

"Partnership for Urban Governance"

ADVOCACY STRATEGY

For

**Scaling City Wide Inclusive
Sanitation Service Systems in Nepal**



**Municipal Association of Nepal
(MuAN)**

Advocacy Strategy

FOREWORD

The Municipal Association of Nepal (MuAN) is pleased to present this Advocacy Strategy document as a guiding document to support the Water, Sanitation and Hygiene (WASH) sector of the Government of Nepal to influence national and local level policies and practices for advancing City-Wide Inclusive Sanitation (CWIS) to achieve safely managed sanitation in the nation. The partners also aim to support the Government of Nepal's WASH sector by engaging in advocacy and lobbying with duty-bearers, strengthening the understanding of required policies and building the capacity of relevant stakeholders across all three tiers of the government. At a time when the local governments stand at the forefront of the service delivery, MuAN is committed to supporting the Municipalities in advancing safe and inclusive sanitation services enhancing partnership and strengthening data system for evidence-based change in the sector.



This document highlights the key issues and strategic advocacy to ensure safe and equitable access to sanitation services for all. This requires strong collaboration among all three tiers of the government, development partners, media, private sector, academicians, civil society and the citizens. We particularly emphasize strengthening municipal systems with relevant policies, plans and regulations and their effective implementation, and enhancing sanitation service delivery so that no one is left behind.

MuAN believes that this document will serve as a guiding document to amplify the voices and align advocacy efforts to engage in policy dialogue and reform, adequate financing, resource mobilization and evidence-based decision making.

I take this opportunity to extend my sincere gratitude to UN-Habitat, CWIS Alliance Nepal partners and WASH experts for providing valuable insights and contributions during the consultation in preparing this document. I would also like to thank MuAN staff members for supporting throughout the process.

Lastly, I look forward to working together to turning strategy into impactful actions that safeguard public health, environment and dignity through safely managed sanitation.

Bhim Prasad Dhungana

President

PREFACE

I am extremely glad to share this Advocacy Strategy Document, a guiding document to influence national level policies and practices for promoting City-Wide Inclusive Sanitation to achieve safely managed sanitation for all. Advocacy is a continuous process and a powerful tool that enables individuals and groups to influence policies, practices, decisions, and promote social change. This strategy was developed through a participatory process involving literature review, CWISAN consultation meetings, and obtaining feedback from



programme partners. It recognizes advocacy as a collaborative process that combines policy influence, leveraging media, public campaigning, social and behaviour change communication, community engagement and partnership building. I strongly believe that this document will guide and support in advocating for development of strong policies and guidelines, policy actions and fostering the collaboration amongst all stakeholders for safely managed sanitation services in the nation.

I would like to express my sincere gratitude to Ministry of Water Supply, Department of Water Supply and Sewerage Management, UN-Habitat Nepal, WaterAid Nepal (WAN), Media Help Line, WASH Khabar, and Citywide Inclusive Sanitation Alliance Nepal (CWISAN) partners for their valuable support, guidance and inputs which were instrumental in shaping this document. I am also very thankful to the staff members of MuAN for their valuable coordination, arrangements and inputs in the preparation of this document. I extend my sincere gratitude to Ms. Rosy Singh, freelancer and writer of this Advocacy Strategy Document, for her invaluable contribution in its development. I would like to express my gratitude to all who have contributed in developing this document.

This advocacy strategy outlines a focused set of priorities aimed at strengthening Municipal Wide Inclusive Sanitation (MWIS) systems at the local level. It emphasizes policy advocacy to ensure effective implementation at the local level along with strengthening inter-agencies cooperation, capacity enhancement on MWIS and evidence-based planning and decision-making. MuAN remains firmly committed to supporting Municipalities, in collaboration with all partners, to develop clean, green and beautiful cities. Through coordinated actions, we aim to accelerate the progress on safe, sustainable and inclusive sanitation for all.

Kalanidhi Devkota

Municipal Association of Nepal (MuAN)

SPECIAL MESSAGE

It is my honour to present this Advocacy Strategy for Scaling Citywide Inclusive Sanitation (CWIS) Service Systems in Nepal, developed under the Scaling CWIS Service Systems Programme, with UNHabitat as the Executing Agency, in partnership with the Municipal Association of Nepal (MuAN) and with the strategic support of the Gates Foundation.



Nepal's achievement of Open Defecation Free (ODF) status in 2019 marked a significant national milestone. The next critical step is to ensure safely managed sanitation services for all, addressing the entire sanitation value chain -- from containment and collection to treatment, safe disposal and reuse -- while ensuring equity, sustainability and resilience.

This Advocacy Strategy is firmly aligned with the 2030 Agenda for Sustainable Development, particularly SDG 6, which calls for universal access to adequate and equitable sanitation (Target 6.2) and improved water quality through effective wastewater management (Target 6.3). It also reinforces Nepal's constitutional commitment to the right to water, sanitation, and a clean and healthy environment.

The program adopts a systems-strengthening and policy-oriented approach, focusing on policy reform, institutional capacity development, data and monitoring systems, and evidence-based decision-making. Implementation across municipalities representing all seven provinces -- Godawari, Shaarada, Ghorahi, Gorkha, Lalitpur, Lahan, and Mechinagar -- along with strategic municipalities including Dhangadhi, Tikapur and Biratnagar, provides a platform for learning, innovation and scaling nationwide.

Importantly, this is not a standalone project, but a nationally relevant program designed to strengthen governance systems, generate evidence, and inform policy dialogue and practice across urban municipalities. It is expected that MuAN will leverage the knowledge, tools and partnerships generated through this program to support wider adoption of safe and inclusive sanitation practices across Nepal.

UNHabitat acknowledges the leadership of the Government of Nepal and the central role of local governments in delivering inclusive and resilient urban services. In collaboration with MuAN, CWIS Alliance Nepal (CWISAN), and sector partners, this program underscores the importance of multi-stakeholder partnerships in achieving national priorities and global commitments.

I extend my sincere appreciation to all partners and stakeholders who contributed to this strategy. I am confident that it will serve as a practical framework to strengthen policies, mobilize resources, and accelerate progress towards SDG 6, ensuring that no one is left behind.

Ms. Sudha Shrestha
National Professional Officer
UNHabitat Nepal Office

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01 | CHAPTER 1 INTRODUCTION

1.1 Background

Nepal achieved Open Defecation Free (ODF) status on 30 September 2019 and the national focus has now shifted towards achieving safe, inclusive and sustainable sanitation across Nepal. On this basis, UN-Habitat's attribution to the sector focused on promoting safely managed, equitable, and sustainable sanitation and hygiene in cities and urban municipalities of Nepal.

With the aim of advancing Citywide Inclusive Sanitation (CWIS) globally, UN-Habitat initiated advocating CWIS approach in four countries (Nepal, Bangladesh, Ethiopia and Kenya) with support from the Gates Foundation in partnership with UNICEF. In this context, Nepal, under the leadership of the Government of Nepal, is also advocating CWIS approach focusing on four major components that aim to contribute significantly to the sanitation sector. The components include:

Policy influences and legal instruments	Data system strengthening	Regulatory reforms	Institutional strengthening/ Capacity building
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As a part of executing this envisioned program by UN-Habitat Nepal, it has partnered with the key five implementing partners- Department of Water Supply and Sewerage Management (DWSSM), Municipal Association of Nepal (MuAN), WaterAid Nepal (WAN), Media Help Line and WASH Khabar, along with the Citywide Inclusive Sanitation Alliance Nepal (CWISAN). CWISAN, established in December 2021 and hosted by UN-Habitat Nepal Office as its Secretariate is a collaborative body that consists of 22 member organizations. CWISAN includes academia, associations, bilateral organizations, civil society, International/National Non-Governmental Organizations (NGOs), media, private companies, and UN agencies.

As part of strengthening system to address challenges and tap opportunities created by the Act, regulation, policy, standard and information management system in the sector, a programme 'Scaling City Wide Inclusive Sanitation Service Systems in Nepal' was formulated targeting to selected municipalities. Following municipalities have been identified as core municipalities for the implementation of the programme.

S.N.	Municipality	District	Province
1	Mechinagar Municipality	Jhapa	Koshi
2	Lahan Municipality	Siraha	Madhesh
3	Lalitpur Metropolitan City	Lalitpur	Bagmati
4	Gorkha Municipality	Gorkha	Gandaki
5	Ghorahi Sub-Metropolitan City	Dang	Lumbini
6	Shaarada Municipality	Salyan	Karnali
7	Godawari Municipality	Kailali	Sudurpaschim

1.2 Objectives of the Programme

The Programme is aimed at supporting UN-Habitat's ongoing efforts to refine global methodologies and assessment tools, under the umbrella of UN-Water, for Sustainable Development Goal (SDG) 6.2 and SDG 6.3.1 for which UN-Habitat is a focal point agency. The Programme will also support the development of generic technical guidelines, tools, training materials and knowledge management products such case studies, thematic learning notes and technical notes on the CWIS approach. The Programme will also build national and subnational capacity to integrate and advance CWIS in national-level programming (through national urban policies) and integrate CWIS into Global Water Operators Partnership Alliance (GWOPA) network of partners.

The Programme will:

- I. Demonstrate approaches to building locally relevant sanitation data information systems that inform local, national, and global decision-makers;
- II. Integrate and advance CWIS in national-level programming; and
- III. Integrate CWIS into GWOPA training curriculum and sessions, currently focused on water with some sewerage content.

1.3 Objective of Developing Advocacy Strategy

All key implementing partners of the programme have advocacy as one of the key components and are working on the advocacy issues pertinent to safely managed urban sanitation both at the local and national level. The partners further aim to support the Water, Sanitation and Hygiene (WASH) sector of the Government of Nepal for citywide inclusive sanitation in the nation by lobbying and advocating with duty bearers; building their understanding of necessary policies; sharing knowledge for effective planning, governance and investment in WASH at all three tiers of the

government; building the capacity of relevant stakeholders; enhancing the partnership and strengthening data system for evidence based change in the sector.

The major objective of this strategy is to bring all the programme partners together to influence national level policies and practices for promoting citywide inclusive sanitation to achieve safely managed sanitation in the nation through effective implementation of this strategy and operational plan. Other specific objectives of the strategy are as following:

- To strengthen legal, institutional and technical capabilities of the Municipalities to ensure safely managed sanitation service delivery across the Municipalities.
- To influence for adequate WASH budget allocation at local and national level.
- To strengthen data and monitoring system of the Municipalities for evidence-based planning and decision-making on sanitation.
- To enhance coordination and capacities across all levels and actors.
- The strategy is intended to be used by the programme partners.

