TENDER DOCUMENT

Evaluation of SDC’s Scaling up Productive Water Project
SDC / Global Program Water Initiatives (GPWIs)

29 March 2016
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PART A: TERMS OF REFERENCE

1. Abstract

Basic Information: The aim of the tender is to identify a consultant/consultancy for the evaluation of the ‘Scaling up Productive Water’ project during the period May 2016 – July 2016.

The project aims at disseminating water efficient micro-irrigation technologies to smallholders by creating markets and supply chains with local retailers for low-pressure and affordable drip irrigation and other water saving technologies, such as sprinklers, storage tanks, treadle pumps and solar pumps.

Target groups are smallholder farmers that are provided with the necessary technical support, agricultural know-how to utilize these irrigation technologies in an efficient and sustainable manner.

The project “Scaling up Productive Water” has achieved encouraging results in phase 1 (2010-2013) in Central America, West Africa and Asia, and has shown that market creation approaches can reach small farmers: in phase 1 – up to end of 2013 – around 15’000 farmers have been reached, and most of them have achieved significant income gains and improved water productivity.

The Phase 2 of the project had the aim to allow the regional initiatives to grow further and to become sustainable. The project also had a target to develop and disseminate new technologies and tools for efficient and sustainable water management and make suitable technologies and dissemination approaches available for replication globally.

The Project is implemented by iDE (International Development Enterprises) via Regional Initiatives in Central America (Honduras, Nicaragua, Guatemala), West Africa (Burkina Faso, Ghana), South East Asia (Vietnam) and Central Asia (Kyrgyzstan, Tajikistan).

The evaluation will examine the results of the project, assess their impact and provide lessons learned and recommendations for a possible future engagement of the SDC GPWIs in its water for family agriculture cluster.

Estimated start and end of evaluation: June to August 2016

Estimated man days for the evaluation: 25

2. Context

Equitable access to irrigation water for all is a key challenge of the 21st century, affecting vital sectors such as food security, health and social and economic development in general. At the same time allocation of water resources for different purposes including irrigation is often unevenly distributed and frequently overuse of water leading to water scarcity exists in many basins.

Globally, over 70 % of diverted water is used in agriculture and increasing the water productivity - especially of small farmers - is not only important for water conservation but also for increasing incomes and food security. Access to affordable water technologies as
disseminated by iDE through setting up sustainable local supply chains have proven to beneficially impact incomes and water productivity of small farmers.

2.1 The ‘Scaling up Productive Water’ Project

This SDC-funded project, implemented by iDE is in its second phase. Phase 1 took place from November 2009 to December 2013, with an overall objective to increase smallholders’ access to locally adapted, demand-oriented irrigation technologies. As a part of the first phase, iDE established regional programs in Burkina Faso, Nicaragua, and Honduras. This project was evaluated by Jürgen Roth of Agridea. The evaluation was based on three dimensions – effectiveness and efficiency of the project, relevance and leverage of the project, and future action. As a result of this evaluation, Phase 2 (2014-2016) was conceived to consolidate the results achieved at the regional level and to scale-up the approach by partnering with others, through knowledge sharing and exchange of experiences.

The theory of change for Scaling up Productive Water is based on two approaches: (1) to develop sustainable Regional Initiatives which are based on profitable commercial supply chains for water efficient technologies focusing on facilitation and dissemination of water productivity solutions as well as the provision of technical assistance, and (2) to replicate productive water technologies and water assessment tools as well as market-based dissemination approaches at global scale.

Overall objective:
Increased smallholder income and water efficiency at global level

The project will address the following two outcomes:
1. Productive water technologies, water tools and market-based dissemination approaches are replicated at global scale.
2. Regional initiatives grow in scale and impact beyond the end of the support of the SDC Global Programme Water Initiatives.

