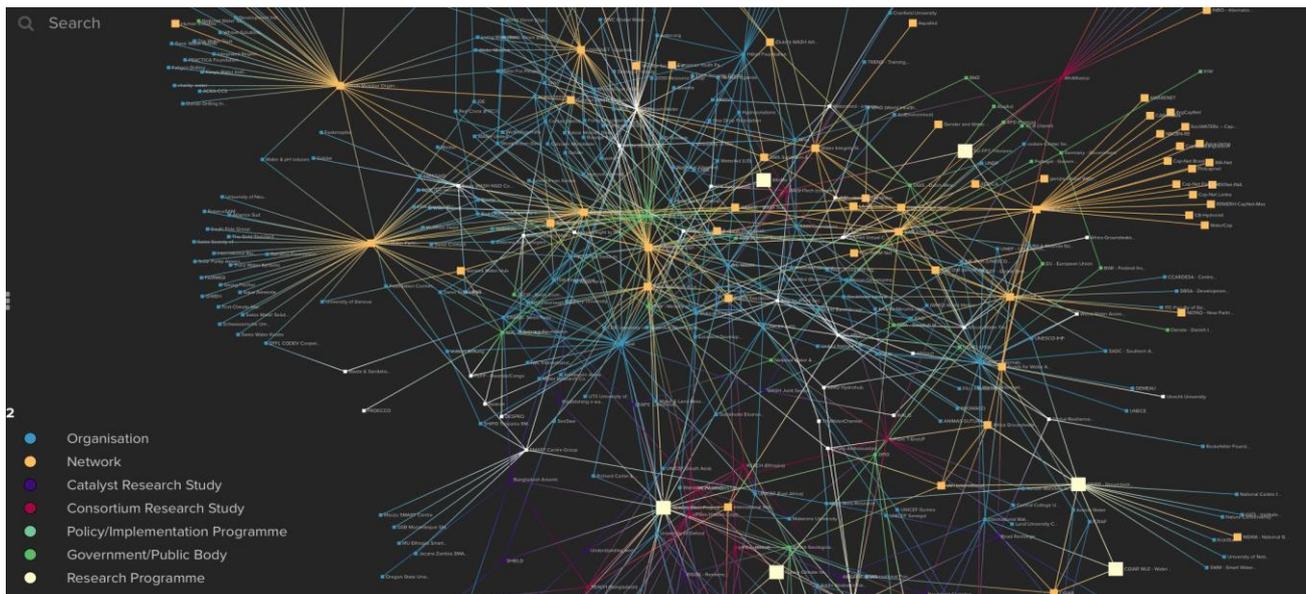


Management Response to the Evaluation of the Rural Water Supply Network (RWSN)



Data Visualization of "The interconnections around RWSN-UPGro-REACH" to on kumu.io, courtesy Sean Furey

November 2017



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ACRONYMS

Acronym	Definition
ACCESS	Accelerating Self-Supply (RWSN Theme)
AMCOW	African Ministerial Council on Water
ENDI	Equality, Non Discrimination and Inclusion (RWSN Theme)
ESRC	Economic and Social Research Council
FAN	Freshwater Action Network
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i> , German Cooperation Agency
IAH	International Association of Hydrogeologists
IRC	International Water and Sanitation Centre
IWA	International Water Association
IWMI	International Water Management Institutw
MENA	Middle East and North Africa
MOOC	Massive Open Online Courses
RWSN	Rural Water Supply Network
RWSSI	Rural Water Supply and Sanitation Initiative

Acronym	Definition
SEI	Stockholm Environment Institute
SWA	Sanitation and Water for All
TAF	Technology Applicability Framework
TOC	Theory of Change
TOR	Terms of Reference
UNHCR	United Nations Refugees Agency
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
USB	Universal Serial Bus
WASH	Water, Sanitation and Hygiene
WHO	World Health Organisation
WSSCC	Water Supply and Sanitation Collaborative Council

INTRODUCTION

The Rural Water Supply Network (RWSN) was established in 1992, as the Handpump Technology Network, and has evolved to become a strategic global network for individuals and organisations that work to improve domestic rural water supplies.

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.

The main objectives of the external evaluation, carried out between May and September 2017, were to:

- Review at the results of the current and previous RWSN Strategy over the period of 2012 - 2017
- To evaluate the network's relevance, effectiveness, efficiency, governance and sustainability, as set out in the TOR, Annex A.
- Provide lessons for consideration in the formulation of the Strategic Period from 2018 - 2020.

