

Report

Private Sector and water supply, sanitation and hygiene

Nathaniel Mason, Mariana Matoso and William Smith

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Driving catalytic engagement

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Key messages

- This paper sets out how, and why, businesses can be engaged in support of universal access to water supply, sanitation and hygiene (WASH)
- We consider the role of the private sector *in* the WASH sector (providing goods and services); *for* the WASH sector (contributing to the enabling environment for WASH); as well as mechanisms for more effective engagement between the private sector *and* the WASH sector
- We point to ways that international businesses and WASH agencies can collaborate to better enable countries' domestic private sector to provide sustainable and equitable WASH services
- We identify a window of opportunity to ensure adequate WASH in the workplace and supply chain, generating returns to business and society, in support of Sustainable Development Goal 6 on water and sanitation
- We highlight the role of the Sanitation and Water for All Global Partnership as a key forum to link global efforts to the national level, and below – the levels at which Sustainable Development Goal 6 will be achieved

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All errors and omissions are our own.

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Abbreviations

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| AquaFed | The International Federation of Private Water Operators |
| BMGF | Bill & Melinda Gates Foundation |
| BoP | Base of the Pyramid |
| BSR | Business for Social Responsibility |
| CBO | Community Based Organisation |
| CSR | Corporate Social Responsibility |
| FSM | Faecal Sludge Management |
| HRWS | Human Right to Water and Sanitation |
| ICT | Information and Communication Technology |
| M&S | Marks and Spencer |
| MDG | Millennium Development Goal |
| MFI | Micro finance institution |
| MoI | Means of Implementation |
| NGO | Non-governmental Organisation |
| PPIAF | Public-Private Infrastructure Advisory Facility |
| SCA | Svenska Cellulosa Aktiebolaget |
| SDG | Sustainable Development Goal |
| SME | Small to medium enterprise |
| SUN | Scaling Up Nutrition |
| SUWASA | Sustainable Water and Sanitation in Africa |
| SWA | Sanitation and Water for All |
| TBC | Toilet Board Coalition |
| UN | United Nations |
| UNF | United Nations Foundation |
| UNICEF | United Nations Children's Fund |
| USAID | United States Agency for International Development |
| WASH | Water, Sanitation and Hygiene |
| WBCSD | World Business Council of Sustainable Development |
| WSSCC | Water Supply and Sanitation Collaborative Council |
| WFP | World Food Programme |
| WHO | World Health Organization |
| WSP | Water and Sanitation Programme (World Bank) |

Executive summary

This discussion paper has been commissioned by UNICEF and the UN Foundation in order:

- To provide a clear language and framework, articulating the diverse ways the private sector can engage in support of universal access to and use of WASH.
- To identify actionable ways forward for catalytic forms of engagement between private sector organisations and institutions working on WASH.

In responding to these needs, we aim to enable a more specific and coherent conversation about what the water supply, sanitation and hygiene (WASH) sector is asking of the private sector, and what the WASH sector offers to the private sector in return. Our findings are based on interviews with over 60 individuals, representing over 40 organisations from the private sector, government, civil society organisations, NGOs, multilaterals and partnership organisations. The paper responds to the interest of the UN Deputy Secretary General Jan Eliasson in this area, as expressed in his Call to Action on Sanitation.

Our analysis and recommendations are framed around the unique opportunity created by the agreement of Sustainable Development Goal (SDG) 6, on water and sanitation (and hygiene), and SDG 17, on the means of implementation and the global partnership for sustainable development. To achieve SDG 6 requires the commitment of the private sector – a fact that is recognised at the core of the concept of “global partnership”, promoted under SDG 17. In this paper, we highlight ways that the private sector can be engaged in support of SDG 6, and particularly the targets on WASH, to generate business return at the same time as societal value. Specific areas for action include linking the public sector and larger companies in efforts to strengthen the domestic and small-scale private sector; collaborating to meet the WASH needs of people at work, as well as in their homes and communities; and facilitating forms of engagement at global level that can support country governments to engage their own private sectors in support of SDG 6.

We look across the WASH sector at the diverse range of businesses, from individual entrepreneurs to multinationals, which are active and emerging in the sector. We seek to learn from the lessons of the past and highlight the need to agree on common principles and minimum standards, including respect for the Human Right to Safe Drinking Water and Sanitation.

We structure the discussion into three parts, as a first contribution towards providing a clear framework and language. As such, we map and analyse:

- The Private Sector *in* WASH – how to build viable business models to provide and sustain WASH services
- The Private Sector *for* WASH – how to leverage private sector contributions to the enabling environment for WASH
- The Private Sector *and* WASH Sector – how to frame mutually beneficial mechanisms for private sector and WASH organisations to engage at global policy level, in ways that support country plans and strategies for universal access to WASH

The private sector *in* WASH

We begin by mapping how the private sector can, and does, contribute to universal access to WASH through specific business models in WASH-related value chains, in providing products and services. We present visual maps for each of the water, sanitation and hygiene subsectors, identifying different scales of business from entrepreneurs to international companies, and the position they occupy across links in the water supply, sanitation and hygiene value chains, as well as their differing profit orientation. From this mapping, we identify overarching trends, gaps, challenges and opportunities.

Our recommendations in this area focus on establishing and strengthening partnerships between governments and larger businesses to unlock the contribution of the smaller scale, domestic private sector towards universal access. We focus on three key needs: to use public resources smartly to better leverage commercial finance and ensure that domestic businesses can access finance of the right type and on the right terms as they transition to scale; to support the public sector to mobilise the domestic private sector through fit for purpose policy and regulation; and to develop transactional models which protect the interests of all parties and avoid exploitation of poorer users and small-scale entrepreneurs.

The private sector *for* WASH

We next consider how the private sector can contribute to the “means of implementation” for SDG6, considering the categories of finance; technology; capacity-building; trade; policy and institutional coherence; multistakeholder partnerships; and data, monitoring and accountability. We identify fifteen possible areas for engagement and focus in on one, which in our view offers the best opportunity to capitalise on existing initiatives and capacity, and to address a crucial context for realising universal WASH, which could otherwise be overlooked. This is the issue of WASH in business’ workplaces and supply chains. There is a clear need to provide WASH access and promotion for working people, both in their places of employment and wider communities. Yet despite the benefits of investing in WASH in these contexts for both businesses and societies, the issue remains underemphasised in private sector strategies and public policy.

Our recommendations focus on how existing work in this area can be brought together, to enable a transformative scale-up in effort and achievement. We propose an umbrella movement which we provisionally title ‘WASH4WORK’, highlighting roles for key organisations, and near term actions required.

The private sector *and* the WASH sector

Lastly, we identify how private sector entities can be better engaged in global policy debate and initiatives on WASH, as an entry point to supporting national governments and their partners to realise SDG6. We focus our attention on ongoing efforts to develop the private sector constituency within Sanitation and Water for All (SWA), as the most diverse and high-level existing partnership platform for WASH, with the vision of achieving sanitation, water and hygiene for all, always and everywhere.

Our recommendations to strengthen engagement between the private sector *and* the WASH sector focus on actions that SWA Partners and Secretariat can take: to recruit and retain private sector members, and to progressively use global level

engagement as an entry point towards supporting business contributions to national
WASH strategies.

1 Introduction

1.1 Purpose

With the SDG agenda emphasising the private sector as a key player in implementing and achieving sustainable development for all, unpacking the meaning of ‘private sector engagement’ has become more important than ever. To foster this discussion within the water supply, sanitation and hygiene (WASH) space, UNICEF and the UN Foundation commissioned a report to enable a more catalytic dialogue between private sector organisations and institutions working on WASH. The work responds to the Call to Action on Sanitation, made by the United Nations Deputy Secretary General (DSG), Jan Eliasson (see Box 1). It aims to advance the conversation on where, how and why the private sector can contribute to universal access to sanitation, hygiene and water supply.

By clarifying what the WASH sector can ask from the private sector, and by reflecting upon what is being offered, this discussion paper aims to answer two needs:

- To provide a clear language and framework articulating the diverse ways the private sector can engage in support of universal access to and use of WASH.
- To identify actionable ways forward for catalytic forms of engagement between private sector organisations and institutions working on WASH.

1.2 Background and context

The paper is produced at a critical time in the international agenda, with the agreement of the post-2015 Sustainable Development Goals. As such, we make particular reference to Goal 6, “Ensure availability and sustainable management of water and sanitation for all” and Goal 17, “Strengthen the means of implementation and revitalize the global partnership for sustainable development”.

We recognise that Sustainable Development Goal (SDG) 6 presents an opportunity to address the entire water cycle, and consider synergies with private sector roles in water resources management.¹ However, we focus primarily on SDG targets 6.1, 6.2, as well as 6.3 insofar as it applies to management of waste from sanitation:

- Target 6.1 - By 2030, achieve universal and equitable access to safe and affordable drinking water for all;
- Target 6.2 - By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations;

¹ See Mason (2013) for a discussion of corporate engagement on a broader water resources management and water stewardship agenda

-
- Target 6.3 - By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

We aim to bring added focus to areas of SDG targets 6.1 to 6.3 that risk being overlooked. A particular concern is the role of businesses themselves in ensuring access to WASH for employees, whether or not they have specific commercial interest in WASH products and services. We make the case that investing in WASH for employees generates business returns as well as health and productivity benefits for society at large. Adults spend significant amounts of time at work. We have a unique opportunity to prevent workplaces being overlooked as a crucial context for WASH, in policy, programming, monitoring and reporting.

Although commissioned by UNICEF and the UN Foundation, the report is intended as a resource for the WASH sector and private sector more widely, including the Sanitation and Water for All (SWA) global partnership and those supporting the DSG in his Call to Action on Sanitation.

Box 1: The Call to Action on Sanitation

On 21 March 2013, the Deputy Secretary General (DSG) of the United Nations (UN) launched the *Call to Action on Sanitation*. In the call to action, the DSG highlighted the role of business as a key partner:

“Tackling sanitation challenges is key to advancing human development. The Deputy Secretary General is aiming to bring together key partners from government, civil society, business and international organizations to commit to action. The aim is to mobilize resources to rapidly increase access to basic sanitation, with a focus on improving hygiene, changing social norms and better managing human waste and waste-water and ending open defecation. By 2025, the practice of open defecation must be totally eliminated.”

Source: UN (2013)

1.3 Problem statement

We identify two key challenges have inhibited the conversation around private sector and WASH to date: diversity and ideology.

Diversity of private sector organisations, their interests and their potential roles in relation to WASH, have made it difficult to have a specific and actionable conversation about what is meant by ‘private sector engagement’. We address this head-on, through the mapping and analysis set out in the paper. While we cannot hope to cover every variant, this paper attempts to unpack the term as it relates to WASH: across scales, from sole trader to multinational; across degrees of formality and informality; as well across a spectrum of profit orientation, from social enterprises to fully for-profit companies. We start from the relatively narrow definition of the parts of the economy not under state control, run for profit. However, we recognise the debate is advancing rapidly around the purpose and ‘DNA’ of private sector companies (see Box 1 below). As such, our analysis covers enterprises which have a clear social purpose but operate on commercial lines, as well as state owned companies that generate the majority of revenues from sale of goods and services, rather than transfers of public funds.

In terms of ideology, there is a long and polarised debate about the role of the private sector in delivering and supporting water supply, sanitation and hygiene services. We address this second issue of ideology indirectly, though it is no less important than the challenge of diversity. The ideals that underpin different positions are strongly held and often informed by particular experience. Our interviews nonetheless confirm an appetite to move beyond this polarised debate, which tends to frame private sector engagement in WASH as all or nothing. There is increasing recognition that different types of public and private sector entities fit into a wider ecology of WASH service delivery. There is also recognition that both public and private entities have a contribution to make to the enabling environment, to achieve universal WASH access. Each type of organisation has a distinct role and a set of motivations that need to be understood in order to harness their energies and achieve effective partnership. In the light of these recent shifts in the terms of debate, we attempt to identify principles that can help move the conversation in a positive direction, while learning lessons from the past.

1.4 Core principles

The core principle underpinning our analysis is the respect for human rights, especially the Human Right to Safe Drinking Water and Sanitation (HRWS; see box 2).

For any productive conversation between the private sector and the WASH sector to take place, dialogue should start from a recognition of the importance of a human-rights based approach and the practical implications for businesses of all kinds.

A human rights lens is intrinsic to achieving universal access and addressing inequalities, both of which are central to SDG 6 targets. It is therefore important to be clear about whether a proposed form of private sector engagement supports access to and use of water supply, sanitation and hygiene in general, or for the poorest and most marginalised in particular. It is also important to be transparent and objective about the risks of private sector involvement in a basic-needs sector like WASH, especially around ensuring that services remains affordable and accessible to all, including the poorest members of society (UNCTAD 2015).

Squaring a rights-based approach with the challenges of financing and delivering equitable and sustainable services is not straightforward. Making this work in practice will require those with deeper understanding of human rights to help newcomers to identify the practical implications for their own work. This could entail significant capacity building towards improving awareness, accountability, and action around the HRWS, building on guidance already developed (e.g. CEO Water Mandate 2015).

Box 2: The Human Right to Water and Sanitation

The human right to water and sanitation was recognised by the United Nations General Assembly and the Human Rights Council in 2010. International human rights law requires States 'to ensure everyone's access to a sufficient amount of safe drinking water for personal and domestic uses, defined as water for drinking, personal sanitation, washing of clothes, food preparation, and personal and household hygiene' as well as 'to progressively ensure access to adequate sanitation, as a fundamental element for human dignity and privacy, but also to protect the quality of drinking-water supplies and resources'.

There is considerable thinking about what human rights imply for business. The

[‘Ruggie Framework’](#) on business and human rights was developed with the support of many businesses and adopted by the UN Human Rights Council in 2008. It proposed three pillars:

- the state duty to protect against human rights abuses by third parties, including business;
- the corporate responsibility to respect human rights; and
- greater access by victims to effective remedy, both judicial and non-judicial.

The CEO Water Mandate, part of the UN Global Compact, has developed [Guidance for Companies](#) on respecting the human right to water and sanitation specifically. The guidance frames five elements for private sector organisations to respect the human right in practice:

- Develop a policy commitment and embed respect for the HRWS
- Assess impacts on the HRWS
- Integrate and take action on impacts on the HRWS
- Track and communicate performance
- Remediation and grievance mechanisms

Source: (OHCHR 2010, p.3, Ruggie 2010, CEO Water Mandate 2015)

National governments are both the primary duty-bearers of the HRWS, and are responsible for leading and coordinating efforts on SDG6. As such, governments must be empowered to engage business in support of realising universal access and the human right to water and sanitation. Throughout this paper, and in the recommendations in particular, we consider how this can be done (see Box 3).

We think that partners can be aligned much more effectively where there is clarity of intent and transparency about what each partner brings to the table and what is sought in return. Organisations and individuals in the private, public and voluntary sectors can have different objectives and motivations to partner, as well as distinct offers to make. They may not want exactly the same thing, or to achieve what they want in exactly the same way. Only by inviting businesses to the negotiating table can the WASH sector understand and capitalise on what they offer, while fostering an increased understanding of what operating in the WASH space, and within the normative and legal remit of the HRWS, really means.

Box 3: Supporting governments to engage the private sector

National governments need support to develop policy tools to ensure engagement with private sector organisations is nurtured, while safeguarding users’ interests. A recent report by UNCTAD on an ‘Action Plan for Private Investments in SDGs’ (2015), highlights a number of key tensions which need to be managed – which are highly relevant to WASH. These tensions arise between:

- Liberalisation and regulation;
- Attractive risk-return rates and accessible and affordable services;
- Private and public investment; and
- The global scope of the SDGs, and the necessary focus on least-

developed countries.

The report highlights a wide range of policy instruments to manage such tensions, including: regulatory frameworks and standards for human health and safety, and the quality and inclusiveness of services; development of the wider business environment through investment in new technology, entrepreneurship and human resources; and monitoring and reporting on business's social and environmental performance and the impact of investments.

Source: UNCTAD 2015

1.5 Towards a theory of change

Water supply, sanitation and hygiene are key elements of doing business the world over – be it in delivering WASH services or selling WASH-related products as a core business activity, or because WASH more broadly underpins productive workforces, societies and economies. WASH therefore cuts across multiple dimensions of business viability including operations, marketplace, supply chains and workforce. There are multiple ways for business to benefit from WASH, and for WASH to be supported by business. A review of more than 20 company initiatives by WSUP (2015) revealed that businesses that are already engaging on WASH make a clear link between business value, and the societal benefit or development impact generated by investing in WASH.

