



**WASH  
4WORK**

# WASH4Work

Mobilizing Business  
Action

*Mai-Lan Ha*

*WASH4Work Secretariat*

*Senior Advisor and Researcher,  
CEO Water Mandate/Pacific  
Institute*

# What's Needed: A concerted effort on WASH4Work

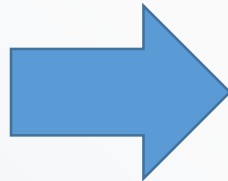
## From Siloed Approaches

Government

Development Agencies

Civil Society

Business



## Joint Purpose and Critical Mass of Activity

*Mobilize business to improve access to water, sanitation and hygiene:*

- *in the workplace*
- *across supply chains*
- *in the communities where companies operate*

# WASH4Work: What do we mean?

**WASH in the Workplace:** Ensuring that workers have access to and can use safe drinking water, improved sanitation and adequate hygiene to meet their health, safety, and dignity needs.

**WASH in the Community:** Ensuring business operations do not negatively impact WASH in the surrounding community and supporting workers' access and use of safe drinking water, improved sanitation and adequate hygiene at home

**WASH across Supply Chains:** Encouraging businesses to require suppliers to implement equitable and adequate WASH solutions in the workplace and to work with suppliers to manage impacts on communities throughout the suppliers' operations.

**DIAGEO**



**GLOBAL  
CITIZEN.**



The CEO **Water** Mandate



**wbcscd**



UN WATER  
19 November  
**WORLD  
TOILET  
DAY**



**WASH  
4WORK**

# Businesses Action on WASH

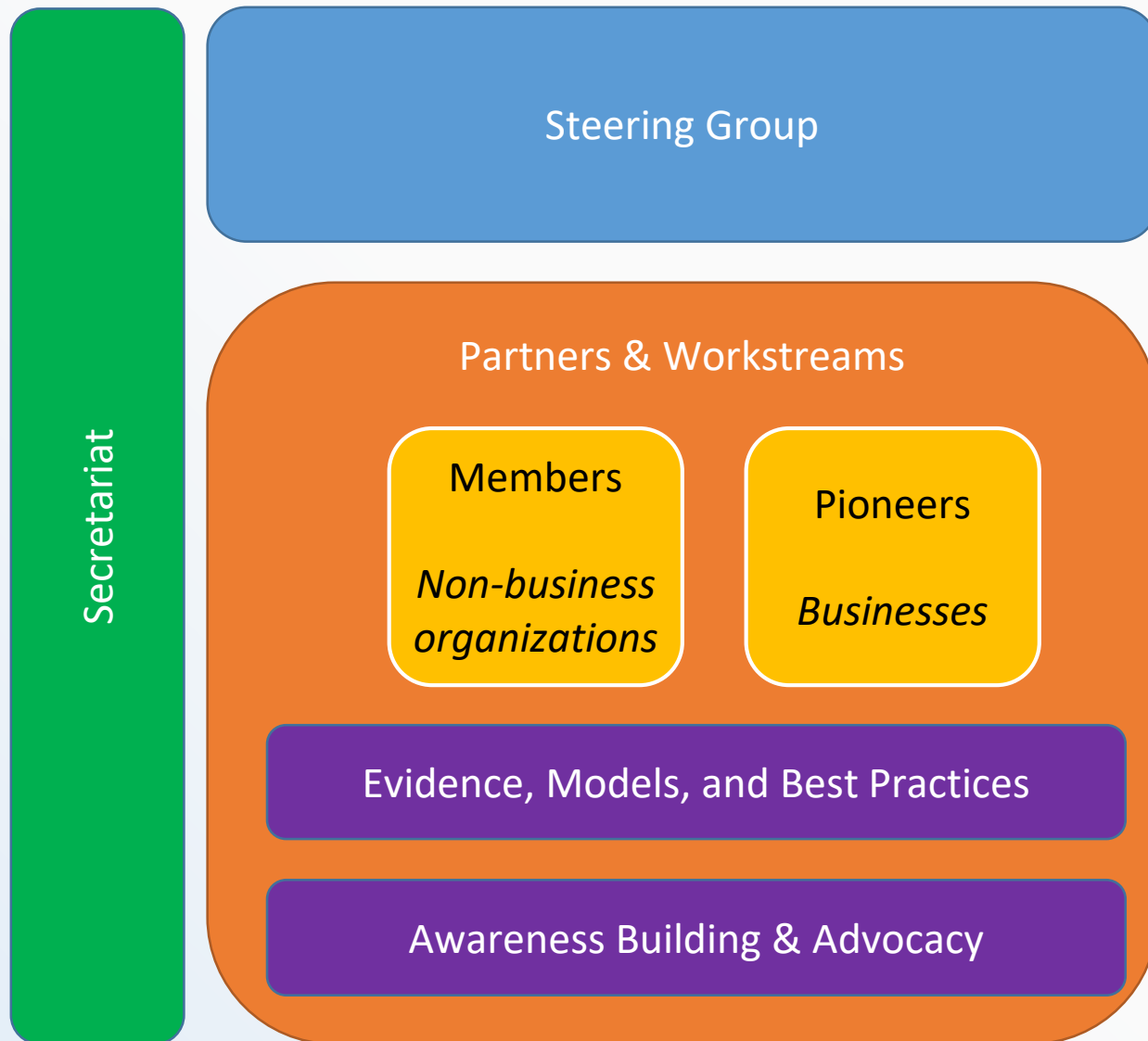
In business' own operations, in supply chains, and in communities where they operate

