

Synthesis paper

## Presence and capacities of MWA members in the Latin America and Caribbean region

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## Executive summary

### *Purpose of this document*

This document synthesizes the results of a mapping study of the MWA members' presence and capacities in the Latin America and Caribbean (LAC) region. The mapping study was carried out as part of a consultancy assignment in support to the elaboration of an operational strategy that supports the implementation of MWA's global strategic plan (2014-2024) in the LAC region. The present document, which goes together with a document that is a situational assessment of the WASH sector in the LAC region, will be an important input for conducting a SWOT analysis that will help to define the MWA's added value in the WASH sector in the LAC region. The study was conducted through desk review and interviews with representatives of 13 of the 14 MWA members active in LAC.

### *MWA members with WASH projects and programmes in LAC*

Out of the 15 MWA members, 14 have WASH activities in LAC. Most of the MWA members with activities in LAC are global organisations (12) and only two are dedicated exclusively to countries in the LAC region (Pure Water for the World and El Porvenir). Of these 14 MWA members, 9 members are dedicated WASH/water organizations and 5 members are non-WASH/water specific organisations and address WASH as part of a broader (integrated) development agenda.

### *Geographical presence and spread*

MWA members have WASH activities in a total of 15 countries covering all 3 LAC sub-regions (Caribbean, Central America, and South America), however with a concentration in the Central America sub-region. The top 6 countries with concentration of MWA members' WASH activities are Honduras (9), Haiti (8), Bolivia (7), Nicaragua (7), Guatemala (6) and Peru (6). Remarkable is the absence of MWA members in countries like Panama and Paraguay.

### *Budget and impact*

Together the MWA members expect to spend in 2016 around US \$38 million, or an average of USD \$2.4 million per year per country. This figure suggests a broad but thin spread of the MWA members' WASH activities in the region. Though total spending per country varies according to the number of members in each country. For example, in Nicaragua, 4 of the 6 MWA members present anticipate to spend together more than US \$4 million. In Honduras, however, the budget for 2016 of the 3 MWA members who reported results (IRC, WFP and WM) of the 9 MWA members active in WASH in this country is estimated only at US \$2 million. In terms of MWA members' collective impact in the region, it's difficult to say anything sensible about the collective results and/or achievements of the MWA as only a few organisations use an output or results monitoring framework.

### *Focus on rural WASH*

Most of the MWA members focus their WASH interventions mainly at the rural population, though some MWA members also have activities in areas with larger concentrations of populations such as in small towns that are municipal capitals of rural municipalities or occasionally in peri-urban areas of larger cities. Water.org is the only MWA member in LAC with a track-record in urban areas but is presently focusing more on rural areas.

### *Approaches*

The majority of the MWA members focus their WASH activities and projects at the community level, using the community as the main entry point for their support to the WASH sector in the countries concerned. A second

and smaller group of MWA members take the municipality and the municipal government as the main entry point for WASH sector support aimed at strengthening the municipal government's leadership and capacities for universal and sustainable service delivery. Direct involvement with national government institutions for policy influencing and strengthening the national government's capacities for planning, implementing, financing, and monitoring WASH service delivery in a structured way is seldom the first entry point for WASH sector support by MWA members. In Honduras (IRC) and Bolivia (WFP) long-term, formal agreements are in place in support the implementation of a district wide sector approach (ex. PTPS in Honduras) for reaching universal access.

While the bulk of the MWA members' interventions are focused at direct engagement of communities, many state to be (in different stages) of transition towards stronger engagement with the local governments.

#### *Strategic partners.*

Considering the strong focus on community based approaches it's not surprising that community based organisations are identified as the main strategic partners for many of the MWA members. However, they are also the beneficiaries and target groups of the majority of the MWA members' interventions. Municipal governments are mentioned to become increasingly key strategic partners for MWA members in support of project implementation at the community level. Several members are planning to strengthen their capacities for working more strategically and in closer coordination with local governments as part of their strategic WASH goals. However, as of now, only a few MWA members have a formal and structured strategic relationships with the municipal governments. Exceptions include WFP's work on Everyone Forever and PTPS in Honduras where MoUs with the municipal governments provide for the formalisation of a longer term partnership towards achieving universal and sustainable WASH services for all. Only a very few MWA members (IRC and WFP) have a formalised longer-term, strategic partnership with a national government institution going beyond direct project implementation.

Some MWA members are engaging with the private sector particularly around social marketing of sanitation (WFP, WaterAid) and access to financial products (credit) for facilitating access to WASH services (Water.Org). However, engagement with the private sector is still taking place at small scale and in its initial phases. Academia, research and training institutions are rarely among the priority strategic partners of MWA members. National sector networks such as the RASNIC and RASHON are, in the countries where they exist, identified as key strategic partners for advocacy and for information and lessons sharing. However, few countries in LAC have such a sector platform.

#### *Partnering among MWA members*

MWA partners seldom partner with each other at country level. A positive exception is the joint engagement of MWA members in the PTPS movement in Honduras where 8 of the 9 active members articulate their interventions around the achievement of a common goal and adopting a harmonised approach in support of the implementation of a municipal-wide approach towards achieving universal access to sustainable WASH services in a selected number of municipalities. Another example is the collaboration of 6 partners in the Lazos de Agua project. While the project provided for a common framework, the strategic synergy between the MWA members in the project countries was limited. A follow up program with joint funding from the One Drop foundation, the FEMSA Foundation, and the IDB striving for collective impact may provide for a better framework for strategic alliances between the MWA members at country level and across the participating countries in the region. However, only 3 MWA members (WaterAid, WFP and IRC) are envisioned as partners in this programme. At the LAC regional level, WFP, WaterAid, CRS and IRC are engaged in an informal strategic partnership for driving the

Agenda for Change (A4C)<sup>1</sup> in the Latin America countries. In addition there are a few examples of bi-lateral collaboration between MWA members at country level or across countries of the region particularly around the innovation of approaches. But, generally speaking, it seems that the MWA Global Strategic Plan 2014-2024 does not yet provide the framework or the right incentives for (strategic) collaboration among the MWA partners in the region.

#### *Strategic decision taking on WASH sector involvement at country level*

MWA members formulate and implement their country programmes and projects in accordance with their organisational global strategies. A few MWA members have a specific WASH strategy for directing the implementation of country-based WASH projects and activities. Some MWA members are adhering to a project approach but many are, or are in the process of, articulating their (short term) project interventions around a longer term and more strategic programme approach.

#### *Implementing modalities*

The MWA members use a mix of implementing modalities, sometimes using different modalities in parallel. The majority of MWA members (8) implement their projects via their own, mostly country-based, teams. Most of them do so with direct involvement of the local communities. A smaller group (4) of MWA members use a mix of direct implementation by their own teams and with additional support from local organisations via sub-contracting arrangements. MWA members hardly provide stand-alone project funding; when project funding is provided it is usually leveraged with technical assistance (TA) from the country-based team. Of the MWA members, IRC is the only organisation that has provision of TA as the main implementing modality (Honduras). At regional level both Pure Water for the World and IRC provide technical advice through consultancy services.

#### *Monitoring, learning and evidence based advocacy*

The MWA members' practices in monitoring, learning and evidence based advocacy are very diverse. Most of the MWA members share their experiences in WASH using a good mix of internal and external learning platforms. Where existent, national sector platforms are used for sharing experiences. Some MWA members play an active role in global networks and learning events. Regional platforms and events such as the AIDIS, CLOCSAS and LATINSOAN conferences are less popular among the MWA members in LAC. The MWA partnership goes beyond the context of a joint project such as Lazos de Agua, but does not offer a platform or mechanism for learning among its members, neither at country level nor among the members active across the region.

MWA members' monitoring efforts are mainly focused at monitoring for organisational purposes and for reporting to their respective donors. Few members seem to have a solid system in place that keeps track of the organisation's contribution to nationally set goals and targets for the WASH sector. Countries in the LAC region are moving fast in putting national systems for monitoring service delivery in rural areas in place. Yet of all MWA members only WFP and the PTPS members in Honduras actively support implementation of those government led (continuous) monitoring systems and use the data for tracking progress.

With the exception of the evidence based advocacy in support of the PTPS movement in Honduras and the advocacy around the Agenda for Change, advocacy messages conveyed by MWA members are diverse and do not all appear to be aligned. Few MWA members have responded to additional questions on evidence based advocacy.

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<sup>1</sup> For the A4C principles follow this link <https://s3.amazonaws.com/wfp-external-assets/agenda-for-change.pdf>

Only IRC, WFP, WaterAid and WM mention to generate evidence by using monitoring results and by conducting research activities.

Efforts and experiences with monitoring, learning and evidence based advocacy vary significantly among the MWA member in LAC. There seems to be scope for a common framework enabling operationalisation of those key strategic areas in LAC in a more streamlined and articulated way.

#### *Support capacities*

Implementation of the MWA members' WASH projects and programmes are, generally speaking, supported by organisational country based offices; most of the MWA members have a representation or office in the project area as well as a national office in the capital. Exceptions are WFP with no offices in the capital and WaterAid that works through liaison offices in the capital city. IRC and Water.org have only physical presence in the capitals of Honduras and Peru respectively.

We do not have a complete picture of the number of staff members dedicated to WASH projects in the LAC region, per organisation or per country. However, we know that between IRC, WaterAid, Water.org and Water Mission a total of 100 staff members are dedicated to WASH in the region. LWI alone employs over 100 staff members in the region, and Water For People over 50. Additional expertise and support is often provided through involvement of staff from the MWA members' headquarters situated outside the region or through regional offices (as is the case for CRS, FH and WV).

#### *Future plans for the region*

The vast majority of the MWA members plan to consolidate and/or expand their work in the countries where they are already active. A relatively large group of MWA members (7) are planning to strengthen or expand their regional presence. Some members will be phasing out from a number of countries (CARE in Nicaragua and El Salvador, and Water.org from Haiti). However both organisations will expand their WASH activities in new countries in the region: Water.org in Brazil and CARE is considering a restructuring of regional activities in Nicaragua.

Probably the ambition to consolidate the existing country programmes, mentioned by many of the MWA members, is implicitly motivated by the aspiration of reaching more impact in the countries where the MWA members are already working. However, none of the members have spoken about concrete ambition levels in terms of enhanced results and impact. Becoming more effective and efficient in what the MWA members are presently doing is not explicitly mentioned by the MWA members. The potential division of labour between other MWA members is apparently not a consideration in the decision of phasing out or in the choice of initiating WASH activities in new countries.

## Introduction

### Purpose

The purpose of the present document is to systematize the results of a mapping study on MWA members' presence and capacities in the WASH sector in the Latin America and the Caribbean (LAC) region. The mapping study was conducted as part of a consultancy assignment to support the MWA secretariat in the elaboration of a regional strategy that would orient and enable the implementation of MWA's global strategy (2014- 2024) in the LAC region.