The draft findings were presented to the RWSN Executive Steering Committee (ExecSC), in Stockholm, on 1st September 2017 and the final report was delivered by the consultants on 20th September 2017. The ExecSC and Secretariat welcome the report and its findings, which can be found here. The document summarises the collective response to the key recommendations.

MANAGEMENT RESPONSE TO RECOMMENDATIONS

1. RWSN's strategy, theory of change and what the network covers

RECOMMENDATION 1: RELEVANCE OF THE NETWORK

Consider broadening the scope of the network in certain strategic areas through introducing new topics (e.g. peri-urban areas), and strengthen the cooperation with other networks, especially SuSanA and networks that cover water quality.

1. RWSN should consider introducing topics, on its [Dgroups](#), that are relevant to peri-urban/urban areas
2. RWSN should continue cooperation with [SuSanA](#) on joint activities, and co-production of knowledge outputs. RWSN should look into the possibility of joint network functions in the next strategic period (e.g. shared D-groups moderation) which may reduce costs.
3. Explore new opportunities for dissemination by forging better links with networks that cover water quality, such as the [Household Water Treatment Network](#) through WHO. Look into adding a topic covering the Water Safety Planning approach (also coordinated through WHO).

Management Response: (Agree, Partially Agree, Disagree): **PARTIALLY AGREE**

If recommendation is rejected or partially accepted, report reasons:

Broadening the scope will require additional resources for the Secretariat and Theme Leaders. There is currently insufficient 'slack' to expand.

1. The boundaries between urban and rural are fuzzy and vary geographically, both in formal definition and in physical characteristics. Introducing urban and peri/urban issues into Dgroup communities can be done by the Secretariat and Theme Leaders, but there needs to be interest and engagement from the members to make it worthwhile. With the limited resources, it would not appear to be the highest priority issue, as other networks, such as International Water Association (IWA), albeit with a strong Anglophone bias, and African Water Association (AfWA) are available for urban water professionals.
2. Noted. To be discussed with the SuSanA Secretariat (GIZ & SEI) but relates to their ongoing marketing strategy and to what extent they would value RWSN collaboration, given the asymmetry of funding between the two Secretariats. Their use of Dgroups is unlikely as they have invested heavily in their own SuSanA Forum platform. . In addition, as interaction with the SuSanA Forum is by website, not email, it makes it less accessible to members than Dgroups, therefore moving away from Dgroups to the SuSanA Forum system is not recommended
3. For adding Water Safety Planning: Discussions with WHO and UNICEF will continue around links with the Household Water Treatment Network Network and with Water Safety Planning, however, without additional financial resources, the Theme Leaders and Secretariat are not in a position to expand RWSN's scope in these directions.

Actions Planned:

1. To support opportunities that arise that would support RWSN Themes to engage urban and peri-urban dimensions (e.g. urban groundwater use, small town piped systems), if sufficient funding is included, but not to actively promote this area.
2. Collaboration with SuSanA will continue to be explored a regular communication has been established. We are currently awaiting the outcomes from their 2017 marketing survey work, which is expected to set the direction and priorities of their networking activities.
3. For Water Safety Planning and Household Water Treatment: To continue to the discussion with WHO and UNICEF on cross-dissemination and joint networking activities. *(Cross-link with Annex: Action 6b, ExSC Meeting Minutes, 01Sept17)*

RECOMMENDATION 2: RWSN'S STRATEGY AND THEORY OF CHANGE

Build partnerships that would represent integrating country level needs into the RWSN strategy, and further develop RWSN's network level approach to change.

1. Link directly with national level associations, or national level WASH networks to better address members' needs into the RWSN strategy (e.g. Indian Federation of Water Users, Federation of Water Users in Nepal).
2. Make clearer RWSN's contributions to stages 4 to 5 of RWSN's Theory of Change¹ to reflect the network functions² (what the network offers) and the change that RWSN aims to influence at network level.
3. Develop a singular Theory of Change should be focussed on the overall change the network aims to contribute and show network impact that RWSN indirectly contributes to change by enhancing the skills and knowledge of the key actors in the sector, so that they can improve sector performance and thereby impact on people's lives.
4. RWSN's strategy focus should be less defined by its themes (which could be more flexibly added or amended), and should allow the space to flexibly respond to emerging needs in the sector
5. The Secretariat's growing activity around knowledge brokering with academic research programmes (e.g. [UPGro](#) and [REACH](#)) should contribute to RWSN's network function of knowledge dissemination and not be seen as a new network function.
6. Harvesting RWSN's social capital (in the form of consolidating and representing rural water supply practitioner's views) could represent a new network function in the future.³
7. Engage with an international monitoring/Theory of Change consultant to further assist with development of the monitoring system (including development of indicators) and to improve RWSN's Theory of Change.

