

U.S. WASH Advocacy

Landscape Report



Conducted by



Social Impact Consultants

Prepared for

THE HOWARD G.
BUFFETT
FOUNDATION

BILL & MELINDA
GATES foundation

Conrad N. Hilton
FOUNDATION

About FSG

FSG is a nonprofit consulting firm specializing in strategy, evaluation, and research. FSG works across sectors in every region of the globe — partnering with foundations, corporations, nonprofits, and governments to develop more effective solutions to the world's most challenging issues. Our goal is to help organizations — individually and collectively — create greater social impact.

FSG has completed more than 400 consulting engagements around the world, produced dozens of research reports, and published influential articles in *Harvard Business Review* and *Stanford Social Innovation Review* among other publications. For questions related to this project or for more information on FSG, please contact Jennifer Splansky at jennifer.splansky@fsg.org.



Executive Summary

U.S. advocates for water access, sanitation, and hygiene (WASH) have reason to be proud. The U.S. government contributed over \$800 million to WASH related efforts in 2009. More than half of these funds were allocated by USAID, tripling the agency's WASH expenditures from \$160 million in 2003 to \$482 million in 2009.

At the same time, new funding challenges have emerged. The current financial and political climate casts doubt on the potential to increase or even maintain existing government appropriations. Much of the current funding is directed to regions of political priority rather than to sub-Saharan Africa and South Asia where the need is most severe. The ultimate use of funds depends on the unpredictable interactions among multiple decision makers in USAID, the Department of State, Congress, and the Administration.

Non-financial challenges are equally troubling, including the lack of a strong evidence base about the effectiveness and sustainability of WASH programs and services to support advocacy efforts and to improve practice in the field. Many past WASH interventions have fallen far short their promise. Recent studies suggest that as many as one-third of the wells drilled in sub-Saharan Africa are now inoperable.

Given these challenges, FSG's research suggests that it is important for U.S. WASH advocates to broaden their goals beyond an exclusive focus on Congressional appropriations. FSG recommends a new framing of the opportunities for U.S. WASH advocacy by focusing on five interdependent goals:

- Increase the **sustainability and effectiveness** of WASH programs and services
- Focus U.S. Government and multilateral aid on **populations in need** (sub-Saharan Africa and South Asia)
- Maintain **current U.S. Government funding** for WASH
- Advocate for **greater funding from non-U.S. Government donors** (i.e., corporations, foundations, multilaterals, and general public), and highlight sanitation as a sub-strategy
- Improve **data quality, demand, access, and dissemination** across the WASH field

Pursuit of these advocacy goals will focus the field on promoting more effective utilization of WASH funds by influencing practice toward more sustainable and effective practices, and redirecting existing funding toward the regions of greatest need. In addition, this advocacy can focus attention on the importance of better data and shared measurement systems to strengthen the case for support and to encourage greater sustainability and effectiveness in the field. Advocacy can also highlight the linkages between WASH and other social issues.

While continued advocacy will be needed to maintain U.S. government funding, other non-government actors could provide additional funding and support. Multilateral organizations, for example, contributed nearly \$10 billion in financing to WASH related projects in 2009, a \$2.5 billion increase over 2008. The importance of WASH to issues including global health, economic development, the environment, and gender issues suggests that U.S. foundations might be persuaded to increase the proportion of their WASH funding, which in 2008 represented just 1.2% of their international giving. Similarly, despite the importance of WASH issues to a sustainable business environment, only a handful of corporations have been active supporters to date. Finally, the recent momentum of NGOs such as charity: water and water.org suggests that the general public can also be a source of funds.

Pursuing these goals will require an expanded set of advocacy resources. Targeted advocacy toward USAID, the State Department, and the Administration, as well as to foundations and corporations, will require high profile leadership and personal relationships that enable direct access to the key decision makers. A robust evidence base and the ability to communicate data persuasively depend on much more consistent access to research, analysis, and communications expertise. Finally, an expanded team of highly experienced advocates is needed to lead and coordinate the efforts of multiple organizations and to ensure that Congress and the agencies maintain funding in this difficult economic climate.

I. Background

The Howard G. Buffett Foundation, Bill & Melinda Gates Foundation, and Conrad N. Hilton Foundation engaged FSG, a nonprofit strategy consulting firm, to assess the U.S. WASH advocacy landscape and provide recommendations to strengthen the field's advocacy efforts over the next five years. While the U.S. WASH field is but one piece of a global challenge, FSG's research focused on U.S. audiences, and their linkages to global efforts, in order to develop a focused strategy while ultimately contributing to greater impact on the overall global WASH crisis. Additionally, with the sunset of Water Advocates in December 2010, and emergence of the WASH Advocacy Initiative, the timing was right to take a holistic review of the field's U.S. advocacy opportunities.

The following document outlines the results of FSG's research, which included over 60 interviews with individuals in the sector as well as conversations with advocacy experts from other sectors. This report contains FSG's perspectives on the state of WASH advocacy, including an assessment of the current field, goals to drive future WASH advocacy, key gaps to be met, and opportunities for the WASH sector to become more effective in its work. The analysis and recommendations contained herein are FSG's, and details on the research process and a list of interviewees are included in the Appendix. The results and recommendations have also been communicated to the foundations, which are incorporating the findings into their future planning.

