WaterSHED | Research and Learning Manager

Appendix A. | Civic Champions Evaluation 2020
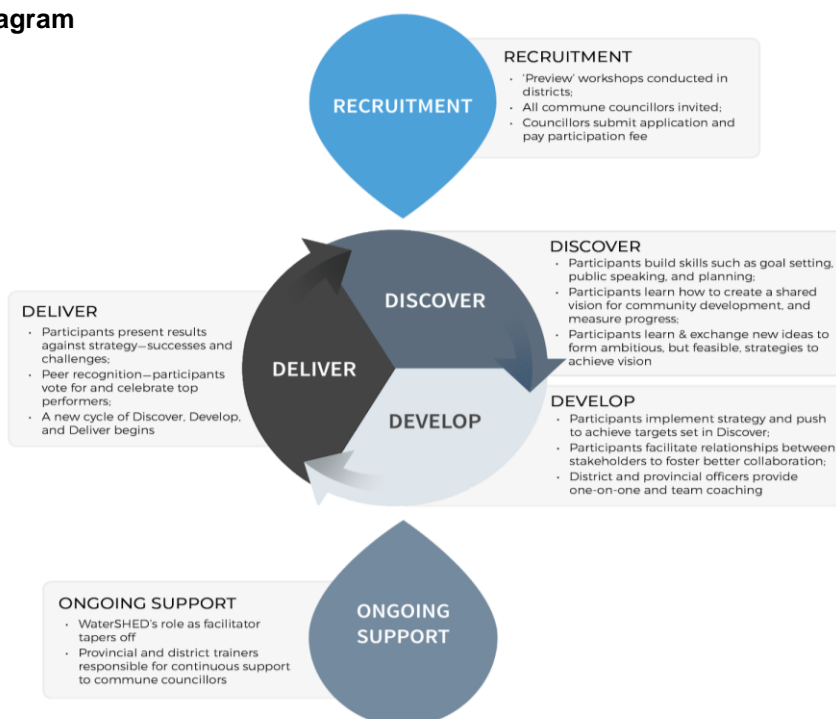
About Civic Champions

Civic Champions stands apart from conventional leadership development programs in several aspects. Rather than passively absorbing a predetermined curriculum during a one-off training, participants drive the iterative process themselves. Through this process of creating a vision for change, developing a plan of action, and executing against it, the project couples soft skills with tangible gains in key development outcomes. Civic Champions also directly engages subnational government staff at all levels as facilitators, advisors, and advocates. In effect, the program works to build political will, at multiple levels, to make change happen. Elected officials must apply in order to join and pay to participate.

In 2018, Civic Champions began its fourth iteration in seven provinces. The core program package is illustrated below. During 'Discover' conferences, each commune team is trained on general leadership skills and sets a target for the number of new, pour-flush latrines they will achieve in their commune in the next three months.

In the three month 'Develop' period, commune teams conduct various sanitation promotion activities as they work toward their latrine target. The program is not at all prescriptive about activities, processes, or stakeholders that commune teams should leverage. The way they reach their target is entirely up to them. Thus, each commune team represents a natural experiment in sanitation promotion strategies that they feel are the best fit for their local context.

At the end of the three months period, we enter the 'Deliver' phase. WaterSHED's monitoring and evaluation team summarizes latrine data from the communes to determine which communes met their targets. Those that met their targets are eligible to compete for a cash award. Eligible communes must present their sanitation promotion strategies including which leadership skills they used, which stakeholders they involved, and challenges they faced. Their peers (fellow program participants/commune councilors) are allowed to ask questions and then cast a vote for the best strategy and presentation. The presentations are audio recorded, transcribed, and translated.

Civic Champions Program Implementation Diagram

RECRUITMENT
- 'Preview' workshops conducted in districts;
- All commune councillors invited;
- Councillors submit application and pay participation fee

DISCOVER
- Participants build skills such as goal setting, public speaking, and planning;
- Participants learn how to create a shared vision for community development, and measure progress;
- Participants learn & exchange new ideas to form ambitious, but feasible, strategies to achieve vision

DEVELOP
- Participants implement strategy and push to achieve targets set in Discover;
- Participants facilitate relationships between stakeholders to foster better collaboration;
- District and provincial officers provide one-on-one and team coaching

DELIVER
- Participants present results against strategy—successes and challenges;
- Peer recognition—participants vote for and celebrate top performers;
- A new cycle of Discover, Develop, and Deliver begins

ONGOING SUPPORT
- WaterSHED's role as facilitator tapers off
- Provincial and district trainers responsible for continuous support to commune councillors

About the Civic Champions Research/Evaluation 2020 (role of the Research & Learning Manager)

RQ1: What types of sanitation promotion strategies do participants of the Civic Champions program leverage? How do contextual factors (local cultures, values, elements of the enabling environment) act as barriers or enablers for various types of strategies?