Management Response: (Agree, Partially Agree, Disagree): PARTIALLY AGREE

If recommendation is rejected or partially accepted, report reasons:

1. Good idea, but will need a clear offer; a systematic plan to find, approach, recruit and follow-up with such associations. This would require a specific budget and staff time.
2. & 3. Agreed: The Theory of Change 2018-2023 has been overhauled to address this.
3. Themes provide structure for activities and partnerships: flexibility is limited by the time ad budget resource, skill sets, personal and organisational priorities of the Theme Leaders. Adapting to emerging needs is already done to some extent but additional flexibility requires either more funding, or suitable collaborative partners.
4. Agreed
5. Agreed.
6. Not required. In-house expertise available, reinforced through consultation.

Actions Planned:

1. 1: Define as a project to fund raise for.
2. 2, 3 & 7: New Theory of Change to be consulted on during Nov/Dec 2017 and tested and refined during 2018. (Cross-link with Annex: Action 6a, ExSC Meeting Minutes, 01Sept17)

¹STAGE 4: Adapt Guidelines to Fit National Context - Build Ownership: National level evaluation and evidence gathering

STAGE 5: Get Feedback: Monitor - Evaluate - Share

STAGE 6: Inspire and Support Leaders and Change Agents

²Suggested by ET:

1. To produce knowledge
2. To disseminate knowledge
3. To build capacity

The RWSN's outcome objectives would then include:

1. To influence policy and practice related to rural water supply
2. To promote better professionalization in the rural water sector

³ For instance, reporting based on structured E-discussions, or members surveys that consolidate rural water practitioners views on certain topics could be developing into reports/statements that formally input to SWA or other global level advocacy initiatives.

RECOMMENDATION 3: MONITORING AND REPORTING

Improve RWSN's performance assessment framework with clearer and results-oriented reporting on outputs and outcomes at the network level.

1. RWSN's overall network performance should be central to its monitoring framework.
2. Network level objectives should be broad, so that a wide range of stakeholders and members of RWSN are able to back them.⁴
3. Indicators should be redeveloped to better clarify network outputs and outcomes and should be flexible to include new topics that are added to the network are monitored. (*Cross-link: Recommendation 2, point 7*)
4. RWSN should undertake "light monitoring" at the outcome level to help credibly gain recognition for contributions towards national level outcomes (for instance, inputs provided to change in national policy and practice) e.g. introduce a RWSN progress journal of influencing to keep track of ongoing network activities and developments in specific countries, noting down results stories of RWSN influence in national policy and practice.
5. Carry out regular internal reviews to review the results stories to see if the network is linking effectively into relevant policy processes (verifying documents and policy guidelines at the national level), and whether members' exchanges add value to each other's initiatives.

Management Response: (Agree, Partially Agree, Disagree): **AGREE**

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

- 1, 2 & 3. Network performance targets and indicators included in new strategy. (*Cross-link with Annex: Action 6a, ExSC Meeting Minutes, 01Sept17*)
4. & 5. Secretariat to consider how such "light monitoring" of policy influence can be operationalised through priority activities in the Themes.

⁴ For instance:

- To develop at least 4 knowledge products per year, which contribute to furthering the rural water supply sector globally in its scale up efforts.
- To develop and manage knowledge management platforms that ensure access to the best global and national level knowledge, that best serve its members, including areas of remote areas
- To indirectly contribute to professionals building of their capacity to implement rural water supply directly by improving knowledge and skills enhancement

2. RWSN's governance structure

RECOMMENDATION 4: EXECUTIVE STEERING COMMITTEE AND THEME LEADING STRUCTURE

Ensure a better diversity in the ExecSC, by seeking targeted participation by regional or in-country representatives.

