



# Strategic Plan 2023-2025 for Water, Sanitation, and Hygiene

[www.waterforcambodia.org](http://www.waterforcambodia.org)

**Document History: Version 1.0** Prepared by Massimo Maio, Director of Operations, Siem Reap, 30 January 2023/Reviewed by Lisa Van Hemelrijck, International Executive Director, Siem Reap, 1 February 2023

## Contents

1	Organizational Profile	2
	<b>1.1 Background</b>	2
	<b>1.2 The Organization</b>	3
	<b>1.3 History</b>	4
	<b>1.4 Vision</b>	5
	<b>1.5 Mission</b>	5
	<b>1.6 Core Values</b>	5
	<b>1.7 Team</b>	5
	<b>1.8 Impact to date</b>	7
	<b>1.9 Communications</b>	7
2	Strategic Plan 2023- 2025	8
	<b>2.1 Our Approach</b>	8
3	Annexes	10

## Acronyms

BSF	Biosand Filter
M&E	Monitoring and Evaluation
MHM	Menstrual Hygiene Management
MOI	(Cambodian) Ministry of Interior
MRD	(Cambodian) Ministry of Rural Development
NGO	Non-Governmental Organization
ODF	Open Defecation Free
PDRD	Provincial Department of Rural Development
SDG	Sustainable Development Goals
UN	United Nations
WASH	Water, sanitation, and hygiene
WFC	Water for Cambodia

# 1 Organizational Profile

---

## 1.1 Background

- Cambodia has a population of over 16 million distributed over 181,035 km<sup>2</sup>.
- 75% of Cambodia's population lives in rural communities
- 50% of its population is under 26 years

### **Cambodia's Critical Access to Water**

Although Cambodia has one of the fastest-growing economies in Asia, access to clean **water and sanitation remains a barrier for most families**, especially in the rural population. **Open defecation** contaminates nearby water sources, causing increased mortality and poverty. In addition, waterborne diseases remain a leading cause of death in young children.

UNICEF statistics report that :

- One-third of Cambodia's rural population uses water from unimproved sources relying on contaminated water bodies
- 80% of the poorest Cambodians defecate in the open

Cambodia is also **affected by climate** hazards, including floods, droughts, windstorms, and seawater intrusion, which impact the water, sanitation, and hygiene sector on the quality and quantity of water, and the physical infrastructure of water supply, sanitation, and hygiene systems.

- Cambodia is among the most vulnerable countries impacted by climate change; it ranked 14th in the Climate Risk Index from 2000 to 2019.

**Overall**, safely managed water, sanitation, and hygiene services are essential to better human health and improved quality of life in Cambodia.

## 1.2 The Organization

Water for Cambodia (WFC) was established in 2006 to improve health and save lives through the globally recognized WASH (Water, Sanitation, and Hygiene) Program focusing on vulnerable communities living in rural areas of Siem Reap Province.

WFC is a Cambodian non-governmental (NGO), a non-profit organization without religious, political, or governmental affiliation. It is registered with the Cambodian Ministry of Interior (MOI) under Registration Number 50006630. Its headquarters office is in Siem Reap, in Northern Cambodia. WFC is also recognized as a 501(c)(3) charitable, tax-exempt organization in the **United States** (EIN 31-1630212).

WFC builds and installs **Biosand Filters (BSF)**, household units that produce clean drinking water directly from contaminated sources. BSFs are built by WFC staff in Cambodia using local materials. Over the past five years, we have added a comprehensive WASH approach, partnering with villages and schools to build latrines and reliable wells.

WFC also supports the community by leading **Hygiene Education Training**, providing hygiene kits, and organizing checks and follow-ups for up to five years after installing BSF/Latrines.

Our nationally recognized **Rikreay Water Testing Laboratory** regularly monitors WFC's filters and wells for quality and safety. In addition, the Lab does agricultural and food testing. Its services are also commercially available, providing an essential resource for other NGOs and businesses operating in the area. The income from the Lab offsets lab costs and helps to fund WFC projects.

WFC hosts **numerous groups of students and other visitors** from countries worldwide, including Newcastle University in Malaysia, Dwight School Seoul in South Korea, Manjursi and Whitley Schools and ITE in Singapore, Bridgewater State University in the US, Griffith University in Australia, among others. In addition, student groups go into the field with WFC staff and assist in installations, learning valuable lessons about rural life and sanitation conditions. In this way, WFC has contributed more broadly to global education and the WASH movement.

The growth of WFC has been made possible **by generous donations** from individuals and corporations and the support of grants from numerous sources in diverse countries. WFC's major international partners include Rotary International, SIF (Singapore

International Foundation), JAD (Just a Drop), GIZ (the German Agency for International Cooperation GmbH), and USAID.

### 1.3 History

**WFC originated in 2002** under the direction of Middletown, Rhode Island, Rotarian Gunther Hausen in the US. On a visit to Angkor Children's Hospital in Siem Reap, Gunther learned of the hundreds of children arriving at the hospital with preventable waterborne diseases due to the lack of clean drinking water. In response to the hospital's urgent request for help, Gunther began the Water for Cambodia project.

**In February 2005, WFC was officially launched** by hiring our first full-time staff members. By the end of 2006, a pilot project was completed with the installation of 50 biosand filters and two literacy classes that enrolled 50 students.

