# Paths Forward for the Global Water, Sanitation, and Hygiene (WASH) Sector

A Report of the CSIS Global Water Futures Project

AUTHORS Katherine E. Bliss Katryn F. Bowe





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Center for Strategic and International Studies 1800 K Street, NW, Washington, DC 20006

Tel: (202) 775-3119 Fax: (202) 775-3199 Web: www.csis.org

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Katherine E. Bliss and Katryn F. Bowe

#### Introduction

On the afternoon of World Water Day, March 22, 2010, the Global Water Futures Project at the Center for Strategic and International Studies (CSIS) in Washington, D.C., hosted an event entitled "Paths Forward for the Global Water, Sanitation, and Hygiene (WASH) Sector." CSIS organized the event in partnership with several organizations that work to promote access to water and sanitation internationally, including CARE, Global Water Challenge, PATH, Population Services International (PSI), and Water Advocates. The event featured a series of discussions focused on ways to catalyze and strengthen efforts to address international WASH problems. The overarching goal of the sessions was to develop a set of actionable recommendations regarding how to improve the outcomes of global WASH programs and to increase the capacity of the U.S.-based public and private sectors to engage in program activities related to global WASH challenges.

The WASH-focused event at CSIS complemented an earlier meeting on March 22, entitled "World Water Day: Americans Doing Our Part," which took place at the National Geographic Society. The World Water Day celebration featured presentations by representatives of several nongovernmental organizations (NGOs), foundations, corporations, and faith-based organizations that work to enhance access to safe drinking water and sanitation services internationally. U.S. Secretary of State Hillary Clinton delivered the keynote address. In her speech, Secretary Clinton emphasized the ongoing commitment of the U.S. government to work on global WASH challenges. In her first major address on international water issues, Clinton articulated five key areas of future U.S. engagement on global water: building capacity at the local, national, and regional levels; elevating and coordinating diplomatic efforts related to water; mobilizing financial support for water management and infrastructure development; harnessing the power of science and technology to resolve water challenges; and broadening the scope of partnerships, including those with nonprofit organizations and the private sector. While Secretary Clinton commented on a wide range of global water issues, including governance and transparency in the water sector, transboundary water conflicts, and water scarcity, she devoted a significant portion of her remarks to how the U.S. government works to address global WASH challenges. Undersecretary of State for Global Affairs and Democracy María Otero, who also spoke at the meeting, noted the relevance of WASH activities to the Obama administration's Global Health Initiative.

Many of the themes outlined during the morning session resonated with the afternoon event at CSIS. The "Paths Forward" meeting featured four expert roundtables or working groups. Each session examined a key challenge facing the water, sanitation, and hygiene sector. Roundtables focused on the following themes: "Building the Momentum for WASH Awareness," "Growing the Resource Base for WASH Efforts," "Making Our WASH Investments Count," and "Breaking the WASH Silo." A moderator and four lead discussants opened the conversation in each session. Participants included nonprofit leaders, policy specialists, academic researchers, government officials, and representatives from corporations and philanthropic organizations. During each 90minute discussion, the groups worked to generate strategies to engender greater will on the part of the U.S. government and private citizens to address international WASH issues; to identify new opportunities for funding international WASH projects and building partnerships to ensure project sustainability; to facilitate the measurement and communication of project results; to ensure the involvement of local communities and developing country governments in WASH activities; and to promote the integration of WASH projects with other activities related to such topics as global health, environmental conservation, or land-use planning. Each session offered approximately 30 attendees the opportunity to network, exchange views, and share their suggestions for advancing the global WASH agenda.

While discussion during each roundtable revealed differences of opinion regarding the applicability of various approaches or implementation practices within the WASH sector, there was broad consensus on four key themes: that support within the U.S. public for investments in international water, sanitation, and hygiene programs is high; that, despite the current climate of political partisanship and the ongoing financial crisis, there are opportunities for increasing support for greater U.S. government investments in WASH programs; that it is essential that donor governments, funders, and implementers work closely with communities where WASH projects are being carried out to ensure the sustainability of activities in the long term; and that both the local and international private sectors have critical roles to play in advancing advocacy efforts, financing WASH projects, delivering services, and collecting and disseminating research on WASH challenges.

The ideas and suggestions in this report do not necessarily reflect the opinions of the authors, the "Paths Forward" event organizers, the moderators, or the lead discussants. Rather this summary captures the broad themes that characterized conversation and debate in each session and outlines the recommendations that emerged from the roundtable exercises held at CSIS during the afternoon on World Water Day 2010.

