

INVITATION TO SUBMIT EXPRESSION OF INTEREST:

Evaluation of the Rural Water Supply Network



**INVITATION TO SUBMIT
EXPRESSION OF INTEREST**

Evaluation of the Rural Water Supply Network

28 April 2017

PART A: TERMS OF REFERENCE

1. INTRODUCTION

Basic Information: The aim of the tender is to identify a consultant/consultancy for the evaluation of the 'Rural Water Supply Network (RWSN) during the period June to September 2017.

The Rural Water Supply Network (RWSN) is a global network of rural water supply practitioners and organisations committed to improving their knowledge, competence and professionalism, to fulfil RWSN's vision of sustainable rural water services for all. RWSN has over 9,000 individual members that work for over 1,000 organisations in 150 countries. The network is governed and managed by representatives from the African Development Bank (AfDB), Swiss Agency for Development and Cooperation (SDC), IRC, Skat Foundation, (UNICEF), WaterAid and the World Bank. RWSN also has an additional 20 member organisations.

The evaluation will focus on the results of the current and previous RWSN Strategic Periods, i.e. from 2012 - 2017, and assess their relevance to provide lessons for the formulation of the Strategic Period from 2018 – 2020.

Estimated start and end of evaluation: June 2017 to Sep 2017

Maximum budget: CHF50,000

2. CONTEXT

The first decade of the 21st century saw large numbers of people lifted out of poverty. However, of the 1.4 billion people living in extreme poverty in 2005, 1 billion resided in rural areas (IFAD, 2010). Today, one third of the world's poor live in fragile countries; by 2018 this share is likely to be half (OECD, 2014). The prevalence of rural poverty is staggering. Two out of the three billion rural people living in developing countries live in smallholder households, many of whom are poor, food insecure and with limited market access (FAO, 2010). What makes matters worse, is that rural communities have fewer opportunities to influence government policies compared those in urban areas. Rural voices tend to be weak in national fora and rural dwellers are often excluded from decision-making.

The last decades have witnessed a considerable increase in rural water supply coverage globally, from 62.3% in 1990 to 84.5% in 2015¹. However, for every ten people without access to an improved water supply, eight live in rural areas. In many developing countries, services for rural people, including drinking water supplies have not caught up with the rural population. Serious inequalities also remain within the rural population. Rural populations are particularly disadvantaged, accounting for 93 per cent of the people using surface water. Seven out of ten of the 159 million people relying on water taken directly from rivers, lakes and other surface waters live in sub-Saharan Africa, eight times more than any other region². The rural poor are underserved when it comes to drinking water supplies. It is also vital to remember that although there have been investments in

¹ JMP (2015) Data taken from <https://www.wssinfo.org/data-estimates/tables/>, accessed 02.03.2017

² Ibid.

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raising access to safe drinking water in rural areas, too many services fall out of use and it is estimated that more than a third of water points are non-functional at any given time³. With the shift from the Millennium Development Goals (MDGs) to the Sustainable Development Goals (SDGs) with the target of safe and affordable drinking water for all, a service ladder approach is being promoted. Monitoring will estimate if populations move from an “improved” to a safely managed water supply, and is not only concerned about domestic drinking water, but also that of schools and health centres. The dedicated water goal 6 also places a greater emphasis on the whole water cycle than the MDGs did.

2.1 The Rural Water Supply Network

Founded as the Handpump Technology Network (HTN) in 1992, RWSN has grown from a small group of technical experts focusing on handpumps. Today, RWSN is a vibrant network of more than 9,000 individuals from over 1,300 organisations 150 countries, covering a wide range of topics in rural water supply. This also reflects the institutional evolution of the rural water supply context. Today, there are thousands of organisations striving to improve and manage rural water supply services in the world’s developing regions. Rural water supply professionals include social scientists, engineers, natural scientists and economists from government, the private sector, NGOs, UN agencies, funding agencies and academia. The profession is highly fragmented, a reflection of the numerous organisations involved, the remoteness of the work, and the nature of funding.

The network is governed and managed by representatives from the African Development Bank (AfDB), Swiss Agency for Development and Cooperation (SDC), IRC, Skat Foundation, United Nations Children’s Fund (UNICEF), WaterAid and the World Bank. RWSN also has over 20 member organisations.