**In 2007, the Siem Reap Water Quality Laboratory was established** with funding from the Rotary Club of Tokyo Minato, Japan. This critical addition allowed the project to monitor filter effectiveness in providing safe water. Filter production increased with the addition of a field test technician, filter installation specialist, and funding from Rotary clubs from Edinburgh, Scotland, and Lyon, France. Over the years, the **water testing lab** has expanded its capacities thanks to additional equipment and staff training. In 2021 the Lab turned into a social enterprise, changed its name to Rikreay, and positioned itself as a sophisticated regional facility that provides physical, chemical, and microbial tests on water, food, and soil.

**By mid-2008**, nearly 1100 BSFs had been built and installed. Later that year, the Rotary Foundation awarded WFC a \$300,000, 3-year grant that funded expanded production and installation of filters.

The story doesn't end at construction. In the early years, literacy training was needed, especially for adult women who may have had no opportunity for formal education. **More recently, the educational emphasis has turned to Hygiene Education.** Since 2018, WFC has consolidated its mission by focusing on a **comprehensive WASH approach**, partnering with villages and schools to build latrines and reliable wells, and supporting them with Hygiene Education.

## 1.4 Vision

***"Our vision is access to clean water and sanitation for all in Cambodia."***

## 1.5 Mission

***"Our mission is to improve health and save lives in rural Cambodia through clean water, sanitation, and hygiene."***

## 1.6 Core Values

- **Transparency** - We are transparent in our communications and actions. We maintain the highest level of integrity and honesty in all that we do within our organization and in how we interact with communities and other stakeholders.
- **Accountability** - We are accountable to all partners, stakeholders, and, more importantly, to the vulnerable communities in Cambodia that we serve.
- **Respect** - We respect people of all races, ethnicities, religions, ages, gender expressions, sexual identities, primary languages, and abilities.
- **Collaboration** - We seek to collaborate with others to maximize progress and impact toward common goals. We believe in partnership as a way to avoid duplication and harness the added value of WFC to the benefit of communities in Cambodia.
- **Innovation** - We continually assess how we work and what we can improve or add to our program to improve outcomes.

## 1.7 Team

WFC brings together skilled, passionate, dynamic, and experienced staff who implement WFC programs to the highest possible standards. Bringing international and local experience, the team takes a long-term partnership approach to work with communities, building rapport and gaining trust, facilitating the smooth implementation of the projects.

The WFC Team consists of two bodies: the Operations Team, based in Cambodia, and the Board of Directors, based in the USA. These two bodies have distinct roles, with the Operations Team in Cambodia leading the management of the program. In contrast, the US Board of Directors is primarily responsible for governance. Being a lean organization, the two bodies work collaboratively and closely to shape the organization's future through strategy development, donor cultivation, fundraising, and program implementation. WFC is committed to ensuring equity and inclusion within the workforce in the new strategy,

including gender equity. WFC has demonstrated this by making the physical office space and working practices family-friendly/gender-sensitive with a day nursery and flexible working arrangements for our staff.

Operations Team in Cambodia	Board of Directors in the USA
<ul style="list-style-type: none"> <li>● Director of Operations – Mr. Maio Massimo</li> <li>● SR.Project Manager – Mr. San Sophal</li> <li>● Admin and Finance – Mrs. Seya Anusamu</li> <li>● RikReay Lab Manager – Mrs. Chuun Sothyreak</li> <li>● RikReay Lab Technician - Mr. Heng RithySakk</li> <li>● RikReay Lab Tech assistant - Mr. Vy Phanith</li> <li>● Community Mobilizer - Mr. Pan Sros</li> <li>● M&amp;E + Q&amp;C - Mr. Sin Sisovann</li> <li>● WASH Coordinator - Mr. Meas Samley</li> <li>● WASH Assistant - Mr. Hak Huch</li> <li>● BSFs Builder - Mr.Pan Ty</li> <li>● BSFs Builder - Mr. Sou Toa</li> <li>● BSF Installer - Mr. Kong Hun</li> <li>● BSF Installer - Mr. Kiv KeoMinea</li> <li>● BSF Installer - Mr. Chhe Sophoan</li> <li>● Office Assistant/Cleaner - Mrs. Sdueng Renn</li> <li>● Security - Mr. Chhorb Chharly</li> <li>● Security - Mr. Vie Vorn</li> </ul>	<ul style="list-style-type: none"> <li>● International Executive Director- Dr. Lisa Van Hemelrijck</li> <li>● Chairman - Dr. Chris Van Hemelrijck</li> <li>● Secretary- Mr. Pat Burke</li> <li>● Co-Treasurers: Mr. Bob Aldrich and Mr. Henry Healy</li> <li>● Members: <ul style="list-style-type: none"> <li>Dr. Kevin Curry</li> <li>Dr. Lynne Healy</li> <li>Mr. Don Nguon</li> <li>Mr. Dan Rezendes</li> <li>Mr. Ron Winde</li> </ul> </li> </ul>

## 1.8 Impact to date

WFC is proud of our impact to date. From small beginnings, we are now a credible organization and a significant contributor to WASH for all in Siem Reap province. WFC has:

- Brought clean water and sanitation access to over 170,000 people in vulnerable communities in rural Siem Reap Province.
- Constructed and installed over 30,000 biosand filters
- Built over 700 household latrines
- Built and installed 14 school double (male/ female) latrines
- Built 41 new wells
- Provided more than 10,000 hours of hygiene training
- Carried out more than 11,000 laboratory tests for water and food safety

## 1.9 Communications

- [Website](#)
- [Facebook](#)
- [Linkedin](#)
- [Instagram](#)
- [Youtube](#)

[Biosand Filters](#)

[Wells Construction](#)

[RYKREAY Water, Food, and Soil Testing Lab](#)

[Latrines construction](#)

[WASH Activities](#)



## 2 Strategic Plan 2023- 2025

---

### 2.1 Our Approach

WFC's approach to implementing WASH projects in Siem Reap province is unique and builds on sector best practices and our core values. Underlying all we do is the drive toward sustainability. We believe in ensuring that access to water, sanitation, and good hygiene are sustainable and long-term, not just until funding and support run out. In addition, we seek to build awareness, skills, and capacity within communities so that they can be empowered to maintain and secure their future WASH needs. Likewise, we build long-term partnerships, embedding our work in the relevant government organizations through the Ministry of Rural Development (MRD) and collaborating with key stakeholders to ensure that our work contributes to national WASH and development goals.

