



**Addressing the global hygiene and sanitation
challenge through social entrepreneurship and
public policy**

A case study of the World Toilet Organization
July 2022

Leadership Institute for Global Health Transformation (LIGHT)

Saw Swee Hock School of Public Health, National University of Singapore
Tahir Foundation Building, 12 Science Drive 2, #10-01, Singapore 117549
Tel: (65) 6516 4988 - Fax: (65) 6779 1489
Website: www.nus.edu.sg
Company Registration No: 200604346E

Written by

**Nikita Mandyam
Tan Si Ying**

Summary

- This case study features the World Toilet Organization (WTO) - a global non-profit organisation committed to improving toilet and sanitation conditions worldwide. WTO was founded by Jack Sim.
- As a social enterprise, WTO has been able to change policies at the highest level to push the sanitation agenda forward. WTO has achieved this through its public policy, advocacy and convening efforts.
- This case study focuses on WTO’s public policy endeavours by highlighting four use-cases where the organisation’s championing efforts have supported favourable policy changes, namely in China, the United Nations, India and Brazil.
- The case study demonstrates several learning lessons for aspiring social entrepreneurs and political advocates. For instance, WTO’s Leverage Model, which is premised on the principle that ‘mutual exploitation is collaboration’; WTO’s Theory of Change, a conceptual framework that allows WTO to use its limited internal resources to take advantage of its partners’ unlimited external resources; and WTO’s Incentive Chart, which tracks WTO’s stakeholders and their goals; are working models that any entrepreneur can customise and adopt.

Contents

Problem Definition	3
Global health priorities: water, sanitation and hygiene	3
The lack of safe, clean and accessible toilets: direct consequences	3
Genesis of the World Toilet Organization	4
Strategies for Public Policy	4
Advocacy is the core strength	4
1) China	5
2) UN World Toilet Day	9
3) India	11
4) Brazil	15
Conclusion	17
References.....	19

Problem Definition

Global health priorities: water, sanitation and hygiene

Availability and access to water, sanitation and hygiene (WASH) services are major public health issues. While substantial progress in improving access to clean water and sanitation has been made in developed countries, low-income and resource-constrained settings still lack these basic services, which have become even more pertinent against the backdrop of the COVID-19 pandemic. Globally, 2 billion people lack safe drinking water, 3.6 billion people lack safe sanitation and 2.3 billion people lack basic handwashing facilities.¹ In 2010, the United Nations (UN) recognised safe water and sanitation as human rights. A lack of WASH services has implications for health, productivity, dignity and quality of life. These global health concerns have rightfully found a place on the global agenda through the UN's 6th Sustainable Development Goal which calls for universal access to adequate and equitable sanitation and the end of open defecation (the elimination of faeces from the body in an open environment) by 2030.²

The lack of safe, clean and accessible toilets: direct consequences

Embedded in this global health agenda is the predicament of inequitable access to safe and clean toilets. Approximately one-third of the population does not have access to toilets³ and at least 494 million people still practice open defecation globally.¹ The downstream consequences of these unsustainable practices are multifold including a rise in infectious diseases and concerns around the dignity and wellbeing of women and children.

Consequence 1: Infectious Diseases

Poor sanitation and hygiene practices - such as open defecation or improper wastewater treatment - contaminate food, water and the environment with faecal matter, leading to the rise in infectious diseases. Worldwide, at least 2 billion people use a drinking water source contaminated with faeces, which contributes to over 800,000 deaths from diarrhoea annually – a number bigger than the combined mortality of malaria, HIV and measles.⁴ This unsustainable form of living is also a leading cause of preventable child mortality, malnutrition and stunting.

Consequence 2: Dignity of Women

Harmful to community health and well-being, open defecation can also undermine individual dignity and safety. Many women lack privacy when menstruating and open defecation exposes them to increased risks of sexual exploitation. Children, especially girls, risk missing out on education when they cannot access clean and safe toilets at their schools.

As a result, lack of sanitation can be a barrier to individual prosperity, economic opportunity and sustainable development. Loss of productivity due to water- and sanitation- related diseases can cost countries up to 5% of their GDP. Improving access to clean toilets and sanitation is an essential foundation for good health. Investing in sanitation and hygiene is one of the most cost-effective health interventions; for every US\$ 1 invested in basic sanitation, the return is US\$ 2.5.⁵ However, the current rate of global progress is not adequate enough and a four-fold increase in efforts is required to achieve universal access to safely managed sanitation by 2030.⁶

Genesis of the World Toilet Organization

Jack Sim, widely known as “Mr. Toilet”, is one of the leading social entrepreneurs bringing the sanitation crisis to the centre-stage. He founded the World Toilet Organization (WTO) on 19 November 2001 as a global non-profit organisation committed to improving toilet and sanitation conditions worldwide. Breaking the taboo around toilets and bringing the subject into the open is at the heart of WTO’s purpose. WTO mobilises international and cross-functional networks of partners, donors, governments and multi-lateral organisations to advocate for effective sanitation policies to ensure the well-being of everyone everywhere. WTO is heavily involved in efforts around capacity building, establishing standards and redefining toilet technology, supporting other social enterprises and spin offs, forging strategic partnerships and garnering support for the global sanitation crisis. While there are several organisations that focus on WASH services in general, WTO is one of the few organisations that has a global reach and solely focuses on toilets - a topic that is often overshadowed by other WASH issues. The World Toilet Association (WTA) appears to be another contender in this space that also focuses on improving toilet conditions globally.

