



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

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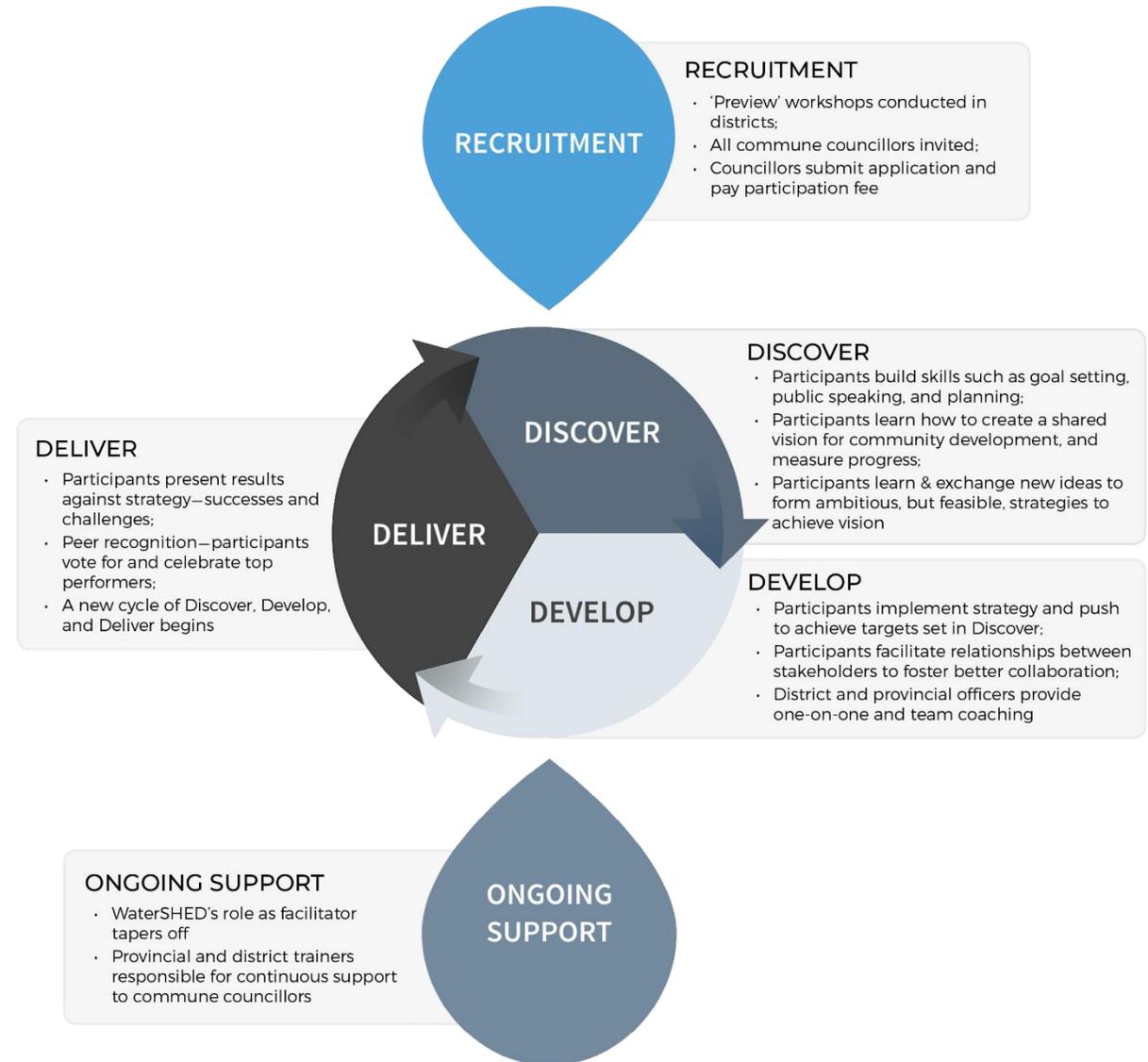
Introduction: Program Background