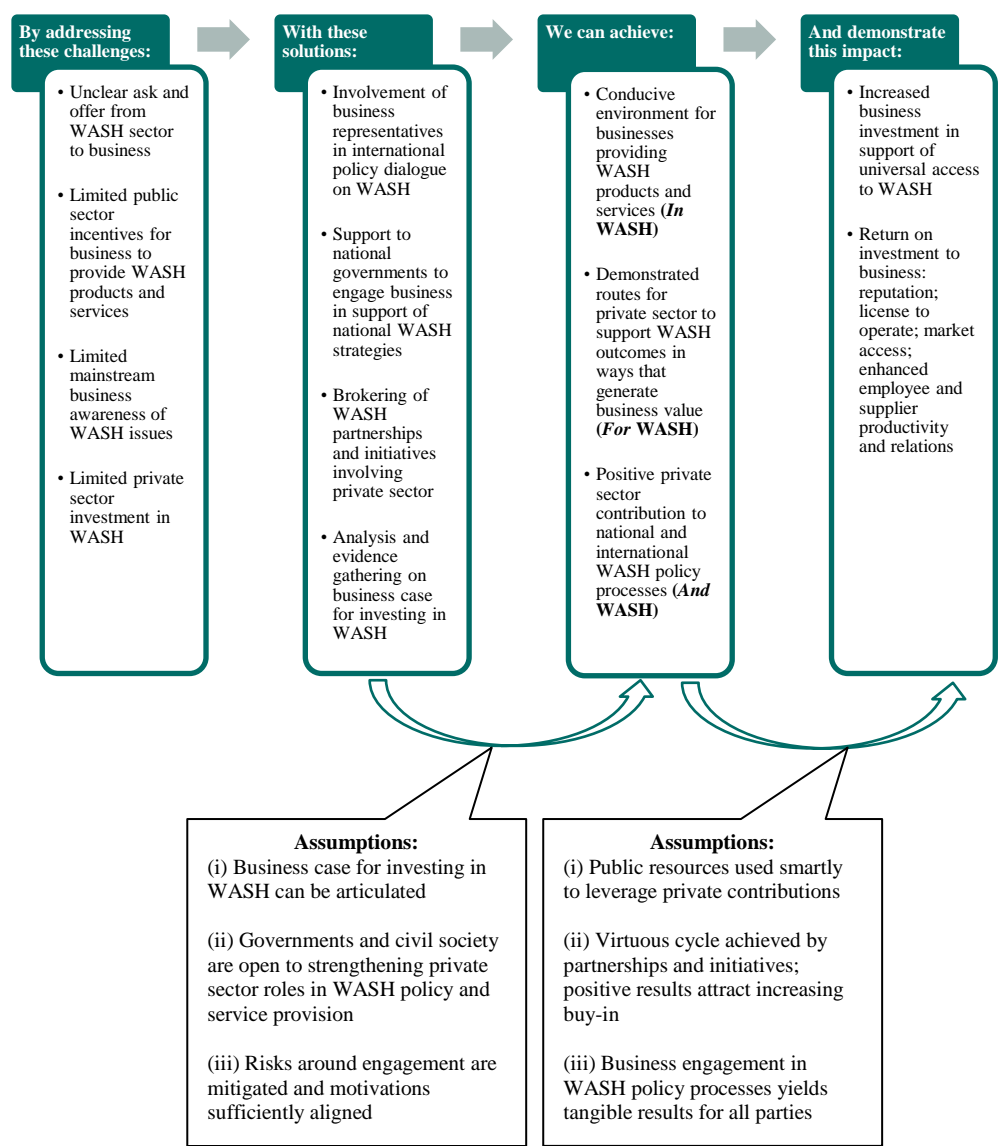
Given the number of intersections between business and WASH, and the diversity of business activities and models globally, the business case for engaging on WASH is multi-faceted. Different motives are cited, including reducing risks and costs; increasing sales; enhancing reputation and consumer relationship building; improving employee morale; and securing access to new markets. A CEO Water Mandate study (2014) has explored the core business reasons for investing in and supporting sanitation in particular, setting out how societal impacts of inadequate sanitation translate into risks to business including loss of employee productivity, reduced employee skills, and stunted consumer spending. In spite of the clear logic, only a handful of companies have decided to take specific measures, suggesting that there is a need to express more clearly why the private sector should invest in WASH, and to put the arguments to the test with robust evaluations.

For WASH actors, meanwhile, the need to harness private sector resources and energy is stark. In purely financial terms, only five countries in Africa, in a recent survey of thirty eight, were found to have enough funds to meet drinking water and sanitation targets (WHO 2014). The proportion of total funding sourced from private sources is barely 7% - the majority in the form of investment finance for public-private partnership infrastructure projects (IFC 2015). The substantial infrastructure investments required to achieve SDG targets 6.1, 6.2 and 6.3 will ultimately need to be (re)paid from public sources (taxes, tariffs and transfers). Yet the private sector can provide crucial bridging finance, contribute to driving down costs through innovation and efficiency, and align its products and services to achieve social missions while generating returns. These benefits of private sector engagement have been long-touted, but there remains little rigorous research to understand where, when and how they have been achieved, particularly for WASH. There is therefore a similar need to set out the rationale for the WASH sector to engage the private sector more strongly, and to subject that rationale to rigorous testing.

Keeping in mind the needs of both private sector and WASH sector stakeholders for a clearer articulation of why and how they should engage, we set out a preliminary Theory of Change. The Theory of Change attempts to capture what the challenges currently hampering catalytic forms of engagement actually are, what solutions are needed, and what these solutions could achieve in the near- and long-term. Informed by our understanding of wider shifts towards the alignment of business and development objectives (See Box 4) we aim to present one theory of change which makes the case to both ‘sides’, i.e. WASH sector and private sector, simultaneously.

The Theory of Change provides a starting point for the wider analysis and arguments presented in this paper, but is not in any way presented as conclusive. Much of the causal logic is currently based on assumptions which must be critiqued and tested. We would therefore hope that the Theory of Change is amended over time.

Figure 1: Provisional theory of change for private sector engagement in/ for/ and WASH



Source: Authors

Box 4: Broad trends in business and development agency relationships: searching for shared value

In both business and development circles, there is an increasing convergence of views that aims and activities can be compatible and mutually beneficial under the right conditions. From the company perspective, many businesses have moved on from older ideas of corporate social responsibility: that to compensate for the benefits extracted from society through their business operations, the company should 'give back' by committing a proportion of their profits to social programmes. Now many companies recognise that it is their business operations themselves that contribute to society and that both companies and society can benefit from maximising the 'shared value' that can be created.

Banks and mobile network operators, for example, are increasingly identifying a business opportunity in offering competitively priced financial services to low income clients, recognising the commercial potential of large volume, low margin business and also growing their customer base for the future, while at the same time, widening financial inclusion.

Development agencies are likewise recognising the dominant role of business in addressing core social issues. While previously business was viewed primarily as a source of funds or as a sub-contractor to implement discrete activities, development agencies are increasingly seeking to develop partnerships with companies that will optimise the impact of core business operations.

The nature of these partnerships varies considerably. In some cases, they are aimed at advocating for more positive business practice. The UN Global Compact, for example, asks companies to sign up to 10 principles of business behaviour, covering labour rights, environmental protection, human rights and anti-corruption. In other cases, donor partnerships seek to promote pro-poor innovation by sharing business risk, through Challenge Funds, loan guarantees, advance market commitments and other mechanisms. Sometimes development agencies support the development of linkages between companies, for example, through subsidising export promotion, or sharing information between companies or supporting dialogue between business and government. In other cases, donors provide technical assistance or co-funding for activities that are recognised to create shared value. The Dutch Sustainable Trade Initiative, for example, provides 50% co-funding to some of the largest cocoa traders in the world to provide farmer training on good agricultural practice, to support certification, strengthen farmer organisations and establish agricultural financing mechanisms. This benefits farmers in terms of improved yields, quality and stable market opportunities, as well as the traders, in terms of sustainable supply.

At the core of successful partnerships between business and development agencies is an understanding of, and respect for, differing roles but shared interests, matched by effective governance arrangements that give confidence to all parties. On this basis, it is possible to identify practical mechanisms through which development assistance and business investment can create shared value.

Source: Authors

1.6 Structure

The main body of this report is structured into three analysis and discussion sections, followed by a final synthesis and recommendations section. The three central sections describe and analyse the current situation and potential changes to the roles of:

- The Private Sector *in* WASH - building viable business models to provide and sustain WASH services
- The Private Sector *for* WASH - leveraging private sector contribution to the WASH enabling environment
- The Private Sector *and* WASH Sector - framing a mutually beneficial mechanism for private sector and WASH organisations to engage at global policy level

The ‘in’/ ‘for’/ ‘and’ distinction is a simple one and builds on others’ ideas (Di Bella et al. 2013). It is nonetheless a first contribution to clarity of language and purpose, around the ask, and offer, from the WASH sector to the private sector, and vice-versa.

The sections can be summarised as follows:

Section 2: Private sector *in* WASH. We start by mapping current and potential ways for the private sector to engage *in* WASH: how the private sector can, and does, contribute to universal access to WASH through specific business models in WASH-related value chains, for example through the provision of products and services. We look at different scales of business from entrepreneurs to international companies, across different links in the water supply, sanitation and hygiene value chains. We also consider different types of business in terms of underlying profit-orientation. From the mapping, we analyse patterns and gaps, and consider the implications for public policy and business value.

Section 3: Private sector *for* WASH. We then move to map the how the private sector already does, and could in future, engage *for* WASH. Another way to think about this is: how can the private sector contribute to the enabling environment for universal access to WASH? To unpack what the enabling environment consists of, we refer to the ‘means of implementation’ for Sustainable Development Goal 17, and the categories of finance; technology; capacity-building; trade; policy and institutional coherence; multistakeholder partnerships; and data, monitoring and accountability. We provide a broad survey of opportunities and challenges across each category, before focusing our analysis on one area which we judge to have high potential for catalytic impacts: WASH in the workplace and supply chain.

Section 4: Private sector *and* WASH. We next consider what specific measures can be taken to facilitate the engagement of the private sector in global WASH policy initiatives, with a view to supporting country-led strategies for achievement of universal access to WASH. Although this section has a global focus, and in particular considers the options for involving the private sector in the Sanitation and Water for All partnership, we explore how work needs to be grounded in country leadership and realities to achieve real results.

Section 5: Recommendations for action: leverage points and strategy. We close the paper with a set of targeted recommendations, informed by the preceding analysis: i.e. the mapping of leverage points and conditions to enable the contribution of the private sector *in* and *for* WASH; and elaboration of options for high-level engagement between the WASH sector *and* Private Sector.

1.7 Methodology

The findings in this paper are based on analysis of semi-structured interviews, supplemented by review of documentary material. We conducted interviews with over 60 individuals, representing over 40 organisations from the private sector, government, non-governmental organisations, multilaterals and partnership organisations. Interviews were conducted during April-September 2015. We also organised a roundtable meeting in London in July 2015, to debate and test draft findings. A full list of names of those interviewed and roundtable participants is available in Annex 1. Unless directly quoting, all views and opinions should be read as the authors' own.

2 Private Sector *in* WASH

2.1 Mapping the private sector *in* WASH

The WASH sector often struggles to articulate what it wants from private sector engagement, not least because of the diversity within the term private sector. Our *in/ for/ and* distinction is a starting point, but within the domain of ‘the private sector *in* WASH’ there is still a huge diversity of existing and potential models. With this in mind, in this section we present a series of visual maps to help guide a more specific conversation about private sector engagement *in* WASH. Though we map a broad spectrum of businesses involved in providing WASH-related goods and services in low and middle-income countries, we are particularly interested in those that are able to reach the ‘Base of the Pyramid’ (BoP).

For the mapping, we first distinguish between the three WASH ‘subsectors’: water supply, sanitation and hygiene. Though there are numerous types of service modality within each of these, such as networked and non-networked forms of water supply, or on-site vs. waterborne approaches to sanitation, we emphasise commonalities and present one map for each subsector. In the case of hygiene, we focus on handwashing (primarily soap products) but also include menstrual hygiene as a critical but still neglected area (see Box 5).

Box 5: Taking a lead on neglected WASH issues – SCA and menstrual hygiene

The Sweden-based global hygiene and forest products company Svenska Cellulosa Aktiebolaget (SCA) has recently engaged on the taboo topic of menstrual hygiene in low and middle-income countries, in partnership with the Water Supply and Sanitation Collaborative Council (WSSCC). The case of SCA illustrates the capacity of companies to bring transferable experience on neglected policy issues from other countries and markets, as well as the importance of a long-term vision for business value.

The key transferable experience derives from SCA’s development of markets and products for incontinence care. Broaching the topic of incontinence care with policy-makers and the public in markets in Europe and the US, and now in China, has provided a model for engaging and advocating on menstrual hygiene. From small beginnings, SCA now possesses a substantial share of the incontinence care market in China, one with huge potential given the rapidly ageing population.

In menstrual hygiene, SCA also identifies a long-term business opportunity, as well as a critical neglected issue for the health and dignity of millions women and girls at the base of the pyramid, who currently have limited access to menstrual hygiene products and services. For SCA, this motivation around long-term business value is important, alongside shorter-term benefits relating to corporate citizenship. The timeframes needed to realise that business value can be long and need to be approached realistically. However, SCA views 5-10 years as not unreasonable before seeing a clear return on investment from their engagement on neglected but socially important areas.





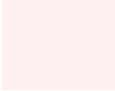
More information is available at: <http://www.sca.com/en/uk/Media/News/2014/SCA-talks-menstruation-and-collaboration-at-UN-headquarters/>

To construct the maps for each WASH subsector, we first apply a value chain approach. At the core of the value chain concept is the idea that each link constitutes a key functional activity and marginally increases the value of the product or service delivered. The value chain concept is not new to WASH and has helped move the sector beyond a technology-oriented approach, to a more holistic view of a full service. For example, the service provided by an urban piped water network can be thought of as a simple value chain, with the links in the chain made up of sourcing of bulk water, treatment, and distribution and delivery. Some modalities may skip certain links in the chain – i.e. a rural handpump will rarely feature treatment, and sourcing of bulk water, distribution and delivery are all essentially combined in one technological device and user experience.

The value chain concept is also well understood within the business community, making it a useful basis for establishing common language. Links in the value chain provide the first dimension for the mapping, visually represented as the x-axes in Figures 1-3 below.

A second dimension to map private sector *in* WASH is the operating scale of business – from sole trader and micro-enterprise up to Multinational Corporation. Business types are arranged in order of scale down the vertical axis (y-axis of Figures 1-3).

Finally, we consider the profit-orientation of the business. This provides a starting point for considering the priorities and operating logic of different business types. Recognising wider currents in debates about business purpose, we identify five broad categories. A colour key is used to map this dimension visually:

-  i. social enterprises that run as a business, charging for products and services, but supplement revenue with grant-based finance
-  ii. social enterprises that are entirely reliant on sale of products and services but operate on a not-for profit basis
-  iii. for-profit commercial enterprises with some net income reinvested to social purposes
-  iv. for profit commercial enterprises with all net income redirected to business growth or shareholder return
-  v. for profit commercial enterprises with all net income redirected to business growth but not legally constituted (informal business)

In the rest of this section, the maps for water supply, sanitation and hygiene are presented. In the following subsection (2.2) we analyse patterns, gaps, challenges and opportunities that emerge from the mapping.

