



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

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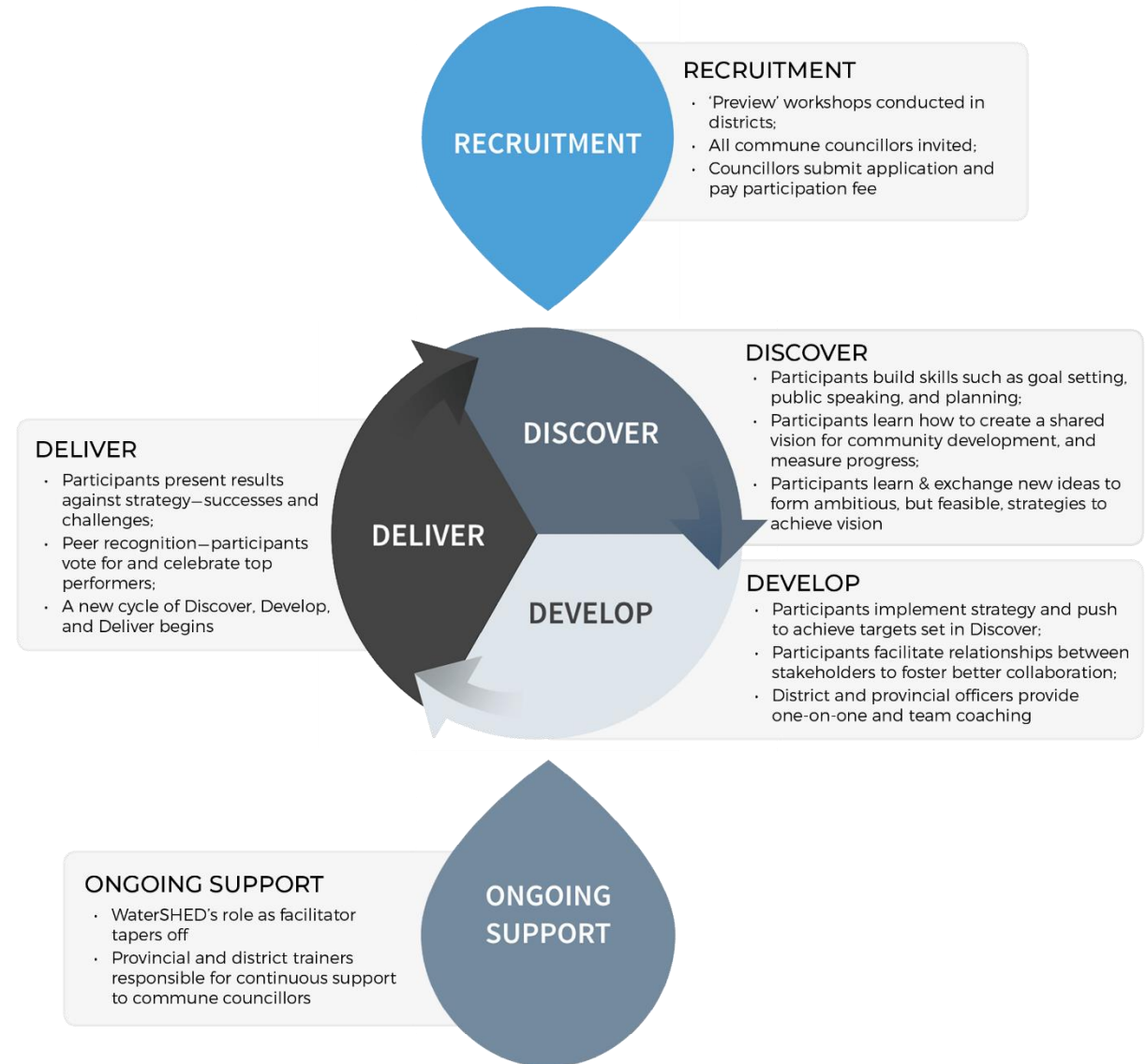
Introduction: Program Background

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:

