



# Changing Lives with the Gift of Water

**Lien AID: Enabling the Rural Poor to  
Protect Their Health**

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## LIEN AID: ENABLING THE RURAL POOR TO PROTECT THEIR HEALTH

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*By helping villagers in rural communities become owners and operators of their own water facilities, Lien AID through its clean water and sanitation programmes has improved the health and well-being of thousands of rural poor in Cambodia and elsewhere in Asia.*

**K**hon Rong Commune Chief Chan An was at his wit's end. Kampong Uor village desperately needed a water treatment facility. The poorest of the ten villages in his commune, Kampong Uor was the only one lacking a regular source of safe drinking water. Villagers and their buffaloes drank, bathed and excreted in the same stretch of the Tonle Sap River where the community had made its home. It was where they washed their clothes, caught fish for dinner, and disposed gasoline and other waste. Every month more than half the village was falling ill with diarrhoea, stomach aches and even malaria. "The water quality is so bad it looks like dirty dishwater," he said.

Kampong Uor village and Khon Rong Commune are part of Baribour district in Kampong Chhnang Province, but officials



CWEs have improved access and affordability of clean water for local communities in rural Cambodia.



The proliferation of CWEs is consistent with the Cambodian's government focus on improving rural access to clean water and sanitation.

at both levels had not been helpful. "I put it in my annual budget for the commune, but every year the district and province officials tell me that the money is needed for big infrastructure projects like roads, schools, health centres. Water and sanitation are not priorities right now," Chan said. "NGOs also say they don't have the budget." In the meantime, about 80 percent of the village made do with water filters donated by NGOs or the government, and the rest used alum powder as a coagulant to remove suspended particles in the river water. Neither option was sustainable – the water filters tended to break down after a year; alum powder had little effect if the amount used was even slightly out of proportion.

Until February 2013. Out of the blue, Chan An received a call from Lien AID, a Singaporean non-profit organisation that had been working in the water and sanitation sector in Cambodia since 2007. The voice on the phone asked if Lien AID

staff could visit Kampong Uor to evaluate its suitability for a community water enterprise project – a community owned and operated water treatment plant designed to be self-sustaining through the sale of affordable, clean drinking water. Chan An was sceptical. Were they really interested in helping the village? Would they actually turn up?

They did. The first scoping visit led to a needs-assessment survey with the villagers, which led to further discussions with the Commune Council. A month later, the project was confirmed. By October 2013, a fully operational water treatment plant had been constructed on a floating platform in the village. Water was both treated and sold on the premises. At US\$ 0.25 per 20-litre bottle, it was a fraction of the cost of commercially bottled water, but enough to meet the daily needs of a 10-member family. To encourage take-up, Lien AID also conducted hygiene-awareness training for the villagers to persuade them of the merits of drinking treated water.

Chan An was relieved. "There are some complaints about the price, but people will always complain. More importantly, almost everyone is buying and drinking the water. And no one comes down the road to visit the health centre or buy medicine anymore," he said.

### GREAT LAKE, BAD WATER

The situation in Cambodia was more acute than other countries in the region. Decades of conflict had destroyed much of the country's water supply infrastructure, and the disparities in access to clean water and sanitation were severe. In 2007, water and sanitation coverage in rural Cambodia was only eight percent, even though 80 percent of the population was rural. In fact, UNICEF estimated that those living in urban areas had three times more access to sanitation than those in rural and peri-urban areas; the rich had 22 times more access to piped water than the poor. More than half the population still practiced open defecation, which polluted the surrounding environment and water sources. Weather patterns were also changing

– the rainy season was shorter and more intense; the dry season longer and more scorching. Often the rains came late or there was sudden flooding during the dry season. These were added strains in a country where typically close to 80 percent of annual rainfall came during the May to October southwest monsoon season.

Geographically, the country is well-placed. Part of mainland Southeast Asia, it was home to the low-lying central plains of the Mekong River, and surrounded by rich biodiversity reserves in the mountainous west, north and east. The heart of the Mekong, the Tonle Sap lake and river system, lay to the northwest of the country. Tonle Sap (or “Great Lake”) was the largest freshwater lake in Southeast Asia, covering an area of about 250,000 hectares in the dry season. It afforded water for more than half the country’s crops and was one of the most productive captive fisheries in the world, providing more than 60 percent of the protein intake for the Cambodian population. The Tonle Sap also was unusual in that its flow changed direction twice a year – in the dry season from November to May, it drained into the Mekong, but when the heavy rains began in June, the waters would collect to fill the lake. This meant that the lake expanded and shrank dramatically with the seasons.