The ultimate goal of the mapping study is to obtain insights that will feed into the to-be-developed regional strategy from a broad assessment of the collective capacity of MWA members' WASH work in the LAC region. In order to make this assessment, it was important to map the presence and scope of the capacities and ambitions of each individual MWA member active in the region.

The results detailed in this document include the feedback of a first consultation round with the Technical Advisory Group (TAG). The present, adjusted draft version constitutes in an important input document for the strategy workshop to be held with participation of the members of the Regional Expert Group (REG).

There is overall agreement among the TAG members that the document is a good basis for a SWOT analysis to define MWA's added value to the WASH sector in the region. The SWOT analysis will be conducted with the REG members during the strategy workshop when the results of the mapping study will be assessed within the context of the status and development of the WASH sector in the region<sup>2</sup>. The results of a thorough situational assessment of the WASH sector in the region, describing the status, main challenges and opportunities for achieving the stated objectives will consist as an important input for the workshop and will provide the necessary context for conducting the SWOT analysis.

### Methodology

The following methodology was used to gather the information:

- Desk work:
  - Design of a database identifying the key areas for investigation
  - Information gathering from revision of MWA members' organizational websites
  - Elaboration of a draft organisational information sheet for each MWA member, documenting the individual member's presence, capacities and future plans in WASH and for the region
- Semi-structured interviews conducted by skype or phone with key persons in each member organisation for validation of the information contained in the organisational sheets
- Desk work:
  - Finalisation of the validated organisational information sheets with a final review of the document from the interviewee
  - Assessment of overall information and write up of a draft synthesis document (this document)
- Involvement of the Technical Advisory Group (TAG)

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<sup>2</sup> The SWOT analysis was conducted with the REG and a summary of the results have been added to Section 5.

- A virtual meeting to validate the information in the draft synthesis document, to assess gaps, and to further assess the main conclusions about the collective strengths of the MWA membership in the LAC region
- Written feedback by email from TAG members on the draft synthesis document and additional questions posed
- Deskwork:
  - Finalisation of the synthesis report

## Scope

The mapping exercise includes information from all MWA member organizations with WASH activities in the region. WASH activities may include WASH-specific programmes (programs that have WASH outputs as a primary objectives) and programs or projects where WASH activities are integrated as a means to reach objectives in a related thematic area, such as WASH activities implemented in the contexts of health or natural resources management programmes, climate change and risk reduction, and/or WASH in emergency situations. Some MWA members are exclusively focused on the implementation of WASH activities, while others address WASH within the context of support to another sector. We therefore will use the following two groups to distinguish among the MWA members:

- Organizations exclusively focused on Water/WASH
- Organizations with integrated development agendas

The scoping activities included all MWA members with WASH activities in the LAC region. We did not predefine the LAC region, or exclude any particular country upfront.

## Structure of the document

This document is divided into four main sections:

First section (chapter 1). MWA presence in the Latin America and Caribbean Region

This section includes a listing of MWA members active in WASH in the region and a mapping of the individual and combined members' geographic presence in the region. This section also provides further definition of the main targets of the WASH interventions by each member, and information on where interventions are targeted (urban vs rural), the main focus sub-sector(s) of implementation activities, and the key entry point of WASH interventions.

Second section (chapters 2 and 3). Capacities of MWA members in the region

Chapter 2 provides information on the level of strategic planning that guides each member's activities in the region. It also provides further information about each of the MWA members' implementing modalities and the main approach that each member takes with regards to monitoring and learning. There is also information identifying the key strategic partners in the region.

Third section (chapter 4). Future plans

This chapter summarises the MWA's members' future plans for their WASH activities in the region.

Fourth section (Chapter 5). The Strengths, Weaknesses of MWA presence in the LAC region

Comments on the present status of the information contained in the document

- Out of the 15 MWA members, 14 have ongoing WASH activities in the LAC region (the only exception is Water4 who is not included in the mapping study)
- Information on 13 of 14 members active in the region is presented in the mapping study; information on Global Water is not included
- Chapter 5 was elaborated based on the results of the SWOT assessment in the strategy workshop held with participation of the REG and updated after a draft version of the document was circulated.

1. MWA presence in the Latin America and Caribbean region

MWA members in LAC

**Table 1: MWA members with WASH projects and activities in the Latin America and Caribbean (LAC) region**

Dedicated WASH/water organisations	Organizations implementing WASH programs among other programmes
- El Porvenir	- Catholic Relief Services (CRS)
- Global Water	- CARE
- IRC	- Food for the Hungry (FH)
- Living Water International (LWI)	- Helvetas
- Pure Water for the World (PWW)	- World Vision (WV)
- WaterAid	
- Water For People (WFP)	
- Water Mission (WM)	
- Water.org	
<b>Total number: 9</b>	<b>Total number: 5</b>

- Out of the 15 MWA members, 14 have ongoing WASH activities in the LAC region (the only exception is Water4 who is not included anywhere else in the mapping study)
- Most of the MWA members with activities in LAC are global organisations (12)
- 2 MWA members are dedicated exclusively to countries in the LAC region: Pure Water for the World (Haiti and Honduras) and El Porvenir (Nicaragua)
- Of the 14 MWA members, 9 members are dedicated WASH/water organizations: El Porvenir, Global Water, IRC, LWI, Pure Water for the World, WaterAid, Water For People, Water Mission, Water.org
- Of these 14 MWA members, 5 members are non-WASH/water specific organisations and address WASH as part of a broader integrated development agenda

Geographical presence

The maps below show which MWA members have WASH activities in which countries. These activities may be primary WASH activities in focus countries or may be secondary activities leading to improved WASH or IWRM, though not as a principal focus. Members may be active in other (non-WASH) activities in additional countries not shown on the maps below.

**Map 1a MWA members’ presence in Mexico, Central America and the Caribbean**



Source: own elaboration

Table 2: MWA members' presence in Mexico, Central America and the Caribbean

Country	MWA members active in WASH	#
Mexico	World Vision, LWI, Water Mission	3
Guatemala	Food for the Hungry, Helvetas, LWI, Water For People, CARE, World Vision	6
El Salvador	CRS, LWI, World Vision	3
Honduras	CARE, Water.org, CRS, World Vision, IRC, Water Mission, LWI, Water For People, Pure Water for the World	9
Nicaragua	CRS, El Porvenir, WaterAid, LWI, World Vision, Water For People, Food for the Hungry	7
Cuba	CARE	1

Haiti	CRS, Helvetas, Food for the Hungry, Water Mission, World Vision, LWI, CARE, Pure Water for the World	8
Dominican Republic	Food for the Hungry, World Vision	2
Costa Rica	World Vision	1

**Map 1b MWA members' presence in South America**



**Table 3: MWA members' presence in South America**

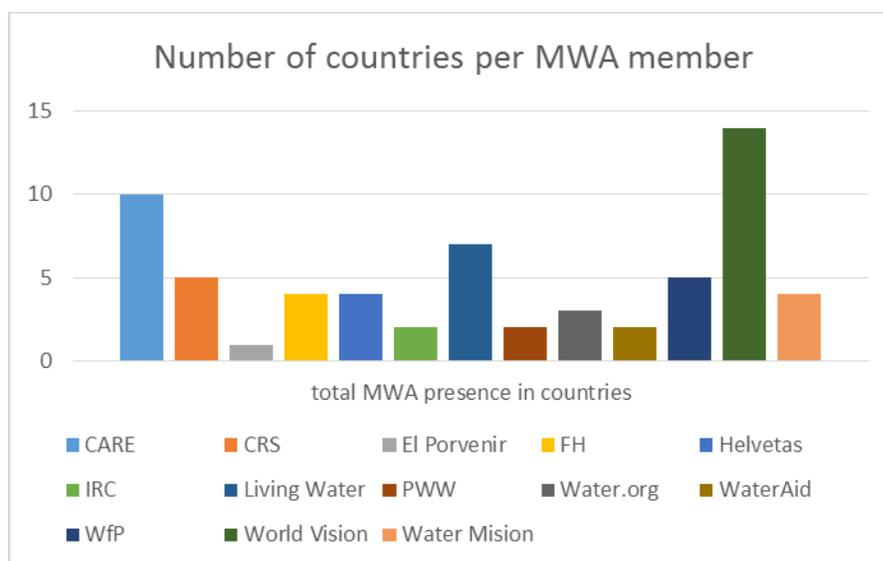
Country	MWA members active in WASH	#
Colombia	WaterAid, World Vision	2
Ecuador	World Vision, CARE	2
Peru	Water.org, CARE, World Vision, LWI, Water For People, Water Mission, Food for the Hungry	7
Brazil	Water.org, World Vision,	2
Bolivia	CRS, Water For People, World Vision, IRC, Food for the Hungry, Helvetas, CARE	7
Chile	World Vision	1

- The maps above show that MWA members are present with WASH activities in a total of 15 countries in the region covering all 3 LAC sub-regions (Caribbean, Central America, and South America)
- MWA has a relatively strong presence in the Central America sub-region (including Mexico):
  - o All 13 MWA members interviewed are active in at least one country in the Central America sub-region
  - o MWA members have ongoing projects with WASH as a primary focus in 5 countries of this sub-region (Mexico, El Salvador, Guatemala, Honduras and Nicaragua)
  - o MWA members' WASH presence in this sub-region is mainly concentrated in Honduras, Nicaragua and Guatemala with 9, 7 and 6 MWA members implementing WASH projects in these countries respectively
- In the Caribbean region, MWA members' presence is limited to 3 countries: Cuba, Haiti, and the Dominican Republic, with the highest concentration of MWA members (8) supporting WASH activities in Haiti.
- MWA members are present with WASH projects in 5 South American countries (Brazil, Bolivia, Colombia, Ecuador and Peru), with the highest concentration of MWA members implementing WASH activities in Bolivia (7) and Peru (6).
- The five countries with the highest concentration of MWA members present are:

**Table 4: Top 6 countries with MWA members present**

Country	Number of MWA members active in WASH
Honduras	9
Haiti	8
Bolivia	7
Nicaragua	7
Guatemala	6
Peru	6

**Table 5: Number of countries with WASH/water activities per MWA member in 2016**



- World Vision and CARE are the MWA members with WASH activities in the highest number of countries in the region at 14 and 10 respectively; however not all of the countries are priority WASH countries for these organizations. World Vision has only 5 priority WASH countries and CARE has 6, meaning that although WASH is addressed through other integrated development programs or emergency response, the rest of the countries are not WASH priority countries and therefore not addressed in this scoping document (though they are indicated on the maps above).
- Four MWA members (El Porvenir, IRC, PWW and WaterAid) are active in only one or two countries in the region.
- IRC Consult and Pure Water for the World both fulfil consultancy services in the LAC region that sometimes involve different countries at a time. Presently IRC is engaged in a longer term project in Bolivia providing technical assistance to the WASH service provider for La Paz and El Alto; they are also providing technical assistance to the IDB for an assignment that involves 26 LAC countries. PWW provides short term technical training and support to NGOs and CBOs throughout the region and action research around household water treatment technologies.
- MWA members are present in an average of 4.7 countries per member.

