national officials; Should promote the cooperation with Development Partners, NGOs, private sectors and other stakeholders; Could promote and educate WASH issues to communities; Explain how to effectively monitor and evaluate the WASH implementation. 	<p>The proposed WASH guidelines should be simple, easy to understand, easy to read, with pictures and illustrations. The guideline should include:</p> <ul style="list-style-type: none"> Importance of clean water supply and sanitation promotion; Techniques of water production; Techniques and usages of latrines; Protection of water sources; Management of solid waste collection; Strategies for People mobilization and participation. 	<p>The WASH guideline should include:</p> <ul style="list-style-type: none"> Importance of WASH; Pictures, photos and illustrations; Leaflets with illustrations for distribution.

Pursat Town:

44 participants from different level of sub-national authority officials and other stakeholders attended the workshop in Kampong Cham town, which was organized on 19. Feb. Below tables present the results of the group discussions:

(1) Stated Roles and responsibilities of commune, district and provincial councillors/ administration in WASH sector

Provincial level	District/City level	Commune/Sangkat level
<ul style="list-style-type: none"> Organize an orientation on WASH policy include WASH in the provincial development plan; Follow up and monitor the progress of WASH project implementations; Educate and disseminate WASH info to all communities; Encourage and facilitate the implementation of all legal documents on WASH. 	<ul style="list-style-type: none"> Disseminate WASH information to all communities; Cooperate and facilitate with all stakeholders on WASH; Develop WASH projects and include WASH issues in the development plan. 	<ul style="list-style-type: none"> Educate and disseminate WASH information to all people; Include WASH in the development plan and investment plan.

(2)- Identify gaps and needs in the WASH sector at sub-national level

Provincial level	District/City level	Commune/Sangkat level
<p>Challenges:</p> <ul style="list-style-type: none"> Limited participation and cooperation from WASH institutions; There is limited technical cooperation from different stakeholders on WASH intervention at community level; Insufficient fund for the WASH sector; Limited understanding on WASH by public; Lack of knowledge on solid waste management. 	<p>1. <i>Institutional</i></p> <ul style="list-style-type: none"> Gaps: lack of skilled personnel on WASH. Needs: To provide more training courses on WASH. <p>2. <i>Technical</i></p> <ul style="list-style-type: none"> Gaps: Lack of skilled personnel in different institutions on WASH. Needs: Recruit more staff and provide training courses on WASH to responsible staff and officials. <p>• <i>Financial</i></p> <ul style="list-style-type: none"> Gaps: Lack of budget allocation for WASH interventions. 	<p>1. <i>Institutional</i></p> <ul style="list-style-type: none"> Gaps: Sangkat councilors have limited understanding on WASH. There is no WASH information sharing from WASH stakeholders to commune level Needs: Strengthen cooperation and provide training courses on WASH. <p>2. <i>Technical</i></p> <ul style="list-style-type: none"> Gaps: Lack of understanding on water treatment and production as well as latrine construction methods. Needs: Provide training courses on WASH to

	<ul style="list-style-type: none"> Needs: Mobilize more resources from Govt and DPs for WASH intervention/projects implementation. <p>3. <i>Social</i></p> <ul style="list-style-type: none"> Gaps: People have limited understanding and participation in WASH sector. Needs: Promote the dissemination of WASH sector to all communities in order to understand and participate. <p>4. <i>Environment</i></p> <ul style="list-style-type: none"> Gaps: limited knowledge on solid waste management. Needs: Disseminate, educate, guide, and strengthen law enforcement on solid waste management. 	<p>Sangkat councilors.</p> <p>3. <i>Financial</i></p> <ul style="list-style-type: none"> Gaps: Lack of budget allocation for WASH interventions. Needs: Mobilize more resources from Govt and DPs for WASH intervention/projects implementations. <p>4. <i>Social</i></p> <ul style="list-style-type: none"> Gaps: People have limited understanding and participation in WASH sector. Needs: Promote the dissemination of WASH sector to all communities in order to understand and participate. <p>5. <i>Environment</i></p> <ul style="list-style-type: none"> Gaps: limited knowledge on solid waste management and understanding on water sources protection. Needs: Disseminate, educate, guide, and strengthen law enforcement on solid waste management and water sources protection.
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(3)- Provided recommendations for WASH governance guide based on the gaps and the needs identified.