- Understand the business case and assess company's impact on WASH
- Ensure WASH access in workplace
- Mitigate impacts on communities
- Leverage position to improve WASH in supply chains
- Collaborate and support government action
- Work with partners to implement action on the ground
- Communicate with consumers and other stakeholders

# WASH4Work partners will:



# WASH4Work Ways of Working:





# Key Focus Areas

## Evidence, Models, and Best Practices

- Learning and Evidence: Current company and partner work on WASH, seed new initiatives
- Multi-stakeholder dialogue
- Research to develop the business case

## Awareness Building & Advocacy

- Development of advocacy plan and asks of government and business
- Identification of key events and actors for engagement

The screenshot displays the WASH 4WORK website interface. At the top, there is a navigation menu with links for ABOUT, FRAMEWORK, TOOLS & RESOURCES, and CONTACT. Below the navigation, a main banner features the text: "Mobilizing greater business action to address WASH challenges in the workplace, in communities where workers live, and across supply chains". Below this banner, there are two columns of content. The left column lists "Organizations currently engaged" with logos for WaterAid, wbcSD, UNICEF, and Unilever. The right column features a photo of a woman in a red sari working in a tea field, with the text: "Corporate engagement on water supply, sanitation and hygiene: Driving progress on Sustainable Development Goal 6 (SDG6) through supply-chains and voluntary standards". Below the photo, there is a link to "A high-level summary of research findings and recommendations 2017". The bottom section of the screenshot shows a "TOOLS & RESOURCES" section with a search bar and filters for "Phase of Framework" (Papers, Events, Act, Get feedback), "Developer" (dropdown), "Region" (dropdown), "Type of Resource" (Discussion Paper, Database, Tools, Project, Projects & Case Studies, Reports & Discussion Papers), and "Product Scope" (Corporate, Facility / River Basin, Value Chain). Three featured resource cards are visible: "Workers in Making Their Year (Myanmar)" with an H&M logo, "Better Work Initiative (2017)", and "Child Rights and Global Supply Chains" with the UNICEF logo.

<http://wash4work.org>

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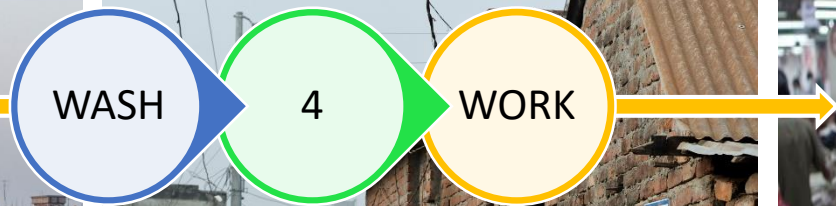
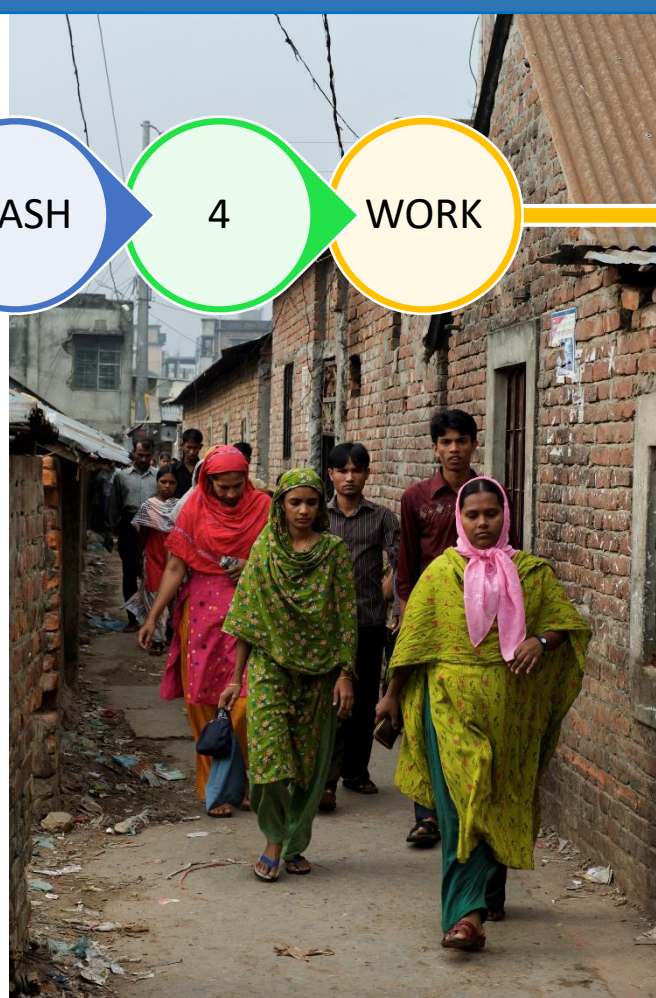
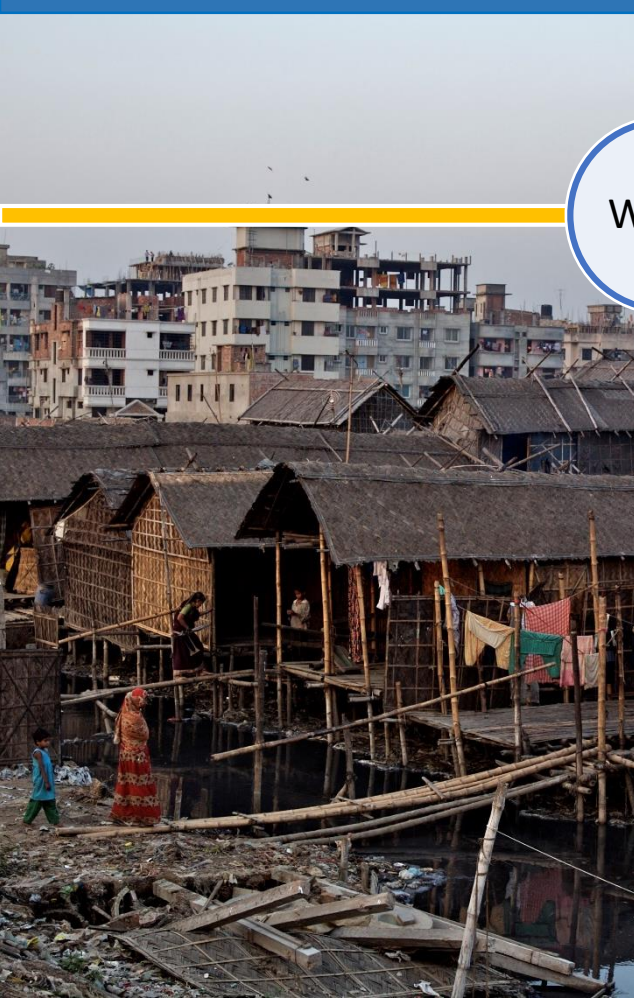


