

Tackling the 'Political Will' Problem: How Local Leadership Development Has Accelerated Sanitation Uptake in Cambodia



Introduction:

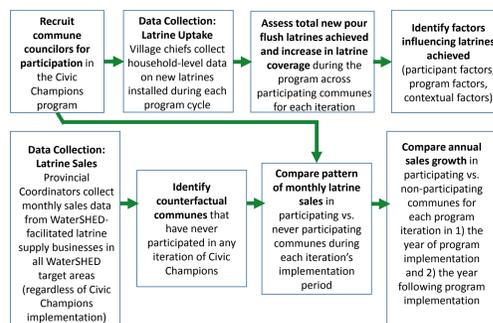
In 2013 WaterSHED introduced the **Civic Champions Program**, which aims to develop general leadership skills, experience, and confidence of local-level, elected government officials. This program used sanitation as a leadership practice problem.

The impetus for the Civic Champions program came from monitoring and learning from our Hands-Off Sanitation Marketing approach. Committed and inspired commune councillors, working with village chiefs, could achieve better results more quickly and with fewer costs than sales, marketing, or behavior change. These councillors were present in every commune in the country, had a mandate to improve WASH services, and would be present for the foreseeable future.

Civic Champions: Unique Design Elements

- Participation fee:** officials apply to join and pay to participate
- Training cycles:** participants discover new leadership skills, develop their skills through hands-on practice, and deliver measurable achievement
- Learning by doing:** participants set goals, problem solve, and peer-evaluate on achievements and challenges
- Quantitative measurement of leadership performance:** participants work with their constituents to create a vision for community development
- Awards mechanism for peer recognition**

Methodology



Key Takeaways

- Impact of program** – Increased rate of growth in latrine sales both during and after implementation
- Importance of targets** – Assignment of a higher quantitative target led to significantly higher achievement by the commune
- Latrine supplier** – Presence of suppliers in the commune was associated with higher achievement. This may be indicative of other factors (e.g., population density, greater wealth).
- Gender effects** – There may be obstacles to achievement associated with mixed gender teams

Looking Forward

To institutionalize the Civic Champions program, WaterSHED focuses on government ownership at two levels:

- Provincial government**
 - The aim is for every provincial government to lead and fund all activities of the program, with WaterSHED serving as a consultant and co-funder. In two provinces, the government agreed to lead the implementation and co-fund activities, which can serve as a model for other provinces to follow.
- National government**
 - WaterSHED partnered with the Ministry of Interior to integrate this leadership training in relevant initiatives (across the Department of Training, Department of Function Transfer, and Department of Subnational Support).

Leadership training for local government can stimulate the sanitation market and accelerate latrine uptake, particularly when leaders set high targets for their communities.



Take a picture to download our Program Design



Take a picture to download our "Pilot" Evaluation



Take a picture to download our "Scale-Up" Evaluation

Figure 1. Civic Champions Program Design

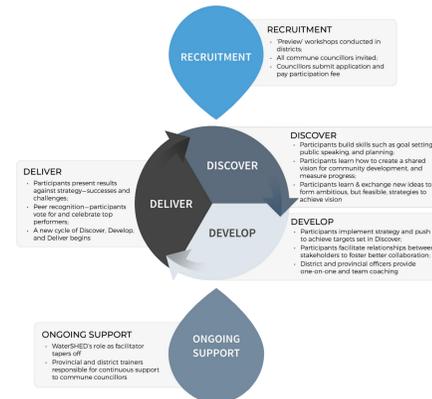
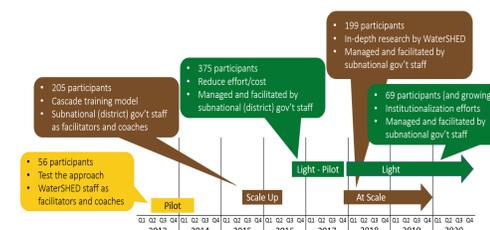


Figure 2. Timeline and evolution of the Civic Champions Program



99% of toilets installed were sold without NGO assistance by end of 2017. Introducing Civic Champions led to high levels of 'independent sales' of toilets – a metric we use to gauge sustainability – 94% of the toilets installed under WaterSHED's sanitation marketing programme during the first six months of 2017 were sold without direct assistance by WaterSHED (see Figure 5).

Figure 3. Proportion of latrines sold without NGO assistance (2016-2017)

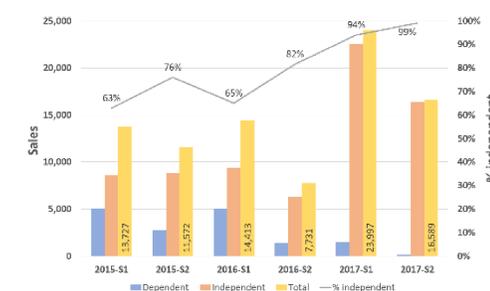


Figure 4. Quarterly latrine sales (2012-2018), by program iteration



Table 1. Difference in sales growth, by program iteration

Program Iteration	Commune Intervention Status (at the time of each iteration)	Total Annual Latrine Sales (Count)			Percentage Point (pp) Difference in Year-over-Year Sales Growth	
		Prior Year	Implementation Year	Post Year	Implementation vs. Prior Year	Post vs. Prior Year
Pilot (Q4, 2013 - Q3, 2014)	Intervention (N = 22)	593	1,710	1,202	142 pp (188% vs. 47%)	75 pp (103% vs. 20%)
	Comparison (N = 516)	20,432	29,991	26,190		
Scale-Up (Q3, 2015 - Q2, 2016)	Intervention (N = 88)	6,941	8,570	6,308	32 pp (22% vs. -9%)	22 pp (-8% vs. -29%)
	Comparison (N = 455)	18,883	17,196	13,372		
Light* (Q1-Q2, 2017)	Intervention (N = 139)	3,831	4,155	2,104	34 pp (8% vs. -25%)	18 pp (-45% vs. -63%)
	Comparison (N = 405)	10,166	7,600	3,793		

*For "Light" iteration, total latrine sales include only Q1-Q2 sales for Prior Year (2016), Implementation Year (2017), and Post Year (2018)

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