The “theory of change” of the Phase 2 is shown in the Picture below:
the interventions in Phase 2 is on establishing a platform for upscaling and to get other organizations to adopt the project approach. The aim is thus to consolidate these Regional Initiatives and make them sustainable by the end of the phase so that they can grow in scale and impact beyond the end of the support by the SDC Global Programme Water Initiatives. The three main elements of iDE’s market based dissemination approach are: a) the **market creation** dimension (needs public funds), b) the **delivery** of the products, the supply chain, is a private sector role and should be profitable, and c) the **technical assistance** and support to individual farmers must be part of the service.

**Project duration:** The overall intervention was sequenced into two phases, a first Phase from 11/2009 to 12/2013 and this second Phase from 02/2014 to 12/2016. The purpose of this evaluation is to assess both phases with a particular focus on the second.

### 3. Purpose of the Evaluation

In the evaluation the consultant should analyze the achievements of the phases 1 and 2 of the ‘Scaling up Productive Water’ project in order to assess whether proposed supply chain approach, technologies and tools and the Regional Initiative strategy proposed for uptake and dissemination of water productivity technologies are sound and appropriate for large scale (global) application in different contexts. It will also assess the initiated global Drip+ platform (Netafim, Jain, Toro…) and its role and function in a global upscaling strategy. The evaluation will also elaborate on how the project has contributed to deliver the Strategic Framework 2013-2017 of the GPWIs regarding the Equitable Access component in general and the Water for Agriculture cluster in particular.

The consultant is expected to provide lessons learned from the two Phases and recommendations how future support in the Water for Agriculture cluster could be targeted by the SDC GPWIs.

a. The results and recommendations of the evaluation will be discussed within the GPWIs and will be communicated and disseminated among the active partners of the project.

b. Results, lessons learned and recommendations will be used by the GPWIs to target future support in the Equitable Access component and the Water for Agriculture cluster.

### 4. Scope and Focus of the Evaluation

The evaluation will examine the main outputs of the project in view of the viability of the proposed approaches and strategies and their potential impact on large scale (global) uptake of productive water technologies and make recommendation for future support of the GPWIs in the water for agriculture cluster.

Therefore the evaluation will center on the following main questions:

**Regional Initiatives**

- What are the strengths and weaknesses of the business models regional programs used to deliver productive water technologies to smallholder farmers?
- Are the market creation and value chain approach technically, economically and socially viable for the dissemination of productive water technologies?
- To what extent have regional initiatives successfully scaled up access to productive water within their target markets?
- Are the Regional Initiatives financially sustainable and able to continue without further support from the SDC Global Program Water Initiatives?
- What findings/elements of regional strategies may have broader application in other markets?
- What impacts has the project made or influenced at the farm, business, and institutional levels?
- Do productive water technologies contribute to increase water productivity and farmer incomes?
- Do productive water technologies contribute to the sustainable management and use of the water resource?

**Global Initiatives**

- How has the strategy at the global level shifted, based on lessons learned, to leverage partnerships for delivery of smallholder productive water technologies?
- What progress has been made in the development of technologies to enable efficient water management by smallholders?
- What processes and tools have been developed and tested to ensure efficient water management by smallholders?
- What progress has been made in development of business models to bring productive water technologies to smallholders at scale?
- What are the most promising investments to further scale up smallholder access to productive water solutions?
- In what way will the experiences of the project contribute to the large scale (global) upscaling of productive water technologies?

The evaluation should also look forward and suggest strategies for scaling up this work:

- **Regional level** – Propose ways for withdrawing SDC’s involvement in the financing of the regional initiatives without challenging their achievements.
- **Global level**- Building on the Drip+ Alliance initiative, identify priority investments and strategies to make this an effective, action oriented platform for scaling up smallholder access to productive water solutions at a global scale and not only another exchange platform.
- **For GPWI** - How can the experiences of the two phases be translated into a continued support of the GPWIs in the water for agriculture cluster?