We will concentrate our projects in the Angkor Thom District of Siem Reap Province over the next three years while remaining flexible to donor priorities and a service provider as requested in other areas of Siem Reap.

### 2.2 Key Projects

WFC seeks to accomplish the following with our 2023-25 strategic plan with our **4 key projects**:

1. Build and install over **6000 biosand filters** in the Angkor Thom District of Siem Reap Province, **bringing clean water to over 26,000 people**. In addition, all recipients of BSF will receive hygiene training and follow-up M&E years 1,3 and 5.
2. **Eradicate open defecation in Angkor Thom District** by bringing 1,170 latrines to families in need. Using community engagement, awareness raising, and financial support will help create a safer and healthier environment, especially for children and women. All recipients will receive hygiene training and follow-up years 1,3, and 5.
3. **Providing Hygiene Training** with instruction in filter operation and maintenance and basic education in hygiene and sanitation to recipients of both BSF and latrines. In addition, a **Menstrual Hygiene Management (MHM)** program will be embedded in the program in both primary and secondary schools in Angkor Thom

District. Gender-sensitive latrines and MHM training will be provided in both the primary and secondary schools of Angkor Thom District.

4. Expand our **Rikreay Water Testing Laboratory testing** capabilities to include agriculture testing services. Increase lab revenues to produce a **gross annual income of at least \$60,000**. Revenues to are used to fund WFC programs. It is also a critical tool for monitoring and evaluation of BSF installation.

## 2.3 Principles and Processes

WFC will incorporate the following principles and processes to implement these projects:

- 1. General Project approach:** To cooperate with stakeholders, local councils, other government departments, and NGOs in project development. Coordinate with local NGOs on funding activities to fill gaps and avoid duplication of projects.
- 2. One area at a time:** By concentrating on one area (Angkor Thom District in Siem Reap Province) at a time, WFC can strengthen our impact more efficiently.
- 3. Improve work quality: Implement** new methods for Monitoring and Evaluation (M&E) using a set of improved indicators, to enhance the quantity and quality of data collected in the field and ultimately improve sustainability and program impact.
- 4. Make a long-term impact:** Strengthen our WASH program by expanding the focus on hygiene and sanitation training across all aspects of community life, making WFC an example of global excellence. Future projects will cover a 3-5 year time frame. - See annexes
- 5. Value-added partnerships:** Use a multi-partnership approach, working with organizations having similar objectives, core values, and vision. Increase our partnerships with reputable International NGOs and other organizations involved in WASH projects creating a more holistic program.
- 6. Support the Cambodian Government agenda:** Align WFC with Cambodia's national, provincial, and community strategies for WASH program implementation.

**7. Align with the United Nations' Sustainable Development Goals:** Align WFC goals/targets/projects with *SDGs # 6: Clean Water and Sanitation* to communicate its contribution at a global level and consolidate its reputation with various stakeholders.

**8. Work towards carbon emission savings.** Through dedicated surveys and baselines, measure how long filters remain in use and determine how many tons of CO<sub>2</sub> emissions have been avoided by not boiling water with firewood. Quantify our carbon footprint.

## 3 Annexes

---

- Annex A - Filters and Latrines High-Level Processes, vs.1.1, 03/08/22
- Annex B - Angkor Thom District assessment 21-22



