**TERMS OF REFERENCE**

**Evaluation of project to improve water and sanitation services in Greater Maputo and Beira and wider WSUP organisational support**

**March 2021**

# Background

1.1 **The global problem of inadequate urban Water, Sanitation and Hygiene (WASH)**

Over the Millennium Development Goals period (2000-2015), some countries achieved transformational change in water and sanitation access: but huge numbers of people remain without adequate water and sanitation. Between 1990 and 2015, an estimated 2.6 billion people (urban and rural) gained access to improved drinking water; but 663 million people remain dependent on unimproved sources such as contaminated groundwater, with over 75% of these people living in Sub-Saharan Africa and Southern Asia. Progress towards improved sanitation has been even less positive: a staggering 2.4 billion people (almost a third of the world’s population) have unimproved sanitation.

Meanwhile the developing world faces an unprecedented urban explosion. In Africa, the urban population is projected to increase from 400 million in 2010 to 1.26 billion in 2050, with 50% of the continent’s population concentrated in urban areas. Projections are similarly dramatic for Asia: it is expected that over 400 million people will migrate from rural to urban over the period 2010-2020. Worldwide, an estimated 863 million people now live in slums.

Faced with this massive urban explosion, governments and utilities face enormous challenges in expanding their water and sanitation systems at sufficient pace to respond to the increasing demand, and in fact many struggle just to meet the demands of the current population. This is due to a complex web of constraints including lack of finance, lack of property rights for people living in low-income settlements, outdated laws and inadequate enforcement, and lack of the required technical expertise to serve low-income areas effectively. Without innovative and fit-for-purpose solutions for universal urban water and sanitation, huge numbers of slum-dwellers will remain without adequate services, and the associated impacts on health and well-being, on child cognitive development and on economic productivity will have profoundly negative impacts on national development.

**1.2 Water & Sanitation for the Urban Poor (WSUP)**

Water & Sanitation for the Urban Poor (WSUP) is a not-for-profit company that helps transform cities to benefit the millions who lack access to water and sanitation. We were created in 2005 as a response to the unprecedented urban explosion that has left cities unable to provide basic services, such as access to a toilet or drinking water, to low-income communities.

We work in six countries in sub-Saharan Africa and Asia, supported by an office in the UK. WSUP also works globally through its consultancy arm WSUP Advisory. Since inception we have helped nearly 23 million people access better water and sanitation services.

WSUP’s Business Plan 2020-2025 can be downloaded from the WSUP website.

Within its six focus countries and globally, WSUP works towards its vision through activities in five Strategic Areas: 1) delivering services and testing models; 2) developing capacity in the public and private sectors; 3) influencing and providing technical assistance; 4) mobilising resources for the WASH sector; and 5) carrying out research and producing evidence. As illustrated in the Theory of Change below, all of WSUP’s activities are focused towards the end goal of sector functionality, on the view that sustainable change will not be achieved by donor-funded construction of “taps and toilets”, but rather by coordinated efforts to build functional city-level and national systems for urban WASH services delivery. WSUP believes that the development of such systems depends fundamentally on two things: 1) the transformative power of markets and innovation, and 2) deep political commitment and institutional change. WSUP works to drive change in both spheres.

**Figure 1: WSUP Theory of Change**



# 1.3 WSUP’s work in Mozambique

Mozambique is one of the poorest countries in the world, with 50% of the country’s urban population living below the national poverty line. Only 25% of Mozambique’s urban residents have access to piped water and 56% lack even the most basic sanitation facilities. In Maputo the sewer system covers only about 10% of the population. With no organised system in place to deal with toilet waste, there is a great need to invest in better on-site sanitation methods so that waste can be safely collected and treated to prevent contamination of water supplies. Water supply around the city is intermittent and unreliable, particularly the systems serving low-income populations, which often have insufficient treatment provision and suffer from substantial water losses through leaks.

