
Terms of Reference (ToR)

Consultancy – Safe/Small Water Enterprise Consumer Knowledge Curation Phase 1

Role Description:	Consultancy – Safe Water Enterprise Consumer Knowledge Curation
Category:	Safe Water Enterprises Consumer Marketing and Research
Location:	Remote – preferably based in US
Expected Start Date:	January 2020
Duration of Assignment:	Up to 28 working days
Available Funding Phase 1:	\$25,000

1. Background

Safe Water Enterprises (SWEs) are decentralized water approaches to provide consumers with access to safe drinking water. Historical data shows that at least 30% of water systems are inoperative at any given time in developing countries,¹ in large part due to inability to cover ongoing operation and maintenance expenses and lack of professional management of water systems. SWE market-based approaches address these water system failures by focusing on operational performance, creating incentives across the value chain, aligning tariffs with expenses, and managing limited local resources.

SWEs are particularly suited to meet the needs of people in rural and urban areas who are not currently served by the centralized networks. The SWE model is aligned with the Sustainable Development Goal 6.1 for safe and affordable water, and is a compelling approach that supports the UN’s Human Right to Water, providing universal access to safe, sufficient, acceptable, physically accessible, and affordable water services.

SWEs have developed organically over the past 30 years and, while their investment and focus might differ, all SWE implementers have developed some level of understanding of their consumer base to generate sufficient sales revenue to cover operating costs and sustainability requirements, such as contributions to maintenance, repair, and replacement reserves. By better understanding their consumer base, SWEs are better positioned to increase their market share over time and increase per capita consumption to achieve financial sustainability.

Many SWEs have developed research surveys and tools and implemented consumer research programs to understand the behavior, practices and needs of the consumer. Similarly, SWEs have developed sales tools and marketing materials and programs to increase penetration and consumer demand. **However, the research tools, materials, methodologies, results, and sales and marketing programs have not been broadly shared, and there has been no synthesis of these materials to identify best practices and insights that apply across initiatives and geographies.** This leads to redundancy and inefficiency as implementers work to develop an improved consumer proposition for SWEs.

¹ See Improve International (2012). Statistics on Water Point Failures. URL: <http://www.improveinternational.org/2012/10/25/sad-stats/>

Based on the need for more sustained and structured collaboration among SWE implementers, the SWE Community of Practice Consumer Working Group (CWG) was launched in 2018 to foster collaborative learning around consumers of SWEs and establish best practices and standards on the consumer for the SWE sector. The CWG members are SWE implementers (see Annex 1) and are supported by other participant organizations and individuals, including funders and advisors who are all engaged in advancing and improving best practices to facilitate scaling SWEs.

An overarching goal of the CWG is to gain a deeper understanding of consumer motivations and behaviors for SWEs' products and services, which is a key driver to the success of the SWEs. Along these lines, the CWG is focused on producing common definitions and standards, toolkits, and other critical resources on the consumer that will help to facilitate comparison and improved implementation across the sector. To do so, we need to understand what insights and tools already exist, what best practices are based on work completed to date, and how best to capture and disseminate knowledge and resources to be useful for both CWG members and the entire SWE sector. The CWG seeks to develop over time a living knowledge resource center to serve the sector globally, leveraging the considerable work completed to date by members in field-level implementation and programmatic consumer research, including consumer sales and marketing programs.

2. Objective and Scope

The objective of the consultancy is to review, synthesize, and curate consumer engagement materials, studies, and tools produced to date by members of the CWG, resulting in an assessment of a current consumer proposition for SWEs (phase 1) and using this to inform the path forward for a shared living knowledge resource on the consumer and a SWE consumer-based toolkit for the CWG and, over time, if agreed, for the sector (phase 2). Our expectation is that the Consultant will approach this work with the intent to help shape and refine it and will provide critical input and insight to the group regarding the best approach to achieve the desired outcome of this project. The specific objectives are:

- 1) Collect and consolidate consumer engagement materials; consumer research tools and findings; marketing, advertising, and sales tools; training programs and other relevant materials from members of the CWG. Develop a summary of the materials collected. Collaboratively assess with the CWG whether the proposed scope of work should be revised based on materials collected.
- 2) Curate, synthesize and analyze members' existing consumer engagement materials; consumer research tools and findings; marketing, advertising, and sales tools; training programs and other relevant materials developed and/or used by members of the CWG. Document insights on consumer motivations and behaviors and derive best practices from consumer approaches and practices developed and/or used by CWG members, as well as common consumer insights from studies, if possible.
- 3) Present summary of materials collected, research findings, and insights, and best practices identified from curation and synthesis of materials to members of the CWG.
- 4) Provide substantive feedback on what further research is needed in order to gain a deeper understanding of consumer motivations and preferences.
- 5) Provide recommendations on what is needed to build a shared SWE Consumer Knowledge Management Platform/Resource Center, with best practices, toolkits, and other materials for CWG consumption as well as a process for knowledge dissemination and sharing externally, if agreed.

- 6) Provide recommendations on what is needed to develop a SWE consumer-based toolkit that includes guidelines for technology types, branding, pricing strategies and efficient capture of consumer data, among other things.

We envision the results of this consultancy as the first phase of a longer and broader knowledge management project to develop a living resource for the learning and knowledge outputs that result from sustained and structured collaboration across CWG members and other sector implementers.

3. Expected Deliverables and Timeline

By the end of this project, the Consultant will have developed the following deliverables:

No.	Deliverable	Description	Timeline
1.	Consumer Knowledge Collection and Documentation	Collect consumer engagement and knowledge materials, including definitions and metrics related to the SWE consumer; field-level consumer activation and marketing materials developed and/or used by CWG members. This collection will be done through remote phone and email conversations with CWG member organizations and should incorporate identification of which materials can be published/shared. Consolidate materials on a cloud-based storage platform. Develop a summary of what work has been done by organizations, when it was done, what the objectives were, what tools and materials were developed, what assessment has been done, and whether there were any learnings or recommendations. Schedule meeting with CWG members to review what materials have been collected and whether the proposed scope of work will suffice given the data and materials available.	Up to 6 work days
2.	Curation of Knowledge and Consumer Insights and Best Practices Synthesis Report	Synthesize existing consumer materials provided by CWG members to determine what knowledge exists and where there are gaps in the knowledge capture. Analyze materials and document collective insights and best practices on consumers based on existing consumer marketing approaches, research findings, and sales and marketing programs from CWG members.	Up to 9 work days
3.	Findings and Recommendations Presentation	Create and share a presentation summarizing (1) findings from CWG member interviews on what is needed and what gaps exist (2) summary of collective consumer research and marketing programs/initiatives and insights; (3) best practices derived from CWG member materials; and (4) recommendations on what further research is	Up to 5 work days

		needed to gain a deeper understanding of consumer motivations and preferences.	
4.	Recommendations for a SWE Consumer Knowledge Management Platform/Resource Center	Make recommendations to consolidate an actionable, living SWE Consumer Knowledge Management Platform/Resource Center that will include best practices, consumer-based toolkits, and other materials. Recommendations should be based on interviews/discussions with CWG member representatives. These recommendations will inform the creation of the platform in phase 2 of this project.	Up to 4 work days
5.	SWE Consumer Toolkit Methodology	Propose a methodology for a SWE consumer-based toolkit from community mobilization techniques to recommended guidelines for creating consumer demand, including branding, technology types, research & development of technology, pricing strategies for different income levels, and efficient capture of consumer data. The methodology should consider strengths from existing data/materials developed and/or used by CWG members, common needs on consumer research, and data requirements. This methodology will inform the creation of the toolkit in phase 2 of this project.	Up to 4 work days

4. Required Expertise and Qualification

The CWG is looking for the following expertise and qualifications in a Consultant:

- Proven experience in knowledge management and/or results management working in global environments in diverse industries and/or sectors (public, private, non-profit).
- Experience in the WASH sector preferred.
- Experience in conducting research or assessments and/or marketing programs for international development initiatives in low- and middle-income countries.
- Experience in marketing research or behavioral sciences, preferably with a focus on social marketing of products and services for underserved populations.
- Good understanding of knowledge management systems and technology.
- Knowledge of marketing design for social enterprise models and/or services provided on brand launches, advisory services on go-to-market strategies, improving brand acquisition and retention.
- Strong analytical, writing and communication skills.