# Session I: Growing the Resource Base for WASH Efforts

This working group was moderated by Ed Cain, vice president of Programs for the Conrad N. Hilton Foundation, and was coordinated by John Oldfield of Water Advocates. Discussion focused on generating strategies to increase funding for drinking water, sanitation, and hygiene projects (WASH) in developing countries.

During the session participants considered the following questions:

- What can be done to build the confidence of businesses and philanthropic organizations when it comes to allocating resources for international WASH efforts?
- How can information about resources, funding, and partnership opportunities related to WASH projects be systematically gathered and shared across sectors?
- How can resources for international WASH activities best be leveraged to create the greatest impact at the local level?

This roundtable commenced with an overview of the funding landscape for international WASH efforts. During the morning event at National Geographic, Secretary of State Clinton pointed to the importance of mobilizing financial support for WASH projects, despite the often difficult task of tapping into scarce public and private resources when there are competing demands. Estimates of how much funding will be required per year to meet the Millennium Development Goal target that pertains to water and sanitation (which is to halve by 2015 the proportion of people with no access to sustainable drinking water or sanitation services) vary widely, with projections ranging from \$6.7 billion per year to \$75 billion per year. Globally, two-thirds of WASH resources are provided locally. Foreign assistance funds comprise the remaining one-third of WASH activities. Working group participants noted that, although funding from the philanthropic sector is substantial, only a handful of foundations and other organizations are seriously engaged in international WASH efforts.

One theme that arose during the discussion was the importance of attracting new donors to the WASH sector. Some participants observed that philanthropic organizations and corporations tend to be poorly informed of current WASH efforts and opportunities. Several people stressed the importance of ensuring that potential donors are aware of WASH activities that could benefit from support and funding. Discussion focused on the necessity of developing efforts to educate potential donors regarding the importance of WASH funding, while clarifying the business incentives for investments. Representatives from the corporate sector suggested that businesses may be more likely to contribute to international WASH projects if advocates and recipients clearly demonstrate the benefits for private entities of investing in WASH activities. Ultimately, the group concluded, WASH advocates should convey to potential corporate and private-sector funders that it is in the best interest of businesses to help promote the health of consumers and markets.

The working group on "Growing the Resource Base for WASH Efforts" also addressed the challenge of communication regarding resources and funding. Some participants expressed concern that a lack of cooperation and sharing of information across the WASH sector limits opportunities to attract new resources and prevents organizations from effectively using existing funds. Others noted that actors in the WASH sector seem to lack a common vocabulary needed for multiple organizations to operate—and cooperate—with similar expectations and assumptions, leading to the persistence of multiple disconnects across the sector. One participant declared that "we need more glue." There was general agreement that sharing information is crucial to achieving alignment among WASH donors and organizations.

Finally, participants considered the importance of leveraging resources within the WASH sector to enhance funding for WASH activities. Considering the weakened state of the economy, participants agreed that funders are interested in getting the most "bang for their buck." Partnerships can be an effective tool for philanthropic organizations and corporations to employ in order to amplify what are often limited resources. For example, Rotary International's polio eradication program has shown that fund "matching" has been particularly successful. Participants agreed that more effective leadership in building partnerships for WASH activities would help facilitate resource development.

#### Recommendations

- Implementers, policymakers, and donors working within the WASH sector should more regularly share information regarding funding priorities; program outcomes; best, worst, and emerging practices; and technology assessments.
- Donors should explore creative strategies for mobilizing and sharing information about available resources, particularly private-sector resources, for WASH activities. In general, all funders should be encouraged to be more open and transparent regarding their funding activities through their external reporting.
- Peer-to-peer networking opportunities for donors to WASH activities should be expanded and formalized. To facilitate this exchange, an impartial entity should convene biannual gatherings among current and future donors from faith-based communities, civil society, and the corporate sector. The affinity groups at the Council of Foundations provide a model for such a network.
- Investing in social media networks and information technology systems to leverage resources is an option WASH program managers should explore.
- WASH programs should utilize credit mechanism tools to expand financial resources available
  to communities that wish to implement WASH programs. At the same time, the WASH sector
  should strengthen its ability to mobilize capital at the community level.

•	Government officials should challenge foundations to take advantage of their unique degree of freedom to take risks with spending allocations, to creatively invest in WASH projects, and to share beneficial knowledge.

### Session II: Making Our WASH Investments Count

Hnin Hnin Pyne, senior health specialist at the Water and Sanitation Program, moderated the "Making Our WASH Investments Count" discussion. Tanvi Nagpal of the Global Water Challenge coordinated the session. The purpose of this session was to advance the Water, Sanitation, and Hygiene (WASH) community toward a shared understanding of how to make investments in the WASH field more meaningful and sustainable. This discussion focused on how to make the best use of the existing resources in the WASH sector rather than consider efforts to mobilize additional support. There was general consensus that the sector's challenges cannot be addressed unless existing and future investments are managed in a more sustainable and cost-effective manner, even if funding for the sector increases.