# Water Filters and Latrines High Level Processes

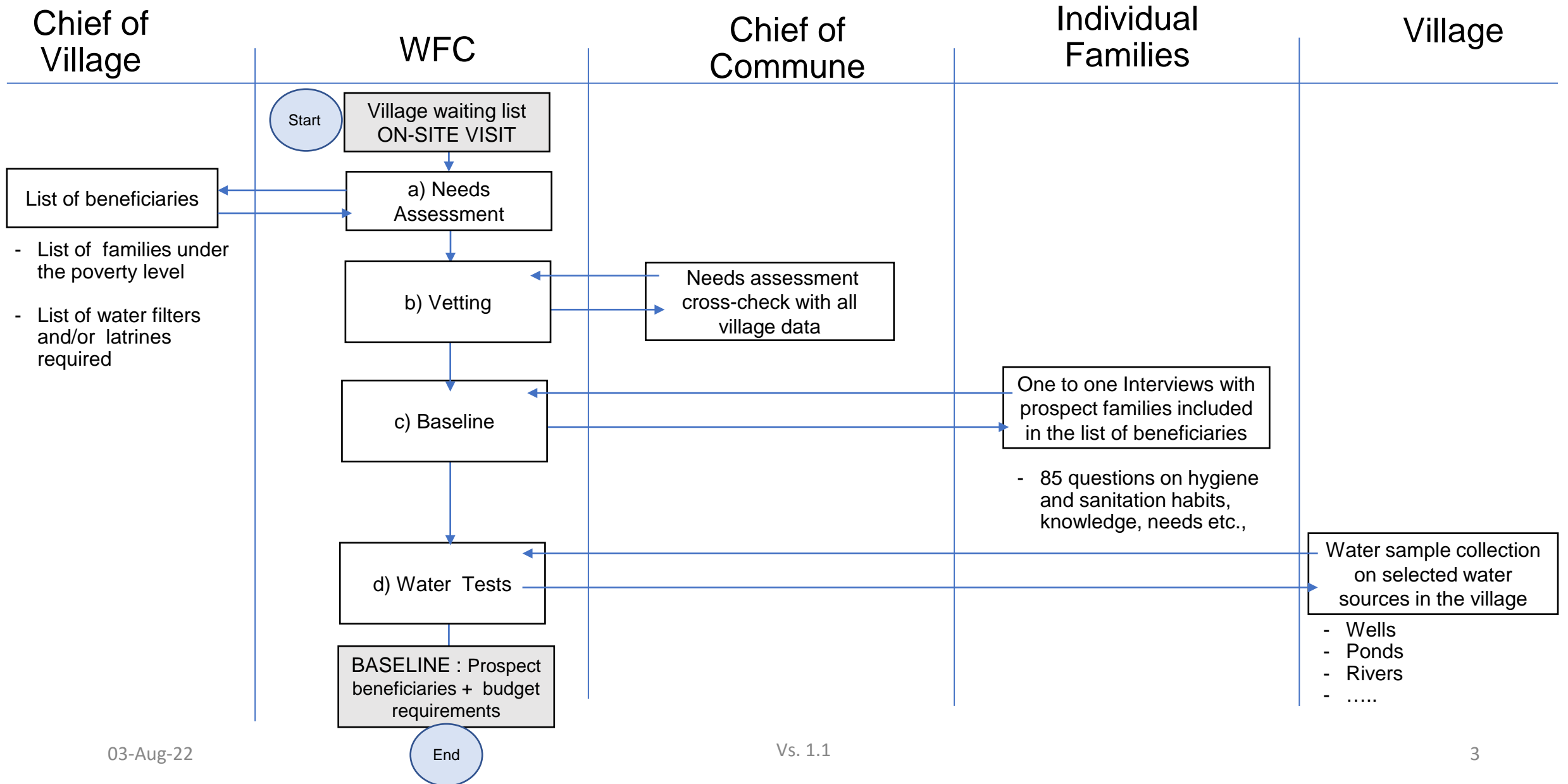
by M. Maio



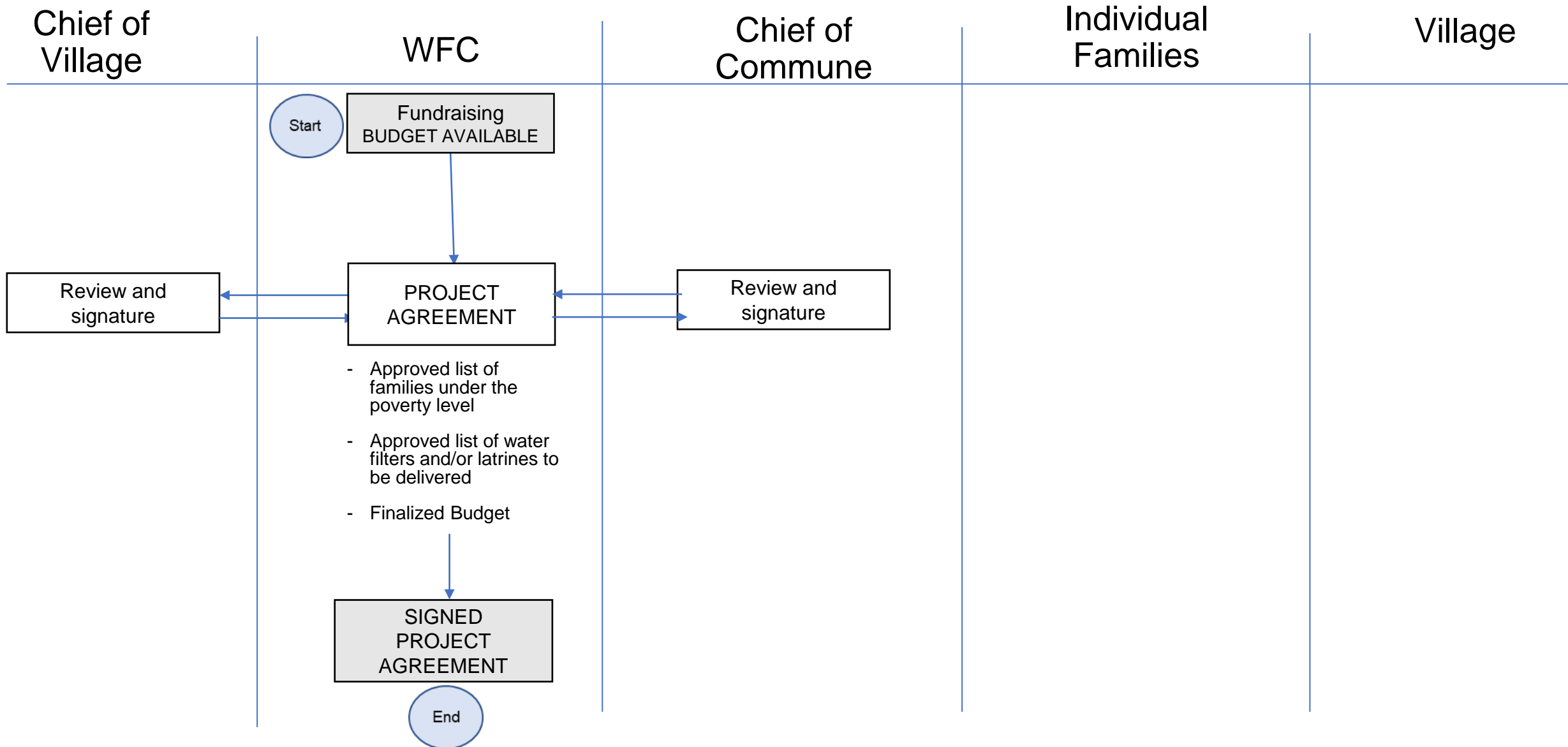
# List of Processes

1. Needs Assessment
2. Project Agreement
- 3.1 Distribution and Installation : water filters
- 3.2 Delivery and construction : latrines
4. Follow-up activities: 1<sup>st</sup> year
5. Follow-up activities: 2<sup>nd</sup>- 4<sup>th</sup> year and 3<sup>rd</sup> -5<sup>th</sup> year
6. Reporting Management