The Civic Champions program:

- **Develops** general leadership skills, experience, and confidence of local-level, elected government officials
- **Uses** sanitation as a leadership practice problem

Key program design elements:

- Application and participation fee
- Cascade facilitation model
- Teamwork - councilors from the same commune work together, assigned target based on team size
- Cyclical training with award mechanism for peer recognition



Introduction: Objectives of the Evaluation

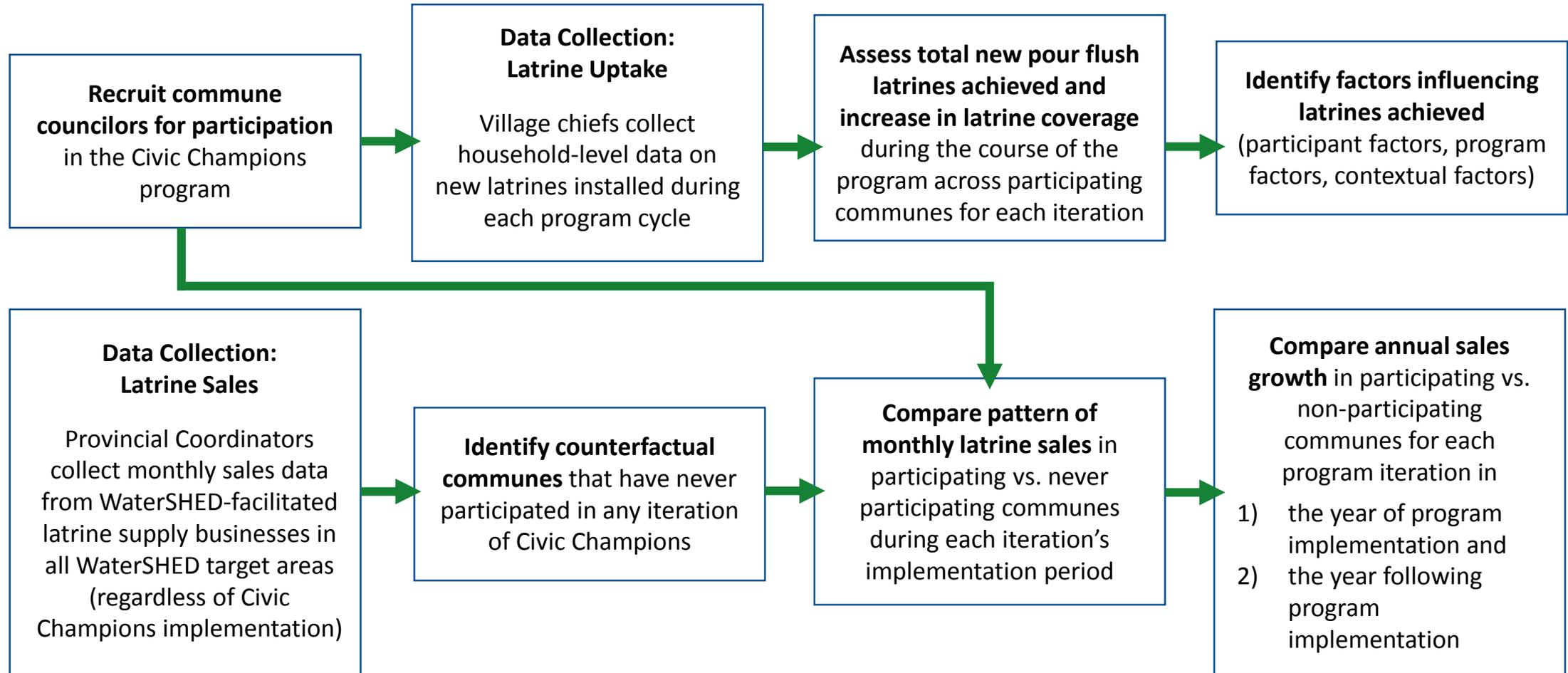
This evaluation seeks to:

1. Determine the extent to which the Civic Champions program affects latrine sales during program implementation periods
2. Determine whether there is a sustained effect on latrine sales after the program implementation period
3. Identify program and contextual factors that influenced achievement of commune teams in the Scale-up iteration in terms of the number of new, pour-flush latrines installed in the commune during the course of Scale-up implementation

Table 1. Evolution of the Civic Champions program

| | Pilot | Scale-up | 'Light' | Hybrid |
|------------------------------|---------------------|---------------------|-------------|-------------------|
| Year(s) of implementation | Q4, 2013 - Q3, 2014 | Q3, 2015 - Q2, 2016 | Q1-Q2, 2017 | Q3, 2018-Q2, 2019 |
| # of participating districts | 2 | 16 | 30 | 18 |
| # of participating communes | 22 | 105 | 204 | 143 |
| # of participants | 54 | 203 | 375 | 263 |

Methodology

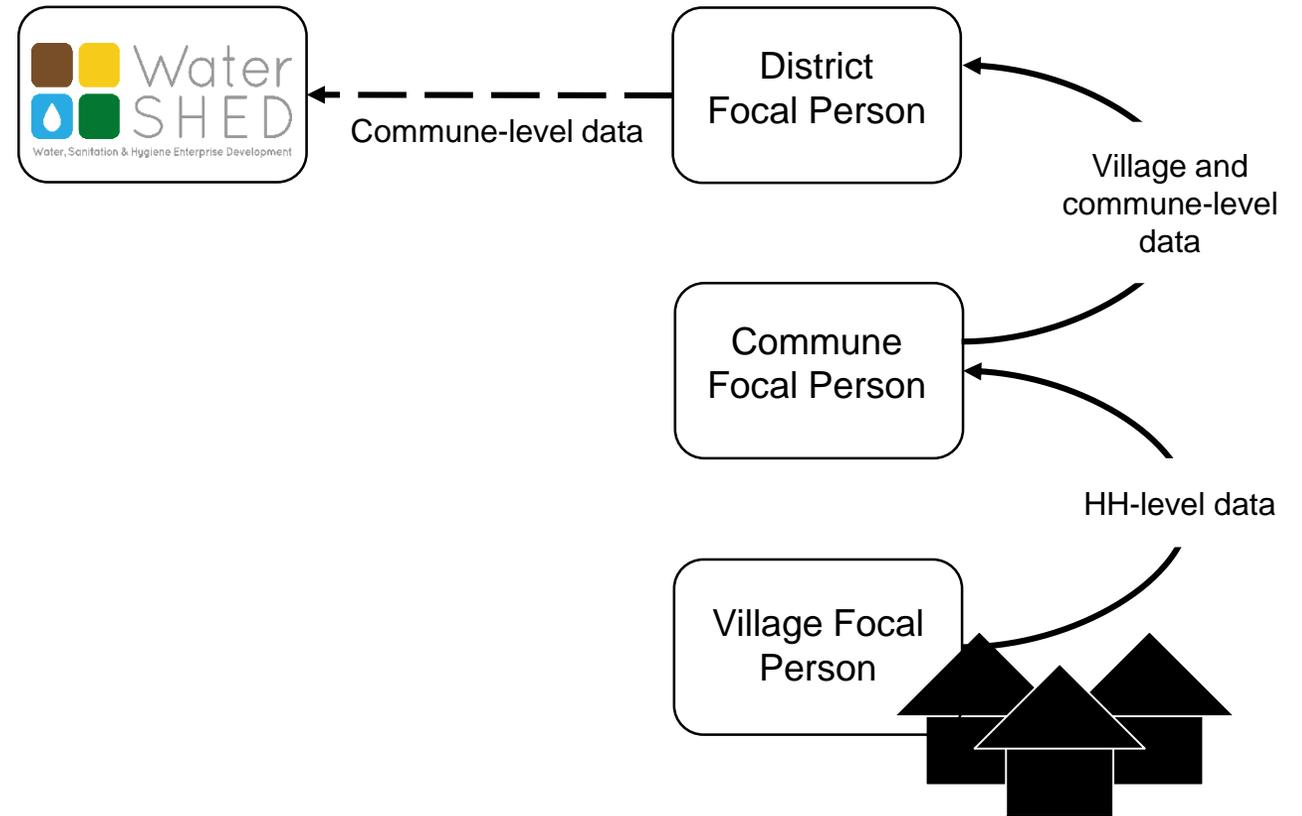


Methodology

Latrine Supplier Data Collection: Latrine Sales



Government-Led Data Collection: Latrine Uptake

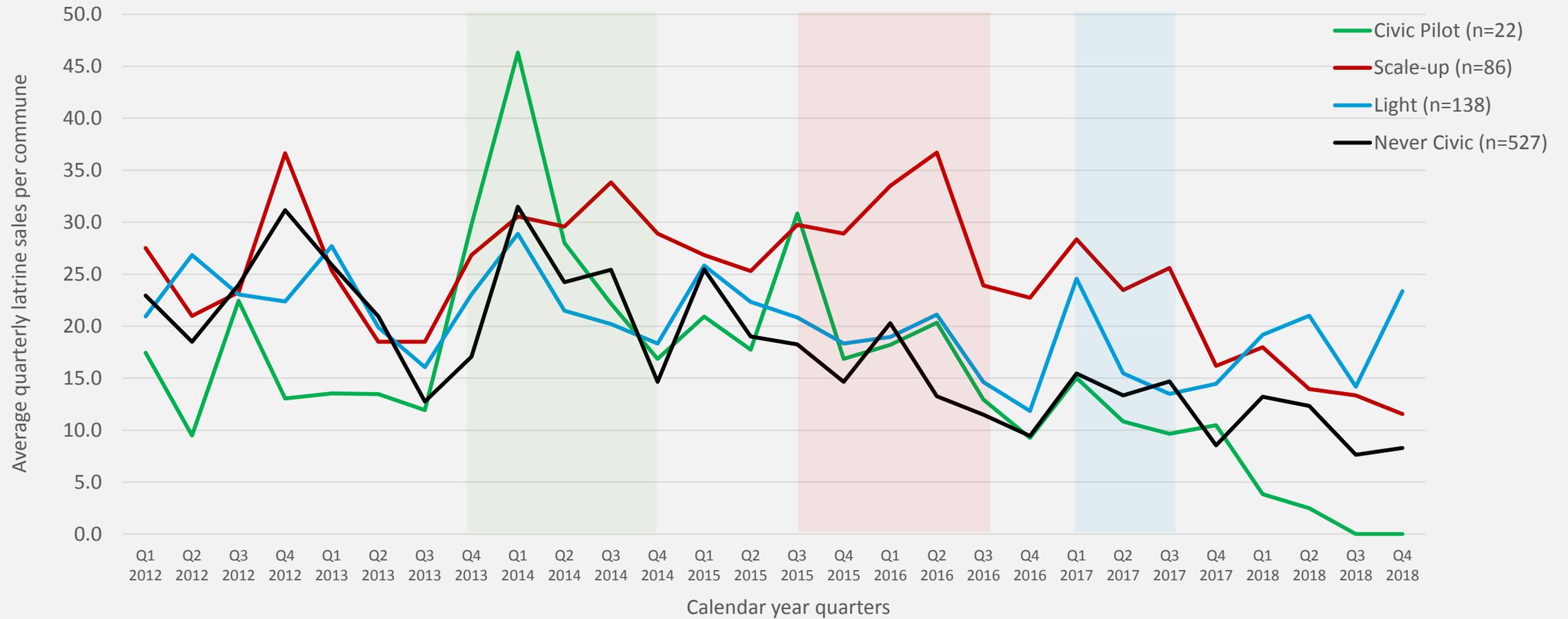




Latrine Sales

Comparing Latrine Sale Patterns

Figure 1. Quarterly latrine sales (2012-2018), by Civic Champions program iteration