II. State of the Field

Clean water, safe sanitation, and effective hygiene are building blocks to lives of opportunity and dignity for billions of people worldwide. Yet in the time it takes to read this paragraph – roughly 20 seconds – another child will have died from a water-borne disease,¹ and each year 2 million individuals die from water-related issues.² Studies estimate that at any given time, half of the world's hospital beds are occupied by patients suffering from diseases associated with lack of access to safe drinking water, inadequate sanitation and poor hygiene,³ and 900 million people still lack access to clean drinking water, and 2.6 billion lack access to safe sanitation.⁴ To put this in perspective, more people have access to a cell phone than to a toilet.⁵

Beyond the numbers of lives lost, a lack of WASH services prevents individuals and economies from reaching their potential and can negatively impact the environment. Women and girls spend 200 million hours each day collecting water for domestic use,⁶ and face risks from sexual harassment or assault. Roughly 90% of sewage in the developing world is dumped – untreated – into rivers.⁷ And in Africa alone, the overall annual economic loss due to lack of safe water and sanitation is estimated to be \$28 billion, or about 5% of GDP.⁸

Spotlight on Sanitation

In assessing the state and goals of WASH advocacy, it is important to note that sanitation is particularly under-emphasized within the WASH field, and that the world is off track to meet its Millennium Development Goal on sanitation. Advocacy for sanitation may require a targeted sub-strategy within WASH advocacy as well as an emphasis on building and communicating the evidence base on the issue.

¹ "Human Development Report 2006," United Nations, 2006, <http://hdr.undp.org/en/media/HDR06-complete.pdf>
number estimated from statistics by water.org, <http://water.org/learn-about-the-water-crisis/facts/>

² "Facts and Figures on Water Quality and Health," World Health Organization, 2010,
http://www.who.int/water_sanitation_health/facts_figures/en/index.html

³ "Human Development Report 2006," United Nations

⁴ "Progress on Drinking Water and Sanitation: Special Focus on Sanitation," UNICEF and WHO, WHO and UNICEF, 2008, http://www.who.int/water_sanitation_health/monitoring/jmp_report_7_10_lores.pdf

⁵ "Where a Cell Phone Is Still Cutting Edge," Anand Giridharadas, April 14, 2010, New York Times

⁶ "Water Facts," water.org <http://water.org/learn-about-the-water-crisis/facts/>

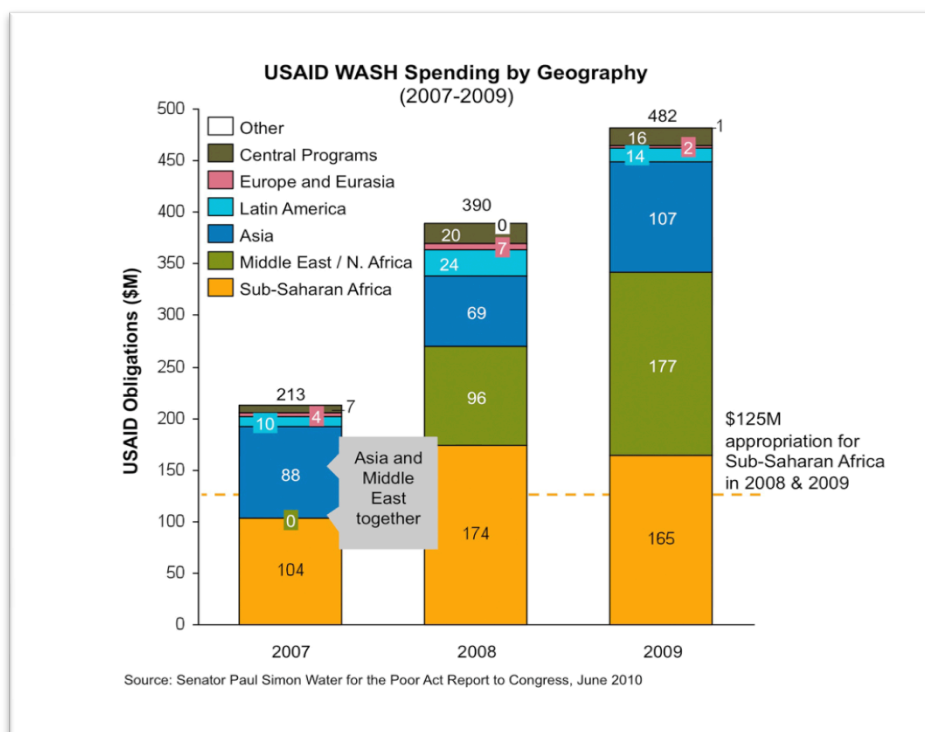
⁷ "Sanitation Protects the Environment," Factsheet 4, International Year of Sanitation, U.N. Water, 2008,
http://esa.un.org/iys/docs/4%20fact-sheet_environment.pdf

These numbers are familiar and appalling. Yet another tragedy is that WASH programs too frequently fail the people they seek to serve, and the field lacks data to know what works best in the long run. For example, research estimates that over the last 20 years 30% of the 600,000 - 800,000 hand pumps installed in Sub-Saharan Africa have failed – a lost investment of between \$1.2 and \$1.5 billion.⁹ Failures like these are most acute for the individuals bereft of WASH services, but they also hurt the ability of the sector to seek new funds or build a track record of effective practice.

To meet the scale of the WASH crisis while improving the effectiveness and sustainability of field programs, WASH advocacy plays a critical role – but must be grounded in data, executed strategically, and aligned across stakeholders. Current actors in WASH advocacy possess a number of strengths but also face challenges to effectively advancing the field. Outlined below is an assessment of the main stakeholder groups in the U.S. WASH advocacy space – the U.S. Government, NGOs, foundations, corporations, and global advocates – to establish a baseline for the advocacy recommendations in this report.