WSUP’s Mozambique programme began in 2008 and is built on close working partnerships with key local actors. WSUP activity in Mozambique has comprised a wide range of interventions, including infrastructure construction in low-income communities, business development and institutional capacity building. The overall purpose of the programme is to support the adoption and replication of effective, sustainable and scalable models of pro-poor urban water and sanitation services by service providers and by local and national government institutions. The Mozambique programme has a particularly strong emphasis on driving financially sustainable water and sanitation improvements throughout low-income areas of Maputo; and on working towards scale-up financing for pro-poor WASH investments citywide.[[1]](#footnote-1)

**2 Consultancy support required**

**2.1 Evaluation purpose and scope**

The project to be evaluated has two components: the Mozambique component [see Section 2.2] and the organisational component [see Section 2.3]. This is an internal evaluation commissioned at WSUP’s own initiative and funded through the Mozambique component of the project. A second phase of the project has recently been agreed between WSUP and the Donor (who chooses to remain anonymous) to commence in April 2021. This second phase will adopt the same broad structure as the first, with distinct Mozambique and Organisational Support components. The core purpose of this evaluation is therefore two-fold: 1) to evaluate the project in hand (“Phase 1”), including validation of WSUP reporting and wider assessment of project outcomes and impacts; and 2) to identify key learnings to inform the design and delivery of Phase 2.

In line with respective budget allocations under the project, this evaluation is centrally focused on the Mozambique component; however, the evaluator will also be expected to conduct a ‘light touch’ assessment of the organisational component. Below we set out project activities and key evaluation questions for each component in turn.

**2.2 Mozambique Component**

**2.2.1 Project outline:** The Mozambiquecomponent aimed to build on WSUP’s experience to date in Mozambique, by continuing to strengthen water supply and sanitation in Greater Maputo and Beira; and through wider capacity development and influencing activities to strengthen the Mozambique WASH sector. Project activities under this component spanned 7 solution areas, presented in Table 1. More details of project activities are outlined in progress reports to the donor which will be shared with the evaluator.

**Table 1: Mozambique Component – Solution Areas and Activities.**

|  |  |
| --- | --- |
| **Solution Area** | **Activities** |
| 1: Supporting development and implementation of a nationwide strategy for school WASH in Urban Areas | 1.1: Rehabilitation of WASH facilities at 10 de Janeiro primary school |
| 1.2: Rehabilitation of WASH facilities at 25 de Junho primary school |
| 1.3: Develop the CMM School WASH Strategy |
| 2: Working with utilities to reduce physical and commercial water losses (NRW) | 2.1: Support the completion of setting up the DMA in Mafalala |
| 2.1: Support AdeM to reduce NRW in peri-urban areas |
| 2.2: Extend contract of CBOs in 7 bairros |
| 2.3: Support the institutionalisation of the LIC activities with FIPAG and AdeM |
| 2.4: Research Project on NRW and Intelligent Network Management in partnership with FIPAG |
| 2.5: Independent evaluation and learning project on LICs activities with AdeM in Maputo |
| 3: Working with the City Council and local communities to build new shared sanitation facilities | 3.1: Support the construction of 50 new shared sanitation facilities in Chamanculo C bairro |
| 3.2: Shared sanitation publication of learning |
| 4: Strengthening public finance for Urban Sanitation Services in Mozambique | 4.1: Provide Technical Assistance to CMM for negotiation of regulatory framework with AURA, IPand operationalisation of the sanitation surcharge |
| 4.2: Provide Technical Assistance to AURA, IP for the implementation of the regulatory agreement to implement the sanitation surcharge and lead to municipalities being able to allocate finance for improved sanitation to LICs |
| 4.3: FSM pilot project based on a PPP arrangement |
| 5: Influence and improve targeting and effectiveness of international WASH investments | 5.1: Technical Assistance to DNAAS for technical coordination including evaluation of deliverablefor proposed On-site Sanitation Solution component of the Urban Sanitation Project (USP) |
| 5.2: Technical Assistance to CMM for coordination and liaison with DNAAS for sanitation components of USP |
| 6: Beira WASH Recovery Work | 6.1: Support to restore ‘Sustainable Water Services Beira’ project |
| 6.2: Support to FIPAG on network repair and extension |
| 6.3: Support Conselho Municipal de Beira (CMB) and Beira Sanitation Autonomous Services(SASB) to develop OSS strategy for Beira |
| 7: Urban Resilience and Development | 7.1: Survey of Chamanculo C bairro as part of urban development project |
| 7.2: Build CMM capacity and influence to establish conditions to develop urban developmentproject including WASH in Chamanculo C bairro |

**2.2.1 Mozambique component: Evaluation questions**

In this section we detail the key questions to be answered by the evaluation in relation to the Mozambique component. We have structured evaluation questions according to OECD DAC criteria; however, bidders are free to propose alternative approaches for structuring key evaluation questions and the resulting evaluation report [*We note that while the below list is relatively comprehensive, the key data sources required to respond to these questions will frequently overlap, with key-informant interviews core in many cases. The below list is non-exhaustive and non-final: WSUP will work closely with the evaluator to review feasibility and further identify priority questions as required at the inception phase*]

**Summative assessment:**

**1: Relevance:** To what extentwere project activities relevant to the agenda and self-defined priorities of key institutional stakeholders?