## Beneficiaries Served

**Table 6: Estimated beneficiaries in top 6 countries** (based on information from El Porvenir, IRC, LW, WaterAid, WFP only).

Countries	Results achieved (estimate per annum over the last 3-5 years)						
	# people reached with drinking water services	# people reached with sanitation services	# people reached with hygiene education	# of service providers strengthened (trained WASH Co members and WASH)	# of local governments strengthened (municipalities)	# of national government institutions or systems strengthened ( pls mention what systems)	Other, specify
Honduras	LWI: 9400 WFP: 2225 WM: 65,000 <b>Total: 76,625</b>	WFP: 1234 WM: 10,000 <b>Total: 11234</b>	LWI: 7200 WFP: 5166 WM: 65,000 <b>Total: 77,366</b>	WM: 600	WFP: 3 IRC: 14	Water For People: 1 – PTPS IRC: 1 national monitoring system (SIASAR), 1 costing analysis and framework, 1 aid effectiveness framework	
Haiti	LWI: 23,600 WM: 45,000 <b>Total: 68,600</b>	WM: 3000 <b>Total: 3000</b>	LWI: 11,800 WM: 45,000 <b>Total: 56,800</b>	WM: 500			LWI: 25 Churches
Nicaragua	LWI: 8700 EP: 3381 WFP: 1035 WA: 3000 <b>Total: 16,116</b>	EP: 5373 WFP: 1175 WA: 2500 <b>Total: 9048</b>	LWI: 8700 EP: 11895 WFP: 1202 WA: 3000 <b>Total: 24797</b>	WA: 50 vocational trainings	WFP: 2 WA: 2	Water For People: Participation in RASNIC but no specific output	LWI: 30 Churches
Peru	LWI: 4200 WFP: 341 WM: 12,000 <b>Total: 16,541</b>	WFP: 54 WM: 2,000 <b>Total: 2054</b>	LWI: 640 WFP: 990 WM: 12,000 <b>Total: 13,630</b>	WM: 120	WFP: 2	Water For People: Department level technical support but no specific output	LWI: 70 Churches
Bolivia	WFP: 7232 <b>Total: 7232</b>	WFP: 3273 <b>Total: 3273</b>	WFP: 13944 <b>Total: 13944</b>		WFP: 6	Water For People: 1 – National Ministry consultancy	
Guatemala	LWI: 9400 WFP: 8521 <b>Total: 17921</b>	WFP: 5658 <b>Total: 5658</b>	LWI: 7200 WFP: 9919 <b>Total: 17119</b>		WFP: 4	Water For People: Participation in RASGUA but no specific output	
Colombia	WaterAid: 3390 <b>Total: 3390</b>	WaterAid: 137 <b>Total: 137</b>	WaterAid: 3216 <b>Total: 3216</b>				
<b>Total</b>	<b>206,425</b>	<b>34,404</b>	<b>206,872</b>				

- For many members it results difficult to provide this information because of limitations in internal monitoring systems
- The limited information does not allow for any further conclusions

## Presence in the water sector in the region

**Table 7: Main WASH focus of organizations with integrated development agendas**

Water resources (IWRM and water for agriculture) and natural resources (including agriculture and nutrition)	CRS, Helvetas
Health	CARE
Food Security	CARE

Integrated Community development	FH, CARE, CRS, WV
Rural economic development	Helvetas
Women's economic empowerment	CARE
Emergencies, natural hazards and humanitarian aid	CRS, Helvetas
Climate change and risk reduction	CRS, Helvetas, CARE
Governance	CARE

- The 5 MWA members that are not organizations specifically dedicated to implementing WASH/water activities implement these activities as part of a broader development agenda
- These MWA members address WASH from different angles, including as part of each respective organisations' prioritised sectors
- While the above table is not meant to be exhaustive, it underlines the non-WASH/water specific MWA members' collective experience in addressing WASH and its interface with a variety of other sectors

**Table 8: Profile and focus of MWA members' WASH activities**

Focus	MWA members with this focus and expertise
<b>Enhancing access to WASH services to improve the living conditions and empowerment of specific groups:</b>	
- Children	Pure Water for the World, World Vision
- The poor(est)	CRS
- Women	CARE
- Communities in general	Helvetas, Porvenir, LWI, CARE, CRS, WV, WFP
- Indigenous groups	WaterAid
- Rural dispersed population	WaterAid, CRS, WFP
<b>Improving service levels :</b>	
- Water quality, safe drinking water	FH, Water Missions, CRS, Water.org, PWW, LWI, WFP
- Improved sanitation services	FH, Water.org , WFP
<b>Sector system strengthening</b>	
- Reaching universal access- in municipalities	WFP, WaterAid, CRS
- Ensuring sustainability of the WASH services over time	IRC, CRS, WFP

- The table above is not meant to be exhaustive and the different categories may be contested. In practice, MWA members contribute to more than one of the identified categories. However, the information in the

table aims to display the unique contribution that MWA members are making to the further development of the WASH sector and to achieving WASH services for all and forever.

- From the table it can be concluded that, collectively, the MWA members have a strong profile in enhancing access to WASH services.
  - o Most members include capacity development of community groups and community-based service providers as an integrated part of the projects that aim to enhance access. Some of the MWA members working in enhancing access to WASH services also include a capacity development component for municipal governments; others who are not yet working formally with municipal governments are moving in that direction (LWI, El Porvenir)
  - o WaterAid has an explicit focus on tackling inequity by enhancing WASH access for hard-to-reach groups (like populations living in rural dispersed areas and indigenous groups in remote areas). In parallel, WaterAid aims to address the structural impediments in the WASH sector system that exclude vulnerable (particularly indigenous) groups from accessing WASH services in equitable conditions by engaging with government institutions in a sector system strengthening process. Water For People comments that reaching the hard-to-reach rural dispersed populations has been one on-going challenge as they try to reach full coverage in target municipalities.
- Some of the MWA members have strong profiles in improving WASH service levels, mainly by addressing water quality, but also by putting emphasis on (technological) innovation or by making credits accessible for individual households to improve actual service levels (ex. for accessing household connections and/or upgrading sanitary facilities). This category also includes MWA members working on demand creation for sanitary services and social marketing sanitation. It needs to be underlined that MWA members highlighted in this particular category also contribute to enhanced access to WASH services.
- Two organisations have a strong focus and profile in sector strengthening processes for sustained universal WASH service delivery. WFP has a strong profile in supporting municipal governments in reaching universal access in selected municipalities and IRC has a particular profile in advocating for and enabling sector change processes for sustained WASH service delivery.
- At a regional level, IRC and WFP together with WaterAid and CRS advocate for the adoption of the Agenda for Change (A4C) principles which promote government leadership and sector strengthening processes as key for achieving universal and sustainable WASH services in LAC countries.

The table highlights the wide spectrum of components that the MWA members collectively contribute to the development of the WASH sector.

The information in the table also shows a concentration of MWA members' contribute to enhancing access to service delivery. There is some overlap in key components being addressed between members, but what stands out overall is the complementarity in the main profile of each of the MWA members.

It can be concluded that the MWA members - collectively - have experiences that are critical contributing factors for achieving WASH services for all: enhancing access, overcoming inequity in access, improving service levels, and supporting government leadership over a sector system that's able to provide quality service to all, and that can be sustained over time.

**Table 9: MWA members' focus on WASH sub-sectors**

	Drinking water supply	Sanitation facilities (latrines)	Sanitation services	Hygiene/ and sanitation behaviour change	WASH in institutions	IWRM
CARE	XX	X		Hand washing	WASH in Schools	X
CRS	XX	X				X
El Porvenir	XX	X		Hygiene and maintenance education		Reforestation
Food for the Hungry	XX	X		Hygiene education		
Helvetas	XX	X		Awareness raising for changes in attitudes to hygiene and supporting communities that wish to improve their access to drinking water.	Healthy Schools	Local Water Resources Management (LWRM)
IRC	XX		X			
Living Water	XX	X		Hygiene education	WASH in Schools	
PWW	XX	X		Hygiene education		
Water.org	X		XX			
WaterAid	XX		XX	WASH in public institutions (schools, market places and in health facilities)	X	
WFP	XX		XX	WASH in public institutions (schools and health facilities)	X	LWRM
World Vision	XX	X		Hygiene education		
Global Water						
Water mission	XX	X			WASH in schools and public institutions	

**XX = main intervention area**

**X = intervention area**

The information in the table above shows that:

- Drinking water supply is clearly the main focus area of the joint MWA members' efforts. All MWA members are engaged in supporting this sub-sector, and for all members with the exception of Water.org, it is the main area of intervention.
- All MWA members also support the sanitation sub-sector, however drinking water supply is usually the main entry point for then also addressing sanitation in the communities where the MWA members are active.

- Most of the MWA members that are supporting the sanitation sub-sector do so with projects that enhance access to on-site sanitation solutions, often in combination with a promotional or education programme for hygienic use of the sanitation facilities.
- A smaller group of MWA members has a stronger focus on sanitation service delivery, putting more emphasis on the development of the sanitation supply chain or the sanitation service cycle, including interventions in waste water and faecal sludge management, or by addressing and strengthening the enabling environment for sustainable sanitation services.
- It is interesting to note that, while some MWA members are developing innovative models for sanitation services including models for demand creation, supply chain development, non-subsidiary financial models for sanitation services, and safe faecal sludge management, and those experiences have mainly applied in pilot projects and are not yet being implemented at scale.
- The hygiene sub-sector is not the main priority area of any of the MWA members. However, many MWA members include hygiene education and promotion activities in their community interventions. The types of activities include: building handwashing facilities (such as tippy taps) at the household level, and/or awareness raising activities and educational programming for local communities on hygiene and hygienic sanitary practices (like handwashing).
- A reasonable number of MWA members include schools and other public institutions in their community-based WASH interventions. WASH in schools is the most common intervention area in this sub-sector however MWA partners are also generating experiences with WASH in other public institutions, such as markets and health care facilities.
- Conclusion:
  - o Drinking water is the key intervention sub-sector where MWA members are focusing their implementation efforts.
  - o MWA members' involvement in the sanitation sub-sector are mainly focused on improving access to improved sanitation facilities, yet fewer MWA members support the entire cycle of service delivery for safe sanitation.