Figure 2: Mapping private sector *in* sanitation

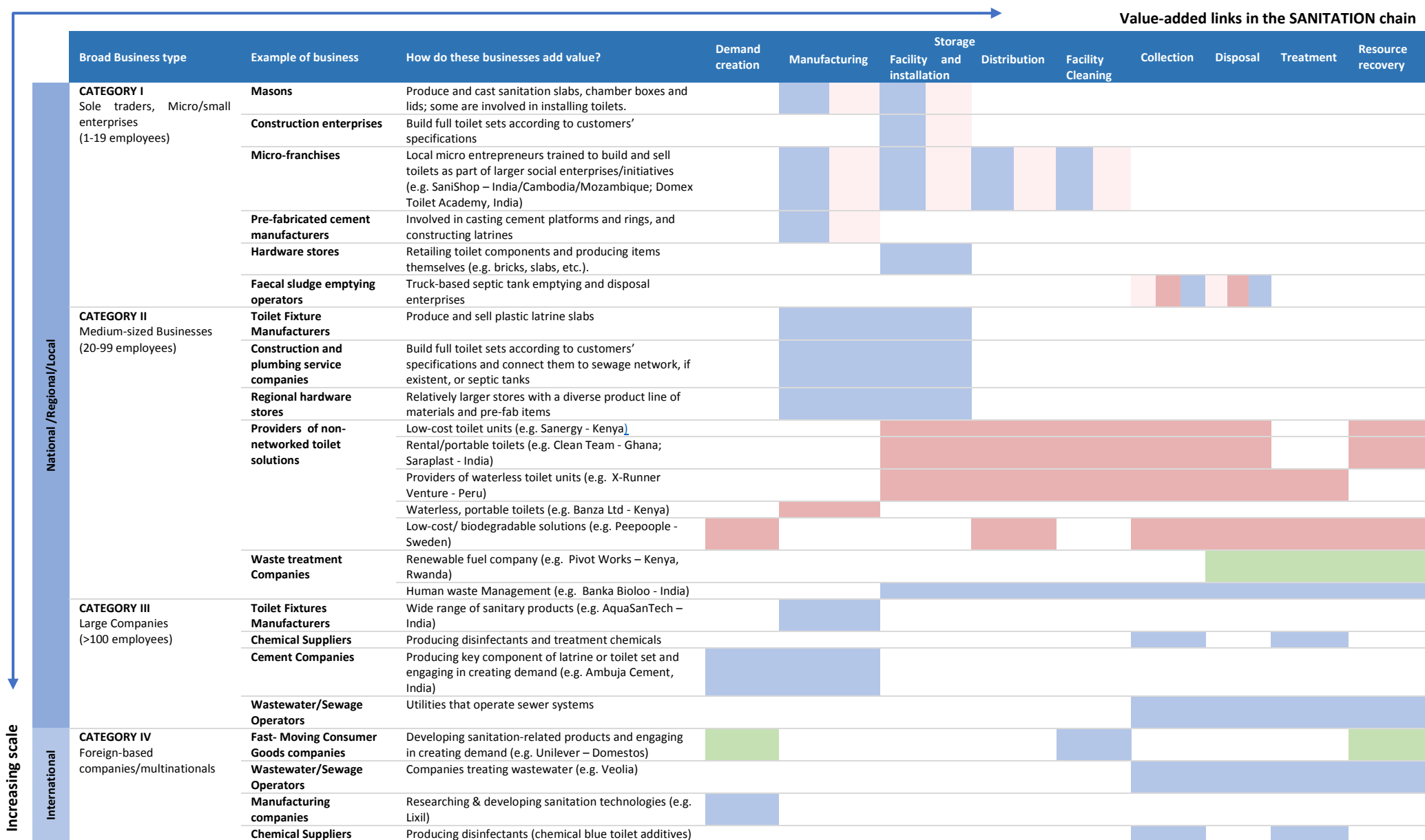


Figure 3: Mapping private sector *in water*

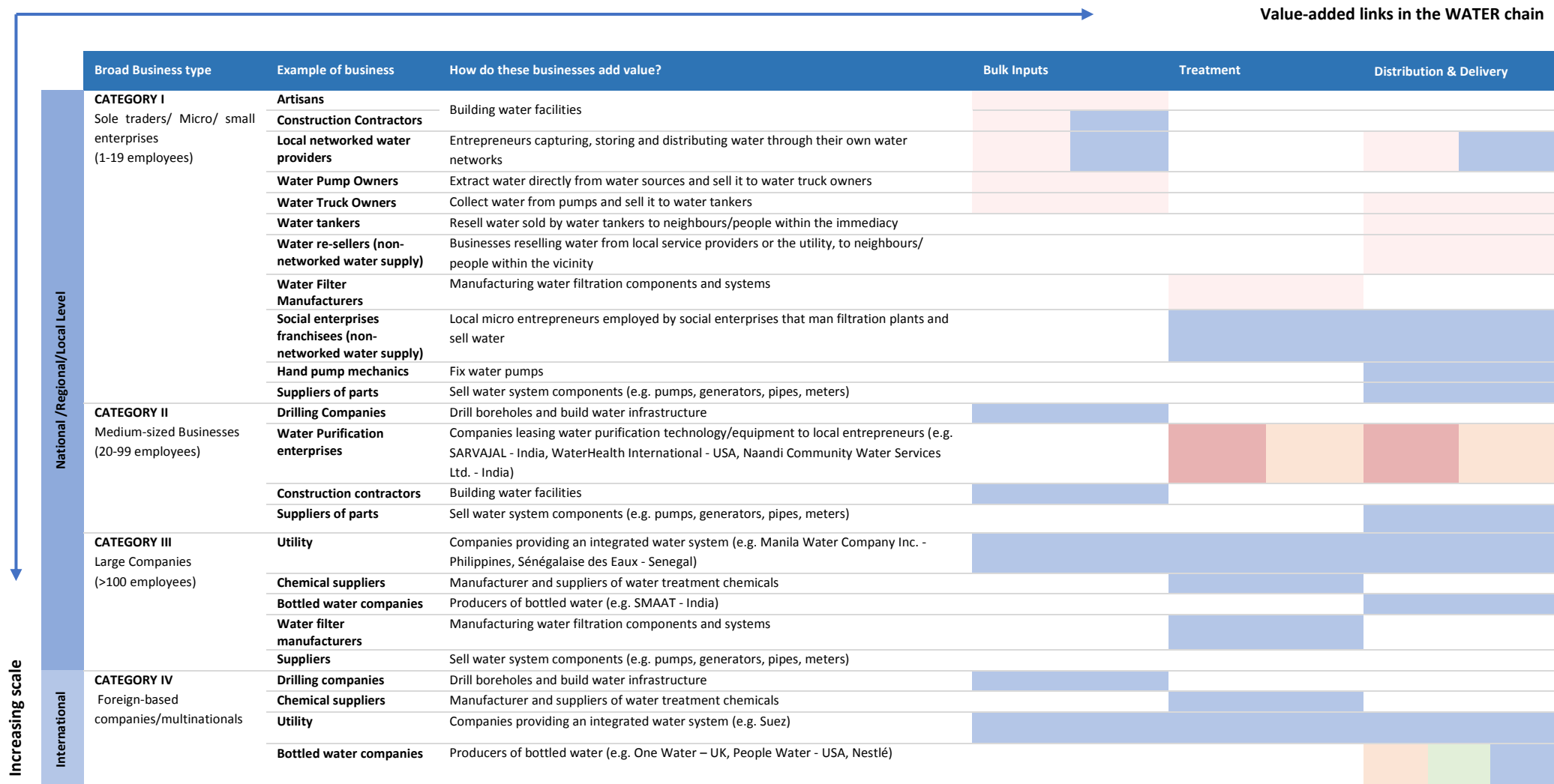
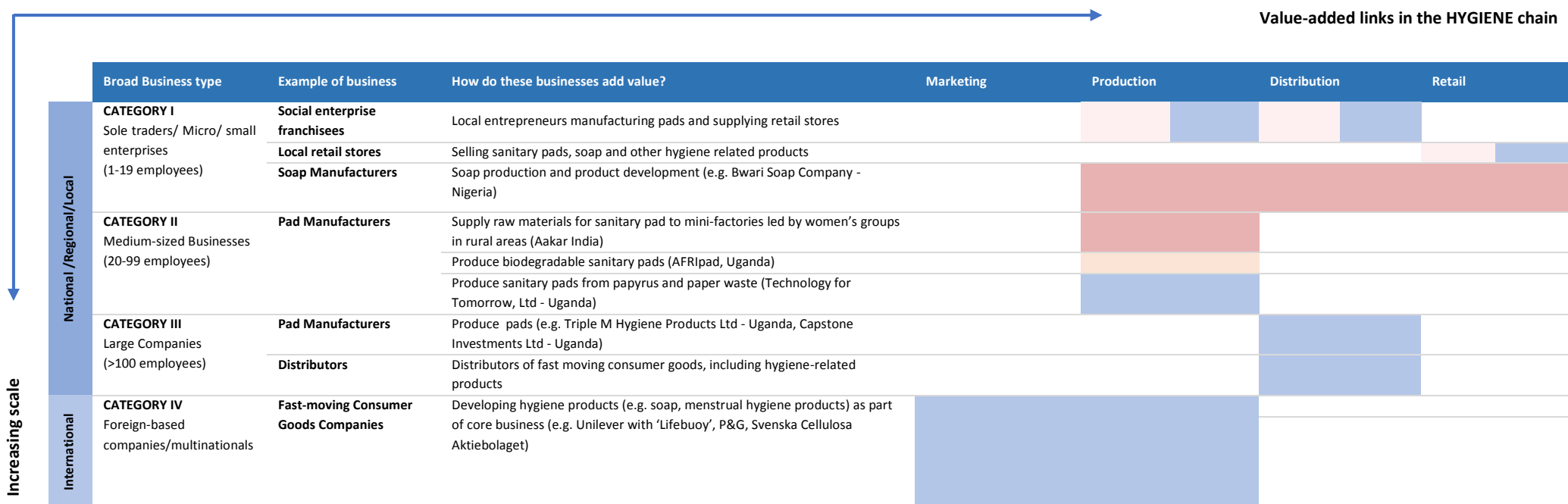


Figure 4: Mapping private sector *in* hygiene



2.2 Trends, opportunities and challenges for private Sector in WASH

Based on our mapping, we consider the broader patterns and what they reveal in terms of trends, opportunities and challenges for developing private sector engagement in each of the subsectors. Before this, however, it is useful to consider lessons for WASH from another sector (Box 6).

Box 6: Accessing and understanding base of the pyramid customers – lessons from the microfinance sector

The microfinance sector has been innovative and successful in terms of selling products into the 'bottom of the pyramid' market. Many of the features of this innovation may be instructive for businesses in WASH that are seeking to expand sales and increase impact on low income or vulnerable clients or in remote markets. These include:

Product research and modification. Microfinance institutions (MFIs) usually carry out extensive research into product features that are particularly important for low income clients but not usually found in mainstream financial products. Some of these have proven to be relatively generic: small loan size; loan repayment in frequent small instalments; alternatives to asset collateral. Some may be more specific to particular local environments e.g. savings products that are designed specifically to help households meet expenditure requirements for their children's education; burial clubs in areas where funeral expenses are particularly onerous. Equivalents in WASH might include developing handwashing and latrine options for contexts with unreliable water supply, or creating affordable repayment options for household WASH goods and services, such as professionalised pit emptying; and developing attractive, affordable sanitary ware options.

Exploiting local knowledge. Microfinance organisations often make significant use of detailed local knowledge of clients and their needs in order to reduce their business risks. Instead of more formal guarantee mechanisms such as asset collateral, microfinance institutions such as Grameen Bank have used group mechanisms for loan approvals – exploiting village knowledge of group members' creditworthiness to ensure the quality of lending. Others, such as credit unions, rely heavily on the knowledge of local staff about their clientele in place of cash flow analysis or credit scoring when making lending decisions. In the WASH sector local enterprises, such as water-vendors, may operate informally or illegally, but their knowledge of the needs of poor customers can make them key intermediaries for extending access to affordable services to low income areas, for example in customer facing roles such as kiosk management, or neighbourhood liaison.

Low cost delivery channels. Many of the necessary features for selling into low end markets actually add considerable cost to microfinance institutions. Making small loans and collecting regular repayment instalments is relatively expensive. Microfinance institutions therefore have to develop low cost delivery mechanisms to mitigate these costs. Innovations have included the group methodology – whereby many aspects of the loan procedures are carried out at low cost by local group leaders rather than MFI staff. More recently, mobile technology has also been introduced by some microfinance organisations for example allowing microfinance clients to repay using mobile money payments rather than MFI staff visiting groups to collect repayments. Agent banking is another area of innovation through which the high cost of branch expansion have been reduced. In WASH, the potential of information and communication technology (ICT) to reduce costs and improve repayment rates in urban water billing and collection systems is already being put to use, for example in Kenya.

The concept of using local, low-cost delivery channels in sanitation is well-understood, and many programmes support training of local artisans to manufacture components such as latrine slabs. Quality and choice are nonetheless areas that need to be improved if these local channels are to achieve their potential to meet the needs of aspirational low-income consumers.

Appropriate marketing approach. Financial institutions have come to realise that methods of marketing their products and services need to be fashioned to the taste and habits of low income clients. This may involve use of local languages, co-operation with local leadership structures to build trust amongst potential clients, use of radio or other media which are more commonly used by clients in remote areas. In WASH, the need to build capacity for appropriate marketing as a corollary to demand stimulation and promotion in sanitation and hygiene programmes is well recognised. In water supply, there may be an assumption that low-income customers will always pay for safe and high quality water if it is available. More work could be done to understand the realities of poor customers' choices around water, in both rural and urban areas, and what the barriers to access actually are, so that marketing approaches can be tailored appropriately. In cities, there is some evidence that potential customers in low-income areas are held back by the administrative complexities of obtaining a connection to the official network, as much as they are by cost factors (WSUP 2011).

Low overall cost. Clearly, reducing the cost of services is a particularly important consideration for low income clients. However, it is notable that clients will look at total cost of accessing a service rather than the nominal cost. So, a high interest loan that can be accessed quickly in the village may be more attractive than a low interest loan which requires numerous costly visits to the local town. An overlooked equivalent in WASH is the full life-cycle costs of maintaining a self-built latrine to a reasonable standard. For long-term adoption of safe sanitation, developing durable low-cost components and targeted financial support products to help the poorest households maintain sound facilities, may be as important as successful community triggering.

The microfinance sector has shown that servicing a low income market can be profitable if the dynamics of demand are well understood. For businesses used to operating in more mainstream markets, however, this may require a quite radical change in approach, methods and culture, which requires clear direction and commitment from company leaders.

Source: Authors

Sanitation

Trends

Overall – the Sanitation Value Chain is fragmented, characterised by a wide range of businesses from sole traders to multinationals, the majority responding to limited segments of the chain. Only a few companies have developed a business model that runs almost entirely across the value chain (e.g. Banka Bioloo), with the majority concentrating their core activities at either end.

Scale - This value chain is dominated by two major types of businesses:

- Sole traders/micro/small enterprises are actively involved within the 'storage', 'collection' and 'disposal' links of the chain. Small entrepreneurs tend to focus on those parts of the sanitation value chain that are technically simple, and where a direct transaction with

households is possible, without necessarily needing to coordinate with others such as water supply utilities or municipal authorities. At this level, businesses may operate informally, and standards e.g. for Faecal Sludge Management (FSM) and sanitation hardware may not be enforceable even where they exist. High transaction costs and distrust from government may disincentivise these types of informal business from obtaining legal registration). These smaller businesses are also less often engaged in demand creation/ marketing.

- Foreign-based companies/multinationals and larger domestic companies operate primarily across the collection to resource recovery range of the value chain, as well as engaging in demand creation/ marketing. As such, foreign-based companies/multinationals are primarily concentrated on links in the value chain which require more complex interconnected systems, large-scale services and engineered technologies.

Profit Orientation - The majority of companies involved in the sanitation value chain are commercial enterprises, where all net income is directed to business growth/shareholders. This is particularly visible within the sole traders/micro and small enterprises, large companies and multinationals. Among medium sized companies, however, the majority are social enterprises, generating revenue with the sale of products and services, but often also supported by grants. Social enterprises also appear to be more focussed on developing integrated approaches whereby their businesses cover a significant number of links in the value chain (e.g. Sanergy or Clean Team). Fully commercial enterprises are generally focussed on either end of the chain, from demand creation (e.g. Unilever) to facility and installation (e.g. local masons), and from collection to resource recovery (e.g. Veolia).

Gaps

Two major gaps are revealed by the mapping:

- Within ‘demand creation’ – generally, smaller sanitation businesses appear not to engage effectively in demand creation and marketing – likely for want of resource and skills; for the BoP market, there is a case for increasing the capacity of businesses that stand to gain commercially from higher demand, to engage in marketing – rather than the task being undertaken by governments and NGOs.
- The concentration of social enterprises and micro-franchises in the ‘distribution’, ‘cleaning’ and ‘disposal’ components illustrates that larger, fully commercial enterprises are still not engaging across the sanitation value chain for non-networked sanitation – the form of sanitation which is most likely to serve BoP customers.

Challenges

Challenges for better integrating and coordinating the sanitation value chain to deliver products and services to BoP customers include: lack of marketing capacity to link product manufacturing and technology uptake by users; informal status of many smaller businesses that are best positioned to interface with BoP customers, which inhibits their security and ability to attract credit; dominance of medium-size social enterprises across ‘whole-of-chain’ approaches which imply that these types of business are still struggling to scale.

Opportunities

Given the above, important opportunities include:

- Strengthening sole traders/micro/small enterprises marketing and demand-stimulation capacity, for example by linking foreign-based companies/multinationals with Small to Medium Enterprises (SMEs) on a franchise model, where the former provide product development, and marketing resources, and the latter offer manufacturing and distribution channels. The logic for this model would need probing – for example on how to navigate intellectual property and brand issues.
- Increasing awareness among regulators and policy makers of the positive role that the small-scale and sometimes informal private sector can play, to fill gaps in service provision. This could ultimately involve working with government to create fit for purpose regulatory systems, which integrate, rather than exclude, the informal private sector within an overarching vision for safe and affordable services.

Water supply

Trends

Overall - The water value chain reflects a slightly lower diversity of private sector organisations, compared to sanitation. This is at least partly attributable to the intrinsic characteristics, for example economies of scale that exist in networked water supply, and the capital intensive nature of networked infrastructure. The mapping also shows the variety of smaller-scale businesses operating non-networked water points, re-selling water, and operating small-scale networked systems. This trend underlines that in challenging areas, where most BoP customers reside, entrepreneurs respond to the gaps left in large-scale networks.

Scale – Larger companies operate across the value chain including more technically complex links, particularly treatment: for example utilities engaged in providing fully integrated water systems. This largely reflects their capacity to finance and coordinate sophisticated networked systems.

Profit Orientation – the water value chain appears to be dominated by commercial enterprises where all net income is directed to business growth/shareholders. There is however a high preponderance of informal businesses, operating at both ends of the chain (bulk inputs, and distribution & delivery). Some social enterprises are engaged in leasing water purification technologies to small businesses, helping to address the gap in the ‘treatment’ link in the value chain. This is usually more important for systems reliant on surface bulk water rather than groundwater, although groundwater contamination by faecal coliforms is an overlooked issue in many fast developing towns and cities.

Gaps

The main gaps identifiable in the water value chain are:

- Few businesses providing ‘treatment’ within their water supply business models – this is a particular concern among small urban enterprises that source bulk water from contaminated urban boreholes or mains water.

-
- High concentration of small-scale informal businesses in the ‘bulk inputs’ and ‘distribution & delivery’ components implying both their current reach and market demand, but also the continued difficulty in evolving more coherent, formalised and regulated business models to serve the BoP market.

Challenges

The water supply value chain is generally capital-intensive in nature, creating barriers to entry and encouraging economies of scale, especially in the case of large-scale networked water distribution systems. In the context of fast-paced urbanisation, slow infrastructure expansion leads to gaps in service provision within BoP customer areas, with small-scale informal enterprises stepping in to provide ‘distribution and delivery’ to these customers. As in sanitation, high registration and licensing costs and bureaucratic complexity inhibit formalisation. Government is thus unable to regulate the service provided, or to use cross-subsidisation to reduce cost to the consumers, jeopardising the quality of water and affordability. Providers struggle to obtain finance without formal registration.

Opportunities

The mapping suggests scope for:

- Linking elements of the value chain dominated by non-networked and networked providers, supporting the extension of infrastructure to difficult-to-reach areas for example through delegated management contracts whereby a major utility supplies treated bulk water to a smaller business that runs a local distribution network.
- Finding appropriate legal and financing options to enable domestic water businesses to go to scale.² This should focus on progressively increasing use of commercial finance. One piece of the puzzle is on the supply side, providing, and brokering access to, appropriate forms of finance based on capacity to repay. Another is on the demand side, supporting businesses to obtain legal status, access finance and meet repayment terms, for example with capacity-building to prepare bankable projects and with business management training to lower risks of default.

Hygiene

Trends

Overall - in comparison to both the sanitation and water value chains, the hygiene value chain is characterised by a smaller number of different business types. Our wider analysis suggests that the hygiene value chain is also better integrated, with linkages being established between fast-moving consumer goods companies and national manufacturers developing accessible products on the one hand, and local distributors and retail shops selling the products, on the other.

Scale - The table highlights a clear demarcation between foreign-based and large-scale domestic companies which are engaged in the ‘marketing’ and ‘production’

² Although highlighted in relation to the water mapping, this area is essential for sanitation and hygiene also, in order to leverage business potential, and private commercial finance, to maximum effect.

links in the value chain; and SMEs and micro/small enterprises which are more focussed on ‘distribution’ and ‘retail’.

Profit Orientation - The hygiene value chain mapping implies that this sector does not have the same level of informal companies and social enterprises as are found operating in sanitation (though many small retailers may be informal). Social enterprises identified in the hygiene space appear to be reliant on additional financial support from grants, signalling that there may need to be greater attention to tighter business management and marketing, to move to a commercially sustainable footing.

Gaps

The main gap in the hygiene value chain appears to be within the ‘marketing’ component, which is dominated by foreign-based companies. Few smaller-scale retailers and manufacturers appear to be actively engaged here, as in sanitation.