1.4 Strategy Development Methodology and Process

The development of advocacy strategy is based on the following interconnected phases:

In the inception phase, a consultation meeting was organized amongst members of City-wide Inclusive Sanitation Alliance Nepal (CWISAN) on 10 July 2025 at Municipal Association of Nepal (MuAN) Office in Lazimpat. The consultation focused on deriving inputs for the development of advocacy strategy.

The second phase focused on reviewing literatures and understanding works of the programme partners. In the third phase, a draft advocacy strategy was prepared and shared to the implementing partners for review and feedback. A meeting was held amongst CWISAN partners on 24 November 2025 at the Everest Hotel, Kathmandu to gather feedback on the strategy document. The feedback received from the partners were then incorporated in the document.

02

CHAPTER 2 DEFINING ADVOCACY

Advocacy is derived from the Latin word *advocare*, meaning ‘to call to one’s aid’ or ‘to speak on behalf of someone’. Advocacy is the process of strategically managing and sharing knowledge to change and/or influence policies and practices that affect people’s lives. It is a powerful tool that enables individuals and groups to influence policies, practices, decisions, and promote social change.

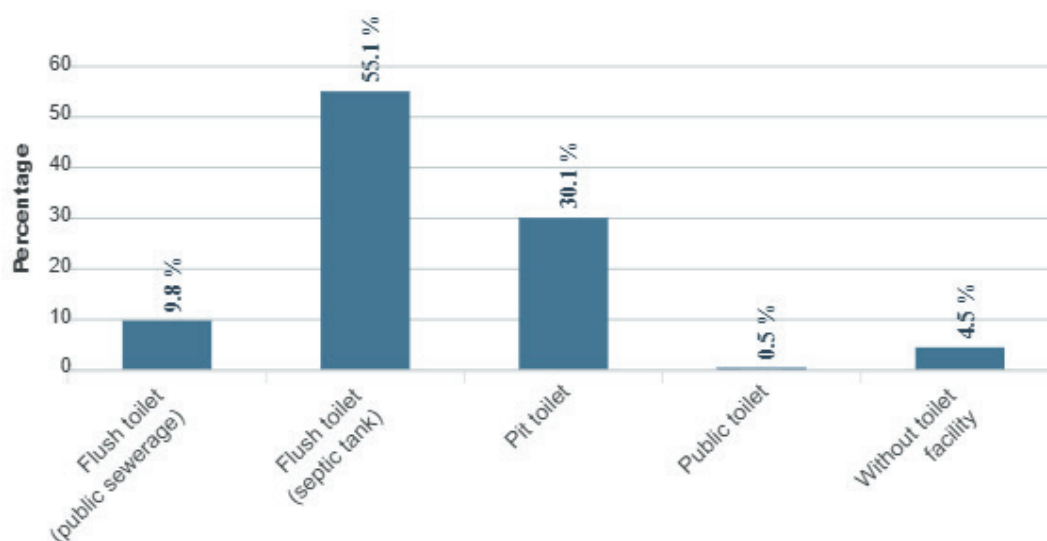
Advocacy is a process, and not a one-way activity. It promotes a specific issue and influences the decision-makers on how to act to support that issue. It is the integral part of all the focus areas of development agencies, I/NGOs, civil society, communities and individuals to bring about positive change.

Planning for advocacy involves key steps to effectively plan and implement advocacy efforts for social change. It is similar to any other project planning. Advocacy Planning Cycle is a useful method of organizing advocacy works that need to be carried out. Advocacy Planning Cycle is depicted as below:



4.1 Identifying and Analyzing the Sanitation Situation

Ensuring access to safe sanitation is essential for maintaining healthy and dignified lives. In this regard, Nepal is making progress to achieve improved sanitation. The nation was declared Open Defecation Free on 30 September, 2019. An analysis of sanitation situation in Nepal shows that 61 per cent of the population has access to safely managed sanitation, 18 percent to basic sanitation, 15 per cent rely on limited sanitation and 4.5 per cent still lack access to toilet facilities¹. 9.8 per cent of the households use flush toilets connected to public sewerage systems, 55.1 per cent of the households possess flush toilets with septic tanks, 30.1 per cent have pit toilets and 4.5 per cent still lack access to toilets².



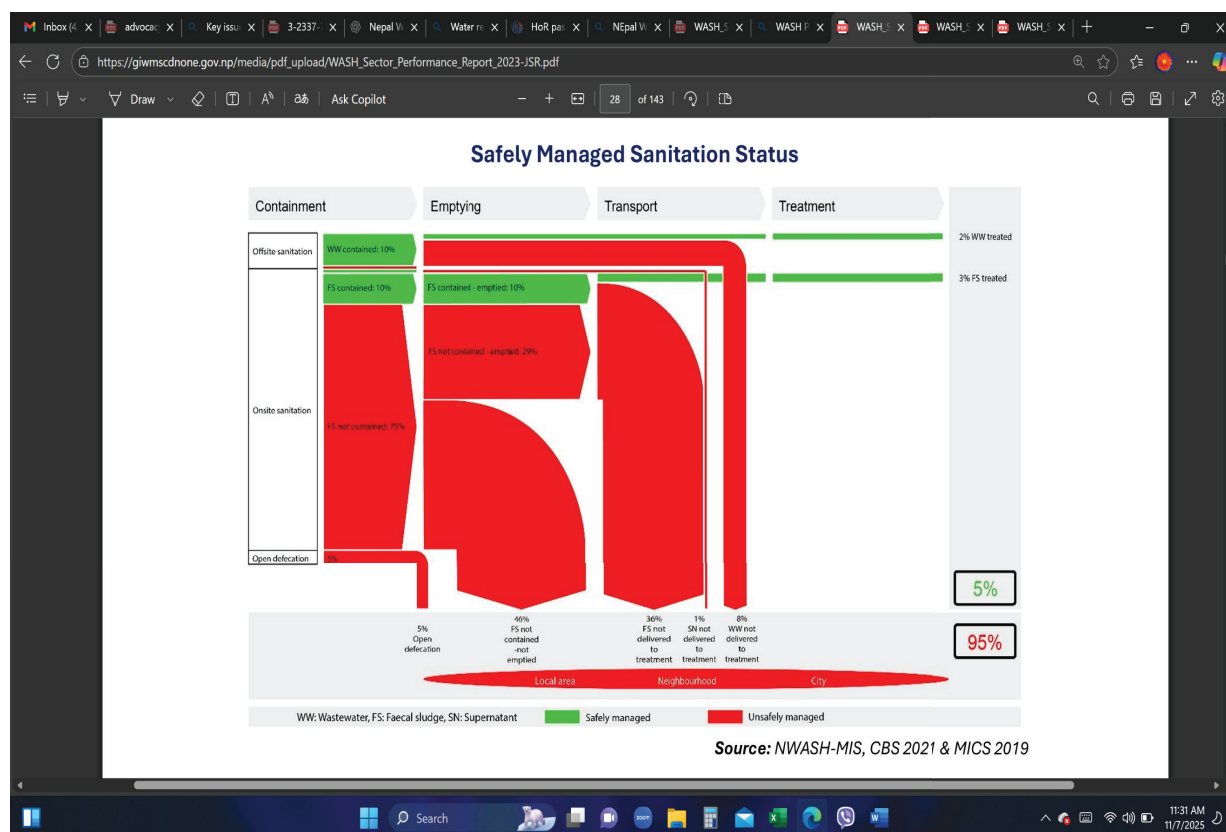
Source: National Population and Housing Census 2021

Overall, 10 percent of the population relies on sewerage systems, while the remaining 90 per cent relies on non-sewered sanitation systems, which may be onsite or offsite. The Lubhu faecal sludge treatment plant, with a capacity of 1 cubic meter per day, is the first of its kind in the country. There has been a recent increase in the number of

¹ MICS Survey 2019

² National Population and Housing Census 2021

faecal sludge treatment plants due to investments from the government and other partner organizations. Other notable faecal sludge treatment plants include Gulariya (6 cubic meters per day), Charali (27 cubic meters per day), Kakarvitta (12 cubic meters per day), Waling (6 cubic meters per day), Birendranagar (16 cubic meters per day), Murgiya (3 cubic meters per day), Tikapur (9 cubic meters per day), and Tilotama (30 cubic meters per day). The total faecal sludge treatment capacity is estimated to handle around 3 per cent of the total population-generated faecal sludge. The overall landscape of sanitation is depicted in the national shit flow diagram prepared during the Joint Sector Review (JSR) process, as shown below³:



The urban population increased from 63.2 per cent in 2011 to 66.8 per cent in 2021. This rapid pace of urbanization along with the rapid population growth have resulted to increment in waste and wastewater. On the other hand, with limited sewerage sanitation systems, the unsafe disposal of fecal sludge into the water bodies and open environment is posing serious threats to public health and environment. These situations have increased sanitation challenges for Municipalities and the urgency to develop effective strategies to ensure safely managed sanitation for their residents.

Lack of access to adequate and safely managed sanitation leads to increased risks of diseases and impacts both the human health and environment. Safely managed sanitation is not just about constructing a toilet. It includes the entire sanitation value chain- from toilet to safe disposal or reuse of the human waste. The major components

³ Joint Sector Review 2023, MoWS, GoN

of the sanitation value chain include containment, collection and transportation, treatment, and disposal or reuse. To achieve a safe and sustainable sanitation situation, each component of the sanitation value chain must function properly. However, the challenges and risks across the entire sanitation value chain are even more critical. Little attention is given to the safe management of the fecal sludge.

Nepal has made significant progress in sanitation sector after elimination of open defecation. Now the need is to shift towards safely managed sanitation that tackles the entire sanitation value chain. But several challenges and issues in the value chain hinder the achievement of safe, sustainable and inclusive sanitation services.