**2A. Coherence**: Viewed as a whole, to what extent were project activities complementary and conducive to promoting WASH sector change at the city and national level in Mozambique? What (if any) additional activities could have strengthened the capability of the project to drive city-level sector change?

**2B: Coherence**: To what extent were water and sanitation service delivery models and wider activities supported through the project appropriate for improving outcomes for low-income households? [*in relation to 2A and 2B: we are centrally concerned with the evaluator’s view on the extent to which definition of activities, at the programme design stage, aligned with the wider purpose and aims of WSUP’s Mozambique programme]*

**3A: Effectiveness**: To what extent did the project deliver against intended outcomes across the 7 solution areas and 20 sub-activities? [*here the core task of the evaluator will be to validate stated outcomes in WSUP donor reporting through discussions with the project partners, to the extent possible within the evaluation budget and timeframe]*

**3B: Effectiveness**: To what extent was the project effective in engaging key stakeholders at the institutional and community level to help ensure improved service delivery to low-income households? What could have been improved in relation to stakeholder engagement?

**3C: Effectiveness:** How effective was WSUP’s overall approach to i) capacity development of key stakeholders at the community and institutional level; and ii) influencing policy and regulatory change within the project? What lessons can be learned for future WSUP capacity development and influencing activities?

**4: Efficiency**: To what extent did the project deliver value, relative to WASH programmes of equivalent budget and duration? [*note we are not requesting a rigorous Value for Money assessment, which is not possible within the scope and budget of this evaluation; bidders should briefly indicate to what extent and how value will be assessed*]

**5A: Impact**: What has been the aggregate contribution of the project to i) strengthening the urban WASH sector in Maputo; ii) commencing WASH sector strengthening in Beira; and iii) helping to strengthen the sector framework at the national level in Mozambique? [*we note that strengthening the sector framework at the national level was not a planned outcome of this project, as defined in project activities and donor reporting, at inception; however, the evaluator will be expected to assess what if any unintended positive impacts were achieved at the national level as a result of project activities*]

**5B: Impact:** What (if any) higher-level impacts can be identified of specific project activities to i) support water and sanitation infrastructure and pilot water and sanitation service delivery models; ii) support better-functioning institutions; and iii) support long-term policy change (including regulatory change) and system advancement?*[In relation to 5A and 5B: we note one possible approach could be for WSUP to submit key impact claims in narrative form, for testing by the evaluator, with the assessment based centrally on interviews with key institutional actors]*

**6: Sustainability:** To what extent are the activities and approaches implemented through the project conducive to driving i) sustainable at-scale WASH service improvements and ii) sustainable WASH sector change?

**Formative assessment:**

**7:** Judgingfrom experience in Phase 1, are the defined goals of Phase 2 reasonable and relevant? What are recommendations for Phase 2 planning? [*note top-line activities for inclusion in Phase 2 have already been agreed with the Donor; however, we consider this evaluation may generate useful learning for detailed activity-level planning*]

**2.3.2 Mozambique component: Data collection**

Based on evaluation questions, timeframe and budget, we consider this component will be assessed through a combination of document review and key-informant interviews. WSUP will provide the evaluator with documentation pertaining to the 7 solution areas, including comprehensive donor reporting. A list of priority key informants for interview will be agreed by WSUP and the evaluator at the inception stage. Interviews can be conducted in-person or remotely [see **Box 1,** Page 9].

An illustrative but certainly not exhaustive list of data sources for the Mozambique component is provided in **Table 2**. We perceive the following partners will be core to the assessment, in addition to WSUP Mozambique staff: Conselho Municipal da Cidade de Maputo (CMM), Águas da Região de Maputo (AdeM), Fundo de Investimento e Património do Abastecimento de Água (FIPAG), FIPAG Área Operacional da Beira (FIPAG AO), Director Nacional Abastecimento de Agua e Saneamento (DNAAS), Serviços Autónomos de Saneamento da Beira (SASB), Arquitectura Sin Fronteras (ASF).