# Thank You

<http://www.wash4work.org>

Email: Guy Hutton, Chair, WASH4Work  
([ghutton@unicef.org](mailto:ghutton@unicef.org))

Mai-Lan Ha, Secretariat, WASH4Work  
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## Increased Private Sector Participation in Addressing WASH Challenges in Dhaka, Bangladesh



# Context

## Bangladesh Urban Profile

- Urban Population 53 million and projected to double by 2050
- Dhaka will be 6<sup>th</sup> largest megacity in the world by 2030.
- Over 5,000 Low Income Communities (LIC)- estimated population of 4 million



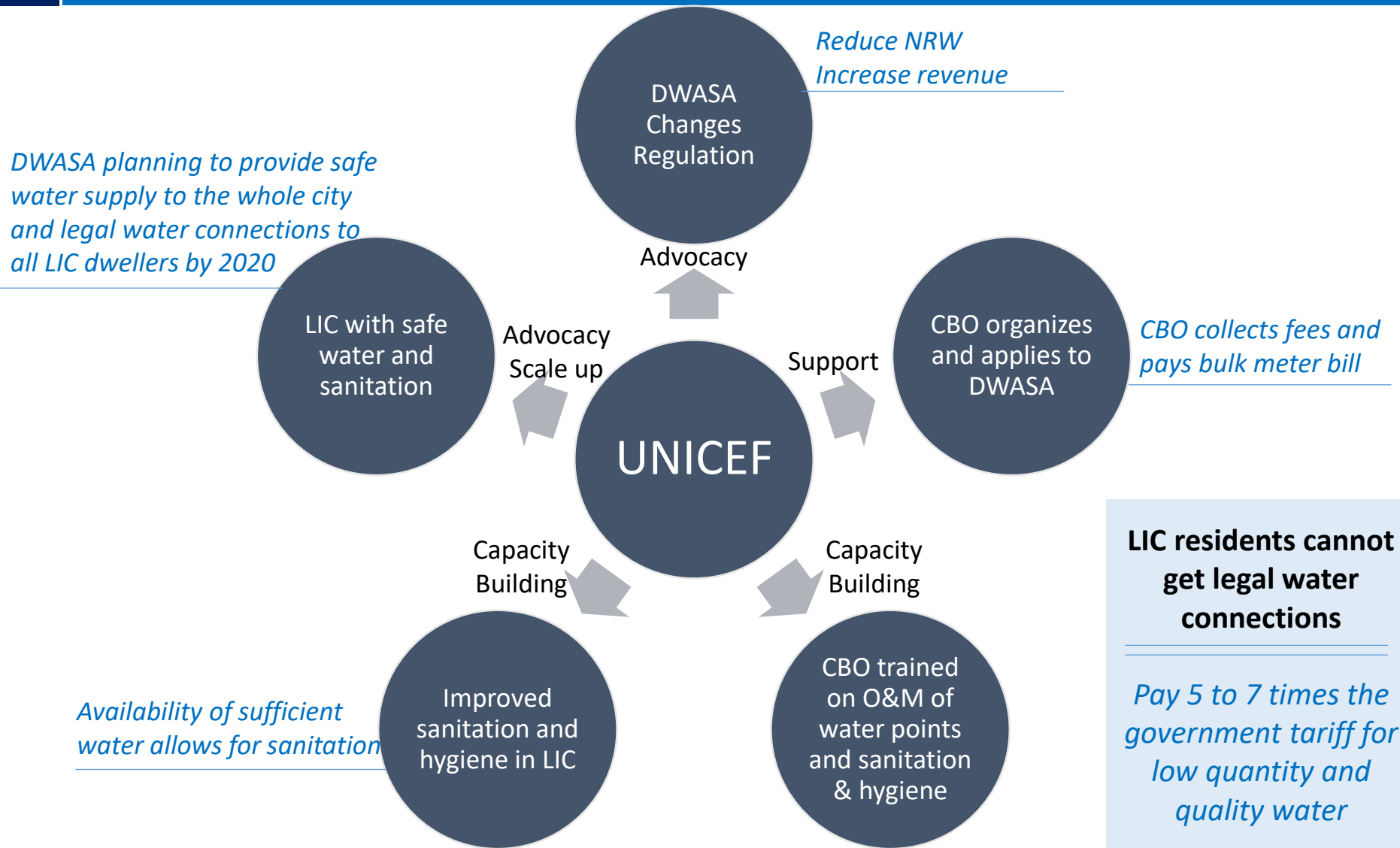
## Urban WASH Situation & Challenges

- Inadequate WASH facilities characterized by poor operation and maintenance.
- Illegal water connections from the public main
- Poor hygiene practices and environmental sanitation
- Poor Faecal Sludge Management.
- Land tenureship and scarcity
- Poor Coordination among stakeholders