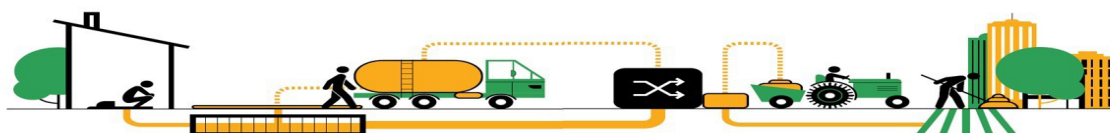
A study on Fecal Sludge Management conducted in 65 Municipalities of Nepal by Environment and Public Health Organization (ENPHO) shows that 3.05 per cent of the households do not have access to basic sanitation facilities. Among 6.55% of offsite sanitation, 5.63% are connected to sewer network, and 0.92% are illegally connected to open drains and water bodies, while about 90.40% of the HHs toilets are connected to onsite sanitation systems. The substantial proportion of households having onsite sanitation system have built unsafe containments as it holds high risk of groundwater contamination due to leachate percolation through their permeable bases. Only a small proportion of HHs have installed safe containment, such as septic tanks, biogas, and twin pits. The survey reveals that only 23.41% of HHs have emptied their containments at least once since installation and 34.98% are emptied in an interval of 3 to 5 years. Regarding emptying mechanism, the study shows that 62.38% of FS are mechanically emptied by municipal and private desludging service providers, 36.52% of FS are manually emptied, and 1.10% practice open emptying where, FS is disposed into open drain, water bodies, and open ground. The findings further show that only about 22% of the sampled municipalities have treatment options available, 11% of them are faecal sludge treatment plant (FSTP), and 6% wastewater treatment plant (WWTP), and 5% have co-treatment facilities. The study showed that the majority of households which practice manual emptying dig and dump the FS, followed by direct application to farm, and composting. Small proportion of HHs illegally disposed the FS into water bodies, and nearby open or stormwater drains. These practices increase risks to the environment and public health. (Source: SANITATION SYNOPSIS OF URBAN MUNICIPALITIES OF NEPAL 2024, ENPHO)

Urban poor and the residents of informal settlements represent one of the most vulnerable groups in the sanitation system. These groups reside in unplanned settlements, squatter areas and riverbanks and are deprived of safely managed sanitation services. Basic services such as access to safe water, sanitation, drainage and waste management are limited or lacking. As a result, they need to rely on unsafe facilities, or even practice open discharge of the fecal waste directly into the open land or river increasing risk to both human and the environment. Due to informal legal status, these groups are excluded from planning process and getting access to the

facilities or services. Hence, it is therefore necessary to address the needs of the poor and informal settlements to achieve city-wide and inclusive sanitation for all so that no one is left behind in the sanitation services.

Analysis of Services and Issues in Sanitation Value Chain

It is very challenging to provide access to safe and sustainable sanitation to the increasing urban population. Despite significant improvements in water and sanitation services, the sector continues to face gaps and challenges hindering the access to safe, inclusive and sustainable sanitation services. After achievement of open defecation free status, Nepal now has the challenge and the need of new shifts towards safely managed sanitation addressing the entire sanitation value chain- containment, emptying, transportation, treatment, safe disposal/reuse of the fecal waste. The key issues at each component of sanitation value chain are as below:



Containment

The National Population and Housing Census 2021 shows that 4.5 per cent of the households still lack toilets. People still do not have access to affordable and hygienic toilets and safely designed containments. In many on-site sanitation systems, the septic tanks are not properly constructed leading to leachate percolation and groundwater contamination which further results to health risks. There is lack of awareness on the importance of the use of hygienic toilet and safe containment. As 90 per cent of the population relies on non-sewered sanitation systems and majority lacks proper containments, the need for standardized and well-designed septic tanks is crucial.

Emptying

Regarding the emptying of pits, 77.7 per cent of households in the Terai region contact contractors for this service. In hilly regions, the per centage is 37.2 per cent, and in the Himalayan region, only 10.6 per cent of households hire contractors to empty their pits after they have filled up¹. The safe emptying of the fecal sludge remains a major challenge due to unsafe manual emptying practices and limited access and availability of mechanized emp-

¹ Joint Sector Review 2023, MoWS, GoN

tying equipment. The emptying services are still unaffordable to the poor, marginalized and low-income households. The unsafe emptying practices are posing serious health and safety risks to the sanitation workers due to direct exposure and contact to human waste and hazardous gases. The sanitation workers face social stigma and health hazards as they work without proper protective gears and knowledge.

- **Transportation**

Transportation of fecal sludge is constrained by inadequate and proper vehicles. The leakage and spillage during transportation is causing environmental contamination. Furthermore, the narrow lanes or poor road infrastructures also hinder providing emptying and transportation services to all communities.

- **Treatment**

Lack of treatment facilities is one of the biggest challenges in providing safely managed sanitation. Nepal faces lack of sufficient and functioning treatment plants coupled with weak operation and maintenance of existing treatment plants. Lack of capacitated human resources to operate and maintain the plants is another major issue. Lack of treatment plants has resulted to unsafe and haphazard disposal of the fecal sludge into the river or open environment.

- **Safe Disposal or Reuse**

Ultimately, the opportunities for safe disposal or reuse of the fecal sludge remain untapped. Very few initiatives have been undertaken on safe disposal and resource recovery. There is lack of awareness and capacity on the reuse.

Addressing the issues pertinent to each sanitation value chain component and delivering safe sanitation services need to focus on both '*creating demand*' and '*strengthening the supply chain*'. Other cross cutting aspects - including responsibilities of various stakeholders for planning and accountability; implementation of effective regulatory mechanism; building capacity of relevant stakeholders, addressing impacts of climate change and issues of vulnerable groups are equally important to strengthen service delivery. All these require citywide approach across the sanitation value chain to ensure safely managed sanitation.

Policy, Planning and Legal Framework for Sanitation

The right to safe and clean drinking water and sanitation was explicitly recognized as a human right by the UN General Assembly in 2010. Nepal is a signatory to the **2010 United Nations Resolution** recognizing water and sanitation as Human Rights. These rights are embedded in Nepal's Constitution, and further supported by national WASH Policies, Acts and Regulations. The **Constitution of Nepal** recognizes that the right of access to clean drinking water and sanitation (Article 35(4)) and the right to live in a clean and healthy environment (Article 30(1)) are the fundamental rights of every citizen.

With the adoption of new constitution in 2015, the roles and responsibilities for sanitation have shifted to the local governments. The municipalities at the local level are further responsible for developing and implementing their own policies, Acts, By-Laws and Regulations for safe sanitation. Under the **Local Government Operation Act, 2017** of Nepal, municipalities are mandated with several key roles and responsibilities related to sanitation which include:

- Formulation, implementation, monitoring, evaluation and regulation of policies, laws, standards, and plans related to sanitation.
- Awareness raising on sanitation and management of health-related wastes.
- Coordination, collaboration and partnerships with private and non-governmental sectors for waste management.
- Collection and management of service fee.

The **Ministry of Water Supply (MoWS)** leads the policy and programmatic efforts to ensure safe and equitable water and sanitation services across the nation. The Department of Water Supply and Sewerage Management, the agency under the MoWS is responsible for planning and implementing larger rural and urban water and sanitation projects, including infrastructure development, that reach a population of at least 1000 citizens.

The **Sixteenth Plan (Fiscal Year 2024/25 – 2028/29)** envisions “*Good Governance, Social Justice and Prosperity*”. One of the major goals of the plan is to establish social justice in health, education, employment, settlement security and public service delivery. Amongst others, the major areas of structural transformation include the following:

- Healthy, educated and skilled human capital formation.
- Planned, sustainable and resilient urbanization and settlement.
- Gender equality, social justice and inclusive society.
- Governance reforms and promotion of good governance.

The plan emphasizes ensuring ease of access and quality of water supply and sanitation in religious, cultural and public places, etc. and linking them to overall infrastructure development process as important issue. It also focuses on following the principles of co-financing, cost sharing and/or cost recovery to expand water supply and sanitation services in urban centers and newly urbanizing areas.

The **Environment Protection Act 2076 (2019)** has defined pollution as “the activities that significantly degrade, damage the environment or harm the beneficial or useful purpose of the environment, by changing the environment directly or indirectly as a result of wastes”. The Act further states that:

- No person shall create pollution in such a manner as to cause significant adverse impacts on the public life, public health and environment or do, or cause to be done, any act contrary to the standards determined by the Government of Nepal.
- In collecting, storing, processing, selling, distributing, disposing or transporting a hazardous substance, the concerned person or body shall make its proper management in a manner not to cause adverse impacts on the environment.

Water Supply Management Board Act, 2063 (2006) provides provisions relating to Water Supply Management Board established with responsibilities for developing policies, providing licenses to water and sanitation service providers, and monitoring the service providers. The Act has also formed a separate Kathmandu Valley Water Management Board to operate the water supply service and sanitation service in the municipal areas within the Kathmandu Valley in regular, systematic and effective manner.

Water Supply and Sanitation Act, 2022 ensures right to easy and accessible access to quality sanitation services. The Act mentions that the operation and management of sanitation services shall be carried out or caused to carry out by the Government of Nepal, Provincial Government and Local Level in mutual coordination by itself or through corporate body owned or controlled by them. According to the Act, the responsibilities and obligations of local level include-

- Basic water supply and sanitation services at the local level,
- Enhancing public awareness regarding sanitation,
- Operation of waste-water management systems,
- Maintenance and rehabilitation of water supply and sanitation projects operated by the local level.

National Water Supply, Sanitation and Hygiene Policy 2023 Nepal now has the National Water Supply, Sanitation and Hygiene Policy 2023 which affirms that every person has the right to safe drinking water and sanitation, and the right to live in a clean and healthy environment.

Water Supply and Sanitation Regulations, 2081 (2025) sets out the responsibilities and obligations of the Government of Nepal, Provincial Governments and the Local Governments; procedure to obtain license for providing water supply and sanitation services along with the provisions related to fees, license conditions; and operation and management of water and sanitation services.

Key Gaps and Challenges

Despite efforts in improving sanitation, significant gaps and challenges remain in achieving safely managed sanitation across the sanitation value chain. The major is listed below:

Rapid urbanization and population growth

The urban population surged to 66.8% in 2021 from 63.2% in 2011, while the rural population has declined to 33.9% in 2021 compared to 36.8% in 2011. The pace of urbanization and population growth in Nepal has been rapid resulting to increment in waste and wastewater. The unsafe disposal of these waste and wastewater have polluted water bodies and environment creating severe health hazards. Furthermore, the rapid urban growth has also been a major challenge for the Municipalities to provide safe sanitation services to their citizens.