U.S. Government

The U.S. Government is the primary U.S. funder of WASH and contributed over \$800 million in 2009. The majority of this funding comes from USAID, which since 2003 has tripled its WASH funding from \$160 million to \$482 million in 2009. This increase has been driven by several factors including the 2005 Water for the Poor Act and an increasing focus on WASH funding for countries of political priority. While certain countries (e.g., Afghanistan) are central to U.S. foreign policy and also lack for WASH services, there is growing concern among external stakeholders that U.S. Government WASH funding does not reach the poorest people in the poorest countries – Sub-Saharan Africa in particular. Currently, the largest slice of USAID funding – approximately 37% in 2009 – goes to the Middle East and North Africa, while Africa is the second-largest recipient at 34% in 2009.¹⁰



⁸ “Water in a Changing World, Facts and Figures,” UN Water, 2009, http://webworld.unesco.org/water/wwap/wwdr/wwdr3/pdf/WWDR3_Facts_and_Figuress.pdf

⁹ “Source Bulletin 56, IRC, May 2009, <http://www.source.irc.nl/page/5754>

¹⁰ “Senator Paul Simon Water for the Poor Act Report to Congress,” Bureau of Oceans, Environment, and Science, U.S. Department of State, June 2010, <http://www.state.gov/documents/organization/146141.pdf>

Amidst this rise in funding, Congress has been the primary audience for U.S. WASH advocacy over the past five years, with increased funding as the primary objective. While the 2005 passage of the Water for the Poor Act was a significant victory, three recent developments have slowed Congressional progress on WASH and question the primacy of Congress as an audience for advocacy in the years ahead. First, the economic crisis will continue to constrict all government spending, and increased funding for WASH – and foreign aid in general – will prove a difficult case to make. Second, while WASH has been a resoundingly bipartisan issue, growing political gridlock threatens cooperation to advance WASH goals. Finally, the 2010 Water for the World Act was seen by many advocates as the field's best hope for substantive WASH legislation. The Act's failure stemmed from economic and political constraints, but also predicated the difficulty of passing landmark WASH legislation in the 112th Congress.

In parallel to Congress, USAID faces challenges in WASH but presents an opportunity to significantly advance the field. As currently construed, WASH work within USAID is fragmented across the agency and lacks a coherent strategy. Priorities are further divided among USAID missions and headquarters, and while USAID drives WASH funding allocations, the Water for the Poor Act places program accountability with The Department of State. Furthermore, funding incentives are not well aligned between USAID and its missions such that effectiveness and sustainability outcomes can be secondary to local and Washington interests. USAID *is* currently undertaking a number of structural reform processes that seek to improve coordination with the State Department and drive a more cohesive, results-driven approach to WASH. Given the progress of these reforms as well as USAID's current priority on cross-sector partnerships, the Agency is poised to realize its potential to catalyze field change on issues like data, effectiveness, and sustainability. It will be critical for WASH advocates to seize this opportunity and partner constructively with USAID to jointly advance WASH field practice.

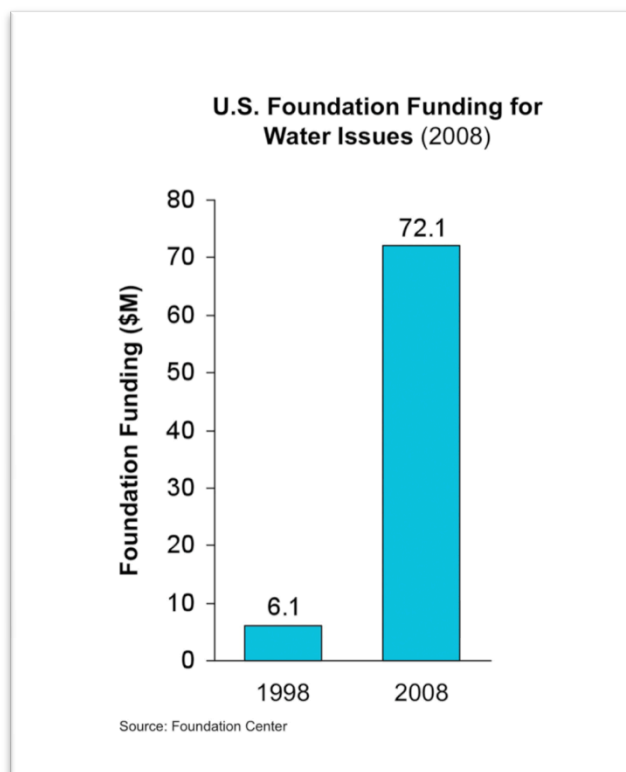
NGOs

The NGO community played a critical role in increasing U.S. WASH funding over the past five years. The field is now in a time of transition, with Water Advocates' sunseting in December 2010 and the launch of the WASH Advocacy Initiative to bridge NGO efforts through 2011. The current political and economic environments call for an expanded NGO advocacy agenda. This agenda includes imperatives to reach beyond WASH to related sectors, expand WASH advocacy to include corporations and foundations, and shine a light on key issues beyond funding such as sustainability.

To realize a new agenda, the NGO field must fill significant gaps in high-profile leadership, capacity to coordinate multi-level advocacy, and knowledge of what practices are sustainable and effective in the long run. Certain groups like water.org and the WASH Advocacy Initiative (in part funded by the Hilton Foundation) have begun to fill a part of this leadership void. Other efforts – including the InterAction WASH Working Group and Millennium Water Alliance – are working to coordinate advocacy efforts and extend relationships to health, environment, and other sectors. In addition, on-the-ground implementers – led by Water for People – have begun to champion sustainability and quality data to improve field practice and strengthen data-driven advocacy. While these efforts in leadership, coordination, and sustainability are valuable, the sector's overall capacity remains relatively weak, and would strongly benefit from greater cohesion, evidence base, and collective will to break through in a resource-constrained environment.

