



EXECUTIVE SUMMARY CAMP IV

Teuk Saat 1001 – Cambodia Project

A. Summary of the notation

Evaluation of the performance of Camp IV	
Criteria	Evaluation Summary
Relevance – 3	Camp IV has managed to stay highly relevant in the Cambodian context and finds its legitimacy in the needs and expectations of the rural population (lack of access to safe water, lack of quality control in the bottled-water sector, need for convenience). It coincides with the Cambodian government’s guidelines in terms of access to safe water in rural areas, works alongside other water supply solutions and inserts itself well in the strategies and interventions of other stakeholders while managing not to be redundant. However, if Teuk Saat 1001’s (TS1001’s) model is to stay relevant, it will have to adapt to new risks emerging from a rapidly changing context, such as a steep rise in competition and the structuration of the bottled water sector which would first be beneficial to TS1001 but could then bring the sector to be very structured and competitive. Consequently, TS1001 will have to finetune the existing model to mitigate these challenges and keep its ability to expand, while defining a long-term vision for TS1001, vision that does not exist yet.
Effectiveness – 3.5	Over the years, TS1001 has refined and optimized the processes of site opening. As a result, TS1001 successfully managed to achieve all its targets for Camp IV in terms of number of kiosks opened (90/90), number of active sites (238/240 – though 4 are social sites, such that a total number of 234 sites is sometimes used throughout the report as and when necessary), number of beneficiaries (~723,000/720,000) and coverage (19/25 provinces of Cambodia). In 2019, this represented 1,753 l/day/kiosk of average water sales (a 6% increase compared to 2018), 40% of Tier 1 sites (5-point increase compared to 2018) and an average bottle price of 1,382 Riels. The new Kampong Cham platform reached all its targets as well and showed very good results both in its functioning and efficiency with for example an average growth in sales volumes of 47%, compared to 6% on a national scale. 2020 will also be a turning point for TS1001 since it will reach breakeven. Growing revenues will allow TS1001 to be self-sufficient for operating costs, but it needs to be highlighted that they might not be able to pay for new kiosks or platforms in the short term without subsidies.
Efficiency - 3.5	Overall, the efficiency of the project is good since TS1001 has managed to comply with the budget established for Camp IV. Over the years, changes in organization and the implementation of new tools and processes have enabled TS1001 to gain autonomy, to increase its productivity and to maximize its responsiveness.
Impact – 3.5	Camp IV secured the positive impacts of previous phases, especially compared to other sources of safe water (boiling water especially): (1) money savings for customers thanks to the affordability of O-we water; (2) time-savings and convenience ensured by the service provided by TS1001; (3) positive health impacts guaranteed by the quality of O-we water; (4) very low environmental footprint linked to the design of stations; (5) reduced vulnerability of rural population in terms of water access. Nonetheless, the evaluation of these impacts can only be done through proxies, and it could be valuable for TS1001 to introduce

	non-economical Key Performance Indicators (KPIs) to assess its results and adapt its strategies.
Viability - 3.5	As of today, TS1001 can ensure the conditions to self-support sites, platforms and the sustainability of the whole model in economic terms, as well as in the management, governance and services offered by the franchise. Nonetheless, if those conditions are met now, they might need to be strengthened in the future as the resources of TS1001 are reaching their maximum capacity, for instance by mitigating turnover (of staff, entrepreneurs, advisors), ensuring the preventive maintenance of sites, further incorporating resilience in the design of kiosks, increasing wages of entrepreneurs or by developing additional revenue sources.

The global assessment score of the Cambodia Camp IV project is 17 out of 20.

B. Introduction

1. Cambodian Context

Cambodia has experienced significant economic progress over the past couple of decades, allowing it to reach middle-income status in 2015 as well as to achieve its Millennium Development Goal (MDG) of halving its percentage of people living in poverty by 2009. This rapid change in economic status, predominantly propelled by garment exports and tourism, makes Cambodia one of the fastest-growing economies in the world. However, poverty remains a reality in Cambodia, the 146th country in the Human Development Index: 37% of the population lives in multidimensional poverty, and an additional 21% remains vulnerable to this poverty according to the UNDP¹.

