

IRC

Honduras

IRC Honduras Strategy: 2017-2021

Building WASH systems to deliver
the Sustainable Development Goals

Supporting water sanitation
and hygiene services for life



At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration. We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.

We face a complex challenge. Every year, thousands of projects within and beyond the WASH sector fail – the result of short-term targets and interventions, at the cost of long-term service solutions.

This leaves around a third of the world's poorest people without access to the most basic of human rights, and leads directly to economic, social and health problems on a global scale. IRC exists to continually challenge and shape the established practices of the WASH sector.

Through collaboration and the active application of our expertise, we work with governments, service providers and international organisations to deliver systems and services that are truly built to last.

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This document presents IRC Honduras medium term strategic framework and theory of change for the years 2017 to 2021.

Author Stef Smits, Maricela Rodríguez and Andrés Gil

Editor Eline Bakker, Tettje van Daalen

Design and layout Punt Grafisch Ontwerp

Graphs and photos Stef Smits

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Abbreviations

| | |
|---------------|---|
| CONASA | Consejo Nacional de Agua Potable y Saneamiento |
| PTPS | Para Todos, Por Siempre / Everyone, Forever |
| SDG | Sustainable Development Goals |
| SIASAR | Sistema de Informacion de Agua y Saneamiento Rural / Rural Water and Sanitation Information System |
| SIRAPS | Sistema de Informacion Regulatorio en Agua Potable y Saneamiento / Regulatory Information System on Drinking Water and Sanitation |
| ToC | Theory of Change |
| WASH | Water, Sanitation and Hygiene |

1 Introduction

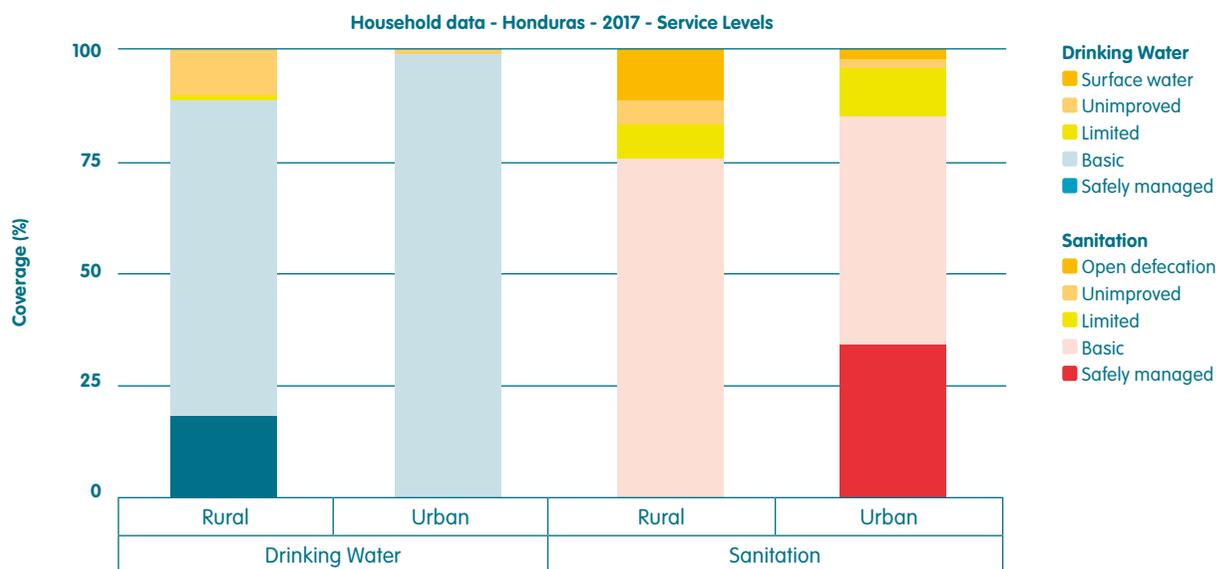


FIGURE 1 SERVICE DELIVERY (JMP 2017, WASHDATA.ORG)

This programme strategy has been prepared by the IRC Honduras programme to guide the delivery of IRC programming in Honduras from 2017 -2021. It sets out programme goals in relation to the IRC overall mission and goals contributing to the water SDG.