RWSN’s vision is of a world in which all rural people have access to sustainable and reliable water supplies which can be effectively managed to provide sufficient, affordable and safe water within a reasonable distance of the home.

In terms of scope, RWSN focuses on water in rural areas and small towns. RWSN’s concern is rural rather than urban water supplies. Each country has its own definition of urban⁴. For RWSN, rural covers a spectrum of settlement patterns including isolated homesteads, hamlets, villages and small towns. Given that settlement patterns continue to change, as some rural areas merge into of urban agglomerates, RWSN may at times touch on issues that lie between rural and urban. Even the very definitions of rural and urban have become blurred, as some rural areas merge into urban agglomerates. As the Handpump Technology Network (HTN) from 1992 to 2004, the focus was on Asia, particularly the Indian sub-continent. Today, although RWSN is a global network, in recent years, where there is an in-country focus it has mainly been in sub-Saharan Africa.

RWSN is organised along four themes (see figure 1 below), with clear objectives and specific topics. The topic “Mapping and Monitoring” cuts across all themes. RWSNs learning and exchange communities have been formed around these topics. They share

³ Banks & Furey (2016) What’s Working, Where, and for How Long: A 2016 Water Point Update https://rwsnforum7.files.wordpress.com/2016/11/full_paper_0150_submitter_0239_banks_brian.pdf accessed 02.03.2017

⁴ DANERT K & FLOWERS C (2012) People, Politics, the Environment and Rural Water Supplies. RWSN-IFAD Rural Water Supply Series: Volume 1 , RWSN, <http://www.rural-water-supply.net/en/resources/details/399> accessed 02.03.2017

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their experiences, concerns and ideas and work towards improving policies, professionalism and practices on each topic. RWSN's topics are led by WaterAid, Skat Foundation, IRC and the World Bank, working in partnership with other organisations. The RWSN Secretariat, which coordinates the topic leaders and manages RWSN's membership, publications, online platforms and reporting, is hosted by Skat Foundation.

RWSN has a dual approach to influence decision makers and improve professionalism:

- Documenting experiences, developing codes of conduct, standards and guidelines and embedding them within countries and organisations
- Facilitating knowledge-sharing and networking amongst rural water professionals and organisations

RWSN works by:






- Supporting and facilitating innovation and research,
- Turning evidence from the field into accessible documentation and other knowledge products,
- Sharing information, knowledge and experiences widely within and beyond the domain of those working to improve rural water services,
- Developing professional and technical capacities, especially through networking and training courses.
- Influencing practices and policies of Governments, donors, private sector organisations and non-Governmental organisations.

RWSN's peer-reviewed publications generally provide recommendations with respect to policies, strategies and action whereas the knowledge-sharing and networking provide space for open and frank dialogue between network members. By bringing different organisations and individuals together with common interests and working to common goals, RWSN is trying to embed professional ways of working within countries and organisations.

RWSN has harnessed the digital revolution through its online communities which enable formal as well as structured exchange via email. RWSN also hosts online seminars (webinars) and makes use of other social media (e.g. blogs, LinkedIn). The RWSN website provides access to key documents as well as links regarding rural water supplies and RWSN's focus topics in particular. RWSN also runs face-to-face events for sharing and advocacy, either at other regional or global events, or through its own forum that takes place every five years.

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Figure 1: RWSN Theme

Theme	Objectives	Topic
 Equality, Non-discrimination and Inclusion	Targeting of service provision at all levels is inclusive of the needs and rights of all, with special attention being given to those who are frequently excluded from access to services.	Human Right to Water
		Barriers to Water Supplies
		Inclusive Design
 Sustainable Groundwater Development	Groundwater resources are properly considered and sustainably used for developing drinking water supply sources.	Groundwater Resources Management
		Cost Effective Boreholes & Manual Drilling
		Pump Technologies
 Sustainable Services	Rural water supply services are adequately financed, meet country norms and standards and are managed by defined service providers with adequate support.	Professionalisation
		Financing Life-Cycle Costs
 Accelerating Self-supply	Self-supply is an accepted option for drinking water supply in rural areas by government, development partners and water users themselves.	Technologies
		Business Development & Finance
		Self-supply Services
 -	-	Mapping and Monitoring

3. PURPOSE OF THE EVALUATION

Apart from the changing thematic context of Rural Water Supplies, the normative and policy context for rural water supply has also changed considerably since the inception of the RWSN. Today, the ambitious 2030 Agenda for Sustainable Development, adopted in 2015, is guiding the efforts to achieve sustainable development and eradicate poverty over the next 15 years. The 2030 Agenda includes a dedicated goal on water and sanitation that sets out to “ensure availability and sustainable management of water and sanitation for all”. This highlights how equity, inclusion and the human right to safe drinking water and sanitation have dramatically influenced the global political agenda.

