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The 14th General Assembly to Celebrate Achievements in 2025 and Present the Annual Work Plan for 2026 of Cambodian Water Supply Association

I. Introduction

On Thursday, March 12, 2026, at 8:00 AM, the Cambodian Water Supply Association (CWA) held its 14th General Assembly to celebrate achievement in 2025 and present the annual work plan for 2026. The event took place at Tonle Bassac II Restaurant in Phnom Penh, presided over by His Excellency OUM Sotha, Secretary of State and High Representative of His Excellency HEM Vanndy, Minister of Industry, Science, Technology & Innovation (MISTI), and Mr. LENG Khiev, Chairman of the Board of Directors of CWA.

The general assembly was attended by leaders from MISTI, representatives from the Ministry of Rural Development, the Ministry of Water Resources and Meteorology, the Ministry of Public Works and Transport, and the Ministry of Interior. Also in attendance were representatives from the Australian Embassy to Cambodia, the CAPRED program, Water.org, WaterAid, various development partners, national and international NGOs, the Board of Directors, CWA staff, banks, microfinance institutions, product and service suppliers, and members.

1. **Participants Profile:** The 14th general assembly convened a total of 412 participants (123 females):
 - Inter-Ministerial leadership: 27 delegates (5 females)
 - Professional member: 230 participants (60 females) representing 169 stations
 - Supporting member: 58 participants (22 females) representing 37 companies
 - Development partner: 29 participants (12 females)
 - Sponsorship partner: 50 participants (18 females)
 - CWA Board of Directors: 9 members (2 females)
 - CWA staff: 9 members (4 females)
2. **Sponsorship Support**
 - Exhibition sponsors: A total of 17 exhibition booths were featured, including the 1 association, 3 banks, and 13 specialized equipment and service providers within the water sector.
 - Development partners: Five key institutions (CAPRED, Water.org, WaterAid, the Stone Family Foundation, and SME Bank).
 - Assembly contributors: Generous support was provided by 7 member operators (Bek Chan Water Supply, Khun Development Co., Ltd, Traeuy Sla Water Supply, Chang Sophea Water Supply - Basak Commune, Svay Chreah Water Supply, Sala Lek 5 Water Supply, and KWSH), alongside financial institutions (AMK, Phillip Bank, and Canadia Bank) and iSEA.
3. **Strategic Objectives:** The 14th General Assembly of convened with the following objectives:
 - i. To celebrate CWA's achievements in 2025 and present the Annual Work Plan for 2026.
 - ii. To announce the composition of the four committees (Advocacy, Member Services, Finance, and Development & Training) and the implementation of the Member and Sector Development Fund (MSDF).
 - iii. To share best practices, listen to members' perspectives, and work collaboratively toward solutions.
 - iv. To strengthen networking among members, enhance cooperation, and introduce new technologies.

II. Outcomes of the General Assembly

2.1. Opening Ceremony of the 14th Assembly

A. Blessing Dance

The 14th general assembly started with a blessing dance by Morodok Soumrak team.

B. Welcome Speech

Mr. LENG Khiev, Chairman of the BOD provided a comprehensive overview of CWA's key achievements throughout 2025. During his address, he highlighted two strategic pillars essential to realizing Cambodia's 2030 Water Supply Development Goals:

1. "Empowering private operators to accelerate the achievement of the 2030 Universal Water Access Goals."
2. "Supporting CWA is an investment in elevating quality, standards, professionalism, and service excellence within Cambodia's water sector."



Photo 1: Welcome Speech, Mr. LENG Kheav

Furthermore, Mr. LENG Khiev highlighted two pivotal actors:

- **First Actor: Public Water Utilities.** There are currently 11 public utilities operating in major cities and high-potential economic hubs. These entities receive comprehensive financial and human resource support from the Government, relevant ministries, and Cambodia's primary development partners.
- **Second Actor: Private Water Operators.** There are approximately 446 private water operators providing services in smaller towns and rural areas where economic potential is more limited. To date, these operators have received only a modest level of support from the Government, ministries, and major development partners.

To successfully achieve the 2030 targets, it is imperative that private operators receive enhanced support from the Government, relevant ministries, and development partners. This support should be facilitated through the provision of grants, subsidies, and concessional loans featuring low interest rates and streamlined, accessible terms. Additionally, there is a vital need for capacity-building initiatives and sustained institutional support from CWA.

Furthermore, engaging with and supporting the association is key to elevating water quality, industry standards, and service delivery nationwide. Through such collaboration, CWA will be fully empowered to professionalize its members' production and supply capabilities. By ensuring access to necessary expansion capital, this initiative will ultimately guarantee that the population receive water services defined by quality, safety, and sustainability.

C. Opening Speech of the 14th General Assembly

His Excellency OUM Sotha, Secretary of State at MISTI and High Representative of the Minister, graced the occasion to deliver the opening speech for the general assembly.