Unfortunately, the Tonle Sap was heavily polluted by human and animal waste, as well as industrial run-off and sewage. In a 2013 article in *Singapore* magazine, AJ Leow drew attention to the 1.2 million Cambodians living in the flooded areas bordering the lake who suffered from regular bouts of diarrhoea, typhoid fever and respiratory tract infections as a result of this contamination. UNICEF estimated a further 2.25 million people living in low-lying areas around the Mekong River were exposed to naturally occurring water contaminants such as arsenic. This made them susceptible to cancer of the skin, lungs, bladder and the kidneys, as well as skin lesions and changes in pigmentation. Across the country, more than 10,000 children were dying each year from diarrhoea caused by unsafe water and poor sanitation.

In recent years, the government had put more resources towards improving access to clean water and sanitation. According to the *Phnom Penh Post*, in 2013 the national budget allocated almost 3.7 billion riel (US\$ 927,000) to the clean water campaign, building hundreds of new wells, 41 reservoirs and 60 new water treatment plants. More than 503 kilometres of new road was constructed, and 4,500 kilometres of road destroyed by floods was also repaired, making more remote and less served areas easier to reach. The same year, about 450,000 rural residents (just under four percent of the population) were newly able to access clean water supply. Rural sanitation coverage also increased to 39 percent, exceeding the government’s 2015 goal of 30 percent.

There were about 100 non-profit organisations working on different water and sanitation projects across the country. Some worked closely with the relevant government ministry to implement more long-term initiatives, while others went directly to the commune or village to design projects or deliver products.

### MAN ON A MISSION

The Lien Foundation was established by prominent Singaporean banker and entrepreneur Dr. Lien Ying Chow. Orphaned at age 10 and without a formal education, Lien established the foundation in 1980 with almost half of his wealth to give back to society what it had given to him. He said it was something he had learned from his father, who was always doing charity work in the village despite not being rich himself. His father told him that if he made money in the future, he should spend part of it on the people.

In its initial years, the foundation adopted a hands-off approach in its grant-making but over time, it took on a more engaged approach. One significant indicator of change was the decision to hire professional staff in 2005. The foundation’s first hire was Lee Poh Wah. Lee had a background in both the private and public sectors, and had worked for the government on issues related to

social enterprises. As he considered his new brief, it struck him that he did not want the organisation to be seen as a “walking ATM” for the social sector. He wanted it to be seen as one that brought fresh ideas and challenged existing norms. “That way, we can punch above our weight,” he said.

Looking around, Lee realised there were no NGOs based in Singapore fully dedicated to water and sanitation even though the island was, in his words, “surrounded by countries with titanic water and sanitation challenges”. Even internationally, there were only a few organisations that worked solely on these two issues. “Water and sanitation are the foundations for human development. Have you seen a developed country where you can’t drink straight from the tap?” he asked. Singapore’s reputation in water technology and success in attaining water security inspired Lien AID, he added.

He decided this was a gap the foundation could address. Lien AID was incorporated in 2006, with the mission to improve living conditions in developing communities in Asia. “Lien AID is an autonomous vehicle to champion the foundation’s interests in water and sanitation,” Lee said. “I envisioned it as a professional outfit that thinks and acts for the long-term future.” With Lee as chairman, the founding Board of Directors comprised two professors from Nanyang Technological University (NTU), two local social entrepreneurs and Dr Lien’s grandson, Laurence.

The staff worked closely with the board, meeting three to four times a year to discuss project progress and pipelines. In the first three years, the approach was broad-minded and exploratory. Instead of relying on published research, the team learned through trial and error. Working through personal contacts, it tried to ascertain the water and sanitation needs of poor local communities in six countries – Cambodia, China, Indonesia, Myanmar, Thailand and Vietnam. Staff would fly into the country, conduct due diligence, structure the project and find partners on the ground for implementation. In Cambodia, for example, one of its first partners was local NGO Rainwater Cambodia,

which had been working with rural communities since 2003 to build sustainable, high-quality and contaminant-free rainwater harvesting systems. Once the project got off the ground, the team would visit once or twice during implementation and then at the close. Its goal was to target simple projects that could be completed within six months. Its only concern was to ensure that the projects directly benefited the poor in each country.