## Urban versus Rural

This information was not consistently included in the validation interviews but our understanding is that:

- Most of the MWA members focus their WASH interventions mainly at the rural population
- Some MWA members also have some activities in areas with larger concentration of populations such as in small towns, often capital cities of rather rural municipalities, or occasionally in peri-urban areas of larger cities.
  - o Water. Org is an exception as its activities were originally mainly focused at peri-urban areas and small towns, however they are increasingly active in rural areas.
  - o A few members, in addition to their focus on the rural population, also have interventions focused at populations in small towns, often in the municipal capitals. (WFP, WaterAid, Helvetas, LWI).
- No MWA member is focusing its interventions exclusively or mainly on urban areas (larger cities).
- We may need to investigate more about the type of interventions and the WASH sub-sectors that the MWA members focus on, for example, are there key differences in the types of interventions between urban and rural areas?

## Main intervention levels in the implementation of the WASH programmes and projects

**Table 10: MWA Members' main intervention level**

	Community based approach (including approaches focused at specific vulnerable groups e.g. indigenous, women, children, the poorest)	Informal and ad hoc engagement with Local governments (capacity development/strengthening for WASH service delivery)	Formal engagement with Local governments (capacity development/strengthening for WASH service delivery), structured relations towards strengthening municipal sector system strengthening	Informal and ad-hoc engagement with institutions of national government	Formal and structured engagement with national government institutions
CARE	X				
CRS		X			
El Porvenir	X				
Food for the Hungry	X				
Helvetas	X			X	
IRC					X
Living Water	X				
PWW	X				
Water.org					
WaterAid	X		X		
WfP			X		
World Vision	X				
Global Water					
Water mission	X				

In the table above, the arrows show the movement of each organization from their main entry point for the intervention. The length of the arrow is related to the amount of progress or advancement that each member has had in transitioning, for example, from working directly with communities to further engaging with local or municipal governments. The arrows are representative of actual progress and not necessarily indicative of the ultimate end goals of each organisation. As shown in the table above:

- The majority of the MWA members focus their WASH activities and projects at the community level, using the community as the main entry point for their support to the WASH sector in the countries concerned. The bulk of the project activities take place at the community level.
  - o Several of the MWA members using a community-based approach extend their activities beyond just the community by supporting associations of community-based service providers and by involving local governments.
  - o Involvement of local governments happens with different levels of intensity and can vary from informing the municipal government of the planned project activities in the communities, coordination in planning and implementation, or direct involvement of the municipal government as beneficiaries of capacity strengthening activities.

- The relation between the MWA member and the local government can be informal or formalised (usually by signing an MOU with the local government), often for the duration of project implementation only.
- The MWA members in this group may also engage with a national government institution. The main purpose for engagement at the national level is for the MWA member to promote the uptake of the intervention and proven approach by the national government for implementation at scale. However, this type of engagement is often informal and not structured or supported by a common work-plan.
- A second and smaller group of MWA members take the municipality and the municipal government as the main entry point for WASH sector support. The main aim is then to strengthen the municipal government's leadership and capacities for the ultimate fulfilment of their responsibility in ensuring water and sanitation services at the municipal level, for all, and for ever.
  - Involvement with communities is often indirect and mainly organised through the municipal government.
  - Engagement with national government institutions, other nationally-operating institutions, and national networks for strengthening the enabling environment for universal access to sustainable WASH services is increasingly recognised by the MWA members engaging with municipal governments. In some cases, the MWA members in this group have established formal relations with national government institutions that are not restricted to the duration of the implementation of a particular project.
  - Many members mentioned in the interviews that they planning to move (or already beginning to move) in the direction of working more in coordination with and through municipal governments.
- Direct involvement with national government institutions for policy influencing and strengthening the national government's capacities for planning, implementing, financing, and monitoring WASH service delivery in a structured way is seldom the first entry point for WASH sector support. IRC is the only MWA member in this group that has a long-standing formalised relation with national government institutions beyond project implementation.

In Honduras, MWA members WFP, CARE, CRS and IRC are jointly promoting and implementing a municipal-wide approach for sustained WASH service delivery. This collaboration takes place in the context of the *Para Todos para Siempre* (PTPS) initiative that unifies the efforts of 14 (I)NGOs and 30 municipalities, guided by a formal agreement with the municipalities.

Water.org takes a different approach which focuses on improving access to WASH credits for households by seeking direct support and linkages to financial institutions.

## 2. Capacities of MWA members in the region

### Strategic decision-making

The table below provides insights in the main strategic frameworks guiding MWA members' WASH activities in the LAC countries.

**Table 11: Strategic and programmatic framework for MWA members' WASH activities in the LAC region**

	Global organisational strategy and or programme	Global WASH strategy	Regional strategy for LAC	Regional WASH strategy for LAC	Country strategy or programme general	Country WASH specific strategy or programme	Project implementation
<b>CARE</b>			LAC Strategy & Impact Growth Strategy		Country strategy	Country WASH strategy (Puru & Guatemala only)	
<b>CRS</b>		Finalizing a global Water, Environment, and Sanitation strategic framework		Regional Water Strategic Framework	Country strategy based on regional fraemwork		
<b>El Porvenir</b>						Country strategy	
<b>Food for the Hungry</b>	WASH is addressed as part of the Health priority area or as part of the broader livelihood improvement in the community .	To be created in late 2016-2017			Each country has a strategic plan (2015-2020) based on a ToC		
<b>Helvetas</b>	The global organisational strategy also includes the organisational water strategy.				Country strategies respond to the organisational strategy		
<b>IRC</b>		IRC organisational Business Plan (2012-2016)		Regional programme for LAC (2012-2016)		Honduras country programme (2012-2016)	Ad hoc consultancy services in a variety of projects/programs in the region
<b>Living Water</b>	2017-2021 global strategic plan within context of 2040 vision; includes some elements of WASH but much more			Regional Strategy for LAC		Country strategy for each country (2017-2021)	Project-based implementation in some countries
<b>PWW</b>							
<b>Water.org</b>		Global strategy				Peru: 5 year national plan Brasil: scoping is ongoing	
<b>WaterAid</b>		Global strategy 2015-2020		In process of development based on the results of a regional scoping study (2015)		In Nicaragua a full fledged country programme	In Colombia in transition from a project based approach towards a programmatic approach
<b>WfP</b>		Global 5 year strategy (2017-2021)				Country annual operational plans	
<b>World Vision</b>		Global WASH strategy		In development		Country programmes in 5 focus countries	
<b>Global Water</b>							
<b>Water mission</b>		strategy rather a common approach for all countries in the world				Country programme	In past and future countries project funding on request of local partners

From the table above we can read that:

- Of the MWA members that take an integrated development focus, only 1 MWA member (World Vision) also has a specific global WASH strategy.
  - o Other members, such as Helvetas, have a specific chapter on WASH in their global strategy but described as part of broader prioritised sector.
  - o CRS and Food for the Hungry are developing global WASH strategies during 2016, CRS has a specific regional WASH strategy for LAC as well.
  - o CARE views water/WASH as a cross-cutting theme and therefore its level of priority is not explicitly stated. One future goal of CARE's water team is to improve the WASH language in CARE's global strategy.
- Of the MWA members that are water/WASH-specific organizations, only two organisations (IRC and LWI) have a dedicated programmatic framework for the LAC region. WaterAid and World Vision are currently in the process of developing a regional strategy for LAC.
- Most MWA members are guided by their global organisational strategies when selecting focus countries and defining their main WASH programmes and approaches.
- In-country activities in LAC are generally framed within a country programme (or strategy) in the case of the non-water specific MWA members, and by a specific WASH country programme or strategy in the case of the dedicated water/WASH organisations. The country programmes, plans, or strategies usually span multiple years (5 years on average) with the exception of WFP that employs country annual operational plans.
- MWA members are abandoning the project by project approach; WaterAid in Colombia and LWI state to be in transition from a project based approach to a programmatic approach.

**Conclusion:** Organisational country programmes aligned to the global organisational strategy are the main strategic frameworks for the implementation of country-based WASH projects and activities.

### Implementing Modalities

The table below shows the main modalities for how the MWA members implement their WASH project activities.

**Table 12: Implementing modalities**

	Direct implementation with country based own teams	Mix of direct implementation and sub-contracting /local partners	Making funding available	Funding in combination with TA	Mainly TA	Other
CARE		In conjunction with local partners	Co-financing with local governments			
CRS				Projects implemented by local partners usually with supporting TA staff on the ground		
El Porvenir	Direct implementation through own team, together with community					
Food for the Hungry	Together with communities and with help of the municipalities	in case of more complex projects and of greater magnitude, FH subcontracts companies, and perform a continuous supervision				
Helvetas	The Helvetas projects are implemented by country based teams and through involvement of local partners			Funding for implementation of the municipal plan e.g for enhancing access to WASH services + TA by own teams (capacity development and supervision of local ngo's)		
IRC					TA to Government institutions, municipal governments and INGO's,	*Project funding - action research and advocacy * Advisory service to regional organisations ( IADB)
Living Water	Direct implementation with own teams based in-country; as well as collaboration of the communities					
PWW	Direct implementation					Providing consultancy services for training and technical WASH
Water.org		Subcontracting third parties for advice and training to financial institutions	Funding availability via the expansion of water credits	In Peru TA with country based team in Honduras and Brasil with teams based elsewhere		
WaterAid	Direct implementation with involvement of municipal governments					
WfP				TA to municipalities and funding for implementation of their WASH plan		
World Vision	Direct implementation with involvement of municipal governments					
Global Water						
Water mission	Own team in programme countries		Funding of the implementation of projects in other countries			

From the table above it can be read that:

- At least 7 of the MWA members use a mix of implementing modalities, sometimes using different modalities in parallel.
  - o MWA members indicated that the modalities they employ sometimes differ from country to country, depending on the existing capacities of local organisations (including municipal governments) or the capacity of the in-country team in each country.
- The majority of MWA members (8) implement their projects via their own, mostly country-based, teams. Most of them do so with direct involvement of the local communities.
- A smaller group (4) of MWA members use a mix of direct implementation by own teams and with additional support from local organisations via sub-contracting arrangements.
- MWA members hardly provide stand-alone project funding- when project funding is provided it is usually leveraged with technical assistance (TA) from the country-based team.
- Of the MWA members, IRC is the only organisation that has provision of TA as the main implementing modality (Honduras). At regional level both Pure Water for the World and IRC provide technical advice through consultancy services.