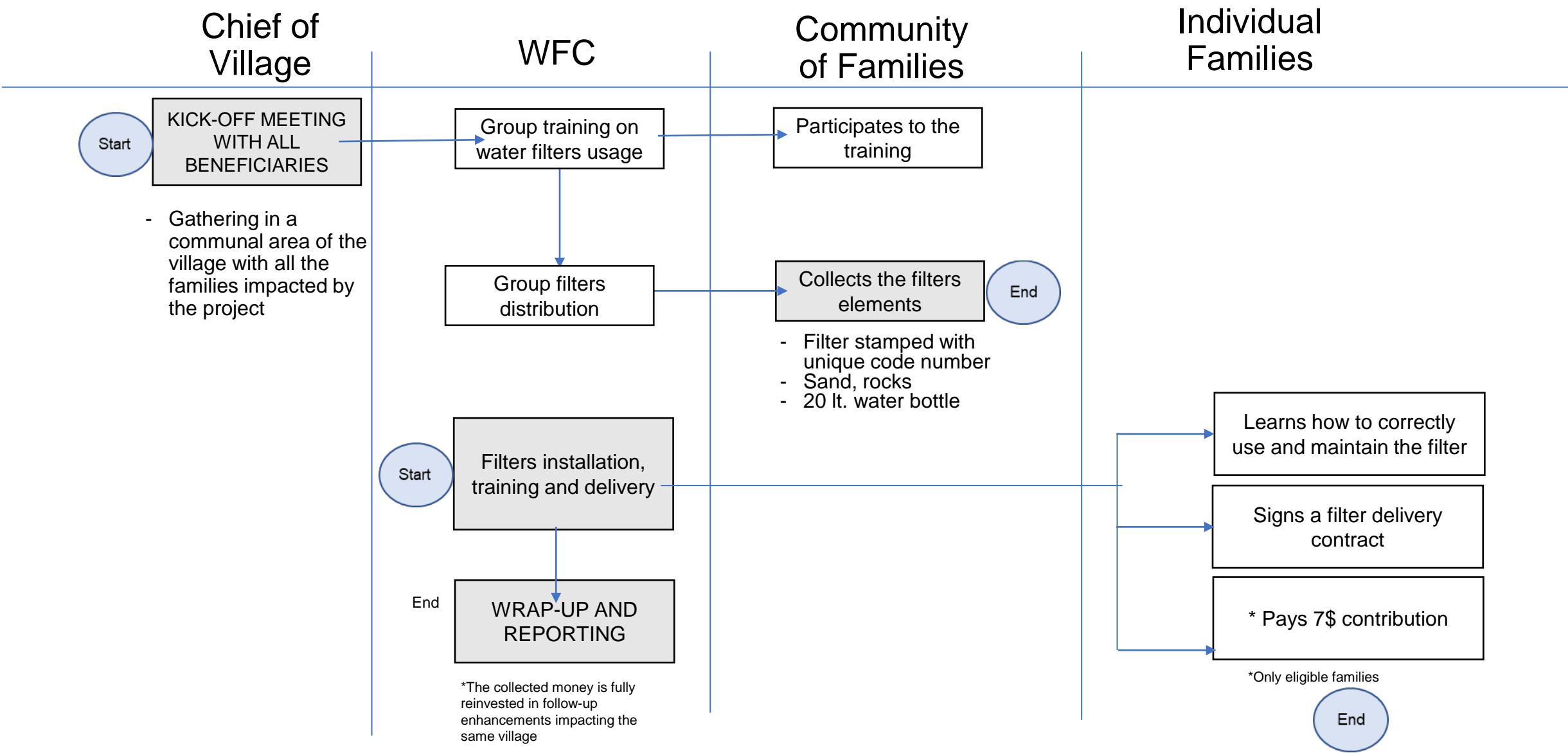
# 1. Needs Assessment



# 2. Project Agreement

