

## **CDP Evidence Research Request for Consultancy Proposals**

<b>1. Overview</b>	<p><a href="#">CDP</a> is commissioning a Water evidence research consultancy. The purpose of the consultancy is to research and produce evidence of the role corporate water disclosure plays in delivering positive water and business outcomes and corporate water leadership in support of SDG 6. The consultancy is expected to take up to 50 days starting in January 2022 running no later than June 2022. The application deadline is 14 January 2022</p>
<b>2. Background</b>	<p>CDP is a global a not-for-profit organization founded in 2004 that delivers unparalleled engagement on environmental issues worldwide. CDP now runs the world’s only global disclosure system that enables companies and their supply chains (i.e. largest purchasing companies), as well as cities, states and regions to measure and manage their environmental impacts. Today CDP have the most comprehensive collection of self-reported environmental data in the world; data which is being used on a daily basis by investors, business leaders, supply chains, national and sub-national governments, as well as global stakeholders and policy makers for cities, states and regions to build thriving economies that work for people and the planet.</p> <p>CDP has been collecting water-related data from the private sector for more than a decade through its annual water security questionnaire. Every year, over 5,000 companies are requested to disclose water-related data on behalf of CDP’s investor signatories and supply chain members (large purchasing companies who request their suppliers to disclose). The data collected includes detailed, consistent and quantifiable information on corporate water use; water risks and impacts; and corporate responses and strategies to address these. The questionnaire supports companies on a journey from awareness of water risks and impacts through to aligning corporate governance mechanisms, financial and strategic planning to eliminate them and advance water stewardship.</p> <p>Responses to CDP’s water questionnaire are used to score and benchmark companies progress towards water stewardship. Our water scoring methodology assesses each company against a number of different aspects of water stewardship including risk response, water accounting, targets, value chain engagement, and governance. An overall water score from A to F is rewarded, with A reflecting leadership on water stewardship. The scoring process and public ranking, highlights leaders’ best practice and inspires businesses to aim higher.</p> <p>Crucially the information disclosed is shared with stakeholders –including investors, purchasing companies, policy actors, civil society, and consumers. With this data, these stakeholders are empowered to make better informed decisions, hold companies to account, and signal their expectations through the allocation of capital. This compels companies to act..Investors, in particular, are increasingly demanding and making use of such water-related data. How a company is addressing water risks and accounting for water security issues in its growth strategies and governance is vital information for investors. If this data is hidden from view, it is difficult, if not impossible, for investors to evaluate a company’s performance and make investment decisions accordingly.</p> <p>Through a strategic partnership with the Swiss government, CDP is embarking on a journey of self-reflection, learning and building its evidence base on water security. This Request for Proposals will provide the foundations of this journey.</p>
<b>3. Purpose &amp; Scope</b>	<p>The purpose of this assignment is to work with CDP to evaluate the effectiveness of its Water programme, specifically to build a strong evidence base on the role of disclosure in driving corporate leadership on water security. Additionally, it will seek to demonstrate the role of CDP as an influencer of disclosure and corporate water leadership.</p>

It is expected that this research will provide CDP's leadership with insights to inform the operating model of the organisation and raise awareness among 450+ staff across CDP's global offices in the UK, US, Europe, Brazil, China, HK and India.

Particular emphasis will be placed on the capacity development of senior and middle management within the Water programme at CDP so that they are better placed to prioritise delivery plans and partnerships that accelerate the advancement of their mission.

**4. Objectives**

Anticipated outcomes from this exercise include:

1. CDP has a rigorous evidence base in publishable form (not peer reviewed) that outlines the effectiveness of its 10+ year Water security programme in driving corporate leadership in support of SDG 6 (i.e research demonstrating that corporate water disclosure results in measurable positive water impacts).

- The consultant will analyse CDP's historical Water security data set and will aim to provide evidence in support of the following hypothesis: "Companies that disclose to CDP consistently over time perform better\* than companies that don't disclose (from CDP's high impact sample)".

\* CDP will work with the successful candidate to define "Perform Better" during the inception phase however it will likely include companies that have reduced dependence on freshwater resources and companies setting and making progress against targets to eliminate pollution.

2. CDP has a coherent M&E framework for its Swiss government-supported interventions, informed by the research undertaken under Objective #1, with protocol and systems to operationalize performance and impact measurement and reporting on its results framework.

3. CDP has a coherent evidence building and learning Plan that enables the current and future Water security team to operationalize, maintain, adapt and sustain useful M&E practice within the organization.