### Strategic Partners

When asked about the main categories of organizations or groups that the MWA members partner with in LAC, a large group of the MWA members mentioned (rural) communities and/or **community-based organisations** as their most important strategic partners. At the same time, communities and community-based organisations are also the main beneficiaries and target groups of the majority of the MWA members.

**Municipal governments** were also mentioned as important strategic partners for the MWA members. Municipal governments are increasingly becoming key strategic partners for MWA members, in support of project implementation at community level. Several members (WV, CARE, LWI) mention that they are planning to strengthen their capacities around working more strategically and in closer coordination with local governments as part of their strategic WASH goals. However, a few MWA members state having formal and structured relations with the municipal governments' responsible for service delivery in the communities where they work. Some of the MWA members have contract relations with selected municipal governments for the duration of implementation of a specific project. In the context of PTPS in Honduras, MoUs with the municipal governments provide for the formalisation of a longer term partnership towards achieving universal and sustainable services for all. MoUs are supported by a mutually agreed-upon work-plan that includes a roadmap for elaboration of a municipal WASH (investment) plan, institutional strengthening, and implementation of a system for continuous monitoring of WASH service delivery.

Some of the MWA members mention **national government institutions** among their strategic partners. The main reason for engagement with national government institutions is the interest of scaling up proven models and approaches for enhancing access or improving service levels. Only a very few MWA members have a formalised longer-term, strategic partnership with a national government institution going beyond the duration of a specific project. One example is in Bolivia where Water For People and the MMayA are working together on an initiative to promote universalization of services throughout the country. Some of the MWA members access funding via national government institutions by acting as subcontractors in the implementation of specific project. To access this funding, MWA partners participate in (national) public tender processes. In Peru, the Proyecto SABA (funded by COSUDE and implemented by CARE) has helped the Ministerio de Vivienda guide local and regional governments to build WASH capacity.

A few MWA members have experience with **private sector** engagement. This experience includes WFP's engagement with manufacturers in the sanitation supply chain and with financial institutions (including cooperatives), providing credits in the area of social sanitation marketing. WaterAid develops similar approaches with private sector involvement in Nicaragua. Water.org is primarily focused at strengthening the financial institutions for giving out credits to households for enhancing access to safe drinking water and improved sanitation facilities. The financial institutions are often commercial banks. Good relations with larger, private sector manufacturing companies potentially relevant for WASH markets have not yet resulted in a successful (win-win) model approach for collaboration. Overall, the current experiences of the MWA members and the private sector are limited, and none of the approaches have yet reached scale.

**Universities and academic institutions** are also mentioned, albeit only once or twice, as strategic partners to the MWA members. The information collected does not give further details on those strategic partnerships such as with what institutions, where they are based, and the scope and purpose of the strategic alliances.

MWA members also mention having strategic partnerships **with local NGOs's and other INGO's**. The information collected during the mapping study does not provide sufficient information for a thorough understanding of the nature of these partnerships. Often the MWA members engage local NGO's in project implementation though it is not clear to what extent the local partners act as sub-contractors to the MWA members or how often this happens in the context of a common strategy with commitment of resources from both sides.

In Guatemala, Honduras, and Nicaragua, MWA members (CRS, CARE, IRC, El Porvenir, WaterAid, and WFP) engage with other (I)NGO's and/or with government institutions and donor representatives through the national WASH/water networks RASGUA, RASHON and RASNIC respectively. WFP and WaterAid play a leadership role in chairing those networks in Guatemala and Nicaragua respectively (in Nicaragua, El Porvenir was the previous chair). However, the potential of those platforms for strategic collaboration among its members is yet very limited.

In the context of the Sanitation and Water for All (SWA) global partnership, MWA members (WaterAid, WFP, IRC) collaborate with CSO organisations such as FANCA (including FANMEX and ARCA), Fundación Avina, and the governments of Mexico, Costa Rica, Paraguay and Brazil for the promotion of the SWA partnership and implementation of its agenda in the LAC region. The MWA secretariat represents MWA members in the SWA partnership. Among the strategic partnerships of MWA members with other INGO's, Plan international and Fundación Avina are mentioned. See Table 1 in Annex 2 for a list of the main INGOs that are active in WASH in the region that are not members of MWA.

### Partnering among Members

MWA members mention strategic relationships with other MWA members in some cases. The best example of a strategic partnership among MWA members at the country level is PTPS in Honduras. In the framework of the PTPS, WFP, CRS, CARE and IRC are strategic partners collaborating towards the achievement of a common goal and adopting a harmonised approach in support of the implementation of a municipal-wide approach toward achieving universal access to sustainable WASH services.

A number (6) of MWA members (WV, LWI, CARE, WFP, WaterAid) also participated in the Lazos de Agua project. This project provided funding for improving access to WASH services and service delivery for 110,000 rural, marginalized beneficiaries. While the project provided for a common framework, the strategic synergy between the MWA members in the project countries was limited.

A follow up program with joint funding from the One Drop foundation, the FEMSA Foundation, and the IDB provides a potentially better framework for strategic alliances between the MWA members at country level and across the participating countries in the region. The programme is still in the development phase, giving the envisioned MWA members (WaterAid, WFP) some scope for influencing and seeking optimal strategic leverage at country level (and regionally).

Another example of partnering among the MWA is in Peru where Water.org and Water For People have plans to collaborate to expand credits for sanitation.

Occasional cases of inter-country partnerships between MWA members exist. One example is a partnership between Water.org and CRS focusing on the development of new models for enhancing access to WASH credits by (associations of) community-based service providers.

At the LAC regional level, WFP, WaterAid, CRS and IRC are engaged in an informal strategic partnership for driving the Agenda for Change (A4C)<sup>3</sup> in Latin America countries. In this context, WaterAid and WFP are jointly, through the RASNIC network in Nicaragua, advocating for the adoption of the A4C principles by the RASNIC members. In June there was a RASNIC meeting focused on creating an A4C movement, which resulted in the creation of a subcommittee of RASNIC focused on sustainability.

## Monitoring

Table 13, which is located in the Annex, was generated in response to the following questions:

- Do MWA members monitor the results of their interventions?
- What instruments, methods, and types of indicators are used?
- Are those results publicly available?

The type of information collected in response to these questions varies significantly for each of the different organisations. There appears to be huge variety in the way that concepts and methodologies such as monitoring project implementation, mid-term and post-project evaluations, and outcome and impact monitoring are understood.

Most of the MWA members seem to focus mainly on monitoring progress during project implementation. It's not clear to what extent the MWA members monitor their performance in relation to larger WASH goals or indicators defined in the organisational national country programmes. Some of the MWA members state to do so, but to use mainly output goals and indicators as proxies. Few members seem to have a solid system in place that keeps track of the organisation's contribution to nationally set goals and targets for the WASH sector.

Form the table we can read, with some caution, however, that:

- The vast majority of the MWA members monitor project implementation using an internal organisational system.
- A smaller group use a system of mid-term reviews and assessment studies after project implementation, complementary to project monitoring.
- The information we were able to collect on the type of indicators used for monitoring shows that many members are using output monitoring indicators.

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<sup>3</sup> For the A4C principles follow this link <https://s3.amazonaws.com/wfp-external-assets/agenda-for-change.pdf>

- However, a number of MWA members (WaterAid, Water For People, and IRC) implement more results-based monitoring systems, related to outcomes and goals established in the respective organisational country programmes and plans.
- Some MWA members (Water Mission) use innovative methods and tools for real time data collection on functionality and sustainability of water points and services. This type of electronic, real-time data collection is becoming more commonplace.
- Some MWA members state to be improving their organisational monitoring systems by planning to move away from monitoring project implementation towards a more results-based monitoring approach.

Some MWA members state to make use of nationally produced data and information by government-led monitoring systems. For example, in PTPS, MWA members in Honduras are using SIASAR data; Water For People is also supporting governments in Guatemala, Peru, and Bolivia in developing and applying SIASAR. Few MWA members collect data in line with national monitoring systems to bolster information at the national level (as is the case in PTPS in Honduras).

With the current information (see also table 6) and huge variety in type of monitoring systems and indicators used, it's hard to say anything sensible about the collective results and achievements of the MWA partners in contribution to the WASH sector's performance in the countries of the region, as the results of individual projects cannot easily be aggregated through those monitoring systems. Most members continue to collect monitoring data either for themselves or for reporting to their donors, and only in few occasions contribute to strengthening capacity of the countries for monitoring. This structure can result in duplication of data and represents a missed opportunity, as the region is moving fast to put national monitoring systems in place.

## Learning

From the Table 14, located in the Annex, we learn that:

- MWA members together use a nice mix of internal and external learning platforms for sharing their experiences in WASH.
- In-country WASH coordination and information sharing networks are well used – in the countries they exist - by a number of MWA members, but not by all.
- In countries without an established WASH coordination and information exchange network (such as in Mexico, Cuba, Dominican Republic, Ecuador and Bolivia), MWA members seem to have less opportunities for sharing experiences in-country, outside of their own organisations.
- Some MWA members (and their in-country partners) take an active part in international events (for example, UNC, Stockholm Water Week) and platforms (RWSN, SWA, WASH cluster).
- MWA members seem to make less use of regional conferences and other learning platforms such as LATINOSAN, AIDIS conferences, and the CLOCSA conference, for sharing experiences and learning.
- The MWA partnership does not offer a platform or mechanism for learning among its members, neither at country level nor among the members active across the region.

## Evidence-Based Advocacy

6 MWA members provided additional information about whether or not they are doing advocacy activities and the scale of this activities, based on an additional set of questions sent to the group after review of the first draft. The 6 responding organizations were: LWI, IRC, El Porvenir, Water For People, WaterAid and Water Mission. The 6 organizations appear do advocacy work on a variety of levels

- Four organizations (Water Mission, Water For People, IRC and WaterAid) state that that advocacy is an explicit area of attention and that they always do evidence based advocacy with a variety of actors.
- One organization (El Porvenir) states that they do advocacy activities but they are not necessarily evidence-based.
- One organization (LWI) state that they are not doing any advocacy activities.

While four organisations state that they explicitly committed to implementing advocacy activities, only a few (WFP and WaterAid) have a dedicated budget or dedicated (part-time) staff (WFP and WaterAid) to advocacy activities.

Of the four organizations conducting evidence based advocacy activities, national government institutions, local government institutions, other INGOs, and regional networks are common targets by all organizations. To a limited extent, CSOs, communities, foundations are also targets. Notably, development banks, donors and private sector actors were only mentioned by two organization as advocacy targets (IRC and WaterAid.)