How has the Rural Water Supply Network responded to the changes in the thematic, institutional and normative context of rural water supply and how is it positioned today in terms of strategy, governance structure and working modalities to fulfil its vision and mandate?

The seven institutional members of the RWSN Executive Steering Committee have jointly decided to commission an external evaluation of RWSN in order to **analyse its current strategy, governance structure and operational performance**. The evaluation will take into account that RWSN is a network, rather than an organisation or a project.

The findings, lessons learned and recommendations of the evaluation are expected to inform the development of the RWSN Strategy 2018 – 2020 and its implementation in

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terms of thematic focus, governance structure and working modalities and to provide a basis for an evidence-based decision on further support for RWSN activities by its present and new funding organisations.

4. SCOPE AND FOCUS OF THE EVALUATION

In the evaluation the consultant shall analyse the Rural Water Supply Network at strategic, governance and operational levels. The evaluation of the strategic level will encompass a review of the previous and current RWSN Strategy (2012 – 2017) in terms of its thematic relevance, and its explicit theory of change.

On the governance, the evaluation will analyse the organisational set-up, the functions of the secretariat and Executive Steering Committee and the decision-making processes. On the operational level, the evaluation will analyse RWSN's knowledge sharing and networking processes, the development of knowledge products, and the products themselves, the pathways for dissemination and how these products and processes impact on policy and practice of Rural Water Supply in-country as well as at the global level.

The following issues are to be considered: The Rural Water Supply Network should be evaluated applying the six evaluation criteria below, adapted to the context of the Rural Water Supply Network, responding to the following questions:

4.1 Relevance – Strategic level issues

- What is the relevance of RWSN in the global landscape, and the contribution of RWSN unique in the sector?
- Is there duplication between RWSN with other networks, and are there opportunities for synergies or particular gaps?
- How consistent are RWSNs selected themes and topics with the needs of rural water supply sector actors?
- Are the activities, working modalities and outputs of RWSN consistent with its overall goal and the attainment of its objectives?
- How well is RWSN meeting the needs of its members?

4.2 Effectiveness

- How has RWSN performed with regards to its theory of change and objectives?
- To what extent have the objectives and expected outcomes as defined in the strategy been achieved, and what were the major factors influencing the achievement or non-achievement of the objectives and outcomes?
- To what extent are the Executive Steering Committee organisations contributed towards achievement of RWSN objectives?
- How effective have the different RWSN theme and topic leading organisations contributed to the RWSN Theme objectives and outcomes?
- How effective is RWSN in reaching-out to sub-national, national, regional and global levels?

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- How effective is RWSN at reaching rural water supply professionals in (a) low income or remote settings with limited resources and connectivity and (b) those in working very busy, time-constrained conditions that face information overload on a daily basis.
- How effective was the RWSN in influencing practices and policies of Governments, donors, private sector organisations, non-Governmental organisations, academic institutions and other relevant sector platforms?
- In which way have the knowledge generation processes, knowledge products and events⁵ facilitated knowledge sharing and networking amongst rural water professionals, organisations and relevant sector platforms?
- Have the knowledge products and events of the RWSN adequately covered the main questions, challenges or knowledge gaps in the rural water supply sector?
- To what extent and through which channels reach the knowledge products of RWSN their target audience and in which ways are they being used?
- Are knowledge products available in a form so that they can be used easily, or converted into training materials?
- How does the target audience of RWSN publications perceive their pertinence, usability and quality?

4.3 Efficiency

- Is the RWSN as a whole, and specifically its secretariat, operating in an efficient manner?
- Are the governing procedures of RWSN efficient? Are agreed actions achieved in a timely manner?
- Are the human and financial resources of the secretariat and themes sufficient and working in an efficient manner with respect to what RWSN is trying to achieve?
- What is the added value of the in-kind contribution of the governing organisations of the RWSN?
- Were objectives and activities as set out in the strategy and annual plans achieved in time?
- Is the number and periodicity of RWSN knowledge products adequate?