Data sources have been mapped against solution areas in the Table; in addition, the perspectives of all key institutional respondents will be core to the aggregate assessment of project impacts.

**Table 2: Mozambique component – indicative data sources.**

|  |  |  |
| --- | --- | --- |
| **Solution Area** | **Key Documentation** | **Potential Key Informants**  |
| 1: Supporting development and implementation of a nationwide strategy for school WASH in Urban Areas | * Donor reporting
* Final School WASH Strategy [Activity 1.3]
 | * CMM
* WSUP Mozambique
 |
| 2: Working with utilities to reduce physical and commercial water losses (NRW) | * Donor reporting
* Research output on NRW and Intelligent Network Management in partnership with FIPAG [Activity 2.4]
* Survey output on CBO model for LICs in Maputo [Activity 2.5]
 | * AdeM
* FIPAG
* FIPAG AO
* Beira CBOs\*
* Maputo CBOs\*
* WSUP Mozambique
 |
| 3: Working with the City Council and local communities to build new shared sanitation facilities | * Donor reporting
* Research outputs from MapSan trial
 | * CMM
* Field visit and small sample of beneficiary interviews\*
* WSUP Mozambique
 |
| 4: Strengthening public finance for Urban Sanitation Services in Mozambique | * Donor reporting
* Research outputs from WSUP USRI study of sanitation surcharge experience from Beira and Quelimane
 | * AURA, IP
* CMM
* DNAAS
* SASB
* WSUP Mozambique
 |
| 5: Influence and improve targeting and effectiveness of international WASH investments | * Donor reporting
* Documentation relating to World Bank Urban Sanitation Project
* WSUP publications
 | * DNAAS
* World Bank
* WSUP Mozambique
 |
| 6: Beira WASH Recovery Work | * Donor reporting
 | * SASB
* FIPAG AO
* Beira CBOs\*
* WSUP Mozambique
 |
| 7: Urban Resilience and Development | * Donor reporting
* WSUP / ASF joint publication (forthcoming)
 | * CMM
* ASF
* WSUP Mozambique
* Field visit and small sample of beneficiary interviews\*
 |

\*Optional, would require in-person data collection by a local consultant **– see Box 1.**

**2.4 Organisational Support Component**

**2.4.1 Project outline:** The organisational component of the project aimed to support WSUP’s capacity building programme, to prepare the organisation to deliver against the 2020-2025 Business Plan.[[2]](#footnote-2) Core to the Business Plan are two internal strategic goals to i) develop organisational skill-sets; and ii) strengthen organisation-wide learning capabilities. Project activities under this component spanned 3 solution areas, detailed in Table 3 below.

**Table 3: Organisational component – Solution Areas and Activities.**

|  |  |
| --- | --- |
| **Solution Area** | **Activities** |
| 1: *Research, learning and evidence*: Embedding collaboration, shared learning and knowledgemanagement to ensure WSUP remains a truly global, accountable and respected actor in theWASH sector | 1.1: Convene a 1-week Masterclass knowledge exchange, involving delegates from WSUP,Country Programmes and partner institutions (utilities, municipalities and regulators) |
| 2: *Thought leadership and capabilities*: Developing staff throughout our operations to empower them to perform and deliver. Developing a robust and efficient framework of policies, systems (financial and operational) and compliance | 2.1: Develop a Learning and Development Strategy, Policy and Procedures, which will empower staff to take ownership of their own learning opportunities |
| 2.2: Develop and roll out a comprehensive internal training programme in our policies thatensures the policy framework becomes part of WSUP culture |
| 2.3: Increase investment in WSUP’s internal risk and assurance function |
| 3: Private sector development: Advancement of business model development, and financial viability of enterprises | 3.1: Conduct an exposure visit to Kenya run a series of workshops with 5 utilities in Kenya(Nairobi, Nakuru, Kisumu, Malindi, Naivasha) |
| 3.2: Coordinate new agenda for monthly business lead calls and agree topic list with participantsbased on the training received at the Business Development Gathering |
| 3.3 Publish a thought leadership piece around the effectiveness of private sector solutions toWASH provision |
| 3.4 Developing partnerships to advance solutions to enterprise growth in the WASH sector |

**2.4.2 Organisational component: Evaluation questions**

In this section we detail the key questions to be answered by the evaluation in relation to the organisational support component. This list is non-exhaustive and will be reviewed at the inception stage.