Key messages include the need for harmonisation of approaches, methods and approaches for enhancing service levels (quality of water, sustainability of services) and for approaches for reaching universal access such as the Everyone Forever approach. Some (WaterAid, Water for People and IRC) emphasize the need for overcoming inequity (WaterAid) and reaching the last 15% (WaterAid, IRC and WFP). Four of the six organisations state to articulate their messaging around the Agenda for Change (A4C) focused at sector change and sector strengthening for reaching universal access to sustainable WASH services (SDG 6.1 and 6.2).

IRC, WFP, WaterAid and WM mention to generate evidence by using monitoring results and by research activities. The main advocacy messages are conveyed through participation in sector meetings (with national governments), the organisation of workshops and participation and presentations in regional and global events, through organisational websites and networks. For more information, see Table 15 in the Annex.

### 3. Support capacities of MWA members in LAC

#### Regional and country offices

**Table 16. Regional and in-country offices**

	Regional LAC office	In-country office located in the capital city	In-country field offices
<b>CARE</b>	Remote Regional office between Bolivia, Peru and Atlanta (used to be central America office in Nicaragua)	X	X (in Peru, 11 regionally-based offices)
<b>CRS</b>	Regional office in Guatemala; South America sub-regional office in Quito	X	X
<b>El Porvenir</b>		X	X
<b>Food for the Hungry</b>	Regional office in the Dominican Republic	X	X (Usually offices in 2 or 3 regions)
<b>Helvetas</b>	Regional WASH advisor based in Honduras	X	X
<b>IRC</b>	Regional support provided by staff based in the Netherlands	X	

<b>Living Water</b>	Regional office in Miami	X (often near the capital)	X
<b>PWW</b>		X	X
<b>Water.org</b>	Lima for support to Honduras and support to Brazil from Kansas	X (in Peru)	
<b>WaterAid</b>	Some regional support provided by staff based in the NY office	X (a liaison office in Managua)	X
<b>WFP</b>	Virtual regional office with regional manager and program officer based in Denver (HQ) office and regional finance/admin manager based in Bolivia		X
<b>World Vision</b>	Regional office in Panama/Costa Rica	X	X
<b>Global Water</b>			
<b>Water Mission</b>		X	X
	6	12	11

From the table above we can read that:

- Only 3 MWA members have a regional office located in the LAC region; all of them (WV, CRS, and FH) are larger non-WASH/water specific organisations
- Specific WASH support is sometimes organised through a regional advisory function, offered by a staff members located in one of the MWA member's country offices in the region.
- All members have country-based offices, though a few don't have an office in each country where they are active (Water.org and WM).
- Most of the MWA members have offices, or at least representation, in the capital city (WFP is an exception); IRC is the only member that only operates exclusively from the capital city.

### WASH Staff

From the collected information it's difficult to obtain a complete picture of the number of staff members dedicated to the WASH/water sector by the MWA members in each country. WASH specific organisations including IRC, WaterAid, Water.org and Water Mission employ together over 100 staff members dedicated to WASH in the region. LWI alone employs over 100 staff members in the region, and Water For People over 50.

### Budgets

The table below provides a rough estimate on the financial resources available from the MWA members in support to the WASH sector in LAC.

**Table 17a Estimated budget for WASH in LAC per MWA member**

	<b>Expenditures 2014 USD</b>	<b>Expenditure 2015 in USD</b>	<b>Budget for 2016 in USD</b>
CARE			680,000
CRS			
El Porvenir	700,000		
Food for the Hungry			1,000,000
Helvetas			5,665,000
IRC			224,000
Living Water		10,000,000	
PWW	1,200,000		
Water.org			1,200,000
WaterAid			2,000,000
WfP			4,800,000
World Vision			8,000,000
Global Water			
Water mission			3,250,000
<b>Totals</b>	<b>1,900,000</b>	<b>10,000,000</b>	<b>26,819,000</b>
<b>Total joint estimated budget 2016</b>			<b>38,719,000</b>

*Note: The total budget is estimated on information including a mix of expenditures in 2014, 2015 and estimated budgets for 2016.*

*Note: CRS does not have dedicated WASH budget; instead budget is for IWRM work.*

**Table 17b. Relative share of individual MWA members' contribution to total MWA estimated budget for WASH in LAC**

CARE	2%
CRS	
El Porvenir	2%
Food for the Hungry	3%
Helvetas	15%
IRC	1%
Living Water	26%
PWW	3%
Water.org	3%
WaterAid	5%
Wfp	12%
World Vision	21%
Global Water	
Water mission	8%
	100%

The tables above show that:

- The total amount of investments in the WASH sector by the MWA members in LAC is roughly estimated at USD \$38,719,000 for 2016. This number excludes investments made in WASH by CRS and assumes budgets for 2016 equals spending in 2014 or 2015 for El Porvenir, LWI, and Pure Water for the World. For CARE and World Vision, this budget reflects WASH spending only in the focus countries.
- The WASH/water-specific organisations contribute 61% of the total budget for WASH in LAC.
- The MWA collective WASH budget for 2016 in LAC is per average around USD \$2.4 million per country.
- The average 2016 budget by MWA member for WASH in LAC countries is USD \$3.2 million per member.
- LWI, Word Vision, Helvetas and WFP provide 74 % of the total MWA budget for WASH in LAC.

The table below shows the financial input of each MWA member by country in US Dollars in the countries with the highest concentration of MWA members.

**Table 18: MWA Member contribution by Country (based on information from El Porvenir, IRC, LW, WaterAid, WFP and WM only).**

	LWI:	El Porvenir:	Water For People	Water Mission	IRC	WaterAid	Total
Honduras			\$800,000	1,400,000	\$195,000		\$2,395,000
Haiti	\$876,000			1,500,000			\$2,376,000
Nicaragua	1,137,000	\$830,860.86	\$700,000			\$1,200,000	\$3,867,861
Peru			\$600,000	600,000			\$1,200,000
Bolivia			\$1,200,000				\$1,200,000
Guatemala			\$1,100,000	\$15,000			\$1,115,000
<b>Total</b>	<b>\$2,013,000.00</b>	<b>\$830,860.86</b>	<b>\$4,400,000.00</b>	<b>\$3,515,000.00</b>	<b>\$195,000.00</b>	<b>\$1,200,000.00</b>	<b>\$12,153,861</b>

## 4. Future Plans and ambition for the region

### Ambitions and plans

From Table 19, in the Annex, we learn that:

- The vast majority of the MWA members plan to consolidate and/or expand their work in the countries where they are already active
  - o For some MWA members, consolidation implies more involvement with municipal and regional governments (CARE), with national government institutions, or other organisations with a national outreach (HELVETAS)
  - o Most members plan to expand their present country interventions by scaling up their approaches and hereby reaching more people (IRC, WFP, WaterAid)
  - o Water.org is switching its focus from directly funding WASH projects by implementers towards an exclusive focus on providing credits; however it will continue its innovation in diversifying WASH credit products and channels for accessing them
- Only two MWA members (CARE and Water.org) are planning to phase-out some of their present WASH countries. CARE is planning to phase out their activities in El Salvador, Nicaragua, and Brazil after 2016.
- A relatively large group of MWA members (7) are planning to strengthen or expand their regional presence:
  - o Five (5) MWA members have the ambition (and plans) to strengthen their regional presence by expanding the number of countries they support (LWI, IRC, WaterAid and Water.org)
  - o Three (3) MWA members are considering establishing an office with a (sub-) regional outreach component in the region (CARE, IRC, LWI).
  - o There is consideration in CARE for work in Nicaragua and to take on a more sub-regional focus for joint CARE programming within Central America (still under discussion.)
  - o Others envision a stronger regional presence and visibility by sharing technical expertise more broadly (WM and WaterAid) and/or by increased policy influencing and advocacy activities (WaterAid and IRC)
- World Vision and Living Water are aiming for a significant budget increases for WASH in the region.

Probably the ambition to consolidate the existing country programmes, mentioned by many of the MWA members, is implicitly motivated by the aspiration of reaching more impact in the countries where the MWA members are already working. However, none of the members have spoken about concrete ambition levels in terms of enhanced results and impact. Becoming more effective and efficient in what the MWA members are presently doing is not explicitly mentioned by the MWA members.

### MWA members expectations towards an MWA strategy for the LAC region

MWA members were asked about their expectations towards an MWA strategy for the Latin America and Caribbean region. The leading question was: What would a MWA strategy add to the work they are already doing in the WASH sector in the region? The purpose of the question was to get a sense of the MWA members' actual state of thinking towards the added value of a specific strategy for the LAC region. The answers given by

the members varied a lot and included among others arguments that the LAC strategy would provide a framework for:

- Improved opportunities for sharing and learning among the members
- Enhanced impact articulate around joint goals and harmonised approaches
- Keeping abreast with technical innovations and trends in the WASH sector
- In-country collaboration and harmonisation of approaches
- Leveraging funding for joint programmes
- Actively promoting and contributing to sector change through sector strengthening processes towards universal access and sustainability of WASH services

A further discussion on MWA's collective added value and how to articulate a common strategy for achieving enhanced (joint) impact in LAC countries will be the subject of the strategy workshop to be carried out with REG members.

## 5. SWOT analysis of MWA presence in the LAC region

What are the collective strengths and weaknesses of the MWA members in the region?

This chapter captures the main results of a SWOT analysis carried out during the strategy workshop. The SWOT analysis was contextualised by the results of a situational assessment of the WASH sector in LAC "Situational Assessment of the Water, Sanitation and Hygiene sector in Latin America," elaborated for the purpose of the MWA strategy formulation process.

The MWA's strengths highlighted in the strategy development workshop in Guatemala, include:

1. The Alliance includes almost all of the (large) INGO's with significant WASH programmes in the region; with concentration of MWA members in a number of countries in Central and South America
2. The Alliance is an existing (global) structure with shared values;
3. The MWA members collectively have a long and strong track record, and in-depth knowledge and expertise of rural WASH (and rural disperse populations) in LAC;
4. MWA members have complementary skills and collective knowledge and capacities for working with diverse actors spanning the entire (rural) WASH service delivery pathway, including communities and community-based service providers, their associations, local governments and national government institutions;
5. MWA draws on a strong and extensive network of strategic partners with national, regional and global outreach capabilities; and
6. There is a commitment by the MWA members to effectively collaborate with each other to achieve higher levels of impact in the WASH sector in the region.

At the same time, the diversity in approaches both in implementing activities and in monitoring organisational results in combination with a low level of communication and information sharing among the MWA members is an important challenge for improved coordination and joint learning among MWA members in country or at the regional level. Involvement of a number of individual MWA members in joint initiatives such as the *Para Todos*

*Para Siempre* (PTPS) in Honduras and in driving the Agenda for Change in the LAC region are setting an interesting and useful precedent for more collective action and joint impact in the region.