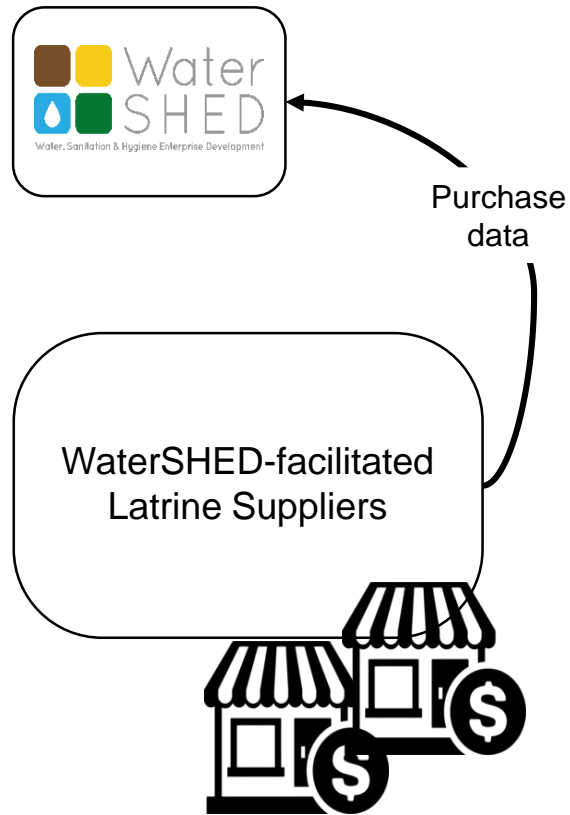
1. Determine the extent to which the Civic Champions program affects latrine sales during program implementation periods
2. Determine whether there is a sustained effect on latrine sales after the program implementation period
3. Identify program and contextual factors that may influence achievement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

Table 1. Evolution of the Civic Champions program

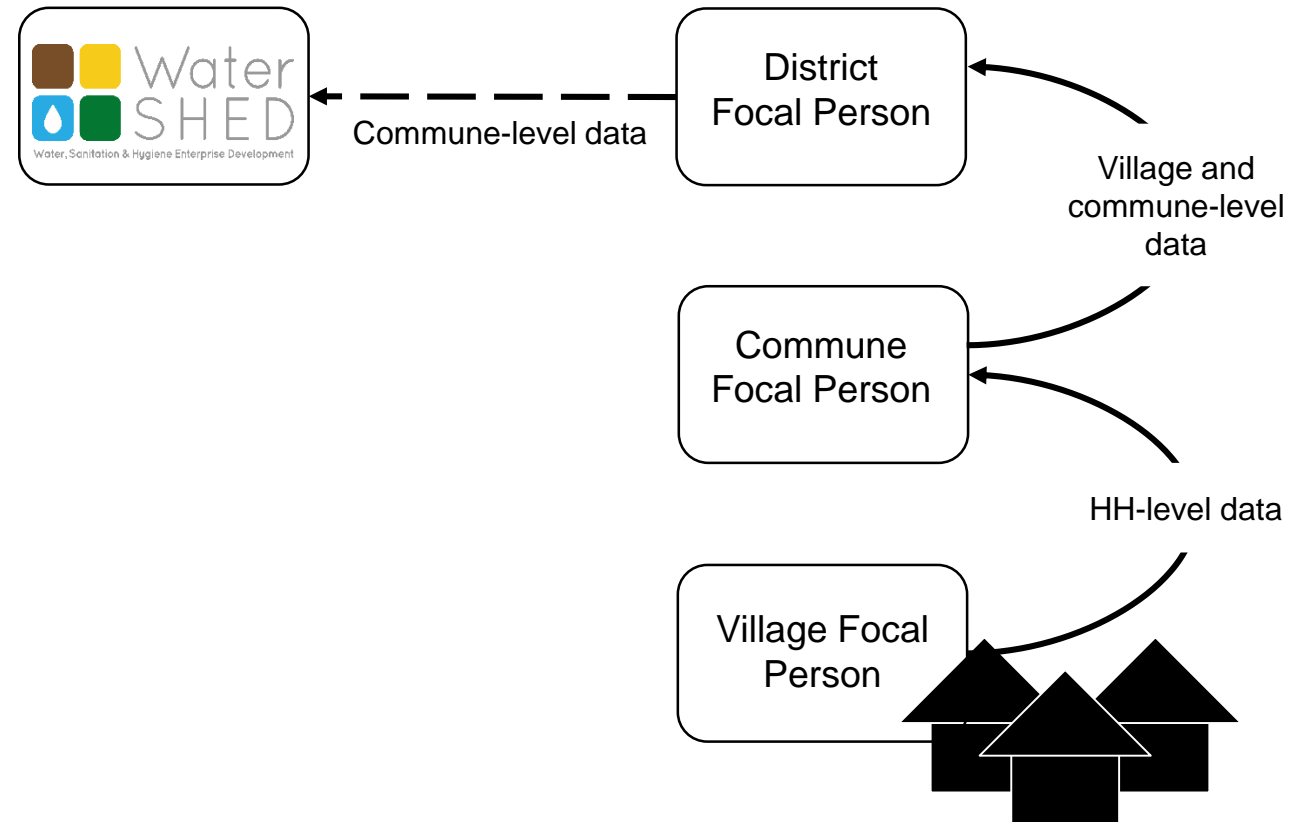
	Pilot	Scale-up	'Light'	Hybrid
Year(s) of implementation	Q4, 2013 - Q3, 2014	Q3, 2015 - Q2, 2016	Q1-Q2, 2017	Q3, 2018 - Q2, 2019
# of participating districts	2	16	30	18
# of participating communes	22	105	204	143
# of participants	54	204	375	263