- His Excellency underscored the strategic importance of this assembly as a platform to review CWA's 2025 performance milestones and to establish the strategic roadmap for 2026.



Photo 2: Opening Speech H.E OUM Sotha, Secretary of State

- His Excellency commended the collective achievements of CWA and its members in contributing to the development of Cambodia's water sector, in alignment with the policies and strategies of the Government. He noted that MISTI continues to maintain close cooperation with relevant ministries, institutions, development partners, and the private sector to expand water supply coverage effectively and inclusively for all citizens.
- As of late 2025, the national water supply network spanned approximately 40,000 kilometers, with connections reaching 1.57 million households, representing roughly 45% of households within designated service areas. Total water production in 2025 reached approximately 556 million cubic meters. Of this total, public water utilities accounted for 64% of the supply, while the private sector contributed 36%, underscoring the critical role of private water operators in advancing Cambodia's water sector development.
- His Excellency further emphasized that water supply operations must strictly adhere to four fundamental principles: Quality, Safety, Sustainability, and Affordability. These principles ensure that the citizen receives high-quality, safe, and accessible water services. To this end, the Ministry remains committed to strengthening the management, monitoring, and evaluation of water service providers to guarantee operational efficiency and long-term viability.
- In parallel, the Royal Government has introduced comprehensive measures to bolster the sector, including infrastructure development, water resource management, the reduction of non-revenue water (NRW), and the promotion of public awareness regarding clean water consumption. These initiatives are designed to ensure the sector's robust development in meeting the escalating demands of the population.
- His Excellency extended an appeal to development partners, national and international organizations, and the private sector to deepen their collaboration with CWA. Such partnerships are vital for enhancing the technical capacity of operators and mobilizing investment, which are essential for expanding coverage and guaranteeing service quality nationwide.
- In his concluding statement, His Excellency expressed his profound gratitude to the national and international institutions, development partners, and all CWA members for their steadfast support in advancing Cambodia's water sector. He called upon all assembly delegates to engage in constructive dialogue, offer strategic recommendations, and share best practices to foster CWA's growth. He reaffirmed the collective commitment toward the ultimate vision: "Universal Access to Clean Water for All by 2030."

D. Group Photo Session and Exhibition Tour

- Photo Session: The presiding dignitaries and all assembly delegates joined together for a formal group photograph to commemorate the event.
- Exhibition Tour: The distinguished guests conducted an official tour of the 17 exhibition booths, which featured a diverse range of water sector equipment, technological products, and financial

services from participating institutions.



Photo 3: Distinguished guests of the 14th General Assembly

2.2. Presentation of 2025 Achievements and 2026 Work Plan

Mr. LIM Minh delivered a comprehensive presentation summarizing the key achievements of 2025. His briefing addressed the prevailing challenges and proposed strategic solutions for the sector, the operators, and CWA, while formally outlining the priority work plan for 2026.

Key Achievements of 2025:

- ❖ Governance: CWA successfully completed the following organizational mandates:
 - Development of the Strategic Plan 2025–2030.
 - Convening of the 13th Annual General Assembly.
 - Facilitation of Quarterly Board of Directors meetings (both Ordinary and Extraordinary sessions).
 - Conducting the 2024 Annual Reflection and Performance Review.
- ❖ Member Relations and Services:
 - By the end of 2025, CWA's membership reached a total of 343 entities (stations/companies), comprising 286 professional members and 57 supporting members.



Photo 4: Mr. LIM Minh presenting CWA's achievements

- Successfully convened 4 regional meetings.
 - Facilitated the resolution of 6 individual member grievances, hosted one meeting specifically to address broader member concerns, drafted formal complaints and contractual agreements for 12 water stations.
 - Conducted 11 on-site visits to stations to monitor operations and member welfare and organized one international study tour for networking and professional exposure.
 - Held one formal meeting with supporting members to strengthen corporate partnerships.
 - Supported one water station in developing and executing service promotion campaigns.
 - Provided specialized technical support for water quality testing and analysis at 7 water stations.
-

❖ Representation:

- National Cooperation:
 - ✓ Participated in 5 high-level ministerial events.
 - ✓ Engaged in 4 consultative meetings with sub-national administrations to enhance local cooperation.
 - ✓ Attended 4 strategic sessions and training workshops hosted by development partners.
 - International Cooperation: Actively participated in and co-organized major international events, including:
 - ✓ 2 bilateral meetings with international partners.
 - ✓ Cambodia's no.1 international water industry exhibition and conference.
 - ✓ 7 international water conferences and global forums.
 - ✓ Conducted 3 charitable initiatives, including fundraising and the distribution of donations to heroic soldiers and displaced people.
 - Capacity Building Initiatives: Delivered comprehensive training programs focusing on technical proficiency and strategic business management.
 - Strategic Partnerships: CWA formalized three Memoranda of Understanding (MoUs) to enhance cross-sector collaboration with Informa Markets, Credit Guarantee Corporation of Cambodia (CGCC) and Singapore Water Association (SWA).
 - Project Implementation: Partnered with international organizations on the following key initiatives:
 - Project on "Expanding Piped Water Access for Unserved Households": Supported by Water.org.
 - "Young Water Engineers Internship Program": Supported by the CAPRED program.
 - Administration and Finance: Achieved key milestones in regulatory compliance and financial oversight:
 - Finalized and submitted the 2025 Annual Financial Report to the Accounting and Auditing Regulator (ACAR) and the General Department of Taxation (GDT).
 - Commissioned V-Chartered Accountant Co., Ltd. as the external auditor for CWA's 2025 fiscal year.
 - Successfully completed the independent audit of CWA's 2025 financial statements.
-

❖ **2026 Work Plan**

- Governance:
 - Execute CWA's Strategic Plan 2025–2030 and coordinate the 14th General Assembly.
 - Evaluate the feasibility of utilizing the "Member and Water Sector Development Fund" to enhance member benefits and industry growth.
 - Convene quarterly Board of Directors meetings and facilitate the 2025 Annual Performance Reflection.

- **Membership:**
 - Enhance quality of information and management of membership data
 - Organize four regional meetings across Siem Reap, Battambang, Kampot, and Kampong Cham provinces.
 - Provide dedicated coordination and dispute-resolution services to address member concerns.
 - Conduct on-site field visits to strengthen member engagement and operational oversight.
 - Facilitate capacity-building programs focusing on technical expertise and strategic business management.
 - Promote knowledge-sharing initiatives to disseminate industry best practices and vital information.
 - Host the "Monthly Water Sector Dialogue" webinar series.
- **National and International Cooperation:**
 - Participate in the Annual General Assembly of the Ministry of Industry, Science, Technology & Innovation (MISTI).
 - Organize Cambodia Water Conference and Exhibition 2026.
 - Collaborate with KOWBA to host the 18th "Cambodia-Japan Water Supply and Sanitation" Workshop.
 - Coordinate domestic and international study tours for members.
 - Lead member delegations to participate in international water forums, seminars, conferences, and exhibitions.
 - Partner with key stakeholders to organize specialized technical workshops related to the water sector.
 - Identify and establish strategic partnerships through Memorandums of Understanding (MoUs) to advance member interests and sectoral growth.
 - Strengthen cooperation and coordination with relevant national and sub-national authorities.

❖ **Partnerships and Development Cooperation:**

- Implement the project "Enhancing Access to Piped Water Services for Unserved Households," supported by Water.org.
- Maintain and strengthen ongoing collaborations with key development partners, including WaterAid, CAPRED, UNICEF, JICA, and other relevant stakeholders.

❖ **Service Provision:**

- Continue providing professional services and technical support to members and partner organizations.