The evaluation will comprise of a desk study of documents, case studies, publications, and reports provided by iDE and a field visit to the regional initiative in Burkina Faso and if feasible also in Ghana.

The consultant shall therefore evaluate:

a) **Relevance:** to what extent are the outputs of the project relevant for achieving large scale (global) uptake of productive water technologies?

b) **Effectiveness:** are market based approaches and supply chains an effective way to achieve a broader dissemination and to what extent are the projects’ objective and results expected to be achieved?

c) **Efficiency:** Did the approach used by the Project implementers assure effective and efficient utilisation of human and financial resources?

d) **Sustainability:** How likely is it that the Regional Initiatives will be sustainable and that the approach will be up-scaled in other regions?

e) **The approach:** design, method, location, duration, organizational setup

f) Success factors and failures – lessons learned
Recommendations:
The consultant shall analyse elements from a thematic and conceptual point of view; give a good description of the results achieved as well as the lessons learned. The evaluation has to be forward looking and include recommendations to SDC’s GPWI in its conclusion.

5. Evaluation methods and process
The main tasks of the assignment can be summarized as follows:

- Briefing at SDC (GPWIs)
- Desk study (familiarization with the subject of “Productive Water”, market creation, value chains; review of project documentation, tools and training materials)
- Assessment of Project Outputs (regional initiatives, new technologies, water productivity tools, documentation)
- Interviews with project implementing partners (iDE, Regional Initiatives leaders, HAFL)
- Field assessment in Burkina Faso (including interviews with local stakeholders (e.g. local government, SMEs and private investors, farmers) as well as a (de)briefing with SDC COOF in Burkina Faso
- Optional - if deemed possible within the available time and financial budget: field assessment in Ghana (including interviews with local stakeholders (e.g. local government, SMEs and private investors, farmers)
- Draft reporting and debriefing at SDC (GPWIs)
- Final reporting

6. Deliverables

- Inception report (2-3 pages) after the desk study and interviews reviewing the main conclusions or issues to be clarified
- Recommendations (1-2 pages) for the development of a follow-up project
- Draft report (max 30 pages)
- Final report (max 30 pages)

All deliverables shall be provided in English language and in electronic form.
7. Schedule and time budget

Tentative time schedule – to be discussed

<table>
<thead>
<tr>
<th>Step</th>
<th>Description of work</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Signature of consultancy agreement</td>
<td>May 2016</td>
</tr>
<tr>
<td>2</td>
<td>Briefing</td>
<td>Early June</td>
</tr>
<tr>
<td>3</td>
<td>Deskwork (including interviews by Tel / Skype)</td>
<td>Up to mid-June</td>
</tr>
<tr>
<td>4</td>
<td>Inception report</td>
<td>Mid-June</td>
</tr>
<tr>
<td>5</td>
<td>Interviews with Project Implementing Partners and Advisory Committee Members</td>
<td>June</td>
</tr>
<tr>
<td>6</td>
<td>Field mission to West Africa</td>
<td>July</td>
</tr>
<tr>
<td>7</td>
<td>Submission of draft report including recommendations for potential follow-up project</td>
<td>12 August</td>
</tr>
<tr>
<td>8</td>
<td>Presentation of draft report and debriefing in Bern</td>
<td>Week of 15 August</td>
</tr>
<tr>
<td>9</td>
<td>Completion and submission of final report</td>
<td>End of August 2016</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task/activity</th>
<th>Estimated Number of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and assessment of relevant documents</td>
<td>2</td>
</tr>
<tr>
<td>Other preparatory activities</td>
<td>1</td>
</tr>
<tr>
<td>Desk Study, Analysis of main outputs</td>
<td>4</td>
</tr>
<tr>
<td>Interviews with main partners by phone</td>
<td>2</td>
</tr>
<tr>
<td>Field mission to West Africa, Burkina Faso and eventually Ghana (including 2 travel days)</td>
<td>10</td>
</tr>
<tr>
<td>Briefing and debriefing at SDC Bern</td>
<td>2</td>
</tr>
<tr>
<td>Report writing</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
</tr>
</tbody>
</table>