# Improving WASH in the RMG sector – holistic approach

BOTTLE NECKS	SOURCE	STRATEGIES TO ADDRESS
Poor knowledge of the benefits of investing in WASH	FACTORIES	Raise awareness through Factory Engagement Programme (FEP) and support implementation programmes
Poor access to public services where workers live	COMMUNITIES	Improve linkages to WASH public sector agencies and engage support from private sector
Poor incentives for environmental management	ENVIRONMENTS	Publicise good WASH practices

# WASH 4 Work Initiatives



# Results & Way Forward

## Factories:

- Improved working conditions
- Healthier workers
- Productivity increases and decreased absenteeism through worker sickness / sickness of children

## Communities:

- 100% access to clean drinking-water at (more affordable) market rates through legal access points in urban slums in Dhaka
- Decreased sickness amongst community members,
- Health improvements through hygiene / sanitation interventions.
- Replication to other parts of Bangladesh

## What's needed?

- **Increased support from the private sector:** looking both within and beyond the boundaries of the business premises
- **Provide all LICs in area together :** large funding in shorter time
- **Further Change at the Policy Level:** taking results and embedding into government and industry policy to reach all workers and their communities

# Thank you

For Any Further Details, Please Contact :

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United Nations Children's Fund  
BSL Office Complex, 1 Minto Road, Dhaka 1000, Bangladesh  
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Strategic Water Partners Network  
SOUTH AFRICA



# **Development of a collective action sanitation programme**

# Strategic Water Partnership Network

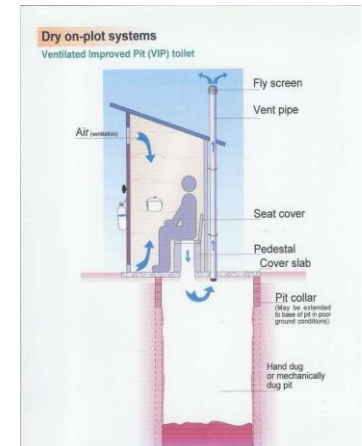
- A partnership between the Department of Water and Sanitation, the private sector and civil society working collectively to close the national water gap
- Formal multi-stakeholder partnership recognised in the National Water Resources Strategy 2 (2013)
- Collective action to improve water security



# Gold Standard



# Hole Standard

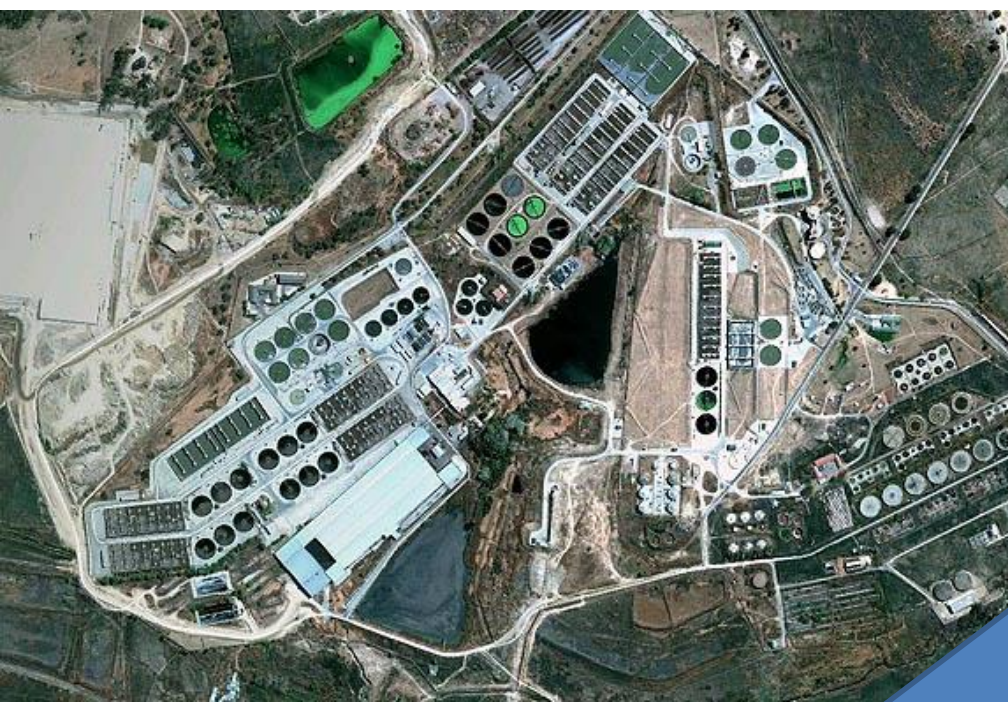




# Current Binary Model







57% connected to reticulated sewerage

# Technology Gap or Trap?

Photo:  
<http://www.hazenandsawyer.com/work/projects/biogas-upgrades-cut-energy-costs-in-south-africa/>