Strategies for Public Policy

Advocacy is the core strength

One of WTO’s core strengths is advocacy. In social entrepreneurship, political advocacy is an important skill to build to nudge public policy in a direction that favours one’s cause. Advocating for policy-level change helps to effect downstream grassroot-level change; this top-down approach can sometimes be more effective and efficient than a bottom-up approach. This section highlights four use-cases of WTO’s advocacies to change public policy to address the sanitation crisis, including the strategies used and how these may be relevant to other policy areas.

1) China

Challenge

While initiatives to improve toilet sanitation conditions in China started in the 1950s, this cause gained more momentum from the 2000s onwards. On 13 July 2001, the International Olympics Committee announced that Beijing would host the 2008 Summer Olympic Games. At that time, China was politically adopting a “Coming of Age” strategy which aimed to leverage the Olympic Games as an opportunity to showcase the splendour of Chinese advancements and its culture to the world. However, the shortage of clean restrooms without proper sewage management clearly presented a challenge to the government. This issue was also hampering China’s tourism industry.⁷

Strategy

Concerned that tourists would spread word about China’s underdeveloped sanitation facilities even if the Beijing Olympics was organised flawlessly, Beijing began to launch toilet reconstruction projects and grow toilet awareness. In the early 2000s, the government focused on toilet retrofitting and improving water supply to urban and rural regions.⁸ In line with these efforts, the Beijing Tourism Bureau and the Beijing Municipal Government also decided to co-host the World Toilet Summit (WTS) in 2004 to improve the local toilet culture.⁹

The World Toilet Summit is one of WTO’s signature events organised annually in different countries to empower delegates, exhibitors and sponsors to exchange best practices related to WASH services and to address the global sanitation crisis. Often attended by high-level government members, United Nations officials and political celebrities, the summit has grown WTO’s sanitation advocacy every year.

The 2004 summit in Beijing included discussions on the latest toilet technologies, tours to newly-built futuristic public restrooms, a collective pledge to massively renovate the city’s public toilets and the gathering of over 400 planning, environmental, design and hygiene experts.¹⁰ WTS 2004 helped to fuel the momentum of a positive toilet culture change in China.

Outcome

A key achievement as a result of the 2004 WTS and many years of advocacies by feminists, campaigners and academics was the passing of the “potty parity” policy in China. This law advocates for larger floor areas to accommodate more cubicles in ladies’ toilets in order to prevent long queues outside ladies’ restrooms.¹¹ Some countries in Asia and around the world have already implemented this law in a bid to quell gender discrimination while many other countries are gradually making this shift.¹²

WTS 2004 also helped to change the government’s attitude towards sanitation and successfully initiated a series of events in China with the aim of improving toilets. WTS was held in Shanghai in 2005, Macau in 2008 and Hainan in 2011. All these events collectively championed for a reform in sanitation facilities and changed the conventional mindset of viewing toilets from a “cost centre” to a “profit centre”.¹³

In 2013, the Gates Foundation launched the “Reinvent The Toilet Challenge” programme in China to provide funding to researchers to ideate and create a next generation toilet.⁸ In 2015, China’s President, Xi Jinping, officially announced the launch of the “Toilet Revolution” nationwide. This revolution aimed to improve the sanitary conditions of public toilets at all tourist destinations in China.¹⁴ This political agenda would later pave the way for massive improvement in sanitation

facilities and the rollout of multiple National Action Plans, enabling the construction of more rural and urban toilets, the construction of a public toilet within 800 meters of any location and even the construction of high-class toilets with vending machines, ATMs, wi-fi and televisions.¹⁵

Learning Lessons

1. WTO operates using the Leverage Model, which is premised on the principle that 'mutual exploitation is collaboration'. By aligning the interests of its partners in the same direction as its own, WTO designs win-win collaborations. This allows WTO to tap into its partners' resources to advance reform agendas that generate collective benefits to all stakeholders. In this way, WTO can tactfully scale up its impact without proportionally scaling up its costs by working closely with its collaborators.
2. To align with the collaborators' interests, one needs to know the important stakeholders to target and the incentives that motivate them. Jack has an 'incentive chart' where he keeps track of his target stakeholders, attempts to understand their behavioural psychologies and identifies the nudges that can help to lobby them.

Figure 1: Jack Sim's Incentive Chart

	Funders Donors	Investors	Technologists	Social Entrepreneur	NGO'S	Local Communities	Government	Politician	Media	Companies	Academia	Platforms
More revenue streams		X	X	X	X	X				X		X
Save time	X	X	X	X	X	X	X	X	X	X	X	X
Save Cost	X	X	X	X	X	X	X	X	X	X	X	X
Co-Design	X	X	X	X	X	X	X	X		X	X	X
Co-Buy	X	X	X	X	X	X	X	X		X		X
Co-Distribute	X	X	X	X	X	X	X	X		X		X
Get Recognised	X	X	X	X	X	X		X	X	X	X	X
Increase Profit	X	X	X	X	X	X	X	X		X		X
Increase Outreach	X	X	X	X	X	X	X	X	X	X	X	X
Access Knowledge	X	X	X	X	X	X	X	X	X	X	X	X
Database Acces	X	X	X	X	X	X	X	X	X	X	X	X
Avoid Mistakes	X	X	X	X	X	X	X	X	X	X	X	X
Learn at exponential	X	X	X	X	X	X	X	X	X	X	X	
Copy4Good	X	X	X	X	X	X	X	X	X	X	X	
Fictionless relationships	X	X	X	X	X	X	X	X	X	X		
Social bonding	X	X	X	X	X	X	X	X	X	X	X	
Identity and status	X	X	X	X	X	X	X	X	X	X	X	
Win votes					X			X			X	
Love & life purpose	X	X	X	X	X	X	X	X	X	X	X	

In the case of the Beijing WTS in 2004, the relevant stakeholders included the government, media, academia and celebrities.