In terms of water access, the latest Cambodia Socio-Economic Survey (CSES) in 2017 shows that 65% of people had access to an improved drinking water source. However, 35% are thus left to drink from an unimproved source, meaning it may be chemically or bacteriologically contaminated, which can lead to a plethora of deathly diarrheal diseases or other health conditions. Poor access to water and sanitation facilities predominantly affects rural areas, which make up nearly 80% of the population. Indeed, in 2018, only 16% of the Cambodian population in rural areas had access to safely managed and clean water supply services², which is now the reference indicator when it comes to the 2030 SDGs.

¹ Source: UNDP 2019. Multidimensional poverty encompasses the various deprivations experienced by poor people in their daily lives – such as poor health, lack of education, inadequate living standards, disempowerment, poor quality of work, the threat of violence, and living in areas that are environmentally hazardous, among others

² Source: Cambodia’s voluntary national review 2019 of the implementation of 2030 agenda, p.61

2. 1001fontaines' intervention

2.1. TS1001's development history

1001fontaines is an association that was created in France in 2004 with the objective of transforming non-potable water into safe drinking water via an innovative technical process (small kiosks equipped with a UV + micro filter water treatment system), and simple and environmentally responsible solutions that require low financial investment. TS1001 is the local NGO that is in charge of operating and managing the development of the model in Cambodia since 2005. The model relies mainly on the network of entrepreneurs that manage and operate the sites of the franchise and on the advisors and platforms that follow-up and support this network of entrepreneurs. After a pilot phase (phase 1) and two expansion phases (phase 2 and phase 3) TS1001 is currently following its fourth phase of development that focused on reaching sustainability on all levels, that is to say for entrepreneurs, kiosks, platforms and the franchise.

2.2. Camp IV project

The fourth phase of TS1001's development, starting in January 2016 and finishing at the end of 2019, was a 48-month project called 'Cambodia Camp IV'. The expected overall result of the project included the creation of 90 new bottled water kiosks (with 75% of sites being self-sufficient after 12 months of activity) and 1 new operational platform in Kampong Cham, for all 3 platforms to ensure technical and financial monitoring to 60-90 sites, reaching 720,000 users, increasing the market penetration rate and the performance of all kiosks supported by the franchise and that the entire support structure reaches self-financing capacity once stations have reached full penetration.

3. Objective and scope of work

On the request of 1001fontaines, Sevea was to evaluate the results and activities of the 4th phase of the project, highlighting the relevance, effectiveness, efficiency, impact and viability of its actions, and to formulate recommendations to further refine and improve the continuous and future interventions of TS1001. This was done through interviews with the Kampong Cham platform manager, 5 of the kiosk's entrepreneurs, 4 end-user focus groups and multiple staff members both from 1001fontaines and TS1001, and an analysis of the documentation provided to Sevea (progress reports, dashboards, economic sustainability reports ...).

C. Summary of the evaluation

1. A proven long-term relevance of the model, with required adaptations to the changing Cambodian context (3/4)

The model provided by TS1001 is relevant for providing access to safe water in rural Cambodia for several reasons:

- It **meets the needs and expectations of end-users** in terms of affordability, water quality and convenience;
- The model **coincides with the Cambodian government strategy** for providing access to water in rural areas although the status of TS1001 for the Cambodian government still needs to be clarified;
- **Bottled water is complementary to piped water** that is mainly delivering quantity and not quality;
- The project manages to complement the interventions of other NGOs and stakeholders that provide access to water in rural Cambodia, especially of the French Development Agency, UNICEF, USAID and the Stone Family Foundation;
- The hybrid financial package implemented during Camp IV was the most suitable solution to enable the growth and expansion of TS1001.

However, if the work of TS1001 in Cambodia is and will stay relevant, specific aspects of TS1001's model might need to evolve so as to be able to withstand some challenges which could come with further expansion and the evolution of the Cambodian context:

- **Sustaining the attractiveness of the entrepreneur's position:** As of today, the position of entrepreneurs suffers from the drudgery of the water production work, the comparatively low wages (in average 20% lower than the minimum salary of industry workers) and a sense of entrepreneurship that is disparate among the kiosk staff. Plus, despite previous efforts, TS1001 faces a lingering difficulty to find, train and build the capacity of advisors who would be able to coach and support entrepreneurs with various profiles and eagerness to grow their business. This specifically could leave Tier 1 sites without adequate support to be able to further increase their performances. The support brought to entrepreneurs is one of the strengths of TS1001's model; in order to further develop and enhance this support, the role of advisors could be maintained, while introducing a new level of assistance, with stronger analytical and business development skills, which would be able to bring adequate higher-level guidance, suited to the local situation of each entrepreneur.
- **Adapting to a new market environment:** the dynamics of the sector are changing in Cambodia (regulation, political involvement, competition...). For TS1001, this is both an opportunity (links with the Ministry of Rural Development, good quality results, leverage of the Water in School Program, leverage of the laboratory capabilities) and a risk considering the fact that the organization is not yet recognized (especially by the Ministry of Industry, Science, Technology and Innovation) as an established partner for national kiosk development. As a result, TS1001 will need to reflect and agree on its long-term vision in that new environment: should it become a "public service" player (utility) or a pure private / business actor?