The IRC Honduras country programme is strongly influenced by the theory of change of Para Todos, Por

Siempre (PTPS), the partnership of WASH organisations in Honduras, that are jointly working towards the achievement of universal coverage with sustainable WASH services by 2030. This partnership is the main vehicle through which IRC has been operating since 2012. PTPS has been developing strategic and operational documents over the five years of its existence, including its conceptual

framework, which articulates 1) the principles of PTPS, 2) its operational framework, which defines the approach of PTPS towards systems strengthening, and 3) the monitoring and results framework, defining both the indicators and process for monitoring. A review of these documents by the comité impulsor (leadership committee) in February 2018 resulted in an updated theory of change and strategic planning framework. This serves as the basis for IRC Honduras programme’s strategic plan.

1.1 THE CHALLENGE

National level ¹

Honduras has a high level of access to ‘at least basic’ drinking water services (92%), this being all but universal in urban areas and 84% in rural areas. There is also a relatively high coverage with basic sanitation services (80%), slightly higher in urban than in rural areas. Linear projections show that if Honduras continues its past performance, it should be able to achieve (close to) universal access to at least basic water and sanitation services by 2030. The question is whether a linear projection applies, as the currently unserved mostly live in the most remote and dispersed rural areas that are hardest to reach, and where interventions tend to be costly. As such, the first challenge is reaching the unserved: the ‘last’ 10-20% of the population.

¹ Smits, S. and M. Rodríguez. 2018. Achieving SDG 6 in IRC focus countries by strengthening the WASH system; Baseline study for Honduras. IRC: The Hague, The Netherlands

Access to water services

The JMP data (JMP, 2017) shows a high level of access to ‘at least basic’ drinking water services. Those who don’t have that, largely use unimproved services (mostly unprotected wells and springs) and use of surface water is the exception. At the current rate of change, Honduras is expected to achieve universal access to at least basic services by 2030.

However, JMP does not report on the percentage of the population with access to safely managed services. It does indicate that accessibility is hardly a limiting factor; those with access to an improved source, commonly have a piped household connection. However, availability is not consistent: 60% of the population report water is available when needed. Water quality data is lacking from both JMP and sector monitoring like the Rural Water and Sanitation Information System (SIASAR).

Data from SIASAR and the Urban Providers Registry indicate a myriad of problems with the financial, technical and institutional sustainability of providers, which eventually lead to limited service levels. As such, there are challenges in improving sustainability of both the services and the providers.

Access to sanitation services

Concerning sanitation, a similar situation exists, with a relatively high coverage with basic services (80%), slightly higher in urban than in rural areas. Another 9% uses limited (i.e. shared) facilities, and the remainder practices open defecation or uses unimproved sanitation. There are no data on safely managed services, as data is only available on

wastewater treatment, but not on the management of faecal sludge from latrines and septic tanks.

Based on linear extrapolation, Honduras is set to eliminate open defecation and unimproved toilets ahead of the 2030 deadline and achieve near universal access to at least basic services by then.

WASH systems strengthening

These challenges are due in part to the moderate level of development of the WASH system, with most building blocks obtaining intermediate scores. The sector has a clear policy and legal framework, but one that has historically focused on infrastructure development. The building blocks that are essential for strong ongoing service delivery – like financing, monitoring, and regulation – have only modest scores. Generally speaking the frameworks and instruments around those building blocks are in place, but, lack systematic application. There is, thus, a challenge in its roll-out to municipal level. In addition, the WASH system would need further modification to make it fit for the future challenges of moving from ‘basic’ to ‘safely managed’ services.

Focus municipalities

There are 26 municipalities associated with PTPS, and IRC focuses on the 15 where there are partner organisations with whom we work most closely. The service challenges described above also exist in focus municipalities, with most municipalities having high levels of coverage (more than 90%). As expected, municipalities with extensive dispersed rural areas tend to have lower levels of coverage. Performance of the service providers echoes those at national level. Most municipalities have made progress in having put

(part of) the systems in place, such as having the right institutions, having monitoring systems or having the mechanisms for regulation. Yet, few have the full set of building blocks – sometimes referred to as “the combo” in the sector – in place.