During the session participants considered the following questions:

- What steps need to be taken to make the concepts of sustainability and cost effectiveness central to WASH programming?
- What incentives need to be in place so that WASH program staff can be explicit about what constitutes success, and how they will measure and monitor it?
- What can be done to increase the risk tolerance of donors and implementers to try new approaches when old ones have not worked?
- What factors will promote learning, especially from mistakes, and how can WASH implementers share lessons learned and incorporate them into their work?

A key theme that emerged during the discussion was that a shared and explicit definition of success should be considered a crucial element of WASH programming, even if it may be difficult to arrive at consensus regarding what constitutes success. Most participants agreed that practitioners within the sector do not share a common understanding of how to define WASH project success. Milestones of accomplishments should be determined before the start of the project and should be tied to a specific performance period. In addition, it is important for programs to set realistic expectations for the beneficiaries of a WASH project, because expectations can be high and somewhat unrealistic.

The need for a shared vision of success was central to the discussion for several reasons. Goal setting and measurement of achievements can also encourage accountability on the part of implementers, beneficiaries, and donors. Participants discussed the fact that defining failure is as important as setting goals. The development of a common framework of goals and metrics would be ideal, creating greater incentive for implementers to keep track of progress if everyone is measuring the same thing.

Having agreed on the importance of defining success and measuring outcomes, participants then attempted to articulate what constitutes success in the WASH sector. On the one hand, it was recommended that success be defined rather simply: "Going from a muddy hole to chlorinated

water—this is a success," said one participant. On the other hand, several participants suggested that success should encompass a broad range of definitions, including a project's impact on health, the economy, and human development. Some pointed to functioning infrastructure as an essential outcome of a successful program. But others argued that solely measuring infrastructure is not sufficient—that ensuring the smooth delivery of services is also important. Questions to consider could include the following: Is water flowing, and are downtimes limited? Are there sufficient resources to keep the services maintained?

While some at the roundtable suggested that functioning infrastructure and services should be the main indicators of success, others felt strongly that these measures should be complemented by health indicators, such as diarrheal disease and mortality rates. Behavior change was also presented as a key component of WASH success: Has a WASH program generated long-term changes in the knowledge, attitudes, and practices of a community with regard to drinking water, sanitation use, and hygiene? For example, one could point to such changes in behavior as a community's habitual use of toilets or adoption of hand washing with soap as examples of program success.

While the group was unable to reach a consensus definition of success, participants agreed that success is often defined by who measures it; engineers, sociologists, public health professionals, beneficiaries, and politicians may all have different ideas about what success looks like.

Participants agreed that sustainability should also be considered an indispensable element of success and discussed strategies to promote project sustainability. There was consensus that an environment in which communities are not dependent on the involvement of external organizations or agencies for WASH program implementation should be the ultimate goal of international WASH efforts. Implementing organizations should embrace a management ideology focused on devolving administrative tasks to communities over time.

The question of sustainable funding also provoked discussion. As one participant pointed out, in the industrialized world, many projects are subsidized; it may be unrealistic to expect that communities in less-developed countries will have the resources to finance projects on their own. Therefore, NGOs and other entities should work with communities to ensure they have the support they need to actually carry out the tasks they have assumed in the context of program activities. NGOs also should be held accountable for the hardware they install and be available to the community for troubleshooting when equipment problems arise. Programs should also identify and mobilize resources beyond the community's direct contributions, such as local government finance, where they are available. Finally, practitioners and funders must have incentives in order to create long-term impact with respect to WASH activities. Implementing organizations should be wary of "squeezing in as much as possible," as overextended resources are unlikely to contribute to the achievement of WASH goals in the long run.

The role of "scalability" also factored prominently in discussions regarding achieving sustainability and defining success. Some participants observed that while a large amount of funding goes toward projects that are described as, or intended to be, "sustainable" and scalable," many projects are not, in fact, designed to reach "scale." Participants also discussed the fact that the best examples of

scalable and sustainable project models are those that absorb private financing. They noted that customer satisfaction is a key element of these efforts, as people who are satisfied will continue using services and will access resources to pay for these services. Viewing members of communities where projects are being carried out as "beneficiaries," as opposed to "consumers," can be a mistake, in that project implementers underestimate the desire and capacity of local residents to acquire services. In many cases, implementers may use less expensive infrastructure materials or provide a lower level of service than desired by the community members in an effort to drive down costs. Thus, a WASH program that takes the customer market into consideration and expands community access to capital, perhaps through low interest credit, will enable more customers who are willing and able to pay for services to do so.