4.4 Governance of the Rural Water Supply Network

- Is the governance structure of the RWSN effective, efficient and fit for purpose?
- How are decisions being made within the network and how these affect the management of the network?
- To what extent the current organisational set-up of the network allows it to achieve its objectives?
- How are the functions of the secretariat and Executive Steering Committee enabling the network to achieve its objectives?

⁵ Events include public webinars, RWSN Forum and face to face meetings or workshops at larger conferences and fora.

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4.5 Sustainability of the Rural Water Supply Network

- To what extent are the financing modalities and governing of RWSN themes and its secretariat sustainable?
- How could the financial sustainability of RWSN be improved and/or donor dependency reduced?

5. RECOMMENDATIONS:

Based on the analysis of the questions above, the consultant(s) shall make recommendations concerning:

1. The network's strategy: theory of change and what the network covers, i.e. the thematic and geographic coverage of RWSN

2. The network's operational performance: working modalities, type of knowledge products and events, knowledge exchange platforms and dissemination channels.

3. The network's governance structure

The recommendations should be provided in a form to add value to the development of the new RWSN Strategy 2018 – 2020. The evaluation of the Rural Water Supply Network is expected to be conducted between June and September 2017.

6. EVALUATION METHODS AND PROCESS

The main tasks of the assignment can be summarized as follows:

- Desk study (familiarization with RWSN strategy, governance structure, and working modalities, review and assessment of annual reports, project outputs knowledge products, training materials, dissemination mechanisms and ways of knowledge co-generation and sharing/dissemination)
- Interviews with RWSN Secretariat and Governing organisations (AfDB, IRC, Skat Foundation, SDC, UNICEF, WaterAid and World Bank).
- Participation in the design and analysis of annual electronic member survey
- Interviews with at least 25 RWSN individual members from different stakeholder groups (at sub-national, national, regional and global level)
- Interviews with representatives from at least five of the major funders of rural water supply programmes or relevant global/regional sector platforms.
- A selected number of RWSN knowledge products, or product families could be used for more detailed case study on outreach (to respond effectiveness question bullet point 6)
- Final report and presentation to the RWSN Executive Steering Committee and theme leaders.

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7. DELIVERABLES

- Inception report (5-10 pages) after the first screening of all the relevant documentation for the desk study with suggestion for fine-tuning of the evaluation approach
- Design of RWSN member survey with RWSN secretariat and analysis of the results.
- Draft report including recommended considerations for the new strategy by end June.
- Final report (including executive summary) and PowerPoint presentation

All deliverables shall be provided in English language and in electronic form.

8. SCHEDULE AND TIME BUDGET

Step	Description of work	Timeframe
1	Signature of consultancy agreement	10 June 2017
2	Briefing in St. Gallen, Switzerland	19 June 2017
3	Deskwork (including interviews by Tel / Skype)	June – July 2017
4	Inception report	30 June 2017
5	RWSN Member Survey	June-July 2017
6	Interviews with RWSN members of different stakeholder groups and with all the RWSN governing organizations	July-August 2017
7	Submission of draft report including recommendations for new RWSN Strategy	25 August 2017
9	Presentation of the final report (ppt presentation) to the Executive Steering Committee	1 September 2017*
10	Completion and submission of final report	8 September 2017

*date subject to change, location yet to be determined

9. QUALIFICATIONS FOR THE EVALUATION

The evaluation shall be conducted by two or more external experts. The team should be led by a knowledge management specialist. Team members must have knowledge of the Rural Water Supply Sector and in knowledge generation and management through networks. Given that networks are not “projects” or “organizations”, their management is more dynamic and complex. Ideally, the evaluator(s) should have experience in the evaluation of networks. No additional budget is foreseen for support work as translation, editing, proofreading.

The consultants should not have been an employee, or full-time consultant, of any of the main partners (AFDB, IRC, Skat Foundation, SDC, UNICEF, WaterAid and World Bank) within the last three years (2012-2017) or have had previous involvement in the

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governance of RWSN (e.g. been a member or affiliate of the Executive Steering Committee).

The consultants must confirm their availability to execute the tasks listed in the timeframe in chapter 7.