1.2 UNDERLYING FACTORS

The opportunities and limitations for pursuing a WASH systems strengthening approach are in part defined outside of the WASH sector by national and local priorities and the framework for (fiscal) decentralisation, specifically:

- **Modest national political priority for WASH.** With the high levels of access to basic water and sanitation services, it is difficult to obtain political priority for further investment in WASH, both nationally and locally. Originally, SDG target 6 (WASH) was left out of ‘the National Agenda 2030 for the SDGs’- the government’s prioritisation of the SDGs. While it was corrected in early 2018, it shows WASH is not among the top development priorities in the country.
- **Low national budget allocation to WASH.** Responsibility for WASH services is distributed over four government entities (a regulator, a policy and planning making body, a public works department and a technical assistance provider), none of which has a clear leadership role. Budget allocations to these entities are very limited, and available funds are directed to infrastructure development.
- **Prioritisation of WASH at municipal level.** Municipalities have a high degree of autonomy in defining their development priorities. National government cannot set targets or performance indicators for municipalities. Municipalities decide on

the level of priority and attention given to WASH, which means the level of priority is municipality-specific, and it requires distinct effort to get WASH on the political agenda. The problem is that the currently unserved do not represent an important political force in many municipalities. As one of the mayors involved in PTPS explained: “The dispersed rural areas [where most of the unserved live] do not provide lots of votes; the only reason why I am investing there is because of the municipality’s commitment to reaching everyone”.

- **Increased fiscal decentralisation but without earmarks.** It is not surprising that there is low national budget allocation to WASH, and unfortunately, none is earmarked for WASH service delivery. With increased fiscal decentralisation, municipalities have the autonomy to decide how to use the assigned budget, and for reasons discussed above, allocations to WASH depend on the level of priority given to WASH. On a positive note, there is a positive trend in rising investments in WASH by municipalities.
- **Limited but growing capacity to fulfil service authority functions.** Municipalities need to have certain platforms and processes in place to fulfil their service authority functions, but there are no corresponding enforcements, or even incentives and/or mechanisms to ensure that functions are fulfilled. Municipalities increasingly do put these into place, but progress differs a lot between municipalities. Overall, it results in limited capacity to fulfil these functions.

1.3 2012-2016 BUSINESS PLAN: LESSONS LEARNED

Over the past five years, IRC’s country programme in Honduras followed three complementary approaches: 1) providing advisory support to national government

on several themes, 2) research, documentation and knowledge management around those themes, and 3) working through the PTPS partnership for learning between municipalities and national level.

The experiences and lessons from that business plan period include:

- **The value-add of IRC as think-tank.** IRC is recognised and appreciated in the sector for bringing new concepts, approaches and tools to the sector, and can translate these into the Honduran context. It has been able to support that by high-quality research (systematisation) and documentation. IRC has a unique role within the Honduran WASH sector, and partners expect IRC to continue playing that role.
- **Networks and partnerships are resource-intensive.** Much effort has gone into the establishment of PTPS (and into our earlier work through la Red de Agua y Saneamiento de Honduras (the Water and Sanitation Network of Honduras) and the development of its key guiding documents, governance structure and operational modalities. Equally, lots of resources go into working through the PTPS partnership, regular meetings, liaising with members and bringing them along with a common approach.
- **Limited accountability over results.** Despite the effort, IRC has limited influence over how members comply with principles of PTPS or apply approaches and tools. Given the voluntary nature of PTPS, there is limited accountability over the results obtained.
- **Networks and partnerships are the only way to reach scale.** Despite the effort and limited accountability over results, there is no way around it. The alternative – working alone in a few municipalities – would not lead to scalable results.

- **Good working relationship with government entities.** IRC – and PTPS – have developed a good working relationship with government entities in charge of WASH. Government departments are open to the ideas and suggestions put forward and willing to collaborate, but struggle to apply them systematically.
- **Limited engagement with political decision-makers.** Whereas the working relation with the technical departments and technocrats is good, IRC – and PTPS – have had limited engagement with political decision-makers. This is a gap in our work.

2 Strategic framework

Given IRC Honduras’ commitment to, and experience with PTPS, we will continue working through PTPS as the main partnership for WASH systems strengthening. We therefore fully subscribe to – and aim to follow – the theory of change of PTPS, which provides a good understanding of how systems strengthening could take place in Honduras, and how PTPS can take accountability for progress in that.