**Around 40% of South Africans do not have flush toilet (incl. septic tank)**  
**10% with VIP**  
**20% with pit latrine**



# Evolution of the toilet over 200 yrs.....





# Current solutions full of problems

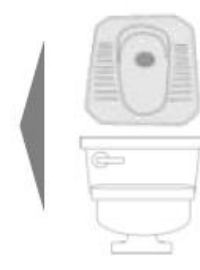
**Hanging toilets**



**Pit latrines**   **Chemical solutions**



**Flush: Septic tank**



**Flush: Sewer**



Foul odors

Poor user experience

Potential safety concerns

Risk of environmental contamination

Frequent maintenance

Poor waste disposal

Difficult to retrofit

Risk of leakage

Expensive

Needs running water

Requires infrastructure

Time consuming to build



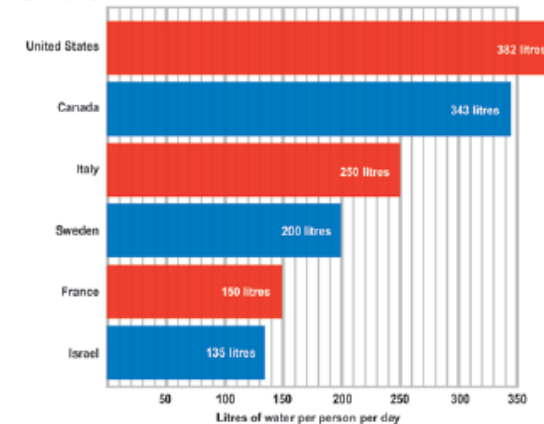
# Most cities reaching water limits

## Problem or opportunity ??????



- The world is running out of its traditional sources of energy, potable water and plant nutrients
- Water resources are declining
  - Energy costs are rising
  - The climate change issue
- Current sanitation technologies are not sustainable
  - Society is conditioned into viewing a flush toilet and centralised sewage treatment works as the preferred options
- Poor have no sanitation market

Average daily domestic water use  
(per capita)



[CityLab](#)  
[Menu](#)

**Flushing the Toilet Has Never Been Riskier**  
Some of today's sewers were built before bathrooms as we know them existed. It's time to upgrade.

- [Mary Anna Evans](#)
- Sep 17, 2015
- NY Times



# The Flushing South African Context

Wastewater treatment

- The strong political drive to provide universal access
- 9 million more people connected to the waterborne network
- Push for technically advanced technologies as the preferred solution to small towns
- WRC study showed that 44% of the 18 WWTW surveyed:
  - Less suitable & expensive choice
  - Insufficient funding for effective operation and maintenance of the technology.

**There could >300 WWTW where inappropriate choice has been implemented**

While some municipalities have the technical and financial capability to successfully manage high-technology wastewater treatment works, many local municipalities do not.



long-term sustainable solutions," notes Bhagwan.

The report concludes with specific recommendations assigned to the relevant role-players to work towards a future that embraces and promotes responsible and appropriate technology choices that will sustain service delivery, public health and the environment in the long run. It is hoped that this snapshot view of the issues involved in technology driven and choices will go a long way towards raising awareness in the sector.

Dr Van der Merwe-Botha concludes with a message to local government and wastewater practitioners: "It is important to note that 0.2% of effort and cost go into planning, 19% into construction of the infrastructure and 44% into the maintenance and operation of the chosen technology. Make the 0.2% count in order to give best benefit to the 44%."

options which are not financially or operationally sustainable.

"This blind drive towards achieving uniform compliance for wastewater discharge is not solving the problem, but is fueling a greater disaster in the making," says Bhagwan.

A call is made to regulators to take a holistic and strategic view of the implementation of the proposed wastewater treatment technologies based on the sustainability of the business of wastewater services, and to adopt design principles appropriate to the rural and/or small municipalities, providing leadership through their sector support and approval units.

### OVER-RELIANCE ON CONSULTANTS

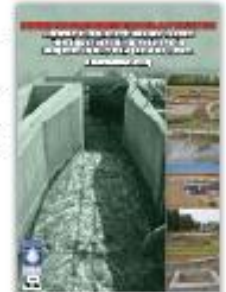
It is recognized that in a complex field, such as municipal wastewater treatment, consultants have an irreplaceable role and contribution to make as specialists and advisors. While competent municipalities generally use consultants within this context with optimal results, municipalities with little to no technical skills have generally become over-reliant on consultants - often blindly following their advice. This leaves municipalities vulnerable and at risk of being exploited,

thus leading to the implementation of inappropriate (and usually more expensive) technology options.

From the study it has become apparent that in a number of cases, especially in smaller municipalities, the technology decision is driven by the consultant rather than being undertaken jointly by an investigative team of municipal officers and consultants. In some cases, investigations into the range of technologies available are not done at all. As a result of budget constraints or supply-chain management policies within municipalities, competitive tendering is often weighted towards price rather than technical proficiency or experience, often forcing consulting firms to cut price by using existing designs that may not be tailored around the specific municipal circumstances.

This over-reliance on consultants by local authorities is considered unwholesome, especially as these private companies are not held accountable when systems fail (they are only held accountable for the design). "As long as financial instruments, such as the Municipal Infrastructure Grant and other grant programmes, do not tighten performance evaluation criteria, weak municipalities will continue to be exploited by those unscrupulous practitioners who work towards short-term gain rather than

"There could be more than 370 wastewater treatment plants in the country where inappropriate technologies have been implemented."