❖ **Communications and Publications:**

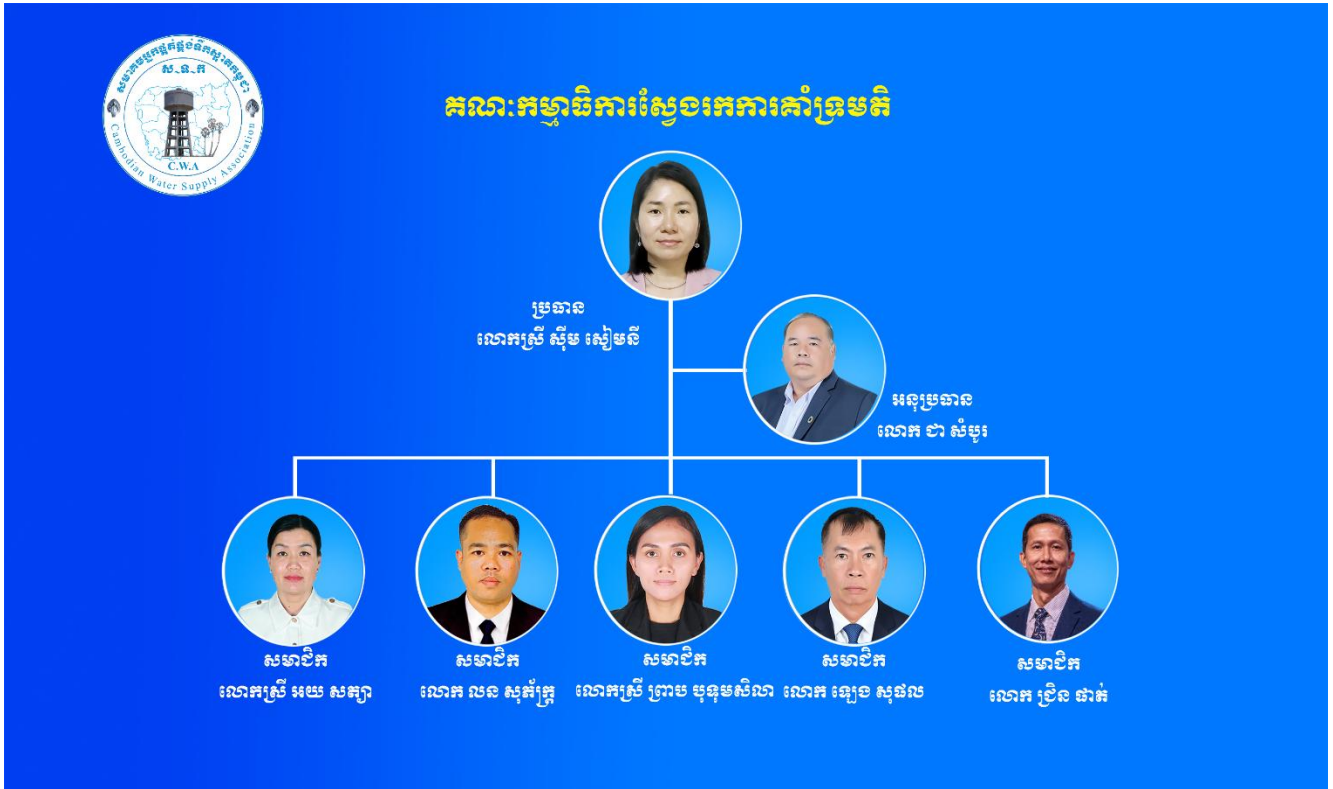
- Maintain and update the official website regularly.
- Enhance CWA's visibility and outreach through strategic social media engagement.
- Produce and publish quarterly newsletters and 2026 Annual Report.
- Develop and distribute educational materials and resources.

❖ **Administration and Finance:**

- Prepare and submit 2026 Annual Financial Statements to the Accounting and Auditing Regulator (ACAR) and the General Department of Taxation (GDT).
- Recruit an independent auditing firm to conduct a comprehensive audit of CWA's 2026 financial reports.

2.3. Overview of the Four Standing Committees and Announcement of Compositions

Ms. SIM Bonech, Admin and Finance Manager, presented an overview of the four Standing Committees and officially announced their respective compositions as follows:



Advocacy Committee: Consisting of 7 members (3 females)



Member Services Committee: Consisting of 7 members (1 female).



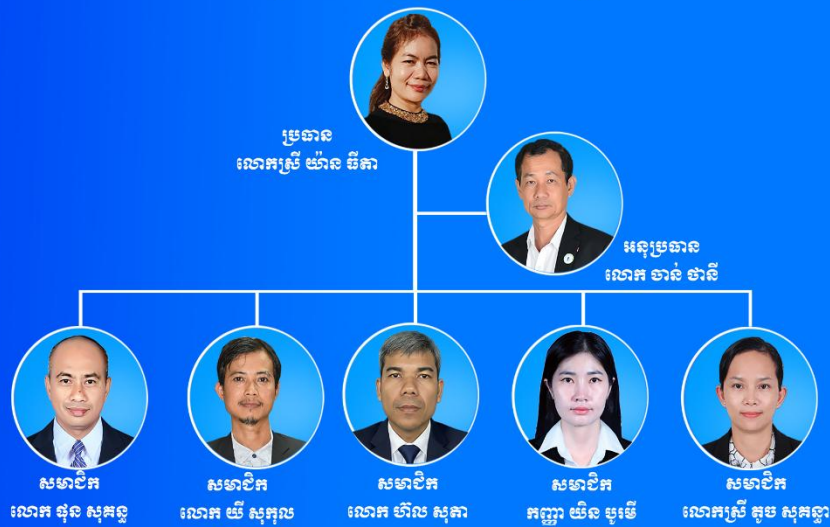
គណៈកម្មាធិការហិរញ្ញវត្ថុ



Finance Committee: Consisting of 7 members (2 females).



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Training and Development Committee: Consisting of 7 members (3 females)



Photo 5: The 4 committees

CWA informed the General Assembly that it has collected \$3,279.09 for the Member and Water Sector Development Fund (M.W.S.D.). Additionally, CWA noted that \$1,014.23 remains from voluntary member contributions intended to support heroic soldiers and displaced people. The CWA proposed the possibility of transferring this remaining balance of \$1,014.23 into the M.A.S.V. fund.

- Result: As fewer than 50% of the members in attendance raised their hands in support of this proposal, CWA decided to maintain the funds for their original purpose of supporting heroic soldiers and displaced people.