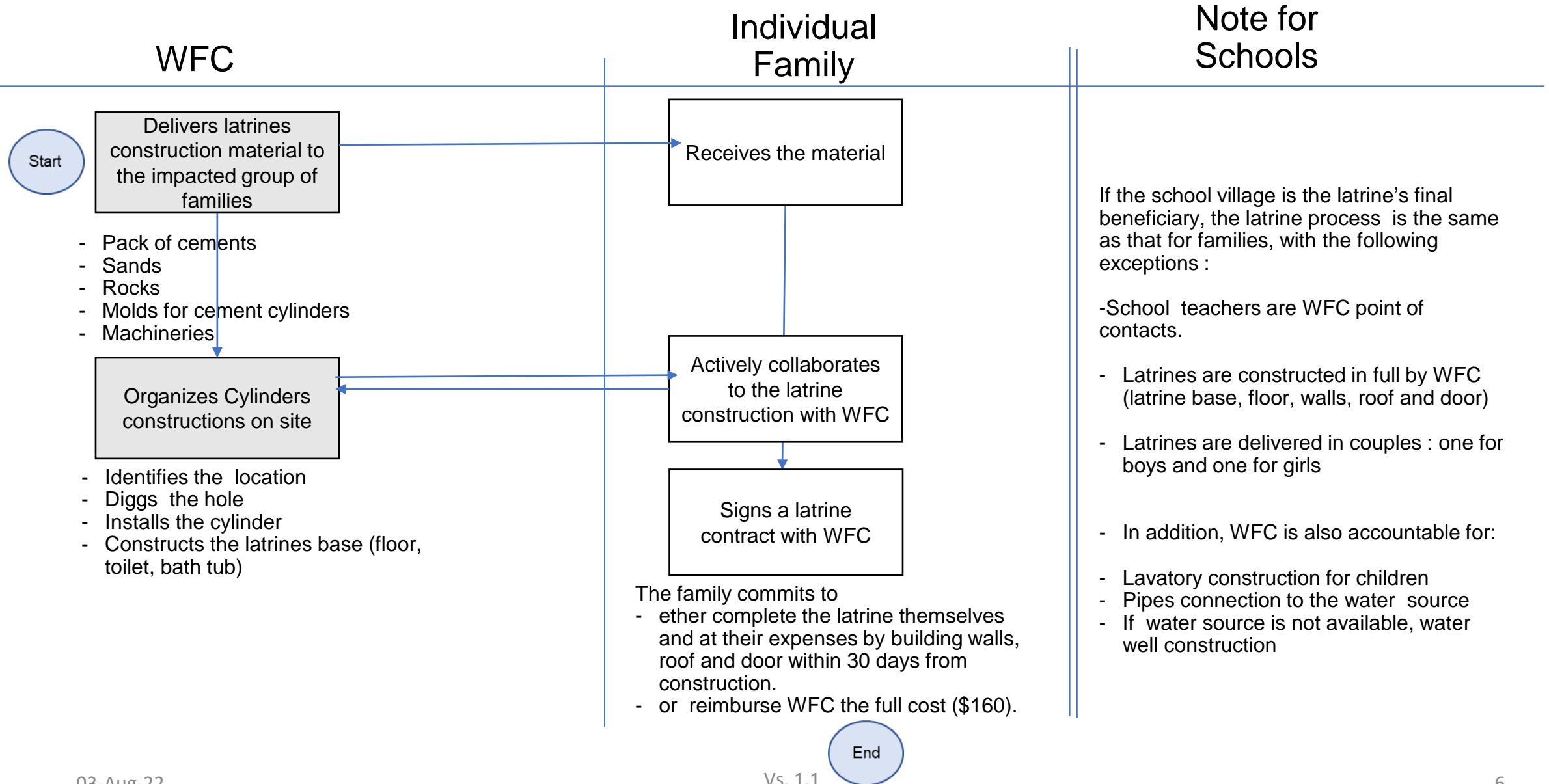


# 3.1 Filters distribution and installation

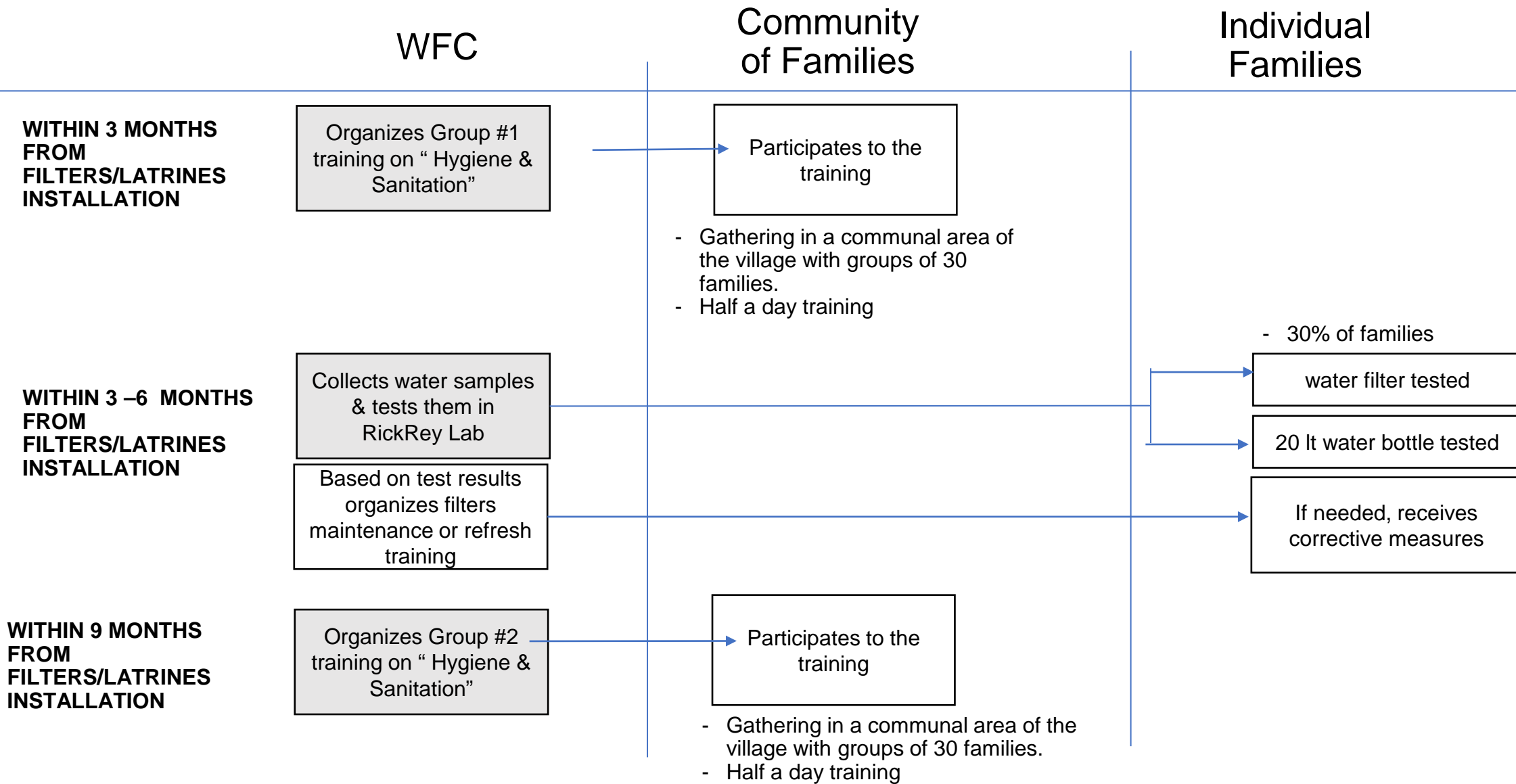