1. Introduce ExecSC targets aimed at closing the diversity gap between Northern and Southern based representatives (e.g. 2-3 new positions within the next 2 years, having a theme lead based in a Southern country)
2. Consider introducing supporting incentives for potential Southern country ExecSC representatives, such as covering the cost of attending in person meetings
3. RWSN should clarify the benefits and motivations for organizational membership to attract new potential members (such as how RWSN's wide membership base can be used to test ideas, gather data etc. for to input to planning new programming or initiatives)
4. RWSN should be more accountable to the wider membership about how theme leading organizations are chosen, and should extend requests for contributions from the wider membership.

Management Response: (Agree, Partially Agree, Disagree): PARTIALLY AGREE

If recommendation is rejected or partially accepted, report reasons:

1. Increased diversity in the ExecSC is to be encouraged, but needs clear rules and objectives. All of the ExecSC have expat and local staff based in "Southern" (Low and Middle Income) countries, so a simple fix would be to have ExecSC representatives be 1 HQ staff and 1 country/field staff.

Currently 3 ExecSC representatives are based in 'Southern' countries (AfDB in Ivory Coast, UNICEF (Chair) in Senegal, and World Bank in Panama). It is important that it isn't tokenistic. Currently membership of the ExecSC is defined by simple rules set out in the Governance document and ExecSC are generally those organisations who are willing and able to commit staff and resources to the network, they do not represent a constituency.

Therefore a choice of Southern organisation needs to be clearly defined. If a Southern organisation is to be appointed as a representative then they would require legitimacy to speak on behalf of others – this would necessarily require an election process that would be cumbersome and burdensome on the Secretariat and other ExecSC. This costly administration and consensus building around process can be seen in the way other, larger networks and associations operate. This is neither desirable for RWSN nor likely to achieve any meaningful, measurable outcome.

Also, some large organisations, such as AfDB and IWMI, have headquarters in a Southern country but that does not necessarily give them a more "Southern perspective" than a similar organisation with headquarters in a High Income Country. Therefore, it would be better to find Southern based organisations that are willing to and able to make a contribution to the network.

2. Agreed – with the caveats above.

3. Agreed

4. Accepted. It needs to be clearly communicated that organisations are not chosen to lead a theme, they volunteer. This has not caused a problem or concern because Theme Leading organisations rarely, if at all, benefit financially from the role. If more successful income generation changes that relationship so that funding becomes available for Theme Leadership, then the process will need to be clarified (an example would be the agreements by which CapNet provides financial contributions to its member networks).

Actions Planned:

1. Paper to be prepared for next ExecSC on increasing diversity of the committee membership and changing the Governance guidelines, as part of the Governance document (due to be revised by December 2018).
2. If the paper above (1) is agreed then include a budget line for subsequent meetings.
3. Plan for overhauling Member Organisations to be developed in first half of 2018.
4. Consultation of new Strategy to include clear statements about Theme Leadership and invite further collaborations.
5. The current RWSN Governance, Roles and Responsibilities document 2016-2018 is planned to be revised by end of Dec 2018 and presents an opportunity to integrate the decisions related to these recommendations (*Cross-link with Annex: Action 2, ExSC Meeting Minutes, 01Sept17*)

RECOMMENDATION 5: ORGANIZATIONAL MEMBERSHIP AND REGIONAL/ IN-COUNTRY PRESENCE

Strengthen links with strategic organizational members, in order to strengthen regional and/or in-country presence and consider country level specific platforms to improve network access to practitioners (potentially in remote locations) to network in country specific languages

1. Urge member organizations to amplify the network's activities within their own staff networks, using successful examples (e.g. UNICEF, WaterAid).
2. Explore directly with member organizations how RWSN could access the outreach of member organizations to target reaching in-country/remote practitioners.
3. Consider strengthening in-country/regional presence by: having a voluntary network focal point to moderate a D-group for each country/region, and sponsoring irregular in-country face-to-face meetings (Cross-link: Recommendation 9, point 2).

Management Response: (Agree, Partially Agree, Disagree): AGREE

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

1. Supporting SDC's ResEau network in Africa and AfDB's RWSSI programme to increase networking and sharing within those organisations (and their partners) and the wider network. Use lessons learned for engaging with other organisations. *(Cross-link with Annex: Action 12, ExSC Meeting Minutes, 01Sept17)*
2. Clarify the RWSN 'offer' to RWSN member organisations, included 'premium' paid for services. *(Cross-link with Annex: Action 11, ExSC Meeting Minutes, 01Sept17)*
3. Use information from SuSanA marketing survey and collaborate with them on exploring ways to reach remote practitioners.
4. Develop country-rep guidelines; work with existing country Dgroups (Liberia, Rwanda, Sierra Leone); advertise for country-led volunteers; approach existing country-based water networks (FAN, CapNet member networks, AfGWNNet, IAH chapters, IWA)
5. Keep language of 'global network' in strategy and increase outreach to regions other than Sub-Saharan Africa; look at how to increase engagement in Latin America and the Caribbean (partners, resources needed) and explore regional interest in MENA. *(Cross-link with Annex: Action 7 ExSC Meeting Minutes, 01Sept17)*