Government

Garnering popularity and winning elections are priorities for governments. In Beijing, politicians realised that the issue of toilets would put China on the global limelight during the Summer Olympics, thereby pressurising them to take action and work with WTO to improve toilet and sanitation conditions.⁷

Media

The media is interested in unique, sensational and cathartic stories that increase their readership and advertising revenue. On the other hand, using media as a platform to illustrate a powerful story of change, possibility and transformation that drives demand for hygienic sanitation and toilets can help to provide an extensive voice for WTO.

WTS 2004 generated massive positive media coverage^{10,16} locally and internationally about China's transformed toilet culture, making the event an extremely effective publicity campaign and a win-win collaboration for both the media as well as WTO and China.

Academia

Through active research, researchers can apply economic evaluation such as cost-benefit and cost-effectiveness analyses to establish that providing proper sanitation will cost less and reduce public health burden – facts that WTO can use to influence policy makers and multilateral organisations. This is why researchers, designers, environmentalists and planners were all invited to WTS 2004.

Celebrities

Many high-profile candidates attended WTS 2004. VIPs are often incentivised to endorse social causes that help to improve their public images. By convincing celebrities to join the bandwagon of social movements, WTO can leverage on influencer marketing to gain popularity.

In this way, the leverage model helps to align the interests of WTO with each of its stakeholders' interests to create a symbiotic relationship where all parties benefit. A successful collaboration is at the heart of the leverage model, whereby the strengths and efficiencies of all parties are unified to achieve mutually reinforcing outcomes.

2) UN World Toilet Day

Challenge

Since its inception, WTO aspired to create a UN-designated World Toilet Day in order to bring global attention to the sanitation crisis. For this, a UN member needs to table the relevant UN resolution. First, WTO approached the Singapore government to table the resolution but was rejected. In vain, WTO also turned to the governments of Germany, India and Japan but did not succeed in getting their buy-in.¹³

Strategy

For over a decade, WTO pushed for the UN World Toilet Day.¹⁷ Though efforts appeared to be futile, WTO did not lose sight of the goal. Finally, the window of opportunity appeared in 2011 when Singapore's former Minister of Foreign Affairs, Mr. George Yeo, was available to attend the World Toilet Summit in Hainan, China as the Guest of Honour.¹⁸ Mr Yeo was highly impressed by the scale at which the summit was organised; the event was highly impactful and attracted high-profile delegates and experts from the region. Amazed that such an event was organised annually by a Singaporean in foreign lands, Mr Yeo pledged to support the WTO in its efforts and connected WTO to the Ministry of Foreign Affairs (MFA) in Singapore. The MFA was largely supportive of tabling the UN resolution and eventually decided to adopt this initiative as a major international diplomacy effort.^{19,20}

Once MFA was on board, a proposal advocating for the UN-designated themed day had to be drafted. As there was no Standard Operating Procedure for this, WTO approached Mr Kenzo Hiroki to advise on the drafting of the proposal as he had experience tabling a resolution for a UN-designated International Year of Sanitation.²¹ With WTO, MFA and Mr. Kenzo all in one room, the proposal was drafted and completed.²²

Armed with the proposal, Jack and the MFA team flew to New York City to lobby for support from the UN Member States in order to pass the resolution. The MFA internally set a goal to obtain support from at least 100 out of 193 Member States, as this would help pass the resolution when it was tabled. Initially, they met with a lot of resistance: countries either wanted a name change from World Toilet Day to World Hygiene Day or a date change from WTO's founding date of November 19 to another date since it coincided with Indira Gandhi's birthday and Monaco's National Day. Due to the strong backing of the MFA, all Singaporean embassies around the globe made concerted efforts to persuade their foreign counterparts to sponsor the proposal and the Forum of Small States, which is led by Singapore, was one of the earliest supporters. Eventually, the team's persistence pushed through and they succeeded in obtaining 122 out of 193 signatures in support of the proposal, giving them the green light to table the resolution.²³⁻²⁵

Outcome

In Jack Sim's words...

"I still remember the historic moment vividly. At 3AM Singapore Time, I was still wide awake, forcing myself to stay awake to watch the UN General Assembly streaming live on my laptop. The proposal was read. There was no question or objection from any of the Member States. The gravel hit the tables, and that was it. The proposal was passed unanimously by all 193 Member States. World Toilet Organization's founding day, 19 November, will henceforth be the official UN-designated World Toilet Day forever. It was done and dusted. We had made history."

Learning Lessons

1. Believe in your purpose so strongly that you never give up. For eleven years, WTO could not find a UN Member State to table its resolution but Jack's perseverance pushed through and an internationally recognized day to draw global attention to the sanitation crisis was created.
2. Plant seeds for a long future and be opportunistic. Jack plants many seeds; when they grow and mature, he reaps his benefits. For many years, WTO had planted the seed of having a UN designated World Toilet Day. However, favourable conditions only appeared when Mr Yeo was available to attend the WTS, which Jack took full advantage of and got his support to table the resolution.

3) India

Challenge

An estimated 600 million people practice open defecation in India, which is the highest of any country in the world.²⁶ Sanitation has always been a taboo topic in India. WTO has hosted several World Toilet Summits in India, which have helped lead to a series of downstream policy interventions collectively pushing the sanitation agenda forward.

