

Terms of reference

Request for proposals – Case studies and voluntary certification schemes covering water, sanitation and hygiene (WASH)

WaterAid is seeking proposals to (i) develop strong case studies on the approaches progressive companies have taken on WASH in supply chains, and (ii) explore the opportunity to integrate WASH into voluntary certification schemes.

Introduction

Increasing access to water, sanitation, and hygiene (WASH) is central to meeting global development goals on poverty, health, education, and economic growth. The adoption of the Sustainable Development Goals (SDGs) provides a framework for all sectors to take action towards these goals. Within this framework, corporates can play a number of influential roles related to improving WASH. They can act as providers of WASH technology and innovations, help implement WASH interventions in their owned and operated facilities and in their supply chains, and/or work in partnership with others to improve access in local communities.

Over the past five years, initiatives, research, guidance, and tools have been developed that help the corporate sector implement WASH practices in their operations and supply chains. This has led to increased interest and actions from many companies, but up until now these efforts have focused mainly on interventions in their own operations. When moving into their supply chains, most companies face challenges regarding how to effectively advance WASH. With over 450 million people¹ estimated to be employed in global supply chains including poor and marginalised communities – such as tea pickers, garment workers, and smallholder farmers – action in corporate supply chains is critical to achieve the SDGs and Agenda 2030.

To understand the current obstacles to improving WASH in companies' supply chains, WaterAid, World Business Council for Sustainable Development (WBCSD), and the CEO Water Mandate have jointly undertaken a research project called '*Corporate Action on WASH in Supply Chains*'. The result of the first phase has been published in a [white paper](#) and was presented at a jointly convened session at 2016 Stockholm World Water Week.

On the basis of the white paper and feedback from the session, a number of follow-up actions to improve WASH in supply chains were identified. Two specific needs are: (i) the development of case studies profiling companies' interventions on WASH

in supply chains; and (ii) integration of WASH into voluntary certification schemes. The three organisations have decided to commission a consultant to look at these two areas. Therefore, **WaterAid is (on behalf of WBCSD, the CEO Water Mandate, and WaterAid) seeking Expressions of Interest to (i) develop strong case studies on the approaches progressive companies have taken on WASH in supply chains and (ii) explore the opportunity to integrate WASH into voluntary certification schemes.**

Objectives

- To strengthen the evidence base for, and approaches to, corporate action on WASH in supply chains that other companies can learn from by producing three to five case studies from different sectors.
- To scope and make recommendations on the most impactful ways WASH could be integrated into voluntary certification schemes (particularly in the agricultural sector) and strategies for taking such an approach forward.

Expressions of interest are sought by **13 November 2016**.

Part 1: Case studies

The case studies should be based on three to five cases (exact number to be agreed on with the consultant) in which corporates have taken initiative to improve WASH in their supply chains. Focus should be on supply chains in the agricultural and light manufacturing sectors, though other sectors could also be considered.

The case studies should explore how WASH challenges were identified and overcome. They should also include the results of the interventions from a business perspective, including social benefits.

The main form of information gathering should be qualitative interviews, supplemented by desk studies.

Each case study should cover:

- The overall perception of WASH in the company.
- How and why WASH was identified as a priority issue at the site(s) in question.
- The internal process, from identification to the decision to take action (including any strategies that led to internal buy-in and senior level support, if such strategies were needed).
- How the supplier(s) got involved in (and, if needed, were convinced of) the intervention, including division of responsibilities between company and supplier.
- Details of the interventions, including key success factors, challenges, and how they were overcome.

- Results of the intervention from a business perspective, including social benefits. Any identified business benefits should be supported by quantitative and/or qualitative evidence.
- Key lessons learned and any unexpected outcomes.

Part 2: Voluntary certification schemes

The exploration of certification schemes should build on initial analysis included in the aforementioned white paper and be conducted through desk studies and qualitative interviews. The assignment includes:

- Identify and analyse existing voluntary certification schemesⁱ in order to prioritise which schemes would be most effective to approach regarding integration of WASH. The prioritisation should take into account
 - Market penetration
 - Scope for impact
 - Certification bodies' appetite to engage on social issues and WASH
 - Timings of next review of the respective standard
 - Views of other relevant stakeholders (companies or others)
 - Any other aspect deemed relevant
- Develop a strategy for how WaterAid, WBCSD, and the CEO Water Mandate could approach and engage with certification bodies; and establish measures of success for such engagement.

Deliverables

- Three to five case studies (maximum 3,000 words each), presented in an easily accessible way that can be published.
- Short report with comments, lessons learned, and suggestions picked up during collection of the case studies (not for publication).
- Report on voluntary certification schemes (for publication), with the strategy and measures of success as an appendix (not for publication).
- PowerPoint presentation covering main findings on both parts.

ⁱ These refer to those schemes used by major corporates to manage sustainability in, for example, agriculture-related products, especially major commodities. These may include but are not limited to the Alliance for Water Stewardship, Rainforest Alliance, Roundtable on Sustainable Palm Oil, Fair Trade, and Forest Stewardship Council.

Timetable

Activity	Date
Virtual kick-off meeting with the project steering group (WaterAid, WBCSD and CEO Water Mandate)	21/11/2016 1600–1800 CET
Progress update (virtual meeting)	16/12/2016
Submission of first draft of all deliverables	20/01/2017
Presentation of the findings (virtual meeting) for the project steering group	24/01/2017
Feedback on first drafts	27/01/2017
Submission of second draft of all deliverables	10/02/2017
Feedback on second drafts	17/02/2017
Submission of final deliverables	24/02/2017

Application process

Consultants may apply either individually or in teams from around the world, and will be reviewed on the basis of staff competencies, record of previous work, quality of proposal and value for money. This work is expected to cost £10,000 including VAT.

We are particularly looking for organisations with capacity in the following areas:

- Knowledge and experience of working on WASH or related issues with corporates, preferably in their supply chains.
- Knowledge and/or experience of working with certification schemes (such as those mentioned in footnote i).

The proposal should be sent in a single document of no more than 3,000 words (plus CVs in appendix) to christian.lannerberth@wateraid.se no later than **13 November 2016**.

The email should use 'Proposal: WASH in supply chains' as the subject.

Proposals will be reviewed and a decision made by **18 November 2016**.

¹ International Labour Organization (2015), *World employment and social outlook 2015: The changing nature of jobs*. Geneva: ILO, 2015.