As the organisation grew, more staff members were hired. In 2014, there were 16 members on the team, including those in local offices. Staff from the head office in Singapore made trips to the overseas offices and project sites at least once a month. In addition, regional staff meetings were held twice a year to ensure that the entire team functioned cohesively and effectively.

The organisation is mainly funded through Lien Foundation, which had given it about SG\$ 16 million (US\$ 12 million) by mid-2014, with an additional SG\$ 4.1 million (US\$ 3 million) raised



Water entrepreneur making a home delivery.

through local communities and external donors, such as USAID, UNICEF, high net-worth individuals and companies such as United Envirotech. “We wanted our funding to cover all overhead costs, so that the team could devote its attention to building a portfolio of successful projects without getting distracted by fund-raising. If they do the work well, then naturally, other partners with resources will look for them,” said Lee. “We told them to downplay the Lien name if that could make it easier for other partners to come on board... it’s not a vanity exercise.”

### **SOCIAL ENTERPRISE FOR CLEAN WATER**

Lien AID embarked on its first project in Cambodia in 2007. It was the culmination of several months of engagement with the government, learning about the country’s needs. It was also, in Lee’s words, “our most spectacular failure”.

The community hygiene complex constructed in an urban slum in Phnom Penh was a major undertaking. Lien AID, with its partners, the Lien Institute for the Environment, the Singapore Soka Association and the Ministry of Rural Development, worked with the mayor of the slum and his team to construct an integrated sanitation and hygiene facility for the 2,400-strong community. The facility was equipped with latrines, bathrooms, a water tank, a septic tank and a rubbish point. A tube well, a rainwater harvesting system, and a wastewater stabilisation pond were also constructed. To encourage take-up, the team conducted a hygiene-awareness campaign and organised an Environment Clean-Up Week for slum dwellers.

At first, things went well. The community took ownership of the facility and slum dwellers were actively using the new amenities. After several months of close monitoring, Lien AID was confident that the complex was operating well and no longer needed supervision. Unfortunately, soon afterward, an argument broke out in the slum over property rights. Some residents forcibly took over the facility, claiming that it had been built on land they owned. The doors were locked so that only

they could use it. The other slum dwellers were vexed, but the mayor had moved on, and there was no authority in place to adjudicate. They channelled their unhappiness towards Lien AID, whose name they saw plastered on the complex, even though ownership and management of it had been transferred to the locals. In 2012, the complex was dismantled to make way for another property development.

Despite this inauspicious start, Lien AID continued to explore opportunities in Cambodia. In 2008, it built a technical institute for vocational training in agriculture; developed rainwater harvesting systems for arsenic mitigation in homes, schools and health centres; and explored floating water treatment units and floating latrines to villages along the Tonle Sap Lake. The following year, it overhauled the water and sanitation systems at Kampong Speu Referral Hospital. This was an extensive project in which existing toilet blocks were renovated and new ones built; 11 rainwater harvesting systems, 10 lifting pumps and two septic tanks were installed; more than 20 handwashing stations and ceramic water filters were fitted.

Lien AID also pioneered Cambodia’s sanitation-marketing movement. Between 2007 and 2011, it worked across the supply chain of activities: it found masons to manufacture latrines; put on roadshows to market clean sanitation to the masses, and went into the villages to promote basic latrine use. Undeterred by its foreign status, it even led a nationwide sanitation-awareness campaign to spread the message on national TV. Local celebrity comedian and TV personality Chab Chean was nominated by the Ministry of Rural Development as the national Sanitation Ambassador. His light-hearted approach, it was felt, had the potential to persuade his extensive following in the countryside to take up good sanitation practices.

In fact, the project was so successful that it catalysed interest among other non-profit organisations to launch similar initiatives. What it had begun was, in Lee’s words, “big enough to capture people’s imaginations”. With faith that the move-

ment would continue to thrive in others' hands, Lien AID decided to move on.

The exit from sanitation marketing in Cambodia coincided with a change in leadership at Lien AID. In 2011, Koh Lian Hock, a veteran of the corporate world, was appointed as CEO. Koh had been serving as vice president of market services at the Singapore Exchange when he was offered the leadership position at Lien AID.

