

<sup>a</sup>WaterSHED, Phnom Penh, Cambodia, Email: [lyn@watershedasia.org](mailto:lyn@watershedasia.org), [www.watershedasia.org](http://www.watershedasia.org)

## Sanitation Marketing

Over the past 5 years, sanitation marketing has emerged as a key methodology to develop supply chains for sanitation hardware and services and to increase consumer demand for safe sanitation solutions. This follows the development of Community-Led Total Sanitation (CLTS), which has gained widespread recognition for making significant progress in creating a community-driven push to achieve Open Defecation Free (ODF) status.

Cambodia is a low-income country and approximately 80 percent of the population live in rural areas. In 2012, approximately 75 percent<sup>1</sup> of rural Cambodians did not have a toilet. The *Hands-Off* Sanitation Marketing program implemented by WaterSHED is rapidly increasing access to rural sanitation. In only three years, over 90,000 households have invested over US 3.6 million dollars of their own money to purchase and install an improved latrine from local private suppliers. This has directly benefited over 400,000 rural Cambodians.

## Sanitation Coverage Gains from Marketing

Starting in 2009, WaterSHED and its partners introduced a sanitation marketing program in Kampong Speu Province, and at the same time began a longitudinal survey to characterize the change in coverage at the village level across a randomly selected sample of 36 villages.

Of the sample villages, 12 of the sample villages had been exposed to CLTS prior to the marketing intervention, and an additional 9 villages were exposed over the project period.



Fig 1. Kampong Speu Province, Cambodia

Between 2009 and 2012 the sanitation coverage rate increased from 24.8 percent to 41.3 percent<sup>2</sup>, (66.6 percent increase). This increase in sanitation coverage over three years of implementation compares to an estimated average annual background rate of increase in coverage of 2.3 percentage points per year in the target area as measured over the previous four years.

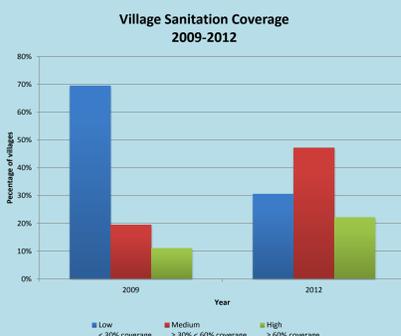


Fig 2. Change in sanitation coverage using a market-based approach

## When marketing is not enough: Inquiry driven by uneven change

Under the *Hands-Off* sanitation marketing program, rapid improvements in some communities compared to others led WaterSHED to investigate other determinants of change. Whilst proximity to markets and alternative, non-seasonal incomes are indicators of the likelihood of early sanitation adoption, not all communities were accelerating coverage at the same pace when controlling for those factors. Sanitation marketing alone will not drive 100% market penetration.

## The Inspiration – Great Leaders



“Nothing is impossible for those who will try”

• Alexander the Great; conqueror of the known world

Real Action



“It is possible - 100% sanitation access in 4 months”

• Mr. Sun Chhoeun, Village Chief, Kampong Speu Province, Cambodia

Whilst facing similar constraints, some local leaders in rural Cambodia were able to inspire and motivate their communities to achieve remarkable progress in development. The challenge was to awaken others to reach their potential as great leaders.

## UNC Water & Health Conference, Oct 13 – 17, 2014, Chapel Hill, NC, USA

### Concept



Fig 3. The iterative learning cycle: to promote learning & behaviour change

The structure enabled the participant cohort to 1) discover new learning at a ‘discover’ conference, 2) ‘develop’ plans for the next 3 months, (during which time they were supported coaching visits) and then 3) to present to their peers at the next ‘discover’ conference the results they had delivered.

Three iterative cycles were undertaken during the 9 month project period. Participants were incentivized through a peer-award mechanism. Bronze, silver and gold-level winners were awarded certificates, medals, trophies and cash prizes.