2. A very satisfying effectiveness in the project's execution leading to the achievement of the Camp IV targets (3.5/4)

TS1001 has achieved its implementation targets as well as the sustainability objectives:

- 238/240 kiosks were active by the end of 2019
- 90 more kiosks were launched as part of the Cambodia Camp IV project
- The Kampong Cham platform is operational, and reached 152,000/135,000 beneficiaries
- 64% of the sites launched after 2016 were self-sufficient after 1 year of activity (target: 75%)
- TS1001 achieved to reach 723,000/720,000 users in 2019
- 19/25 provinces of Cambodia have O-we water kiosks
- The 3 platforms support between 60 and 90 kiosks each
- TS1001 has significantly reduced its financial deficit, and is planning to reach breakeven in 2020

Overall, the **sales performances of the stations have improved by 31%** since the beginning of the project. The franchise's main focus was to level all the sales performances above the threshold of 1,200 litres sold per day to ensure self-sufficiency for the kiosk and the entrepreneur, which they achieved for 86% of the sites.

To address certain difficulties that the sites encounter and help entrepreneurs become self-sufficient, (1) the franchise set up a list of best practices that, when followed, can bring each site to self-sufficiency level, and (2) TS1001 launched a turnover program aiming at replacing the least motivated and low-performing entrepreneurs to ensure the good development of water sales in each commune.

During Camp IV, the hiring of a local coordinator for the site launching supervision as well as the digitalization and optimization of tools and processes has allowed TS1001 to make **tremendous efficiency gains in new kiosks' launching** (from 18 months to only 3).

Plus, thanks to the growth in the number of kiosks and in sales revenue, the franchise fee revenues have increased, and **the franchise is forecasted to reach breakeven in 2020**, which was the key milestone of the Camp IV project. TS1001 has developed additional revenue streams, around the consumables delivery and water quality services. These revenues are likely to increase in the future and contribute to the overall sustainability of the organization, but are still in a phase of development and consequently need substantial investment relying on grants. Since TS1001 has the ability to raise grants, it should reinforce these two business units, in particular to upgrade the laboratories and subsequently ensure the compliance to government standards.

TS1001 should now focus on **having the increase in sales performance getting translated in a rise of entrepreneurs' incomes**, which are in average 20% lower than the minimum salary of industry workers in Cambodia. This would require to further enforce the good practices and thus improve the sales, slightly increase the water price, and explore other levers to improve the kiosk's productivity.

Some **digital tools could be improved** in their design and implementation, to be better leveraged. For instance, the Technical App could integrate feedbacks from the entrepreneurs on the TS1001 intervention, to get a better sense of their satisfaction, and value the service given by the franchise.

Finally, attention should also be paid to the potential negative impacts of the high efficiency gains in kiosks' launching: the capacity of the Entrepreneur Academy and the site opening teams seems to have reached its maximum, which might hamper the future sites' performances.

3. An increased efficiency making Teuk Saat 1001 very productive (3.5/4)

The Camp IV targets were met in **compliance with the budget** (the final expenses represented 101% of the initial forecast budget) **and the schedule**. Despite high turnover rate in TS1001's head office, TS1001 was mostly able to meet the deadlines of site launchings (except for 10 sites that were launched in 2019 instead of 2018).

To increase its efficiency, TS1001's head office was reorganized in 2017 into several departments focusing on skills rather than activities. The growth of the human resources from 45 staff members in 2015 to 77 in 2019 was made more sustainable by this re-organization. TS1001 was also able to evolve during the last four years thanks to the support of 1001fontaines that helped them in (1) launching new departments such as the Academy and the finance department, (2) analysing and drafting the list of "best practices" to teach to entrepreneurs, (3) setting-up the new ERP tool used for operational monitoring (CommCare). As TS1001 increased in capacity and autonomy, the intervention from 1001fontaines went from an operational support to a more strategic help on the long-term vision and data analysis of the model.