Methodology

Latrine Supplier Data Collection: Latrine Sales



Government-Led Data Collection: Latrine Uptake

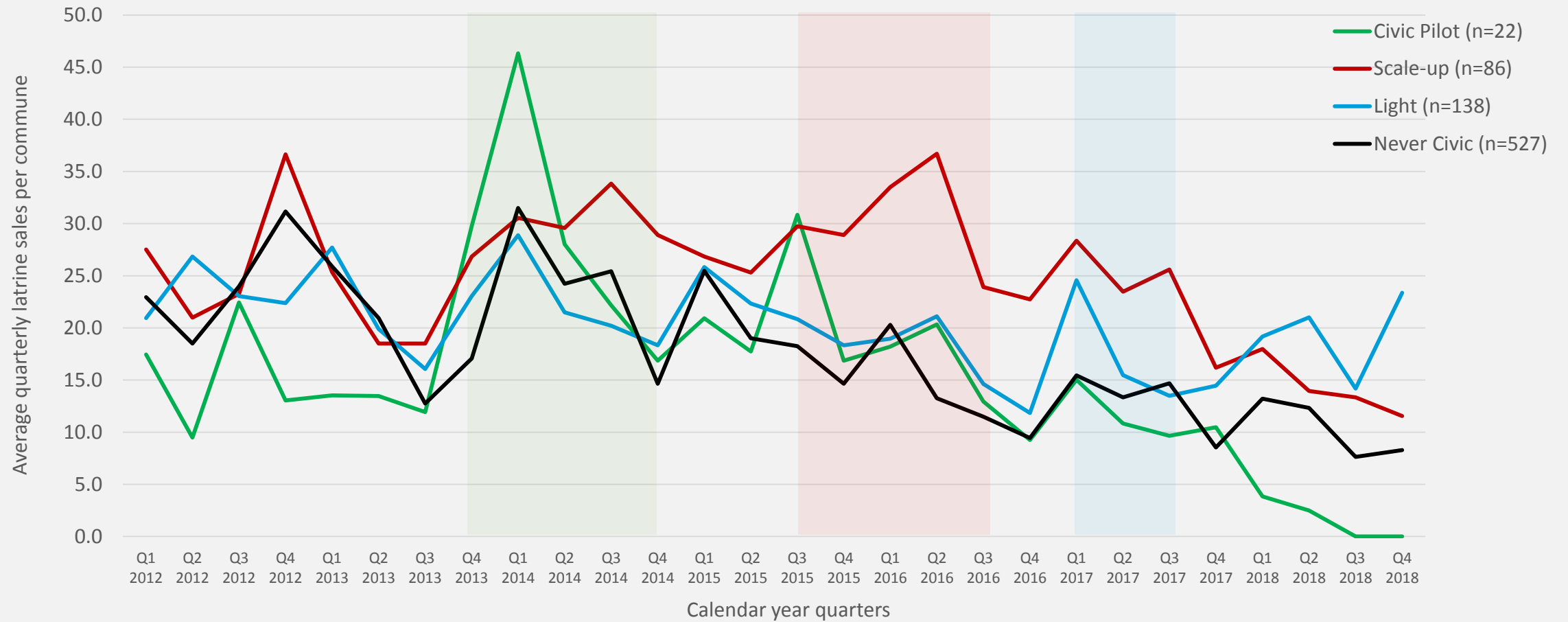




Latrine Sales

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

What influences achievement?

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

Program factors

- Team size
- Latrine increase target
- Mixed gender vs. single gender teams

Contextual factors

- HHs without latrine in the commune
- Proximity and number 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 = 105) participating in Civic Champions Scale-Up

Covariate of Interest	β	SE β	t	p	95% C.I.	
					Lower	Upper
Constant	83.119	42.865	1.939	0.055	-1.924	168.163
# of ID Poor HHs in commune	-0.148	0.063	-2.341	0.021	-0.273	-0.023
Latrine target	0.264	0.128	2.066	0.041	0.010	0.517
# of HHs w/o latrine at BL in commune	0.071	0.024	2.953	0.004	0.023	0.119
Gender interaction (mixed vs single gender teams * target)	-0.087	0.079	-1.092	0.277	-0.244	0.071
Model evaluation	Adjusted R square	F	d.f.	p		
	0.089	3.542	4	0.010		

On average, communes in the Scale-Up iteration achieved 181 new pour-flush latrines installed over the course of the 10-month program.



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

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