In addition, we have defined a theory of action, which defines our own role as IRC within the ToC of PTPS. This stems from the realisation that we cannot and should not carry out all the strategies defined in the ToC, but rather build on the work and expertise of partners.

2.1 OUR ROLE AND THEORY OF CHANGE

IRC’s theory of change has a vision of strong national systems at municipality and national level that deliver and maintain universal access to water, sanitation and hygiene, as well as address other water-related targets of SDG 6. It is based on the key assumption that strong national systems are underpinned by strong national leadership – both political and financial. We believe that decentralised administrative units provide the right scale at which to model behaviour, test approaches and identify solutions to drive the route to universal access. For this reason, IRC will work with partner municipalities to map water and sanitation infrastructure assets, monitor

services and systems, develop realistic budgets and bankable plans – and subsequently help to identify financing for those plans.

However, success at municipal level is not in itself enough to be sustainable or to spark a national movement to achieve universal access. It must connect strongly with national level activities, to build strong partnerships and create the building blocks that will enable municipalities to achieve their goals.

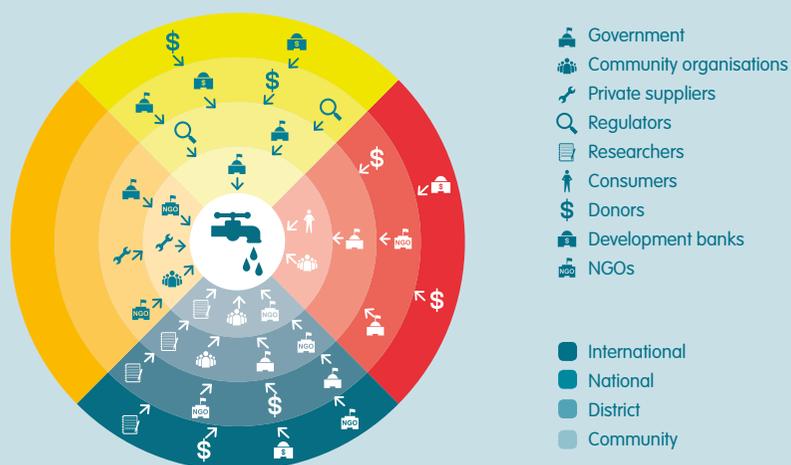
Sustainable Development Goal 6 is about ensuring availability and sustainable management of water and sanitation for all by 2030. Collaborative efforts and new thinking, approaches, and methods are needed alongside strong local and national governmental institutions and leadership. There is a need to test new, realistic, and promising solutions and

approaches to build credible and actionable evidence on how SDG 6 can be achieved. IRC has identified opportunities at local and national level to begin building this evidence.

This theory of change encapsulates IRC’s role, and the actions that it intends to take, at municipal, national and global level to support the achievement of its vision through several broadly expressed outcomes. It is based on the idea that IRC, through these actions, can provide a hub or backbone for collective action by strong municipal and national partnerships, and catalyse and support sustained action leading to universal access. IRC will leverage partnerships and networks at the national and municipal level to improve the means of WASH delivery. IRC’s hub role at the national and municipal level will involve convening actors, stimulating experimentation, codifying and sharing knowledge.



FIGURE 2 SUMMARISES THE IRC THEORY OF CHANGE, WHILE ANNEX 1 PRESENTS THE DETAILED LOGICAL STEPS THAT THE THEORY OF CHANGE FOLLOWS.



BOX 1: SYSTEMS CHANGE AND SYSTEMS STRENGTHENING

- Our approach is based on a belief that reliable and sustained WASH services must be delivered by strong and competent national and local systems.
- Systems are the networks of people, organisations, institutions and resources (the “actors” and “factors”) necessary to deliver services. They include both hardware and software; management and governance. The key sub-systems (often referred to as “building blocks”) necessary for WASH services include: institutional systems; service delivery models; monitoring systems; water resources management systems; financial systems; planning and budgeting systems; regulatory systems; procurement and project delivery systems; learning and knowledge sharing systems; and asset management systems.
- Our approach understands that the failure of services is a symptom of the failure of systems: calling for systems change and systems strengthening.
- It is anchored in both a conceptual understanding of the theory of systems change and the practical business of identifying and strengthening the building blocks for effective service delivery.
- Many of these building blocks overlap – and which ones are most important to WASH service delivery can change according to time or context.
- Driving change in systems requires collective action by key members of the system. This collective action needs to be supported by a change hub.
- The core element of systems strengthening is that for WASH services to be delivered, **all** building blocks must be present and working to at least a minimum level.