8. Qualifications for the evaluation

The evaluation shall be conducted by one external expert with extended knowledge in supply chain issues and market-based approaches, productive water technologies for smallholder farmers, economic aspects of agriculture and needs of small farmers or similar fields and relevant professional experience in evaluating development projects. No additional budget is foreseen for support work as translation, editing, proofreading. The consultant therefore has to have working knowledge in English and French (for the field mission).
The evaluator is not allowed to have direct or indirect links with persons working for any of the main partners (iDE, HAFL, HELVETAS) of the project.

The consultant must confirm his availability to execute the tasks listed in the timeframe in chapter 7.

PART B: INSTRUCTIONS TO THE BIDDING ORGANISATIONS

9. Formal aspects of the invitation to tender

9.1 Contracting authority

Swiss Agency for Development and Cooperation (SDC), Global Programme Water Initiatives (GPWIs), Freiburgstrasse 130, CH – 3003 Bern, manages the award procedure and is also the direct mandating party for the bidder.

9.2 Type of procedure

Procurement in the invitation to tender is in accordance with the Federal Ordinance of 11 December 1995 on Public Procurement, FOPP, SR 172.056.11.

The award of contract cannot be contested.

9.3 Composition and content of the offer

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

- Cover letter with signatures
- Curriculum vitae of the consultant (max. 2 pages)
- Short description about qualifications and competences of the consultant with reference to the TOR (max. 1 page).
- Approach and proposed methodology (max 1 pages) for conducting the evaluation; timetable
- Financial proposal in Swiss Francs (according to SDC’s form for submitting Offer Mandate Type B) Download (XLS, 918 KB): [de] [en] [fr]
- Signed declaration on absence of any conflict of interest and – if applicable - signed declaration of prior/current involvement with other GPWI projects.

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.

9.4 Budget

The proposed time-budget for the entire mandate is 25 person-days. The bidder shall submit a financial offer (in accordance with Annex 2) taking into account fees as well as the related expenses (travel, subsistence and communication/production costs). The budget is to be provided in CHF and shall specify possible taxes/VAT separately.
No reimbursement can be made for the bidder's work in preparing and submitting his or her offer.

For flight costs current rates (economy) should be estimated.

Please note that the bidder must have sufficient economic / financial / organisational capability to carry out the mandate.

Only for consultants employed (natural persons) for whom FDFA is responsible for paying the legally owed social security contributions:

This evidence is only fulfilled by individual persons who have another principal employment and who are executing this mandate during spare time, holidays or unpaid leave. → Please ask for financial offer template Mandate A.

9.5 Contractual terms

The contract to be concluded is subject to the General Terms and Conditions of Business (GTC) of the Swiss Federal Department of Foreign Affairs (FDFA) for Mandates (Type A and B) [en] [de] [fr]. The general terms and conditions are considered to be accepted when an offer is submitted.

10. Expression of Interest

Consultants or organisations considering submitting a bid should express their interest by email to markus.buerli@eda.admin.ch no later than 12 April, 2016.

Only the consultants and organisations that have submitted such an email of interest will receive the documentation mentioned in Part C as well as the answers to the questions asked by all interested bidders.

