

Chapter 8

Sanitation advocacy services

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Chapter objectives

The aim of this chapter is to help the reader understand the sanitation advocacy value chain (SAVC) and its contributions in sanitation and hygiene improvement, and also provide the opportunity to situate organizations, actors and professionals in the sanitation advocacy sub-sector within a sanitation economy. It will also show how advocacy-aided value chain business models build a critical mass of people to support a common sanitation cause by creating high social impact with a sizable market for sanitation products and services. Furthermore, this chapter will provide more insights on how the SAVC strategy enables advocacy organizations (enterprises) to evaluate their operations and processes so that they can provide the greatest opportunities that reduce operational costs and optimise their efforts in improving access to safely managed sanitation and hygiene.

8.1 INTRODUCTION

Influencing sanitation and hygiene public policy change can be very difficult and complex, particularly for those with limited power and resources, which is constructed through complex interactions and negotiations amongst a range of stakeholders, including politicians, professionals, interest groups, advisers, bureaucrats, and a range of other actors (Bridgman & Davis, 2004; Clavier & De Leeuw, 2013; Cullerton *et al.*, 2018), and could be policy, market and/or behaviour change driven. The term ‘advocacy’ suggests systematic efforts (as opposed to sporadic outburst) by actors that seek to further specific policy goals (Prakash & Gugerty, 2010). In other words, the process of undertaking active interventions with explicit goals of influencing government policies is known as advocacy (Cullerton *et al.*, 2018; Onyx *et al.*, 2010) and in the case of sanitation, primarily directed at achieving policy practice, social and/or political change for the implementation of the SDG6. Advocacy activities can include public education and influencing public opinion; research for interpreting problems and suggesting preferred solutions; constituents’ actions and public mobilizations; agenda setting and policy design; lobbying; policy implementation, monitoring, and feedback; and election-related activities (Reid, 2001). Advocacy has grown from being focused on service delivery, which is often felt to have

limited impact, to engaging with and influencing key policies and decisionmakers at different levels (Arensmann, 2020). Advocacy pursues outcomes as structural changes in social, political and organizational systems while challenging existing power structures (Hudson, 2001; Keck & Sikkink, 1998). As an interaction between government, society, and enterprises it can be viewed through three lenses, that is:

- (i) *global-level advocacy* where it is internationally referred to as advocacy among organizations and their networks in civil societies, international institutions and national governments;
- (ii) *national-level advocacy* which involves larger, more formal organizations, structures, and practices; and
- (iii) *grassroots-level advocacy*, which takes place at the level of states/provinces/municipalities/districts (Reid, 2001); these organizational networks and practices are less formal at the local level.

Advocacy activities are embedded in distinct organizational models, setting boundaries around the practice of advocacy and participation in the political and social processes that improve sanitation and hygiene service delivery by insiders and outsiders alike (Minkoff, 1999). They include interest groups, political organizations, mobilizing groups, public interest groups, citizen organizations, multi-issue organizations, social movement organizations, and other types of non-profit organizations. Thus, advocacy as participation for sanitation and hygiene improvement addresses the ways organizations stimulate public actions, create opportunities for people to express their concern in social and political arenas, and build the resources and skills necessary for effective actions (Verba *et al.*, 1995).

Subsequently, in order to engage in an advocacy campaign, it is important to understand the various levels of the value chain involved in the process. The value chain as a sanitation advocacy management tool (SAMaT) enables the manager to visualize (in a systematic and integrated manner) the operations and set of processes that exist in the organization (Monteiro *et al.*, 2017), especially the comprehension of cause and effect relations, interfaces and overlaps, as well as the results and impacts that contribute to the efficiency of the sanitation advocacy (SA) and identification of the value and benefits aggregated in the process, particularly with the identification of processes that add value to SA products and services. The design of the value chain can help advocacy campaign managers/facilitators prioritise the improvement of their processes and activities to achieve an increase in service delivery as well as coverage amongst vulnerable groups (Monteiro *et al.*, 2017). In this regard, the advocacy value chain is a presentation of the activities performed to design, produce, deliver and sustain a sanitation advocacy campaign (SAC) for policy change and societal change that encourage improved budgetary allocation for sanitation and hygiene (Monteiro *et al.*, 2017; Porter, 1989) and sanitation behaviour. Dicken (2007) defines it as a sequence of activities in which each activity adds value to the sanitation advocacy campaign.

Many advocacy campaigns around the world start from various areas of the value chain and realize they need other areas of the value chain in order to claim success (Elens-Edeh, 2017). The sanitation value chain consists of a variety of activities within the advocacy organization that are undertaken to provide valuable sanitation products or services to the markets (Chofreh *et al.*, 2019; McGuffog, 2016). It provides opportunities for sanitation advocacy organizations (SDOs) to evaluate their processes and activities to leverage their influence on policy processes and societal/community engagements for the achievement of the SDG 6 targets on sanitation and hygiene. It is important to understand the various levels of the sanitation value chain (SVC), especially the sanitation advocacy value chain (SACV). Advocacy value chain consists of citizens

acting individually with different professional titles and/or as a collective (Reid, 2001) often represented by non-profit or not-for-profit organizations and/or socialpreneurs or enterprises (Reid, 2006). There is no agreement on which activities constitute advocacy, and no singular source gives a full account of the many kinds of activities and strategic groups used to leverage influence in the processes of change in sanitation and hygiene services (Gen & Wright, 2013).