IRC will monitor outcome level change within partner municipalities and at national level to measure progress and to ensure that results in IRC partner municipalities contribute to a broader national movement for universal access.

2.2 THEORY OF CHANGE OF PARA TODOS, POR SIEMPRE

The ToC of PTPS – both the diagram and full text are presented in Annex 2. This section presents a summary.

The long-term objective is the achievement of SDG targets 6.1 and 6.2 at national level by 2030. We recognise that many of the PTPS partners can and will continue to contribute also to other targets under SDG 6 (wastewater treatment, water resources management and community), however, no explicit targets have yet been set at national level, nor has there been discussion on whether and how PTPS members could contribute to those targets.

We identified two main outcomes that PTPS will focus on:

- PTPS-associated municipalities will achieve targets 6.1 and 6.2 within ten years after the moment of association (for most municipalities currently associated with PTPS this would be 2024)
- National government entities systematically promote and support the achievement of targets 6.1 and 6.2 at municipal level

These two outcomes form the apex of two, strongly interlinked, branches of the theory of change, one at municipal level and one at national level. The content

of the building blocks is largely defined at national level – through their associated frameworks, guidelines and tools-and will follow these when applying the building blocks at municipal level. At the same time, it is our understanding that the systematic application of the building blocks in the PTPS-associated municipalities serves as a testing ground and model for scaling up to national level. Moreover, through the application of building blocks at municipal level, further insight will be obtained on the aspects of those building blocks that require strengthening and detailing.

The municipal branch of PTPS's theory of change has eight underlying intermediate outcomes – with a 'light' hierarchy in them, realising that these are often achieved in parallel. These are all formulated as different stakeholders – users, service providers, municipalities – fulfilling their role within the WASH system, both as duty bearers and rights holders. For that to happen, these actors need to both have the capacity and commitment. This would be achieved by having a functional partnership between the various stakeholders at municipal level, and by PTPS members facilitating this process – often in the form of a roadmap. Key strategies include partnership building, technical assistance, capacity building, monitoring but also implementation.

At national level, there are four outcomes related to the national government (and other national level actors), i.e. providing political and financial leadership, fulfilling their roles in the WASH system, providing technical guidance to the sector, and doing this in a systematic and structured manner. To achieve that a

national level PTPS partnership between the government entities, NGOs and other relevant stakeholders is needed. Strategies to achieve this include: advocacy, technical assistance, research and documentation, communication, and partnership building.

2.3 THE THEORY OF ACTION: IRC'S ROLE IN PTPS

The division of roles for these strategies follows the division of labour between different types of partners within PTPS. In that model, IRC is classified as socio asesor (technical assistance provider). Moreover, IRC is a member of its comité impulsor (leadership committee), which means that IRC mainly focuses on: 1) strategic advice and guidance on the overall approach of PTPS and its monitoring, 2) capacity building and technical assistance to other members, 3) capacity building and technical assistance to national government, 4) policy influencing and advocacy, and 5) research and documentation.

It is important to understand that IRC is explicitly NOT a 'facilitating PTPS member', i.e. it is not responsible for facilitating the roadmap of systems building in selected municipalities (other PTPS members fulfil this role). IRC may occasionally also play the role of 'collaborating member', i.e. carrying out some parts of the roadmap in selected municipalities.

Implicitly, this means that IRC itself has no focus municipalities among the 26 associated with PTPS. However, we have prioritised 15 municipalities where we believe PTPS facilitating members have the strongest capacity to fulfil that role, and are actually facilitating a roadmap process.

This implies that IRC takes direct responsibility for the following intermediate outcomes of PTPS's theory of change: effective partnerships at municipal level, and facilitating members facilitating the roadmap at municipal level. The other intermediate outcomes at municipal level would be reached indirectly. Responsible for monitoring PTPS, IRC will monitor and report on progress against those intermediate outcomes. At national level, IRC takes direct responsibility for all the intermediate outcomes.