Challenges

Although the value chain appears to be well integrated, it is reliant on connective infrastructure such as roads through which to distribute fast moving consumer goods, such as sanitary pads and soap. The challenge is even greater in humanitarian emergency situations where the chain can be easily disrupted, but where access to soap and other consumables becomes especially important from a public health perspective. The interdependencies between the hygiene and sanitation value chains are also important – both for effective menstrual hygiene and handwashing (e.g. having a hygienic means to dispose of pads and an available water supply for handwashing, near to a toilet).

Opportunities

The mapping reveals that there may be scope for collaboration between larger companies and those smaller businesses working closer to the BoP, to enhance the latter’s capacity to deliver suitable hygiene products and related services. This can capitalise on what both types of provider offer best (e.g. larger companies have the capital to trigger economies of scale, whilst small-scale businesses have a better understanding of BoP needs). By working with small businesses on hygiene marketing, larger companies can increase market penetration for their brands and products.

Overview

Taking stock of the above analysis, it is evident that domestic businesses can play a much more substantial role in delivering WASH services, but face critical challenges in terms of economies of scale, access to supporting infrastructure and finance, and core business competencies such as marketing and research and development. These challenges are identified in other recent work (Sy et al. 2014, IFC 2015; see Box 7). We suggest that many of them could be addressed by more effective collaboration between different scales of business to take products and services to scale. This could involve integrating the considerable market knowledge and access of smaller enterprises, with the capacity for product development, marketing, and market coordination, which larger businesses possess. In our conclusions and recommendations, we consider how this kind of collaboration can be enabled.

Box 7: Factors constraining scalability of businesses in WASH

The most substantial analysis of domestic private sector involvement and investment in water and sanitation is arguably a recent World Bank study (Sy et al. 2014). This research identified several obstacles that are echoed by the findings of our mapping.

Constraints for businesses operating in sanitation:

Policy and institutional: There are limited or non-existent mechanisms/incentives set up to promote private sector entry into the market. On the supply side, governments are failing to promote the entry of enterprises able to undertake transformative research and development on new technologies and materials. On the demand side, governments are also failing to address market imperfections related to households' understanding of the benefits of improved sanitation and the nature of on-site solutions, by not prioritising national plans for sanitation service delivery to the poor.

Financial constraints: Commercial banks limit their lending due to inability of enterprises to demonstrate the sustainability of their business models.

Commercial constraints: Technology available lacks consumer appeal, especially for the poor households, and businesses are not motivated to cater for this market segment. Uptake of financial products that would otherwise enable poor households to manage the upfront costs of purchasing latrines, toilets, and septic tanks is still limited. Commercial coordination in the supply chain remains fragmented.

Infrastructural constraints: Lack of good road networks raises the costs of connecting rural markets to urban centres where most components and materials are produced. Operations are also severely affected by poor infrastructure provision (e.g. electricity, telecommunications and water for example).

Capacity constraints: Businesses lack market intelligence and ability to conduct research and development which could help them determine the existence of a potential market that needs servicing.

Constraints for businesses operating in water supply:

Policy and institutional constraints:

Sector-specific institutional frameworks and policies still make it difficult for private firms to be profitable. Issues are particularly acute around licensing, registering, pricing, regulating and cross-subsidization, which could allow networks to recover – or even earn a return on – their capital costs. Investment is contingent on government or donor co-financing.

There is a lack of capacity of the public sector in designing appropriately scaled networks and suitable tendering for firms to operate these networks.

The legal framework on urban and semi-urban water supply is often piecemeal, with lack of clarity and consistency about the rules governing private investment in water networks. Challenges associated with acquiring land also dampen operators' interest in investing.

Commercial constraints: businesses' ability to develop economies of scale remains limited due to high cost of investment, uncertainty about consumer demand and profitability.

Infrastructural provision constraints: The lack of good physical infrastructure such as reliable electricity has also stifled investment, as it increases dependency on diesel fuel and thus significantly increases running costs.

Financial constraints: The limited reach of the financial sector and the costs of accessing finance also limit firms' ability to invest, especially if loans need to collateralized by real estate, for example.

Source: Sy et al (2014)

3 Private sector for WASH

3.1 Mapping the private sector for WASH

Although the private sector plays a critical role in service provision within the value chains for WASH, there is a wider set of pathways through which companies can be engaged in support of universal access. These pathways also open up the possibility to engage the much larger set of companies that do not have a core business interest in WASH products or services. This section considers a number of potential areas for engagement, and sets out the case for collaborative action on one in particular, WASH in the workplace and supply chain.

The desire for the private sector to play a more substantive role in support of the development agenda is not new. It was a feature of original Millennium Development Goal (MDG) framework, namely MDG 8, ‘Develop a global partnership for development’. Private sector-related targets in the MDGs focus on provision of essential drugs and technology, especially ICT.

The SDG framework aims to renew and expand the global partnership for development. Goal 17, “Strengthen the means of implementation and revitalize the global partnership for sustainable development”, frames targets around seven broad areas, namely:

- Finance
- Technology
- Capacity development
- Trade
- Policy and institutional coherence
- Multistakeholder partnerships
- Data, monitoring and accountability

Each of these ‘means of implementation’ (MoI) is a significant issue in its own right, and constitutes an important dimension of the enabling environment for SDG6. As such, SDG 17 provides a useful framework for mapping the wide range of roles that the private sector could play *for* WASH.

From interviews and desk review we identify fifteen broad areas of engagement across the seven means of implementation. The areas of engagement are summarised below. In each case, we note the main opportunities and challenges for engaging the private sector in that area; current examples; and the business case for the private sector to engage. It should be noted that the tables provides a broad but shallow summary and largely consider the WASH sector in the aggregate (rather than its individual subsectors).

Means of implementation 1: Finance

Interpretation: Financial flows sourced from and/ or brokered by private entities, across scales (from microfinance to commercial lending for large infrastructure projects) and modalities (from non-repayable grants to fully commercial loans).

Table 1: Areas for engagement on finance

| Broad areas for engagement | Opportunities and challenges | Example | Interest for the private sector/ business case |
|---|---|--|--|
| Private Philanthropic Investment – Business and private foundations providing funds, often in grant form to NGOs, for WASH activities | <p>Opportunities – Can provide accessible entry point to engage business</p> <p>Challenges - Volume uncertain but unlikely to be significant compared to public spend; can be restricted to a narrow corporate social responsibility (CSR) agenda</p> | <p>The Coca-Cola Africa Foundation Replenish Africa Initiative</p> | CSR: Reputation and license to operate |
| Repayable private finance for WASH infrastructure – commercial financing entities providing credit for larger-scale WASH projects e.g. capital infrastructure investments | <p>Opportunities – Potentially hugely significant in terms of volume</p> <p>Challenges – Nascent local currency capital markets; inadequate project preparation</p> | SUWASA | Market scale: significant WASH infrastructure needs in low and middle income countries |
| Private-sector funded financing facilities – novel vehicles to source and direct philanthropic funds from companies towards WASH from specific, relevant sectors (e.g. bottled water) | <p>Opportunities – Potentially significant, predictable and stable funding stream; could also lead to more coordinated use of philanthropic funds from business</p> <p>Challenges – achieving scale on a voluntary contributions basis could be challenging; compulsory participation may be resisted by companies (reduced profit) and government (hypothecation)</p> | Proposed Global Fund for Water | CSR: Reputation and license to operate; at a certain 'critical mass', spending on water resources management alongside WASH could reduce operating risks |
| Microfinance – MFI institutions providing smaller volumes of repayable finance to households and small businesses for domestic and business investment in WASH | <p>Opportunities – Volume in aggregate large; huge potential demand; able to reach base of pyramid households</p> <p>Challenges – other microfinance investment opportunities (non-WASH) may appear more attractive to lenders and borrowers; market distortions e.g. subsidies can inhibit demand for repayable credit for WASH at household/ small business level</p> | Grameen Koota | Market scale: significant WASH hardware needs at BoP |

Means of implementation 2: Technology

Interpretation: Technological hardware and software developed by/ with private entities with benefits for WASH service access, uptake and sustainability.

Table 2: Areas for engagement on technology

| Broad areas for engagement | Opportunities and challenges | Example | Interest for the private sector/ business case |
|---|---|--|---|
| Hardware innovation – businesses developing lower cost, more sustainable, more accessible WASH products | Opportunities – research and development capacity of private entities is significant; BoP needs and potential scale increasingly recognised Challenges – brand and intellectual property issues; perceived high risk | Reinvent the toilet challenge | Market access: collaboration with smaller businesses, facilitated by public sector and NGOs can increase access to BoP market |
| Hardware donation – provision of existing technology as in-kind donation | Opportunities – can be used by companies to test innovations in-field, at scale Challenges – value unlikely to be significant overall; can be used by companies for marketing/ endorsement purposes; less flexible than cash donations | American Standard SaTo Sanitary Toilet Pan | CSR: reputation; Market access and credibility |
| Integrated hardware and software ³ innovation – development of sustainable business models for WASH service delivery and financing | Opportunities – business a huge source of experience and innovation for service-oriented approaches; Challenges – often overlooked compared to hardware innovation | Clean team toilets | Business viability: public sector and NGOs can help test business models and challenge policy barriers |

Means of implementation 3: Capacity building

Interpretation: Expertise and skills provided by private entities across the range of functional capacities required for sustainable and equitable WASH service provision.

³ By 'software', we mean innovations around institutions and business models, as opposed to tangible pieces of technology. This is broader than the meaning of software sometimes found in WASH sector literature, which primarily concerns behaviour change interventions.

Table 3: Areas for engagement on capacity building

| Broad areas for engagement | Opportunities and challenges | Example | Interest for the private sector/ business case |
|---|--|---|--|
| Institutional partnerships - longer term partnerships for capacity development between private businesses and public or private WASH service providers | Opportunities – capacity can be a more lasting and meaningful contribution than finance or hardware Challenges – significant commitment to build trust and relationships; may be harder to measure outcomes than contributions of finance or hardware | Yorkshire Water with small town operators in Ethiopia | CSR: Employee engagement; Market access : scoping potential new markets |
| Support to entrepreneurs – in-kind business planning and management training provided by private sector experts to small WASH entrepreneurs on business development | Opportunities – business expertise ranging from specific technical skills to general planning and management in high demand among small WASH entrepreneurs Challenges – identifying need and matching skillsets to demand | Toilet Board Coalition | CSR: Employee engagement; Market access : building links with BoP businesses |

Means of implementation 4: Trade

Interpretation: Transactional relationships of companies leveraged to achieve WASH outcomes.⁴

Table 4: Areas for engagement on trade

| Broad areas for engagement | Opportunities and challenges | Example | Interest for the private sector/ business case |
|---|--|--|---|
| WASH in the workplace and supply chain – initiatives in the workplace and supply chain to increase WASH access and behaviours | Opportunities – potentially significant reach through supply chain Challenges – incentivising companies to act/ leverage change down the supply chain | WASH at the Workplace Pledge | Business viability – employee retention and productivity; CSR: license to operate |

Means of implementation 5: Policy and institutional coherence

Interpretation: Voice and political access offered by businesses to unlock policy bottlenecks and increase coherence in support of equitable, sustainable WASH services.

⁴ Note that this is an attempt to interpret ‘Trade’ as a MoI in a manner that is relevant to WASH, and particularly the role of the private sector. The Trade-related targets under SDG 17 (17.10, 17.11 and 17.12) mainly concern the removal of global trade and tariff barriers that penalise poorer countries.

Table 5: Areas for engagement on policy and institutional coherence

| Broad areas for engagement | Opportunities and challenges | Example | Interest for the private sector/ business case |
|--|---|--|--|
| Advocacy – businesses awareness-raising on WASH to catalyse political ambition and momentum | Opportunities – business interests can exert significant political influence at all policy levels Challenges – ensuring a coherent message (private sector is highly diverse) | Post-2015 Business Manifesto | Business viability – long term return at economy-wide level from WASH |
| Policy dialogue – businesses engaging constructively on policy and legislation to enable more effective WASH | Opportunities – businesses can have a pragmatic approach to policy challenges that inhibit effective markets and services Challenges – ensuring transparency and avoiding co-opting of public policy to serve narrow interests | G77 Water Initiative | Business viability – short to medium term business operating environment |

Means of implementation 6: Multi-stakeholder partnerships

Interpretation: Engagement by businesses in mutually beneficial forms of partnership with government and civil society, for policy dialogue, joint-working and commitment-making.

Table 6: Areas for engagement on multi-stakeholder partnerships

| Broad areas for engagement | Opportunities and challenges | Example | Interest for the private sector/ business case |
|--|--|--|--|
| International alliances – private entities engaging with public and/ or civil society entities to implement specific WASH programmes or engage in policy dialogue at national or international level | Opportunities – starting point for relationship-building and trust; can be powerful vehicles for action Challenges – ensuring transparency and credibility; making clear the ask, and the offer, on all sides; sustaining participation and commitment; matching expectations and language for different constituencies. National-level initiatives arguably better placed to engage on specific policies and initiatives. | Limited WASH examples to date. 2030 Water Resources Group and country initiatives such as South Africa provide one possible model; currently focused more on water resources management and wastewater | Market access: building relationships; Business viability: identifying new commercial opportunities and enhancing long-term operating environment; CSR: playing visible role in global policy debate |

Means of implementation 7: Data, monitoring and accountability

Interpretation: Sharing of data and reporting to track and incentivise progress on WASH, inform interventions, and ensure accountability to service users and partners including government.

Table 7: Areas for engagement on data, monitoring and accountability

| Broad areas for engagement | Opportunities and challenges | Example | Interest for the private sector/ business case |
|--|--|--|---|
| Data collection, sharing and transparency – sharing of WASH-related data and information management systems by private sector entities | <p>Opportunities – Private sector a potentially significant source of data of relevance to WASH, including for other businesses (e.g. market information for small-scale domestic private sector); ICT opens up new opportunities for cost-effective data sharing and information management</p> <p>Challenges – Navigating commercial sensitivities</p> | Limited WASH examples to date; CDP Water Program provides a possible model, currently focused on water stewardship | Market intelligence: sharing information on BoP markets |
| Social targets and monitoring – businesses monitoring and reporting on performance indicators that go beyond the bottom line | <p>Opportunities – can have powerful effect on corporate culture especially where meaningfully linked to incentives</p> <p>Challenges – targets and indicators need to be carefully crafted to avoid incentivising weak or negative outcomes</p> | Unilever Sustainable Living Plan | Business viability – long term shift to sustainable socio-economic arrangements and business' place within them |

3.2 Focusing private sector engagement for WASH

The prioritisation process

As Section 3.1 highlights, there is huge range of ways that private sector energies and resources could be harnessed for WASH. It is beyond the scope of this study to consider all of them in detail. As a result, a consultation draft of this paper offered a preliminary prioritisation of those areas which, in the authors' qualitative assessment, offered the greatest feasibility and potential impact in terms of leveraging business investment in support of universal access to WASH. A total of five areas for engagement were highlighted in the draft, namely:

- Repayable private finance for urban WASH infrastructure (MoI: Finance)
- Private-sector funded financing facilities for WASH (MoI: Finance)
- Integrated hardware and software innovation (MoI: Technology)
- Support to entrepreneurs (MoI: Capacity-building)
- WASH in the workplace and supply chain (MoI: Trade)

Following an expert roundtable convened in London in July 2015, these options were discussed with UNICEF and UN Foundation colleagues to identify which area for engagement offered the best potential 'fit' with current priorities, and capacity to take a leadership role in the near-term – within their respective organisations, and among important allies including the DSG.

WASH in the workplace and supply chain was selected through these consultations. An additional round of interviews and desk research was then undertaken in order to explore and refine the concept. In this section, we elaborate on the four other areas for engagement identified above, while section 3.3 sets out WASH in the workplace and supply chain concept in detail. We would add that other areas for engagement set out Tables 1-7 above remain important, with exciting work already underway in many instances.

Repayable private finance for WASH infrastructure

The challenge of raising private finance to support infrastructure development in the water supply and sanitation sector of low and middle income countries is well recognised. There are real barriers in domestic capital markets to unlocking commercial debt financing from private banks, especially in Sub-Saharan Africa. Issues include the limited liquidation value of assets; and asset lifetimes that are longer than the usual bank lending periods (WSP 2012). Medium-term capital investments for urban water supply, to finance rehabilitation of the distribution network and extension to new households from existing mains, can nonetheless represent viable propositions for commercial lending. Initiatives such as 'Innovative Finance for Water Supply Phase 2' under USAID's Sustainable Water and Sanitation in Africa (SUWASA) in Kenya have enjoyed some success in unlocking commercial debt financing from domestic banks. The Kenya case has required considerable external support, in the form of a USAID Domestic Credit Authority guarantee and technical assistance from agencies including the World Bank Water and Sanitation Program (WSP). Nonetheless, careful brokering of relationships and empirical evidence, for example a 2011 Utility Shadow Credit Ratings study, have begun to pay off, with debt finance totalling around \$9m currently expected from two Kenyan Banks (USAID, no date).

Scaling this type of initiative is nonetheless challenging. External support is likely needed, directed at three levels:

- for **utilities**, helping to: identify viable investment propositions and prepare bankable projects; strengthen core financial management; and mitigate financial risks and crowd-in commercial lenders with carefully tailored concessional finance and guarantees.
- for **domestic financing institutions**, helping to increase familiarity with the returns available in the sector and to clarify levels of risk, for example through shadow credit ratings exercises.
- for **regulators and policy makers**, helping to enable financial autonomy, for example through cost recovery tariff policies that provide adequate protection for the poorest users whilst giving lenders confidence in the prospects for return.

To our knowledge this is not an area that has seen high-level political engagement with commercial financing institutions, either at the national or the international level. A multi-country initiative to increase the availability and viability of commercial finance to medium-term capital investments in urban water supply networks could also seek to engage international or regional banks with national subsidiaries.

Since the draft report was prepared, the Dutch Government have announced their intention to support the establishment of eight dedicated water banks, of which the first will be in Kenya.

