

Request for Proposals – *Re-advertised*

For consultancy support to conduct Return on Investment (ROI) study on improvement of WASH situation for factory workers in the factory and in their living place

Background and Context

WaterAid is working with HSBC on the Supply Chain Programme from April 2018 – December 2020 (with a wrap up period until April 2021) with WASH programme delivery in WaterAid India (WAI) and WaterAid Bangladesh (WAB.)

The Supply Chain Programme is focused on leather industry / apparel supply chains and the delivery of essential water, sanitation and hygiene (WASH) services to transform working and living conditions of workers. In India, the focus will be on three districts in UP; Kanpur, Unnao and Lucknow with WASH interventions planned at selected factories (including tanneries), nearby settlements where workers' families live and, in Lucknow, with artisanal workers associated with Chikan Embroidery.

A fundamental part of this programme is contributing to the Business Case for WASH for which consultancy support is required for WaterAid India. A core part of the programme is to pilot test Impact level indicators to calculate the financial return on investment (ROI) of WASH interventions for the factories and those companies who source from them, which aim to prove the business benefits of WASH. The methodology to support the calculation of the financial ROI is outlined in a new step-by-step guide which should be applied for the pilot testing- [‘strengthening the business case for WASH: how to measure the value for your business’](#)

The role

Rationale: Calculating the financial return on WASH investments is new for all organisations working on WASH, including WaterAid. Therefore, WaterAid India require a consultant to support programme teams and delivery partners in trialling and testing the business case WASH ROI Impact level indicators.

Scope: This role will lead on the Business Case for WASH research element of the programme within the wider Supply Chain Programme in India and will ensure this core element is integrated into the wider project delivery and reporting. WaterAid India will be responsible for leading and managing the programme as a whole, and this role will form a core part of the delivery team, specifically in relation to design, implementation and the monitoring and evaluation elements of the business case component.

The role will include

- i) Contribute to the research component of the Supply Chain Programme, with a focus on leading the Business Case for WASH element of the programme and ensuring this is fully integrated into programme plans. The business case specific elements will likely include involvement in the business case specific baseline assessment; design; implementation; monitoring and evaluation as well as compilation and reporting of impact level indicators.

iii) Liaise with WaterAid Bangladesh consultant and UK team throughout the programme to ensure sharing and transfer of insight, knowledge and skills, particularly around communicating results; and

iv) Ensure integration of the Business Case for WASH approach for WaterAid - including learning and outcomes into the WaterAid's existing M&E process.

Key objectives and scope

1. Support the WA India programme team in the design and set-up (6 months)

- Work with partner organisations, WAUK and WAB to understand the proposed interventions, desired outcomes and locations to assess the linkages with business benefits.
- Work with WAI & Regional team to facilitate necessary baseline studies and ensure that feasibility of business case metrics and indicators are considered at this point.
- With direction and support from WAI team, build rapport with factory owners and community leads to understand data availability.
- Develop methodology aligned with the guide and integrate appropriate indicators into the programme design, based upon what is relevant to the intervention and feasible to measure and collect.
- Ensure business benefit indicators are SMART and appropriate for the context and project (ref. scope/considerations for data collection below/in annex A.)
- Develop a clear and simple framework for business relevant data collection – ensure this framework is transferable across other similar project to ensure comparability.
- Work with WAI and WAUK to ensure impact level data is set up correctly to be incorporated into internal and external reporting.
- Recruit and train local teams of data collectors (expectation that consultancy support will ensure delivery of the baseline within their scope)

2. Monitoring and evaluation throughout the programme (2018-2020)

- Manage Impact level data collection for the project, including working with and managing local teams of data collectors
- Ensure desired outcomes align with desired impact level indicators.
- Analyze Impact level data, present findings and draft key reports for the project.
- Lead Impact level data baseline, mid and end line primary data collection.
- Work with factory management to ensure timely receipt of accurate and relevant data (i.e. that also supports their business priorities) and support compilation of other secondary data as appropriate.
- Pilot data collection in a small subset population.

3. Working with the Bangladesh and UK WaterAid teams communicating the results and capturing learnings

- Regular liaison and communication with WaterAid Bangladesh consultant and UK team (Private Sector Advisor, Regional Programme Manager for South Asia and HSBC Partnership Manager) to;
 - Ensure there is a harmonized approach between India and Bangladesh and that the project objectives are being met.
 - Maintain consistency and comparability between the two programmes
 - Ensure outcomes can be communicated effectively for HSBC audience.