Lack of institutional, technical and operational capacity

Though the Local Government Operation Act provides authority and responsibility of local services, including water and sanitation, to the Municipalities, many of them lack institutional and technical capacity for planning, designing and managing WASH infrastructure and services. Many Municipalities lack dedicated WASH unit and focal person to oversee sanitation initiatives in the Municipality. This has also hindered development of policies, Acts and other legal instruments including their effective implementation.

Inadequate financial resources

Most of the municipalities have inadequate budget allocation for WASH infrastructure and services and lack of innovative financing mechanisms. There is lack of budget for safe and inclusive sanitation services. The revenue generated from the municipal resources eg. tariff, taxes are insufficient or limited. They have limited access to external funding. Municipalities struggle with budget planning primarily due to absence of detailed WASH plan. Consequently, this has significant impact on the allocation and utilization of WASH budget, particularly in prioritizing marginalized and vulnerable population.

Lack of treatment technologies

One of the major gaps in sanitation sector is the lack of appropriate treatment technologies. In many Municipalities, while containments and emptying systems exist, lack of treatment technologies is leading to unsafe disposal of fecal sludge into the river or open spaces posing risks to both human health and environment. The sustainability of the constructed treatment plant is another major challenge. In municipalities, treatment plants are constructed; however, ensuring their long-term operation, maintenance, and functionality remains difficult.

Weak data, planning and monitoring system

Municipalities also lack appropriate data on sanitation service delivery which lead to lack of evidence-based or data-driven planning. In lack of sanitation data, Municipalities face difficulty in creating demand for improved services. This has hindered identifying unreached and unserved population, and implementing targeted interventions. This also created challenges in ensuring equitable access to services and reaching the most vulnerable and marginalized population of the Municipality, resulting to unequal access to services. This further affects monitoring of implementation of policies and programmes, track progress and ensure accountability. Most of the municipalities also lack WASH Plan and are not enrolled in NWASH.

Lack of awareness

There is lack of awareness amongst people regarding safe sanitation, construction of proper sanitation facilities and septic tanks, and treatment technologies. Most of the treatment plants have failed to construct or operate due to public opposition. This has further exacerbated unsafe disposal of fecal sludge and untreated wastewater into the water bodies or land and affected the public health. Lack of awareness and knowledge exist both amongst the authorities and people in regard to occupational health and safety pertinent to sanitation.

- Summary of Key Issues and Problems:
- Sanitation remains a low priority.
- Lack of programmes and budget for safe and inclusive sanitation services.
- Lack of local policies and programmes on safe sanitation and its effective implementation.
- Lack of WASH Plan and data on sanitation.
- Lack of dedicated WASH unit and WASH focal person in Municipalities.
- Lack of treatment technologies resulting to unsafe disposal of fecal sludge into the river or open spaces without any treatment.
- Public resistance to the construction of fecal sludge treatment plant eg. 'Not in my backyard'.
- Inadequate awareness about safe sanitation and construction of proper sanitation facilities and septic tanks.
- Lack of awareness on occupational health and safety amongst sanitation workers.

- Service providers are unrecognized.
- Inadequate sharing of best practices on sanitation services.
- Lack of services in vulnerable and marginalized groups.
- Inadequate institutional, technical and operational capacity of service providers.
- Lack of capacitated human resources to deliver water and sanitation services.
- Lack of effective coordination and communication amongst sector actors.
- Lack of monitoring and feedback mechanism of sanitation services at the local level.

4.2 Our Advocacy Objectives

Based on the gaps and challenges pertinent to safely managed sanitation, and the capacity and experience of the organizations on advocacy issues, the following advocacy objectives have been identified to provide safe, inclusive and sustainable sanitation services to all:

- To strengthen policy advocacy on MWIS at the local level.
- To enhance inter-governmental cooperation for institutionalizing MWIS.
- To enhance capacity of the elected and non-elected officials on MWIS.
- To strengthen data and monitoring system of the Municipalities to support data generation for sustainable planning

In order to obtain the aforementioned objectives, it is equally important to bring change in individual behaviour. However, multiple factors influence the individual behaviour which also require change. The factors primarily include interpersonal factors (family and friends), community (cultural norms, values), institutional factors (organizations, institutions), physical environment (infrastructure) and public policies (national, provincial, local policies, Acts, Regulations).



4.3 Target Audiences, Influencers and Partners

The next step is to identify the target audiences that have the power to bring about change. Accordingly, the primary targets of the advocacy strategy are the decision-makers, policy-makers, authorities and officials. Influencers are the individuals or groups who significantly impact the decisions, opinions or behaviors of the key target audiences. The key influencers of the advocacy strategy are the Members of Municipal Council, local religious leaders, journalists, CBOs, donors, youth, celebrities and representatives from poor and marginalized groups.

Likewise, partnerships play a vital role in advocacy by adding strength, influence and credibility to the advocacy actions undertaken. Hence, partners catalyze change and will significantly advance the advocacy efforts. The key partners of the advocacy strategy are I/NGOs, academia, private sectors, institutions and alliances working on the similar issue.

Mapping Our Targets	
Target Audiences	Decision-makers, policy-makers, authorities and officials
Key Influencers	Members of Municipal Council, local religious leaders, journalists, Community Based Organizations, donors, youth, celebrities and representatives from poor and marginalized groups.
Key Advocacy Partners	I/NGOs, academia, private sectors, institutions and alliances (CWISAN)

4.4 Advocacy Messages

Advocating for safely managed sanitation focuses on ensuring that everyone has access to safe, inclusive and sustainable sanitation services. The major message of the advocacy effort is that safely managed sanitation is crucial for the healthy and dignified life and safe environment. For this, only the construction of toilet is not enough and requires considering the entire sanitation value chain.

4.5 Key Resources for Advocacy

Effective advocacy efforts need building robust capacities within an organization. However, this should be a continuous process. Resources include human, finance, and knowledge and skills. Careful assessment of the organization's resources and capacity will support to analyze the strengths and weaknesses of the organization before initiating the advocacy initiatives.

The key resources that require careful assessment are as below:

Credibility: Proven experience in advocacy works so that the target audiences for whom we work can trust the organization and value the message.

Adequate Resources: Availability of adequate resources which includes human resource, finance, and materials; and the ways to mobilize additional resources when needed.

Organizational Leadership: Strong leadership of the organization to drive advocacy agendas with strong coordination with all actors in the sector.

Knowledge and Skill: Staff members with - adequate technical knowledge to develop advocacy and media strategy, and implement it and skill to communicate with wide range of people, both within the organization and with partners.

Capacity: Capacity of the organization to research and analyze the issues, effectively monitor and evaluate the advocacy works and work for evidence-based advocacy.

Partners and Networks: Strong engagement and relationships with Ministries, Government Agencies, and Partners; and member in alliance or network with strong leadership role on sanitation issues.

Effective Coordination: Strong coordination and communication across the sector.

Ability to assess risks: Organizational capacity to calculate, mitigate and manage risks in advocacy efforts.

Key Factors for Change

- It is very essential to have the **political will** to drive the sanitation agenda and bring changes on public policy and practices.
- It is crucial to have the **public awareness** on the sanitation issues, demand for the rights and make the government accountable for the actions.
- Having the **capacitated human resource** at all sectors – government, private service providers, partners and all relevant agencies is the utmost necessity to turn policies and programmes into concrete actions.
- It is also necessary to have the **knowledge dissemination platforms** for sharing and learning from the best practices, scaling up initiatives and replications, avoiding duplication of works and providing an opportunity to enhance coordination and cooperation through the platform.
- Building **strong network** in the sector is another important factor which gives an immense opportunity to funding, collaborative efforts and amplifying the voices both at national and international levels.

4.6 Advocacy Approaches and Activities

Advocacy Approaches

Advocacy can be carried out using various ways based on context, objectives, target audiences and available resources. There are a number of ways to deliver an advocacy message. Broadly, advocacy approaches can be categorized as following:

- **Lobbying**

Lobbying involves working directly with the decision-makers and influencing them to bring change. For lobbying, it is crucial to have the clear advocacy agenda and priorities along with strong relationships with the target audiences. Clear and precise definition of issues and outcomes is important. It can be both formal, such as petition, scheduled meetings or informal such as at workshops, events etc. The formal discussion and conversation should be well prepared with clear talking points.

While lobbying plays crucial role in influencing decisions, it may not reach to an immediate conclusion. It is often a gradual process that requires persistence, continuous engagement, and repeated dialogue to get the aimed objectives.

- **Leveraging Media and Communication**

Media is one of the effective and powerful tools of advocacy to reach a large number of people and build support on the issue. Media are also one of the crucial influencers who have significant impact on the key target audiences of the advocacy. Media advocacy involves strategic use of media to communicate with wide audiences to influence positive change on social issues. The media and communication strategy supports to meet the following broad objectives:

To influence decision-makers and policy-makers to bring positive changes in policies for safe and improved sanitation;

- Enhance public awareness on importance of safe sanitation.
- Ensures that the duty bearers are accountable to the services.
- Increased demand for safe sanitation services and practices.
- Likewise, effective communication is required to bring changes in people's knowledge, attitude and practices.

Details of communication activities are as below:

- **Mass Media**

This is an effective medium to communicate with large number of people. It can provide message to the target audiences in clear and simple way. It provides opportunity to both shape public opinion and influence decision-makers. TV and

radio are the effective means of mass media which supports in social behaviour change, raise awareness in community, convey important messages easily and communicate at various decision-making levels.

- **Social Media**

Social media such as Facebook, Twitter, LinkedIn, YouTube, SMS campaigns are becoming highly influential in raising awareness, promoting campaign, spreading information rapidly, organizing events, encouraging dialogues and discussions and creating pressure to decision-makers to act.

- **Print and Audio-Visual Communication**

The strategy will also use press releases, video documentaries and talk programmes to promote and discuss on sanitation issues.

- **Public Service Announcements**

Public Service Announcements will be developed as an appeal on safe sanitation and broadcasted through TV and radio to reach wider and targeted audiences. They will be also used to raise public awareness.

- **Public Campaigning**

Public campaigning is the process of engaging the public around the pressing issue. It is powerful because public voices can influence the change. Leaflets, brochures, factsheets are the effective tools to raise public awareness on the issue.

- **Grassroots Mobilization:**

This includes mobilizing local champions and influencers to spread message in communities. It can be door-to-door campaign or community meetings and dialogues to raise awareness and campaign an issue.