Finally, thanks to the optimization and digitalization of a number of tools and processes, **TS1001 achieved operational economies of scale:** (1) launching new kiosks takes much less time than in 2016 (18 months in 2016 vs only 3 months now), (2) the number of sites supported by each platform has increased (from 67 to 79), and (3) the number of sites per advisor has also increased (from maximum 12 to 13.6 in average). In addition, (4) the average cost per beneficiary has decreased from USD 2.12 in 2017 to USD 1.35 in 2019.

However, it seems that **a ceiling has been reached** in terms of workload per staff, and that further "productivity" gains would be more harmful in terms of project's execution quality. The focus shall now be on strengthening the management structure to make it capable to absorb the future growth.

4. Strong evidence of Teuk Saat 1001's multidimensional impact (3.5/4)

With Camp IV, **TS1001 managed to sustain its positive impacts on consumers and communities** at large. First of all, the model reached the targeted number of beneficiaries, thus alleviating rural vulnerability in terms of access to safely managed drinking water, especially for the children of the Water in School Program.

(1) Compared to the purchase of other types of water or the purchase of coal to boil rainwater, **O-we water offers convenience, saves time and saves money** related to the savings of charcoal for boiling water and the savings of health costs (though these savings are hard to measure precisely). Overall, O-we water is affordable for all, and represents a monthly cost not higher than 3% of the budget for all households, even those on the poverty line.

(2) O-we has a **real impact on health** and has been recognized as one of the only two water sources that are factors of a reduction in diarrheal diseases together with rainwater, if properly stored and boiled³. This health impact is ensured by the quality of O-we water, which is good as of today, despite 14% of missing data for bottle samples. Nonetheless, if the quality monitoring and alert system have been improved, **some parameters are still not tested** for TS1001 to be compliant with government standards, and the analysis of raw water sources during site selection should include tests for pesticide contamination or heavy metals.

³ As shown in the impact study published in the BiomedCentral review, coordinated and conducted by 1001fontaines with the Pr. Paul Hunter, from the University of East Anglia

(3) TS1001 has a **very low environmental footprint**, due to the reuse of big capacity jugs, the installation of solar panels to power the kiosks and the use of low-polluting chemicals for the treatments. TS1001 has thus acknowledged last year that environment should become, with health and economy, one of the key pillars of the model. This will however require TS1001 to better measure its footprint and resilience by integrating more environmental KPIs.

Over the years, TS1001 has had a positive impact on the bottled-water sector by bringing competitors to drastically reduce their prices and start home deliveries for some kiosks.

However, there is today **no evidence of the model's impact on rural revitalization**: TS1001 does not have a clear positive impact on migration, as they specifically choose their villages for the low migration rate, and the wage stagnation for entrepreneurs will be a problem in the coming years considering the increasing incomes in rural Cambodia.

Another attention point is the **difficulty of TS1001 to reach the poorest**, probably due to their irregular cashflows making the current payment model inadequate.

Finally, if TS1001 implemented a very functional M&E framework, **it could benefit from better data collection on the customer base**, and from an **update of the hypotheses** used to evaluate the success of the model: such hypotheses have not been changed at least since the beginning of Camp IV, while the model, its performances and the overall Cambodian context have substantially evolved. Moreover, the great majority of KPIs used in the M&E framework are linked to economical performances. Given the social mission of TS1001, **new health, environmental and social KPIs could be introduced** that would be included in TS1001 management strategy.

5. An achieved financial and managerial viability, with remaining challenges to accompany the growth (3.5/4)

As of today, **all aspects of the franchise are essentially self-sufficient**: (1) all three platforms are profitable, (2) 70% of kiosks had a positive net income in 2019, and (3) franchise activities are expected to reach breakeven in 2020.

TS1001 developed additional revenue streams for the franchise: (1) The internalization of consumables improved the service and reduced the price of bottles sold to the kiosks, but without providing a net margin yet, though future economies of scale linked to the increasing number of kiosks will enable such margin. (2) The water quality testing activity required investments that were covered by grants but the activity will be profitable in the future as the offer of TS1001 is well incorporated in to the market. These two business units shall generate profits in the future and contribute to the overall franchise viability.