- Ensure business relevant learnings and outcomes can be captured and shared between programmes and embedded into WaterAid's processes.

Deliverables

- Outcomes from the ROI study
- Documentation around the difficulties, challenges, successes met when trying to design and collect this data and information.
- Learnings and contributions towards the general implementation and execution of the Business Case for WASH.

Eligibilities and requirements

General:

- We are looking for proposals from individuals as well as institutions /organisations.
- It is important that the successful consultant(s) are embedded into the WaterAid India team, and therefore require the consultant(s) to be at the WaterAid India Regional Office based out of Lucknow approximately 1 day per week.
- Fluency in English and Hindi.
- Ability to travel within India, and to Bangladesh potentially.
- Understanding of business, their priorities and sustainability approaches
- Understanding & experience of working with the leather industry/ apparel supply chain or similar factory setting.
- Comfortable working with businesses, academic institutions, Governments and non-Governmental organisations.
- Highly competent at oral and written forms of reporting and presentation
- Sound understanding of effective learning and knowledge sharing practices for a global organisation;

Data collection and research:

- The Guide already exists, we are not looking for proposals with new methodologies, we are looking for proposals that demonstrate an approach to trialing and testing the Guide.
- Sound understanding and experience of quantitative & qualitative research methodologies including research problem identification, data collection methods and implementation.
- An understanding of ROI research methodology.
- Research ethics and ability to follow WaterAid's research policies.
- Proven experience in designing data collection tools and choosing appropriate collection methods
- Experience in training data enumerators on high quality data collection and monitoring the continued verification of high quality data collection

Reporting structure

- This role will sit within the WaterAid India team and would be directly line managed through WaterAid India.
- This role would be responsible for working very closely and regularly with WaterAid Bangladesh consultant.

- This role would be responsible for working very closely and regularly with UK team including;
 - Private Sector Advisor (lead for Business Case for WASH.)
 - South Asia Regional Programme Manager (lead for HSBC programming in India and Bangladesh.)
 - HSBC Partnership Manager (lead for delivery and reporting to HSBC.)

Length of contract / type of role

- Initial contract to last for 6 months to cover project set-up. After this, we expect this contract to be extended to last the full programme.
- Part-time role (2/3 days – TBC) a week.
- The role will ideally be located in WaterAid India North India office at **Lucknow**.

Application process

Consultants should submit applications that include:

- Your background.
- Your experience and how it fits with what we have outlined above.
- How you would approach the role.
- Your costs (guidance of \$50,000-\$90,000 USD)

Proposals will be reviewed based on the experience and requirements section above, record of previous work, quality of proposal and value for money.

The proposal should be sent in a single document of not more than 3,000 words (plus CVs in appendix) to WAIP2P-Delhi@wateraid.org latest by Monday, 11th February 2019.

The email should use **'Proposal: Supply Chain Programme'** as the subject.

Annexure A

Scope/considerations for data collection

For the financial ROI, the 'Guide' identifies four key direct quantifiable benefits resulting from WASH or other similar programmes, the four common indicators are as below. These are not the only indicators the teams will measure, and we may not measure all four; the full results framework will include financial and non-financial indicators.

1. Reduced absence

Factors for consideration

- Employee absence monitoring is needed and the reason for absence needs to be considered e.g. sickness, child sickness, menstrual problems OR unrelated (noted concern surrounding attribution)
- Reduced absence requires knowledge of - payment terms; how wages are controlled; how absence is measured (hourly/daily); cost of lost production (av. #garments/leather product/day x profit/garment; cost of overtime; employee salary etc)

2. Improved productivity

Factors for consideration

- Productivity = amount of work done/worker or /unit of time, calculated/person to avoid double counting
- Productivity requires knowledge of - total amount of production/period & # employees & # hrs worked OR existing metrics on employee productivity or efficiency; revenue or profit/unit

3. Improved quality

Factors for consideration

- Quality varies between sectors and requires knowledge of factory and farm processes
- Quality requires: monitoring/recording system for amendments and rejects; requires knowledge of factory quality control process; estimate based on time/material wasted

4. Reduced staff turnover

Factors for consideration

- Staff turnover has cost implications associated with cost of recruitment and training, and loss of skills = reduced productivity of the factory
- Reduced staff turnover requires knowledge of - # of new recruits OR # leavers/unit of time; training and recruitment costs; costs of reduced productivity
- Need knowledge of recruitment & training process – links with HR company dept. can be useful