To order the report, Drivers for wastewater technology selection - Assessment of the suitability of wastewater treatment technology by municipalities in relation to the management capability and legislative requirements (Report No. TT 545/12) contact Publications at Tel: (012) 331-0340; Fax: (012) 331-2580; Email: [order@wrc.org.za](mailto:order@wrc.org.za) or Visit: [www.wrc.org.za](http://www.wrc.org.za) to download a free copy.



# The Dry South African Context

- ❑ Large infrastructure programmes to build VIP latrines outside sewerage boundary
- ❑ Around 30% of South Africans rely on VIP and derivatives
- ❑ Tipping point being reached – pits were filling BUT many municipalities did not O&M budget, policies & procedures for management
- ❑ 60% facilities conducting reactive maintenance while 40% had inadequate maintenance capacity.
- ❑ Limited technical know to empty & disposal pit contents





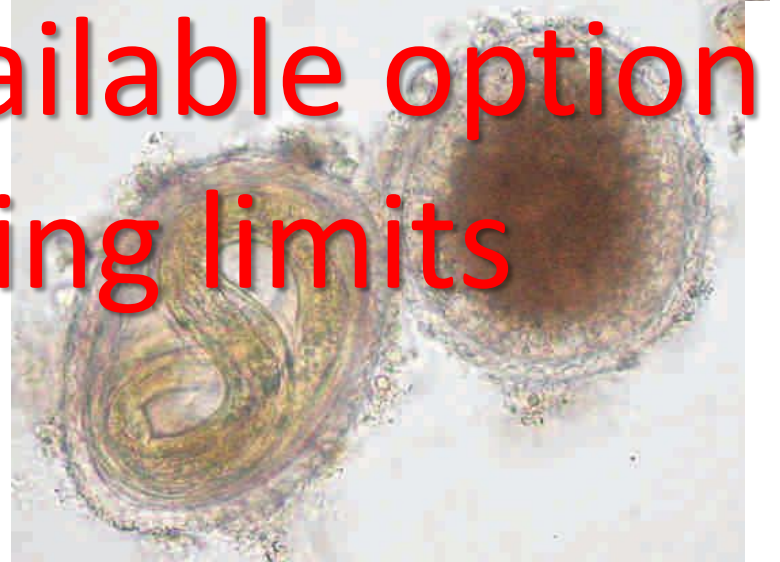


Dry Sanitation

1 pit = 1 m<sup>3</sup>

3 million pits = problem

Landfill is only available option  
but we reaching limits



# The Economist

JANUARY 1, 2010 • \$7.50

economist.com

Obama's controversial new men  
Pressure for change builds in China  
Men close the longevity gap  
The ghastly gurus of personal finance  
Microchipping your children

**Will we ever  
invent anything this  
useful again?**



The growing debate about  
dwindling innovation

# On the horizon: a collective action sanitation programme



## Options for SWPN intervention

1. A platform for efficient public-private -civil society engagement
2. A project to further develop and scale out at least one business model for decentralised sanitation provision
3. Demonstrating sanitation service & technology innovations with corporate support





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# • The Value of Business Action

**Neil Jeffery**  
**CEO**

**WSUP**  
Water & Sanitation  
for the Urban Poor



**DIAGEO**



**GLOBAL  
CITIZEN.**



UNITED NATIONS  
FOUNDATION



The CEO Water Mandate



**WaterAid**



**wbcscd**

**WSUP**  
Water & Sanitation  
for the Urban Poor



**WASH  
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“WASH concerns and in particular water quality has an impact on the wellbeing of our employees and thus our operations” **Nestlé, Switzerland (2015)**

“Water is a local issue and local communities are an integral part of water related risk assessment.”

**Tata Chemicals India (2015)**

“The need for clean, safe water is not just an environmental issue, but a human rights issue. We want to help ensure that everyone touched by our business can have this need met. Not only do we rely on water to create our products, but the people who make our clothes must be able to care for themselves and their families, including with access to water, sanitation, and hygiene – if they can’t thrive in the communities where they live, neither can we.” **Gap Inc (2017)**

“With our global reach, portfolio of WASH-related brands and experience in changing behaviour, we are helping to deliver progress on SDG6 and develop market solutions which will transform WASH provision.” **Unilever Plc, UK (2016)**

**Electricité de France (EDF)** put in place WASH infrastructure and training for its 9000 employees and contractors in a temporary work site for the construction of a dam in Laos and WASH provision for the local community. The initiative was undertaken to implement the WBCSD WASH at the Workplace Pledge and to manage downstream impacts of the construction and to compensate for the livelihood losses triggered.

## • **Benefits of Businesses Action – What we know**

### Wider Economic Benefits

- For every US \$1 invested in water and sanitation, US \$4.30 is generated in economic returns through increased productivity
- Drinking water supply and sanitation both generate high economic returns to society, with returns exceeding costs for all interventions at both 3% & 5% discount rates.
- Strengthening Social Licence & Addressing Reputational Risks

This work can lead to enrichment of brand loyalty and goodwill towards the company: ***“Being a responsible water user is an opportunity for us – it helps build stronger relationships with local communities and governments and enhances our social license to operate: being responsible makes it easier for us to do business”*** Anglo American, UK(2015)

- **Benefits of Businesses Action – The gaps**

Increasing Productivity & Reducing Absenteeism

Lower absenteeism leads to high productivity given a more capable workforce and lower factory error rates. Through the HERproject, **Levis Strauss** provided women at factories with health education and improvement of on-site health services and behaviour. **Absenteeism fell by 55% and staff turnover has dropped from 50% to 12%. One factory calculated a \$4:\$1 return on investment (ROI).**<sup>6</sup>