Private-sector funded financing facilities

The concept of a private sector financing facility for water and sanitation, sourcing funds from a particular industry, is currently being elaborated. Global Ethics Ltd, the company behind the One brand of bottled water and other products, has developed a proposal for ‘The creation of a catalytic financing facility, to improve water resource management and accelerate access to clean water and sanitation, supported by the global bottled water industry’. The Global Fund for Water would be financed from a levy on sales of bottled water. The report for the Global Fund for Water, prepared by Oshun Partnership estimates that this source could raise over \$3bn per annum, if a levy of 1 US cent were obtained from every litre of bottled water. Over 333 billion litres of bottled water were sold globally in 2014, in an industry worth \$148bn, with significant projected growth (Beeching 2015).

The proposal is to target retailers– since retailers make the most significant margins in the bottled water value chain. Several challenges are recognised in the report. One is reluctance of companies to participate voluntarily. Here the report argues that costs would likely be passed to consumers, with limited suppressing effects on sales volume, given the relatively modest increase on prices and the fairly inelastic demand curve for bottled water. The note also provides other arguments for why companies could be willing to participate, such as being able to offset the perceived negative environmental impacts of bottled water. Another key issue, if a levy were compulsory, is government reluctance to allocate funds from a particular revenue raising activity to a specific public spending priority (hypothecation). Nonetheless, the paper points to apparent successes for example in taxing airline tickets and plastic bags to raise funds for development projects.

The paper provides a number of ideas on how the fund could be structured and spent, picking up similar priorities as we have in this study, including the need to

finance market facilitation work to develop and package investment propositions for more commercial forms of finance; and to spend grant finance carefully, for example to de-risk investments. At the time of writing, Global Ethics Ltd. and Oshun Partnership are engaging in further outreach around the proposal, with WASH sector organisations and bottled water producers and retailers.

Integrated hardware and software innovation

A prevailing focus on innovation of technological hardware is understandable given the reliance of WASH services on a minimum infrastructure base, few elements of which have changed in decades. Certainly, hardware innovation still has potential to resolve intractable challenges, such as retrofitting viable sanitary waste collection systems onto existing unplanned urban settlements, or providing low-cost, low-energy water purification in development and humanitarian contexts. Initiatives such as the Bill and Melinda Gates Foundation's 'Reinvent the Toilet Challenge'⁵ are spearheading technological innovations in the sanitation space. The flourishing of ICT in monitoring and accountability around rural water services suggests that where a suitable technology emerges, uptake can be rapid.

Yet where technological innovations are financed and incubated by the public sector or foundations, scalability can be challenging, especially given the complex and convoluted policy environment for WASH. For example, a viable, low-cost onsite sanitation technology that can minimise odour and emptying frequency will still struggle to reach scale in informal settlements, if rented housing standards are non-existent or poorly enforced, and if inadequate attention is applied to the marketing and business management skills of retailers. Approaches that combine a technological bent with a clear focus on scalability challenges on the software side, are therefore of greater interest. Clean Team Toilets in Ghana⁶ is an often-cited example of this approach, with a distinct service offering and a clear brand identity that is slowly gaining market share in Kumasi, Ghana. Challenges encountered by companies such as Clean Team, which often initially rely on grant finance and have considerable support from the international community, include being able to transition to a genuinely commercial ethos. It requires a transition of mind-set to prioritise marketing and commercial financial planning and management, over winning further grants from donors.

Innovation prizes offer one way to stimulate technological innovation in an open-source manner, with the added potential to generate buzz that can attract a diverse range of thinkers and practitioners. The Ideas to Impact innovation prizes, funded by the UK Department for International Development, include 'Dream Pipe, to stimulate innovative financing for non-revenue water, and Clean City, to foster innovative approaches to integrated sanitation' (Ideas to Impact 2014). Critically, these prizes are intended to stimulate innovation at the system scale, and therefore have the potential to drive software as well as hardware innovation, as well as to encourage private, public and voluntary sector players to collaborate on developing solutions. The Clean City prize, for example, 'will reward municipalities who successfully develop and implement innovative integrated urban sanitation plans'. It remains to be seen how far the Ideas to Impact approach drives innovation from, or in partnership with, the private sector, and it is likely too early to recommend that this particular model is scalable. The idea could, however, be further investigated as an option to tap private sector innovation around business models as

⁵ See https://docs.gatesfoundation.org/Documents/Fact_Sheet_Reinvent_the_Toilet_Challenge.pdf

⁶ See <http://cleanteamtoilets.com/>

well as technological hardware. The potential to involve businesses in sponsoring and judging prizes, as well as having ‘right of refusal’ to invest in viable business models, could also be considered, especially given the publicity opportunities that such initiatives can offer.

A prize-driven approach may stimulate ‘big-bang’ innovation, but a more systematic approach to identifying and nurturing innovations could be more influential overall. There are several funders with a specific interest in stimulating and cultivating innovative and scalable WASH business models – including the Stone Family Foundation,⁷ Grand Challenges Canada,⁸ and the Bill and Melinda Gates Foundation.⁹ These more nimble and arguably more business-oriented funders are in a unique position to identify and curate promising models, which could then be funded to scale by Government donor agencies, to the point when they can attract commercial debt finance. Unifying these players to develop a comprehensive investment pipeline would require sound coordination. There is a need to ensure that each contributes according to their interests and strengths, and that grant finance does not create dependencies within the supported businesses, or unduly displace risks that private financiers would be willing to accept.¹⁰

Support to entrepreneurs

The World Bank Water and Sanitation Program’s *Tapping the Markets* study identifies that the market for the domestic private sector ‘is dominated by small enterprises that are financially viable but find it hard to scale’ (Sy et al, 2014, p3). Scalability is also a key challenge identified by the Toilet Board Coalition (TBC), ‘a global, business-led coalition of leading companies, government agencies, sanitation experts and non-profit organisations that aims to develop commercially sustainable and scalable solutions’.¹¹ TBC members and others interviewed for this study identify that a key need for entrepreneurs is expertise, rather than just finance: for example capacity development to build skills in marketing, book-keeping and accounting. Larger businesses possess highly skilled staff, who may be motivated for personal and professional reasons to contribute to building capacity among entrepreneurs and small enterprises in developing countries. A representative of one company we interviewed gave the view that providing staff with the opportunity to link and share skills in this way was a key route to differentiate themselves from the competition. Attracting and retaining top quality talent is a major concern for multinational firms – in a job-market increasingly dominated by employee focus on social purpose alongside financial forms of recognition.

Given the diversity and number of small entrepreneurs in the WASH sector, there are legitimate questions about whether the support model with which the TBC is experimenting can be extended. Certainly, careful brokering would be needed to match large companies’ capabilities to the needs of entrepreneurs. Opening the opportunity to more companies could reduce the benefit described above, of being able to provide a distinct offering to new and prospective employees.

⁷ <http://www.thesff.com/>

⁸ <http://www.grandchallenges.ca/>

⁹ <http://www.gatesfoundation.org/What-We-Do/Global-Development/Water-Sanitation-and-Hygiene>

¹⁰ Aspects of this idea, particularly the provision of an investment pipeline offering appropriate forms of finance to domestic businesses as they transition to scale, have been included in our recommendations on leveraging larger companies’ expertise and resources in support of the domestic private sector (see Section 5.1).

¹¹ <http://www.toiletboard.org/>

A representative of another large company we spoke to also expressed doubts about whether small-scale entrepreneurs are the right target for initiatives like the TBC – as compared to larger domestic businesses that have the existing scale and resources to offer a more extensive business opportunity or partnership, for example around new technologies. This is not a universal view. For example, Unilever is investing in its Domex (Domestos) Toilet Academy programme in India, which trains entrepreneurs to promote and sell toilets in their communities. In the long term the programme is intended to stimulate a market for Unilever products (WSUP 2015).

There are also valid arguments that focusing companies' capacity building skills on entrepreneurs will not address some of the systemic bottlenecks that currently inhibit them from going to scale. Sy et al. (2014) identify a number of issues which have more to do with the policy environment than entrepreneurs' own skill-sets. Examples include public subsidy programmes that impede market demand, inadequate investment financing, lack of security to operate, and inadequate investment in market coordination and marketing. This suggests that government officials working in the WASH space could benefit from private sector expertise and awareness-raising from larger companies, as much as domestic entrepreneurs.¹²

¹² Again, aspects of this idea, regarding the need for capacity development support for domestic WASH enterprises, and Government policy makers and regulators, were also included in our recommendations (see Section 5.1).

3.3 WASH in the workplace and supply chain

As noted, efforts to increase WASH access and behaviours in the workplace and supply chain were identified as the top priority among those outlined in our initial scan. This is an area in which UNICEF, UNF and allies including the DSG could play a constructive role, as well as one in which there is already considerable interest and activity on the part of businesses and others. In the light of this, this section considers the case for action, from the perspectives of both businesses and WASH communities. We elaborate on existing initiatives, and the key ingredients, and organisations, needed to take action to scale, in a way that can make a meaningful contribution to a dimension of universal access that otherwise risks being overlooked.

It is important to emphasise that the workplace/ supply chain distinction is somewhat artificial: all suppliers have workplaces (or at least places of work); most suppliers also have their own supply chains. Champions of WASH in a workplace context can exist anywhere in the business ecosystem, from a small enterprise supplying larger regional companies, to a multinational sourcing from hundreds of suppliers across multiple continents, to associations of similar-sized businesses in particular sectors. For this paper we nonetheless retain the dual label of workplace *and* supply chain when referring to this area, recognising that supply chain relationships offer an important way to leverage action beyond individual companies.

A window of opportunity to harness business energy for SDG6

Almost 68% of the world's population spend a third of their adult life at work (WHO 1994). The relationship between WASH access and employment is currently poorly understood but is likely to be complex – while there is ample evidence that WASH access tends to be lower among poorer quintiles (WHO and UNICEF 2015), the need to work long hours can be greater for poorer groups – including women – especially in the absence of social protection or transfers (ILO 2014). Working hours can also mean employees are not at home at the times at which many WASH behaviour change interventions are delivered. This implies a need to consider workers' access not only to water and sanitation infrastructure, but also to promotion of effective hygiene behaviour – especially for working mothers who are more likely to be responsible for ensuring adequate WASH for children in many countries.

As such, workplaces have been identified as a crucial 'extra-household' (or institutional) setting for WASH (Bartram and Cairncross 2010). Among extra-household contexts, however, schools and health facilities have nonetheless tended to be prioritised to date. Ensuring adequate WASH for children and healthcare is an obvious public health and development imperative, and as a result receives attention in many WASH programmes and policies, globally. For the SDGs, school and health facility WASH have received welcome additional attention with their inclusion in global WASH monitoring, to be consolidated by the UNICEF and WHO Joint Monitoring Programme (JMP). This is currently impossible for WASH in workplace contexts for lack of data. The impacts of inadequate WASH for workers are rarely studied, despite anecdotal evidence of detrimental effects including on employees' health, dignity, and their attendance and productive contribution to the economy. Without action, there is a chance that this important context will not receive the emphasis it deserves in global, national and sub-national advocacy and policy.

As detailed below, however, there are numerous existing initiatives that are already attempting to extend access to WASH in the workplace. For the most part these have focused on establishing the business logic, around returns including employee retention, reduced absenteeism, increased productivity, and reputational benefits.

These initiatives have made strides to develop the argument, evidence base, and models for successful partnership on WASH in workplaces, and have leveraged private sector investment. Their reach nonetheless remains limited to a small fraction of businesses, globally. The agreement of the SDGs offer a critical window of opportunity for consolidation of effort. Private sector interest and engagement in the post-2015 development agenda has been extensive – our interviews suggest businesses are now considering how they can contribute to targets in specific, measurable ways. **It is therefore a critical juncture for the WASH community to send a clear and coherent message regarding the importance of and business case for investing in WASH in the workplace and supply chain, and the desire to partner in support of this.**

In the rest of this section, we set out: existing initiatives that could be built upon and joined up more effectively; what might be needed to consolidate effort in a global movement to extend access to WASH in the workplace; and the opportunities and gaps in the landscape of organisations that need to be engaged.

Existing initiatives on workplace and supply chain WASH

The WASH at the Workplace pledge, an initiative from the World Business Council on Sustainable Development (WBCSD), requires signatories to implement “access to safe water, sanitation and hygiene at the workplace at an appropriate level of standard for all employees in all premises under their control within three years after signature”.¹³ WBCSD presents the business case to potential signatory companies around a range of arguments, including: reduced absenteeism and higher productivity; increased brand value and license to operate; as well as the ‘big picture’ argument that economies with higher proportions of people with WASH access tend to enjoy higher growth. In the three years’ since launching the Pledge, WBCSD has attracted 33 signatories, including companies with global, regional and national presence, and expects to reach around 50 in the near term. In terms of scope, the Pledge aims to balance ambition with achievability, to ensure it is attractive to businesses that are not yet engaged on WASH. The Pledge extends only to direct operations, i.e. the extended value chain, employees’ homes and premises of contractors are beyond its scope, though signatories are encouraged to consider these contexts also. Signatories are given 3 years’ to demonstrate provisions into existing processes, and demonstrate that they are adhering to these. There is no legal obligation to adhere to the provisions or report on progress, but companies are encouraged to communicate achievements. WBCSD offers facilitation through provision of a helpdesk and tools, as well as supporting a community of practice among Pledge signatories (WBCSD 2014).

A number of agencies and companies have explored the business case for more substantive action on WASH within not only their workplaces, but also those of suppliers. These are part of a broader set of partnerships between multinational retailers, their suppliers, development agencies and locally-based civil society organisations, delivering workplace programmes across a range of topics. WASH has largely featured as one element within workplace programmes that focus on

¹³ <http://www.wbcd.org/washatworkplace.aspx>

health – for example the HERhealth programme, which includes WASH within a range of health behaviour change interventions targeted at female employees through a peer-education model (see Box 6). Gap Inc.’s P.A.C.E. (Personal Advancement and Career Enhancement) programme, developed with Swathi Health Resource Centre and the International Centre for Research on Women, includes WASH as one of 8 modules on life-skills for female garment workers in supplier factories (Gap Inc. 2015).

Individual companies including British multinational retailer Marks and Spencer (M&S) have also begun to explore the business logic for engaging in the wider communities in which their staff live. M&S are currently funding UNICEF to deliver a multi-intervention, child-focused pilot community programme in urban slums in Bangladesh (WSUP 2015).

Box 6: Engaging companies and suppliers to reach the workforce: HERhealth

HERhealth has reached over 310,000 workers with peer health education, mainly in the garment sector but also in agriculture and electronics manufacturing. The initiative currently works with over forty multinational corporations and their local suppliers – down to tertiary level in some instances, such as cotton farmers, but more often with primary and secondary suppliers such as garment factories and spinning mills. The initiative, which is coordinated by Business for Social Responsibility (BSR), links brands and their local suppliers to local NGOs that deliver the health education programmes (in China, BSR implements HERhealth directly). Programmes are delivered over 18 months and cover a set of six to eight modules, including personal hygiene issues such as handwashing and safe water storage, alongside others such as reproductive and sexual health.

HERhealth’s theory of change involves reaching workers who would otherwise miss out on community-based health education, and in doing so contribute to employee welfare, retention and productivity by enhancing their own health and empowerment, as well as that of their families (potentially reducing time spent caring for sick children).

Running since 2007, the initiative has developed a body of evidence through thorough monitoring and evaluation – including pre- and post-intervention surveys of worker knowledge, attitude and behaviour in relation to health and empowerment. Focus Group Discussions with employees and managers are also used to provide more qualitative information. Whereas the impact of programmes on the bottom line may be visible at the level of a single factory, BSR point to the challenge of aggregating these financial impacts for multinational companies with highly complex supply chains. For these companies, less tangible impacts are also proving important, particularly building good and lasting relationships with suppliers. While supplier relationships are conventionally highly transactional, BSR aims to encourage companies to take a more progressive approach to supply-chain management, which moves beyond auditing risks, and instead frames proactive supplier engagement as a business opportunity. This points to the importance of engaging companies with a strong narrative and qualitative as well as quantitative data.

In terms of funding, HERhealth currently relies on donor funding to meet core programme management and expansion costs, however specific workplace programmes are usually funded by companies and/ or their suppliers. BSR encourages a cost-share arrangement where suppliers also contribute,

reportedly enhancing ownership. The objective is to shift progressively to funds from companies' core operating budgets, rather than foundations, and to encourage supplier companies to assume a larger share of costs.

For BSR, a key test of success is whether participating companies continue to invest beyond the period of the HERhealth programme. This is reportedly happening, for example where companies choose to continue peer education programmes, or facilitate employee access to local health clinics and providers. While HERhealth stands out as a highly relevant initiative for the WASH sector to consider, it is important to recognise that the marketplace for workforce oriented programmes is crowded, including initiatives on other topics like environmental sustainability and life skills. While HERhealth focuses on fundamentals, it is important not to be complacent about attracting business: a convincing case must be made to managers that the benefits of undertaking long-term, health behaviour change programmes can significantly outweigh the opportunity cost of participants' time.

More information is available at: herproject.org/herhealth

Key considerations to take WASH in the workplace and supply chain to scale

Given what is already underway, what might be needed to catalyse business effort to ensure adequate WASH for workers everywhere? We identify three key considerations, namely evidence, advocacy and integration:

- **Evidence** is needed to establish where, how and to what degree WASH for workers can make a positive contribution to business value, and wider society and economy.
- **Advocacy** is required to promote evidence and successful models to business as well as governments, and donors and foundations that can provide supporting policy, regulation and finance.
- **Integration** will allow efforts on WASH in the workplace and supply chain to strengthen, rather than undermine, broader efforts – on worker welfare, water stewardship, and of course WASH in households, communities and societies at large.