8.2 SANITATION ADVOCACY

Advocacy as participation addresses the ways organizations stimulate public action, create opportunities for people to express their concerns in social and political arenas, and build the resources and skills necessary for effective actions (Verba *et al.*, 1995). Advocacy as organizational representation often referred to as ‘direct advocacy’ includes lobbying and other appearances before key decisionmakers on behalf of others (McCarthy & Castelli, 1996) while ‘indirect advocacy’ describes participatory aspects of non-profit advocacy, particularly the capacity of groups to stimulate individual citizens to take actions on their own behalf (McCarthy & Castelli, 1996; Reid, 2001). However, advocacy describes a wide range of individual and collective expressions or actions on a cause, idea, or policy, and may also refer to specific activities or organizations. Sometimes a distinction is made between advocacy on behalf of others and grassroots advocacy or civic or political participation. Words associated with ‘advocacy’ include defending, influencing, sensitizing, interviewing, change, decision-making, persuasion, selling an idea, exposure, lobbying, communication and attracting attention (AALEP, 2013). ‘Programmatic’ (or issue) advocacy is when an organization takes a position on a public policy that affects their work (AALEP, 2013; Chofreh *et al.*, 2019). Specific advocacy approaches described by (Hopkins, 1993) include:

- legislative advocacy, or lobbying of legislators;
- political campaign advocacy to support or oppose political candidates whose agenda do not support improve sanitation and hygiene programmes;
- demonstrations and rallying public support around an issue or policy;
- boycotts to encourage or discourage businesses with a targeted entity;
- litigation or using legal action to advance a cause (Chofreh *et al.*, 2019);
- grassroots advocacy, or engaging individual citizens in advocacy effort;
- change advocacy (e.g. behaviour and perception change advocacy) (Cookey *et al.*, 2020); and
- capacity building for policy improvement (Chofreh *et al.*, 2019; Morariu *et al.*, 2009).

Advocacy for sanitation and hygiene can be described as a combination of individual and social actions that are expected to achieve collaborated and coordinated sustained public information campaign to change sanitation and hygiene policies and improve service delivery at local, national and international level (de Jong, 2003; Uzochukwu *et al.*, 2020) as well as behaviour/perception change (Cookey *et al.*, 2020). This can include many activities that organizations undertake such as media campaigns, public speaking, commissioning and publishing research, capacity building, and relationships development. The types and kinds of advocacy may include (Carlisle, 2000; Uzochukwu *et al.*, 2020):

- facilitation advocacy focused on the empowerment of the disadvantaged;
- representational advocacy designed to ensure that the systems support and protect the vulnerable;

Box 8.1: Some global sanitation and hygiene advocacy organizations with grassroots spreads presented according to their year of formation

Water Supply and Sanitation Collaborative Council (WSSCC) – a global, multi-stakeholder membership and partnership organization hosted by the United Nations that works with poor people, organizations, governments and local entrepreneurs to improve sanitation and hygiene at scale. Established in 1990, WSSCC advocates for improved sanitation and hygiene, paying attention to the needs of women, girls and people in vulnerable situations. To reach the SDG 6.2 target of safely managed sanitation, there is an urgent need to globally prioritize sanitation, hygiene and menstrual health. That is why WSSCC evolved into the **Sanitation and Hygiene Fund** in 2021.

World Toilet Organization (WTO) – a global non-profit organization committed to improving toilet and sanitation conditions worldwide. Founded on 19 November 2001, World Toilet Organization (WTO) empowers individuals through education, training and building local marketplace opportunities to advocate for clean and safe sanitation facilities in their communities. WTO established World Toilet Day and the World Toilet Summit in 2001; this was followed by the World Toilet College in 2005. On 24 July 2013, WTO achieved a key milestone for the global sanitation movement when 122 countries co-sponsored a UN resolution tabled by the Singapore government to designate 19 November, World Toilet Day, as an official UN day. World Toilet Organization was granted consultative status with the United Nations Economic and Social Council in 2013.

End Water Poverty (EWP) – a global civil society coalition, campaigning to end the water and sanitation crisis. Established in 2007 with a coalition of 270 CSOs working to end water and sanitation crisis and in more than 90 countries around the world, working in all regions across Africa, Asia, Latin America, Europe and North America. EWP vision is to ensure that everyone everywhere has access to safely managed water and sanitation services and good hygiene. To achieve EWP we work at different levels of advocacy to leverage sustainable change such as globally, regionally and nationally).