Comparing Annual Growth in Latrine Sales

Table 1. Difference in sales growth, by Civic Champions 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. 28%) |
| | 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 (23% 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)

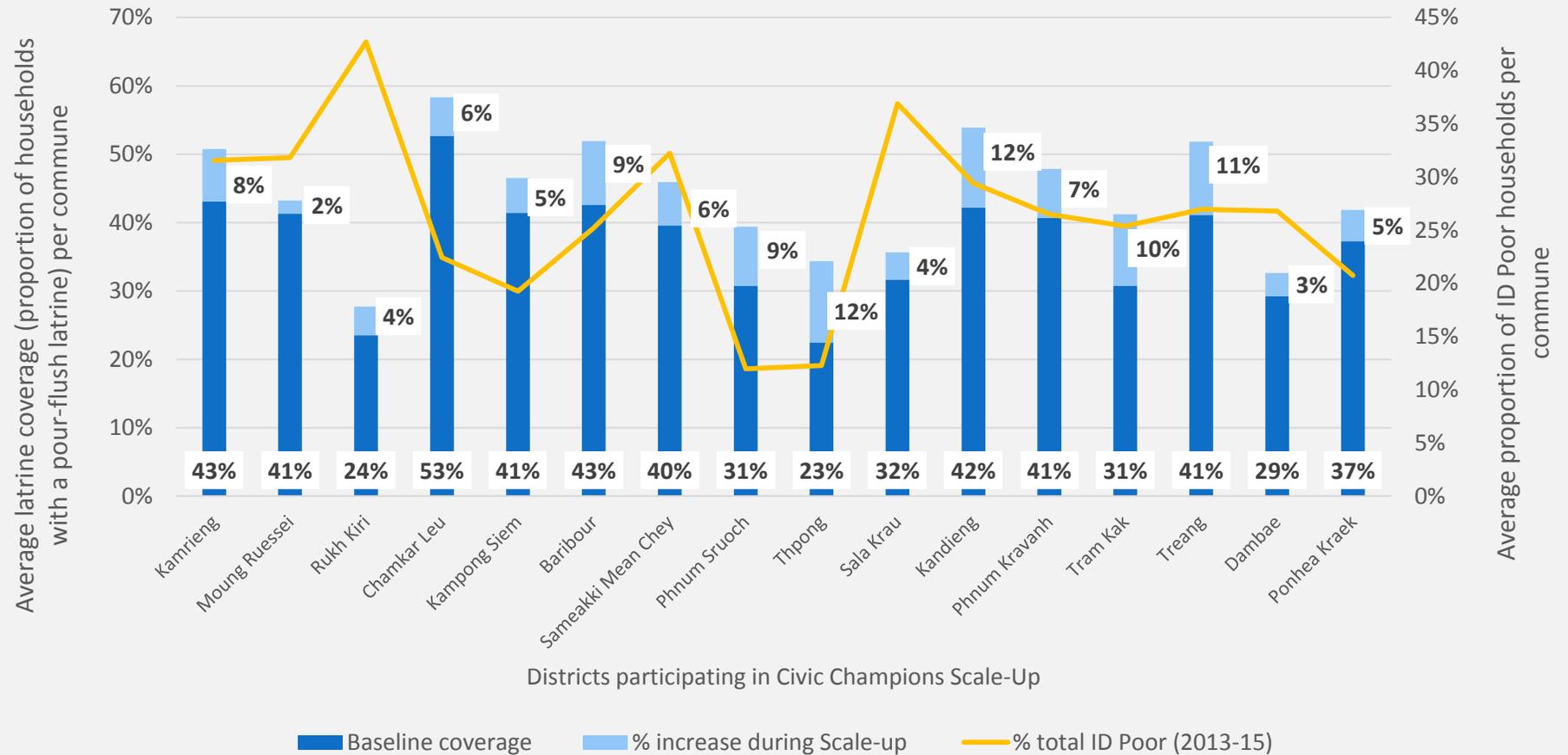


Latrine Uptake During Scale-up

Latrine Coverage: Civic Champions Scale-Up

On average, communes in the Scale-Up iteration experienced a 7.5 percentage point increase in latrine coverage over a 10-month program period.