Advocacy Activities

The advocacy activities aligned with each stage of the sanitation value chain will be focused as below:

Component	Advocacy Activities
Containment	• Advocate for safe and inclusive toilet designs • Raise awareness on safe and properly designed containments. • Advocate for policy enforcement for designing and constructing proper containments.

Emptying and Transportation	• Raise awareness and capacity building for occupational health and safety of sanitation workers • Advocate for national guideline on safety and security of sanitation workers • Advocating for regulating and licensing emptying services • Raise awareness on safe emptying practices • Advocate for Standard Operating Procedures (SOPs) and scheduled emptying services
Treatment	• Advocate for construction of Fecal Sludge Treatment Plants • Advocate for adequate budget allocation for treatment facilities • Raise awareness on importance of treatment facilities
Safe Disposal/ Reuse	• Raise awareness on resource recovery and reuse • Advocate for policies and standards for safe disposal
Cross-cutting Issues	• Advocate for city-wide inclusive sanitation • Advocate and raise awareness on sanitation data • Promote behaviour change communication • Strengthen capacity of local governments and relevant stakeholders on sanitation value chain • Strengthen collaboration and partnership • Engage media and effective communication channel

4.7 Stakeholder Analysis

All programme partners are well capacitated and experienced in WASH advocacy issues. However, working collectively with the implementing partners and others in the sector results to greater impact. Hence, following stakeholders and actors from the sector along with their roles have been identified for working together to mainstream and coordinate advocacy initiatives:

- Programme Executing Agency: Facilitate and monitor policy influencing initiatives.
- Programme Implementing and Technical Partners: Facilitate and technical support

in policy advocacy initiatives.

- CWISAN: Networking and collaboration in policy advocacy initiatives.
- Other sector actors (UN Agencies, I/NGOs, CBOs): Networking and collaboration in policy advocacy initiatives.
- Policy makers: Policy formulation, planning and enforcement
- Academia: Research, situation analysis, and technical support for evidence-based advocacy.
- Private sector: Technical support and capacity building throughout the process.
- Media (Electronic and Print Media at both national and local levels): Consistent news coverage of advocacy agenda and put pressure on local governments, policy-makers and decision-makers for improved service delivery.

4.8 Advocacy Action Plan

Based on the identified advocacy issues, gaps, challenges and opportunities in sanitation sector, this section provides the framework for turning analysis into advocacy action plan. The advocacy action plan must be supported by the following:

1. Institutional arrangement

This includes the formation of advocacy team within the organization eg. Advocacy Focal Person, Media Focal Person, Communication Specialist, M&E Specialist. Specific roles and responsibilities should be assigned to each team member along with clear communication and coordination mechanism for coordination amongst implementing partners, Municipalities, and all relevant stakeholders.

2. Detailed Planning

A detailed advocacy implementation workplan coupled with budget for each activity should be prepared. Media and communication plan should also be prepared to coincide with the advocacy activities.

3. Developing the message

Message is the key driving force in an advocacy effort. When developing messages, it is effective to connect target audiences with those to whom they are accountable. The messages should be clear, specific and in compelling formats eg. Policy briefs, success stories, case stories, infographics, social media posts, feature stories etc.

4. Choosing the best format for message delivery

Message delivery involves who will convey the message and how the message will be transmitted. The best format for message delivery depends on the target audiences,

objective and the ability of the organization to work on that format. There are many formats for delivering messages. Some of them includes: Lobbying, one-to-one meeting, workshops, dialogues, conferences, protests, public hearing, print and electronic media etc.

5. Capacity building

Capacity building is an essential component that should be integrated across all stages of advocacy planning. All the responsible actors must reflect on how and where the capacity building aligns with the advocacy efforts. Capacity building aims to enhance knowledge and skill (such as lobbying, coordination, communication, networking) to identify the issues, problems and resolve them tapping various resources and opportunities. Building capacity of both the communities and organizations is essential for effective advocacy. It is a long-term and continuous process. It should also use the local expertise. It is important to build the capacity of implementing partners, relevant stakeholders and actors for implementing advocacy activities. Capacity building programs should be organized for the implementers as well as the Municipalities and provide them adequate information on advocacy strategy, tools and guidelines.

6. Networking and coalitions

It is crucial to leverage the networks and coalitions to amplify the messages. Partnering with media and community champions (community leaders, youths) considerably supports in enhancing visibility and influencing decision-makers.

The table below presents the framework.

Advocacy Strategy Implementation Framework

IMPACT: Clean, Green and Beautiful City

Overall Advocacy Goal: To implement and scale Safely Managed Sanitation services across municipalities in Nepal

At National Level

Outputs	Activities	Targets	Responsibility
National CWIS/MWIS Guideline and Indicators are endorsed	Endorse national CWIS/MWIS Guideline and Indicators	MoWS	WAN
National Guideline on the safety and security of sanitation workers is prepared	Provide technical assistance to the government institutions for drafting national guideline on the safety and security of sanitation workers	- Government institutions - Sanitation workers	WAN
Drainage Guidelines including tools, regulations, SOPs, construction codes, technologies, O&M, M&E (climate resilience) prepared, endorsed and disseminated	Prepare, endorse and disseminate drainage guidelines	Stakeholders	DWSSM
CWIS Training Modules and Materials are developed and endorsed	- Prepare Training Modules on CWIS - Endorse the training modules by NWSSTC	Ministerial and concerned department officials- MoWS, MoUD, MoFAGA	DWSSM
		- Local Government (MuAN and Municipal Officials) - Development Partners, Service Providers, CSOs, NGOs - National Master ToT	CWIS Alliance Nepal NWSSTC
Government Officials are trained on CWIS	- Organize Training on CWIS for government officials - Develop master ToT	Ministerial and concerned department officials- MoWS, MoUD, MoFAGA	DWSSM

CWIS/Knowledge Sharing Platform is established	- Establish online / in-person platform / portal dedicated to CWIS - Establish a national and provincial MWIS Knowledge Sharing platforms that feature presentations, panel discussions, interactive sessions, and networking opportunities.	Relevant stakeholders	MuAN
High-level policy dialogues are conducted with ministry and municipal leaders on CWIS	Organize high-level policy dialogues with ministry and municipal leaders on CWIS and sanitation policies and implementation	Ministry and municipal leaders, policy makers	WAN MuAN
National sanitation champion municipalities are recognized	Recognize and award municipalities excelling in city-wide inclusive sanitation services	Municipalities	MuAN
Cases on CWIS, equity, resource management, transparency including technologies are studied and published	- Collaborate with universities, academicians and researchers for research and studies on CWIS interventions, gender and equity, cost-benefit analysis, technologies - Produce and publish study/research reports	Stakeholders	WAN

Development Partners' Forum is institutionalized	- Establish and endorse Development Partners' Forum in coordination with MoWS, DWSSM, MuAN and Development Partners - Establish regular coordination and reporting mechanism - Function to establish bridge between national government and municipalities - Organize joint advocacy events	Development Partners	MoWS DWSSM MuAN
Global, national and local linkages are established	- Develop and share advocacy briefs and cases from Nepal in International forums - Organize International CWIS Conference bringing together national and international partners/stakeholders for policy influence - Conduct exposure visits – both in-country and between countries	DP's forum	MoWS DWSSM MuAN DPs
Municipalities are strengthened through CWISAN's expertise	- Prepare and publish position paper, policy briefs for evidence-based advocacy - Organize policy dialogues - Provide CWISAN's expertise to Municipalities for capacity development, technical support and information sharing	CWISAN	CWISAN members

At Provincial Level				
Provincial training on sanitation attributes to NWASH is organized	• Organize one provincial training on sanitation attributes to NWASH for six municipalities	• Six Municipalities	WAN	
Mayors' Advocacy Forum is institutionalized	• Institutionalize Mayors' advocacy forum to discuss policy and planning, municipal budgeting, financing policies, and policy-to-practice gaps	• Mayors and Deputy Mayors	MuAN	
Online CWIS trainings are conducted	• Organize monthly online training on CWIS for municipalities in each province	• Municipalities	NWSSTC	
		• Stakeholders	DWSSM	
			MuAN	
Technical and financial support are provided to municipalities	• One-to-one meeting with provincial governments to allocate and mobilize sanitation fund for municipalities • Lobbying with provincial government to provide technical support to Municipalities to strengthen sanitation services	• Provincial government	DWSSM	
			WAN	
			MuAN	

At Municipality Level

Outputs	Activities	Targets	Responsibility
National CWIS Guideline is disseminated at municipal level	• Dissemination of national CWIS Guideline at municipal level	Municipalities	Implementing agencies
Draft WASH policies/ standards/ guidelines are prepared, printed, and disseminated	• Prepare common template/s for municipal policy, standards, guidelines, regulations, performance on sanitation services	Municipalities	MuAN and implementing agencies
Sanitation Act/By-Laws/ Regulation/ Roadmap/Policy endorsed per Municipality, adopting National MWIS	• Endorsement of Sanitation Act/ By-Laws/Regulation/ Roadmap/ Policy	Municipalities	WAN
"Municipal WASH Plans" are prepared, reviewed with gaps identified and recommendations proposed	• Prepare municipal WASH plans • Review WASH Plans • Identify gaps • Propose recommendations to strengthen the plans	Municipalities	MuAN
Business Plans of sanitation service operators are prepared	• Provide technical assistance to prepare business plans of sanitation service operators	Sanitation service operators	DWSSM WAN
Municipal Officials are trained on CWIS, principles and best practices	• Organize Training on CWIS for local government officials	Municipal Officials	DWSSM
Capacity building package for sanitation operators are developed and executed	• Develop and execute capacity building package for sanitation operators through NWSSTC	Sanitation operators	DWSSM

Training on monitoring framework is organized	• Conduct a training on monitoring framework for six municipalities	Municipalities	WAN
Report on access to sanitation by urban poor of six municipalities is prepared	• Collect data on urban poor's access to sanitation services in six municipalities • Prepare methodology, analyze data and produce report on urban poor's access to sanitation services in six Municipalities • Publication of report on urban poor's access to sanitation services in six municipalities	Six municipalities	WAN
Innovative actions, success stories and technical note are prepared, published and disseminated	• Documentation of Innovative actions and strategies taken by municipalities for sanitation services • Prepare, publish and disseminate at least one success stories of CWIS at South Asian Region and Global Platform • Prepare, publish and disseminate at least one technical note on CWIS (Nepal context)	Municipalities	MuAN DWSSM