Sanitation and Water for All (SWA) – a multi-stakeholder partnership of governments and their partners from civil society, the private sector, UN agencies, research and learning institutions and the philanthropic community. Established in 2008 to create a Global Framework for Action on Sanitation and Water Supply (GF4A), which was launched at a side-event during the UN MDG High-Level Event. Partners share the belief that government-led, collaborative and multi-stakeholder decision-making leads to more effective and sustainable solutions. More specifically, SWA's work focuses on encouraging and motivating partners to increase political prioritization of water, sanitation and hygiene; ensure adequate financing; and build better governance structures and institutions to achieve SDG6 by the year 2030. SWA's communications team was hosted by the Water Supply and Sanitation Collaborative Council (WSSCC) until the end of 2019. From 2020 onwards, it is being hosted by UNICEF.

The Toilet Board Coalition (TBC) – is a global alliance of corporations, government agencies, multilateral institutions, sanitation experts and non-profit organisations that aims to bring sanitation to millions of families by catalysing and accelerating scalable market-based initiatives that bring together the

resources and skills of corporations, the know-how of the development sector, and the expertise of the non-profit sector. The motivations of the corporates involved in the TBC range from developing new markets for products, equipment and services, to collaborating and learning from others, exploring innovative business models and BoP solutions, attracting young talent, providing content for their communications, or even contributing the transformation of their organisations. The TBC was officially launched in November 2014.

- social justice advocacy – seeking to organize communities and citizens to come together and speak out about their concerns;
- administrative advocacy – focused on the implementation phase of the policy process when rules and regulations are promulgated and service delivery systems designed and put in place, sometimes with feedback from citizen groups (Reid, 1998);
- programme advocacy – describing the everyday work of organizations carrying out their charitable missions or providing services, as long as the activities are not outside the realm of related speech; does not refer to specific legislation and does not become partisan activity (Hopkins, 1993);
- society-related advocacy – where non-profits have an important role to play outside government in shaping public opinion, setting priorities for the public agenda, and mobilizing civic voices and action, social change, or social movements; and
- behaviour change intervention advocacy, seeking to improve access to safely managed sanitation and hygiene facilities, perceptions of sanitation and related materials, as well as for proper use of provided infrastructure.

For advocacy to be sustained over time, it should include multiple tracks of activities and messages directed towards targeted audiences at all levels and this requires better understanding of the various advocacy goals, added value and the motivation for their use (Data Harvest, 2009). The global advocacy sanitation value could be described as relatively nascent, but because of the activities in recent years, it is off to a good start. Therefore, the effectiveness in the implementation of the advocacy value-chain over the years has contributed to raising and sustaining general awareness about sanitation and hygiene across the development sector, especially advocacy around the establishment of the annual UN World Toilet Day by the World Toilet Organization (WTO), the International Year of Sanitation (IYS), Global WASH Campaign of the Water and Sanitation Collaborative Council (WSSCC) now Sanitation and Hygiene Fund (SHF), Global Handwashing Day (UNICEF), eThekweni Declaration/ AfricaSan Action Plan of 2008, German Toilet Organization's 'Where Would You Hide Campaign?' and much work by WaterAid.

A value chain strategy enables advocacy organizations (enterprises) to evaluate their operations and processes so that they can provide the greatest opportunities that reduce operational costs, optimise efforts in improving access to safely managed sanitation and hygiene through public education and influencing public opinion, research for interpreting sanitation problems and suggesting preferred solutions, constituent actions and public mobilizations, agenda setting and policy decisions, lobbying, policy implementation, monitoring and feedback, and so on. Therefore, the aim of sanitation advocacy is to change policy (Reisman *et al.*, 2007) or the policy-making process, generally to make it more accessible and transparent to the public to participate in sanitation and hygiene improvement of their community and also to change the perception and behaviour that are inimical to safe sanitation and reuse of recovered materials (Cookey *et al.*, 2020).

8.3 ADVOCACY-DRIVEN-SANITATION VALUE CHAIN

Sanitation advocacy value chain provides a way of understanding the significant contributions of the role of advocacy in sanitation and hygiene improvement and offers the opportunity to situate organizations, actors and professionals in the sanitation advocacy sub-sector within a sanitation economy. Advocacy-aided value chain business models will build a critical mass of people to support a common cause by creating high social impact with a sizable market for sanitation products and services as well as discouraging negative impacts of ‘hero-preneur’ self-defeating tendencies as they grow to become obstacles to their own missions. The value chain approach removes redundancies, duplications, bureaucracies, centralized hierarchies, intermediaries, expensive consultancies, and any cost of general distrust, to unleash an integrated delivery model at a fraction of current costs. Sanitation can add value to farmers’ and artisans’ products up the agricultural value chain through the process of biomass recovery and products transformation (see Chapter 6). Sanitation can mimic the value-added processes of agricultural products where chilli peppers can become chilli pepper sauce at 50× higher value; coffee beans to cafe drinks are 100× value-added; straw hats and designer hats maybe 10× more expensive. Sanitation’s examples are compost, bricks and so on. To top that up, business models can be deployed to uplift the income of the poor by using digitized platform cooperatives – cooperatively owned, democratically governed businesses that establish a computing platform and make use of a website, mobile applications or a protocol to facilitate the sales of goods and services. The involvement of Mondragon Team Academy (MTA World), a global network of social innovation ecosystem laboratory using Finnish Educational methods operating in Spain, and the New School University in New York City (NYC) teaches these value-added innovative business models.