Provincial level	District/City level	Commune/Sangkat level
<p>The WASH guideline should include the following points:</p> <ul style="list-style-type: none"> Simple and easy to understand; WASH mechanism/institution at national and sub-national level; Explain technical aspects (clean water, latrine, solid 	<p>The proposed WASH guideline should cover:</p> <ul style="list-style-type: none"> Effect/impact of proper clean water and latrine usages; Understanding the water production techniques; Latrine construction techniques; Solid waste management; 	<p>The WASH Governance guideline should include:</p> <ul style="list-style-type: none"> Importance of clean water and latrine/sanitation usage; Cycle of water production; Method of latrine construction; Solid waste management; Strategies for people

waste) • Promote financial support.	• The affect/impact of no latrine and no clean water; • Photo illustrations	participation
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Summary of the Results of the Workshops

Based on the results of each provincial consultative workshop, this chapter will provide a summary of the findings:

Roles and Responsibilities

Stated by the commune, district and provincial councilors/administrators in regard of the WASH sector

- Integrate WASH in the 5-year's development plan and 3-year's rolling investment plan and disseminate it to relevant stakeholders
- Cooperate with water supply utilities, other local authorities, NGOs and the private sector to promote WASH
- Cooperate with technical institutions and other stakeholders, initiate, monitor and evaluate WASH projects and their implementation
- Mobilize resources from Government, development partners, NGOs and private sectors for supporting the WASH sector
- Provide assistance and cooperation for the involvement of the private sector in WASH
- Encourage and facilitate the implementation of all legal documents on WASH.
- Coordinate and give policy guidance related to WASH and environment, for those who are involved
- Establish working groups on WASH
- Provide training courses on WASH to responsible staff/officials;
- Appoint officers who are responsible for WASH
- Encourage and intervene in water supply utilities, both public and private – especially share information with them related to water shortages and leakages
- Encourage the connection and delivery of WASH especially to marginalized people
- Disseminate information and educate the public on the importance of WASH for development (building and usage of toilets, proper manage of solid waste and draining system, water resource protection, hygiene knowledge)
- mobilize people to fully participate in WASH aspects and WASH promotion
- Update the number of households, which have access to clean water and latrine
- Organize an annual reflection workshop on WASH achievement and work plans

Identified gaps and needs in the WASH sector at sub-national level

Sectors	Challenges/gaps	Solutions/recommendations
1. Institutional	<ul style="list-style-type: none"> • Limited/ Lack of cooperation, coordination, participation and information sharing between different stakeholders in the WASH sector • Limited integration of WASH issues into development planning • Slow WASH project implementation • lack of understanding and lack of skilled personnel 	<ul style="list-style-type: none"> • Strengthen cooperation and sharing of knowledge and information on WASH • Ensure the integration of WASH in planning. • Promote participation of all stakeholders and the public • Facilitate, intervene, monitor and evaluate regularly WASH activities • Clear role and task distribution • Form a committee for WASH interventions • Recruit more skilled staff on WASH and provide training course to the current employees
2. Technical	<ul style="list-style-type: none"> • Limited human resources and skilled personnel • Lack of understanding on water treatment and production as well as latrine construction method • Technical supply materials/equipment is expensive and there is a lack of modern techniques 	<ul style="list-style-type: none"> • Increase number of experts • Provide technical training on WASH and promote study visits and cross meetings of experts and local people
3. Financial	<ul style="list-style-type: none"> • Slow and limited budget allocation for WASH from the national level. • Water connection to individual households is still very expensive 	<ul style="list-style-type: none"> • Faster and higher specific fund allocation from Govt for WASH interventions • Mobilize resources from GOVT, DPs, NGOs and private sector • Provide innovative financing models for individual households
4. Social	<ul style="list-style-type: none"> • People have limited understanding on WASH and therefore rarely participate in the WASH sector 	<ul style="list-style-type: none"> • Promote the knowledge and participation of local people (importance of WASH) • Enhancing the local authority officials' capacity to disseminate information
5. Environmental	<ul style="list-style-type: none"> • Lack of water sources and/or not protection of them • Limited capacity and knowledge of 	<ul style="list-style-type: none"> • Build capacity of officials as well as of the community on solid waste management, environmental and