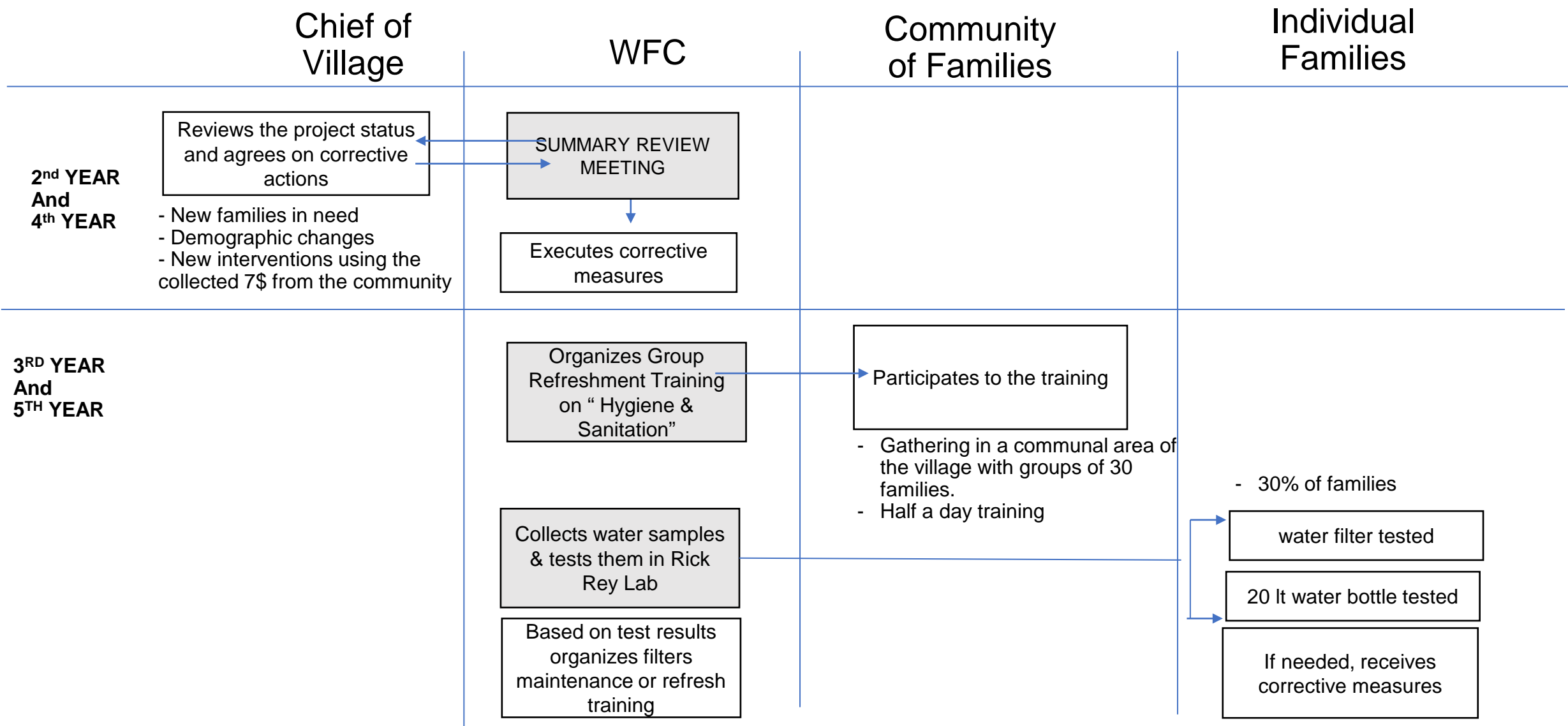
# 3.2 Latrines delivery and construction