Soon after, the board and management agreed to streamline operations in Cambodia to focus on community-based water social enterprises (CWEs). The team had just handed over its first CWE to Chhnok Trou Commune in Kampong Chhnang province. It had taken two years of planning and development to complete. The project brief had been twofold: first, to construct a floating water treatment and bottling plant with an 8,000-litre per day capacity, and second, to train local entrepreneurs in business, management and marketing to implement operations. The team worked with the community to conceptualise and design the plant; it identified contractors and technical experts to source materials, construct and install the system; it trained the appointed water entrepreneur on maintenance and operations. The process had been so comprehensive that Koh was confident that it could be replicated successfully, and more quickly, in other parts of the country.

Koh tasked Cambodia Programme Manager Sim Sopheak and her team to engage with government officials to first identify provinces, then districts, and eventually specific communes which stood to benefit from the CWE model. These were typically communes with biologically contaminated water sources located on floodplains or waterways. The team organised meetings with the Commune Council members of all qualifying communes to introduce the model and ascertain their interest. Only those who showed genuine willingness and ability to take ownership of the CWE after completion would be considered candidates for the project.

As a test, communes were asked to commit to providing land for the CWE near a sustainable,

year-round water source as well as to contribute about five per cent of the construction cost either in cash or in-kind. "Actually, we just want them to show commitment – we have some flexibility on the actual amount depending on their capacity to pay. When they are willing to take on the project, they will make an effort to come up with the money from their annual allocation from the province or talk to us to find out how they can pool resources to make up with their contribution. But if they are not interested, they will just say no, thank you," said Sopheak.

The next step in the process was a site visit. Staff members sought to verify that the needs articulated by the Commune Council were genuine. In particular, they would confirm that the proposed project village did not already have a sustainable water treatment system. They would also speak with villagers to understand their purchasing power, how they currently obtained clean water, and their willingness to patronise a potential CWE. If the assessment was generally positive, Lien AID



CWEs established by Lien AID are always community owned and operated water treatment plants.



would approach the Commune Council again to finalise arrangements.

“Sometimes at that point, the Commune Council will say no, now we don’t want to do this. Usually it is because something has changed, either private organisations have come in to build piped water supply or they have been offered a well by a company or the Public Health Department. So they no longer need to do the project,” explained Sopheak. “Then we need to assess more communes – call them up, meet with them and start the process again.”

Lien AID steadily expanded its reach. By 2013, it had built 20 more CWEs across Kandal, Kampong Chhnang and Siem Reap provinces, making clean water accessible to approximately 67,000 villagers. In Kampong Uor, the deputy village chief cum water entrepreneur was so committed that he had set up his hammock within the plant. He slept there most nights so that the villagers could buy water any time they needed, around the clock. This accessibility meant that almost everyone in the village was buying and drinking treated water.

Lien AID worked closely with the community on each plant, from the design to building a sustainable financial and operating model. It would propose a sale price for the water based on the cost of operations and the villagers’ capacity to pay. In general, the price was set at around US\$ 0.25 per 20-litre bottle, with an additional eight-cent charge for home delivery. For the water entrepreneur, this meant an average income of about US\$ 80 per month, net of any expenses or cost-sharing arrangements. For the consumer, it was a fraction of the price of commercially bottled water, which sold at about US\$ 1 for 20 litres.

The team was careful to work only with local contractors on each project to ensure that should there be a technical issue during the first year that was covered by warranty, it would be easy for the Commune Council to contact the contractor directly. It also ensured that all parts used were sourced from local suppliers, so that the commune could repair or replace these easily if required. Lien AID put out

a new tender for every project not just to diversify risk, but also to get to know new contractors. “We work well with contractors who facilitate better flow of information, provide detailed reports and cooperate well with the community,” said Sopheak.

After handover, Lien AID continued to keep in close contact with the commune for at least two years to monitor sales and water quality. If sales were lower than anticipated, it would help the commune by conducting outreach and awareness-raising events on safe drinking water; if the water supply was insufficient, it would explore options for increasing it. After a year, it would also engage independent assessors to conduct a post-project sustainability evaluation. These individuals would visit the site, inspect the plant, talk with the villagers and prepare a report for Lien AID’s review.

In the initial years, Lien AID focused its work on larger villages or groups of small, but adjacent villages in flooded areas or floating communities. As it grew, it started to intervene in more remote and smaller communities. Chan Am’s struggle to find funds for Kampong Uor Village, for example, was made more challenging because of its location – an eight-kilometre journey from the main road to the river bank took half an hour because the mud road had large potholes. From there it was a further 20-minute boat ride to the floating village. Most NGOs were not keen to travel so far to help a community of only 620 people. Even in larger communes, access was an issue. Prasad Commune Chief Chhieng Ly said that until Lien AID came other NGOs were unwilling to visit the 4,000-person community because there was flooding in the area and it was difficult to access.