World Toilet Summit 2007

Strategy

Dr Bindeshwar Pathak, founder of NGO Sulabh International which promotes sanitation and human rights, approached WTO to host the 2007 WTS in New Delhi, India to bring the unspoken taboo topic of toilets into the media to garner widespread coverage and boost the toilet movement. The summit was a high-profile event attended by the former Indian President, Mr Abdul Kalam, and the Crown Prince of the Netherlands, Mr Willem-Alexander.²⁷ The spotlight on the lack of sanitation, driven by the media at the summit, became a key election issue and a popular vote winner for politicians.

Outcome

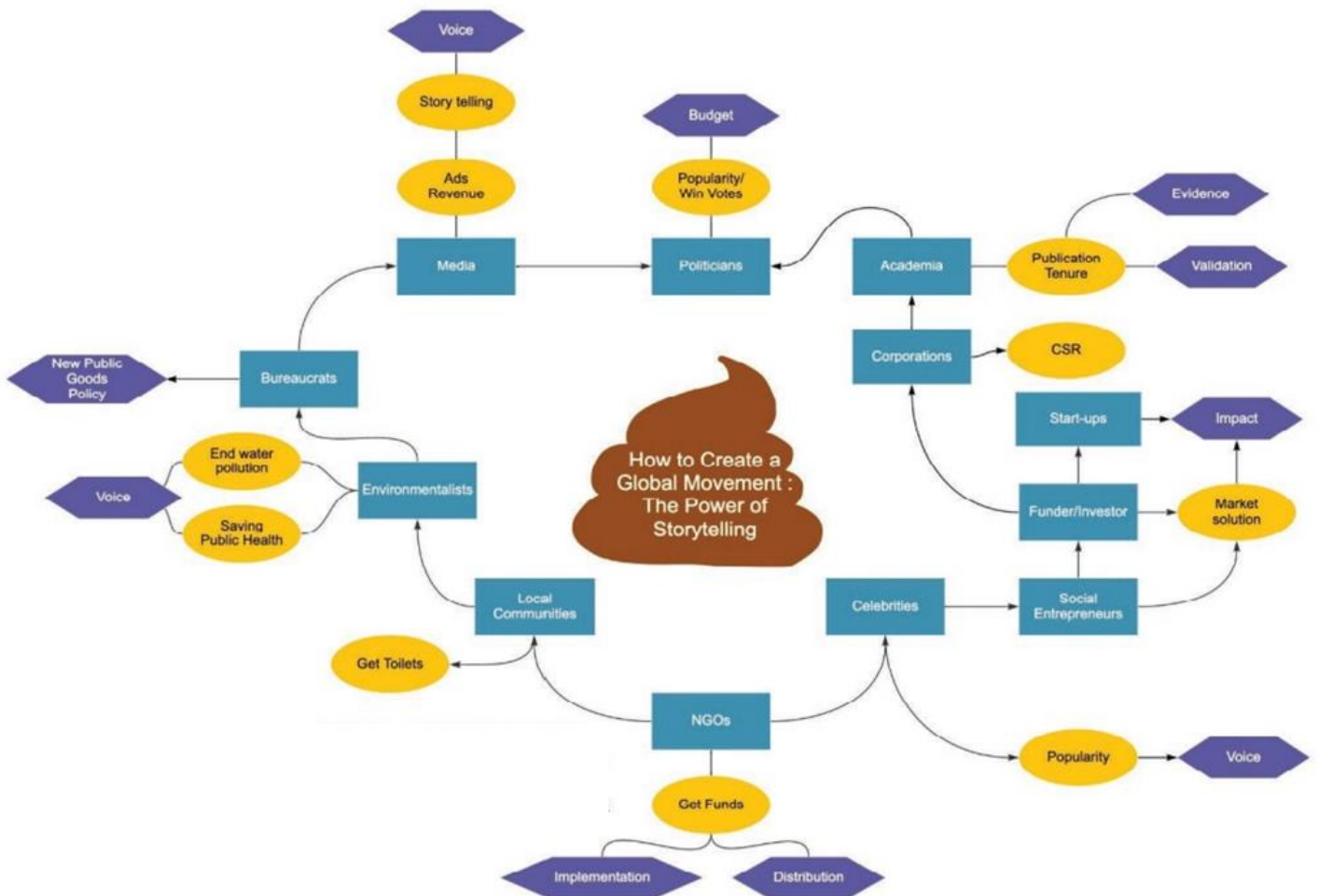
The WTS led to massive political support for sanitation that eventually helped to then attract investments from international organisations, which funded local NGOs to produce toilets on a large scale. For example, the “Total Sanitation Campaign”, which aimed to build toilets and reduce the rates of open defecation in India, received more political attention and funding after the WTS.²⁸

Learning Lessons

1. According to Jack Sim, there are 4 estates: the 1st estate is the clergy, the 2nd estate is the sovereign (ministers, royalties, presidents etc), the 3rd estate is the law and the 4th estate is the media. To catch the attention of the first 3 estates, one must start by winning over the 4th estate through powerful stories that can increase readership and advertisement revenue for the media. WTO’s public engagement strategy includes the use of guerrilla marketing and blending humour with layman language and facts for effective communication and storytelling to attract the media and mobilise the masses. Once the media drives public demand and pressure, the first 3 estates will be mobilised and influenced as well. For an NGO with limited power and resources, it is more strategic to target the 4th estate than to try and directly win over the first 3 estates. Since WTO was able to garner widespread media coverage on the sanitation issue through the 2007 WTS^{29,30}, politicians took note and delivered on their promises to provide public toilets and proper sanitation.
2. WTO’s Theory of Change shows how different stakeholders can be incentivised to assume ownership of the sanitation agenda. By aligning the respective interests of different stakeholders, the theory of change shows how an ecosystem or a movement can be more powerful than working in fragmented silos. To understand this metamorphosis in the case of the 2007 WTS (see below figure), the summit garnered lots of publicity and media, which incentivised policy makers and policy shifts, which in turn attracted funding from international donors, and this provided the resources to mobilise NGOs to effect real change on the ground by building toilets. Indeed, WTO was one of many stakeholders in the Indian landscape advocating for more toilets; it is their collective efforts which have helped push the sanitation agenda forward.