11. Administrative Indicators and Deadlines

| Party issuing the invitation to bid | Swiss Agency for Development and Cooperation (SDC)  
Global Programme Water Initiatives (GPWI) |
| Type of process | Invitation procedure (short list) |
| Period of assignment | June 2016 – August 2016 |
| Community of bidders | Not allowed |
| Partial offers, versions | Not allowed |
| Expression of interest | Please send a letter of interest by email only until 12 April, 2016 to markus.buerli@eda.admin.ch |
| Address and date for submitting the bid |  
Bids need to be submitted until 6 May, 2016, 5pm CET to the following address:  
PLEASE DO NOT OPEN  
Swiss Agency for Development and Cooperation (SDC)  
Global Programme Water Initiatives (GPWIs)  
Att. Markus Bürlí  
Freiburgstrasse 130, CH – 3003 Bern  
and/or  
Email address: markus.buerli@eda.admin.ch |
| Relevant information for SDC contractors | Relevant information for contractors can be found here:  
Information for Contractors |
| Language | Language of the Terms of References is in English. The offer |
Validity of the tender 
Questions

2 months

Please send your questions by email only until 19 April, 2016 to markus.buerli@eda.admin.ch
A collective response with a list of questions will be sent out on 22 April, 2016 to all bidders that provided an expression of interest.

Negotiations
Notice to bidders

Remain reserved
All bidders will be notified on the success of their bid by latest 20 May, 2016

11.1 Confidentiality

All information of any kind that comes to the attention of the bidder in connection with the tendered mandate of the awarding authority is to be treated as confidential. The content of the present tender may only be made available to persons taking part in the preparation of the bid.

The tender documentation may not be used for any other purposes than preparation of the bid, even in extracts.

Bidders treat facts as confidential that are not public knowledge or publicly available. In cases of doubt, facts are to be treated as confidential. This obligation to secrecy remains valid even after conclusion of the tender procedure.

The awarding authority undertakes to maintain confidentiality about this bid towards third parties subject to the reserve of statutory publication requirements.

11.2 Integrity clause

Bidders undertake to take all necessary measures to avoid corruption, especially not to offer or accept payments or other advantages.

Bidders who violate the integrity clause are required to pay a contractual penalty to the contracting authority amounting to 10% of the contract sum or at least CHF 3,000 per violation.

The bidder notes that a violation of the integrity clause leads as a rule to the cancellation of the award or to early termination of the contract by the contracting authority for important reasons.

The Parties shall inform each other in case of any well-founded suspicions of corruption.

11.3 Protected rights

All protected rights that arise from executing the mandate shall be transferred to the contracting authority.

12. Evaluation of the bid

The bidder and the bids are evaluated on the basis of the following model:

Step 1 Formal Requirements: The bidder must fully comply with the Formal Requirements specified in Section 12.1. Otherwise the bid will not be considered.
Step 2 Suitability Criteria: The suitability criteria specified in Section 12.2 must be complete and without limitation or modification with the submission of the bid, and proven. Otherwise the bid will not be considered.

Only those bidders and bids that fulfil all formal requirements and suitability criteria will be evaluated on the basis of the award criteria. The other bidders and bids will be excluded from the further procedure.

Step 3 Award Criteria: The bids will be evaluated on the basis of the award criteria and the evaluation scale specified in Section 12.3. The technically and economically most favorable bid will be awarded the mandate.

### 12.1 Formal Requirements

The bids must be submitted by the specific deadline.

Compliance with the form: The bids must be submitted complete in the form described in Section chapter 9.3 Composition and content of the offer.

### 12.2 Suitability Criteria (SC)

The following suitability criteria must be complete and without limitation or modification with the submission of the bid. Otherwise the bid will not be considered:

<table>
<thead>
<tr>
<th>SC</th>
<th>Suitability Criteria</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>SC1</td>
<td><strong>Experience:</strong> The bidder has sufficient experience in evaluations with similar requirements as the present mandate in terms of the (thematic and methodological) scope and complexity.</td>
<td>Professional experiences listed in the CV.</td>
</tr>
<tr>
<td>SC2</td>
<td><strong>Personnel resources:</strong> The bidder has the necessary time resources at his/her disposal to be able to fulfil the mandate as described in the terms of reference within the proposed timeline.</td>
<td>By submitting a bid the consultant confirms his/her availability for the described tasks and proposed period.</td>
</tr>
<tr>
<td>SC3</td>
<td><strong>Language skills:</strong> The bidder is willing to deploy mentioned consultants who can fluently communicate in English language both orally and in writing, and are able to compile and supply the evaluation results and documentation in English. Oral working knowledge of French is required for the field trip.</td>
<td>Declared language skills in the CV.</td>
</tr>
<tr>
<td>SC4</td>
<td><strong>Conflict of interest:</strong> The bidder declares to be free of any conflict of interest, i.e. not belonging or closely linked to any of the main organisations (SDC, Implementing agency) involved in the steering and implementation of the project. Bidders with previous/current mandates for other projects of the GPWI are also allowed to hand in a bid, but clearly have to state the nature of their involvement.</td>
<td>Signed declaration.</td>
</tr>
</tbody>
</table>

### 12.3 Award Criteria

Proposals will be evaluated according to the following award criteria and corresponding weighting:
## 1 Thematic expertise

<table>
<thead>
<tr>
<th>AC1</th>
<th>Extensive knowledge of and professional experience in market creation and value chain approaches</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC2</td>
<td>Knowledge of water efficiency and water productivity approaches and technologies</td>
<td>5%</td>
</tr>
<tr>
<td>AC3</td>
<td>Knowledge of the financial aspect of business / value chain development as well as small scale agricultural production</td>
<td>5%</td>
</tr>
</tbody>
</table>

## 2 Field experiences

<table>
<thead>
<tr>
<th>AC4</th>
<th>Relevant experiences in rural settings in low income countries and emerging economies in Asia, Africa and/or Latin America.</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC5</td>
<td>Previous experiences in field missions or working in market creation and value chain or water productivity projects in similar areas. Ability to communicate with local and national stakeholders, and to carry out on-the-spot assessments.</td>
<td>10%</td>
</tr>
</tbody>
</table>

## 3 Methodological expertise and proposal

<table>
<thead>
<tr>
<th>AC6</th>
<th>Relevant professional experiences evaluating development projects. Previous experience with result-based monitoring, evaluation methodologies and ex-ante evaluations as well as project evaluation experiences within SDC projects and/or SDC financed projects.</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC7</td>
<td>Quality of approach and proposed methodology for the evaluation.</td>
<td>10%</td>
</tr>
<tr>
<td>AC8</td>
<td>Good analytical and writing skills, ability to review and provide recommendations as well as communication, lecturing and representation skills.</td>
<td>5%</td>
</tr>
</tbody>
</table>

## 4 Financial offer

<table>
<thead>
<tr>
<th>AC9</th>
<th>Clarity of the proposition, realistic estimation of the costs</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC10</td>
<td>The formula for the financial evaluation of the overall amount of the financial proposal is the following:</td>
<td>20%</td>
</tr>
</tbody>
</table>

\[
\text{Score} = \left( \frac{P_{\min} \times \text{max.
Points}}{P} \right)
\]

\[
P = \text{Price of the Proposal to be assessed}
\]

\[
P_{\min} = \text{Price of the lowest Proposal}
\]

Each AwardCriterion will be evaluated according to the following score table:

<table>
<thead>
<tr>
<th>Score</th>
<th>Fulfillment and quality of the criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Cannot be</td>
</tr>
<tr>
<td></td>
<td>Information not available</td>
</tr>
<tr>
<td>established</td>
<td>Description</td>
</tr>
<tr>
<td>------------</td>
<td>-------------</td>
</tr>
</tbody>
</table>
| 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 |
PART C: List of Documentation

The following documents will be provided to consultants/organisations that have expressed their interest by 12 April, 2016 to submit a bid.

- General Terms and Conditions of Business (GTC) of the Swiss Federal Department of Foreign Affairs (FDFA) for Mandates (Type A and B)
- SDC’s form for submitting Offer Mandate Type B
- SDC/GPWls Strategic Framework 2013 – 2017
- Project Document of the Scaling up Productive Water Project