Cross learning events are organized based on success cases (virtual or physical depending on the pandemic situation)	- Organize at least one inter-country learning event based on the success cases among South Asian Countries - Organize at least one in country learning event based on the success case - Organize cross learning workshop among sanitation service providers and authorities in Nepal operating FSTPs	Municipalities Sanitation providers FSTP operators	DWSSM service
WASH report card generated on the performance of Municipalities	Prepare WASH report card on the performance of Municipalities	Municipalities	WAN DWSSM
Existing NWASH MIS with wastewater datapoints is monitored and wastewater data is generated in NWASH	- Monitoring of existing NWASH MIS - Collection of WASH data in six municipalities adopting monitoring framework - Wastewater (particularly sanitation) data input to NWASH in six municipalities	Municipalities	WAN DWSSM

The advocacy action plan is in the table below:

Advocacy Action Plan

Overall Advocacy Goal: To implement and scale safely managed sanitation services across municipalities in Nepal

Outputs	Activities	Targets	Indicators	Timeline	Responsibility
<i>Objective 1: To strengthen the policy, regulatory and institutional framework for City-Wide Inclusive Sanitation Services through development, standardization and dissemination of national and municipal-level policies, plans, guidelines, tools and indicators</i>					
Outputs	Activities	Targets	Indicators	Timeline	Responsibility
National CWIS/MWIS Guideline and Indicators endorsed and disseminated	▪ Technical assistance to the MoWS to revisit the current draft National MWIS guideline for endorsement, aligning with existing laws, regulations and contexts	MoWS	▪ MWIS guideline ▪ News report	Nov 2024 – Sep 2025	WAN
	▪ Dissemination of national CWIS Guideline at municipal level	Municipalities	▪ Dissemination report	Mar-May 2025	MuAN
	▪ Integrate proposed and agreed CWIS Indicators in the system.	Municipalities	▪ CWIS indicators ▪ Reports	Dec 2024 – Apr 2026	DWSSM
Draft WASH policies/standards/guidelines are prepared, printed, and disseminated	▪ Prepare common template/s for municipal policy, standards, guidelines, regulations, performance on sanitation services	Municipalities	▪ Templates developed	May-Jul 2025	MuAN

Anyone Sanitation Act/ By-Laws/Regulation / Roadmap/Policy endorsed per Municipality, adopting National MWIS	Provide technical assistance to six municipalities for ready to table anyone (Sanitation Act/ By-Laws/ Roadmap / policy) draft to authorized entity responsible for endorsement, adopting national MWIS	Municipalities	- Sanitation Act/ By-Laws/ Regulation/ Roadmap/Policy - News reports	Nov 2024 – Jun 2025	WAN
	Endorsement of anyone (Act/ Regulation)	Municipalities	Act/Regulation	Aug-Oct 2025	
“Identification of Urban Poor” Guideline is prepared and distributed	Preparation of guideline for identification of urban poor.	Urban poor groups	Indicators and guideline developed	Dec 2024 – Apr 2025	MuAN
	Printing of “Identification of Urban Poor” Guideline		Printed guideline	May-Jun 2025	MuAN
National Guideline on the safety and security of sanitation workers is prepared	Provide technical assistance to the government institutions for drafting national guideline on the safety and security of sanitation workers	- Government institutions - Sanitation workers	- Guideline document - News reports	Jan-Dec 2025	WAN
Drainage Guidelines including tools, regulations, SOPs, construction codes, technologies, O&M, M&E (climate resilience) prepared, endorsed and disseminated	Prepare, endorse and disseminate drainage guidelines	Stakeholders	- Guideline document - Status Report - Final Report	Feb 2025 – Apr 2026	DWSSM

"Municipal WASH Plans" are prepared	Prepare eight municipal WASH Plans with equal weightage on water supply, sanitation and hygiene	Municipalities	- WASH Plans - Reports	Dec 2024 – Feb 2025	MuAN
WASH Plans are reviewed with gaps identified and recommendations proposed to strengthen	Prepare WASH Plan Review Report from sanitation service lens along with identified gaps and proposed recommendations	Municipalities	WASH Plan Review Reports		DWSSM
Business Plans of sanitation service operators are prepared	Prepare business plans of at least five sanitation service operators	Sanitation service operators	- Business plans - News reports	Dec 2025, Apr 2026	DWSSM
	Provide technical assistance to any two sanitation service operators (FSTP/Desludging services) for the preparation/ revisiting their business plans			Apr-Aug 2025	WAN

Objective 2: To enhance the national capacity for mainstreaming and implementing CWIS into relevant policies, plans and actions

Outputs	Activities	Targets	Indicators	Timeline	Responsibility
Existing gaps, challenges, and opportunities related to safely managed sanitation in various municipalities of Nepal are assessed and identified from sanitation service lens with recommendations proposed to strengthen	Conduct Needs Assessment to identify the existing gaps, challenges, and opportunities related to safely managed sanitation in various municipalities of Nepal	Municipalities	Need Assessment Report	Sep-Dec 2024	MuAN

CWIS Training Modules and Materials are developed and endorsed	▪ Prepare Training Modules on CWIS with CWIS Alliance Nepal (aligned with NWSSTC) ▪ Endorsement of Training Modules by NWSSTC	- Ministerial and concerned department officials- MoWS, MoUD, MoFAGA -Local Government (MuAN and Municipal Officials) -Development Partners, Service Providers, CSOs, NGOs -National Master ToT	▪ Training Modules ▪ News reports	By Jan 2025	DWSSM, CWIS Alliance Nepal, NWSSTC
Government Officials, Municipal Officials, Support Partners, and Master ToT are trained on CWIS	▪ Organize Training on CWIS for government officials, local government, support partners and master ToT	▪ Ministerial and concerned department officials- MoWS, MoUD, MoFAGA ▪ Local Government (MuAN and Municipal Officials) ▪ Development Partners, Service Providers, CSOs, NGOs -National Master ToT	▪ Training reports ▪ News reports ▪ Participants List ▪ Photos and videos	By Sep 2025	DWSSM

Capacity of municipal officials enhanced on CWIS, principles and best practices	Organize capacity building sessions, seminars, and workshops focusing on building the capacity of municipal officials from more than 100 Municipalities on CWIS concepts, principles, and best practices	-Municipal officials, engineers, planners and other relevant personnel	- Report on capacity building programmes - News reports - Videos - Participants list	Jan-Mar 2025	MuAN
Capacity building package for sanitation operators developed and executed through NWSSTC	Develop and execute capacity building package for sanitation operators	Sanitation operators	Capacity building package	Dec 2024 – Apr 2026	DWSSM
One provincial training on sanitation attributes to NWASH organized	Organize one provincial training on sanitation attributes to NWASH for six municipalities	Municipalities	- Training report - Photos - Videos - Participants list	Jan 2025	WAN
Training on monitoring framework is organized	Conduct a training on monitoring framework at the national level for six municipalities	Municipalities	- Training report - Photos - Videos - Participants list	May 2025	WAN

Objective 3: To ensure inclusivity targeted programs are implemented addressing the needs of poor, marginalized and vulnerable groups for safe sanitation

Outputs	Activities	Targets	Indicators	Timeline	Responsibility
Methodology report on access to sanitation by urban poor of six municipalities is prepared	Prepare methodology, analyze data and produce report on urban poor's access to sanitation services in six Municipalities	- Municipalities - Urban poor group	Report	Dec 2024 – Jan 2025	WAN

Data is collected of urban poor accessing sanitation facilities in six municipalities	Collect data on urban poor's access to sanitation services in six municipalities	- Municipalities - Urban poor group	Data	Jul 2025 – Feb 2026	WAN
Report on urban poor's access to sanitation services in six municipalities is published	Publication of report on urban poor's access to sanitation services in six municipalities	Municipalities	Report	Mar-Apr 2026	WAN

Objective 4: To share best practices and lessons learned among Municipalities and stakeholders for decision-making, replication and advocacy

Outputs	Activities	Targets	Indicators	Timeline	Responsibility
CWIS/Knowledge Sharing Platform is established	Online / in-person platform / portal dedicated to CWIS, hosted on the Municipal Association of Nepal	Relevant stakeholders	CWIS Platform/portal	Aug 2024-Apr 2026	MuAN
	Establish a national and provincial MWIS Knowledge Sharing platforms that feature presentations, panel discussions, interactive sessions, and networking opportunities.	Relevant stakeholders	MWIS Knowledge Sharing Platform	Aug 2024-Mar 2026	MuAN
Innovative actions and success stories of Municipalities is documented, published and disseminated	Documentation of Innovative actions and strategies taken by municipalities for sanitation services	Municipalities	Documents on innovative actions	Nov 2024-Jan 2025	MuAN
	Prepare, publish and disseminate at least one success stories of CWIS at South Asian Region and Global Platform	Municipalities	- Success stories - News reports	Jul 2024 – Sep 2025	DWSSM

Cross learning events are organized based on success cases (virtual or physical depending on the pandemic situation)	▪ Organize at least one inter-country learning event based on the success cases among South Asian Countries	Municipalities	▪ Event Reports ▪ News Reports ▪ Photos and Videos	May-Jun 2025	DWSSM
	▪ Organize at least one in country learning event based on the success case	Municipalities	▪ Event Reports ▪ News Reports ▪ Photos and Videos	Jan-May 2025	DWSSM
Cross learning workshop is organized for sanitation service providers and authorities	▪ Organize cross learning workshop among sanitation service providers and authorities in Nepal operating FSTPs	Sanitation service providers and FSTP operators	▪ Workshop report ▪ News report ▪ Photos ▪ Videos	Dec 2024	WAN
Technical note is prepared, published and disseminated	▪ Prepare, publish and disseminate at least one technical note on CWIS (Nepal context)	Municipalities and Stakeholders	▪ Technical note	Jul 2024 – Sep 2025	DWSSM

Objective 5: To establish evidence-based monitoring and reporting system of municipal WASH performance

Outputs	Activities	Targets	Indicators	Timeline	Responsibility
WASH report card generated on the performance of Municipalities	▪ Provide technical assistance to DWSSM for the preparation of sanitation report card	DWSSM, Municipalities	▪ WASH report card	May-Jun 2025	WAN
	▪ Generate annual WASH report card on the performance of Municipalities	Municipalities	▪ WASH report cards	Aug 2025	DWSSM
	▪ Publication of sanitation report card	Municipalities	▪ Printed cards	Jul-Aug 2025	WAN
	▪ Prepare one pager report card of each Municipality scoring the service performance on water, sanitation and hygiene	Municipalities	▪ One pager report card	Aug 2025	DWSSM