Several CWEs were co-funded by private foundations or corporations such as the Prince Albert II of Monaco Foundation and BBR Holdings (S) Pte Ltd. In 2013, BASF – The Chemical Company used the CWE project in Kampong Uor as a platform for its Grow ASEAN Program Management project which provided management trainees with experience in community-related work. In 2014,

UNICEF approached Lien AID to provide funds to build 15 CWEs in arsenic-affected areas. “Scale is attractive,” said Lee. “Once we built a track record and developed the capability to scale our operations, more funders approached us to work together.”

The only other NGO building water treatment and bottling plans in Cambodia was a French organisation, 1001 Fontaines. It started to deploy its systems in 2008 with a similar objective as Lien AID – to provide a sustainable source of safe drinking water to the rural poor at an affordable price. However, unlike the Lien AID model, 1001 Fontaines operated like a social enterprise. The systems installed in the communities were developed and owned by the NGO. It identified and hired a water entrepreneur from the community to run the system, instead of having the community appoint one. The water entrepreneur would then be paid a salary from the revenue generated from water sales. If any issues arose with the operations, 1001 Fontaines would send its own technical expert to assess and address the problems. Likewise, if spare parts were required, the community would need to purchase these from the organisation. Lien AID’s approach, however, focused on building the community’s capacity to own and manage the facilities developed so that in the long run, it would be able to resolve its own water needs.

## LESSONS AND CHALLENGES

By the end of 2014, Lien AID had reached about 682,000 direct beneficiaries in poor communities across Southeast Asia and China. It had built more than 1,300 water facilities and 22,000 toilets. It had made water and sanitation accessible for more than 200 schools and 2,800 villages as well as 59 health-care facilities. It had experimented with various approaches and tested its ideas through several pilot projects.

The extensive exploration undertaken in its first three years of operation had made it realise that first, in order for projects to have long-term impact and tangible results, they needed to be designed to be scalable; second, running so many different proj-

ects across six countries was not an efficient use of resources. The learning resulted in the streamlining of operations based on the organisation’s strengths and the needs of its partner countries. In Cambodia and Vietnam, Lien AID built the CWE programme, and in China, it ran the Village Water Management programme. “These are countries where the opportunities are compelling and our involvement is appreciated,” said Lee.

In Cambodia alone, Lien AID had implemented 43 CWEs by May 2015 and it is looking to deliver at least 18 more by 2018.

As it grew, Lien AID remained unwavering in its commitment to full local ownership. Its operating model was premised on empowering locals with the knowledge and tools with which they could access clean water. It was therefore crucial that the communities had the confidence to operate and manage the systems themselves, as their needs evolved over time. The dismantling of the initial sanitation complex had convinced the team that even the simple placement of a logo could influence attitudes, so all the structures it later built were branded solely with the names of the village and commune to reinforce their ownership of the product.

It was also the community-ownership approach that provided the economic case for Lien AID to explore remote areas. It was more cost-efficient to build a treatment plant for a community than to sell individual filters in these areas. In addition, the plant had the capacity to cleanse the water of more pollutants than the family-size filters. When it built CWEs in schools in Kandal Province, only the students and teachers benefited. But by moving the CWE to a more public area in the community, it was able to reach more people and still benefit the school. Villagers could buy the water for their homes and carry in a bottle to school. This taught Lien AID that the success of the project was also dependent on the plant’s physical location within the village.

With every project, Lien AID was concurrently building a community of shared values and interests with its partners. Group 4 Architects

+ Engineers, for example, had completed nine projects with Lien AID, with 16 to 18 more in the pipeline. Said co-founder Sin Sochiet, “We had no experience with this before, but when we started doing it, we found that it was interesting to work on such projects in the remote areas. It touches our heart to work with the local community, and we like providing some technical support to these people.” Another contractor who had worked on multiple projects, Nuth Makara, said: “I believe in Lien AID’s ideas and the systems they put in place. My team and I learn a lot from these projects and from the communities we support.”

Term funding from the foundation gave Lien AID the runway to plan and execute long-term work. While other organisations were busy fund-raising, it could spend time looking into the details, improving the model and refining the implementation process. Yet as it looked to expand its reach, Lien AID had to leverage on partnership and networks.