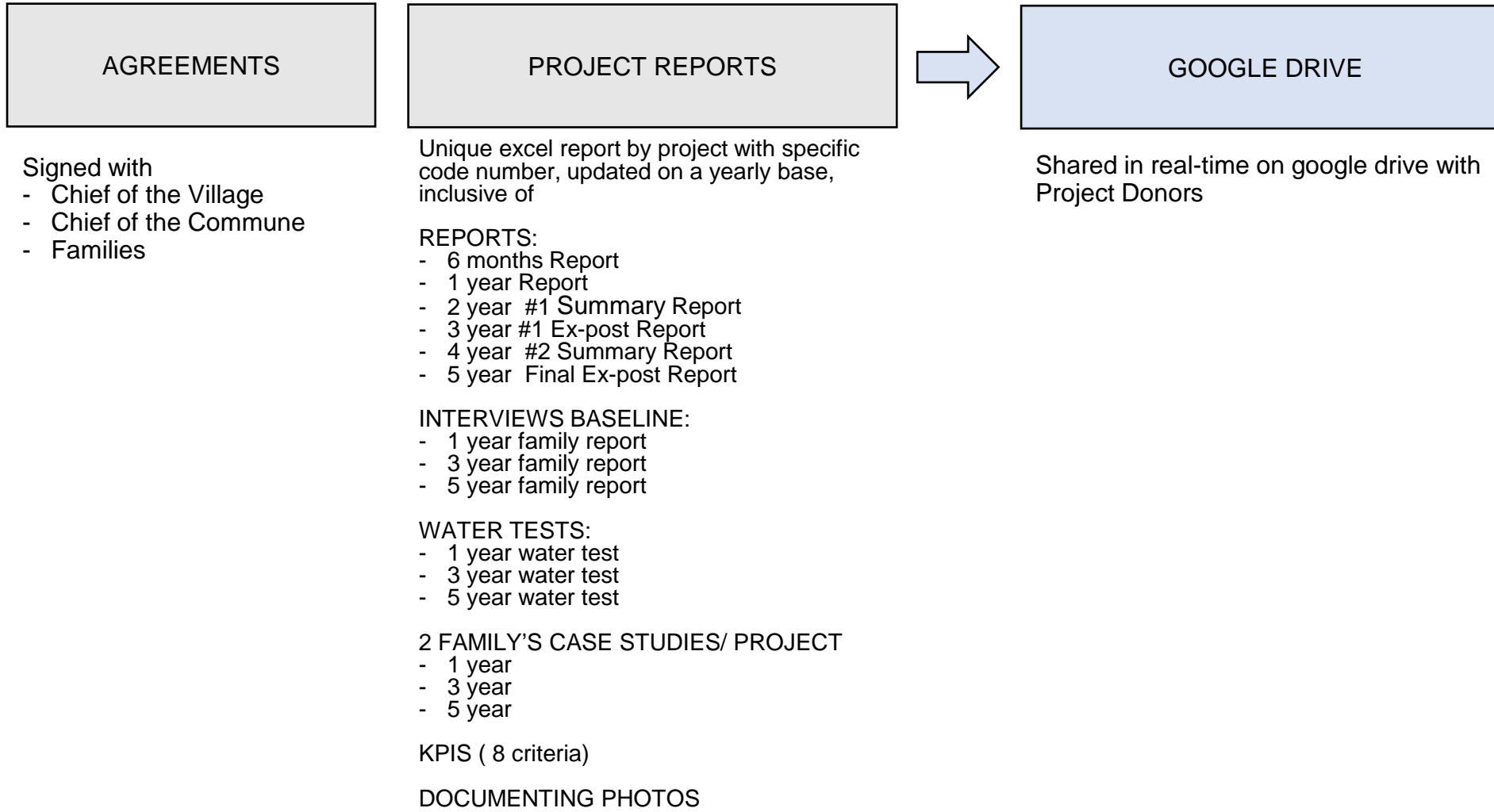
# 4. Follow-up activities : 1<sup>st</sup> year



# 5. Follow-up activities: 2nd- 4th year and 3<sup>rd</sup>- 5<sup>th</sup> year



# 6. Reporting and Data Management



## ANNEX B

<b>Angkor Thom District (26 villages &amp; 4 communes)</b>						
<b>Demographic 2021 &amp;2022</b>						
Number of families						7,443
Female Population						15,667
Male Population						14,957
Children ages from 3-5						2,113
Children ages from 6-11						4,023
Children ages from 12-14						2,185
Children ages from 15-17						2,126
Literate ages from 18-45						1,399
Number of families widow						978
Number of families using water from pump, mixed well, ring well and open dug well						7,103
Number of families using water from pond, and rain water storage						340
Number of families using drinking boil water and bottle						702
Number of household using Biosand filter						949
Number of household using Ceramic filter						3,788
Number of household have latrine						5,958
Households with thatched roof, zinc & wood						5,727
Households with tiled roof & concrete wall						1,716
Descriptions	# Schools	# Classrooms	# Students	# Teachers	# Latrines	% Clean water
Kindergraten	21	27	741	17	21	98
Primary school	19	159	5137	118	19	98
Secondary school	3	18	960	22	3	100
High school	1	24	1357	25	1	100