By creating an ecosystem that is cross-functional and interdisciplinary, WTO uses its limited internal resources to take advantage of its partners' unlimited external resources. As a non-profit striving to create global change, WTO's biggest challenges include having limited funds and manpower. Their theory of change model helps the organisation overcome these challenges and create maximal impact with scarce resources.

Figure 2: WTO's Theory of Change



World Toilet Summit 2015 & 2018

Strategy

WTS 2015, hosted in New Delhi by then Indian Minister of Urban Development Mr Venkaiah Naidu, and WTS 2018, hosted in Mumbai by then Maharashtra Chief Minister Mr Devendra Fadnavis, were both conducted to support the “Swachh Bharat Mission” (“Clean India Mission”).³¹ The “Total Sanitation Campaign” was rebranded as the “Swachh Bharat Mission” and was launched by Indian Prime Minister Narendra Modi on 2 October 2014 with the aim to rid India of open defecation by 2 October 2019 by building at least 110 million toilets.³² Prime Minister Modi and his political party cleverly and intentionally associated the Swachh Bharat campaign with Mahatma Gandhi – a prominent Indian freedom fighter who inspired many citizens. They did this by adopting Gandhi’s spectacles as the campaign logo and by marketing Gandhi’s dream of sanitation and hygiene as the goal of the “Swachh Bharat Mission” which would be achieved on 2 October 2019 - the 150th birth anniversary of Gandhi.^{33,34} This tremendously helped to build public support for the sanitation agenda and for Modi’s political party. With WTO and Indian policymakers backing the sanitation agenda, other agencies also joined forces including corporates (such as Reckitt Benckiser, Harpic, Dettol), the media (such as NDTV) and celebrities (such as Bollywood influencers).^{35,36}

Outcome

The “Swachh Bharat Mission” was instrumental in achieving its target of building 110 million toilets and raising the national sanitation coverage from 38.7% in 2014 to over 90% in 2019.³⁷

However, though toilets were produced, they were under-utilised as many of them were used as storage spaces. This was because the “Swachh Bharat Mission” was supply-driven; there was no real demand from the poor for toilets. Due to the time constraint to coincide with the 150th birth anniversary of Gandhi, the Modi government focused on supplying toilets first.³⁸ Future plans for Swachh Bharat 2.0 include taking a demand-driven strategy emphasised on behavioural change in order to encourage people to use toilets as toilets and to drive up demand.³⁹

Learning Lessons

1. The UN World Toilet Day was declared in mid-2013, and its legitimacy landed nicely on Modi’s landslide victory in the national elections in late 2013 and his Swachh Bharat campaign in 2015.

WTO mobilises resources by adopting a ‘pull’ strategy. WTO throws all kinds of tools into the air (such as championing the UN World Toilet Day in this case) and waits for astute leaders or stakeholders (such as Modi) to pull these tools to use them, and thereby pull WTO along with them. In this way, WTO gets the resources, collaborations and publicity it needs to accelerate the sanitation agenda globally. A ‘push’ strategy on the other hand is costly and strains resources, since money needs to be spent on WTO publicity and outreach. According to Jack Sim, instead of pushing your stories to people, your stories should pull them towards you to help and support your cause.

Figure 3: World Toilet Summit 2007, 2015 and 2018

2007



2015



2018



4) Brazil

Challenge

In 2019, more than 50% of the sewage generated in Brazil was untreated and often directly discharged into freshwater bodies thereby raising the threat of water pollution and water-borne diseases.⁴⁰ The dire situation in Brazil was partially attributed to the fact that almost all of the sewage and water companies were state-owned and therefore lacked the financial resources to invest in proper sewage treatment plants. Private companies were not able to effortlessly enter the water and sewage industry in Brazil to ramp up investments, since the government opposed privatisation due to concerns on its social, economic and political consequences.⁴¹ The grim state of affairs spurred Trata Brasil, an NGO mobilising support for sanitation in Brazil, and SABESP, the largest state-owned water and waste management company in Latin America, to join forces with WTO to drive the sanitation agenda forward.

Strategy

In September 2019, these 3 organisations visited the Brazilian Senate in the capital city of Brasilia to lobby for a bill to allow local and foreign private investment in state-owned sewage companies.¹³ Leveraging on its image as a world authority with a global voice, WTO's pitch centred around two focal points. The first strategy was to emphasize the benefits of a properly functioning sewage treatment system in terms of bolstering tourism, abating environmental pollution, fueling worker's productivity, strengthening public health and reducing healthcare costs. Speaking the language of the audience and incentivising ministers based on their respective interests or portfolios – for example, highlighting how sewage treatment can increase tourism income to the tourism minister – deemed very convincing. The second part of the pitch focused on emphasising global trends and portraying how countries like Japan, China, India and Singapore progressed from third-world countries to advanced economies by prioritising the improvement of local sanitation and water conditions. For years, local NGOs and activists attempted to persuade the Senate in vain by underscoring the dire conditions locally. By shifting the lens from a local to a global perspective, WTO helped to instil both admiration and motivation in the Brazilian Senate, which now aspired to mimic the progress of other countries around the world.⁴²