2.4. Listening to members’ perspectives, and working collaboratively toward solutions

Mr. PHANG Chanda, Member & Partnership Manager, facilitated a discussion titled "Listening to the Voice of Members’ Perspectives and Working Collaboratively towards Solutions." The distinguished speakers included members of the Board of Directors and CWA’s Executive Director. During the session, members raised the following questions:



Photo 6: Mr. CHHOUN Sikhorn

1. Mr. CHHOUN Sikhorn, owner of the Sampov Loun Water Station, expressed significant concern of ongoing border conflict between Cambodia and Thailand, noting the uncertainty of its duration.

Due to potential risks of cross-border water contamination, the station is currently unable to utilize its primary water sources from streams along the border. To maintain operations, the station has procured raw water from a private resort located approximately 3 kilometers away, incurring an additional cost of approximately 9 million Riels per month.

Mr. Sikhorn expressed anxiety over the long-term sustainability of this arrangement, as the current supply contract is limited to only five years. He inquired whether CWA or MISTI could provide strategic advice or direct support to mitigate these operational and financial risks.

Responses from the speakers:

- ❖ Mr. LENG Kheav: Acknowledged the gravity of the situation and emphasized the necessity of engaging technical experts to conduct a comprehensive assessment of alternative water sources.
- ❖ Mr. SEA Sengheap: Supported the station owner's current operational decisions and recommended the strategic acquisition of land to develop independent reservoir ponds as a long-term contingency for water security.
- ❖ Mr. LIM Minh: Confirmed that CWA will collaborate with MISTI to conduct an on-site technical study. Furthermore, he encouraged financial institutions to provide specialized loan products to operators for land procurement and water source infrastructure development.
- ❖ Mr. CHAN Thany: Advised border-zone operators to exercise extreme caution with raw water sources. He proposed the construction of buffer basins or ponds to allow for water sedimentation and suggested utilizing bio-monitoring (such as raising fish) to provide an early warning system for water quality and contamination.

2. Mr. TITH Voeun, Owner of Rithyroth Water Investment Co., Ltd., highlighted that operators face numerous challenges, particularly regarding investments in areas with low economic potential.

He requested that CWA's leadership assist in mobilizing financial support or grants for operators to expand distribution networks and subsidize connection fees. Mr. Voeun noted that while his service area is fully covered by main pipelines, many low-income residents remain unable to afford the initial connection costs required to access clean water services.



Photo 7: Mr. TITH Voeun

Responses from the speakers:

- Mrs. YAN Thida: Observed that while the Ministry of Rural Development (MRD) has access to significant aid resources, their mandates typically exclude support for the private sector. She noted that public projects often demonstrate lower efficiency compared to initiatives that directly support private sector operators.
- Mr. SEA Sengheap: Recommended actively seeking additional development partners to provide subsidies for low-income households. He emphasized the importance of securing ongoing commitments from development agencies to bridge the affordability gap for the poor.
- Mr. LIM Minh: Formally requested that the CAPRED program consider providing financial subsidies for pipeline expansion and household connections for the poor. He specifically urged that such support should be flexible and not restricted by a minimum number of villages, ensuring even small-scale communities are eligible for assistance.



Photo 8: Mr. CHHOUN Kong

3. Mr. CHHOUN Kong, representing the Institute of Technology of Cambodia (ITC), highlighted the challenges in human resource development within the sector.

He noted that while the institute successfully trains technical students, there is a significant lack of visible career opportunities for graduates within the clean water sector. Consequently, most students pivot toward careers as in-building pipe design engineers instead of joining water supply operations.

Responses from the speakers:

- ❖ Mr. LIM Minh: Noted that under the existing Memorandum of Understanding (MoU), CWA encourages members to enroll their staff and children in specialized water sector programs, for which ITC offers a 15% tuition discount. He identified a key challenge as the preference among graduates to remain in urban centers rather than relocating to provincial or remote areas. However, he highlighted that the CAPRED program will provide specific support for young engineers, creating new employment opportunities within the sector.
- ❖ Mr. LEANG Panha: Clarified that while students are trained in various disciplines—including design, construction, and operations—their education is often theoretical and multidisciplinary. He urged private operators to be more receptive to hiring young engineers, providing them with the necessary platform to apply their knowledge and gain essential practical experience.

Response from H.E Secretary of State, representing the MISTI, regarding the aforementioned issues:

- ❖ Water Source Challenges: We face numerous complex challenges arising from disputes with neighboring countries. The Government is actively considering these issues and exploring various strategic solutions. Regarding water source security, Provincial Departments and private operators must gather detailed information and report directly to MISTI. This data will allow the Ministry to coordinate with the Ministry of Economy and Finance (MEF) and the Government of Cambodia to conduct formal studies and implement effective solutions.