The Base-of-Pyramid (BoP) population, that is the largest and poorest socio-economic groups that earn less than \$2.50 a day (2.7 billion), need to have access to knowledge/training, access to customers/markets, access to finance, access to logistics, and access to technologies for safe sanitation. One way is to map all assets, match them into alignments, facilitate pathfinding, and then motivate each of the stakeholders individually and collectively. These can be done via a combination of algorithms and human interventions. With an ecosystem approach, sanitation products and services can be delivered faster, cheaper, better, easier, and sustainably. This will attract investments to entrepreneurs and create jobs which in turn generates income. This income becomes expenditure and the velocity of money creates the multiplier effects needed for economic growth and then supports poverty reduction and promotes self-reliance, as well as needed sanitation and hygiene infrastructure. A sanitation economy is then in view through the mechanism of advocacy-driven sanitation value chain systemic strategies. The Government can now tax these new middle-class demographics and invest in public goods so that the people get the quality of life they deserve. Changing the world is not so complicated; the status quo is much more complicated. And that’s why we need to change the status quo and at the end everyone gets safely managed sanitation, and finally toilets. This is the theory of change that will motivate each stakeholder to act for their own self-interests while simultaneously delivering the common good for the sanitation mission. The lesson is that when we want to solve a problem as a movement, it is cheaper, faster, better, and easier and best done through the lens of value-added sanitation advocacy. Box 8.2 illustrate some global advocacy initiatives.

Advocacy-driven-sanitation value chain provides the effectiveness needed to end open defecation and bring everyone good sanitation by designing customized value-added incentives for all the stakeholders involved in each of the 17 SDGs because of the interlinkages of the SDG 6 and this could encourage others to join in the ecosystem to improve and sustain sanitation and hygiene services. Thus, unlocking the spirit

Box 8.2: Some global advocacy initiatives

International Year of Sanitation (IYS) – the year 2008 was declared the International Year of Sanitation by the United Nation. The goal of IYS was to help raise awareness of the sanitation crisis and to accelerate progress towards reaching the UN's Millennium Development Goals (now replaced by the UN's Sustainable Development Goals (SDGs)) and cutting the number of people without access to basic sanitation and hygiene in half by the year 2015. IYS was considered to be one of the biggest international advocacy initiatives in sanitation/hygiene and demonstrated significant outcomes.

Global Handwashing Day – an initiative of the Global Handwashing Partnership showcasing a successful public–private partnership is an annual global advocacy day dedicated for handwashing with soap as an easy, effective, and affordable way to prevent diseases and save lives. It is an opportunity to design, test, and replicate creative ways to encourage people to wash their hands with soap at critical times. Global Handwashing Day is celebrated every year on 15 October. The first Global Handwashing Day was held in 2008, when over 120 million children around the world washed their hands with soap in more than 70 countries. Since 2008, community and national leaders have used Global Handwashing Day to spread the word about handwashing, build sinks and tippy taps, and demonstrate the simplicity and value of clean hands. Global Handwashing Day is endorsed by governments, schools, international institutions, civil society organizations, NGOs, private companies, individuals, and more.

World Toilet Day (WTD) observed annually on 19 November, was established by the UN General Assembly in 2013 as an advocacy initiative of Jack Sim, President of the World Toilet Organization (WTO). The goal of WTD is to recognize the importance of sanitation for development and how it impacts on the environment. Safe access to clean toilets is also vital to achieving target 6.2 of the Sustainable Development Goal 6 (SDG6), on adequate and equitable sanitation and hygiene for all. It calls for an end to open defecation, paying special attention to the needs of women and girls and those in vulnerable situations, by 2030.

of enterprise and good work ethic of the poor, with value added to their labour with technologies and downstream production, they will have money to buy toilets, clean water, housing, education, healthcare and all the quality of life beyond sanitation.