The extent to which measuring and analyzing results contributes to program sustainability was also discussed. Tying results and funding too closely together can limit WASH projects' sustainability, some argued, as funding cycles do not always coincide with impact patterns. Implementers feel pressure to produce results in 2 or 3 years, but WASH projects may need 10 to 15 years to generate the full spectrum of desired results—especially if the goals are to improve health and change behavior. Moreover, monitoring and assessment can be difficult and expensive to undertake and require diverting program funds to support evaluation exercises. Some session participants suggested that a more quantitative style of measuring outcomes—which by and large is different than the anecdotal, qualitative information that is currently collected and reported—would be beneficial.

Participants warned that mistakes are likely to be repeated not only when outcomes are not measured but also when the information generated from evaluations is not utilized. One participant stated "we are measuring, but not actually using measurements." Because NGOs tend to think this is a "donor issue," discussion therefore turned to the role of the donor sector. Participants emphatically stated that they need a safe space in which to share lessons learned without the fear of losing funding, and they emphasized that donors must be more sympathetic to this need. Representatives of some NGOs admitted that the incentive is to put a positive spin on their outcomes in order to receive more funding.

The possibility that NGOs have been "selling the donors short" with respect to measuring program success and failure also arose, with some observing that donors rarely ask for specifics but instead rely on implementing partners or agencies to identify funding priorities. The relationship between donor and implementing NGOs should be more collaborative than simply delivering updates every six months. Some warned that donors may be likely to go into a "bit of shell shock" the first time an undesirable result is reported by the NGOs. However, several representatives of donor organizations suggested that they would appreciate greater communication and honesty regarding results from NGOs. Furthermore, it is in the interest of donors to expand monitoring and evaluation. To spend a relatively small amount of money to measure results and determine what works will help ensure project success in the long term.

#### Recommendations

- For every project or program, success—whether it be functioning infrastructure, service
  delivery, health indicators, or customer satisfaction—should be defined. Reporting on progress
  toward achieving project goals should be made time sensitive.
- To allow for easier progress reporting, a common framework of goals and metrics should be shared throughout the WASH sector. Monitoring and evaluation of WASH projects should be encouraged and expanded; a more quantitative and comparable method for measurement and analysis should be adopted.
- Failure, like success, should be clearly defined, and lessons related to project failure should be more candidly shared with partners, donors, and beneficiaries.
- Implementing partners should communicate more honestly and openly with donors about their failures. To this end, a "safe space" to share information and lessons from WASH projects across the sector, including failures, should be created.
- Before implementing WASH projects, practitioners must understand the demand for WASH services among customers; determine who has the resources to pay for services; and identify alternative sources of funding to ensure continued demand and sustainable program funding in the long term.

# Session III: Building the Momentum for WASH Awareness

This session was moderated by Ambassador Hattie Babbitt and coordinated by John Sauer of Water Advocates. Participants in this working group considered ways to increase awareness of and support for international WASH activities within U.S. government agencies and how to generate increased support from private citizens in United States for international WASH programs.

During the session participants considered the following questions:

- What is the current landscape of support for WASH issues among the American public and at the federal level? What are the key challenges to increasing political support?
- How can the various elements within the WASH sector work together to develop a strategic approach to advocacy?
- What resources are available to raise awareness?
- What messages about international WASH challenges and solutions will best resonate with the American public?

The session commenced with an overview of the promises and challenges that the present political landscape presents for strengthening the U.S. response to the global WASH crisis. Some participants cautioned that the current partisan political climate poses considerable difficulties in generating congressional support for greater U.S. government funding of international WASH programs; the upcoming mid-term elections and the ongoing financial crisis may force even the most ardent political champions of international development programs to be cautious about supporting increased spending on international WASH issues.

Many participants voiced the sense that policymakers, as well as the American public, are more willing to respond to the global water and sanitation challenge now than in recent years. In an otherwise intensely partisan political climate, WASH issues continue to enjoy bipartisan support on Capitol Hill. The U.S. executive branch is accelerating its efforts to tackle global water challenges, as well. In her speech at the National Geographic Society on World Water Day, Secretary of State Hillary Clinton signaled that the U.S. Department of State will strengthen its focus on water through diplomatic channels and in development programming. Participants in the "Building the Momentum for WASH Awareness" session observed that Secretary Clinton's speech reflected an unprecedented demonstration of high-level political support for the global WASH agenda.

