Transforming Sanitation Coverage: Civic Champions Inspire Sustained Change

L. McLennan*, D. Phav³, M. Sieng³, L. Voigt³

*WaterSHED, Phnom Penh, Cambodia; Email: lyn@watershedasia.org, 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% of the population live in rural areas. In 2012, approximately 75% 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 $3.5 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[^1], (16.6 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.

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 these factors. Sanitation marketing alone will not drive 100% market penetration.

The Inspiration – Great Leaders

“Nothing is impossible for those who will try.”
— William Shakespeare

Real Action

“It is possible - 100% sanitation access in 4 months.”
— Anjona Chavan, Village Chief, Kampong Speu Province, Cambodia

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

Fig. 4. Summary of 9 key design considerations

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Civic Champions, a 9-month proof-of-concept leadership project, was designed to awaken and engage elected officials or ‘Commune’ in rural Cambodia. The leadership performance challenge was to drive significant improvements in sanitation coverage. The cohort was comprised of elected local government officials. The average age was over 50 years and many had not completed primary school education. The project was implemented by WaterSHED in partnership with LeadAid[^2] and was funded by Grand Challenges Canada[^3]. LeadAid designed the program learning-journey and trained WaterSHED staff to deliver it through a ‘train the trainers’ mechanism. The initiative was integrated with WaterSHED’s existing Hands-Off sanitation marketing program.

The structure enabled the participant cohort to: 1) discover new learning at a ‘discovery’ 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 this 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

- Set, maintain & grow high standards.
- Empower with respect & collective ownership.
- Build, adapt, innovate & optimise skills.
- Build a friendly & fair community that encourages learning.
- Create meaningful density of civic champions.
- Create iterative action learning cycles.
- Maximize water/energy.
- Set small, measurable & achievable goals.
- Prioritize achievement of the project goal.

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

Driving

*Participant is taking responsibility for growing their performance & is putting themselves & others to the test.

Engaging

*Participant is actively engaging with the program and working to transform their learning into greater performance.

Awakening

*Participant is deciding whether to join the program or not.

Outcomes

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<th>Latrines sold / 1000 HH without a latrine</th>
<th>Nov 2013 - Jul 2014</th>
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<tr>
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<td>90%</td>
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Fig. 5. Civic Champions: Project significantly increased sanitation sales in a nine month period.

Evaluation

The evaluation! found:

What is unique about the Civic Champions 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 woeis and blamed us for giving one 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 as the end of the program.

Lessons Learned

1. Participants are willing to pay for a quality program – whilst initially skeptical, the participants largely agreed that the US$10 fee was good value.
2. Attraction is not failure – some participants dropped out of the program leaving a committed and strong community of action.
3. 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.
4. Leadership development can ‘sow the seeds’ of long-term transformational change.

Conclusions

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