	<p>solid waste management</p> <ul style="list-style-type: none"> • Lack of drainage system • Lack of understanding on water treatment 	<p>water sources protection</p> <ul style="list-style-type: none"> • Invest in drainage system and water supply coverage • Disseminate, educate, guide, and strengthen law enforcement
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Provided recommendations for WASH governance guide

The guidance should include and contain the following aspects:

- Promotion and possibilities for a close cooperation of all stakeholders (Govt, DPs, NGOs, private sector and people) to enhance the WASH sector
 - Presentation of roles, mechanisms and responsibilities of institutions (aligned with the existing organic law and regulations)
 - Promote the delegation of WASH responsibilities to the sub-national level
 - Establishment of an inter-sectoral working group to maintain and protect water sources
 - Encourage the private sector to invest on WASH, particularly on water supply
 - Should push the water supply coverage to reach poor households.
- Provide knowledge and skills on WASH to authority officials and to the public
 - Description and explanations of clean water cycle, production and dissemination, the construction of toilets, management of solid waste collection
 - Explanation of the importance of the usage of clean water and sanitation and its relation to the livelihood, health and income;
 - Possibilities and importance of the protection of water sources
- Strategies and Methodologies: How effectively
 - Mobilize the communities to be active stakeholders in WASH aspect
 - Monitor and evaluate WASH implementations
- Design / Appearance:
 - should be a simple and easy to understand: easy language, explanatory pictures and illustrations
 - should partly consist of leaflets for distribution

4. Conclusion/Recommendations

The large number of participants and their active and motivated attitude in the workshops showed the need and the urgency to discuss the topic of gaps and needs in the WASH sector on a Provincial, City/district and Commune/Sankat level.

After a short presentation of the aims, expected outcomes and the timeline of the GoAL WaSH project the attendees were asked to discuss in smaller groups the three concerned areas. The first one was connected to their role and responsibilities in regard of WASH services. The second area aimed to identify gaps and needs on the sub-national level. And the last part of the discussion covered recommendations concerning the content of the planned WASH Governance Guide based on the gaps and needs identified.

During the presentation of the discussion results all groups, and therefore all levels of local authorities, showed a great awareness of their multiple roles and responsibilities, ranging from the integration of WASH into the 5 years development and 3 years investment plans to mobilizing resources to disseminate information and encourage participation. Despite the high awareness of their role and obligations the participants expressed several challenges and gaps that hinder or preclude them to fulfil their duties. The main challenge on an institutional level that was raised by every group is the lack or at least limited participation, cooperation and coordination of various stakeholders. Looking at the technical level, the limited number of human resources and the lack of technical knowledge was deplored. Therefore, it was recommended to strengthen ties between institutions and to provide training and arrange study visits. Furthermore the critical, restraining financial situation was traced back to a slow and limited budget allocation from the national level - despite being anchored in the D&D process. On a social level the main challenge, expressed by the groups, seemed to be the limited understanding of WASH from the local people, which in turn leads to limited participation. The workshop participants acknowledge that it is the role of the local authorities to disseminate this missing knowledge and understanding, but requested a capacity building for the officials to fulfil the task. The last level of challenges, concerned about the environment, showed again a lack of knowledge and understanding and a lack of hardware facilities.

To overcome these challenges, needs and gaps the attendees emphasized the importance of the proposed Governance Guide and proposed among others the inclusion of the following aspects: the promotion of the establishment of an inter-sectoral working group; the description and explanation of water treatment plants; the explanation why WASH is so important for the livelihood, health and income development and the inclusion of strategies how to mobilize most effectively stakeholders.

Regarding the design and appearance of the Guidance the workshop participants expressed, that it should be easy to understand and should contain explanatory illustrations.

Based on these recommendations and on all comprehensively analyzed needs and gaps, the Governance Guidance is planned to be divided into the following five chapters:

1. **Institutional:** Illustration of WaSH management structure (role of different Ministries, sub-national level, and different stakeholders...)
2. **Technical:** Description of the importance of Water and Sanitation related to the livelihoods, health and income, water cycle and water sources and their protection, simple technical descriptions and explanations.
3. **Planning and Finance:** How to prepare and integrate WASH in local development and investment plan.
4. **Social and Environment:** Strategies and methodologies for partnership establishment, participation, mobilization, monitoring, negotiating.

The development and realization of this Governance Guidance will form the next step of the Cambodian GoAL WaSH Project.