Foundations

In 2008, U.S. foundations contributed \$72 million for WASH.¹¹ While significant – roughly 10% of U.S. Government WASH spending – this represents only 1.2% of international private foundation giving, and calls out two opportunities for the U.S. Foundation field. First, foundations which invest in WASH must do more than write checks to maximize their impact. They must seek opportunities to influence the practices of their grantees and work with their corporate and government partners in a way that advances a more cost-effective and sustainable provision of WASH services. Second, few foundations invest in WASH relative to the scope of the problem and impact of WASH on other health, environment, and development issues. Foundations can do more to recruit their peers to engage with WASH. Together, current and potential WASH funders can leverage their limited dollars to unlock other sources of funding or models of revenue that extend far beyond the \$72 million.



Corporations

Water, sanitation, and hygiene directly impact the business performance of some of the world's largest companies. In return, the corporate field holds enormous but largely untapped power to positively affect WASH issues. Worldwide, many corporations are seeking to minimize water footprints and save on costs through improved efficiency. This is commendable work, but is only the first step. The most proactive corporations also recognize that improving WASH quality and access to WASH services in the communities where they operate can have a long-term, positive impact on the sustainability of their operations, the skills and livelihoods of their labor force, and ultimately the competitiveness of their products and services.

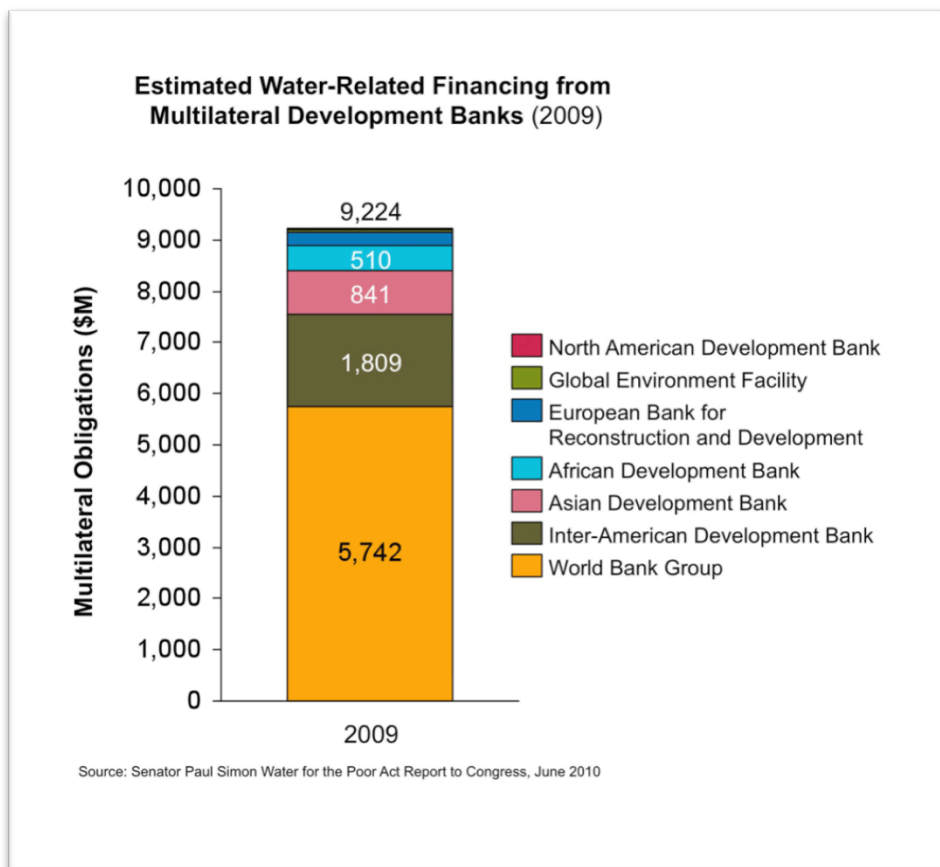
In the United States, several corporations are engaged with WASH issues – including PepsiCo, Procter & Gamble, The Coca Cola Company, Nestle, Cargill, and other members of the Global Water Challenge. However, corporate advocacy on WASH has been infrequent and seldom is coordinated among corporations or with key foundations and NGOs – and so misses an opportunity for greater resonance. In the future, there is a significant opportunity for the corporate WASH sector to expand its advocacy role, and work alongside foundations, government, and NGOs to realize mutual goals. Efforts such as the Global Water Challenge, Safe Water Network, and CEO Water Mandate have begun to realize this potential, but there remains substantial room to strengthen this work going forward, and achieve a greater collective impact through cross-sector WASH advocacy.

¹¹ "Giving by U.S. Foundations for Water Issues, 2008," Foundation Center & Global Philanthropy Forum, 2008, <http://foundationcenter.org/gpf/water/chart-giving.html>

Global Linkages

This report focuses on the U.S. WASH sector, but the linkages between U.S. WASH actors, their global counterparts, and the individuals they serve are critically important. The United States plays a relatively small role in the financing and provision of international WASH services. For example, development banks led by the World Bank Group financed nearly \$10 billion in water projects in 2009.¹² The global funding gap between current levels and what is needed to reach the WASH Millennium Development Goals runs in the tens of billions of dollars. The enormity of this global challenge gives reason to link a robust U.S. WASH advocacy effort with the advocacy work of global leaders and field implementers. Fortunately, over the last ten years several mechanisms have developed to accelerate global advocacy. These include campaigns and platforms such as Sanitation and Water for All, and the Water Sanitation and Supply Collaborative Council to engage high-level decision makers. WHO, UN, IRC, and others have taken steps to strengthen the evidence base to improve advocacy and practice. And within Africa, Asia, and Latin America, groups of governmental and civil society leaders such as the African Civil Society Network on Water and Sanitation (ANEW) and the African Ministers' Council on Water (AMCOW) have emerged to champion WASH policies.