PART B: INSTRUCTIONS TO THE BIDDING ORGANISATIONS

10. CONTENT OF BID

Please respect the following structure for your proposal, which is compulsory:

1. Covering letter with signatures
2. Approach and proposed methodology (max 5 pages) for conducting the evaluation; timetable of activities.
3. Short description about qualifications and competences of the consultants with reference to the TOR (max. 1 page).
4. Previous similar mandates (experience in evaluation, and evaluation of networks)
5. Financial proposal : all costs for the assignment must be included, including
 - Fee per day and person and in total
 - Travel and all associated costs
 - Other costs (specified)
 - Costs must be given in Swiss Francs (CHF) and exclude VAT
6. Annexes: Curriculum vitae of the consultants

An electronic version of the bid is required, a printed version is optional. In any case the proof of submission within the deadline is the sole responsibility of the submitting party.

11. ADMINISTRATIVE INDICATORS

Party issuing the invitation to bid	Skat Foundation, Vadianstrasse 42, St Gallen, CH-9000, Switzerland
Type of process	Invitation procedure (short list)
Place of performance	Switzerland 50%, global 50%
Period of assignment	May 2017 – Aug 2017
Community of bidders	Allowed
Partial offers, versions	Not allowed
Address and date for submitting the bid	Bids need to be submitted no later than 17:00 Central European Summer Time (CEST), Friday 26th May 2017 to the following address: Skat Foundation, Vadianstr 42, CH 9000 St Gallen, Switzerland Email address: sean.furey@skat.ch
Travel expenses	Reimbursements according to actual costs with receipts
Language	Language of the Terms of References is in English. The offer has

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Validity of the tender	to be submitted in English.
	3 months

12. EVALUATION**12.1 Formal Requirements**

Bids need to be submitted no later than 17:00 Central European Summer Time (CEST), Friday 26th May 2017.

The structure mentioned in chapter 10 'Content of Bid' is compulsory.

12.2 Criteria

Proposals will be evaluated according to the following criteria and corresponding weighting:

Criteria	Weight (points)
<p>1. Approach and methodology in relation to TOR:</p> <p>The extent to which the proposal addresses Scope and Focus (Section 4) of the evaluation, and is likely to give useful recommendations (Section 5) – with particular focus on the networking and knowledge management.</p>	25
<p>2. Work and time plan: Whether the way of working proposed is clear, transparent, flexible and efficient enough to perform the assignment and reach the objectives/deliverables with quality and on time</p>	10
<p>3. Team: proven experience of evaluations</p> <p>Qualifications, competence and experience/examples of similar mandates. With particular emphasis on experience of evaluating networks.</p>	10
<p>4. Team: proven experience of global knowledge networks</p> <p>Qualifications, competence, experience/examples of similar mandates, awareness of trends in: global knowledge networks and communities of practice for professionals; and online and traditional communications, media, influencing and event management to engage with global professional audiences.</p>	20
<p>5. Team: Rural Water Sector Awareness:</p> <p>Demonstrated understanding of the actors, issues, opportunities and challenges in the rural water supply sector in low and middle income countries worldwide.</p>	10

<p>6. Financial Offer:</p> <p>The formula for the financial evaluation of the overall amount of the financial proposal is the following:</p> $\text{Score} = \left(\frac{P_{\min} \times \text{max.Points (25)}}{P} \right)$ <p>P = Price of the Proposal to be assessed P min = Price of the lowest Proposal</p>	25
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Skat Foundation reserves the right to exclude offers that score less than 50 out of 75 points available from Criteria (1-5)

Each Award Criterion will be evaluated according to the following score table:

Score	Fulfillment and quality of the criteria	
0	Cannot be established	Information not available
1	Very bad fulfillment	Information is incomplete Data quality is very poor
2	Bad fulfillment	Information relates inadequately to the requirements Data quality is poor
3	Average fulfillment	Information globally responds inadequately to the requirements Data quality is adequate
4	Good fulfillment	Information focuses well on requirements Data quality is good
5	Very good fulfillment	Information clearly relates to the achievement of outputs Data quality is excellent