Session participants noted that in the United States there is a fledgling but growing grassroots movement on behalf of global WASH activities. For example, over 100,000 people signed a ONE campaign petition supporting the passage of the proposed Senator Paul Simon Water for the World Act. Participants also agreed that Americans do care about the importance of safe drinking water in the international context, noting that people are most enthusiastic about contributing their resources to international causes when they both understand the issue and can determine what

initiatives can make a difference. There was a strong sense that advocates should seize the opportunities presented by existing grassroots support for international WASH activities; even though the fiscal situation is unlikely to improve in the short term, advocacy is likely to have an impact. Said one participant, "the will is there: we have to provide the way."

Key themes that emerged in the discussion were how to galvanize support for international WASH efforts and how to make better use of that which already exists. Although there have been a number of high-profile, awareness-raising activities in recent years, roundtable participants expressed the view that such efforts are far more effective when they are connected to an overall public relations/advocacy strategy for the sector. Grassroots advocacy efforts such as these are crucial to influence policy change and should be closely aligned, some argued, noting that the numerous events and public outreach that took place on or around World Water Day in 2010 successfully harnessed the energy of many diverse organizations.

Participants identified a range of resources that are available to raise the U.S. public's level of awareness regarding the global WASH challenge. The media was identified as a powerful tool, and some participants suggested that WASH advocates undertake more focused outreach to journalists to help them communicate more knowledgably about the global WASH challenge. Faith-based communities are increasingly playing a role in raising awareness about the WASH challenge by raising funds and reaching out to Congress; some argued that the WASH sector should connect with them to offer greater guidance on how to effectively engage with elected officials, representatives of the mass media, funders, and decisionmakers. The private sector can be another asset for WASH advocacy. Participants highlighted the potential for using corporate brands to elevate the profile of WASH issues. Finally, celebrities offer an important advocacy resource, serving an increasingly important role in raising awareness about global water, sanitation, and hygiene challenges. The roles of the media personalities who climbed Mount Kilimanjaro during the January 2010 "Summit on the Summit," singer Mandy Moore's role in promoting the World's Longest Toilet Queue in March 2010, and actor Matt Damon's ongoing efforts to support water.org are clear examples.

Beyond discussing how to improve coordination and make use of diverse resources for WASH advocacy, the group focused on determining the best content for awareness-raising activities, asking what messages best resonate with the American public. There was general consensus that the basic role that water plays in health and human development should be emphasized. One participant noted that "you can build schools, but if students cannot come because they are sick, it does not matter that the school is there." Another recommendation was to highlight the fact that people living with HIV/AIDS will be unable to benefit from antiretroviral therapy without safe drinking water. Some participants argued that the message that more children die from diarrhea than HIV/AIDS and malaria combined should be better utilized to generate funding for WASH challenges, given that funding for WASH programs pales in comparison to funding for programs to address the two other diseases.

Participants also considered the themes that shape outreach messages to decisionmakers and the American public. One recommendation was to identify, when relevant, the specific causes of water-related disease, such as cholera and dysentery, in order to distinguish the severe and life-threatening diarrhea that can characterize the disease in the developing world from the common and frequently less severe occasional diarrhea with which many Americans are familiar. At the very least, some participants argued, the sector should use the term "chronic diarrhea," where relevant, to emphasize the difference in severity.

Additional recommendations for messaging and building popular support for global WASH interventions included reminding Americans that the United States was able to overcome yellow fever, malaria, and other water-related challenges contributing to low economic productivity in the late nineteenth and early to mid-twentieth centuries by investing in water and sanitation infrastructure and promoting good hygiene practices. Advocacy experts at the session noted that sanitation persists in being a delicate and difficult issue to broach through outreach. They recommended that access to toilets and sewers be framed as social justice issues related to housing and dignity, suggesting that inequality with respect to sanitation access be emphasized in awareness-raising efforts. Furthermore, advocates should not hesitate to communicate that resolving the WASH challenge is intrinsically connected to advancing action on a broad range of important topics, such as democracy, gender equality, and food security. By focusing on tangible mechanisms by which WASH activities shape the outcomes of programs related to civic engagement, political participation, and transparency, among other themes, advocates may successfully convince people to support WASH causes.

Beyond the specific content of advocacy messages, participants discussed general communication strategies and challenges. Several participants shared their experience of difficulties in striking the right tone in communicating messages to both decisionmakers and to grassroots constituents: they must be neither overly complicated nor excessively simplified. How to communicate that solving the global WASH crisis requires building capacity, not just infrastructure, is one example of this kind of challenge. Another challenge is making WASH advocacy "sexy" or popular, similar to the way in which HIV/AIDS advocates shifted public perception of that disease from a taboo topic to a cause that is fashionable and desirable to support. Participants agreed that it may be easier to reach such goals if advocacy messages feature positive examples of progress in resolving—rather than difficulties in addressing—the WASH crisis.