> **1.1.** Oversee consultants' coding of Cycle 3 transcripts (n=36) using existing codebook (and additional, emergent codes as necessary).
> **1.2.** Review inter-coder agreement analyses to ensure that codes for Cycle 3 transcripts are being applied in the same manner as codes were applied for Cycle 1 and 2 transcripts.
> **1.**3. Oversee thematic analysis using transcripts from Cycle 1, 2, and 3 (n=94 total) to categorize strategies. Review and approve of analysis plan from consultant contracted for this work.
> **1.4.** Review and finalize catalogue of locally developed leadership strategies (or types of strategies) for sanitation promotion in rural Cambodia (i.e. review, provide feedback/edits, and give final approval on report from consultant.
> **1.5.** Review and finalize contextual factors that serve as barriers or enablers for each strategy (i.e. review, provide feedback/edits, and give final approval on report from consultant.
> **1.6.** Contribute to report summarizing findings from RQ1
> **1.7.** Work collaboratively with Civic Champions program team and Communications Manager to develop a presentation for local government audiences based on RQ1 findings
> **1.8.** Work collaboratively with Communications Manager to develop a blog post/learning brief for the WaterSHED website based on RQ1 findings

RQ2: How do participants of the Civic Champions program differ from other commune councilors in terms of resources, capacities, self-efficacy, and sanitation promotion strategy? To what extent can these differences be attributed to the program? To what extent do these outcomes vary by gender?

> **2.1.** Conduct literature review on best practices for measuring leadership capacities
> **2.2.** Contribute to the design of a quantitative survey tool to answer RQ2 (using findings from RQ1)
> **2.3.** Develop exclusion/inclusion criteria to select an appropriate sample of participating and nonparticipating commune councilors; create screening tool to determine eligibility of potential controls
> **2.4**. Take the lead on hiring enumerators or data collection agency; conduct quality assurance checks on the data received from the enumerators/agency
> **2.5.** Review analysis plan from consultant for quantitative analysis of all relevant RQ2 data
> **2.6.** Oversee and review the work of the consultant in analyzing quantitative survey data to assess differences by treatment status and by gender

RQ3: How do participants of the Civic Champions program, as positive outliers, differ from other commune councilors in terms of their leadership journeys and motivations to pursue developmental change? To what extent do leadership journeys and motivations vary by gender?

> **3.1.** Contribute to the design of an in-depth interview guide to answer RQ3
> **3.2.** Develop exclusion/inclusion criteria to select an appropriate sample of participating and nonparticipating commune councillors
> **3.3.** Work with WaterSHED social researcher to utilize grounded theory approach to iteratively develop a conceptual framework of the process of various leadership journeys; examine differences by treatment status and by gender
> **3.4.** Take lead on developing report summarizing findings from RQ2 and RQ3 together
> **3.5**. Submit report to peer-reviewed journal article and take lead on making necessary edits and revisions
> **3.6.** Work collaboratively with Civic Champions program team and Communications Manager to develop a presentation for local government audiences based on RQ2 and RQ3 findings
> **3.7.** Submit abstracts to UNC Water & Health Conference summarizing the research objectives and hypotheses for RQ2 & RQ3

Study Design. This study will follow a phased, mixed methods design. We will use thematic analysis to assess qualitative transcripts that capture Civic Champions participants' presentations of their sanitation promotion strategies (RQ1). Subsequently, we will conduct a matched cross-sectional survey to assess outcomes of the Civic Champions leadership

training (RQ2). Matched pairs will also be assessed using qualitative comparison techniques to identify trends in leadership journeys and motivations to pursue change and sanitation promotion within and between study groups (RQ3).

Data Collection. Program participants engage in three cycles of training, target setting, and tracking change over time. After each cycle, those who have reached their targets are eligible to compete for a monetary incentive by presenting their leadership strategy to their peers. These presentations are audio recorded and the transcripts will provide data for research question 1 (above). The survey will capture data concerning resources, leadership capacities, and self-efficacy. In-depth interviews (IDIs) will be conducted with a sub-sample from each of the two matched study groups to explore interviewees' leadership journeys and motivations.

Data Analysis. Thematic analysis will be utilized to code presentation transcripts. The result of these analyses will be a catalogue of locally developed sanitation promotion strategies and the contextual factors (e.g. cultures, values, ideas, elements of the enabling environment) they leverage to maximise success. Using data from the survey, we will determine the average treatment effect (ATE) by calculating the average differences between matched groups for each outcome of interest. The IDI analysis will follow a modified grounded theory approach to develop a framework to conceptualize the process of various leadership journeys.

Timeline of Activities and Deliverables

February 2020	*RQ1 Activity: Thematic analysis of presentation transcripts carried out*
March 2020	*RQ2 Activity:* Survey tool developed
April 2020	*RQ3 Activity:* IDI draft guides developed
May 2020	*RQ1 Deliverable: Bilingual research paper published (summary of key findings) published on WaterSHED website* *RQ1 Deliverable: Blog posted (aiming for on From Poverty to Power)* *RQ1 Deliverable: Presentation given to the Ministry of Rural Development*
June 2020	Submit paper to present at the UNC WASH & Health Conference 2020 *RQ2 Activity:* Contract enumerators for data collection
July 2020	*RQ2 Activity:* Matched cross-sectional survey carried out *RQ3 Activity:* Leadership journey IDIs carried out
August 2020	*RQ2 Activity:* Determine treatment effect on key outcomes
September 2020	*RQ3 Activity:* Conceptual frameworks developed
October 2020	*RQ2 & 3 Deliverable*: Present/attend UNC WASH & Health Conference 2020
November 2020	*RQ2 & 3 Deliverable:* Bilingual research paper published (summary of key findings) *RQ2 & 3 Deliverable:* Presentation given to the Department of Training of the Ministry of Interior
December 2020	*RQ2 & 3 Deliverable:* Publication submitted to Journal of International Development