**Summative assessment:**

**1A: Coherence**: To what extent were activities delivered under the organisational component conducive to advancing WSUP staff skill-sets?

**1B: Coherence:** To what extent were activities delivered under the organisational component conducive to strengthening organisation-wide learning capabilities?

**2**: **Effectiveness:** Bearing in mind the limited (2-year) timeframe, to what extent were the activities delivered through the organisational component effective in better positioning WSUP to deliver against the 2020-25 Business Plan?

**Formative assessment:**

**3**: What recommendations can be derived from the organisational component to inform priority activities and resource allocation to support delivery of the two internal strategic goals (including under Phase 2 of this programme)?

**2.4.3 Organisational component: Data collection**

The assessment of the organisational component will be based on document review (principally donor reporting) and key-informant interviews. Respondents will be identified in consultation with WSUP at the inception stage. We anticipate interviews will incorporate the following stakeholder groups:

* WSUP staff directly involved in the delivery of activities under the organisational component
* Wider WSUP staff based in the six country programmes and in the UK
* Partner organisations involved in Solution Areas 1 (Research, Learning & Evidence) and 3 (Private Sector Development)

Though valuable, we emphasise the assessment of the organisational component is conceived as light-touch, owing to the limited evaluation budget and timeframe. Bidders should structure budget resource allocation to reflect the primacy of the Mozambique component assessment.

**Box 1: Will this evaluation be based on in-person or remote data collection?**

**Will this evaluation be based on in-person or remote data collection?**

Mozambique has been heavily impacted by COVID-19, like many other African countries. However, at the time of writing, most offices and workplaces are open in Mozambique, and it is possible to conduct face-to-face meetings. On this basis, we will consider bids which include in-person data collection through key-informant interviews with project partners in Maputo and Beira. This data will need to be collected by a local consultant already stationed in Mozambique: owing to travel restrictions, *we cannot support travel to Mozambique by an international consultant for the purposes of this evaluation*.

Interviews for the organisational component will involve staff from across WSUP’s six country programmes and the UK Secretariat, and must be conducted remotely. While suboptimal, we also consider it feasible for all Mozambique interviews to be conducted remotely by an international consultant. On this basis we will accept bids by any of the following:

- A Mozambique-based team, to conduct the Mozambique component in-person and the organisational component remotely

- An international team, to conduct the full evaluation remotely (Mozambique and organisational components)

- A composite team of international and Mozambique-based consultants, to conduct the Mozambique component in-person and the organisational component remotely

We note that any in-country travel costs related to data collection in Mozambique (for example, internal flights between Maputo and Beira) must be fully costed in the financial proposal.

**3 Timeline and deliverables**

Deliverables and associated timings are set out in Table 4 below. The core deliverable of this work is an evaluation report of approximately 12,000 words (30 A4 pages) excluding references and appendices, with a 4-page Executive Summary.

**Table 4: Deliverables.**

|  |  |
| --- | --- |
| **Date** | **Milestone/deliverable** |
| 5PM UK, 15th March 2021 | Bid submission |
| 22nd March  | Commencement of evaluation |
| 1st April | 4-page inception report including final evaluation design |
| 14th May | Submission of draft report |
| 28th May | Submission of final report |

**4 Consultant profile**

The lead consultant or consultants should display the following profile:

Essential:

* Strong knowledge of methodologies for programme evaluation
* Experience of evaluation of development projects of this general type and magnitude
* Experience of evaluating capacity development and institutional influencing interventions
* Understanding of the urban WASH sector
* Ability within the team to read (or ideally understand and speak) Portuguese

Desirable:

* Experience of evaluation of urban WASH projects
* Specific experience relating to capacity development and institutional influencing interventions; and/or to programmes involving water operators; and/or to programmes involving urban sanitation; and/or as regards vulnerable groups
* Specific experience relating to organisational change initiatives

**5 Reporting and liaison**

The Task Manager for this work will be Sam Drabble, WSUP Head of Evaluation, Research & Learning. The Consultant will also be expected to liaise closely at the design stage and subsequently with other key personnel in WSUP, including Jonathan Stokes (Monitoring & Evaluation Manager), Baghi Baghirathan (Senior Technical Advisor) and Alicia Walters (Head of People & Support) in the UK; and with Tunisio Camba (Country Programme Manager), Carmen Sing Sang (Project Manager, Beira), Fatima Mussa (Water Lead) and Antonio Madeira (Consultant) in Mozambique.