U.S. WASH actors have an opportunity to better support and enhance this global advocacy. This may include engagement by the U.S. Government with high-level campaigns and multilateral organizations, participation by NGOs, foundations, and corporations in global groups, or dialogue between U.S. and international advocates to align priorities and messages for greater impact. In particular, expanded engagement with the World Bank, the African Development Bank and other multilaterals will be critical given the scale of their work in addressing the WASH crisis. Additionally, the chain of communication – including data, learning, failures, and successes – between beneficiaries of WASH services and international decision makers suffers from multiple gaps, and must be strengthened to better deliver sustainable WASH services to individuals most in need.



¹² “Senator Paul Simon Water for the Poor Act Report to Congress, June 2010”

III. Goals for U.S. WASH Advocacy

External changes as well as shifts within the WASH sector call for a bold agenda that is at once new and that builds on the sector's existing strengths and progress. The economic crisis and WASH's legislative challenges mean that pursuing greater U.S. Government funding cannot and should not be the primary or highest value focus over the next five years. Instead, a focus on identifying, sharing, and replicating what works and on providing sustainable, effective services for individuals most in need will allow the sector to prove its value in a difficult funding climate. In addition, this new focus will extend the reach of WASH to other actors and sectors, and most importantly can realize the WASH field's promise of delivering long-term impact for the billions of people who lack adequate WASH services.

FSG, therefore, recommends reframing the focus of WASH advocacy in the U.S. to encompass five interdependent goals that together lead to the ultimate impact the field seeks: providing more people with access to effective and sustainable water, sanitation, and hygiene solutions in sub-Saharan Africa and South Asia.

Ultimate Impact of U.S. WASH Advocacy

More people have access to effective and sustainable water, sanitation, and hygiene solutions in Sub-Saharan Africa and South Asia

Five Interdependent Goals to Achieve Impact

1. Increase the sustainability and effectiveness of WASH programs and services
2. Focus U.S. Government and multilateral aid on populations in need (Sub-Saharan Africa, South Asia)
3. Maintain current U.S. Government funding for WASH
4. Advocate for greater funding from non-U.S. Government donors and highlight sanitation as a sub-strategy
5. Improve data quality, demand, access, and dissemination across the WASH field

These goals are described in more detail on the following pages, along with a listing of the primary stakeholders that will need to be engaged in reaching each goal, either as the key actors or as an important influence on the those actors. It is also important to note that access and dissemination of better data, listed as goal 5, underpins the success of the other four goals.

Goal 1

Increase the sustainability and effectiveness of WASH programs and services

Key Stakeholders to Engage = USAID, Congress, Executive Branch, Multilaterals, NGO Leaders, Foundations, Corporations, Global Advocates

No amount of funding will solve the WASH crisis unless the solutions funded are sustainable, yet the sector often lacks an understanding of what works for beneficiaries in the long run, and risks losing funds and support unless it can better demonstrate long term value. As such, it is imperative that the WASH sector shift its practices toward services that are cost-effective and focused on long-term outcomes for target populations. Reaching this goal will capitalize on growing attention to sustainability and effectiveness, but will require a dramatic shift across the WASH field. The first step must be agreement on a common definition of sustainability and on the core design principles of sustainable and effective programs and services. Implementing organizations will also need to go beyond counting short-term beneficiaries in calculating impact. Instead, they will need to develop shared performance metrics so that all implementing organizations measure and report impact on the same indicators over time, sharing knowledge about what works and catalyzing improvement across organizations.

Ultimately, the WASH sector will need to transform the funding, measurement, and accountability of multiple actors including USAID, multilaterals, foundations, corporations, and implementing NGOs. Funders have a special role to play in advancing the practices of their grantees, while multiple governmental and non-governmental actors will need to collaborate around a shared definition of sustainability, as well as criteria with which to implement and measure sustainable programs. Finally, a robust and cross sector push toward sustainability must be closely linked with global advocacy to fully realize this goal's potential to amplify the impact of the WASH sector.

Goal 2

Focus U.S. Government and multilateral aid on populations in need (Sub-Saharan Africa, South Asia)

Key Stakeholders to Engage = USAID, Congress, Executive Branch, Multilaterals, Global Advocates

While aggregate WASH coverage has increased, the highest need countries and communities are too often left behind. To extend WASH services to those most in need, the U.S. Government and multilaterals should increase the share of their WASH funding for high need populations in Sub-Saharan Africa and South Asia. Water, sanitation, and hygiene are cost-effective and essential investments to combat extreme poverty, and WASH advocates must continue to communicate the value of WASH solutions to USAID missions and Washington decision makers in order to increase the depth of WASH programming in Sub-Saharan Africa and South Asia. In past years, the U.S. Congress has stipulated an appropriation for WASH funding in Africa (\$125 million in 2008 and 2009); the field should pursue similar allocations for high need geographies in the future. Finally, making the case to the World Bank and other multilaterals that investment in Sub-Saharan Africa and South Asia is both critical and cost effective will potentially direct a larger amount of resources to the populations most desperately in need.