Figure 3. Average increase in latrine coverage during Scale-Up (2015-16), by district



What influences achievement?

Factors hypothesized to influence or account for some variation in total latrines achieved:

Program and participant factors

- Team size
- Participant average age
- Council chief on team (y/n)
- Latrine increase target
- Mixed gender vs. single gender teams

Contextual factors

- HHs without latrine in the commune
- Presence of latrine suppliers
- Challenging environments/topography
- ID Poor households (i.e. poverty)
- Presence of other programs in the area
- Population density

Latrines Achieved: Civic Champions Scale-Up

Table 3. Linear regression model for number of new pour-flush latrines installed only in communes (N = 99)* participating in Civic Champions Scale-Up

| Covariate of Interest | β | SE β | t | p | 95% C.I. | |
|---|--------------------------|------------|-------------|----------|----------|-------|
| | | | | | Lower | Upper |
| Constant | -2.86 | 37.01 | -.077 | .939 | -.212 | .018 |
| Latrine target | .376 | .094 | 4.022 | <.001 | .191 | .562 |
| # of HHs w/o latrine at BL in commune | .034 | .014 | 2.505 | .014 | .007 | .062 |
| Gender interaction (mixed gender team * target) | -.098 | .058 | -1.692 | 0.094 | -.212 | .017 |
| Latrine supplier present in commune | 32.43 | 20.26 | 1.601 | .113 | -7.79 | 72.7 |
| Ratio of # of ID Poor HHs in commune to # of HHs w/o latrine at BL in commune | -37.8 | 33.54 | -1.126 | .263 | -104.4 | 28.2 |
| Model evaluation | Adjusted R square | F | d.f. | p | | |
| | 0.241 | 7.23 | 5 | <0.0001 | | |

*Of the 105 participating communes in Scale-up, 6 dropped out after the first training conference

On average, communes in the Scale-Up iteration achieved 152 new pour-flush latrines installed over the course of the 10-month program.



Leadership Development

Leadership Development Themes

Peer Learning

“We exchanged ideas, we had the opportunity to learn from each other and change our ideas that we had before. We caught the new ideas by learning from each other and as a conclusion gained knowledge from [the leadership program] a lot”

(Civic Champions Pilot participant)

Taking Ownership

“Each session requires the leader to have their own vision we must think before saying what needs to be done to make our village and commune develop”

(Civic Champions Pilot participant)

Teamwork & Network Building

“Building the bridge we took the plastic [straws] and created groups. [...] One person wants to do this and one person wants to do that, it, the plan, will be lost, we will not be able to do it [...] if each of us only understands by themselves [...] the work will not be successful”

(Civic Champions Pilot participant)

Confidence & “Staying Power”

“There are many lessons for us to use in the community also including getting over fear. When we struggle or are stressed, we can think what we learned about this point as well during the lesson so it can make us sharper.”

(Civic Champions Pilot participant)

Key Takeaways

Impact of program – Increased rate of growth in latrine sales both during and after implementation of each program iteration

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





Next Steps

- **Current “Hybrid” Iteration (2018-2019)**
- **Research:**
 - Distill core factors of Civic Champions Program
 - Utilize research as evidence when working with governments
- **Institutionalizing Civic Champions Program:**
 - Provincial Government : Government-led model
 - National Government : Government-led model [Leadership Training by Ministry of Interior]



Thank You
