



**SATO, part of LIXIL**  
**Partnership for Better Living**  
 Request for Proposals  
**SATO Downstream Impact Research Subaward**

<b>PURPOSE:</b>	<p>The purpose of this subaward is to develop a low-lift, reliable system for periodic monitoring or market-testing to estimate where, and by whom, SATO products are ultimately being installed and used beyond the point of sale.</p> <p>There is an optional extension by offering part-time monitoring support for implementation of the recommendations developed through this consultancy.</p>
<b>DATES:</b>	Up to 85 working days over the period between July to December 2023, excluding any additional part-time support.
<b>BUDGET:</b>	To be finalized with the identified firm. Follow-on, part-time support (detailed below) is considered a separate budget.
<b>LOCATION:</b>	A portion of this consultancy can be completed remotely, however travel to 3 countries (TBC: e.g., India, Kenya & Bangladesh) is expected for in-country interviews and data collection.
<b>SUPERVISION:</b>	The consultant will report directly to the Director, Partnership for Better Living and may receive technical input from USAID Agreement Officer Representative and subject matter expertise.

**ABOUT PBL**

The Partnership for Better Living: Affordable, Accessible, Adaptable Sanitation Solutions (“PBL”), is a five-year (2021-2026) cooperative agreement between USAID and LIXIL Corporation, implemented through LIXIL’s award-winning brand, SATO. The PBL aims to expand the market for affordable and appropriate sanitation and hygiene solutions and improve the availability of products and reliability and sustainability of private sector supply chains in USAID’s High Priority and Strategically Aligned countries for WASH.

**SCOPE OF WORK**

**Background**

In the majority of countries in which SATO operates, it uses a “license manufacturing” model, in which local manufacturers license the use of the SATO molds in exchange for a royalty per unit sold. Manufacturers liaise directly with distributors, who then ensure SATO products reach various retail and wholesale outlets along the supply chain. SATO does not directly partner with nor formally engage with retailers or sales agents in most instances. As a result, SATO has limited visibility into the characteristics and geographies of final product sales. This information is important to SATO, however, to 1) inform the impact of its products (e.g., number of people gaining access to sustainable sanitation) and the types of settings in which SATO products are being used (e.g., households, schools, healthcare facilities, etc.), as well as 2) to identify common bottlenecks or ‘leakages’ in the supply chain and how SATO can strengthen its supply chains to better serve its customers.

The objective of this subaward is to develop a low-lift, reliable, and replicable system for periodic monitoring or market-testing to estimate where, and by whom, SATO products are ultimately being installed and used. Moving beyond the primary sale SATO manufacturers make to distributors, the subawardee will help SATO determine the best way to count secondary (e.g. retail level) and tertiary (e.g. household or institution level) impacts further downstream. Findings and tools developed from this scope of work will be used towards monitoring of the PBL's goal to increase access to sanitation and hygiene for at least two million people, namely USAID indicator *HL.8.2-2 Number of people gaining access to a basic sanitation service as a result of USG assistance*. In addition, having an understanding of the end-consumer and their previous sanitation status will enable the PBL to determine whether households purchasing SATO products are improving the quality of their facility or service, for example whether improving the durability of an existing facility, or improving their ability to access safe emptying services. This will support monitoring of the USAID standard indicator, *HL.8.2-7 Number of people receiving improved sanitation service quality from an existing "limited" or "basic" service as a result of USG assistance* (see [indicators handbook for more information](#)). This subaward will also shed light on how SATO products move throughout the supply chain and identify any "leaks," such as if products get damaged, lost, or sit on shelves and do not ultimately get sold to the end-user. One specific output of this research requested is a Sales Flow Diagram, in the style of a [Shit Flow Diagram](#) (SFD) to visualize how and where products are going. SATO can then use these findings to improve how it works with partners to ensure products reach customers.

We are seeking a firm that can advise on how SATO can reliably measure the current context (e.g., within the last 2 years) for its impact - ideally with a statistically representative sample - as well as a system for periodic measurement moving forward. The proposed system should consider financial feasibility and include a rough estimate of the budget required. PBL is considering market research to be conducted in India, Kenya and Bangladesh based on the distinct performance of each market. We are open to adjusting this list based on discussions with the selected firm.

In summary, this scope of work will aim to: 1) develop a robust set of assumptions that SATO can use to calculate its impact; which will support 2) a low-lift, reliable system for periodic monitoring or market-testing moving forward; 3) produce 'sales flow diagrams' for each country (or market type) depicting visually the volumes of SATO products as they make their way through the supply chain to the end user.

The questions that we hope this subaward will answer (and should be addressed in the final report):

1. What percentage of SATO products get installed within 1 year of their manufacture?
2. What is the average amount of time from manufacture to sale to the end user?
3. What is the average amount of time from sale to the end user and installation?
4. Where in the supply chain do products get delayed (bottlenecks)?
5. Where in the supply chain do products get damaged, lost or abandoned (leakages)?
6. How many households installing SATO pans are building new toilets versus renovating existing ones?
7. How many SATO products get installed at households vs. institutions (e.g., schools, health care facilities)?
8. What can/should SATO do differently to ensure that its products get ultimately installed and used?