However, if the conditions for self-supporting sites, platform and TS1001 were met in 2019, some specific points will require **reinforcement and strengthening to be able to withstand the increase of the number of sites** and of the sales volumes of entrepreneurs: (1) The entrepreneur status' attractiveness might deteriorate because of the drudgery of the job and the comparatively lower income. TS1001 has already identified this as a main issue for the franchise and drafted a list of solutions, including increasing the prices and market penetration rate or improving the support to entrepreneurs. However, even though increasing prices is justified by the inflation in Cambodia, it can be difficult for entrepreneurs who fear that it might affect sales⁴. (2) As kiosks are getting older, TS1001

⁴ 1001fontaines carried on a survey on price elasticity and showed that the variation of the price does not really affect the sales because competitors tend to adjust their prices as well

will have to ensure that all entrepreneurs save enough money to reinvest in their sites. This should be achieved by maximizing the number of Tier 1 sites and implementing a consistent savings policy within the kiosk network. (3) TS1001's HQ management structure has achieved substantial productivity gains but now needs to be strengthened in order to sustain future growth.

As for the franchise model itself, it guarantees the service provided to users and will continue to do so provided TS1001 (1) optimizes and consolidates the processes of recruitment and training of entrepreneurs to mitigate the effects of entrepreneur turnover; (2) continues to improve the quality of the technical support provided to entrepreneurs by further improving tools like the Technical App and by improving the management and HR resources of the technical department; (3) carries on the planned reorganisation of TS1001's HQ; (4) improves the training and operational tools of advisors to minimize the impacts of advisor turnover; and (5) introduces more resilience in the design of the kiosk (by introducing technical ponds for example) and in the selection process of water sources (maybe by switching from surface water to groundwater if deemed necessary).

While bringing significant positive impacts in terms of health, marketing and community engagement, **the grant-funded Water in School programme does not seem to have an appropriate funding strategy yet.** It represents a tremendous effort of fundraising for 1001fontaines as it will require an endlessly increasing amount of grants. Between 2020 and 2025, this program will call for about USD 3.5M in grants. But should 1001fontaines' fundraising capacity abruptly decrease, stopping the programme shouldn't have direct negative impacts on the entrepreneurs as it diverts them from the earnings of a delivery at higher prices than the subsidized price of WinS deliveries. This being said, it would still negatively impact schools and students, and could affect the marketing and image of O-we water in the community. 1001fontaines and TS1001 should thus reflect on appropriate funding, potentially coming from the public authorities.

Finally, TS1001 is currently looking at new fundraising strategies to finance its growth, such as low interest debt that would be reimbursed by the profits of the franchise. It seems a realistic option given the perspectives, but this way should be taken if and only if it does not endanger the reinvestment capacity of TS1001 to guarantee the operational sustainability first.

6. Conclusion of the evaluation

During the past 15 years of operation, TS1001 has refined and optimized the processes of site opening, which has resulted in it managing to achieve all of its targets for Camp IV in terms of number of sites opened (90/90), number of active sites (238/240) and number of users (723,000/720,000). The new Kampong Cham platform also reached its targets and showed very promising results both in terms of its functioning and efficiency.

The project has managed to stay highly relevant in the Cambodian context and found its legitimacy in the needs and expectations of the rural population. It coincides with the Cambodian Government's guidelines in terms of access to safe water in rural areas, works alongside other water supply solutions and inserts itself well in the strategies and interventions of other stakeholders. Overall, the efficiency of the project has been good; TS1001 managed to comply to the budget established for Camp IV. Over its duration, changes in organisation and the implementation of new tools and processes have enabled TS1001 to gain autonomy, to increase its productivity and to maximise its responsiveness. In terms of impacts, Camp IV was able to allow O-We drinkers to (1) save money, (2) save time, (3) have good health/diminish drinking-water related diseases, (4) have a low environmental impact and (5) reduce their vulnerability in terms of water access.

As of today, TS1001 can ensure the conditions of self-supporting sites and platforms and the sustainability of the whole model both in economic terms as well as the management, governance and services offered by the franchise. The end of 2020 will be a turning point for TS1001 as it will reach breakeven and growing revenues will allow it to become self-sufficient for operating costs, however, it might not be able to pay for new kiosks or platforms in the short-term without subsidies. Therefore, these conditions will still need to be strengthened in the future, for instance by mitigating turnover (of staff, entrepreneurs and advisors), ensuring the maintenance of sites, further incorporating climate change resilience in the design of kiosks, increasing wages of entrepreneurs or by developing additional revenue sources. To conclude, for TS1001's model to stay relevant, it will have to adapt to new risks emerging from a rapidly changing context by finetuning its existing model to mitigate risks and maintain its ability to expand, whilst defining a new long-term vision and identity.