The group discussed the future direction of the Alliance in Latin America, taking into account these strengths and weaknesses of MWA in its current state. It was concluded that MWA's main value proposition in contribution to achieving the SDG's is a new and collective framework for a coordinated and harmonised approach to sector strengthening processes particularly for improving service delivery levels in rural areas in the countries of the region. Within that collective approach it will be important for the partnership to generate and openly share evidence on its effectiveness and the results achieved.

## ANNEX 1

**Table 13: Use of monitoring systems and publicly availability of monitoring results**

	<b>Project implementation monitoring</b>	<b>Monitoring results and impact against country programme goals and targets?</b>	<b>Monitoring information is publicly available or shared otherwise</b>	<b>Comments on actual status of the organisational monitoring system and tools</b>
<b>CARE</b>	Yes	M&E entrusted to the country programs. CARE monitors the impact of its WASH projects. Each program has a set of criteria and monitoring plan. In Peru monitoring jointly with the government. Honduras doing monitoring with USAID under project funds.	In Peru, some of the results are published on their website.	No cross-regional monitoring from CARE US mandated. CARE US pays attention to learnings to share them. But info on the website of Peru is not streamlined via CARE US.
<b>CRS</b>	Yes	No	Only on one project	Each project designs its own M&E system based on donors; no single system.
<b>El Porvenir</b>	Yes	Yes via health educators, but clear if this is against established impact indicators.	No	
<b>Food for the Hungry</b>	Yes	The monitoring data show output data- number of peoples gained access to a safe water or sanitation facility.	Some monitoring information is included in their annual report	FH is currently revising its global monitoring framework and indicators and shifting towards an approach of measuring impact at community level.
<b>Helvetas</b>	Yes	Project monitoring complemented with midterm and end of project evaluations. Helvetas' M& E system includes monitoring at different levels- including project monitoring and organisational performance monitoring that also includes monitoring on functionality of the services	Helvetas publishes their annual reports on the website. It contains a chapter giving account on targets (coverage figures) reached with water projects worldwide	There are still many challenges in getting the organisational monitoring system on functionality right and properly working. Monitoring information is aggregated at country level and could possibly be disaggregated at municipal level. Additionally, Helvetas conducts in-depth case studies on functionality and undertakes every year an impact study on one WASH project.

<b>IRC</b>		Monitoring a few key sector change outcome indicators	In annual report available and on the IRC website	
<b>Living Water</b>	Larger programs implement baseline, midterm and final evaluations.		No	Water point functionality is monitored for 5 years post implementation.
<b>PWW</b>	Yes	Using SIASAR in Trojes, Honduras as part of PTPS	No	
<b>Water.org</b>	Yes	Yes mainly at the level of outputs only (number of projects implemented, number of people reached). This information does not give insights in the results (impacts) and is not broken down per geographical region. However, at the start of the project a baseline is established and at completion of the project Water.org regularly commissions impact evaluation studies, by independent (research) institutions or internally.	Monitoring information is available on the website.	Water.org has also an in-house monitoring, evaluation and learning (MEL) team that monitors progress in project implementation with involvement of local evaluators.
<b>WaterAid</b>	Yes	Use of an organisational monitoring tool that keeps track on the sustainability of the project results at 3 year, 5 years and 10 years after project implementation.	Impact data as a result of the implementation of the Nicaragua programme are published on the WA website.	In Colombia, the project monitoring system (employed by Aguayuda) will be integrated into the newly developed programmatic approach.
<b>WFP</b>	Yes	Data collection takes place at district (municipal) level using FLOW, that provides real-time data, however monitoring data assessment review meetings (including participation of the main stakeholders) take place once a year and the impact monitoring data on the website are updated annually	In annual report and on website showing real time data and annually updated info on impact monitoring results	Monitoring framework will be updated in 2017 to incorporate household level of service and more comprehensive sustainability indicators, which are articulated in Sustainable Services Checklist. WFP will use this checklist to determine readiness for WFP exit from districts.

<b>World Vision</b>				
<b>Global Water</b>				
<b>Water mission</b>		WM applies a self- developed and self-managed tool for monitoring and assessing success. The reporting system is a remote based, on -line data system including real time data (up to 30 days processing time).	Some of the monitoring and assessment results are available for sharing externally but this is yet limited	The longer term strategy is to make the monitoring and evaluation information more accessible for external parties

**Table 14: use of learning platforms for sharing experiences in WASH**

	<b>Internal organisational learning platforms</b>	<b>Participation in In-country learning platforms</b>	<b>Presentation and sharing experiences in international platforms</b>	<b>Other platforms or mechanisms for learning</b>	<b>Comments</b>
<b>CARE</b>	Bi-monthly WASH newsletter goes out to all country directors and some staff.	RASGUA and RASHON	yes, but not specified	Staff member in charge of promoting cross-country learning.	Mechanisms need to be updated. Language barriers are a big challenge. Promotion of thematic e-discussion and/or funnelling of offices to communicate with others. WASH mentorships between teams*
<b>CRS</b>	Global community of practice email group	RASGUA, RASHON, PTPS	Yes	Blog: <a href="http://coffeelands.crs.org/water">coffeelands.crs.org/water</a>	Interested in collaborating on a blog
<b>El Porvenir</b>		RASNIC			
<b>Food for the Hungry</b>	?			Is a member of a few learning platforms such as TOP (a thematic group of USAID) and joined recently INERACT a platform of USA based NGO's. Those platforms are WASH and LAC specific	FH's acknowledges the need to become more effective in their learning by making better use of monitoring data and other evidence based information for internal reflection and improvement of their models and approaches

<b>Helvetas</b>	Yes	At country level Helvetas is part of national platforms for learning and sharing; in Haiti Helvetas hosts the national platform for NGO's. In Guatemala the team is very strongly involved in local/ regional platforms but yet less so at the national level.	The Stockholm Water Week- however presentations of experiences of LAC or involvement of LAC counterparts in those platforms is limited due to the language problem.	Helvetas is a member of two networks in Switzerland. It coordinates a large network of Suisse Based NGO's and is member of a Water Consortium of Suisse based institutions, a multi-stakeholder platform working in development cooperation and water. The consortium is an important platform for lesson learning and sharing of experiences in the water sector.	
<b>IRC</b>	IRC Conference, IRC internal learning weeks and webinars	RASHON	LAC: LATINOSAN, AIDIS conference, CLOCSA conference / International events: UNCS, Stockholm and others	The NGO network organises international and regional workshops on specific topics for its members but haven't organised one on water yet.	
<b>Living Water</b>	Annual LWI LACR Conference	RASNIC	International events: UNC, WEDC, ACCORD Conferences		
<b>PWW</b>			Presentation in regional and international events, such as CAWST Learning Exchange in Calgary.	Website, blogs,	
<b>Water.org</b>	Internal learning forums	In Peru: Water Credit forum (March 2017); IDB/FOMIN funded forum,			
<b>WaterAid</b>		RASNIC,	International WASH Cluster, conferences (LATINOSAN, UNC, Stockholm Water Week)	Webinars through IDB and RWSN,	
<b>WFP</b>	Monthly Latin America learning webinars for program staff	RASGUA, RASNIC and RASHON and in Peru national working group for drinking water and sanitation organized by the Instituto de Promoción para la Gestión del Agua	Presentations at regional and international events (UNC Health Conference, Stockholm Water Week and LATINOSAN for dissemination of its work)	WFP uses its own website	Recognize need for an internal learning platform, planned for 2017

<b>World Vision</b>	There is an annual meeting where staff from all 5 countries attend during which they do some sharing activities. WV also tries to hold 2-3 webinars per year.				WVI has few formal channels for learning and sharing of experiences in Latin America, partially due to the lack of a WASH coordinator in the region.
<b>Global Water</b>					
<b>Water mission</b>			They do some research and share the results and expertise in international events such as the WEDC conference and through more involvement in the RWSN network.		WM's strategy is now to share their expertise more.

\* Not sure if at country level or between team across countries

**Table 15: MWA members' Advocacy activities and key messages** (based on information from El Porvenir IRC, LW, WaterAid, WFP and WM only).

	<b>LWI</b>	<b>El Porvenir</b>	<b>WFP</b>	<b>Water Mission</b>	<b>IRC</b>	<b>WaterAid</b>
<b>Is evidence-based advocacy an explicit area of attention in your organizations' country programs/ strategies?</b>	Not Yet	No. Advocacy yes, evidence based as such, no.	Yes, to varying degrees in all countries	Yes, Always	Yes: mainly in our focus country in Honduras, but also at regional level through regional events.	Yes: Always

<p><b>What are your organization's main advocacy messages?</b></p>	<p>n/a</p>	<ol style="list-style-type: none"> <li>1. Use common methodologies, strategies, best practices</li> <li>2. Share new learnings</li> </ol>	<ol style="list-style-type: none"> <li>1. Districtwide Approach</li> <li>2. Everyone forever – Universal Access to Sustainable Service</li> <li>3. Market Based Approach to Sanitation</li> </ol>	<ol style="list-style-type: none"> <li>1. Solar pumping and water tx solutions are simple, cost-effective, and sustainable</li> <li>2. Local capacity for admin and O&amp;M is critical for sustainability</li> <li>3. Communities require ongoing technical and admin support to maintain adequate WASH service delivery</li> <li>4. Safe WASH behaviors should be rigorously promoted in all WASH programs</li> <li>5. Routine Monitoring &amp; Support (Remote Monitoring)</li> </ol>	<ol style="list-style-type: none"> <li>1. Need to strengthen sustainability of WASH services via building of national systems: to monitor services, to provide post-construction support, to provide frameworks for financing the life-cycle costs, for planning amongst others</li> <li>2. Specific models to reach the rural disperse and last mile populations</li> </ol>	<ol style="list-style-type: none"> <li>1. WASH is an integral part of other sectors</li> <li>2. Sustainability</li> <li>3. Equity and inclusion for WASH</li> </ol>
<p><b>What are your organizations' main advocacy products?</b></p>	<p>n/a</p>	<ol style="list-style-type: none"> <li>1. Pushing WASH Sustainability Charter (Nica version)</li> <li>2. Helping shape Agenda for Change in Nicaragua</li> </ol>	<ol style="list-style-type: none"> <li>1. Presentations at Conferences/Worksh ops etc.</li> <li>2. Limited Materials on our website - <a href="https://www.waterforpeople.org/stories/sdg">https://www.waterforpeople.org/stories/sdg</a></li> </ol>	<ol style="list-style-type: none"> <li>1. Workshops for NGO and government partners</li> <li>2. WASH promotion materials</li> <li>3. Materials summarizing WM's collective experience with solar pumping</li> <li>4. Water and sanitation system design resources and equipment installation specifications</li> </ol>	<p>Briefing notes that are derived from bigger studies and research</p>	<ol style="list-style-type: none"> <li>1. Agenda for Change Declaration</li> <li>2. Healthy Start Campaign</li> <li>3. Framework documents</li> </ol>