Photo 9: H.E OUM Sotha giving inputs for resolutions

- ❖ Demographic Distribution: This issue has been the subject of extensive deliberation. His Excellency requested that operators provide factual field reports to the MISTI so that tailored solutions can be

developed. One viable strategy is the establishment of small-scale decentralized supply systems to serve residents in remote or peripheral areas.

- ❖ Sectoral Human Resource: The MISTI also faces a high demand for skilled personnel and can offer contract-based positions to fresh graduates. Ministry officials will formally document staffing requirements and initiate the recruitment process accordingly. Furthermore, the Ministry plans to establish dedicated training facilities to enhance the technical capacity of private operators.

2.5. Signing Ceremony of the Memorandum of Understanding (MoU)

To foster mutual benefits—specifically providing operators with access to affordable interest rates and simplified loan application processes, while enabling FTB Bank to expand its credit portfolio—CWA officially entered into a Memorandum of Understanding with FTB Bank. Through this strategic partnership, operators will be better positioned to strengthen and expand their production capacity, ensuring the delivery of high-quality clean water services to a broader population.



Photo 10: MoU Signing Ceremony between CWA and FTB

2.6. Presentation of Certificates of Appreciation

H.E. UM Sotha, Secretary of State of MISTI, presided over the ceremony to present certificates of appreciation to the following recipients:

- CWA's outstanding staff (4 members):
 1. Mr. LIM Minh, Executive Director
 2. Ms. SIM Bonech, Admin and Finance Manager
 3. Ms. TOCH Sokunthea, Senior Program Coordinator
 4. Mr. CHRIN Phat, Senior Water Supply Engineer
- 3 partner organizations sponsoring the assembly and CWA's outstanding members:
 - CAPRED Program
 - Water.org

- WaterAid
- CWA's outstanding members (12 Stations/Companies):
 1. Khmer Water Supply Holding Co., Ltd. (Branch)
 2. Kolbol Water Supply Co., Ltd.
 3. Krang Chek Water Distribution Network
 4. Prek Ta Meak Water Supply Business
 5. Khmer Water Supply Holding Co., Ltd. (Puok Branch)
 6. Kamrieng Water Supply Co., Ltd.
 7. Phsar Sneh Water Supply Station
 8. Khmer Water Supply Holding Co., Ltd. (Chhlong Branch)
 9. Soma Kobelco Water Supply Co., Ltd.
 10. Heng Eng Huot Water Station
 11. Rural Water and Sanitation Team (RWST)
 12. UPG Pipe Co., Ltd.

2.7. Presentations by Development Partners and Financial Institutions

A. Presentations by Development Partners

1. Presentation on " Promoting service provider accountability to improve rural water supply services: experiences from Kampong Chhnang, Kandal and Kampong Speu provinces, Cambodia" – presented by Ms. HEANG Phyrun, Program Manager at WaterAid.

❖ Objectives:

- Enhance coordination, role clarity, and social accountability mechanisms among local authorities, private water operators, and community stakeholders.
- Strengthen local governance leadership and strategic action plan to effectively mitigate challenges in accessing clean water supply.
- Empower service consumers and marginalized communities to ensure inclusive participation and service equity.

❖ Project Implementation Process:

- Assessment: Evaluate the current status of clean water supply and service delivery.
- Capacity Building: Strengthen service delivery capabilities by clarifying the roles and responsibilities of key stakeholders.
- Validation: Formally define the roles and responsibilities between line departments, local authorities, and water operators.
- Dissemination: Publish performance evaluations through a scorecard system involving both suppliers and service users.
- Evaluation: Conduct interface meetings to facilitate feedback loops and determine subsequent strategic actions.



Photo 11: Mrs. HEANG Phyrun

2. Presentation on Promoting “Young Professional for Resilient Water Service” and “Provincial Level Policy Dialogue for Results” in partnership with CWA presented by Ms. HORT Navy, Investment Lead of the CAPRED Program.



Photo 12: Mrs. HORT Navy

❖ Project Objectives:

Young Professionals for Resilient Water Service:

- Address skill gaps and gender disparities within the water sector.
- Enhance the technical efficiency of PWOs.

Provincial Level Policy Dialogue for Results:




- Promote a culture of evidence-based policy dialogue.
- Improve coordination effectiveness to achieve tangible outcomes.
- Define pathways to increase accountability within the sector.

❖ Project Activities:

- Promoting “Young Professional for Resilient Water Service”:

Selection	Internship Period: 10 months	Job Opportunities
<ul style="list-style-type: none"> Selection of committed Private Water Operators (PWOs) through public call for expressions of interest. Pre-selection of young engineers via public recruitment announcements. PWOs select young engineers 	<ul style="list-style-type: none"> Months 1–3 (Probationary Period): <ul style="list-style-type: none"> Enhance intern competencies to align with the specific operational requirements of the Private Water Operators (PWOs). Conduct formal performance evaluations of the probationary period. Months 4–10 (Internship/Apprenticeship): <ul style="list-style-type: none"> Further develop intern skill sets to meet the evolving technical and organizational needs of the operators. 	<ul style="list-style-type: none"> PWOs hire young engineers
		Form
		<ul style="list-style-type: none"> Build connection between PWOs and young engineers

- Promoting “Provincial Level Policy Dialogue for Results” in partnership with CWA.