Assessment report of the existing WWTP and FSTP facilities prepared	▪ Prepare assessment report of the existing WWTP and FSTP facilities	Municipalities	▪ Assessment reports ▪ Photos	Feb 2025 – Dec 2025	DWSSM
Existing NWASH MIS with wastewater data points is monitored and wastewater data is generated in NWASH	▪ Monitoring of existing NWASH MIS	Municipalities	▪ Status report ▪ Final report	Dec 2025 Apr 2026	DWSSM
	▪ Wastewater (particularly sanitation) data input to NWASH in six municipalities		▪ Reports	Oct 2025 – Feb 2026	WAN
WASH data is collected from six municipalities	▪ Collection of WASH data in six municipalities adopting monitoring framework	Municipalities	▪ WASH data ▪ Monitoring report	Feb-Apr 2025	WAN
Monitoring framework is piloted in six municipalities	▪ Pilot monitoring framework in six municipalities	Municipalities	▪ Reports	Oct 2025-Mar 2026	WAN

Objective 6: To strengthen multi-stakeholder collaboration for effective implementation of CWIS

Coordination with NWSSTC established for engagement of strategic municipalities in capacity building trainings	▪ Organize coordination meetings with NWSSTC for engagement of strategic municipalities in capacity building trainings	NWSSTC	▪ Coordination meeting reports	Sep 2024; Mar, Aug, Dec 2025	MuAN
Potential stakeholders are identified	▪ Conduct stakeholder mapping to identify and map potential partners for maximizing the expertise resource pooling	Stakeholders	▪ Stakeholder mapping report	Dec 2024 – Jan 2025	MuAN
Partnerships are established	▪ Establish formal partnerships amongst partners	Partners	▪ No. of MoUs signed	Feb-Apr 2025	MuAN

Immediate Activities	Mid-Term Activities	Long-Term Activities
▪ Conduct research and studies ▪ Discuss policy and planning, municipal budgeting, financing policies, and policy to practice gaps. ▪ Develop CWIS training modules and materials ▪ Training on CWIS to government officials and relevant partners ▪ Provide CWISAN expertise to municipalities ▪ Organize provincial level trainings on sanitation ▪ Organize monthly online training on CWIS ▪ Strengthen coordination with municipalities and stakeholders	▪ Endorse modules by NWSSTC ▪ Develop Master ToT ▪ Endorse national CWIS/MWIS Guideline and indicators ▪ Prepare national guideline on safety and security of sanitation workers ▪ Prepare and endorse drainage guideline ▪ Establish national and provincial CWIS knowledge sharing platforms ▪ Prepare case studies, policy briefs, fact-sheets, and knowledge products ▪ Organize conferences and exposure visits ▪ Track progress and document learnings	▪ Institutionalize Development Partners' Forum ▪ Institutionalize Mayor's Advocacy Forum ▪ Organize high-level policy dialogues with ministries and municipal leaders ▪ Recognition to sanitation champion municipalities ▪ Sharing advocacy brief and Nepal case in global platform ▪ Prepare and publish position paper and policy briefs ▪ Strong global, national and local linkages ▪ Sharing good practices, success/failure stories

4.9 Monitoring and Evaluating Advocacy Efforts

While the results are important, it is equally important to assess the progress. Hence, monitoring and evaluation help to ensure that the advocacy initiatives are on track and the results are being achieved as intended. It enables the implementing agencies to learn and adapt in the ever-evolving policy environment and showcasing the impact of advocacy efforts. It also helps to learn what went well and what did not. Reflection on insights gained from the monitoring and evaluation is crucial for effective advocacy works.

Tools for monitoring and evaluation of advocacy efforts at various phases are listed as below:

- Before Advocacy
 - Advocacy Capacity Assessment
 - Network mapping
 - Stakeholder mapping
- Ongoing advocacy activities
 - Debrief
 - Media tracking
 - Timeline tracking
- Advocacy Outputs
 - Survey
 - Interviews
 - Documents review
 - Observations
 - Focus Group Discussions
- Advocacy Results- Policy or System Change
 - System mapping
 - Policy Tracking

MEDIA AND COMMUNICATION STRATEGY

The **Media and Communication Strategy** is the guiding document to guide the execution of media and communication efforts and support advocacy initiatives to bring changes for safe and inclusive sanitation in the Municipalities. The efforts are essential at all National, Provincial and Local levels.

Overall Goal: To influence and inform policy-makers, decision-makers, public and relevant stakeholders for city-wide safe and inclusive sanitation.

The specific objectives are:

- To influence policy-makers and decision-makers at national and local level to develop and implement sanitation policies, Acts and Regulations.
- To influence municipal leaders for allocating adequate sanitation budget.
- To strengthen responsibility and accountability of the duty bearers for safe sanitation;
- To enhance public awareness and behaviour change towards safe sanitation.
- To amplify the voices of marginalized and vulnerable groups.

The media and communication strategy will involve the following:

- **Who-** The **target audiences** receiving the information
- **What** – The **key messages/information**
- **How** – The **methods** to convey the messages/information
- **Action** – The **approaches** to influence change

Audiences are categorized as following;

Key Target Audiences: Mayors, Deputy Mayors, Municipal Council, Locally Elected Representatives

Influencers: Local leaders, Youth, Women, Donors, Implementing Partners, CBOs, Celebrities

And, **Public:** General public

It is possible to attain the aforementioned goal and objectives only with the change in

the national/local laws coupled with the change in individual behaviour and practice. Media and communication play a pivotal role in driving this transformation. Media and communication strategy envisages reaching this goal and objectives through various activities. Partnership with key media will be leveraged to promote the initiative.

The strategy focuses on the following key areas:

1. Advocacy

The focus of media and communication will be to inform and influence the decision-makers and policy-makers for strengthening the sanitation policies and programmes through evidence-based advocacy. The media advocacy will catalyze to transform commitments into concrete actions. It supports in development of sanitation policies and effective implementation of the policies and programmes.

The media advocacy activities include the following:

- ***Media kit for journalists***

This involves development of media kit for the journalists and includes information on sanitation. This includes fact sheets, case stories, presentations and data on sanitation. This package supports journalists in providing information to the relevant stakeholders.

- ***National and Regional Conferences***

National and Regional Conferences will support sharing the lessons learnt and best practices on sanitation. This can further upscale the sanitation initiatives.

- ***One-to-one Meeting***

One-to-one meeting will be conducted with the policy makers, municipal leaders and also with the locally elected representatives to inform them and lobbying for actions on sanitation issues.

- ***Process documentation and dissemination***

Various process documents are to be developed and disseminated to cover wider audiences. This can include case studies, observations from field visits, lessons learned, success/failure stories and good practices so that the Municipalities can learn from each other and also replicate the good efforts.

2. Raising Awareness

The media and communication activities also focus on raising awareness at various levels (national, provincial and local) on the importance of safe sanitation to safeguard both the human health and the environment. The activities further support on highlighting the sanitation issues and problems; and enhancing the knowledge to address the issues.

Media and communication activities for raising awareness include the following

- **Mass media:** TV and radio are the effective mass media to reach large number of audiences. This can include TV shows, radio programs and Public Service Announcements. The messages in clear, simple and local languages are very effective.
- **Public Service Announcements (PSAs):** PSAs will be developed for wide dissemination through TV and Radio.
- **Social Media:** Social media such as YouTube, Twitter, Facebook will be used in raising awareness and campaigning.
- **Print and Audio-Visual Products:** Press releases, feature stories, articles, program videos, documentaries will be developed and disseminated to raise awareness and promote the initiative.

3. Social and Behaviour Change Communication

The media and communication activities will focus on changing the behaviour and practices of the key stakeholders for safe sanitation. In order to ensure that the importance of improved sanitation is internalized and the stakeholders bring changes in their behaviour and practice, the communication primarily focuses on one-to-one interaction, meetings and open dialogues.

Media and Communication Activities are presented below:

Media and Communication Activities

Activities	Inputs required
▪ Training programme for journalists from various media (including both print and electronic media) on sanitation issues, problems, CWIS and advocacy areas.	▪ Training package ▪ Evidence-based advocacy package - Brochures, Booklets - Factsheets, - Videos, Documentaries - Powerpoint presentations on sanitation, Policies and related programmes
▪ Mayors' Consultation Forum to inform and discuss on Sanitation Policies and related programmes ▪ One-to-one meetings and interactions with policy-makers, decision-makers and municipal leaders to inform them about the safe and inclusive sanitation and the initiatives.	▪ Evidence-based advocacy package - Brochures, Booklets - Policies - Factsheets, - Videos, Documentaries - Powerpoint presentations on sanitation, Policies and related programmes

Organizing field visits and learning exchange programmes at best practice areas	Identification of the municipality with best practice on development and implementation of Sanitation Policy including allocation of sanitation budget
Producing and broadcasting TV and Radio programmes on issues and actions required	Press releases
Partnership with development agencies to ensure that their programs include media advocacy activities	Programmes detail
- Organizing mass media campaign and includes - TV and radio Talk Shows/Programmes - TV/Radio interviews with Leaders - Video documentaries - Feature stories/Articles - Public Service Announcements - Audio/Visual stories	- Press release - Press briefings - Scripts
Launching of social media campaign	- Appropriate messages - Infographics
Collaboration with celebrities and influencers	Identification of celebrities/influencers to promote the cause
Organizing community dialogues	- Evidence-based advocacy package - Brochures, Booklets - Policies - Factsheets, - Videos, Documentaries - Powerpoint presentations on sanitation, Policies and related programmes