RECOMMENDATION 6: INDIVIDUAL MEMBERSHIP

RWSN should encourage individual members to use the network more strategically, and to consider their own possibilities in contributing to the network beyond accessing knowledge.

1. Continue the current membership model (no fee, but donor reliant).
2. Establish a website membership sign-up form and introduce membership criteria to be agreed to by potential members to gain access.
3. Make the benefits for Individual members clearer beyond the sharing of information on D-groups⁵.
4. RWSN should encourage individual members to play stronger roles within the network, (e.g. by taking a leadership role of a sub-group).

Management Response: (Agree, Partially Agree, Disagree): AGREE

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

1. Secretariat to improve RWSN website in-line with the recommendations
2. Regular advertising of leadership (volunteer) positions with clear ToR around benefits and commitment needed. Process of selecting leadership positions can be looked at as part of the Governance document review in 2018. *(Cross-link with Annex: Action 2, ExSC Meeting Minutes, 01Sept17).*

⁵ Potentially, this could include:

1. Having their work supported and learning by how they could do their work even better than they do it now
2. Having the network to greater visibility for their work, adding to their professional reputation
3. Allowing members to contribute to sector wide generation of knowledge that will help them in their own roles ultimately through knowledge production

RECOMMENDATION 7: SUSTAINABILITY OF THE NETWORK

RWSN should continue looking to diversify its funding from a diverse range of sources, including donor, public and private funds and potentially in the future, from upgraded services.

1. RWSN should build on its strengths of knowledge brokering and continue to build partnerships with academic research programmes that complement RWSN's mission and look into other research and innovation programmes (e.g. Horizon 2020, ESRC Global Challenges Research Fund) to find similar opportunities for knowledge brokering services.
2. RWSN should look into the option of engaging in implementing pilot projects in Southern countries that test approaches and generate knowledge, which would then enable them to seek support for pilots⁶.
3. RWSN could look into partnering with Southern based networks, NGOs or Universities for making joint applications with and co-implementing brokering services with, to position itself for future funding calls.
4. RWSN should develop a market survey targeted at organizations to understand what upgraded services they need and would be willing to pay for.
5. Consider engaging a fund-raising specialist as a short term or part time consultant for a) training and advice, and b) development of a fundraising strategy.

Management Response: (Agree, Partially Agree, Disagree): AGREE

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

1. 1, 4, & 5 Develop a TOR for developing an income generation/financial sustainability plan and approach donors (e.g. private foundations) to support such a study to reduce donor dependency of the network and increased reach and impact. *(Cross-link with Action 11, ExSC Meeting Minutes, 01Sept17)*
2. Invite members to submit pilot/research ideas and proposal that RWSN may be able to help support or broker funding opportunities (e.g. matching up ideas to funding calls from Foundations, Research Councils and Bi-laterals)
3. Create a clear offer and then contact Southern Universities, in combination with (2) above.

⁶ This could also create RWSN posts in Southern based countries.

3. The network's operational performance

RECOMMENDATION 8: KNOWLEDGE GENERATION

Consolidate RWSN's knowledge generation aims, and strengthen these aims to contribute to national changes in practices and policies (i.e. Stage 4 under current Theory of Change).

1. Document success stories to guide future activity in national influencing, gather evidence and share to inspire and support leaders or change agents.
2. Continue to focus on simple to read, translated synthesis reports.
3. Develop a clearer branding strategy, and criteria for when RWSN branding is issued.

Management Response: (Agree, Partially Agree, Disagree): AGREE

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

1. Follow-up on success stories reported in member surveys and document as case studies (by end of 2018) and consider developing as an RWSN publication
2. Develop simple branding guidelines for RWSN publications (first half 2018)- (Cross-link with Action 2, ExSC Meeting Minutes, 01Sept17)

RECOMMENDATION 9: KNOWLEDGE DISSEMINATION (REGIONAL SPECIFIC CONTEXTS)

Enhance regional/country level networking, and develop stronger platforms to display country specific content.