Outcome

WTO is one of the players in the field that helped to garner support for the sanitation agenda from the Senate. The Senate requested WTO to hold the annual World Toilet Summit in Sao Paulo, Brazil in 2019. The summit - officiated by the Governor of Sao Paulo, Mr. Joao Dora, and attended by over 600 experts across sectors – garnered a lot of media coverage and was instrumental in creating a public voice in favour of ameliorating sanitation.⁴⁰ Later in July 2020, as a result of the collective advocacy efforts from the public as well as several organisations and governing entities, Brazil's President, Jair Bolsonaro, signed and passed the 'Sanitation Legal Framework' law that advocates for⁴³:

- Universal provision of water supply, sanitation and proper sewage treatment by 2033 by attracting investment of USD 128 billion.
- Creation of a business environment that is more competitive, has legal certainty and fosters domestic and foreign private investment.

While there is optimism that the new law will trigger a transformation in Brazil's sanitation sector through a wave of privatisation, these policies need to be translated into tangible actions to create real change.⁴⁴

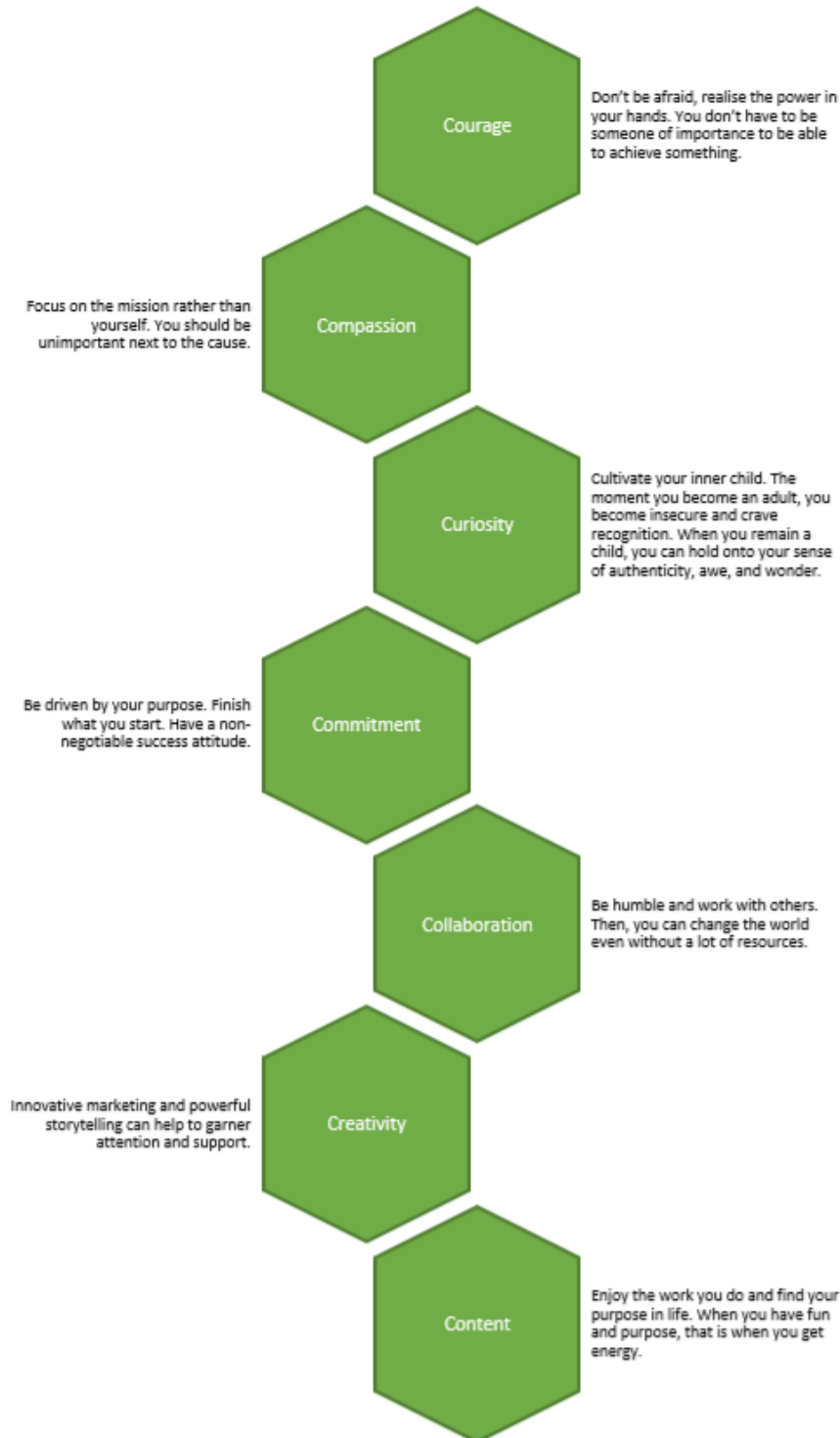
Learning Lessons

1. Understand your audience. Find out how their mindset works and what they care for. During WTO's pitch to the Brazilian Senate, this is what Jack did by speaking the language of his audience.
2. Create FOMO (fear of missing out), then others will jump onto your bandwagon. During WTO's pitch to the Brazilian Senate, Jack showcased global trends in sanitation and highlighted what Brazil is missing out on that other countries have.