12.3 Example

	Weighted Max. Points	Bid A	Bid B	Bid C	Bid D
Criteria 1	/25	5/5 = 25	4/5 = 20	4/5 = 20	3/5 = 6
Criteria 2	/10	5/5 = 10	3/5 = 6	4/5 = 8	2/5 = 4
Criteria 3	/10	5/5 = 10	3/5 = 6	4/5 = 8	0/5 = 0
Criteria 4	/20	5/5 = 20	3/5 = 16	4/5 = 16	1/5 = 2
Criteria 5	/10	5/5 = 10	3/5 = 6	4/5 = 8	2/5 = 4
<i>(a) Points (weighted)</i>	<i>/75</i>	<i>75</i>	<i>50</i>	<i>60</i>	<i>39</i>
Financial offer (P)		50,000	40,000	45,000	25,000
<i>(b) Financial score (weighted)</i>	<i>/25</i>	<i>20</i>	<i>25</i>	<i>22</i>	<i>n/a</i>
TOTAL score (a) + (b)	/100	90	75	82	n/a

- Bid D excluded due to scoring less than 50 of 75.
- Pmin = 35,000 (Bid B)
- Bid A = $35,000 \times 25 / 50,000 = 20$
- Bid B = $35,000 \times 25 / 35,000 = 25$
- Bid C = $35,000 \times 25 / 45,000 = 22$
- Result: **Bid A wins with 90 points out of 100 overall**

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12.4 Questions

During the procurement process, the contractor authority (Skat Foundation) is not permitted to discuss documentation, tenders, evaluation or other such matters with tenderers in a manner which favours or disfavors one more tenderers. Questions regarding the tender must be submitted in writing via email to sean.furey@skat.ch no later than Wednesday 10th May. A collective response with a list of questions will be posted on the project page: <http://rural-water-supply.net/en/projekts/details/94> soon thereafter.

13. Notes

13.1 Open procedure

This is an open tender the purpose of which is to ensure that all purchases of good and services is cost efficient and in accordance with the principles of Skat Foundation and RWSN:

- This procurement will be characterised by competition and objectivity;
- The procurement process is confidential and from the time of receipt and opening of the tenders to the notification of the award.
- The tender evaluation shall consider those criteria that have been listed in the tender documentation.
- The most attractive tender, considering all the stated criteria for evaluation, shall be accepted.

13.2 Evaluation of the tenders

Tenders that satisfy the formal requirements (Section 12.1) are deemed to be qualified and will then be evaluated against the Technical Criteria (1-5) in Section 12.2.

Skat Foundation reserves the right to exclude offers that score less than 50 out of 75 points available from Criteria (1-5)

Those offers included will be used for a price-quality evaluation, illustrated in the example in Section 12.2.

13.3 Correction of errors and clarification and supplementation of tenders

Responses by tenderers to requests by Skat Foundation for correction of errors, clarification of supplementation of tenders must be submitted in writing to sean.furey@skat.ch

13.4 Right reserved

In addition to all other rights, Skat Foundation specifically reserves the right to:

- Accept or reject all or part of a tenderer's tender
- Negotiate further terms and other conditions or business with the successful tenderer
- Contact any tenderer(s) to obtain corrections or clarifications to a submitted tender if necessary to make a fair comparison of all tender submitted.

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- Extend the tender submission, for all, tenderers, if it is determined to be necessary for any reason.
- Amend or supplement this invitation to Tender in writing at any time.
- With reservations for misprints or typos
- Withdraw the tender at any time.

13.5 Notice of award

All tenderers will be notified by e-mail of the winning tender as soon as possible after a decision has been made to award the contract. A notice of award does not mean a binding contract has been entered into between Skat Foundation and the winning tenderer. A contract is not legally binding until it has been signed by both parties.

PART C: List of Documentation/Annexes

- RWSN Strategy 2012 to 2014
- RWSN Strategy 2015 to 2017
- RWSN: Governance, Roles and Responsibilities, January 2016 to December 2018
- RWSN Annual Reports for 2012, 2013, 2014, 2015 and 2016
- RWSN Financial Reports for 2012, 2013, 2014, 2015 and 2016
- Three-year report 2012 to 2014
- RWSN Member Survey 2015
- RWSN Member Survey 2014
- Minutes of RWSN Executive Steering Committee Meetings from 2012 to 2017

Glossary

AfDB	African Development Bank
CEST	Central European Summer Time
CHF	Swiss Franc
IRC	IRC WASH, Netherlands (not the International Rescue Committee)
HTN	Handpump Technology Network
MDG	Millennium Development Goals
NGO	Non-Governmental Organisation
RWSN	Rural Water Supply Network
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
TOR	Terms of Reference
UN	United Nations
UNICEF	United Nations Children's Fund
VAT	Valued Added Tax