- **Reducing Operational Costs & Business Risks**

Diarrheal diseases were the 4th largest source of hospital admissions and 10th largest cause of death at Newmont Mining, Ghana. In response to this, investment into their sanitation systems led to a **30-40% reduction in the incidence of diarrhoea and the avoidance of \$28,000 in medical costs per year in one mining community.**<sup>10</sup>

- **Benefits of Businesses Action – The gaps**

Developing Supply Chains & Supply Security

Through their Water of Life Programme, Diageo has worked to support water supply, sanitation and hygiene projects in 58 communities in Ghana, some of which input to their subsidiary breweries' supply chain. **In addition to the positive social impact generated, Diageo is looking to better understand and capitalise on the potential strategic and sustainable impacts for its business.**

# • The Business Case for Investing in WASH



## The Business Case for Investing in WASH

Draft White Paper for Discussion.  
WWW Stockholm, August 2017

### Context

Sustainable Development Goal 6 states universal access to water and sanitation by 2030. The 2017 WHO/UNICEF Joint Monitoring Programme Report states; “Universal implies all settings, not only to households, but also schools, health care facilities, workplaces and other public spaces”.<sup>1</sup>

The private sector has a critical role to play in contributing to this compelling vision through their ability to improve access to water, sanitation and hygiene as part of their core business operations. This paper provides working examples on how to make progress in service delivery in and beyond the workplace. Through this process, business can simultaneously also reap the benefits of cost savings, business growth and opportunities for collaboration.

### **Contributing to Sustainable Development Goals is relevant to your consumers and wider society**

- 844 million people are still without basic drinking water, and 2.1 billion without safely managed water at home.<sup>2</sup>
- 2.3 billion people lack access to basic sanitation, and 5.3 billion without safely managed sanitation at home.<sup>3</sup>
- Menstrual hygiene has been largely neglected, resulting in millions of women and girls being denied services.<sup>4</sup>
- For every US \$1 invested in water and sanitation, US \$4.30 is generated in economic returns through increased productivity.<sup>5</sup>



## • **Strategies Going Forward**

- The Development of the Value Project; 'Strengthening the Business Case for WASH' (Diageo, WaterAid, Unilever with PwC and ODI). Generate evidence of the core financial business value related to WASH interventions.
- Further analysis of those corporates who have signed the WBCSD 'WASH at the Workplace Pledge', to assess the benefits reaped from implementation.
- Continued engagement with a wide range of corporate stakeholders to learn how to best overcome barriers to investment in workplace WASH.



# Thank You

- <http://www.wash4work.org>

Email: Guy Hutton, Chair, WASH4Work  
([ghutton@unicef.org](mailto:ghutton@unicef.org))

- Mai-Lan Ha, Secretariat, WASH4Work  
([mlha@pacinst.org](mailto:mlha@pacinst.org))