 Provincial Workshops (pilot in 2 provinces)	 Participation in Government-Private Sector Forum (G-PSF)	 Water Supply Policy Position Paper
<ul style="list-style-type: none"> Inception Workshop: Conduct evidence-based surveys Consultation Workshops: Clearly define key issues and establish a mechanism for regular monitoring of solutions. Closing Workshop: Ensure ongoing coordination and consistent progress tracking to demonstrate tangible outcomes. 	<ul style="list-style-type: none"> Review G-PSF materials for potential adoption and implementation. Participate in G-PSF meetings to drive solutions and enhance accountability within the water sector. 	<ul style="list-style-type: none"> Establish the foundation for developing policy position papers to support the advancement of the sector.

B. Presentations from Financial Institutions and Private Companies

1. Presentation on "Small and Medium Enterprise Bank Financing Project" by Mr. KRY Vutheany, Head of Customer Relations at SME Bank, focusing on the following key areas:

1. Overview of the SME Bank of Cambodia PLC
2. Direct financing schemes specifically for Private Water Operators (PWOs)
3. Key features and benefits of credit facilities tailored for water operators
4. Loan terms and conditions (including core eligibility criteria and required documentation)



Photo 13: Mr. KRY Vutheany



Photo 14: Mr. CHHIM Titcresna

2. Presentation on "Cambodia Revenue Finance Facility for Private Water Operators" by Mr. CHHIM Titcresna, CEO of AquaBridge Consulting Co., Ltd., focusing on the following key areas:

1. Challenges in achieving maximum coverage within the water supply sector.
2. Disadvantages of bank loans
3. Solution: Revenue-Linked Repayment
4. Key features of the project's specialized loan products.

5. Project financing packages.
6. Updates on the current implementation of the financing scheme.
7. Collection-based lending mechanisms

2.8. Choral Performance of "The Cambodian Water Supply Association" Song

The participants of the 14th General Assembly sang together "The Cambodian Water Supply Association" song. The song was written by H.E. OUM Sotha on September 9, 2025, set to the traditional melody of "Phka Kampong Rik" in the Rom Kbach rhythm.

2.9. Sharing of Best Practices and Benefits of Association Membership

A. Sharing of Operator Best Practices



Photo 15: Mrs. PREAP Botumsela

2. Mr. LONG Phyum, General Manager of the Ba Phnom Water Supply Station, shared about "Implementing Non-Revenue Water Reduction."

1. Mrs. PREAP Botumsela, General Manager of the Samraong Yaong Water Supply Station, shared insights on "Best Practices in Enhancing Water Supply Business Operations." Her presentation focused on the strategic transition of water supply operations from a family-run model toward a professionalized business enterprise for the future.



Photo 16: Mr. LONG Phyum

B. Benefits of Being a CWA's Member

1. Mr. PHON Sokun, owner of the Tbaeng Khpos Water Supply Station, stated that the CWA is like a "bundle of chopsticks"—meaning we must walk together with development partners, MISTI, and the Royal Government to develop Cambodia's water sector for the benefit of public health and other development sectors.



Photo 17: Mr. PHON Sokun

2. Mr. CHHEANG Veasna, owner of the Chang Sophea Water Supply Station, stated that as a CWA member, he has received numerous benefits, such as the strengthening of professional knowledge and capacity, experience sharing, networking, and access to vital information regarding laws and new technologies. CWA also helps facilitate financing opportunities and represents members in collaborations with ministries and development partners. Overall, CWA plays a crucial role in promoting members' businesses and driving the development of Cambodia's water sector toward quality and sustainability



Photo 18: Mr. CHHEANG Veasna

3. Mr. KHORN Menghong, Operations Manager of KWSH, CWA plays a vital role on behalf of members and advocating to strengthen a collective voice and protect the interests of operators. CWA provides legal and technical support, capacity building, and creates platforms for knowledge sharing. Furthermore, it helps connect members to financing opportunities, reduce costs, and facilitate business transfers. In summary, CWA helps enhance the quality, efficiency, and sustainability of the private water sector in Cambodia.