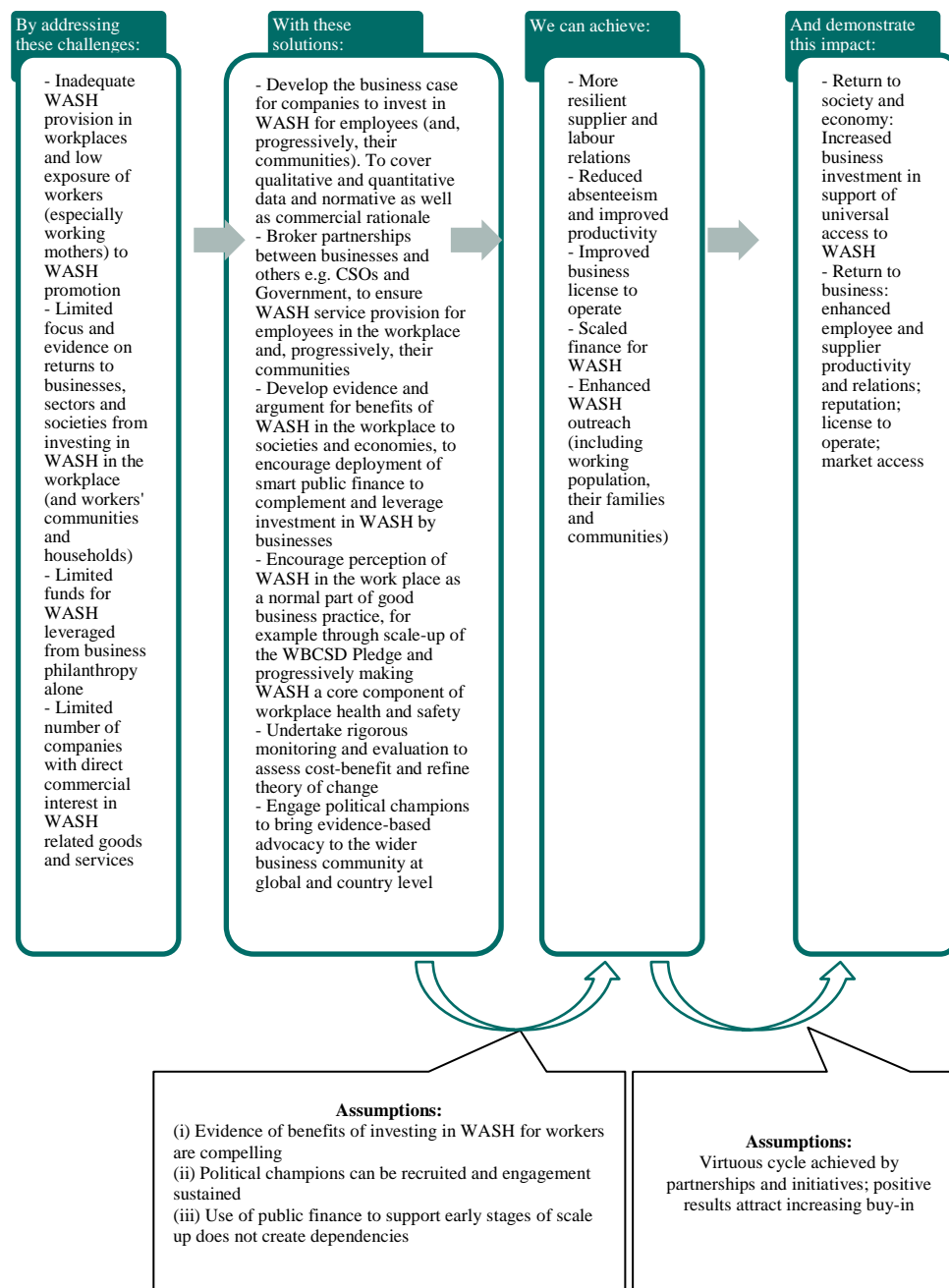
Evidence:

Formal evaluations and more anecdotal evidence gathered through programmes such as HERhealth have begun to establish a business case for investing in WASH in workplaces. Stronger evidence will nonetheless be required to stimulate businesses to invest in WASH in the workplace and supply chain on a larger scale, as well as to make the case to national governments and potential sources of public finance.

Change pathways can be complex, and experience to date suggests that capturing **qualitative information** e.g. around improved supply chain relations, is important alongside data on more **quantifiable impacts** from, for example, productivity gains or reduced absenteeism. The water stewardship community has also been wrestling with challenges of tracking business benefits from partnerships that address shared water resource risk (including water supply and sanitation issues in some cases). Further dialogue with companies and partners such as CEO Water Mandate that have experience on this area, would be beneficial.

In Figure 5 below, we set out a provisional Theory of Change to encapsulate the logic of coordinated and scaled-up effort on WASH in the workplace and supply chain in particular. In mapping assumed causal relationships, the theory of change also sets out **where evidence is acutely needed**. We would expect evidence gathering to focus on the assumptions set out, particularly assumption (i) in the short term, i.e. demonstrating with robust evaluations that WASH in the workplace generates quantitative and qualitative benefits for businesses, societies and economies, and is cost-effective. Note that the Theory of Change is provisional and is intended to be further refined before and during any attempt to scale-up effort in this area.

Figure 5: Provisional theory of change for WASH in the workplace and supply chain



Source: Authors

Advocacy:

Efforts to engage businesses around WASH on the ground need to be effectively linked to and embedded within a broader agenda on safe and secure work (see integration below). However, this does not mean that the WASH community cannot advocate specifically on the importance of WASH in workplaces. Despite a number of organisations already championing its importance, there remains room for more coordinated effort at both global and national levels, targeting businesses, governments and donors.

For **business**, a range of arguments are important, from the commercial to the more normative. Making commercial arguments will require development of evidence to support a business case, of the kind outlined above. In terms of normative arguments, important work has been done to develop the case, and means, for business to respect the Human Right to Water and Sanitation, for example the CEO Water Mandate's guidance on this issue (CEO Water Mandate 2014). Several interviewees pointed to the need to consider how to tailor business-oriented advocacy, and the implementation approach, to individual sectors (for example garment manufacturing, agriculture, or transport).

Perspectives were more divergent on whether it would be most effective to target advocacy towards **multinational, customer-facing companies**, in an attempt also to reach their suppliers, or **national business associations**. Multinational companies often have greater visibility and may be more responsive to pressure from customers and regulators to address worker welfare. Their supply chains are extensive and even tier one suppliers make up a large number of workers. But the ability of multinational companies to influence behaviour beyond their first tier of suppliers, for example through contractual or auditing requirements, is more limited. Some interviewees therefore suggested that it would be more productive to work with business associations in particular sectors, though questions were also raised about the receptiveness of business associations to messages on worker welfare, and their independence from complex national dynamics of power and politics. Overall, it seems likely that in the near term outreach can be maximised by pursuing both approaches at once, directing advocacy efforts both via the supply chains of multinational companies, and the membership network of business associations.

For **governments**, too, a coherent case needs to be made, to ensure workplace WASH is given the attention it deserves in policy and regulatory standards, alongside other institutional settings such as schools and health facilities. National and sub-national governments must be empowered within any effort to improve WASH in workplace settings, to avoid creating parallel systems and initiatives that could undermine country-owned strategies. Practically, that means integrating workplace initiatives and standards within the WASH strategies of participating countries, ensuring that government services (including the supply-side, i.e. infrastructure) can complement and support efforts by business.

Advocacy will also need to target potential sources of public finance, such as **donors and foundations**, with the message that the workplace is a critical and neglected context for meeting WASH needs, one with potential benefits not only to health and welfare of individuals but also productivity of the economy at large. While those involved in initiatives like HERhealth point to the ability of workplace programmes to leverage commitments from participating companies, no-one we

spoke to expressed the view that the business case for providing WASH in the work place was sufficiently certain, as yet, for scale-up to be financed from private sector resources alone. HERhealth, for example, currently relies on finance from donor agencies and foundations to develop curricula and cover core programming costs. Until a critical mass of participants, and evidence, is developed, public finance will likely need to be sourced and deployed smartly to crowd-in resources from businesses.

Integration:

While focused effort is needed initially to mobilise action, WASH in the workplace will need to be integrated progressively with broader efforts. We highlight three key areas.

Firstly, WASH in the workplace must be integrated with **other priorities for worker welfare**. Paradoxically, focusing narrowly on WASH may not be the best way to leverage action on the ground. Other issues such as labour rights and pay, and basic health and safety, are justifiable priorities, without which any amount of action on WASH in the workplace would be redundant. Several interviewees referred to the Rana Plaza tragedy as a stark reminder of the huge effort needed to secure even a bare minimum of safety for workers, across many countries. Violations of basic labour rights remain common. A stronger message can therefore be achieved by situating WASH as key component in a broader effort to ensure safe and decent working conditions. At the level of advocacy, efforts could, for example, be related to SDG 8 on economic growth, employment and work, particularly target 8.8 'Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment'. At the level of designing and implementing specific interventions, it also makes sense to progressively integrate effort on WASH with attention to other priorities for worker welfare, for example sexual and reproductive health and nutrition. UNICEF, in particular, engages with business through an overarching lens of Child Rights. A recent study in Bangladesh on Child Rights impacts in the garment sector identified 8 areas for action: child labour; maternity protection; breastfeeding; childcare options; health and nutrition of working mothers; wages and working hours; living conditions and access to basic services (UNICEF PFP 2015, unpublished). WASH relates strongly to the latter two, but has implications for others, for example how unsafe water further limits the options of mothers who cannot breastfeed during work hours, and consequently rely on breast-milk substitutes.

Secondly, it will be important to consider how WASH in the workplace relates to **other aspects of water stewardship**. Looked at from the perspective of SDG6, there is also a need to relate WASH to work on other water issues where feasible. For those companies that are already thinking about water use and impacts, the broader water stewardship agenda may be familiar. It therefore makes sense to allow companies that use this framework as an entry point, and to situate any work on WASH within it. For those that are not yet familiar with water stewardship as an encompassing concept, engagement on WASH can be a means to introduce it. Over time, these companies can be encouraged to consider how they affect progress on SDG6 more broadly, including water resources quality and availability in their area of operation.

A third and final consideration in terms of integration is how programmes on WASH in workplaces are brought together with **efforts on WASH for households and communities**. From a health and dignity perspective, WASH in the workplace

can never be a substitute for adequate WASH in the home, even for those working long hours. Inadequate WASH beyond the workplace has consequences for businesses too: parents, particularly mothers, have to stay at home to care for sick children; companies lose production time if workers have to queue up to use toilets at work each morning because they do not have them at home. Furthermore, any amount of education and promotion on WASH issues is redundant if the supply-side is not addressed, which will require consideration of how to integrate with existing infrastructure for water supply and sewerage or FSM, in the communities in which factories and other facilities are located. A final consideration to mention here is ensuring that overall efforts on WASH in the community and workplace are integrated so as to ensure that everyone receives WASH education and promotion, regardless of working hours.

Stakeholder mapping: building on strengths, bridging gaps

In this section we offer an overview of the various parties that could play a role in a collaborative, scaled global movement on WASH in the workplace and supply chain. In Table 8 we identify key strengths that each party brings (alphabetical order). This brief analysis serves to highlight the added value of coordinating existing efforts and reaching out to businesses through a wide range of networks including multinationals' supply chains and the membership of sectoral business associations.

Table 8: Key stakeholders needed to scale action on WASH in the workplace and supply chain

| Stakeholder | What do they bring? |
|-------------------------|---|
| Business associations | <ul style="list-style-type: none"> • Entry point to action with national companies that may be missed by engaging only through multinationals (i.e. tier 2 suppliers and below) • Detailed knowledge of needs, actors and capacities in specific sectors |
| CEO Water Mandate | <ul style="list-style-type: none"> • Significant existing technical work on business and WASH including respecting the human right to water and sanitation • Brokering capacity via established network of endorsing companies familiar with broader water stewardship agenda (with potential to access many more via UN Global Compact networks) • Strategic alignment e.g. work on water stewardship in the supply chain |
| Donors | <ul style="list-style-type: none"> • Finance to support core-costs of scale-up, leveraging business contributions |
| HERhealth | <ul style="list-style-type: none"> • Tested peer education mechanism for delivering workplace-based health programming • Network of experienced, motivated companies (multinational and national) and civil society implementing partners |
| Multinational companies | <ul style="list-style-type: none"> • Ability to leverage action on WASH in the workplace, in own operations and those of suppliers' • Responsive to customer and regulatory requirements, as well as core business arguments e.g. supplier retention. |
| National companies | <ul style="list-style-type: none"> • Significant reach: Employees make up majority of those in low-income countries where WASH access is poor • Responsive to core business arguments e.g. productivity and reduced absenteeism, as well as customer and regulatory requirements. |

| | |
|---|--|
| National government | <ul style="list-style-type: none"> • Responsible for overarching leadership on WASH to which effort by business should be aligned • Able to leverage business action through regulations and informal policy signals • Hold duty to protect human right to water and sanitation • Regulator or provider of broader infrastructure systems into which workplace WASH will generally need to integrate |
| SWA | <ul style="list-style-type: none"> • Existing multi-stakeholder network of partners aligned around supporting countries with low WASH access to accelerate • Platform to link global to country-level advocacy effort • Entry-point for private sector to engage with WASH policy priorities at global level (See Section 4) |
| UN DSG | <ul style="list-style-type: none"> • Acknowledged champion for WASH issues, especially sanitation • Global convening power • Networks with political and business leaders |
| UN Foundation | <ul style="list-style-type: none"> • Established commitment making process, e.g. Every Woman, Every Child¹⁴ • Convening power • Multistakeholder networks |
| UNICEF | <ul style="list-style-type: none"> • Extensive technical expertise in WASH to support capacity building and research and development • Advocacy and policy linkages at global and national levels • Existing body of work on business and child rights (to support integration of WASH with other worker welfare issues) • Link to established sector monitoring processes for SDG6 e.g. JMP |
| WASH implementing agencies (CSOs, NGOs, government) | <ul style="list-style-type: none"> • Capacity to deliver WASH related programming in the workplace (including demand-side stimulation and supply-side provision) |
| WBCSD | <ul style="list-style-type: none"> • Lead WASH at the Workplace Pledge, with growing list of signatories and established community of practice • Extensive network among business leaders and operational staff |

¹⁴ <http://www.everywomaneverychild.org/>

4 Private sector and WASH

4.1 SWA as a platform to facilitate engagement

This section considers the main options available to enable private sector interests to be better represented in WASH policy initiatives and dialogue, principally at the global level.

As stated in the introduction, this paper responds to an identified need to improve clarity about what is being asked of, and offered to, the private sector around WASH. Part of that is providing clearer institutional entry-points and processes for dialogue, collaboration and mutual accountability. If Section 3 concerned the question of ‘what’ area for engaging the private sector for WASH holds the greatest promise, Section 4 considers ‘how’ a compelling ask, and offer, can be made. Table 8 above revealed a diverse range of players that could be potentially involved in scaled up effort on a particular area of engagement. We give special attention here to one that could play a broader and encompassing role: the Sanitation and Water for All global partnership.

We take this focus because SWA is the only dedicated WASH platform to convene governments of countries where WASH needs and inequalities persist, together with external support agencies, civil society organizations and other development partners, through a spectrum of meetings, events and supporting activities (Box 7). At a meeting in June 2015, the SWA Steering Committee agreed on the importance of increasing private sector participation in the Partnership, and agreed that one seat on its Steering Committee should be held by a representative of the Private Sector constituency.¹⁵ At the time of publication, discussions are well-underway concerning how best to involve private sector organizations as Partners, and how to ensure that they are appropriately represented in the governance structure.

SWA is therefore at a key juncture, and a window of opportunity exists to consider how it can best facilitate constructive inputs of the private sector to support universal access to WASH. A global body, SWA is also well placed to ensure linkages are made between global efforts on key issues, including but not limited to WASH in the workplace and supply chain, and country-led efforts to delivery SDG 6, and targets 6.1, 6.2 and 6.3 in particular. We stress that global initiatives that are

¹⁵ “Sanitation and Water for All has a simple structure – a high-level Chair, a Steering Committee led by a Vice-Chair, Partners themselves and a small Secretariat. The Chair provides leadership to SWA, and engages politicians and high-level decision makers on behalf of the partnership. Partners elect representatives from each constituency to sit on the Steering Committee and delegate decision-making authority to them. The Steering Committee takes overall responsibility for strategic leadership of SWA and elects the SWA Vice-Chair.” <http://sanitationandwaterforall.org/about/governance/>

not backed by strong country processes to give them meaning are unlikely to have traction. How this linkage can be made in practice is therefore a key consideration in this section.

Box 7: Key SWA processes

SWA's work is structured around various processes:

- Biennial High-Level Meetings at which “developing countries and donors identify and commit to address the fundamental bottlenecks holding back progress and to act on international aid effectiveness principles”.
- The High-Level Commitments Dialogue, “which encompasses the preparatory process that countries and donors carry out in advance of the High-Level Meeting to develop context-specific commitments, the biennial High-Level Meetings themselves, and the annual monitoring of those commitments”.
- Meetings of the steering committee and partners, which respectively include nominated representatives (steering committee) and all members (partners) of the various SWA constituencies.

Source: <http://sanitationandwaterforall.org/faq/what-are-the-swa-high-level-meeting-and-high-level-commitments-dialogue/>

4.2 Overarching considerations for engagement between the private sector and the WASH sector

Irrespective of what platform is primarily used to facilitate engagement of the WASH sector *and* the private sector, a number of key considerations emerge from our interviews and discussions. These could stand as principles for how such engagement should be approached.

- **Alignment of mission.** Agreeing a ‘basic minimum’ in terms of expectations on both sides appears to be important, for example around respecting the human right to water and sanitation.
- **Multi-level:** To be effective, engagement mechanisms will need to leverage private sector contribution, and ensure representation, from multiple levels – from multinationals down to small-scale enterprises.
- **Validity of difference:** Differences may exist in terminology; attitudes to risk and return (as well as expectations about the timeline for returns); and incentive structures. While differences do not prevent collaboration (and alignment on mission) they need to be kept in mind, and treated transparently, to build and sustain effective relationships.
- **Purpose not process led:** Several interviewees voiced a desire for greater specificity about *what* the WASH sector is asking and offering to the private sector, and vice versa. Business representatives also expressed that dialogue needs to lead to tangible results if they are to commit in the long-term.
- **Forward looking ambition:** The post-2015 development agenda for WASH provides an ambitious new framework for WASH, going significantly beyond the MDGs including explicit focus on women,

girls, and those in vulnerable situations under the sanitation-oriented target (6.2) and an emphasis on affordability in the drinking water-oriented target (6.1).

The issues above show similarities with principles derived from experience in developing successful partnerships around water stewardship, highlighted in Box 8.