Consider the fact that each year about \$150bn is donated into the development sector, yet these monies have hardly moved the needle forward. Instead of uniting the players, funders seem to be asking NGOs and Social Entrepreneurs to compete for their monies and dividing the sector into a competitive community suspicious of each other. This is not helping the cause for improved and safe sanitation and hygiene. It is essential that funders and investors embrace the ecosystem approach rather than competitive silo funding. An advocacy-driven-sanitation value chain gives each stakeholder what they want, allows different expertise at the table at the same time and, through an alignment of incentives, gives them the opportunity to take ownership and aspire for different rewards such as:

- creating powerful stories and soundbites which could interested the media to sell to large readerships with increased advertising revenue and income;

- making sanitation agenda a viable election ticket for the politicians who are interested to get into the media by promising improved sanitation services to win popularity;
- mobilizing bureaucrats and policymakers to work in collaboration with their politician bosses so they allocate budget for sanitation and hygiene;
- helping donors for sanitation and hygiene projects to realized that prevention is cheaper than cure and gives them a bigger impact for their funding support;
- providing academia with research materials for publications to validate the advocacy hypothesis and strategy with a cost–benefit analysis to position sanitation as the cheapest preventive medicine;
- leveraging the corporate social responsibility of supply chain organizations with impact on sanitation and hygiene of the vulnerable population in the community in which they operate to create shared value programs with win–win strategies;
- creating the right narratives for sanitation and hygiene programme donors/aid agencies/funders to support advocacy projects that influence public policies and integrate the strategy with blended capital from public–private partnerships (PPP);
- mobilizing non-governmental organizations (NGOs) and social entrepreneurs to attract funding for building toilets as well as undertake public awareness campaigns on educating communities on the importance of sanitation and hygiene;
- spicing it up with celebrities to join in for publicity and goodwill to create visibility for sanitation as well as for themselves;
- generating impact investments by social entrepreneurs that create sustainable business models by scaling good practices across sectors and geographies;
- making toilets sexy and fashionable by making the users and local communities take ownership of its upkeep and maintenance, thereby making ownership of toilets a status symbol – and using jealousy to change their habits into showing off their toilets; and
- providing education and training to develop skilled and knowledgeable manpower for sanitation and hygiene as well as related sectors.

8.4 SANITATION ADVOCACY VALUE CHAIN (SAVC) MAPPING

Advocacy activities are embedded in distinct organizational models, setting boundaries around the practice of advocacy and participation in process to improve sanitation and hygiene of the vulnerable groups of the society by insiders and outsiders alike (Minkoff, 1999). Interest groups, political organizations, mobilizing groups, public interest groups, citizen organizations, multi-issue organizations, social movement organizations and other descriptions of non-profit organizations as policy actors adopting different activities and strategies (Berry, 1999).

Sanitation advocacy value chain mapping is the structural description of value-added activities of professionals and organizations engaging in sanitation advocacy. The chain map not only provides an overview of the system identifying the position of the value chain actors, but also helps to visualize many aspects of the advocacy value chain analysis by structuring the information according to the functions and stages of the chain (Springer-Heinze, 2018). Sanitation advocacy value chain (SAVC) mapping is a process that will identify the main activities associated with an advocacy campaign organization's product line that is often used in sanitation advocacy organization's (SAOs) corporate strategy in order to identify performance improvement opportunities designed to achieve desired objectives. Understanding of SAVC is made possible by mapping its value chain, which describes the activities required for sanitation advocacy, from conception, passing through different stages of delivery to target populations and/

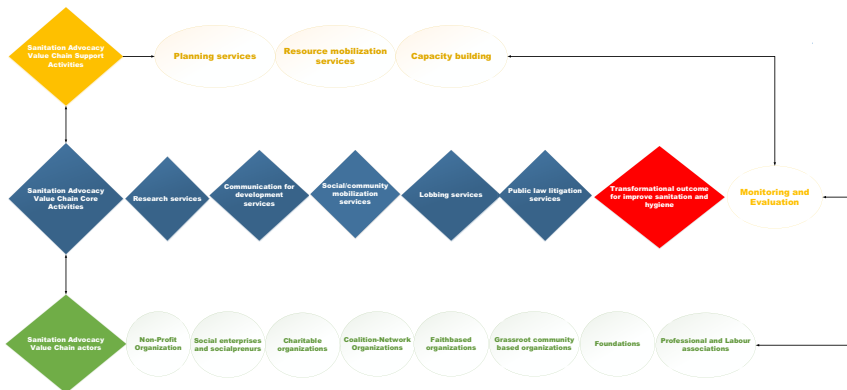


Figure 8.1 Sanitation advocacy value chain mapping (Source: Authors).

or groups (Monteiro *et al.* 2017). The mapping process identifies opportunities in the chain for the sector and social enterprises that grow and expand support for sanitation actors' engagement on how to improve or upgrade the value chain. The main sanitation advocacy value chain activities start from: research, public awareness/campaign, mass mobilization/demonstration/protest, lobbying, litigation, resource mobilization, planning, implementation of the advocacy, education and training, monitoring and evaluation (see Figure 8.1).