Conclusion

By virtue of its strong and effective advocacy campaigns, WTO now has the leaders of China, the UN, India, and Brazil – some of the world’s most powerful bodies and economies – roped into its cause as prominent toilet champions. WTO’s story is a good example of how a resource-constrained social enterprise was able to lobby governments and multilateral organisations to launch a social movement at the global scale through its public policy and advocacy efforts. Building on decades of previous work by other organisation in the field, WTO has been able to play an incremental yet meaningful role in addressing this key public health issue of sanitation. By leveraging the power of multiple stakeholders, collaborating with key allies and building on the foundational work of others, WTO has been able to improve national and societal sanitation outcomes. The important learning lessons highlighted in each use-case are transferable social entrepreneurship takeaways that can be applied to one’s own purpose and cause. Apart from these strategies, aspiring social entrepreneurs can take personal guidance from Jack’s “7Cs” Value System.

Figure 4: “7Cs” Value System



Armed with powerful storytelling capabilities, symbiotic relations with multiple actors, the leverage model and an effective theory of change, WTO is set to improve sanitation conditions for billions of people worldwide to enable every human being to live a dignified life.

References

1. UN-Water. Water, Sanitation and Hygiene. UN-Water. Accessed July 13, 2022. <https://www.unwater.org/water-facts/water-sanitation-and-hygiene/>
2. Martin. Water and Sanitation. United Nations Sustainable Development. Accessed July 13, 2022. <https://www.un.org/sustainabledevelopment/water-and-sanitation/>
3. Toilets: 1 in 3 People Worldwide Lack Proper Toilets, WHO & UNICEF Say | Time. Accessed July 13, 2022. <https://time.com/3942630/toilets-who-unicef-report/>
4. Drinking-water. Accessed July 13, 2022. <https://www.who.int/news-room/fact-sheets/detail/drinking-water>
5. Black RE, Laxminarayan R, Temmerman M, Walker N, eds. *Reproductive, Maternal, Newborn, and Child Health: Disease Control Priorities, Third Edition (Volume 2)*. The International Bank for Reconstruction and Development / The World Bank; 2016. Accessed July 13, 2022. <http://www.ncbi.nlm.nih.gov/books/NBK361907/>
6. Summary Progress Update 2021: SDG 6 — water and sanitation for all. UN-Water. Accessed July 13, 2022. <https://www.unwater.org/publications/summary-progress-update-2021-sdg-6-water-and-sanitation-for-all/>
7. News ABC. Beijing to Clean Up Toilets in Bid for Olympics. ABC News. Accessed July 13, 2022. <https://abcnews.go.com/International/story?id=82010&page=1>
8. Cheng S, Li Z, Uddin SMN, et al. Toilet revolution in China. *Journal of Environmental Management*. 2018;216:347-356. doi:10.1016/j.jenvman.2017.09.043
9. Flush with pride, China hosts toilet summit. NBC News. Accessed July 13, 2022. <https://www.nbcnews.com/id/wbna6511059>
10. China Hosts World Toilet Summit. Accessed July 13, 2022. <https://www.cbsnews.com/news/china-hosts-world-toilet-summit/>
11. Anthony KH, Dufresne M. Potty Parity in Perspective: Gender and Family Issues in Planning and Designing Public Restrooms. *Journal of Planning Literature*. 2007;21(3):267-294. doi:10.1177/0885412206295846
12. Potty parity |. Week In China. Published December 2, 2016. Accessed July 13, 2022. <https://www.weekinchina.com/2016/12/potty-parity/>
13. 20th Anniversary Book WTO. Accessed July 13, 2022. <https://www.worldtoilet.org/20th-anniversary-book/>
14. Jiang Y. Toilet Revolution in China: Case Study. Accessed July 13, 2022. <http://www.saisperspectives.com/wash/2020/11/18/case-study-of-toilet-revolution-in-china>
15. China unveils new high-tech public toilets with Wi-Fi, vending machines and ATMs | Daily Mail Online. Accessed July 13, 2022. <https://www.dailymail.co.uk/news/peoplesdaily/article-3327261/China-unveils-new-high-tech-public-toilets-completed-Wi-Fim-vending-machines->