1. Develop more local content, and strengthen the country pages on the RWSN website.
2. Consider introducing a small pot of funds (for review by the ExecSC), where members can apply for funds to conduct national networking events, e.g. training, seminars or face-to-face networking events.
3. Adapt knowledge products to regional needs in local languages: off/online available library, podcasts, access to local experiences from the field in remote areas (**cross-link: Recommendation 5, point 3**)
4. Provide support to theme leads for “nurturing” contributions from less visible members, should more resources be made available.
5. Monitor the benefit of RWSN’s links with academic research programmes to RWSN’s members through the annual survey (i.e. introduce questions on the utility and actual use of the knowledge being disseminated)

Consolidate: build capacity, champions & opportunities

Adapt tools to country/organisational context: change and harmonise practice & policy

Get feedback: M&E, documentation, new developments

Inspire scaling up

Levels 3 to 6 of theory of change

Management Response: (Agree, Partially Agree, Disagree): AGREE

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

1. 1,2,3: Plan, fundraise and operationalise these recommendations.
3. Write a short guideline and compile lessons learned (for example from failure of past initiatives to create government-only webinars)
2. 5. Cross-link reporting for RWSN and Knowledge Brokering (e.g. UPGro)

RECOMMENDATION 10: KNOWLEDGE DISSEMINATION (FUNCTIONAL)

RWSN should continue to improve its dissemination platforms for better accessibility by remote members.

1. Accessible (low) bandwidth platforms should be network accessible with limited need for downloads considering likelihood of limited data packages (e.g. HTML newsletters are preferred rather than .pdf). Videos should be low-rate speed as unbroken streaming of videos is difficult in remote places, where the internet speed and connectivity is low.
2. RWSN should consider consolidating its platforms (RWSN website, D-Groups, Blog, Forum) onto a unified website for increased coherence.
3. Disseminate offline platforms such as CDs and USB's of training videos in-country, and other platforms where it is possible to upload files to be made available without an internet connection. Links could be made with academic institutions and national associations for dissemination in country.

Management Response: (Agree, Partially Agree, Disagree): PARTIALLY AGREE

If recommendation is rejected or partially accepted, report reasons:

1. We have always done both plain-text / html and pdf; Videos are available on Vimeo for different connection speeds, but this could be organised and sign-posted more clearly. Dgroups is mainly used, however, some organisation (notably AfDB) block Dgroups mails. MailChimp has also tried but although it provides some analytics of mail-opening they also seem vulnerable to being caught by spam filters.
2. Maybe – but each platform reaches different audiences, and the survey data from the SuSanA marketing study support this (this information was not ready or available to the evaluation team)
3. RWSN-UPGro USB stick produced for distribution at face-to-face events, but the advertising and distribution of these can be improved.

Actions Planned:

1. Continue with current newsletter format and method but look for possible alternatives. Use position on Dgroups Board to push for improvements.
2. Look at potential improvements and consolidation but continue to innovate and use multiple platforms to reach different audiences.
3. Develop a dissemination plan (inclusive of the Themes), taking into account global and regional events, and formal/informal agreements with potential USB distributors. Budget for USB stick production and shipping.

RECOMMENDATION 11: CAPACITY BUILDING

Articulate better the network's role in capacity building and continue to work on links with outside capacity building initiatives.

1. RWSN's strategy should focus on "contributing to" capacity rather than "building capacity".
2. Improve links to in-country capacity building institutions, for instance by developing a training programme based in a regional centre, or working with academic institutions to improve curricula targeting water supply practitioners.
3. Continue to build alliances with partners (such as Cap-Net) which are better known for capacity development, to promote a more long term, ongoing process to improve members' tangible implementation capacities.

Management Response: (Agree, Partially Agree, Disagree): AGREE

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

1. Continue to support and develop existing training materials on "Writing for Water", drilling supervision, handpumps and the Technology Applicability Framework (TAF). Where there are strategic (or tactical) opportunities to carry out training then those should be taken, as part improving the materials and strengthening the embedding process (as is currently being done with drilling professionalism training in Angola, Burkina Faso and Zambia)
2. Link with Gender and Youth development strategies (to be developed by early 2018). (Cross-link to Action 4, ExSC Meeting Minutes, 01Sept17)
3. To consider: Over the coming 3 years, consolidate and develop RWSN materials into a cohesive online course or MOOC that is taught through a mixture of online teaching and a network of national/regional mentors and coaches to contextualised the global materials.