The challenge of promoting political will within developing countries to take action regarding WASH deficiencies was a final topic of discussion. Participants asked why WASH issues are not of greater political relevance in developing countries. They considered why politicians in some countries are not more motivated to expand WASH programs, given that delivering such needed services would likely translate into political support. One NGO shared an example of success it had experienced in leveraging resources and galvanizing political will within a developing country. During the project, the implementing organization funded 25 to 30 percent of the project costs, and the Ministry of Finance, local schools, and communities contributed the remainder. As localities reached 100 percent WASH coverage, success bred more success. Communities pressured

municipalities to act, and politicians became empowered by their constituents' support, dedicating themselves to facilitating further efforts to deliver services.

#### Recommendations

- Despite growing partisanship within the U.S. Congress, advocates for global WASH efforts should capitalize on existing political and grassroots support for WASH activities and work to strengthen resolve and catalyze action by providing guidance and filling knowledge gaps.
- Celebrities can serve as an important advocacy resource and are playing an increasingly important role in raising awareness about global water, sanitation, and hygiene challenges.
- The private sector can play a vital role in WASH advocacy efforts, using well-known brands and proven marketing strategies to raise awareness about WASH challenges and solutions. Advocacy organizations should seek to enlist the support of celebrities and other media personalities to raise the profile of global WASH challenges and solutions, when possible.
- Advocates should link WASH outreach to other global health advocacy efforts, highlighting the fact that people living with HIV/AIDS will be unable to benefit from antiretroviral therapy without clean water.
- References to specific water-related diseases, such as cholera, dysentery, or arsenic poisoning, where relevant, are likely to convey more powerful and convincing advocacy messages than generic references to diarrhea or waterborne disease.
- To bolster support among the American public for greater U.S. government investments in global WASH efforts, advocacy messages should remind Americans that our own nation was able to overcome yellow fever, malaria, and low economic productivity through constructing water and sanitation infrastructure and practicing good hygiene.
- Advocates should not hesitate to communicate the ways in which resolving the global WASH challenge is intrinsically connected to advancing work on a broad range of important causes, such as democratic governance, gender equality, and food security.

## Session IV: Breaking the WASH Silo

The roundtable discussion on "Breaking the WASH Silo" focused on enhancing synergistic relationships between WASH and other sectors, such as environmental conservation and maternal and child health, in the developing world. During the session, participants evaluated methods for leveraging support (financial and otherwise) for WASH within existing non-WASH programs. Al Bartlett, senior adviser for child survival at the U.S. Agency for International Development (USAID), moderated the session, which was coordinated by Megan Wilson of Population Services International.

During the session participants considered the following questions:

- How can the integration of WASH into other health programs, activities, and investments help the sector overcome resource constraints and difficulties in project implementation?
- What are examples of projects in which integration has been successful?
- What challenges does integration of WASH projects into other sectors present?

At the beginning of the session, the moderator requested feedback on the premise that guided the discussion, that is, that the integration of water, sanitation, and hygiene into other activities is a beneficial strategy to overcome barriers and open opportunities to expanding WASH access. Although several participants noted the difficulties inherent in institutionalizing the integration of WASH and non-WASH activities, they generally agreed that integration does add value. One participant noted that "any objective or hope of scale involves integration as an essential element." Participants insisted that integration should be viewed as a means to accomplish various ends, rather than an "end game" unto itself. The group articulated a series of benefits that could result from an integrated approach: greater project efficiency, less duplication of efforts, and enhanced long-term planning. Participants also agreed that working across sectors can encourage partners to establish a "common language" to facilitate communication, further empowering the WASH sector to cooperate with actors beyond the immediate WASH community.

During the roundtable, participants noted another factor that can make integration more desirable: that coordinated efforts can lead to sustainable partnerships. Intersectoral cooperation can serve as a means for newer or "lower-profile" sectors, such as WASH, to join forces and link with institutions that are better established and have greater influence. For example, one participant said that a water utility had little control over pollution in its watershed until it partnered with other organizations and public agencies. The partnership attracted the interest and commitment of highly influential stakeholders, who were able to institute policy change leading to the reduction of pollution-creating activities.