D. Recommendations

Population served	
Priority Order	Recommendation
1	Conduct a study on the performances of communes (and not their penetration rate) depending on their size to be able to adapt the sales and delivery model to all types of communes ⁵
2	Introduce a cashless payment system to help collect data on consumers. Ideally, this system should also be designed so that it could adapt to the financials of the poorest (who could for instance buy prepaid cards for the whole year that they pay once they get their salary)
2	Introduce data on customers to get precise knowledge on the consumers' base, and be able to improve the follow-up, advertising and targeting of new clients
3	Introduce modularity to the design of kiosks depending on the size of the commune: the bigger the commune, the larger the maximal capacity of the kiosk for instance

Operational Excellence	
<i>Monitoring and Reporting System</i>	
1	Update the hypothesis used to evaluate the success of the model
1	Introduce non-economical KPIs (health, social, environmental) in the M&E framework, and in the management strategy of TS1001
1	Optimize apps and their use, considering current bottlenecks (for instance allow lab officers to enter in the same input the re-tests done for Level 2 or 3 alerts)
1	Gather, simplify and automate the data analysis and reporting (a lot of analysis are in different documents) which could also help monitoring the park
<i>Support System</i>	
1	Focus the role of advisors on reporting as is the case today, but better define with them what the scope of their work is while also creating a new position: field manager. These managers could supervise around 3 advisors, and could be in charge of all the analytical work that advisors currently struggle to do (elaborating business plans, coaching, capacity-building of entrepreneurs etc.) As an alternative option, TS1001 also envisioned to double the number of regional business managers (RBM) (from 1 to 2 per platform), and put them in charge of this analytical work, rather than creating the position of field manager. We think that creating the position of field manager could be more efficient as a clear knowledge of the situation of each site is the most important element for us.
1	Improve the training of entrepreneurs, advisors and operators by organizing regular batches of training, introducing the use of social media to regularly disseminate training material to entrepreneurs and advisors, creating a dedicated training and recruitment team and regularly organizing site visits of Tier 1 sites.
1	Provide information for entrepreneurs through social media that is more efficient and more likely to be read.

⁵ For big communes, or communes that are spread, introduce a network of authorized sellers: sellers that would only sell O-we water, would do home deliveries, and would come themselves to fetch the jugs and bring them back. This would allow entrepreneurs to extend their coverage while only having to increase the water production (no investment needed in a new koyun or a new operator to do one more delivery).

1	Introduce modularity in the support offered to entrepreneurs depending on Tiers (with group training sessions dedicated to mutual issues) to be able to also push production and sales of Tier 1.
1	Create Facebook/Telegram groups where all entrepreneurs can share ideas, ask for help and compare their progress with each other, meaning there must also be a person dedicated to managing social media
2	Reduce the number of sites per advisor, but do so progressively so as to be able to manage the recruitment of advisors that will unfold
2	Reinforce knowledge management in TS1001 by strengthening the practicality of the training material of advisors, as well as the operational documentation and tools for them to ensure a smooth turnover
3	Create a mentor/mentee program, whereby a Tier 1 site would be the mentor of a Tier 2 or 3 site. Organize a competition to elect the best mentor/mentee team which will foster adoption of best practices and sales increase through gamification
3	Continue promotional and sales activity right after the launch period to maximise the effectiveness of this 1 st week of support
<i>Secure kiosk profitability</i>	
1	Progressively introduce automation in the water production process of existing kiosks to reduce work drudgery, while also designing new kiosks with the inclusion of such automation
1	Encourage entrepreneurs to increase price, by explaining to them why they can and should and provide support for the entrepreneurs to convince the community that the raise of price is justified
3	Introduce the sale of products similar/related to water (ice, 500ml bottles, charbriquettes, L26 bottles, sanitary wear) in some pilot sites to assess whether product diversification can work, and which products should be sold
<i>Maintenance</i>	
1	Separate the Technical Department between regional technicians and project technicians
1	Improve the follow-up and analysis of technical intervention & introduce strategies of preventive and corrective maintenance
1	Redesign the financial aspect of maintenance by helping entrepreneurs to save money to pay for repair.
2	Create some teaching material for customers on how to handle bottles properly to reduce the number of broken bottles and why they should do so
3	Include indications on how to manage and maintain solar panels and the electricity system within the entrepreneur's training
3	Introduce a tool for entrepreneurs to evaluate the quality of the maintenance interventions (in existing apps, or create a specific tool)
<i>Management</i>	
1	Start the restructuration of TS1001, with the support of 1001fontaines
1	Create assistant positions for each head of department so that they can delegate routine tasks and rather focus on priority tasks
<i>Water Quality</i>	
1	Add the final parameters that TS1001 does not yet test and that will make TS1001 compliant to government standards
2	Update the evaluation methodology to assess water sources for new sites, relating to their pesticides, industrial effluents and the long-term resilience of the water source
<i>New economic model for financing growth</i>	