Goal 3

Maintain current U.S. Government funding for WASH

Key Stakeholders to Engage = Congress, Executive Branch, USAID

Given the current economic climate and rising Congressional pressure to cut foreign aid budgets, it will be a significant achievement to maintain current U.S. Government WASH funding over the next several years. This goal applies across U.S. Government WASH spending, but in particular to USAID's annual WASH appropriation (\$315 million in FY 2010). To reach this goal, it will be imperative for the WASH sector to continue building key Congressional relationships that solidify WASH as a bipartisan, cost-effective priority for investment.

Constraints on foreign aid budgets plus skepticism about America's role in global development threaten not only the WASH sector, but all sectors who work to improve the livelihoods of the world's poor. Yet this challenge presents an opportunity for the WASH sector to link more closely with other development players in making the case that foreign aid improves lives and is bound closely to the interests of the United States. In particular, it will be advantageous for the WASH field to highlight the tangible benefits that WASH investment brings to the Presidential priorities of global health, food security, and climate change. Lastly, while this goal focuses on the maintenance of government funding, the sector should be opportunistic in supporting a potential re-introduction of the Water for the World Act or other legislation that dramatically improves WASH funding or strategy.

Goal 4

Advocate for greater funding from non-U.S. Government donors and highlight sanitation as a sub-strategy

Key Stakeholders to Engage = Foundations, Corporations, U.S. Public, Multilaterals, Global Advocates

While the U.S. Government will not likely drive an increase in WASH funding, there are rich opportunities to increase WASH funding and focus from non-governmental sources. Potential audiences for this goal include:

- **Foundations** – Many foundations that fund related issues (e.g., global health, environment, women's rights) do not prioritize WASH. There may be opportunities for high-level conversations and awareness-raising to expand the number of U.S. donors who see WASH as a priority investment toward meeting their foundations' goals.
- **Corporations** – As more corporations realize the mutual benefit between WASH issues and their core business, WASH advocates should be proactive in engaging corporations as partners in WASH advocacy and implementation. The Global Water Challenge has begun work in this area, but with deeper cross-sector collaborations, corporations can become exponentially larger contributors to WASH issues both through their funds but also through their products, services, and global reach.
- **Multilaterals** – While multilaterals likewise face funding pressures from the economic crisis, even marginal increases in development bank aid hold potentially large impacts for the WASH field and so should be pursued as critical elements of WASH advocacy.
- **U.S. Public** – While the current awareness and infrastructure for raising WASH funds from the U.S. Public is relatively low, "water" can be highly resonant message when paired with strong marketing. The field should encourage and build on the efforts of organizations like charity: water and water.org to build public awareness of and support for WASH issues.

Advocacy to each of these non-U.S. Government donors will require a focus on the interests of the respective audiences. At the same time, the WASH advocacy field should prioritize a sanitation sub-strategy for specific venues and audiences. Sanitation can be a more technical and less resonant message than safe water or handwashing. Sanitation is also not adequately understood and receives insufficient investment relative to need. Given this under-focus on sanitation, field actors should pursue targeted and opportunistic efforts to raise awareness and interest of sanitation – particularly among technically-astute and outcomes-focused private donors and multilateral organizations.

Goal 5

Improve data quality, demand, access, and dissemination across the WASH field

Key Stakeholders to Engage = USAID, Executive Branch, NGO Leaders, Multilaterals, Global Advocates, Foundations, Corporations

Improving the collection, synthesis, and communication of data on the effectiveness and sustainability of WASH services supports the realization of the four goals listed above, and is imperative to future improvements in WASH advocacy and implementation. Robust utilization of data can support the field to define common measures of sustainability, and can focus funding on what works while improving the resonance of advocacy messages. Such a function is largely lacking within the current WASH field, and meeting this goal will require collaborative effort as well as a shift in focus for multiple WASH actors. On-the-ground implementers must improve their monitoring, evaluation, and reporting (aligned with the sustainability metrics defined in Goal 1). Researchers must define a robust agenda around effectiveness and sustainability and work to build the evidence base for effective and sustainable WASH services. Funders and policymakers must incentivize quality data use and be transparent in sharing successes as well as failures. And every actor in the WASH field – but in particular WASH advocates – must significantly improve their ability to package and communicate data in a resonant way to inform advocacy, persuade key decision makers, and improve practice in the field. Success on this goal will affirm the value of WASH solutions to human development, and will build the foundation for increasingly powerful WASH advocacy over the next 10-15 years.

IV. Strengthening the Field

Reaching these new goals will require additional resources and competencies beyond those already present in the U.S. WASH advocacy field. Based on FSG's analysis of best practices in advocacy by organizations in other fields, four key capabilities will be necessary to achieve the goals listed above.

High Profile Leadership and Personal Relationships

As the field seeks to influence key decision makers outside of Congress, a new type of advocacy will be required. High profile leadership and trusted personal relationships will be necessary to gain access to key decision makers within USAID, the State Department, the Administration, and at global corporations and leading foundations. Individuals with the authority to change policies and redirect funding priorities are often insulated from ordinary channels of communication. New champions with sufficient clout and prominence to cut through these barriers and gain access to influential leaders will be essential to success. Bringing even more powerful and articulate leadership to WASH advocacy will also help drive a greater focus on sustainability and effectiveness, raise the field's public profile, and forge cross sector partnerships around WASH goals.