**6 Contract terms**

A standard WSUP consultancy contract format will be used, subject to the Consultant's agreement with the terms.

**7 Payments**

**7.1 Payment schedule**

* *20% on contract signature*
* *30% on approval of inception report*
* *50% on approval of final report*

Expenses will be paid only upon submission of full receipts, and must be in accordance with WSUP's Expenses Policy (attached). Payment will be by bank transfer upon receipt of invoice.

**7.2 Budget**

The total available budget for this work is £24,000 inclusive of all expenses and taxes.

**8 Bidding procedure**

Bids including the following components should be submitted to sdrabble@wsup.com with copy to jstokes@wsup.com on or before 5PM UK on 15th March 2021:

1) CVs of the key staff that the Consultant intends to use to carry out this consultancy work.

2) Brief indication of three recent evaluation projects which the Consultant considers most closely relevant to the present work: this should occupy no more than one page.

3) Up to four pages outlining the Consultant's proposal for approaching this work, likely highlighting key assumptions, key aspects of evaluation design, and understanding of the proposed precise definition of the scope of this work, probably including **a)** a brief statement on conceptual scope; **b)** a brief indication of proposed key focus areas for the evaluation; and **c)** a brief indication of how data-collection challenges will be overcome. If the consultant proposes to conduct beneficiary interviews, this section should include a short statement on the consultant’s safeguarding policy and controls.

4) A GANTT chart outlining the Consultant's proposed methodology and timelines, and

5) Budget proposal in [£]. Price reasonableness and value-for-money will be a significant factor in bid evaluation.

Bidders should include in item 5 an estimate of travel and any other out-of-pocket expenses that they will wish to recover in delivery of these services. Key points from WSUP Expenses Policy are that if required consultants a) should book economy-class flights through WSUP’s preferred travel agency, with flight choice subject to WSUP approval; b) should stay in mid-range hotels; and c) may not claim for alcohol (i.e. must pay for any beer, wine or spirits themselves).

Clarification queries about the bidding process can be sent at any time to Sam Drabble and Jonathan Stokes; queries and responses will be circulated to all bidders without identifying the questioner.

Bids will be scored on the following criteria:

|  |  |
| --- | --- |
| **CRITERION** | **Points** |
| 1. Formal adherence to bidding requirements
 | 10 |
| 1. Strength of relevant experience
 | 20 |
| 1. Evidence of understanding of the task
 | 20 |
| 1. Strength of methodology proposal
 | 20 |
| 1. Writing ability as evidenced by proposal
 | 20 |
| 1. Value for Money
 | 10 |
| **TOTAL** | 100 |

Each proposal will be independently scored on each criterion by a panel comprising three WSUP managers. If the quantitative scoring does not indicate a clear consensus choice, final selection will be by discussion/negotiation among the members of the panel.

WSUP reserves the right to negotiate the scope and pricing with the selected consultant to best ensure that these services will be delivered within the available budget. Consultants may wish to propose different approaches that will deliver the required benefits for WSUP whilst remaining within the budget available.

1. WSUP has been working in Maputo since 2008, with funding from: Bill & Melinda Gates Foundation (BMGF) (2008 - March 2012); USAID (the ACF programme, 2009 - September 2012); DFAT (March 2012 – June 2014); TCAAF/Coca Cola Foundation (March 2013 – March 2015); JSDF (Japan Social Development Fund) (September 2013 – June 2017); DFID ((April 2016 – Mach 2020); Waterloo Foundation (April 2016 – Mach 2020); Borealis and Borouge (June 2017- October 2019); Coca Cola Foundation (October 2017 – October 2019); Wasser Für Wasser (December 2017-May 2021); WSUP Charity (April 2010- December 2020) and WSSCC (September 2019-October 2020). [↑](#footnote-ref-1)
2. See WSUP Business Plan 2020 – 2025. Available at: <https://www.wsup.com/content/uploads/2019/10/WSUP-Business-Plan-2020-2025.pdf>. [↑](#footnote-ref-2)