“Resources alone are not enough,” said Lee. “It’s not easy to commit, say, US\$ 1 million and put it to good use in a developing country. It requires leadership, knowhow and partnerships anchored on a common purpose.”

The first step was making its programme clearer and better known by other NGOs and organisations. Said Chrey Pom, Director of Rural Development in the Ministry of Rural Development, “Some NGOs are very good at marketing their success stories, even if they are small projects. Lien AID is so focused on the work on the ground it forgets to market itself to the public. It needs to do more showcasing so that it can get more potential donors for this work.” Working with like-minded partners would not only allow Lien AID to reach more communities faster and more effectively, it would also allow for more holistic and customised solutions.

Explained Cambodia Programme Manager Sim Sopheak, “We are looking for partners – either a commune with a sanitation programme but no clean water, or a NGO with the soft and hard skills

in sanitation – so that our work is comprehensive. Sanitation cannot be sustained without water.”


It had already had some success with this approach. Lien AID first met the German NGO, Bremen Overseas Research and Development Association (BORDA), during a government-coordinated monthly Water and Sanitation (WATSAN) network meeting. This led to a joint effort to develop the waste water treatment system in Kampong Speu Referral Hospital. “I think we were lucky we worked with Lien AID on the hospital because they took care of most of the social activities and we could focus on the technical intervention,” said Alex Campbell, director of BORDA.

Another challenge was ensuring long-term benefits for the community. With its available resources, Lien AID did not have the capacity to monitor all its projects beyond two years. Unless it was contacted by the community, or had some other reason to reach out, there was no regular feedback or monitoring process to ensure that the systems were functioning well or that the community continued to benefit. In a way, this was a result of the local ownership model. However, as the product evolved and technology improved, it would also be helpful to have a structured approach for revisiting older projects to see if they could gain from upgraded systems or needed other assistance.

Such challenges do not faze Lien AID, however. They are part of the process of achieving the overarching mission. Said Lee, “We will continue to look for the poorest of the poor whom nobody is helping. Those without clean water are like people sentenced to needless and endless suffering, but when they get clean water, the chain of affliction is broken. Life totally changes with new hope and possibilities. It’s as if they have been set free.” Lien AID’s mandate for clean water remains profound, for with water comes dignity and security.

The possibilities that come with clean water, once untapped, ripple far.

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## QUANTITATIVE INDICATORS

### Financial

Planned budget or income versus actual expenditure for the fiscal year*	Budget: SG\$3.2 million (US\$2.4 million) Expenditure: SG\$2.8 million (US\$2.1 million)
Income composition by source: individuals, corporations, events, trusts, other (please specify)	Foundations: 91.25% NGOs/ associations: 6.19% Corporations: 1.96% Individuals: 0.6%
Income composition: domestic versus international	Domestic: 85.4% International: 14.6%

### Personnel

Staff retention rate	84% (16) staff retained in 2014
Turnover rate	16% (3) staff left in 2014
What is the board composition?	Occupation: financial & accounting, 4; non-profit, 1; PR & marketing, 1; academia, 1; water sector, 1; corporate advisory, 1 Gender: men, 8; women, 1.
How many meetings does the board hold per year?	3
How many staff members are there?	16
How many staff members have attended some non-profit or management training course?	NA

## Quantitative Indicators Continued

## Organizational

Do you publish an annual report?	Yes
How many sites/locations do you currently operate in?	4 countries: Singapore, China, Vietnam and Cambodia
Do you measure results?	<p>Yes. Activities tracked include:</p> <ul style="list-style-type: none"> <li>● Number of entrepreneurs trained</li> <li>● Number of commune council members trained</li> <li>● Number community water management council members trained</li> <li>● Number of health and hygiene (H&amp;H) promotion sessions held</li> <li>● Number of villagers who attended H&amp;H sessions</li> </ul> <p>Project results measured include:</p> <ul style="list-style-type: none"> <li>● Quantity of water sold/ month</li> <li>● Number of households buying water</li> <li>● Post-project sustainability assessments (measuring a wide range of indicators) on random sample of projects one year after completion.</li> </ul>
What types of outreach?	Print, social media, TV, radio
Do you regularly meet with government representatives?	Yes
If yes, on a scale of 1-3 how close is the relationship with government? 1 = not close; 2 = somewhat close; 3 = very close	Closeness of relationship = 3

\* Exchange rate, SG\$ 1.32 = US\$ 1 as of December 2013. OANDA.