<b>What are the main channels used for evidence-based advocacy?</b>	n/a	RASNIC	<ol style="list-style-type: none"> <li>1. Participating in Key Networks (PTPS, RASGUA, RASNIC, ETC.)</li> <li>2. Agenda for Change Activities</li> <li>3. Consultancy With Ministries</li> <li>4. Conferences</li> </ol>	<ol style="list-style-type: none"> <li>1. Communities</li> <li>2. Local government entities</li> <li>3. Networks</li> <li>4. Partner organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. Sector meetings with government</li> <li>2. Regional events like LatinoSan</li> </ol>	<ol style="list-style-type: none"> <li>1. National WASH Networks</li> <li>2. International forums and conferences</li> </ol>
<b>What evidence is used? How is the evidence generated?</b>	n/a		Progress towards our Everyone Forever goals, which are articulated in our monitoring framework indicators	<ol style="list-style-type: none"> <li>1. Data collected by field staff and then used to generate statistics.</li> <li>2. Researchers conduct case studies on WM program impacts on communities and regions, which have been peer reviewed and presented to academic and practitioner audiences.</li> </ol>	Mainly our own studies and studies done by partners. Also SIASAR and financial data on WASH form a big part of our evidence	Community level investigation, focus groups and investigation/research
<b>Does your organization have an explicit budget and dedicated staff time for evidence-based advocacy</b>	n/a	No	<p><b>Dedicated budget:</b> yes but minimal</p> <p><b>Dedicated staff:</b> small % of country director's time</p>	<p><b>Dedicated budget:</b> No dedicated budget to solely advocacy programs at this time.</p> <p><b>Dedicated staff:</b> No, Leadership level staff in programs participate in advocacy as required.</p>	<p><b>Dedicated budget:</b> No</p> <p><b>Dedicated staff:</b> None</p>	<p><b>Dedicated budget:</b> Yes, &lt;5%</p> <p><b>Dedicated staff:</b> 0.5 staff at country level is average dedicated to advocacy</p>

**Table 19 MWA members' ambitions and future plans**

	<b>In-country presence</b>	<b>Regional presence</b>	<b>Other</b>
<b>CARE</b>	Phasing out: Nicaragua and El Salvador. Strengthening in-country work with local/ regional governments to build capacity for sustainable services at scale Funding: at least maintain current funding levels or increase	Possibility for Nicaragua taking up a regional programming role for strengthening presence in CA Increase presence in South America: using Peru's success to scale and increase through the Andean region in Bolivia and Ecuador.	Better articulated language around WASH & Water priorities in the global strategy.
<b>CRS</b>	Transition from a traditional project implementation model to an NGO that supports sector improvement with a focus on a) sustainable water services, and b) protecting drinking water sources. Continue presence in Guatemala, Honduras, El Salvador, Nicaragua, and Bolivia. Hoping to launch new initiatives in Peru and possibly Colombia.	Dispersed regional technical team: El Salvador and Quito.	Need to invest more resources on strengthening local networks and partners.
<b>El Porvenir</b>	Continue to expand throughout Nicaragua's ; just opened its 6th regional office		
<b>Food for the Hungry</b>	Stay focused on supporting communities on their way out of poverty and gradually phase out FH's support before moving on to support new communities in the same country	No more countries unless FH will be asked to respond to emergency situations and humanitarian crisis in countries it is not active yet. In those cases FH will be working through partners.	Elevating the Guatemala country director to become a technical lead on WASH in support to the country teams in the LAC countries.
<b>Helvetas</b>	Haiti will continue and the programmes in Bolivia and Guatemala will be strengthened In Guatemala a new WASH strategy is being developed that will be focused at stronger involvement with institutions at the national level (advocacy, knowledge management and policy influencing and development). In Haiti the long term mandate just	Maintain the WASH presence in the 3 present countries ( Bolivia, Guatemala and Haiti)	

	finished and provides for a new opportunity to define how to continue maintaining more or less the same scale of interventions		
<b>IRC</b>	In Honduras consolidate PTPS and scaling up to additional municipalities	Expansion in additional countries with support to implementation of the A4C principles; Plan to fulfil backbone role with A4C in the region; help SWA grow in the region	RC is currently exploring the opportunities for registration and legalisation of its presence in Honduras.
<b>Living Water</b>		Expected to increase the budget each year, but exact amount is unclear. Plans to move into 3 new countries in 2021 (yet to be identified). Plans also to move the regional office from Miami into the region.	
<b>PWW</b>			
<b>Water.org</b>	Phasing out Haiti. In the other countries shift to focus only on the provision of credits (no longer implementing projects); expansion of actors to new types of institutions in more rural areas.	Start a new program in Brazil	
<b>WaterAid</b>	Consolidate the Nicaragua country programme. Promotion of the Agenda for Change (A4C) in Nicaragua through the RASNIC. To further and consolidate the programmatic municipal sector approach in the Guajira region of Colombia.	To expand in one additional country	To build a strong(er) profile in working with indigenous groups in remote areas and to build professional expertise in innovation of alternative service delivery models appropriate for reaching the ultimate last mile ( or last 10%) (Knowledge development, innovation, dissemination and policy influencing).
<b>WFP</b>	In Bolivia, Peru, Nicaragua, Honduras and Guatemala: expansion of Everyone Forever programming to new municipalities, share EF model, learning, and results with national governments. Impact at national scale in Honduras with NGO/gov't consortium (PTPS) and Bolivia with Vice Ministry for Drinking Water and Sanitation (Mas Agua, PTPS).		

<b>World Vision</b>	Consolidate focus in 5 priority countries (Mexico, Honduras, Nicaragua, Haiti and Bolivia) over 5 years to increase technical capacity.		Increase the WASH budget with US\$ 40 million
<b>Global Water</b>			
<b>Water mission</b>	Guatemala and Cuba may become full WM programme countries with an office and staff on the ground. The overall goal is to be successful in the implementation of its projects - to get better in the countries where we are.	Share our technical expertise more broadly In the longer term: make our monitoring data accessible for external parties	This year WM plans to evaluate its membership to MWA. Is the MWA the right fit for us?

## ANNEX 2

**Table 1: Non-MWA Member INGOs Active in LAC**

Name	Sector	Countries with water program	Short description	Financing
ACRA	Education Energy & Environment Water and Sanitation Food & Agriculture	El Salvador Honduras Nicaragua	ACRA aims at removing poverty through sustainable, innovative solutions. The organization focuses on market-based solutions with high social and economic impact. ACRA is enabling the participation of the private sector in the design and delivery of WASH services, to foster sustainable growth, poverty reduction and to advance both development and business outcomes so that they are mutually reinforcing.	European Union: 46% Italian Government: 16% Other Government or Government Agencies: 15% Foundations: 14% Businesses and Individuals: 7% Partners: 3%

Plan International	Education Health Water and Sanitation Protection Economic security Emergencies Child participation Sexual health, including HIV	Bolivia Haiti	Plan works with communities to improve access to safe drinking water and basic sanitation and to raise awareness of the importance of hand washing and waste management.  Two principal areas: Education key Communities take the lead	Plan receives about one third of its funds from donors sponsoring children. Other funds come from 12 government agencies (such as: USAID, AECID, DANIDA, etc.) and multilaterals (such as: European Commission, UNICEF, World Bank, etc.)
PSI	Child Health Gender-Based Violence HIV and Sexually Transmitted Infections Malaria Maternal Health Non-Communicable Diseases Respiratory Illness Water and Sanitation	Haiti	Water treatment: improves access to clean water by promoting and distributing point-of-use household water treatment products. Sanitation: programs across 12 countries address urban and rural sanitation through community-led and market-based approaches. Hygiene: Programming works to increase the practice of handwashing with soap at key times among caregivers of children under five, primary school children and vulnerable populations, including people living with HIV and AIDS.	US Government 36% Other Governments: 26% INGOs: 21% Foundations and Corporations: 11% Other: 6%
CESAL	Education Health WASH Productive Development Microbusiness and career building	Guatemala El Salvador Honduras Nicaragua Haiti Dominican Republic Peru	Strategy is not very clear but the website mentions a focus on: Increase coverage of services and, above all, improve reuse strategies via service delivery using sustainable economic and environmental methods.	Funds come from organizations like the EU, various individual communities, and Spanish Government, with collaboration from foundations and companies and help from partners and volunteers.

SNV	Agriculture Renewable Energy Water & Sanitation	Nicaragua Peru Bolivia	Partners with local governments and NGOs to create sustainable sanitation systems in high density and peri-urban zones that don't have sewerage systems; development of micro-credit strategies to improve access to WASH; and studies about water needs for crops and consumption.	Funds from: DGIS, BID, AECID, DANIDA, EuropeAID, municipal governments, some companies and foundations, HIVOS, Water For People
OXFAM	Right to Water	El Salvador	There is not much information about OXFAM's work in water on the website but it mentions that the main objective in El Salvador is to contribute to the promotion and application of laws that recognize the human right to water.	Funds from UN; EU; Governmental Institutions and individual donations
ECODES	Water Social Responsibility Climate Change Health & Environment Responsible Consumption	Nicaragua	Be more Efficient: reduce the consumption of water per person in Spain and Latin America. Facilitation: to achieve the main actors in the sector agree to sustainable water usage.	No info
ADRA	Vulnerable communities Family support Health Water & Nutrition Emergency Response	Ecuador Bolivia Chile Paraguay Uruguay Peru Brazil Argentina	An agency of the Seventh Day Adventist Church. Under WASH, they work on improving access.	Development agencies like AECID and other foundations

<p>Promoción del Desarrollo Sostenible IPES</p>	<p>Environmental Education Waste Management WASH Urban Agriculture Urban Forestry &amp; Green Areas Local Economic Development</p>	<p>Mexico Guatemala Honduras Nicaragua Costa Rica Panamá Colombia Venezuela Cuba Bolivia Chile Uruguay Paraguay Argentina Haiti Peru Brazil</p>	<p>An organization whose model promotes sustainable development via consideration of multiple thematic areas including participation, capacity development, use of appropriate technologies, and influence in policies and norms.</p>	<p>Diverse foundations, municipalities and government institutions.</p>
<p>Project Concern International PCI</p>	<p>Water Women's Empowerment Poverty Solutions Malnutrition Risk Reduction Wellness Human Rights Family Health</p>	<p>Bolivia Guatemala</p>	<p>Humanitarian NGO working on improvements to WASH infrastructure.</p>	<p>Funds come from different companies, such as: Gates Foundation, Baxter International Foundation and Izumi Foundation</p>