Discussion focused on identifying the lessons learned from successful integration experiences. Linking WASH efforts to education, social marketing, and behavior change campaigns can be useful, as well. To expose populations to various WASH practices and products (such as hygiene promotion kits, hand washing stations, and latrines), organizations purposefully incorporate these

items into such venues as health clinics, refugee camps, and schools. For example, one product, WaterGuard (a low-cost, chlorine-based, household water treatment technology), is offered at no cost to families registering for vaccines. People who discover WASH-related products at the vaccine clinic may be more likely to follow the healthy behaviors that were demonstrated to them by clinic personnel, as they learn them at a moment when the issues were particularly relevant. The commercial sector also offers an important opportunity to influence healthy behaviors and broaden the scope and scale of WASH programs. For example, some organizations promote the sale of products such as oral rehydration therapy and household water treatment materials in local kiosks across the developing world. When customers approach a kiosk, they may plan on purchasing a non-WASH-related product but, once there, can learn about and have the opportunity to invest in a WASH-related good, as well.

The group agreed that, in general, WASH products are under-marketed. There is thus little consumer demand for them in some contexts. It was recommended that practitioners utilize marketing tactics to expand the integration of WASH products, services, and behaviors and to protect a generation during its entire lifecycle—from infants and schoolchildren to pregnant women to elderly men and women visiting a health clinic.

How to use WASH as a tool to accomplish non-WASH sector goals was another focus of the roundtable. The recent incorporation of WASH funding into U.S. programs administered through the President's Emergency Plan for AIDS Relief (PEPFAR) programs and guidelines, and the promotion of hand washing within HIV/AIDS health extension programs in Ethiopia, demonstrate the potential for promoting WASH in order to improve the health of individuals living with HIV/AIDS. Nutrition programming offers another possibility for promoting WASH activities. One organization shared its integrated strategy to combat under-nutrition, emphasizing that poor drinking water quality, sanitation, and hygiene greatly exacerbate nutrition challenges. There was some debate as to whether expanding WASH in these settings is "not so much integration, but putting WASH where it belongs," in the words of one participant. For example, is it appropriate to consider promoting hand washing in a health clinic as "breaking a silo" or as remedying a problematic omission?

The question of institutional ownership surfaced as a common challenge that characterizes integration efforts. "Ownership of integrated efforts is the key to sustainability, not integration itself," asserted one participant. An organization may support a strategy that is integrated and has multiple components, but each component may be implemented by a different agency. Thus, there is the risk that certain components may be orphaned if they do not fit clearly within an existing institution. Some participants observed that water and sanitation efforts that are linked to health programs often have difficulty finding institutional ownership. This is because WASH-related services may be implemented by engineers, educators, or public health officials, but professionals in the various fields do not necessarily collaborate with respect to program design or administration. It was suggested that the only way to avoid these problems is to divide a project into discrete pieces and identify who is responsible for each part. At the same time, it is crucial that resources be mobilized at all levels to support multilayered responsibilities, although this can prove challenging.

Within public programs, for example, resources should be allocated to operationalize integrated activities, even if budgets might reflect an amalgam of funding streams.

The session concluded with an analysis of gaps in knowledge and evidence regarding integration. Participants discussed the dearth of monitoring and evaluation regarding integrated programs. By and large, there is little data that conveys the effectiveness of this approach. In fact, there are numerous unanswered questions on the scalability of community-level integrated approaches. One recommendation was that the experiences of integration be more robustly documented and that lessons in integration be more routinely shared.

#### Recommendations

- The integration of water, sanitation, and hygiene into other activities can be a beneficial strategy to overcome barriers and open opportunities to expanding WASH efforts.
- Gathering data regarding the success or failure of integration efforts will contribute to greater awareness on the part of funders, policymakers, and program implementers regarding the benefits of integrating WASH activities with those focused on other sectors.
- Establishing a common language or terminology will help integrate WASH and non-WASH programs within development schemes and foster clearer communication of WASH issues within and across sectors.
- To facilitate integration, WASH products should be marketed within organizations and locations that families are likely to visit, such as markets, health clinics, and schools.
- The extent to which WASH programs can be used to advance progress toward non-WASH goals, such as treating HIV/AIDS or combating under-nutrition, should be better investigated and documented.
- It is important to integrate water, sanitation, and hygiene programs while at the same time
  working to integrate WASH programs into other sector activities, such as health programs,
  educational initiatives, or efforts to promote gender equality.
- The WASH sector should make use of the expertise of academicians who are trained in two or more relevant disciplines to ease communication and knowledge sharing among these various entities.
- Integration requires strong institutional support to divide and monitor responsibilities.
   Resources should be mobilized at all levels to support multilayered responsibilities.