- (I) **Research services** provide facts and credibility to reach out to target populations (Elens-Edeh, 2017). Researchers add value to advocacy by helping to gain a clear understanding of the causes and effects related to sanitation and hygiene issues from the perspective of identifying practical and feasible solutions that make it possible to build a consensus in favour of change. It is impossible to argue logically and coherently for change without a strong understanding of the insight that research provides (Elens-Edeh, 2017; World Animal Net, 2017). Research is the foundation for successful advocacy, and it is important for both an effective advocacy strategy by enabling thorough strategic analysis and successful advocacy work and then providing authoritative and accurate evidence to support advocacy (Elens-Edeh, 2017; World Animal Net, 2017).
- (II) **Social/community mobilization services** bring together all societal and personal influences to raise awareness and demand for better sanitation and hygiene infrastructure, usage, management and service delivery (WHO, 2014). This service adds value by empowering local communities/vulnerable groups by combining awareness, creation, self-organization and action through dialogue and collaboration to facilitate change through an interdisciplinary approach coupled with organizing face-to-face interpersonal communications, group discussions/community dialogues, community outreach and road shows. It is influenced in part by the spread of social media and new information technology (Mostafa, 2020; WHO, 2014). Social mobilization professionals are trained to assess community needs, issues, and resources around sanitation and hygiene, design a social mobilization strategy, identify and partner with other local organizations, design, test and produce social mobilization sanitation and

hygiene advocacy materials, and implement and monitor sanitation and hygiene social mobilization activities.

- (III) **Communication for development services** adds value across the advocacy value chain by creating a favourable ecology for sanitation and hygiene development programmes through re-thinking and facilitating interactions between economically, politically and culturally disconnected groups and ideas – between indigenous knowledge and science, elite national policymakers and rural communities, donor agencies and local NGOs, industry and academia (e.g., products/services), providers and users, men and women, and didactic pedagogy and participation (Inagaki, 2007) as well as it empowers people, enables expressions and dialogues, raises awareness of socio-structural problems, and fosters self-reflection among marginalized and disadvantaged populations, and then promotes participation and social change using methods and instruments of interpersonal communication, community media and modern information technologies (Inagaki, 2007; Melkote, 1991).
- (IV) **Lobbying services** is an accepted and legal process which ensures that all the voices of citizen groups, associations, industry, local leaders and others are heard in the political arena and by policymakers. It is a specialized form of advocacy which is strategically planned and an informal way of influencing decision-makers (Berg, 2009). It adds value as a communication function and closely resembles the work of public affairs that builds and maintain relations with government primarily for the purpose of influencing legislation and regulations (Berg, 2009; Toth, 1986). Lobbying is a very powerful service, which, if it is well used and performed in a professional manner, can help improve sanitation and hygiene policies that will ensure sustainable service delivery.

Advocacy value chain supporting services such as planning, resource mobilization, capacity building and monitoring and evaluation provides an enabling environment for effective advocacy works. **Planning** is the first step in starting advocacy. It helps to avoid surprises, ineffectiveness, clumsiness and incompetency as well as identify issues of interest and the objectives of the sanitation and hygiene advocacies, groups or individuals affected by such issues. It should also define the goals of the advocacy and possible solutions, and also build coalitions and networks, identify target decision makers and the right strategies to be adopted (UN-WATER, 2009). Advocacy activities are resource intensive and as such requires investments of funds, staff time and materials. Thus, **resource mobilization** serves as an agenda for advocacy. The job of resource mobilizers will require influencing donors and institutions to fund certain issues, encouraging individual supporters to give to advocacy, accepting funds from private sector and sharing resources in alliance and coalitions. Resource mobilization adds value for effective implementation of advocacy strategies by ensuring that funds continue to flow for the work (Gosling & Cohen, 2007; PARIS 21, 2010; Sprechmann & Pelton, 2001).

Advocacy capacity intervention helps to identify under-capacity problems and best context specific solutions and also defines effectiveness in advocacy contexts that enhances performance. Capacity building interventions can be targeted at *individual levels* and address issues of skills and abilities; at *project and programme levels*, it addresses issues of single issue campaigns and broader advocacy programmes; and at *organizational levels*, the interventions are designed to address issues relating to organizational structure, processes and resources management, and governance issues; at *external linkages*, capacity interventions look at extent and quality of coordination between organizations, links between organizations and the groups and communities they are supporting and representing; at the *level of enabling environment*, capacity

interventions addresses issues of political and policy contexts within which advocacy processes take place; while *multiple levels* enhance the connections between each of the levels stated above and how they work together to enhance advocacy capacity (Stalker & Sandberg, 2011). In addition, *Monitoring and evaluation* shape and transform advocacy strategy and help ensure results have the maximum effect. It is generally conducted to establish accountability, to determine whether a case can be made that advocacy effort produced its intended results and to ensure performance, inform decision-making, providing data that will inform and strengthen advocacy efforts, and then encourage learning experiences (UNICEF, 2010).