RECOMMENDATION 12: INFLUENCING POLICY AND PRACTICE

Develop clear examples of how influence has happened in the past through networks, to guide members in understanding how networks can support change, and to support RWSN to develop an understanding of what its role should be in influencing change.

1. There is a need for better monitoring of member feedback where influence has been stated (Cross link: Recommendation 3, points 4 and 5; Recommendation 8)
2. Through case study or targeted research, unpack how RWSN can promote through its knowledge brokering role can lead to improvements in scaling up targets, and what replicable conditions are needed for members to apply their knowledge acquired through the network.
3. Conduct an "outcome mapping"⁷ of a specific topic in country to see how RWSN networks specifically contributed to a national level outcome

Management Response: (Agree, Partially Agree, Disagree): AGREE

If recommendation is rejected or partially accepted, report reasons:

Actions Planned:

1. Related to the response from Recommendation 3, 'light monitoring' and 'outcome mapping' will be looked at in more detail, in particular of reporting and documenting examples and stories of change and how RWSN has influenced that change, with a particular focus on:
 - a. Skills and knowledge transfer;
 - b. Changes to national (or state) or organisational policies , regulations, standards and procedures;
 - c. More and better investments to improve and sustain rural water services (and the water and human resources on which they depend).
2. Use this information to show the added-value of RWSN more clearly to help in the strengthening and growth of the network.

⁷ As a more specific and in depth way to unravel attribution through understanding at which levels are impacts expected:
<http://www.roma.odi.org>

Annex: Actions from the ExSC Meeting Minutes, 01Sept17

- **Action 1:** Produce a 2 pager outlining how the surplus from the RWSN Forum could be utilised, and check if there are any collaboration opportunities (for instance through [AuthorAid](#)).
- **Action 2:** Governance document to clarify the scope of RWSN-branded products (due to be revised by December 2018).
- **Action 3:** Draft a "management response" to the RWSN evaluation (to be included in the published version), as well as an internal plan to track implementation of recommendations; publish the evaluation document, and draft a communication plan on sharing results of the member survey and evaluation to RWSN members.
- **Action 4:** Map out existing youth groups and strategy to actively involve them in RWSN (e.g. UNV, YEPs, IWA Young Professionals, AMCOW youth chapter). RWSN Theme Leads to look for young mentees (volunteers) to assist in thematic work.
- **Action 5:** Send revised version of the Context section to SC for feedback, with expected completion by the 3rd week of September.
- **Action 6:** Revisions to the proposed Theory of Change (TOC) for the Strategy:
 - 6a: Revise TOC to show the revised outcome: RWSN "inspires leaders and change agents through RWSN membership to become change agents and help countries achieve universal access".
 - 6b: Add a stage 0 to TOC (mapping/ scoping stage):
 - WaterAid, UNICEF and RWSN Secretariat to conduct a stage 0 mapping/ scoping exercise on water quality;
 - Secretariat to talk to UNHCR and the WASH Cluster on shared interested between the humanitarian/ emergency sector and RWSN;
- **Action 7:** Keep language of 'global network' in strategy and increase outreach to regions other than Sub-Saharan Africa; look at how to increase engagement in Latin America and the Caribbean among others (partners, resources needed) and explore regional interest in MENA.
- **Action 8:** Share proposed new name for ENDI Theme with SC and Theme Leaders.
- **Action 9:** Share proposed new name for ACCESS theme
- **Action 10:** Define the scope of the Sustainable Services Theme in the strategy, e.g. service for delivery models.
- **Action 11:** RWSN Secretariat to develop a proposal for paid services to member organisations e.g. knowledge management and brokering services, and include this in the response to the evaluation.
- **Action 12:** AfDB to information about RWSSI event in November in Abidjan to RWSN Secretariat.
- **Action 13:** RWSN Secretariat will send templates of letters of endorsement for RWSN. The letters should be signed by management representatives of each organisation by October.
- **Decision 1:** Endorsement of the HR changes in the Secretariat, with Sean Furey as director replacing Kerstin Danert and Meleesa Naughton as support.
- **Decision 2:** This iteration of the RWSN strategy should be a light-touch review of the previous version, as its vision, mission statement and strategic objectives remain relevant and appropriate. The timeline of the strategy will be extended for the next 6 years, with a mid-term review after 3 years.