Media and Communication Action Plan					
Outputs	Activities	Targets	Indicators	Timeline	Responsibility
CWIS Campaign is designed for Municipalities	Design CWIS sensitization campaigns and strategies for municipalities and its implementation	Municipalities	CWIS campaign for Municipalities is printed and distributed	Aug-Dec 2024	MuAN
National, Provincial and Local level advocacy	Advocate Municipal Wise Inclusive Sanitation campaign linking to WASH Policy, WASH Act and WASH Regulation	National, Provincial and Local Government	- One national report - Seven provincial reports	Aug, Oct, Dec 2024 and Feb, Apr, Jun, Aug, Oct 2025	MuAN
Public Service Announcement (PSA) on CWIS is produced and disseminated	Production of video PSA on CWIS to be used as social and other media content by the implementing agencies	Implementing agencies	PSA produced	Mar-Apr 2025	Media Help Line
	Dissemination of video PSA on CWIS	Municipalities	- No. of views - Reports	May 2025 – Mar 2026	Implementing agencies
	Production of PSA (Radio) on CWIS	Implementing agencies	PSA produced	Apr-June 2025	WASH Khabar
	Dissemination of PSA on CWIS (radio airing)	Municipalities	Report on PSA dissemination	May 2025 – Mar 2026	WASH Khabar
Municipal-level policy dialogue is conducted	Organize municipal-level policy dialogue in six municipalities	Municipalities	- Policy interviews - News reports - Photos - Videos	- Jul 2025 - Apr 2026	Media Help Line

Provincial-level policy seminar is conducted	Organize two provincial-level policy seminars for mayors	Mayors	- News article - News reports - Photos - Videos	- May 2025 - May 2026	Media Help Line
National-level dialogue on CWIS is conducted	Conduct national level dialogue on CWIS	Stakeholders	- News article - News reports - Photos - Videos	Jan 2026	Media Help Line
TV programmes are produced and broadcasted	Produce and broadcast TV programme on CWIS	- Municipalities - General public	- TV program - News report	Apr – May 2025	Media Help Line
	Produce and broadcast TV programme on CWIS and Climate Change			Mar 2025	
	Produce and broadcast TV programme on regional policy dialogue on CWIS and climate change			Mar 2026	
	Produce and broadcast TV programme on budget brief through Talk of the Town			Jun 2025	
	Produce and broadcast TV programme on CWIS guideline through Talk of the Town			Jan 2026	
	Produce and broadcast TV programme on International Figure through Talk of the Town			Jul 2025	

	- Produce and broadcast TV programme on mentor cities through Talk of the Town - Produce and broadcast TV programme on National Figure through Talk of the Town - Produce and broadcast TV programme on Policy Assessment through Talk of the Town - Produce and broadcast TV programme on Sanitation and Media through Talk of the Town			- Feb 2026 - May 2025 - Aug 2025 - Jun 2025	
News brief of CWIS focused articles from WASH Khabar is prepared	Prepare news brief of CWIS focused articles from WASH Khabar	Implementing agencies	- News brief - Reports	- Jul 2025 - Apr 2026	WASH Khabar
CWIS related case studies are produced	Produce CWIS related case studies			- Aug 2025 - May 2026	

Advocacy efforts require building relationships – personal, public and institutional to get collective support in difficult environment, and strengthen the advocacy works to get the desired results. While implementing this advocacy strategy, it is crucial to build relationships and partnerships with a wide range of partners which includes Government agencies, UN agencies, I/NGOs, CBOs, private sector, academia, media, women’s groups, and youth groups. Partners need to be involved from the beginning of the advocacy works – right from identifying the problems to formulating the solutions to addressing those problems.

Partnerships bring benefits to the advocacy works. Some are:

- Supports in wide dissemination of the message- locally, nationally and globally.
- Facilitates access to decision-makers and widens network.
- Supports in mobilizing additional resources, both human and financial resources.
- Shares ideas and workloads.
- Adds credibility and visibility.

It is equally necessary to be careful in establishing partnerships. Partnership can bring risks to organization’s reputation if they fail. There may be uneven workloads between stronger and weaker partners. Some partners can be ‘active’ while some may not.

City-Wide Inclusive Sanitation Alliance Nepal (CWISAN)- Model for Collaboration for Safe Sanitation Services

CWISAN was established on 27 December 2021 with the aim of having a collective voice and shared mission on safe sanitation. Currently, it includes 21 members that comprise of academia, associations, bilateral organizations, civil society networks, I/ NGO and NGOs, private companies and two UN Agencies – UNICEF and UN-Habitat. The UN-Habitat Nepal Office is the current Secretariat of CWISAN. Advocacy is one of the key strategic focused areas of CWISAN. CWISAN’s advocacy efforts aims to enhance understanding of CWIS implementation and amplify and disseminate knowledge on CWIS.

CWISAN can play a vital role in networking and building partnerships by serving as a collective voice and amplifying the advocacy efforts on safely managed sanitation. Through resource pooling (financial, human, technical), it can support its members in mobilizing funds and expertise for implementing informed interventions. Capitalizing CWISAN as a learning sharing platform, CWISAN members can exchange knowledge

and lessons learned, including documentation and dissemination of the best practices. By fostering collaboration, there is possibility of working together on one's strength to overcome the weaknesses of other members. It further strengthens joint actions, enabling members to grow together. CWISAN can also help members with impactful possibilities of aligning with sectoral priorities to amplify the voices and having stronger influences of our work in safely managed sanitation.

Collaboration Amongst Various Stakeholders					
Ministries/Government Agencies	UN Agencies, INGOs, NGOs	Private Sector	Media	Women/Youth Groups	General Public
Key Issue/Challenge: Rapid Urbanization and population growth					
• Development of urban sanitation policies, Acts, Regulations, By-Laws • Development of necessary infrastructures, treatment plants • Public service delivery	• Provide necessary technical support for development of policies, guidelines • Provide technical support for infrastructure development • Support in implementation of WASH Programmes	• Provide technical support and investments for the infrastructure/ treatment plants construction	• Public awareness campaigns ▪ Policy dialogues	• Support in raising community awareness • Conduct community mobilization and campaigns • Promote safe sanitation practices at household and community level	• Abide policies, Acts and regulations ▪ Practice safe sanitation practices
Key Issue/Challenge: Weak institutional, technical and operational capacity					

• Establishment of dedicated WASH Unit/Sanitation Cell in the Municipalities • Dedicated staff to oversee sanitation activities in the Municipality • Strengthening of municipal system • Establish monitoring and accountability mechanisms	• Support in capacity development of human resource • Provide trainings, exposure visits • Organize learning sharing programmes • Provide technical support	☐ Introduction of innovative technologies ☐ Support with technical expertise/experts	☐ Sharing best practices, success stories ☐ Panel discussions/ interviews to identify issues and highlight solutions	☐ Support in planning process	☐ Participation in municipal programmes and feedback to the Municipality
Key Issue/Challenge: Inadequate financial resources					

• Allocation of adequate WASH budget • Development of WASH financing mechanisms • Collaboration with private sector for investments	• Support in investment planning • Support with funding in WASH Sector	• Investments in infrastructure development • Promotion of Public-Private Partnership	• Media advocacy for sanitation budgeting, transparency, accountability	• Voice for inclusive budgeting, transparency, accountability	• Payment of service fee
Key Issue/Challenge: Lack of treatment technologies					
• Construction of treatment plants • Development of treatment standards	• Provide technical support for the best possible technologies • Implement pilot projects for the demonstration of feasible technologies • Facilitate consultation with the community	• Support in providing technologies or constructing treatment plants	• Highlight about treatment technologies, benefits, success stories	• Campaigning on reducing health hazards, importance of treatment • Support in gathering community acceptance on establishing treatment plants	• Support in treatment plant construction • Participation in community consultation
Key Issue/Challenge: Weak data planning and monitoring system					

• Development of WASH Plans • Establishment of Integrated Municipal Information System (IMIS) in Municipalities • Strengthening NWASH and monitoring systems	• Support in data collection, research, survey	• Support with development of data management/monitoring systems	• Sharing data and success stories	• Support in data collection, monitoring • Feedback on data gaps	• Participation in survey and provide information
Key Issue/Challenge: Lack of awareness					
• National campaign on safe and sustainable sanitation	• Organize campaigns • Development and dissemination of IEC/BCC materials	• Promotion of safe sanitation products	• Organize media campaigns, • Social media campaigns,	• Organizing awareness campaigns • Street dramas • Songs	• Behaviour change and hygienic practices

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CHAPTER 7

RISKS MITIGATION AND MANAGEMENT

Advocacy efforts and working in partnerships can bring risks. Advocacy can carry significant risks, especially when it involves taking a strong stand on an issue. Public campaigning and debates can sometimes turn into intense events. Risks can be both short-term and long-term. Advocacy work can also bring threats to staff members, people and also to the reputation of the organization. Hence, it is necessary to assess the advocacy risks and contingency plan must be in place to address/mitigate the risks.

- ☐ Risk assessment must consider the following:
- ☐ Identifying possible risks that may result from the action.
- ☐ Identifying who may be affected/harmed.
- ☐ Evaluate the level of risk.

Identifying actions that can be taken to manage or mitigate the risks.

Clear understanding of the context and issue, analysis of policies and power, understanding of stakeholders, familiarity with culture, social norms and practices of the community, and collaboration with partners help in understanding as well as managing risks in advocacy.

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CHAPTER 8

KNOWLEDGE MANAGEMENT

The most effective advocacy strategies and efforts are those that are evidence and knowledge-based. Managing knowledge in advocacy requires good communication skills to package right information in an effective and useful way to the users. Regular collaboration and coordination with CWISAN members and other related stakeholders and partners are essential for sharing and accessing advocacy knowledge. Well documenting and managing knowledge in advocacy provide the evidence of advocacy effort, enhance organization's visibility on advocacy work, promote evidence-based advocacy, serve as resources to other partners and reduce duplication of work.

The format below provides guideline for documenting lessons learned from advocacy effort.

Lessons Learned

Title	
Year	
Focus Area	
Contact Information	
<i>Background</i>	Brief description of initial situation, key issues and challenges
<i>Strategy and its implementation</i>	Describe about the strategy used and its implementation to address the issue.
<i>Results</i>	Describe about any success or failure achieved. Provide evidences of the results.
<i>Lessons learned</i>	Summary of the lessons learned from the success or failure so that the reader can learn its importance.
<i>Next steps</i>	Brief description of next steps that will be implemented as a result of lessons learned eg. It can be change in strategy

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CHAPTER 9 **CONCLUSION**

This advocacy strategy serves as a roadmap to influence change in policies and practices to attain city-wide inclusive sanitation for healthy and dignified life of people. With strong implementation, consistent engagement and close collaboration with stakeholders, advocacy efforts can bring sustainable change in the sanitation sector. Advocacy efforts, particularly policy advocacy can take time. Advocacy strategy and milestones can shift over time with evolving environment. However, with unified efforts and embracing adaptability, the vision of safe, inclusive and sustainable sanitation services for all can be achieved.