The *sanitation advocacy value chain actors, networks and/or organizations* are value chain operators, providers of operational services and support services that enhance delivery of advocacy products and services as well as share benefits that accrue when championing the values of their constituents (Prakash & Gugerty, 2010). In most cases, the value chain actors and their organizations are conceived as being formed largely for the purpose of improvement in sanitation and hygiene policies, frameworks, products and to increase access to more equitable sanitation services delivery to all. These actors could be groups of individuals, enterprises, labour and professional organizations and public agencies which are commonly referred to as advocacy networks/organizations and can operate transnationally, regionally and/or domestically (Keck & Sikkink, 1999). These advocacy value chain actors/organizations could also be professional organizations consisting of salaried employees with established organizational infrastructures or volunteer organizations representing sustained collective actions by non-salaried actors (Prakash & Gugerty, 2010). The major actors in advocacy networks acting in the sanitation value chain include: (i) international and domestic NGOs; (ii) research and advocacy organizations; (iii) local social movements; (iv) foundations; (v) the media; (vi) churches, trade unions, consumers organizations, intellectuals; (vii) parts of regional and international intergovernmental organizations; and (viii) parts of the executive and/or parliamentary branches of government (Keck & Sikkink, 1999; Prakash & Gugerty, 2010). Groups in the sanitation advocacy network value chain share values and frequent exchange of information among the actors both formal and informal. The movement of funds and services is notable and also some actors within the value chain provide services such as training and personnel who also circulate within and among networks (Keck & Sikkink, 1999). Thus, sanitation advocacy value chain actors, networks and/or organizations are special types of firms functioning in policy market. These markets vary in terms of entry and exit barriers as well as levels of competition, all of which provide organizations with opportunity to supply distinct products to well defined constituencies. The structure of sanitation policy markets provides opportunities for competition and collaboration (Prakash & Gugerty, 2010).

8.5 ADVOCACY CASE STUDY

8.5.1 Advocacy for the creation of the World Toilet Day

The sanitation agenda often (unsuccessfully) competes for media visibility with other global and industry agendas, especially in development arena. News outlets are even less likely to discuss sanitation concerns over sports, movies, games, food, scandals, technologies and such likes. This was the strategy that Jack Sim, co-founder of the World Toilet Organization (WTO) deployed to break the ceiling of the sanitation challenge in his home country, Singapore. Once forced silence turned to public discourse, enlightenment and willingness followed and then came the designed change gradually. The WTO movement started as a global organization with a presence in several countries across the continent. Subsequently, the WTO proposed having a day globally that focuses on

toilets and other related sanitation concerns. This required another level of advocacy using lobbying, networking and the media to push for a UN World Toilet Day.

The WTO team started by lobbying the Singapore government to table a UN resolution for the creation of a UN World Toilet Day. The value of lobbying, contact, networking and public-speaking experience added to the success of this aspect. Then came laborious task of winning over other countries' representatives to lend their support to the resolution. This involved meeting with the diplomatic corps of nations and key international NGOs over dinners, lunches, coffee and conversations at opportune moments and events organized by WTO – to convince them to join the crusade. The added value of social interactions, persuasion and collaboration provided a strong mobilization mechanism for this advocacy drive.

The unique blend of humour, empirical facts and value-added advocacy created headlines and news story with powerful soundbites and amusing photographs that were either shocking or funny. The element of humour captured the imagination of the general public who have always wanted to speak about the toilet subject but felt that they did not have the permission to do so. By calling things as they were, it was possible to unlock the mental blockage and release the freedom of expression in public discourse. Eventually, even though 19 November is Monaco's National Day and Indira Gandhi's birthday in India, after a whole year of hard work in 2013, all 193 countries' governments at the UN General Assembly unanimously adopted the founding day of the World Toilet Organization, which is 19 of November, as the official UN World Toilet Day. This legitimacy has contributed to some countries' politicians using it as an election agenda to win votes, popularity and visibility.

Sanitation products and services cut across all works of life and different markets within homes, workplaces, schools, tourism and hospitality, transportation, health facilities, public spaces and all places where people spend enough time to need the restroom. These artefacts range from low cost and affordable, simple and basic and then luxury and sophisticated, and levels of treatment and recovery plants/systems. Therefore, the sanitation value chain consists of several actors from public, private and civil society sectors and so any sanitation advocacy campaign should emphasise integrated collaboration for it to be successful. In essence, the competition for donor funds amongst different organizational and individual actors and the suspicion played out within the sanitation advocacy sphere should be de-emphasised as each player recognizes the value they and other players bring to overall global pursuit. The WTO avoids this pitfall by avoiding the competition in the playing field and any rigorous fund-raising approach. WTO advocacy adopts an ecosystem approach that recognises the value of other actors, thereby facilitating everybody with the legitimacy of sanitation as a fundable subject, which in turn allows everyone to attract more support, funding, and investments as well as political support and even change public policies and ensure implementation.

8.5.2 Clean India campaign constructed 110 million toilets

Prime Minister Modi's ambitious sanitation campaign often referred to as 'Clean India' help provide access to safely managed sanitation to almost half of India's 1.3 billion population in five years. The advocacy campaign for 'open defecation free India' started when India's President Abdul Kalam opened the World Toilet Summit in Delhi in 2007. Prime Minister Modi in his remark said that everyone in the country contributed to the success of the sanitation campaign. Public participation in the 'Clean India Campaign' was key, for example featuring of Bollywood stars and filmmakers helped bring the issue to screens, and they were well publicized. Since that year, Indian politicians have realized that they could gain a lot of popularity with sanitation, which eventually led to Union Minister Jairam Ramesh building 32 million toilets. The trend of sanitation

awareness in India is now very high, but because the country's population is very large with multiple cultures, we still need to do a lot of work in changing attitudes, and driving demand for sanitation from the ground. Even if we build toilets for them, if they don't use it, it would still not be a success.