4. CDP staff has improved knowledge of Water security evidence building theory and practice.

**5. Methodology & Work Plan**

Applicants should submit an illustrative methodology and work plan to achieve the above objectives, which will be used to assess proposals. The contracted consultant will then develop a detailed methodology and work plan as part of the inception phase of the assignment (5 days), in consultation with CDP's project lead team for this assignment.

The illustrative work plan submitted during the proposal stage, and the eventual work plan detailed during the inception phase should include a schedule and process to interact with CDP and the Advisory Group to ensure their input to and oversight of the exercise.

**6. Deliverables & Tentative Timeline**

The tentative timeline for this assignment is between January 2022 and June 2022. Key deliverables identified for this assignment include:

1. Inception report (including final methodology and work plan)
2. Final report and slide deck, including recommendations relevant to #4
3. Evidence building and learning plan, including the methodology to conduct such exercises in the future
4. Updated M&E framework and Theory of Change
5. Workshops/Webinars with key internal and external stakeholders to disseminate learnings and build capacities

<b>6. Qualifications &amp; Experience</b>	<p>Individual consultants and consultancy firms are invited to submit proposals for this assignment. Competencies and experience include:</p> <ol style="list-style-type: none"> <li>1. Proven track record delivering research and evidence building projects with international organizations of similar scale, scope and complexity as CDP.</li> <li>2. Proven track record working with organizations to develop organizational strategy and results frameworks, and the M&amp;E systems to support their measurement.</li> <li>3. Experience working with socially and environmentally responsible organizations that work internationally as well as domestically.</li> <li>4. Outstanding quantitative and qualitative analysis skills as evidenced by sample work to be enclosed in support of consultant's proposal.</li> <li>5. Experience managing multiple relationships with stakeholders working on politically sensitive issues.</li> </ol>
<b>6. Budget</b>	<p>Proposed budgets will be reviewed with respect to the suitability of the work plan and activities for delivering deliverables in a cost-effective manner. A cap of £27,000 has been earmarked for this exercise. This budget indication is provided only as a guide, not as a requirement. Value for money is a key criterion for the evaluation of Proposals.</p> <ul style="list-style-type: none"> <li>• Please note that the consultant will be given relevant datasets and supported in identifying alternative / third-party data sources for analysis.</li> <li>• The data cleaning of CDP datasets will be performed in-house. Please do not include data cleaning costs in the financial proposal.</li> </ul>
<b>7. Application Procedures</b>	<p>The full proposal should include two components, and an Annex:</p> <ol style="list-style-type: none"> <li>1) A technical proposal that does not exceed 6 pages, consisting of the proposed methodology and work plan.</li> <li>2) An illustrative budget (per provided template) that itemizes costs in GBP per for the proposed work plan and given timeline. The financial proposal should clearly distinguish the budget necessary for different work streams. It should clearly state the cost of key personnel in daily rates.</li> <li>3) Annex: <ul style="list-style-type: none"> <li>• Country of incorporation and (if different) country whose data protection laws apply to the individual or firm.</li> <li>• CVs: CVs for each key staff member/consultant who will be working on the evaluation design and implementation 2-page limit per CV.</li> <li>• At least one example of a work product most relevant to those identified for this assignment.</li> </ul> </li> </ol> <p>Proposals should be professionally presented, submitted electronically via email in Microsoft Office format, in English, with font no smaller than 11 point. Where documents are embedded within other documents, please provide separate electronic copies of these embedded documents.</p> <p>Applicants should submit only such information as is necessary to respond effectively to this ToR.</p> <p>To submit your proposal or any queries or clarifications, kindly contact Cate Lamb, at <a href="mailto:cate.lamb@cdp.net">cate.lamb@cdp.net</a>. Deadline for applications is 14 January 2022.</p>

**8. Proposal Assessment Criteria**

The following criteria will be used to evaluate proposals, with the technical component weighted as 70% and the financial proposal as 30% of the proposal's overall assessment.

**Criteria for Technical Component**

Previous experience with similar assignments	30%
Demonstrated technical, managerial and capacity development experience	30%
Methodology	40%
<b>Total</b>	<b>100%</b>

**Criteria for Financial Component**

The budget is clearly linked to the activities and outputs outlined, with appropriate allocation of time and resources, and costs that appear reasonable for the activities proposed,	50%
The application provides confidence that the project will represent good value for money, including the Four Es (economy, efficiency, effectiveness and equity)	50%
<b>Total</b>	<b>100%</b>

**9. Annexes**

Example dataset