ATMs.html

16. News ABC. World Toilet Summit: A Flush of Excitement. ABC News. Accessed July 13, 2022. <https://abcnews.go.com/Entertainment/WolfFiles/story?id=273956&page=1>
17. Change D. World Toilet Day. Talking Shit With Jack Sim. Driving Change. Published November 19, 2020. Accessed July 13, 2022. <https://drivingchange.org/world-toilet-day-talking-shit-with-jack-sim/>
18. How the 'Toilet Man' and George Yeo made it happen. TODAY. Accessed July 13, 2022. <https://www.todayonline.com/singapore/how-toilet-man-and-george-yeo-made-it-happen>
19. Joint Press Statement by MFA and MEWR Adoption of Singapore's UN Resolution Sanitation for All to Des. Accessed July 13, 2022. <http://www.mfa.gov.sg/Newsroom/Press-Statements-Transcripts-and-Photos/2013/07/Joint-Press-Statement-by-MFA-and-MEWR-Adoption-of-Singapore-UN-Resolution-Sanitation-for-All-to-Des>
20. Chan R. Singapore's first UN resolution adopted; now, every Nov 19 is World Toilet Day. *The Straits Times*. <https://www.straitstimes.com/singapore/singapore-first-un-resolution-adopted-now-every-nov-19-is-world-toilet-day>. Published July 24, 2013. Accessed July 13, 2022.
21. Prestigious Sanitation Honor Awarded to ICC's Jay Peters. Accessed July 13, 2022. <http://www.jsonline.com/business/pressrelease/national-press-releases/prestigious-sanitation-honor-awarded-to-iccs-jay-peters-139203054.html?bppw=absolutely&suppressAds=youbet>
22. Tan K. World Toilet Day. In: *50 Years of Singapore and the United Nations*. WORLD SCIENTIFIC; 2015:51-57. doi:10.1142/9789814713054_0008
23. MFA Press Statement Commemorative Event to Celebrate United Nations World Toilet Day 19 November 201. Accessed July 13, 2022. <http://www.mfa.gov.sg/Newsroom/Press-Statements-Transcripts-and-Photos/2013/11/MFA-Press-Statement-Commemorative-Event-to-Celebrate-United-Nations-World-Toilet-Day-19-November-201>
24. Nations U. Background - World Toilet Day. United Nations. Accessed July 13, 2022. <https://www.un.org/en/observances/toilet-day/background>
25. World Toilet Day | Global Water, Sanitation and Hygiene | Healthy Water | CDC. Published November 10, 2021. Accessed July 13, 2022. <https://www.cdc.gov/healthywater/global/world-toilet-day.html>
26. University © Stanford, Stanford, California 94305. The end of India's sanitation crisis? Program on Water, Health & Development. Published November 18, 2019. Accessed July 13, 2022. <https://water.stanford.edu/news/end-india-s-sanitation-crisis>
27. Sulabh International Timeline. Accessed July 13, 2022. <https://www.sulabhinternational.org/timeline/sulabhinternational/en/sulabh/the-timeline/#49>
28. India's Total Sanitation Campaign. Centre For Public Impact (CPI). Accessed July 13, 2022. <https://www.centreforpublicimpact.org/case-study/total-sanitation-campaign-india>
29. World Toilet Summit 2007. Asia Research News. Published October 17, 2007. Accessed July 13, 2022.

https://www.asiaresearchnews.com/html/calendar.php/eid/2396/cid/2/research/people/administrator_account/world_toilet_summit_2007.html

30. India to host world toilet summit. *Reuters*. <https://www.reuters.com/article/us-india-toilet-summit-idUSDEL26403920071016>. Published October 16, 2007. Accessed July 13, 2022.
31. World Toilet Summit India to be held in New Delhi in January – World Toilet. Accessed July 13, 2022. <https://www.worldtoilet.org/world-toilet-summit-india-to-be-held-in-new-delhi-in-january/>
32. CNN HR and MS. India built 110M toilets. But will people use them? CNN. Accessed July 13, 2022. <https://www.cnn.com/2019/10/05/asia/india-modi-open-defecation-free-intl-hnk-scli/index.html>
33. Gandhi's Vision of Swachh Bharat - CII Blog. Accessed July 13, 2022. <https://www.ciiblog.in/gandhis-vision-of-swachh-bharat/>
34. Ani |. "Swachh Bharat Sought To Realise Gandhiji's Dream," Says Vice President Naidu. NDTV-Dettol Banega Swasth Swachh India. Published October 2, 2019. Accessed July 13, 2022. <https://swachhindia.ndtv.com/vice-president-venkaiah-naidu-on-wednesday-recalled-mahatma-gandhis-vision-for-a-self-reliant-inclusive-and-clean-india-while-paying-a-tribute-to-bapu-on-the-occasion-of-his-150th-birth-anniversary-38750/>
35. Hope With Harpic. NDTV-Dettol Banega Swasth Swachh India. Published January 17, 2015. Accessed July 13, 2022. <https://swachhindia.ndtv.com/hope-with-harpic-781/>
36. Banega Swasth India. Accessed July 13, 2022. <http://www.swachhtakipehel.com/>
37. Swachh Bharat Mission: It's all about numbers | India Water Portal. Accessed July 13, 2022. <https://www.indiawaterportal.org/articles/swachh-bharat-mission-its-all-about-numbers>
38. Raval G. 110 Million Toilets Built, But Claim That India Free Of Open Defecation Not True. Published October 2, 2019. Accessed July 13, 2022. <https://www.factchecker.in/110-million-toilets-built-but-claim-that-india-free-of-open-defecation-not-true/>
39. Modi SN. Swachh Bharat Mission - Urban 2.0. Published online 2021:141.
40. WTO. World Toilet Organization Annual Report 2019. Published online 2019. https://worldtoilet.org/wp-content/uploads/AnnualReports/WTO_AnnualReport_2019.pdf
41. Cairncross S, Heller L, Rezende S. Water and Sanitation in Brazil: The Public-Private Pendulum. *Proceedings of the ICE - Municipal Engineer*. 2014;167:137-145. doi:10.1680/muen.13.00019
42. World Toilet Organisation: Championing sustainable sanitation to deliver dignity and health - Visit Singapore Official. Accessed July 13, 2022. <https://www.visitsingapore.com/mice/en/newsroom/world-toilet-organisation--championing-sustainable-sanitation-to/>
43. Brazil's basic sanitation regulatory framework. Accessed July 13, 2022. <https://www.ibanet.org/article/90EB44B0-5346-4E00-993F-2DE6543708D7>
44. Barros R, Gallo J. Brazil's new basic sanitation legal framework | | Insights | DLA Piper Global

Law Firm. Published online November 30, 2020. Accessed July 13, 2022.
<https://www.dlapiper.com/en/uk/insights/publications/2020/11/pgi-issue-4/brazil-new-basic-sanitation-legal-framework/>