### Appendix. Roundtable Agenda

#### 2:00-3:30 p.m. Session I: Growing the Resource Base for WASH Efforts

Claire Lyons, Manager of Global Grant Programs, PepsiCo Corporate Contributions & Foundation

Steve Werner

Jim Thompson, Regional Director for Global Partnerships, Global Partnership Directive, U.S. Department of State

Moderator: Edmund J. Cain, *Vice President for Grant Programs, The Conrad N. Hilton Foundation* 

Rapporteur: Celesta Palmer, CSIS

#### Session II: Making Our WASH Investments Count

Tanvi Nagpal, Director of Water and Sanitation Initiatives, Global Water Challenge

Ned Breslin, Chief Executive Officer, Water for People

Elizabeth Singleton, Business Development Manager, Government Markets, The Dow Chemical Company

Richard Gelting, Team Leader, Global Water, Sanitation, and Hygiene, National Center for Environmental Health, U.S. Centers for Disease Control and Prevention

Moderator: Hnin Hnin Pyne, Senior Health Specialist, Water and Sanitation Program

Rapporteur: Alison Kernohan, CARE

#### 3:30-5:00 p.m. Session III: Building the Momentum for WASH Awareness

Clarissa Brocklehurst, Chief of Water, Sanitation, and Hygiene, UNICEF

Tom Hart, Senior Director of Government Relations, ONE

Greg Allgood, Director, Children's Safe Drinking Water Program, Procter & Gamble

Gary White, Executive Director and Cofounder, Water.org

Moderator: Ambassador Hattie Babbitt, Vice Chair, World Resources Institute

Rapporteur: Ashley Latimer, Population Services International

#### Session IV: Breaking the WASH Silo

Sally Cowal, Senior Vice President, Population Services International

Karin Krchnak, Senior Adviser for International Water Policy, Global Freshwater Team & External Affairs, The Nature Conservancy

Eric Mintz, Leader, Diarrheal Diseases Epidemiology Team, Enteric Diseases Epidemiology Branch, U.S. Centers for Disease Control and Prevention

Moderator: Al Bartlett, Senior Adviser for Child Survival, Office of Health, Infectious Diseases, and Nutrition, Bureau for Global Health, U.S. Agency for International Development

Rapporteur: Amanda Robertson, The Rotary Foundation

#### About the Authors

Katherine E. Bliss is a senior fellow in the Americas Program at the Center for Strategic and International Studies (CSIS) in Washington, D.C. She is also a senior fellow and deputy director in the CSIS Global Health Policy Center, where she directs the Global Water Futures Project. Before joining CSIS, she was a foreign affairs officer at the U.S. Department of State, where she served in the Bureau of Oceans, Environment, and Science and received the Superior Honor Award for her work on environmental health in 2006. As a 2003-2004 Council on Foreign Relations International Affairs fellow she served as a member of the State Department's Policy Planning Staff, covering issues related to global health, women, Mexico, and the Summit of the Americas. Previously, she served on the faculty at the University of Massachusetts at Amherst, where she was associate professor; she is currently an adjunct associate professor at Georgetown University and teaches courses in the School of Foreign Service's Center for Latin American Studies. Bliss is the author or coeditor of books, reviews, and articles on criminality, public health, gender issues, and reform politics in Latin America, including Compromised Positions: Prostitution, Public Health, and Gender Politics in Revolutionary Mexico City (Penn State University Press, 2001).

Bliss received her Ph.D. from the University of Chicago and was a David E. Bell fellow at the Harvard School of Public Health's Center for Population and Development Studies in 2000-2001. She received her A.B. magna cum laude and her A.M. from Harvard University and studied at the Colegio de México in Mexico City.

**Katryn F. Bowe** is a research assistant in the CSIS Global Health Policy Center, where she focuses on issues related to water. She also serves as project coordinator for the CSIS Global Water Futures Project, an initiative that seeks to identify policy solutions for the world's fresh water and sanitation challenges. Prior to joining CSIS in September 2009, she was a research assistant at Water Advocates, the first U.S.-based organization dedicated to increasing U.S. support for worldwide access to safe drinking water and adequate sanitation.

Bowe graduated from the University of Pennsylvania in 2008. She studied health policy and economic philosophy and concentrated on international development. While a student, she conducted field research on water and sanitation projects in rural Cameroon with the Philadelphia Global Water Initiative. She also interned in the health department of the microfinance organization Pro Mujer in Puno, Peru, in 2006.



1800 K Street, NW | Washington, DC 20006 Tel: (202) 887-0200 | Fax: (202) 775-3199 E-mail: books@csis.org | Web: www.csis.org