Box 8: Principles for effective partnership with business – lessons from water stewardship initiatives

Discussants in a recent online discussion, hosted by Business Fights Poverty, drew lessons from the water stewardship space for 'how to develop and sustain successful water partnerships on the ground'. A number of principles highlighted can apply to multistakeholder partnerships at any level which include private sector representatives.

- Engage and mobilise prospective partners through inclusive, evidence-based dialogue.
- Take the time up-front to understand the motivations of all key stakeholders.
- Expect bringing partners together around a common agenda to take a long time.
- Include all stakeholders in a collective action process, not just a small number of organisations in partnership; make sure that government and local communities can participate effectively.
- Partner objectives must align, but need not overlap 100%; communicate openly about the extent of alignment and what that means it is possible to do together.
- Break initiatives down into highly measurable components and use clear results measurement frameworks; Use results data to demonstrate progress internally and externally, keeping existing stakeholders engaged and attracting new ones.
- Develop simple clear communication, harmonising language across the value chain.
- Compromise on timescales to ensure work can be delivered to meet the needs of different stakeholders.
- Be transparent about actions taken.

Source: Principles highlighted by SAB Miller and WWF representatives in the Business Fights Poverty online discussion, How can partnerships with business increase access to safe, clean water for all? 1500-1600 BST, Wednesday, 24 June 2015.

4.3 Recruitment and representation of private sector members within SWA

In practical terms, a first question is whether there is appetite on the part of both WASH sector and private sector actors to create clearer institutional entry-points for engagement at global level. Broadly, our interviews suggest that there is, though we would caveat that, many private sector interviewees were already aware of and acting on WASH issues. Enthusiasm was not universal, moreover, and a number of company representatives interviewed were not aware of existing global policy fora such as SWA, and did not seem to consider engagement with global WASH policy initiatives to be a priority.

Attention is therefore needed to how SWA recruits and ensures representation of private sector partners.

Recruitment

In order to attract new Partners to a private sector constituency, SWA and its Partners will likely need to **capitalise on existing networks**. A number of private sector networks and membership organisations are already Partners to SWA. The CEO Water Mandate is one, with networks across a wide range of companies, both multinational and national. The CEO Water Mandate has developed extensive policy and technical guidance to support business engagement on WASH issues (CEO Water Mandate 2014, CEO Water Mandate 2015). AquaFed, the International Federation of Private Water Operators, is another current SWA Partner, with obvious interests in WASH including the new SDG target 6.3, which presents a clear business opportunity for such companies around water quality and wastewater treatment. The Toilet Board Coalition is not a SWA Partner, currently, but its own membership overlaps considerably with SWA's, and contains a number of existing private sector champions leading engagement on sanitation issues.

A question remains regarding **what type of organisations could be eligible** to join as Partners within a private sector constituency. Given the importance of using SWA to link global engagement to levels at which action on WASH will primarily take place (i.e. national and subnational levels) allowing individual companies to obtain Partner status seems to be a natural next step. Small and medium enterprises could also be invited to join, though given limited resources this may need some proactive support and facilitation. Inviting other business associations, especially national associations or chambers of commerce, could also be a route to ensure membership of the private sector constituency is not exclusively enjoyed by larger multinational firms.

Regardless of type, the **minimum expectations** for entities seeking to join as Partners within the SWA private sector constituency are critical. The approach adopted by the Scaling Up Nutrition (SUN) Movement is instructive. As a condition of membership, the SUN Business Network requires the submission of a statement of acceptance of and compliance with the Principles of the Network and the SUN Movement as a whole. While the overarching SUN Principles of Engagement are general – concerning ways of working and issues such as transparency, inclusiveness, negotiation, and mutual accountability, the SUN Business Network's additional principles are more specific and business-relevant (Box 9). In evolving the private sector constituency within SWA, a natural step might therefore be to produce a document to translate the SWA Guiding Principles for a business audience, as well as clarifying any additional basic-minimums e.g. on respect for human rights in the workplace and freedom of association.

At the same time as setting out minimum expectations, SWA and its Partners will also need to be clear on what specific opportunities arise from membership, which could produce business benefits. One option could be to offer prospective private sector Partners the opportunity to table commitments (see 4.4 below). A second would be to link SWA Partner status to a specific movement or initiative which involves action on WASH on the ground. A coordinated scale-up of effort on WASH in the workplace and supply chain (Section 3.3) could provide a centre point around which to focus, catalyse and sustain business interest. This said, the process required to embed and extend private sector participation in SWA, via the

newly established constituency, may take some time. For this reason, SWA may not be the right vehicle to actually host or house any scaled-up movement or campaign, though it could play a leadership role in components of the programme of work required to build and sustain action.

Box 9: The SUN Business Network Principles of Engagement

- Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
- Businesses should comply with UN guidance on health and nutrition, with a specific mention of the International Code on Marketing of Breast Milk Substitutes and World Health Assembly resolutions related to Maternal, Infant and Young Child Nutrition
- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Businesses should uphold the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.
- Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.
- Businesses should work against corruption in all its forms, including extortion and bribery.

Source: <http://scalingupnutrition.org/principles-of-engagement>

Representation

At the time of writing, discussions are underway within SWA regarding the appropriate mechanism through which Partner members of the private sector constituency can be represented via the **steering committee seat** which is allocated. Key options are representation through existing networks of private sector organisations, or representation by individual companies (if partner status is opened to them) elected from and by the constituency members. There are important considerations for effective functioning of a diverse and complex alliance like SWA: the opportunity to sit on the steering committee directly could act as an incentive for businesses to join, and may allow for quicker decision making than representation by a network organisation. At the same time, there may be questions about whether one business can adequately represent the interests of others. This said, while such issues are rightly important from the perspective of other SWA members, our interviews suggest that they may be of lower order for business leaders, than demonstrating that engagement in global policy processes yields tangible opportunities and results on the ground. We therefore suggest that the question is resolved as a priority. Allowing individual companies *and* networks to join as partners, and permitting constituency members to elect either type of organisation to the steering committee seat (to represent the whole constituency) may be the most pragmatic option.

It should also be noted that dialogue at country, regional and global level occurs throughout the year – the **steering committee is therefore only one way to engage**, and may not be the most appropriate entry point for members of the SWA private sector constituency to engage with Governments and others for more tangible collaboration on the ground. We consider ways to facilitate and incentivise these more substantive forms of collaboration and engagement next.

4.4 Linking global engagement to action on the ground

Getting representation right only solves part of the challenge of attracting meaningful participation of private sector organisations in SWA. A key question persists around what private sector partners are asked to provide, and are offered in return, in terms of tangible opportunities for action on WASH at the national and subnational level. A number of options emerge from our interviews and discussions. The approach adopted by the Scaling Up Nutrition (SUN) Movement, which has established the SUN Business Network, has informed much of our thinking here (Box 10).

Box 10: What can WASH learn from other sectors? The example of nutrition

Our interviews consistently highlighted nutrition as an example of effective engagement with the private sector. The Scaling Up Nutrition (SUN) Business Network is convened by the Global Alliance for Improved Nutrition and the UN World Food Programme, and run by a small secretariat supported by an Advisory Group comprised of senior business leaders from multinationals through to medium-sized firms in developing countries. The network focuses on galvanising and recruiting businesses at global level to support the SUN Movement, as well as facilitating engagement of businesses in country-owned nutrition strategies.

At the global level, **a deliberately ‘big tent’ approach has been taken**, allowing any company willing to make a credible commitment on nutrition to join, if they are willing to comply with the SUN Movement and SUN Business Network’s principles of engagement. The membership currently consists of 132 businesses. Independent monitoring of commitments from multinationals, led by the Global Nutrition Report, provides an accountability mechanism. The establishment of the network filled a clear gap at global level, in terms of a visible entry point for private sector companies actively looking to engage more substantively on nutrition issues, and to engage with the nutrition community. As in the WASH sector, there are important questions of principle to navigate when engaging the private sector, for example ensuring adherence to the International Code on Breastmilk Substitutes and tackling obesity. It therefore takes time to normalise the involvement of businesses for public sector and civil society stakeholders, to build trust on both sides, and develop progress in less contentious areas such as food fortification. Establishment of the network is, however, reported to have advanced the state of the debate considerably.

With the ‘tent’ well established at global level, efforts are increasingly directed at the country level, **supporting country governments to more effectively engage their own private sector** in developing multi-stakeholder, country owned nutrition strategies. A Guide to Business Engagement has been developed for SUN countries (along with various toolkits for companies on specific issues such as workplace nutrition). Appetite among governments is reported to be high. There are now 9 SUN countries building strategies to engage business in national nutrition plans: Cameroon, Guatemala, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Tanzania and Zambia In total, requests

have been documented from 29 governments for support in developing a business engagement strategy.

There is a steep learning curve for public sector officials to effectively and robustly engage business, and to identify those key areas with the most potential for a partnership approach. Experience to date points to the need to have competent intermediaries in place to develop and broker relationships. To this end, the SUN Business Network is exploring opportunities to recruit individuals directly, but also works through the offices of multilateral partners including the Global Alliance for Improved Nutrition and the World Food Programme.

More information is available at: sunbusinessnetwork.org

While we highlight some salient features of the SUN approach below, there is more to be learnt and debated. As a sector, WASH has particular features which distinguish it from nutrition. These include the capital intensive nature of systems to supply water and safely manage wastewater and faecal sludge; and the need for demand stimulation for sanitation and hygiene products and services. Furthermore, dialogue with the SUN Business Network and equivalent bodies for other sectors, which have been attempting to better engage the private sector, will likely reveal as many lessons from the challenges faced, as successes achieved. Nonetheless, we identify sufficient similarities to make the SUN experience highly relevant for efforts to build engagement between the WASH sector *and* the private sector:

Supporting national strategies: The SUN Business Network is progressively focussing on how private sector partners can contribute to national governments' own plans and implementation strategies for nutrition. Careful consideration is needed as to the feasibility and risks of facilitating dialogue between national-level stakeholders and businesses at too early a stage. Nonetheless, the opportunity exists to learn from experience within SUN, and as such SWA can immediately start to consider how to ensure that engagement with companies at global level is clearly oriented toward driving action on the ground, in support of national WASH policies and plans. In the near term, this could involve developing an overarching SWA strategy for country-level business engagement, with a step by step process in a number of pilot countries to:

- Review national WASH priorities and conduct landscape analysis of key strategic documents and opportunities;
- Assess private sector investment landscape across WASH and more broadly;
- Report on opportunities to engage with businesses;
- Convene multi-stakeholder forums to discuss priorities and build consensus;
- Produce roadmaps on priority thematic issues setting out investment, information and policy needs; and
- Broker country-level partnerships around identified WASH priorities between national governments, businesses and others including key donors and civil society organisations.¹⁶

¹⁶ Based on steps set out in SUN Business Network [Guide to Business Engagement](#)

Allocating resources for dedicated facilitation. A significant factor in the ability of the SUN Business Network to make progress on linking global and country processes, is the designation of a dedicated, albeit small, secretariat to support day-to-day operations and facilitation. SUN in fact has four networks – besides business, there are Networks for UN agencies, civil society organisations, and donors. Whether SWA will require separate sub-platforms or networks of this kind, with their own secretariats, remains to be seen, but could be an important option to consider in the medium-term. Certainly, meaningful allocations of time are needed to support SWA Government Partners to more effectively and authoritatively engage business for WASH.

Allowing private sector organisations to table commitments. The SUN Business Network used this approach to scale up membership rapidly, by giving companies the opportunity to increase their public profile at the same time as demonstrating buy-in. However, the approach also has the advantage of allowing private sector partners to offer resources according to their own capabilities and interests, regardless of whether they are multinationals or SMEs . To date, the focus of SWA’s High Level Commitment Dialogue has been on commitments by recipient and donor governments. It seems unlikely that a diverse set of private sector commitments, of variable scale and impact, could be incorporated alongside those from national governments. It may therefore be preferable to initiate a parallel commitment process for other constituencies within SWA, including, but not limited to, private sector partners at different levels. Consideration should be given to how this effort can be aligned with other processes in which businesses can make WASH-related commitments, for example the Every Woman, Every Child movement.

5 Recommendations

This paper responds to a broad brief. The first requirement was to map the current and potential entry points for private sector engagement around WASH, to enable a more productive conversation about what WASH sector and private sector organisations are asking of, and offering, one another. The second was to make specific recommendations around the points of engagement that offer the greatest potential for impact.

Under our *in/ for/ and* WASH typology, we have sought to address the first requirement throughout sections 2-4. Building from the mapping, we now make a set of recommendations, addressing the second requirement.

5.1 Private sector *in* WASH: Leverage larger companies' expertise and resources in support of the domestic private sector

Our mapping and analysis in Section 2 confirmed both the future potential and current constraints for domestic businesses to play a much more substantial role in delivering WASH services, as well as critical gaps which could be addressed by more effective collaboration between different scales of business.

Domestic businesses have considerable market knowledge and access. However, they may lack capacity for product development, marketing, and market coordination, and access to finance to take products and services to scale.

While scaling domestic and small-scale private sector development in WASH is an increasing focus for WASH agencies, it is unlikely that the public sector alone can provide the solutions. Established, larger companies offer both resources and know-how to help address critical bottlenecks.

The Toilet Board Coalition is already exploring how public-private partnership between multinational companies and WASH agencies can support domestic sanitation businesses with finance and know-how. In return, the participating companies gain access to new business and investment opportunities. Such effort is also needed in hygiene (particularly in menstrual hygiene, where products and services for BoP customers are underdeveloped) and in water supply.

We highlight the following tasks as critical for attention for those initiating and running partnerships of this kind:

- **Use public resources to broker and leverage access to commercial finance:** Partnerships that involve large businesses, donor agencies and foundations potentially offer a spectrum of financing opportunities to the domestic private sector. As such, they have the ability to help domestic WASH enterprises to progressively transition to more commercial forms of finance, deploying concessional public finance smartly to crowd-in, rather than displace, private finance. The

spectrum includes conventional project grants, social venture capital, equity investment, and concessional and commercial debt. While innovative mechanisms can be developed to improve financing options on the supply side, much of the work is about enabling the demand-side. As domestic businesses transition to scale, their financing needs change, requiring different options from across the spectrum. For example, small entrepreneurs with little more than a bright idea will require grants and social venture capital; SMEs with a viable model may need tailored concessional loans, patient capital, or loan guarantees so they can access fully commercial sources. Effective brokering, for example through a dedicated financing facility, is needed to match type of finance to the needs of a business at a given point in its development, and to support development of viable proposals. The overarching objective should be to deploy the full spectrum of finance efficiently (i.e. public finance crowds in private finance, rather than displacing it) effectively (maximising the contribution to sustainable, affordable services) and equitably (for example by providing, or incentivising, well-targeted subsidies to the poorest users). Once finance is secured, appropriate capacity support may need to be provided alongside, to ensure timely repayment – for example, for small entrepreneurs receiving social venture capital, support could be required in marketing, book-keeping and accounting.

- **Enable informed public policy and regulation:** Finance and capacity are not the only considerations for domestic WASH businesses seeking to scale. As noted by other studies and confirmed in our interviews, there are numerous factors in the wider business environment which constrain domestic companies and entrepreneurs, for example: poorly targeted public subsidy programmes that distort market demand; registration and licensing processes that are often arduous, costly and, if not achieved, can inhibit access to credit. These are highly complex political economy issues, which can only be resolved by the governments of the countries concerned. Partnerships between WASH agencies and multinational companies, such as the Toilet Board Coalition, should therefore explore how they can progressively integrate participation by developing country governments. This could move progressively from setting up informal spaces to introduce government stakeholders to the key considerations for pro-poor WASH business and markets (potentially in collaboration with SWA and its partners); to inviting active collaborate on policy and regulatory options to enable private sector contribution to WASH in their particular countries (See section 5.3 below).
- **Evolving equitable transactional models:** Facilitating larger multinational business access to domestic markets creates understandable concerns around whether their involvement will ultimately benefit poorer customers and domestic entrepreneurs in developing countries, or their shareholders and executives. In reality, however, benefits will need to accrue to both if this type of partnership is to be sustained. There is thus a need for carefully crafted processes which balance between the competing needs of transparency and commercial confidentiality, and the power differential between large and small businesses. As this type of collaboration is so new, participating WASH agencies should consider engaging experienced

legal professionals to advise on the structuring of deals and contracts which arise from partnerships to protect less powerful interests.

5.2 Private sector for WASH: Consolidate existing efforts to extend WASH in the workplace under an umbrella movement

Section 3 of the report considered a wide range of options for enabling business to contribute to the ‘Means of Implementation’ on SDG 6 (particularly targets 6.1, 6.2 and 6.3). In keeping with the focus on WASH in the workplace and supply chain, prioritised in consultation with UNICEF, UN Foundation and others, we recommend a focus on consolidating and extending existing initiatives under an umbrella movement that we provisionally title ‘WASH4WORK’.

The **overarching goal** of WASH4WORK is that all employees globally have access to safe, adequate and equitable WASH in their places of work.

The **specific objective** of WASH4WORK is to enable all businesses to make a meaningful contribution to SDG6, in a way that generates business value.

The core **rationale** of WASH4WORK can be summarised as follows:

- For **employees**, drinking water and sanitation are human rights and basic necessities. For the 58% of the world’s population, one third of adult life is spent at work ([WHO 1994](#)).
- For **businesses**, a growing body of evidence points to the fact that ensuring access to water, sanitation and hygiene, together with appropriate promotion of use, can pay dividends in terms of lower absenteeism and turnover, and improved health, productivity, and supplier and employee relations.
- For **governments and their development partners**, the workplace is a critical setting to meet WASH needs, to enable health, dignity and productivity of society as a whole.

A **window of opportunity** is provided by the Sustainable Development Goals. Firstly, the SDG process has already made strides to engage private sector interest and commitment – businesses are now looking for meaningful ways to contribute on specific targets. Secondly, the SDG targets 6.1 6.2 and 6.3 offer the opportunity to extend far beyond MDG target 7c’s focus on WASH in the home. Currently there is a risk that WASH in workplaces will be overlooked in terms of institutional WASH under SDG6. As such, collective action is needed at global and country level to bring together the diverse existing initiatives in this area, and drive ambition and achievement at scale.