*Because monitoring of SATO's downstream impacts is a fundamental input to demonstrating PBL's impact, PBL is exploring the idea of identifying an individual consultant that can be retained on a part-time basis to support PBL in its execution of the monitoring system designed through this subaward. At this time, PBL anticipates approximately 4-5 days per month, for the period of 12 months with possibility to extend. Applicants are encouraged to consider whether this may be something they are interested to include in their proposal. For example, a firm may apply for the implementation of this subaward, but can identify an individual available on a part-time basis once the main subaward activity is completed.*

### **Major Tasks and Deliverables**

*Specific deadlines for draft and final deliverables will be determined by the PBL Team and the consultant/firm during the start-up of this consultancy.*

- Develop an inception report, including research methodology and a detailed work plan for completing deliverables

- Conduct in-depth desk review of: existing SATO-LIXIL data collection and monitoring systems; select USAID WASH projects’ (e.g., USHA, KiWASH, WARIDI, ACCES) approach to monitoring market-based sanitation activities; and, UNICEF Market-Based Sanitation (MBS) Guidance. Meet with key SATO staff to understand resources available. Review relevant USAID PIRS.
- Meet with relevant stakeholders (e.g. USAID, WASH sector experts, similar industries) to develop a summary of best practices for the regular monitoring of use, installation
- Develop data collection tools (e.g., interview guides) for use with SATO-affiliated supply chain actors, to include manufacturers, distributors, retailers, sales agents and possibly households to understand current reporting systems and to identify sources of data to inform SATO impact
- Conduct field research in 3 countries using the tools developed to gather a ‘snapshot’ or if possible, representative sample, of SATO products across the SATO supply chain
- Finalize the data collection tools based on their performance in the field, and provide these along with a rough budget estimate and detailed guidance for how they can be used periodically for ongoing monitoring
- Prepare two\* draft reports (slide presentation acceptable) summarizing the findings, including a Sales Flow Diagram for each country visited as well as a “global” snapshot of the SATO supply chain, as well as recommendations for SATO moving forward. \*One report should be exhaustive and a second with confidential data removed for external sharing.
- Final reports based on feedback from key LIXIL stakeholders; present findings to PBL team, each must include a standalone executive summary (3 pages maximum). Available for up to 3 additional presentations to key stakeholders, e.g., USAID, other LIXIL teams, etc.

#### Expected Deliverables and Level of Effort

<b>Deliverables</b>	<b>Estimated Level of Effort (indicative, to be discussed/finalized with consultant)</b>
Inception report with work plan and research methodology (approx. 5-10 pages)	7 days
Completed internal interviews and desk review report; include summary of best practices from other industries/orgs	10 days
Design of data collection tools; data collection schedule	10 days
Conduct data collection; with regular updates to PBL team	30 days (3 x 10-days per country)
Conduct data analysis	10 days
Finalize data collection tools, develop guidance/user guide	5 days
Draft final reports (2) with summary of findings, Sales Flow Diagrams and recommendations for system moving forward	10 days
Final reports and presentation(s) to PBL team, other stakeholders	3 days
<b>Total</b>	<b>Up to 85 working days</b>

#### SELECTION CRITERIA

Applications will be reviewed according to technical capability to achieve scope and deliverables, track record, geographic experience, language capabilities, cost efficiency and timeliness. Applicants will be vetted for compliance with LIXIL and USAID rules and regulations; while not required at the time of application, applicants are encouraged to register on Sam.gov if they have not already. A DUNS number for the selected organization will be required shortly after selection, to be approved by USAID.

The ideal offer would demonstrate:

- Substantial technical experience research or evaluation of emerging markets in WASH, or a related field
- Proven experience in supply chain research, data collection and familiarity with sanitation markets and the supply landscape in low-income countries
- Strong understanding of and/or experience with USAID sanitation priorities, environmental regulations, best practices, and evidence-based strategies for improving access to water and sanitation services
- Very good verbal and written English communication skills
- Ability to convert insights into an easy-to-digest, visual format (e.g. Sales Flow Diagram)
- Ability to travel internationally for up to 2 weeks at a time
- Familiarity with USAID regulations and compliance requirements preferred

## **ELIGIBILITY**

Eligible organizations include non-profit and for profit organizations; US-based and non-US based organizations; consulting firms; data and analysis firms; and development consulting firms.

## **HOW TO APPLY**

- Please send your application and supporting documents to [pbl-sato@lixil.com](mailto:pbl-sato@lixil.com) by 5pm GMT, 23 June 2023. Any questions should be submitted to the same email no later than 5pm GMT 12 June, 2023
- To apply, please include A project proposal including
  - A description of your organization and organizational capacity; Please include your experience with monitoring and evaluation research;
  - A description of the team member roles and responsibilities, with CVs;
  - A high-level work plan that includes key activities and timeline;
  - A conceptual draft of how to depict a sales flow diagram
  - A preliminary budget that includes daily rate, expected travel expenses and other expenses;
  - Two to three examples of past projects completed of similar scope with contact information for references;
  - Examples (or links to examples) of previous deliverables relevant to this scope of work;
  - Optional: whether an individual may be available for 4-5 days per month for 12 months following the completion of the main SOW to support the integration /implementation of the research recommendations into PBL regular monitoring/reporting activities – please provide bio, daily rate and a brief description of how you propose to make this arrangement work

## **TERMS**

- LIXIL has the right, in its sole discretion and without notice and without stating the reason, to vary the timetable, terminate discussions with you, terminate the process or amend or extend the process any time. Under no circumstances will you have any claim on LIXIL for damage, loss or otherwise in connection with termination or variation of the process.
- This request for proposal and any discussions at meetings do not form the basis of any contract between LIXIL and you and do not create any contractual obligation. Nothing in this request for proposal will obligate LIXIL to proceed with any transaction or other business activities with you.
- You are responsible for any and all costs and expenses incurred by you in connection with preparing and submitting your application hereunder or otherwise in connection with the process.