8.5.3 China Toilet Revolution

In China, President Xi Jing Ping has become a Toilet champion as well. After he created the China Toilet Revolution in the last five years, there is a complete change in the cleanliness level of tourism toilets. But the seed of the tourism toilet revolution was planted in 2004, at the World Toilet Summit hosted by Beijing Tourism Bureau. They were preparing for the 2008 Olympics, and we worked with them to renovate 4000 public toilet blocks in Beijing's tourism areas. Since then, the transformation of tourism pilot culture in China improved year by year as all tourism bureaus realized that toilets are a profitable feature for facilitating tourism growth. And now, if you go to the Chinese first-tier, second-tier and third-tier cities you will find their tourism toilets are as clean as in a developed country like Japan or Singapore. However, there is still a lot of work to be done, for rural sanitation and rural school sanitation in China. But this momentum is growing very well.

8.5.4 Brazil institutional framework for private sector participation in sewage management

In Brazil, during the World Toilet Summit 2019, an advocacy campaign day was launched to provide a law that allows public-private partnership (PPP) investment in government sanitation treatment companies. After series of debates at the summit, the Senate held several hearings where the negative impacts on health and tourism from the 50% of untreated sewage dumped into the country's rivers and water bodies were highlighted. In the end the Senate was persuaded and in November 2019 many congressmen and senators from Brazil met with global experts during the World Toilet Summit, which then culminated in enough votes and support for a change of law. Seven months after the Summit, the law was passed and now private investors can invest in government sewage treatment companies to enable the country to address the challenges of sewage management in Brazil.

8.6 CONCLUSION

Value chain mapping and analysis help to provide answers to what exactly sanitation advocacy organizations do. They combine norms, information, strategies, mass communication channels, and coalitions to produce a consensus about sanitation and hygiene issues, to influence policy or implementation, or to change behaviour (Lecy *et al.*, 2010). To achieve these, they primarily rely on communicative power – the ability to persuade or influence key decision-makers or general public. Advocacy is a marketplace of ideas whereby participants exchange competing ideas in public in ways similar to a transaction. In this way, the primary activity of an advocacy group is to produce or reproduce norms shaping the public sphere, or campaigns targeting institutional and policy changes by challenging the status quo through ideas, persuasion, education and lobbying (Lecy *et al.*, 2010). Also, advocacy organizations carefully manage their brand as a key factor for their funding strategies because name recognition translates to legitimacy in the eyes of donors and membership fees from individuals. Such legitimacy translates into income through the commodification of the brand. The larger and better known an organization is, the more opportunities will arise to markets its brand (Lecy *et al.*, 2010; Prakash & Gugerty, 2010). Working through the value chain strategies of advocacy

organizations means that they rarely act alone to further their agenda. Critically, they bring value contributions together through a collection of individuals and organizations and gives norms a voice, aligns interests and strategies, develop campaigns, and create emotional links between membership/staff and the mandate of the different causes. This produces strong incentive to enter networks and partnerships in order to utilize shaming strategies, exchange information and resources, amplify their voices and/or, or extend their reach in the large-scale mobilization of public opinion (Lecy *et al.*, 2010; Prakash & Gugerty, 2010).

8.7 Take action

- (I) Visit sanitation advocacy organizations to gain a first-hand experience of their operations and business model.
- (II) Pick anyone of the stages of the IFSVC and design a business plan/feasibility study for an advocacy organization towards the development of that sub-value chain within the overall IFSVC.

8.8 Journal entry

- (I) Draw an overview map of the sanitation advocacy value chain of your area.
- (II) Write a brief review of the following advocacy organizations paying special attention to business models, operations, strategies, funding and donor base and indicate the difference and similarities: World Toilet Organization (WTO) and Toilet Board Coalition (TBC).

8.9 Reflection

- (I) What roles do advocacy organizations like World Toilet Organization (WTO), Toilet Board Coalition (TBC), and Sustainable Sanitation Alliance (SUSANA) play in the sanitation advocacy value chain?
- (II) What is advocacy and what are the components of advocacy activities?

8.10 Guiding questions

- (I) With the aid of a diagramme, describe the advocacy value chain.
- (II) Describe advocacy approaches with sanitation examples.
- (III) Explain sanitation advocacy value chain mapping with examples?
- (IV) Why do you think advocacy-driven-sanitation value chain could provide the effectiveness needed to end open defecation?
- (V) Describe advocacy for sanitation and hygiene.
- (VI) How does the SAVC fit into the IFSVC and why is it a crucial component of the IFSVC?

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