5. Duration of the Contract

The initial phase of this consultancy is expected to take up to 28 working days. A potential second phase may be added based on performance and pending recommendations for a SWE Knowledge Repository.

6. Terms

The Consultant will conduct phone interviews with CWG members' teams to collect relevant information and materials and will also solicit materials via email, as needed. The Consultant will organize content

collected using a safe cloud-based storage system (e.g., Google Docs, Dropbox, OneDrive) to build the knowledge repository and upload other deliverables and materials. The Consultant will regularly (likely 5-6 times during the project) communicate with the CWG Facilitator, including sharing each deliverable once completed; hold individual calls with representatives from the CWG member organizations as needed, and hold conference calls at least twice with the entire CWG to report on progress and present/discuss final report.

No.	Meeting	Report To	Topic	Timeline
1.	Start of Assignment	CWG Facilitator	Review of ToR	Week 1
2.	Introduction	All CWG members	Brief introduction to all CWG members and Q&A on project methodology, data and engagement requirements.	Week 1
3.	1 st Progress Meeting	CWG Facilitator	Deliverable 1 Review	Week 2
4.	2 nd Progress Meeting	CWG Facilitator	Deliverable 2 Review; Deliverable 1 Sign-off	Week 3
5.	3 rd Progress Meeting	CWG Facilitator	Deliverable 3 & 4 Review; Deliverable 2 Sign-off	Week 5
6.	4 th Progress Meeting	All CWG members	Deliverable 5 Review; Deliverable 3 & 4 Sign-off; Q&A	Week 6
7.	End of Assignment	CWG Facilitator	Deliverables 5 sign-off	Week 7

7. Payment

The CWG has allotted up to \$25,000 for this consultancy. The final amount will be determined upon review of consultant proposals, including level of experience and proposed strategy.

- 50% of payment will be made after submission and acceptance of Cloud-based Knowledge Repository, summary, and meeting with CWG members (Deliverable 1) and Curation of Knowledge and Consumer Insights and Best Practices Synthesis Report (Deliverable 2).
- The remaining 50% will be made after submission and acceptance of Presentation of Findings and Recommendations (Deliverable 3), Recommendations for a SWE Consumer Knowledge Management Platform/Resource Center (Deliverable 4); and SWE Consumer Toolkit Methodology (Deliverable 5).

8. Application Procedure

Interested consultants should include the following documents when submitting an application:

- An updated CV indicating past experience from similar projects
- A cover letter describing why the individual considers him/herself as the most suitable candidate for the assignment. Indicate available start date
- A technical proposal describing understanding of the project, and methodology for approaching and completing the assignment.

Applicants are instructed to submit their CV, cover letter and technical proposal for this consultancy to [annarohwer@water4.org]. These documents should be sent via email with the following subject heading: "Safe Water Enterprise Consumer Knowledge Curation" by February 19, 2021.

9. Evaluation Criteria

The CWG will be considering the following when evaluating consultant proposals:

- Educational background as requested: 15%
- Extensive expertise, knowledge, and experience in social marketing, consumer research, social enterprises, financial analysis: 30%
- Extensive conceptual and practical knowledge of program implementation, M&E, and quantitative results tracking: 15%
- Demonstrated experience and practical knowledge in research and/or working in social impact enterprises internationally, preferably in 2+ continents: 10%
- Overall methodology: 20%
- Cost of proposed work: 10%

Annex 1 – SWE Community of Practice Consumer Working Group Members

- Danone Communities (on behalf of Naandi and 1001 Fontaines)
- Jibu
- Safe Water Network
- Water4
- Water for Good