Best Practices in Advocacy – Leadership

Malaria No More has provided **visible, public leadership** in the fight against malaria, serving as the point of the spear for sector advocacy. Ray Chambers and Peter Chernin, the founders of Malaria No More, as well as current leaders Scott Case and Mark Green all have provided high profile and well-connected leadership to build support for malaria among legislators and corporate executives. In addition, Malaria No More has prioritized **personal relationships** with members of Congress – due in part to Mark Green's former service as a U.S. Congressman – and over time has supported the Congressional Malaria Caucus in becoming one of the most active Congressional Caucuses and a strong voice on malaria issues.

Coalition Engagement

Effective advocacy requires a coordinated voice from all sectors. The field has recently improved its internal coordination thanks to the InterAction WASH Working Group, the Global Water Challenge, and Millennium Water Alliance, but many organizations continue to engage on WASH issues in disconnected ways. Greater coordination is needed not only within the WASH sector but also with outside groups that work on related issues. In particular, corporations exert a powerful advocacy voice and share many goals with the WASH field, yet their message is rarely aligned with that of foundations, and NGOs. Coordination will require additional time and resources, but offers tremendous leverage if the many different WASH advocates can align their goals and strategies. It is rare that corporations, foundations and NGOs present a unified campaign, but it can be highly effective when they do. In addition, the importance of WASH to the three Presidential priorities of global health, climate change, and food security as well as other development objectives presents an opportunity to link advocacy and programming agendas with those of related groups, and jointly achieve goals that would be difficult to achieve alone.

Building and Communicating a Robust Evidence Base

The WASH field lacks sufficient data collection, synthesis, and dissemination to build the evidence base for effective and sustainable practices and to support a more powerful advocacy message. Data gathering efforts by NGOs, universities, and multilaterals have significantly increased the amount of information available, but a substantial knowledge gap remains. More resources are needed for on-the-ground monitoring and evaluation around sustainability and effectiveness. Additional analysis is required to distill learnings about effective practice and to spread what is working among the many implementing organizations. Common measurement frameworks and shared metrics are essential to describe and compare practices across the field. Finally, better communication and more compelling messaging is crucial if the field is to elevate WASH as a top-tier global health and development priority.

Best Practices in Advocacy – Data

AVAC serves as an independent NGO clearinghouse and **data-driven advocate** for the HIV/AIDS biomedical prevention sector. AVAC collects extensive data on scientific field trials, then translates and communicates that data to inform HIV/AIDS policy, advocacy, and practice. AVAC also plays a watchdog role by monitoring field commitments and by releasing an annual report that has become the gold standard for communicating HIV prevention data and results. Since its inception in 1995, AVAC has raised the profile of the HIV/AIDS sector and helped direct resources to the most effective solutions.

Additional Advocacy Capacity

Multiple WASH organizations engage in advocacy, yet there are only a handful of professional advocates involved who bring the expertise to meaningfully influence key members of the government and other cross-sector actors. Compared to other priority development sectors, the WASH field lacks an adequate number of dedicated and experienced professional WASH advocates. Filling this capacity gap may entail engaging skilled advocates from corporations interested in WASH related issues, as well as talented advocates from outside the WASH sector entirely. Building a broader coalition of expert advocates, however, will be essential to reaching the field's goals and, in particular, to maintaining U.S. funding levels in this difficult political and economic climate.

V. Conclusion

Enabling the WASH field to adopt and successfully pursue the new goals suggested by FSG's research will require additional resources, as well as the collaboration and perseverance of organizations across and beyond the sector. But this new framing of U.S. WASH advocacy also offers an opportunity to transform the field and substantially increase the global impact of U.S. actors on critical WASH goals. There is already significant momentum in the field toward more effective and sustainable practices, better data collection, and increased collaboration. Building on these emerging strengths by focusing more clearly on a broader set of goals, and investing in the necessary capabilities to reach them, will enable the many dedicated WASH advocates to accomplish even more than they have to date, and ultimately to extend essential WASH services to many millions of people in dire need.

Appendix A – FSG Process

U.S. WASH Advocacy Strategy Scope of Work

The Howard G. Buffett Foundation, Bill and Melinda Gates Foundation, and Conrad N. Hilton Foundation engaged FSG to analyze the U.S. WASH advocacy landscape and provide recommendations for an advocacy strategy to influence U.S. audiences over the next five years, designed to ultimately increase the number of people with access to clean water, sanitation, and hygiene in the developing world.

Research Process

- FSG's research and analysis was conducted from October 2010 through February 2011.
- FSG interviewed over 50 stakeholders across the WASH sector.
- FSG interviewed eight advocacy experts from other sectors to identify key advocacy success factors.
- FSG conducted extensive secondary research on topics including the scope of need for access to water, sanitation, and hygiene in the developing world; WASH advocacy organizations and NGO implementers; funding levels by key actors and sectors; global WASH advocacy efforts; and recent trends in the sector.
- FSG attended several WASH conferences and convenings including a meeting of the InterAction WASH Working Group, a field convening by Water Advocates on November 4, 2010 at CSIS, and a Sustainability Summit hosted by Global Water Challenge and The World Bank in Washington D.C on January 14, 2011.

Appendix B – FSG Interview List

FSG interviewed 60 people from the WASH sector within the U.S. Government, advocacy organizations, academic institutions, foundations, multilaterals, corporations, and NGOs as well as eight people from advocacy organizations working in analogous sectors.