The WASH4WORK campaign could comprise several work-streams, with a diverse set of institutions collaborating. In Table 9, we propose key roles (●=lead/co-lead; ○= key collaborator).

Table 9: Potential roles in a consolidated global campaign on WASH in the workplace and supply chain

| Workstream | Objective(s) | UNICEF | UNF | DSG | Multinational co's | National co's | Business Assoc's | SWA | CEO Water Mandate | National Gov | WBCSD | HERhealth | Donors ¹⁷ | NGOs and CSOs |
|--------------------------------|--|--------------------|-----|-----|--------------------|---------------|------------------|-----|-------------------|--------------|-------|-----------|----------------------|---------------|
| 1. Global advocacy | Present global case for action to secure buy-in of businesses, public and policy-makers at global level | ○ | ○ | ● | ○ | | | ● | ● | ○ | ○ | | ○ | ○ |
| 2. National advocacy | [Initially focused on pilot set of countries] - Link WASH4WORK to national WASH policies, standards and strategies - Engage national policy makers to embed WASH in workplace in health and safety regulations - Present case for action to companies and business associations at national level | ● | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | | | | ○ |
| 3. Commitment making | Promote WASH at the Workplace Pledge as an accessible starting point for all companies | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | ○ | ● | | | |
| 4. Implementation partnerships | Establish partnerships and funding mechanisms (e.g. challenge prizes) to identify most promising models for WASH in the workplace for scale-up | ○ ¹⁸ | ● | | ○ | ○ | | ● | ○ | | | ○ | ○ | ○ |

¹⁷ Including bilateral agencies, international financial institutions, foundations

¹⁸ UNICEF's approach to business engagement is framed by the overarching Child Rights agenda. As such, at the pilot phase UNICEF can facilitate introductions to businesses and sectors, for which an assessment of the impact on Child Rights has identified WASH as a key issue. This will help ensure integration with the broader set of issues concerning worker welfare and target effort on WASH appropriately. UNICEF can also then offer technical support for implementation partnerships on WASH.

| Workstream | Objective(s) | UNICEF | UNF | DSG | Multinational co's | National co's | Business Assoc's | SWA | CEO Water Mandate | National Gov | WBCSD | HERhealth | Donors ¹⁷ | NGOs and CSOs |
|--------------------------|--|--------|-----|-----|--------------------|---------------|------------------|-----|-------------------|--------------|-------|-----------|----------------------|---------------|
| 5. Performance tracking | Consolidate reporting on private sector contribution to SDG6, including via WASH in the workplace and supply chain. Embed tracking within other monitoring frameworks e.g. JMP | ● | ○ | | ○ | ○ | ○ | ● | ○ | ○ | ○ | | | ○ |
| 6. Research and evidence | Undertake/ commission robust primary research to establish business case and health and productivity impacts of WASH at the workplace | ● | | | ○ | ○ | | ○ | | | ○ | ○ | ○ | |

In the short term (six months), we recommend the following specific actions:

- Key players, highlighted in Table 9, should be convened by UNICEF and UN Foundation to debate and refine the Theory of Change, and resolve key remaining questions of scope, roles and messaging.¹⁹
- Interested parties should aim to develop and resource a two year programme of work across the workstreams identified in Table 9.
- Advocacy efforts should be launched with a high profile event to stimulate action and draw attention to existing initiatives under the WASH4WORK umbrella. The DSG is well placed to convene such an event, potentially in the context of an existing meeting such as the 2016 World Economic Forum. SWA, and particularly the incoming Chair, will also have an important role to play. The option of having linked events in specific countries on the role of business in WASH at national level, should also be explored.
- Organisations championing WASH4WORK, including UNICEF and UNF, should open dialogue with funders to support core costs, for example for facilitating implementation partnerships, and undertaking research and evidence gathering. Key to this effort is identifying ways that public money can be used to maximum effect, to leverage contributions from participating businesses.

¹⁹ Such as whether to focus on female workers or all workers; and whether to focus on particular economic or business sectors initially.

5.3 Private sector *and* WASH: Create global spaces to enable national partnerships

In terms of mutually beneficial mechanisms for private sector and WASH organisations to engage at global policy level, we recommend a continued focus on **Sanitation and Water for All** as the central multi-stakeholder global platform for engagement and dialogue.

Global engagement that is not linked to country-level processes and stakeholders will amount to little more than photo opportunities. Results need to be more meaningful if they are to sustain the commitment of Governments, businesses and other partners. As such, it is critical to ensure that engagement of the private sector within SWA is geared towards facilitating and brokering a two-way dialogue between businesses and country governments on how they can collaborate in support of country-led WASH strategies.

In order to achieve this, we recommend that, in addition to consolidating and extending the Private Sector constituency in SWA, a system should be established within SWA to facilitate business contribution to country-led WASH strategies.

Development of private sector constituency

To recruit businesses and sustain engagement we would recommend the following actions:

- The SWA secretariat should be tasked to produce a set of **guiding documentation** including:
 - A theory of change clearly stating the logic of private sector engagement for WASH for all parties, setting out what engagement is ‘for’.
 - A guide to business engagement on WASH, explaining in accessible language the implications for business of the SWA Guiding Principles,²⁰ including recognition of the human right to safe drinking water and sanitation.
 - Promotional material for a business audience, setting out the offer, and the ask, which arise from joining the partnership. This should concentrate on specific opportunities, for example to make high-profile commitments in support of WASH; to participate in dialogue on WASH and related issues with national governments and other stakeholders; and to demonstrate a credible dedication to water and sanitation as core human rights, for their customers, employees and society at large.

Inspiration can be drawn from supporting documentation produced by the SUN Business Network and others as well as the analysis presented in this paper.

- Building on this further analytical and communications work, the SWA secretariat and existing Partners should instigate a **membership drive** by:

²⁰ Available at: <http://sanitationandwaterforall.org/?download=5>

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- Being clear about the ask and the offer from SWA to the private sector. Options to provide specific opportunities to contribute to, and receive a return from, WASH engagement include:
 - Linking with a high-profile initiative or campaign to enlist private sector energy and capacity for WASH, such as WASH4WORK proposed above. We recommend that such an initiative is established in parallel with SWA, rather than housed directly within it, given the time it will take to establish SWA as the key entry-point for private sector engagement on WASH. Nonetheless, we recommend SWA plays a visible leadership role in any initiative or campaign, for example on global advocacy, where the SWA Chair could lead alongside the UN Deputy Secretary General as a high-level political champion.
 - Allowing partners in the private sector constituency, as well as others besides Governments, to table specific commitments under the aegis of SWA. Given differences in scope and form, this commitment making process could be established in parallel to the main commitment process for SWA Government members. Integration with other commitment-making processes e.g. under Every Woman, Every Child, may be possible.
 - Reaching out to other networks, including CEO Water Mandate, and Aquafed (as existing SWA partners), WBCSD and the Toilet Board Coalition. The SWA secretariat or a specially established working group could work with these networks to articulate the ‘fit’ with their members’ priorities – e.g. for CEO Water Mandate, the relevance of WASH to wider water stewardship; for Aquafed, the role of private water operators in supporting sanitation and safe management of faecal sludge and wastewater.
 - SWA partners should determine **mechanisms for representation** of the private sector constituency. Issues around private sector partner status and, particularly, representation at the Steering Committee, are under debate at the time of publication. From our interviews, we would suggest that individual companies should be allowed to obtain SWA partner status. Furthermore, individual companies (in representation of their respective constituency) or Private Sector networks should be allowed to become Steering Committee members. We recommend that these issues are resolved as a priority, at the latest at the upcoming SWA Meetings in November 2015.

Establishing a system to facilitate business contribution to country-led WASH strategies

As noted, sustaining private sector engagement in a global platform requires that it provides an entry point to meaningful engagement at country level and contributes to the SWA vision of sanitation, water and hygiene for all, always and everywhere.

Emphasising country-level engagement will also enable SWA to integrate, over time, the full spectrum of private sector organisations and interests, from large scale multinationals to small and medium enterprises.

We therefore recommend that a clear strategy is developed by SWA Partners, for how the partnership can facilitate engagement of business in support of national WASH plans and policies. The strategy should focus on helping governments to

articulate a clear ask and offer to their own private sector, as well as international companies, on how they can contribute to national WASH priorities in ways that generate business value. In practical terms, we recommend the following:

- The strategy should be actionable and time-bound. To allow this, it could be framed around facilitating national-level engagement in a set of pilot countries, identified through a transparent selection process.
- Initial development of the strategy should be led by the SWA Secretariat or delegated to a working group established for the purpose. Over time, it may be preferable to instigate a sub-network, with some decision-making and financial autonomy, on the model of the SUN Business Network. Priorities and actions should be developed based on consultation within and beyond SWA.
- Developing the strategy and conducting the necessary outreach and coordination implies an up-front resource commitment which would most likely need to be sourced from existing SWA partners. However, the strategy should also set out clear plans for how activities under the strategy can be resourced in the medium to long term.

5.4 Concluding remarks

This paper is a contribution to an ongoing conversation. Our recommendations are predicated on a theory of change which must be debated and tested. We are confident that there is a clear case for scaling up engagement of the private sector *in/ for/ and* the WASH sector, in support of universal access. But making that case convincing, and refining it, requires much stronger data – for example to quantify and qualify the impact on social, environmental and financial bottom lines from investing in WASH in the workplace and supply chain.

With the agreement of SDG6 and global appetite to revitalize the partnership for global development, a unique window of opportunity opens up for existing private sector champions and WASH sector institutions to engage a much broader private sector community.

Global dialogue and initiatives will be important to ensure coordination and maintain momentum. But it will be essential to foster positive connections between Government, business and others in support of universal access at country level – the level at which positive progress needs to be led and owned, and at which SDG6 will be made real.

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Annex: Interviewees

Interviewees

| | Organisation | Name | Role |
|----|---|--------------------------------|--|
| 1 | African Civil Society Network on Water and Sanitation | George Chaima | Board Member |
| 2 | AquaFed | Jack Moss | Executive Director |
| 3 | Banka BioLoo | Sanjay Banka | Director |
| 4 | BondFactor Company LLC | Richard Torkelson | Chief Operating Officer |
| 5 | Business for Social Responsibility/ HERHealth | Peder Michael Pruzan-Jorgensen | Vice President, Partnership Development and Research |
| 6 | Business for Social Responsibility/ HERHealth | Elissa Goldenberg | Manager, Partnership Development and Research |
| 7 | Business for Social Responsibility/ HERHealth | Andrea Bergstrom | Associate, Partnership Development and Research |
| 8 | CEO Water Mandate | Jason Morrison | Technical Director |
| 9 | CEO Water Mandate | Mai-Lan Ha | Advisor |
| 10 | CEO Water Mandate | Peter Schulte | Advisor |
| 11 | Department for International Development, UK Government | Guy Howard | Head of WASH Policy |
| 12 | Dutch Ministry of Foreign Affairs | Dick van Ginhoven | Senior Advisor Water and Sanitation |
| 13 | End Water Poverty | Thilo Panzerbieter | Member of Steering Committee |
| 14 | End Water Poverty | Jennifer Williams | International Campaign Coordinator |
| 15 | Freshwater Action Network South Asia | Dibalok Singha | Representative |
| 16 | Fung Academy | Pamela Mar | Project Director, Li & Fung Group |
| 17 | Fung Academy | Joyce Kam | Senior manager, Fung Academy |
| 18 | Gap Inc. | Melissa Fifield | VP Vice-President, Social & Environmental Responsibility |
| 19 | Global Ethics Ltd./ Oshun Partnership | Sarah Beeching | Executive Director, Oshun Partnership/ Consultant for Global Ethics Ltd. |
| 20 | Government of Pakistan | Irfan Tariq | Director in Ministry of Climate Change |
| 21 | Government of Paraguay | Roberto Acosta | Representative of the Ministry of Public Health (SENASA) |
| 22 | Government of South Sudan | Peter Mahal Dhieu | Director General for Rural Water Supply and Sanitation, Ministry of Water Resources and Irrigation |
| 23 | Grand Challenges Canada | Andrew Taylor | Executive Vice President |
| 24 | Independent/ Toilet Board Coalition | Jon Lane | Independent Director, (Toilet Board Coalition) |
| 25 | International Water Association | Ger Bergkamp | Executive Director |
| 26 | Kimberly Clark | Mauricio Troncoso | Vice-President, Global Family Care |

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|----|---|-------------------------|---|
| 27 | Levi Strauss Foundation | Stanley Wong | Manager, Asia Pacific Region |
| 28 | LIXIL | Vikki Bolam | Director of Creating Shared Value |
| 29 | MDG Health Alliance | Blair Miller | Vice-President |
| 30 | Millennium Water Alliance | Rafael Callejas | Executive Director |
| 31 | New Philanthropy Capital on behalf of the Stone Family Foundation | Sarah Hedley | Senior Consultant |
| 32 | One Foundation | Duncan Goose | Founder and Managing Director |
| 33 | Procter and Gamble | Allison Tummon Kamphuis | Program leader for the Children's Safe Drinking Water Program |
| 34 | Population Services International | John Sauer | Senior Technical Advisor - Water, Sanitation and Hygiene |
| 35 | Rabin Martin | Maria Schneider | Executive Vice-President |
| 36 | Sanitation and Water for All | Catarina de Albuquerque | Executive Chair |
| 37 | Sanitation and Water for All | Amanda Marlin | Coordinator |
| 38 | Sanitation and Water for All | Clarissa Brocklehurst | Senior Advisor in Water and Sanitation |
| 39 | Sanitation and Water for All | Piers Cross | Senior Advisor in Water and Sanitation |
| 40 | Scaling Up Nutrition | Jonathan Tench | Manager, Global Business Network |
| 41 | Starwood Hotels & Resorts Worldwide, Inc. | Michelle Nagar | Director of Social Responsibility |
| 42 | Svenska Cellulosa Aktiebolaget | Kersti Strandqvist | Senior Vice-President, Sustainability |
| 43 | UN Foundation | Susan Myers | Senior Vice-President |
| 44 | UN Foundation (Every Woman Every Child) | Natalie Africa | Director, Private Sector Engagement |
| 45 | UNICEF | Cecilia Scharp | Senior WASH Advisor |
| 46 | UNICEF | Chris Cormency | Chief of Water, Sanitation and Education Center, UNICEF Supply Division |
| 47 | UNICEF | Sanjay Wijesekera | Chief of Water, Sanitation, and Hygiene, Programme Division, and Associate Director of Programmes |
| 48 | UNICEF | Cindy Kushner | Senior Advisor, Partnerships and Global Initiatives (WASH) |
| 49 | UNICEF | Lizette Burgers | Senior WASH Advisor |
| 50 | UNICEF | Andrew Colin Parker | Senior WASH Advisor |
| 51 | UNICEF | Evariste Kouassi Komlan | Senior WASH Advisor |
| 52 | UNICEF | Suba Jayasekaran, | Corporate Social Responsibility Specialist |
| 53 | UNILEVER | Laura Barneby | WASH Advocacy Manager |
| 54 | USAID | Heather Skilling | Senior Water and Sanitation Advisor |
| 55 | WATERAID | Clare Battle | Policy Analyst - Aid Effectiveness & Sector Strengthening |
| 56 | WATERAID | Hannah Greig | Private Sector Advisor |
| 57 | WaterHealth International | Sameer Mithal | Chief Development Officer |
| 58 | World Business Council for Sustainable Development | Joppe Cramwinckel | Director, Water Cluster |
| 59 | World Business Council for Sustainable Development | Sara Traubel | Associate, Water Cluster |
| 60 | World Economic Forum | Alex Mung | Head of the Water Initiative |
| 61 | Water and Sanitation Program, World Bank | Jemima Sy | Global Business Leader for the Water and Sanitation Program's initiative on domestic private sector participation |
| 62 | Water Supply and Sanitation Collaborative Council | Chris Williams | Executive Director |
| 63 | Water Supply and Sanitation Collaborative Council | Ebele Okeke | WASH Ambassador for Nigeria |
| 64 | Water and Sanitation for the Urban Poor | Neil Jeffery | Chief Executive Officer |

Roundtable Participants

Attending in Person:

| Organisation | Name | Role |
|---|----------------|---|
| Department for International Development, UK Government | Jane Crowder | WASH Programme and Policy Advisor |
| Oshun Partnership | Sarah Beeching | Executive Director |
| Stone Family Foundation | Jonathan Stone | Founder |
| Scaling Up Nutrition | Jonathan Tench | Manager, Global Business Network |
| Toilet Board Coalition | Jon Lane | Independent Director |
| UN Foundation | Susan Myers | Senior Vice-President |
| UN Foundation | Jonathan Rich | Senior Advisor |
| UNICEF | Cindy Kushner | Senior Advisor, Partnerships and Global Initiatives (WASH) |
| UNICEF UK | Francis West | UK NatComm Head of Private Sector Policy & Advocacy |
| Unilever | Rebecca Marmot | Global External Affairs Director & Head of Global Partnerships Team |
| WaterAid | Hannah Greig | Private Sector Advisor |
| Water Supply and Sanitation Collaborative Council | Ebele Okeke | WASH Ambassador for Nigeria |
| Water and Sanitation for the Urban Poor | Neil Jeffery | Chief Executive Officer |

Attending via VC:

| Organisation | Name | Role |
|--|---------------------------|---|
| Kimberly Clark | Mauricio Troncoso | Vice-President, Global Family Care |
| LIXIL | Vikki Bolam | Director, Global Creating Shared Value |
| Aquafed | Jack Moss | Executive Director |
| CEO Water Mandate | Jason Morrison | Technical Director |
| Sanitation and Water for All | Amanda Marlin | Coordinator |
| The One Foundation/ Global Ethics Ltd. | Duncan Goose Karen Kay | Founder & Managing Director International Development Director |



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Drilling taking place in Zanlerigu Moolbisi, Talensi-Nabdum, Upper East Region, Ghana.

Overseas Development Institute
203 Blackfriars Road
London SE1 8NJ
Tel +44 (0)20 7922 0300
Fax +44 (0)20 7922 0399