# Strengthening the business case for water, sanitation and hygiene (WASH)

Lisa Greenlee, WaterAid and Michael Alexander, Diageo

29/08/17

**DIAGEO**



# Project Partners



- Project lead

DIAGEO



- Corporate partners



- Consultancy partners

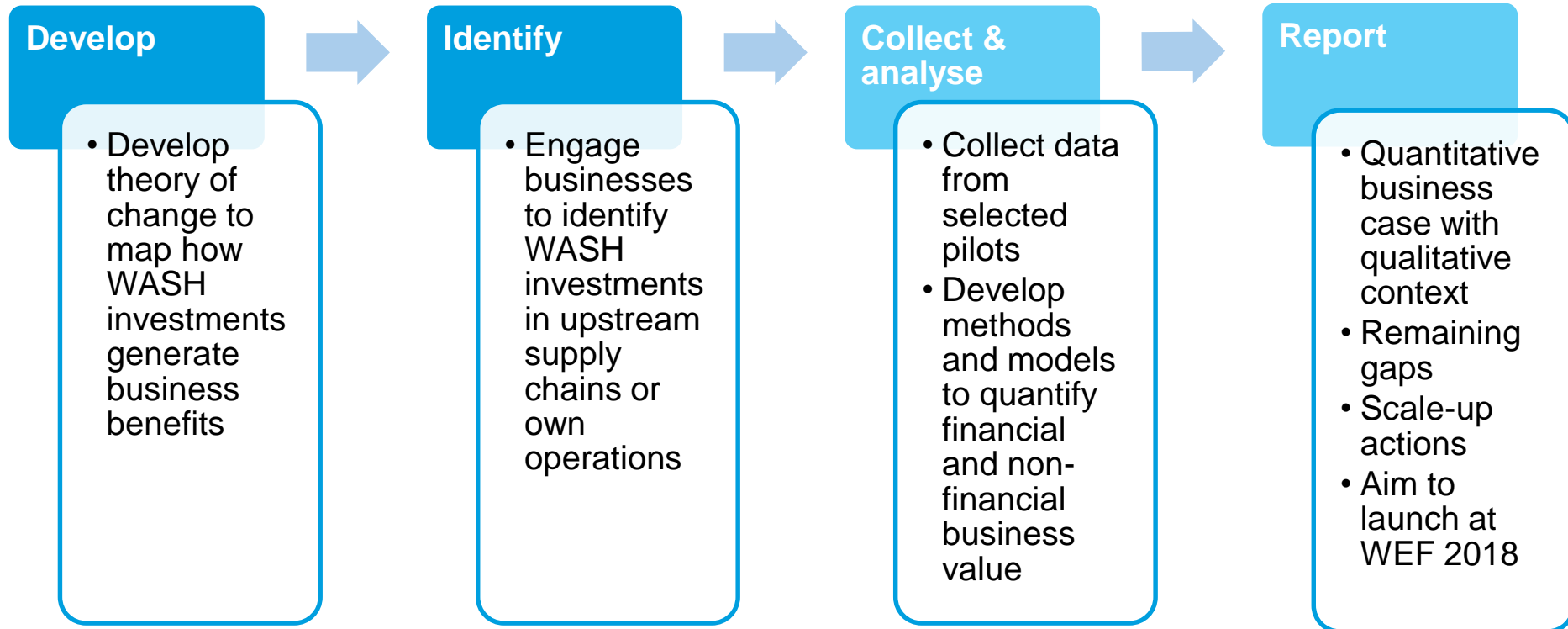




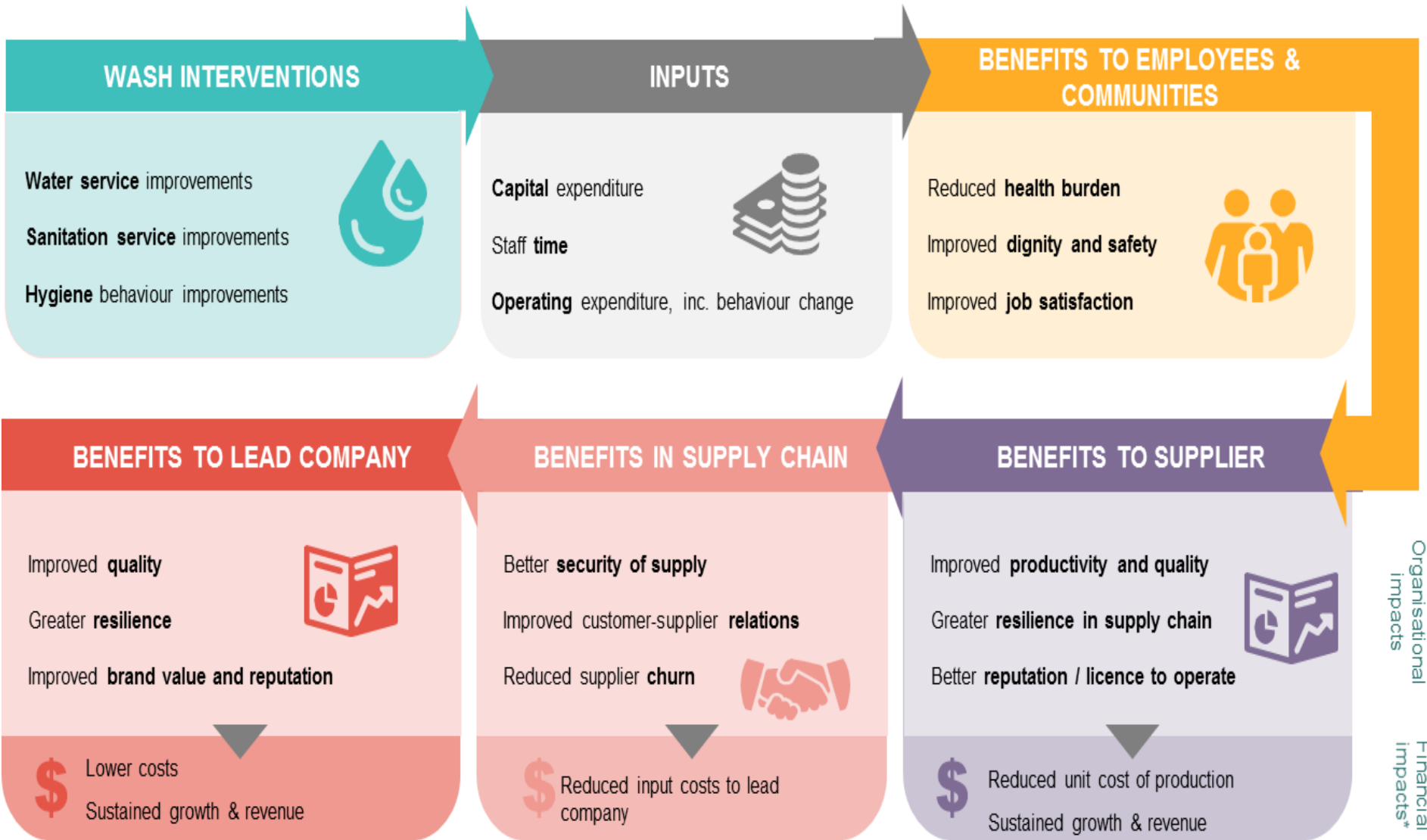


# Generating new evidence of the core business value of WASH in supply chains

So far, we have developed the theory of change and have engaged with a dozen companies about their WASH investments and data availability.



# Theory of change - summary



\*Financial impacts includes tangible & intangible

# Opportunities for you to get involved

1

Invest to  
enhance project  
outcomes

- Examine different countries, sectors, supply chain levels
- Analyse the sensitivity of ROI to business-specific factors
- In-depth primary study of qualitative drivers of ROI
- Toolkit to help businesses calculate their own ROI

2

Provide data on  
WASH  
investments

Information on WASH investments in your own operations or in upstream suppliers to more robustly pilot the methods and models we develop

For more information or to get involved, please get in touch.



Ruth Romer  
Private Sector Advisor  
**WaterAid**

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