	Organization	Name	Title
U.S. Government	Congress	Chris Homan	Staff, Senator Dick Durbin (D-IL)
	Congress	Melanie Nakagawa	Staff, Senate Foreign Relations Committee
	Congress	Stacie Oliver	Staff, Senator Bob Corker (R-TN)
	Millennium Challenge Corporation	Barbara Hayes	Director of Infrastructure
	State Department	Aaron Salzberg	Special Coordinator for Water
	USAID	Chris Holmes	Global Water Coordinator
	USAID	Jim Franckiewicz	Economic Growth, Agriculture, and Trade (EGAT) Water Team Leader
	USAID	Dr. John Borrazzo	Chief, Maternal and Child Health Division
Advocates	K&L Gates	Daniel Ritter	Partner, Public Policy and Law Practice Group
	K&L Gates	Paul Stimers	Associate
	williamsworks	Whitney Williams	Founder and President
Academic	CSIS / University WASH Consortium	Katherine Bliss	Deputy Dir. and Sr. Fellow, Global Health Policy Center and Sr. Fellow, Americas Program
	Duke / University WASH Consortium	Dr. Peter McCormick	Director of Water; Nicholas Institute
	Emory / University WASH Consortium	Dr. Christine Moe	Associate Professor, Hubert Department of Global Health and Director, Center for Global Safe Water
	UNC Chapel Hill	Dr. Jamie Bartram	Director, Water Institute at UNC
Foundations and Multilaterals	Acumen Fund	Marc Manara	Water Portfolio Manager
	GETF / GWC	Monica Ellis	CEO
	The Case Foundation	Erich Broksas	Senior Vice President, Innovation & Investment
	Bill & Melinda Gates Foundation	Sara Rogge	Policy & Advocacy Officer, Water, Sanitation & Hygiene
	Bill & Melinda Gates Foundation	Rachel Cardone	Program Officer, Water, Sanitation & Hygiene
	Conrad N. Hilton Foundation	Dr. Braimah Apambire	Senior Program Officer, International Programs and Senior Advisor, WASH
	Conrad N. Hilton Foundation	Edmund Cain	Vice President, Grant Programs
	The Howard G. Buffett Foundation	Ann Kelly	Partner, Global Philanthropy Group
	Rockefeller Foundation	Dr. Cristina Rumbaitis del Rio	Associate Director
	UN Office of the High Commissioner for Human Rights	Catarina de Albuquerque	UN Independent Expert, Senior Legal Advisor
	UNICEF	Cindy Kushner	Advisor, Sanitation and Water for All
	UNICEF	Clarissa Brocklehurst	Chief, Water, Sanitation and Hygiene
	World Bank	Elizabeth White	Sr. Strategist, Environmental, Social, and Corporate Governance, IFC and Sr. Strategist, World Bank

	Organization	Name	Title
Corporations	Coca Cola Company	Greg Koch	Director, Global Water Stewardship
	Coca Cola Company	Lisa Manley	Director, Sustainability Communications
	Ethos Water	Jonathan Greenblatt	Founder
	Pepsi	Claire Lyons	Global Grant Portfolio Manager, PepsiCo Foundation
	Proctor & Gamble	Shannon Penberthy	Associate Director, Global Government Relations
	Unilever	James Inglesby	Project Innovation Department
NGO	CARE	Brooks Keene	Water Policy Advisor, CARE
	CARE	Peter Lochery	Senior Advisor for Water, Sanitation, and Env. Health
	charity:water	Scott Harrison	Founder and CEO
	charity:water	Rod Arnold	Director of Special Projects
	End Water Poverty	Fleur Anderson	International Campaign Coordinator
	InterAction	Brian Greenberg	Director, Sustainable Development
	InterAction	Samuel Worthington	President & CEO
	InterAction WASH Working Group	Stephanie Cappa	Legislative Coordinator for International Development / Former Staff to Representative Blumenauer (D-OR)
	IRC International Water and Sanitation Centre	Dr. Patrick Moriarty	Senior Programme Officer, Africa Team
	Millennium Water Alliance	Rafael Callejas	Executive Director
	Millennium Water Alliance	John Sparks	Director of Advocacy and Communications
	NRDC	David Beckman	Director, Water Program
	One Campaign	Tom Hart	Senior Director, U.S. Government Relations
	PATH	Eileen Quinn	Senior Communications Officer
	PATH	Janie Hayes	Communications Officer
	Rotary Club International	Ron Denham	Coordinator for water and sanitation projects
	Safe Water Network	Kurt Soderlund	CEO
	Water & Sanitation for the Urban Poor	Andy Narracott	Programme Coordinator
	Water & Sanitation for the Urban Poor	Paul Gunstensen	Funding Manager
	Water Advocates	John Oldfield	Executive Vice President
	Water Advocates	John Sauer	Director of Communications
	Water Advocates / Waterlines	David Douglas	Board Member / President
	Water for People	Ned Breslin	CEO
	Water.org	Gary White	Executive Director and Co-Founder
	WaterAid America	David Winder	CEO
	WaterAid America	Mandy Folse	Head of Policy and Advocacy
	World Conservation Union	Dr. Mark Smith	Head - IUCN Water Programme
Advocacy Analogs	AVAC	Mitchell Warren	Executive Director
	Basic Education Coalition	Cris Revaz	Executive Director
	Funders Together	Anne Miskey	Executive Director
	Global AIDS Alliance	Paul Zeitz	Co-Founder and Executive Director
	Malaria No More	Scott Case	CEO, Vice-Chairman
	Malaria No More	Mark Green	Managing Director, Malaria Policy Center
	The Pew Charitable Trusts	Dr. Joshua Reichert	Managing Director, Pew Environmental Group
	Rotary International / Global Polio Eradication Initiative	Kris Tsau	PolioPlus Advocacy Specialist

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Disclaimer

All statements and conclusions, unless specifically attributed to another source, are those of the authors and do not necessarily reflect those of any individual interviewee or the funders.