### Design Considerations



Fig 4. Summary of 9 key design considerations

### References

- JMP Report 2012 <http://www.unicef.org/media/files/JMPReport2012.pdf>
- Rural Consumer Sanitation Adoption Study 2012 <http://www.watershedasia.org/research-and-technical-assistance/>
- Leadapreneur [www.leadapreneur.com](http://www.leadapreneur.com)
- Grand Challenges Canada [www.grandchallenges.ca](http://www.grandchallenges.ca)
- Ann. S 2014, *Civic Champions Proof-of-Concept Evaluation* (in print)

### Acknowledgements

WaterSHED would like to acknowledge the transformational efforts of the Civic Champions. WaterSHED would also like to thank the Advisory Group members: H.E. Chan Dara, Deputy Provincial Governor Kampong Speu Province; Ms Keo Sophat, Commune Chief, Trang Troyearng Commune; Mr Hang Kimhen, Representative, Samraong Tong District; Mr Sun Chhoeun, Village Chief, Prey Rongearng Village; Mr Sun Chhun Hieng and Mr Preap Phnom, Ministry of Interior; Mr Toun Phyrum, Ministry of Rural Development; Mr Sao Saokhun, Dep. Director, Provincial Dept. Rural Development; Mr Kov Phyrum, Country Program Coordinator, World Bank Water and Sanitation Program; Ms Kuy Chheng, private sector representative and; villagers, facilitation specialists, and area manager in the study area in Kampong Speu Province Cambodia. Water Sanitation and Hygiene Enterprise Development (WaterSHED) is funded by: Grand Challenges Canada, the Global Sanitation Fund, The Stone Family Foundation and The Waterloo Foundation.

## Outcomes

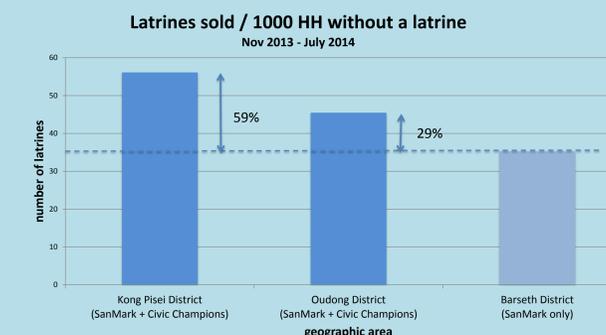
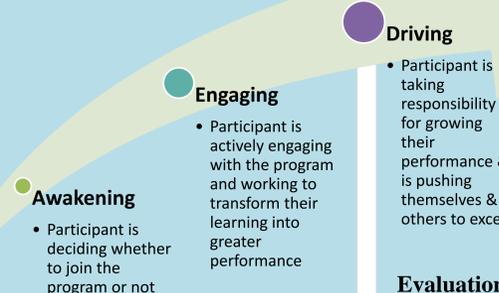


Fig 5. Civic Champions Project significantly increased sanitation sales in a nine month period.



Fig 6. Civic Champions: Awakened, engaged and driving change



### Evaluation

The evaluation<sup>5</sup> found:

*What is unique about the Civic Champion project is that it shows the participants the paths to walk and lets them discover how to walk those paths themselves.*

*One participant commented on what is different about Civic Champions this way: “before there was [an NGO] donating concrete slabs and rings for latrines, but some people just used those rings as storage for hay. That created difficulty for us as Commune Councillors too because there were not enough for everyone. People cried nepotism and blamed us for giving to one and not another. Now there’s nothing to give, neutral, so there is no more blame of nepotism.”*

*The program is innovative and has achieved considerable progress in terms of sanitation coverage. But the real results might not be clearly seen at the end of the program.*

### Lessons Learned

- Participants are willing to pay for a quality program – whilst initially skeptical, the participants largely agreed that the US\$30 fee was good value.
- Attrition is not failure – some participants dropped out of the program leaving a committed and strong community of action.
- Provide for flexibility in program delivery – previous learning experience, exposure to team work, literacy levels and age were some of the factors which shaped the program elements.
- Leadership development can ‘sow the seeds’ of long-term transformational change.

### Conclusions

- Build confident ‘leadapreneurs’.
- Create a powerful and meaningful identity and prioritize the creation of a community.
- Create a powerful experience.
- Generate affective situational understanding.
- Raise the standards.
- Build a long-term program with multiple cycles.
- High quality coaching and training is critical to success.