Photo 19: Mr. KHORN Menghong

2.10. Closing Program of the 14th General Assembly

A. Summary of the General Assembly and Appreciation



Photo 20: Summary of the general assembly and appreciation

Mr. LIM Minh summarized the outcomes of the one-day general assembly, which were achieved fruitfully as expected. During the session, he briefly highlighted the remarks made by the presidency during the opening ceremony and the presentation on "CWA's 2025 Achievements and the 2026 Work Plan." The program also included the announcement of the four committees (Advocacy, Member Services, Finance, and Training & Development Committees); a discussion session to listen to members' voices and jointly seek solutions; and the signing of a Memorandum of Understanding (MoU) between CWA and FTB Bank for the benefit of members. Additionally, there were presentations from development

partners and financial institutions, the presentation of certificates of appreciation to outstanding staff, outstanding members, and program sponsors, as well as sharing sessions on operators' best practices and membership benefits.

B. Closing Remarks of the 14th General Assembly

H.E. HEM Vanndy, Minister of MISTI, honored the event by delivering the closing remarks for the 14th general assembly and provided the following recommendations to CWA and its members (private water operators):

1. Continue strengthening institutional capacity, management systems, and CWA's representation to ensure efficiency in fulfilling roles and duties, as well as protecting the interests of its members.
2. Continue enhancing the technical capacity and business management of members through training courses, workshops, and experience sharing, as well as learning from best practices and successful models among operators, especially outstanding ones.
3. Further promote the strengthening of clean water supply services to households in service areas that have not yet achieved 100% coverage, and expand to unserved areas to contribute to improving the well-being of the people.
4. Promote the use of technology and innovation in the management and operation of water supply systems to reduce water loss (Non-Revenue Water) to a minimum.

5. Strengthen cooperation with government institutions, development partners, and relevant entities—including financial institutions—to increase support for the development of the sector.
6. Operators must provide regular, timely, and comprehensive reports and data regarding their water supply services. These reports must clearly highlight progress in network expansion, new customer connections, and the total number of meters installed, versus the total number of households within their licensed service area.
7. Operators must prepare mid-term investment plans for 2026-2030 to ensure 100% water supply coverage within their licensed areas by 2030. These plans must be strictly implemented and meet annual targets (as per the Ministry's guidelines issued in June 2025). Additionally, operators must independently evaluate their actual progress against plans submitted to the MISTI to take timely action and meet water supply demands with thoroughness and high responsibility. The MISTI will review and evaluate investment plans, monitor implementation, and provide necessary intervention to ensure success in reaching the 100% coverage goal by 2030. Without these reports and plans, MISTI will be unable to evaluate progress or provide essential support.
8. Proactively consider and prepare for risk prevention regarding potential impacts of climate change, such as prolonged droughts or threat of flooding. MISTI has already issued guidelines on these matters, but I must reiterate them to maintain high attentiveness. CWA must also regularly remind all members to ensure they remain proactive in their preparedness.



Photo 22: Closing Ceremony of the 14th General Assembly

His Excellency Minister expressed his gratitude to all relevant ministries, institutions, units, sub-national administrations, development partners, organizations, and CWA for their continued support and active participation in strengthening, expanding, and developing Cambodia's water sector. This work aligns with the Royal Government of Cambodia's Pentagonal Strategy-Phase 1 under the wise leadership of Samdech Moha Borvor Thipadei Hun Manet, Prime Minister of the Kingdom of Cambodia.

III. Conclusion

The 14th general assembly of CWA concluded at 5:00 PM on the same day with great success, joy, and a spirit of close cooperation. The general assembly successfully reviewed the progress and key achievements of the CWA's programs in 2025. Members actively discussed key challenges and opportunities, agreeing on several important decisions and action points to strengthen CWA's future work.

CWA would like to express its sincere gratitude to the leadership of the ministry in charge, relevant ministries, members, development partners, and all stakeholders for taking their valuable time to actively participate in this 14th general assembly. CWA fully accepts the esteemed recommendations of His Excellency Minister, the Secretary of State, and the members to be incorporated into the action plan for 2026 and the following years.

IV. Annexes

- ❖ **Annex 1:** Program of the 14th General Assembly
- ❖ **Annex 2:** Presentation on 2025 Achievements and the 2026 Work Plan
- ❖ **Annex 3:** Presentation on “Promoting service provider accountability to improve rural water supply services: experiences from Kampong Chhnang, Kandal and Kampong Speu provinces, Cambodia”
- ❖ **Annex 4:** Presentation on the Four Committees and the Announcement of Committee Members
- ❖ **Annex 5:** Sharing Best Practices of Operators and the Benefits of CWA Membership (5 Stations/Companies)
- ❖ **Annex 6:** Presentation on "SME Bank Financing Projects"
- ❖ **Annex 7:** Presentations on Promoting “Young Professional for Resilient Water Service” and “Provincial Level Policy Dialogue for Results” in partnership with CWA.
- ❖ **Annex 8:** Presentation on “Cambodia Revenue Finance Facility for Private Water Operators”

Chair of the BOD



LENG Kheav

Phnom Penh, March 12, 2026.

Reported by:



TOCH Sokunthea
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