1	<p>Reflect on a new economic model for financing the growth of the franchise on the medium to long term. Sevea suggests introducing the public sector in the financial model as much as possible. First of all, the WinS programme should be financed by the public sector. Indeed, it is a budget that is not only increasing with beneficiaries but that will in fact never stop increasing. It could be taken in charge by schools themselves, communes or even at the national level by the ministries of education, health or rural development (since the WinS programme is included in the NAPII of the MRD). It could be interesting for TS1001 to establish a MoU at the national level to guarantee the financing of the WinS programme. Moreover, the infrastructure costs (opening of kiosks as well as major renovation/replacement of kiosks) should be publicly financed as well. In particular, in the current context of decentralisation, it could be financed by communes directly since they own the kiosk (in the current model and keeping in mind that the legal status of kiosks should be regularized). Nonetheless, since communes will manage their budgets each separately and with their own priorities, it could be that some communes would not be willing to finance the infrastructure costs of kiosks. Therefore, TS1001 should still aim to raise funds and finance infrastructure costs when needed. The budget of the business franchise (capacity-building, training of staff, etc.) should ideally be taken in charge by TS1001 itself. This could be financed through a reasonable and medium-term impact loan as long as it does not endanger its long-term capacity to reinvest. Finally, all innovations on the model (laboratory certification for example) could be financed by grants.</p>
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Brand attractiveness	
Priority Order	Recommendation
1	<p>Strengthen the use of Facebook/Telegram: create groups between entrepreneurs and their customers. This would enable direct feedback from customers and would allow entrepreneurs to do their own advertising or organise site visits to the station, for example.</p> <p>Create frequent competitions for entrepreneurs/students (art school/media/digital schools) to create innovative promotional material</p> <p>Recruit influencers to promote O-we water on social media</p>
2	Monitor the actions done during the launching of new kiosks and target the families that will be difficult to convince
3	Continue to educate villages on Water Quality – O-we is a trusted brand but family businesses on the other hand cannot guarantee their quality – plastic wrap does not mean good quality, as some of them believe

Public Action Support	
Priority Order	Recommendation
1	Appoint a staff specifically in charge of liaising with the government to be recognized as an actor of the water sector, and subsequently be included in the Water Action Plan, to improve relationship with MISTI and to start discussion about the WinS
1	Push for the creation of a legal status for communal kiosks, that could be tax-exempt
3	Closely follow the decentralization that will unfold in Cambodia in the next few years, in order to be able to position TS1001 with regards to communes, districts and the central government (meaning probably working with National Committee for sub national Democratic Development - NCDD)

Innovation	
Priority Order	Recommendation
1	Define the long-term vision of TS1001: communal kiosks (public orientation) or water social business (private orientation)
3	If the private option is chosen: <ul style="list-style-type: none"> - Plan a feasibility study on urban and peri-urban areas - Plan a feasibility study on plastic recycling in Cambodia, including the identification of the actors with which TS1001 can cooperate - Plan a feasibility study on the inclusion of big data in TS1001's business plan, including the identification of who would buy the data and what for
3	If the public option is chosen: <ul style="list-style-type: none"> - Complete the equipment of laboratories to be able to measure all parameters required by the government (and if possible, by WHO) - Get the lab certification from the government - Start liaising with actors of the private sector and with the government to be recognized as a reference of quality in Cambodia - Plan a feasibility study on plastic recycling in Cambodia, including the identification of the actors with which TS1001 can cooperate - Plan a feasibility study on mineralization, the needed costs and implementation processes
3	If the financial strategy was to be relying on a loan or a debt strategy then the assumptions of business planning should be rather conservative to ensure TS1001's ability to reimburse costs