2.4 NATIONAL LEVEL: CEMENTING TECHNICAL AND POLITICAL LEADERSHIP THROUGH THE PTPS PARTNERSHIP

As explained above, IRC will take responsibility for all the intermediate outcomes formulated as part of PTPS's theory of change. The ToC only identifies a light hierarchy in the intermediate outcomes, -in reality these will be worked on in parallel. This also means that it is difficult to identify a clear pathway of change. The three top priorities are 1) partnership, 2) political leadership and 3) technical leadership, and they are elaborated further below:

1. **Partnership.** PTPS is by now an established partnership within the Honduran WASH sector. It is the only multi-stakeholder (government, NGOs and municipalities) platform currently active, and as such has credibility and legitimacy towards the main sector stakeholders. It has a clear vision aligned with the SDGs, and a reasonably well-articulated approach and strategies (being updated into a theory of change and strategic framework), clear membership and governance and a strong

monitoring framework. At the same time, it remains fragile – both organisationally (especially in terms of its accountability for results) and financially. This means that the main intermediate outcome is to have the rules of the partnership agreed upon, complied with and accounted for. An additional intermediate outcome is to have a financially sustainable secretariat for the PTPS partnership.

2. **Political leadership.** As explained above, the key limitation is the low political priority given to WASH in the national development plans at the highest levels of the executive and legislative. To achieve this, the following intermediate outcomes need to be accomplished: a costed plan to meet SDG 6.1 and 6.2, approval of this plan by both the Presidency and the Secretariat of Finance, and a clear financial framework on how such a plan would be financed.
3. **Technical leadership.** The main reason why several of the building blocks have a medium score is that the existing systems are not sufficiently applied. The root cause lies in the haphazard way in which the systems are applied and promoted by national government: guidelines may exist but are not systematically shared and promoted with municipalities; the different NGOs and donors may have their own separate guidelines; and the existing guidelines are not internally aligned. The main intermediate outcome is that the national government adopts a series of validated guidelines that jointly reflect the roadmap, and systematically promote these towards municipalities, NGOs and donors, and enforce that these are followed. This would be a step forward in the technical leadership role of national government.

2.5 MUNICIPAL LEVEL: PTPS MEMBERS FACILITATING A CONSOLIDATED ROADMAP PROCESS AND ITS MONITORING

IRC takes direct responsibility for the intermediate outcomes of partnerships at municipal level, and PTPS facilitating members facilitating the roadmap process at municipal level. It is these intermediate outcomes that we as IRC prioritise within the theory of change. All the while, these intermediate outcomes are relatively low in the pathway of change at municipal level, and a bit removed from the main outcome of achieving SDG 6.1 and 6.2 in the associated municipalities. It is therefore also important to monitor whether the achievement of the priority intermediate outcomes lead to change higher up in the pathway of change. Such monitoring fits with IRC's role in monitoring the entire PTPS theory of change. Specific intermediate outcomes to be achieved are therefore:

1. **Functional partnership between municipalities, facilitating members and others.** This coincides with intermediate outcome D2 of IRC's results framework. Within this, the emphasis is on the role of the facilitating partner. From experience, most municipalities cannot lead their own roadmap process, and need support and guidance from entities through the whole process. Yet the national government struggles to guide municipalities, amongst others, in that process, because different government entities have mandates for different parts of the process. Having a facilitating organisation that guides the municipality and also articulates the contributions from the different organisations within a municipality is key.

2. **Members actually facilitate the roadmap.** For the same reasons mentioned above, this is a key intermediate outcome. IRC takes responsibility for this in a technical sense by ensuring that all PTPS members have access to and understand the entire roadmap process, with the various guidelines, tools and frameworks that would need to be used along the way.
3. **Results monitoring at municipal level.** PTPS has established an extensive monitoring framework, which monitors: 1) service levels, 2) service provider performance, and 3) service authority (municipality) performance, including financial indicators of the latter. In addition, it has a self-assessment of the performance of partners. Though IRC will not work directly at service use, provider or authority level, IRC needs to ensure that data is monitored at those levels, in order to assess progress against the theory of change, and also the effectiveness of the approach of working through facilitating members.

3 Main partnerships

The main partnership of IRC in Honduras is PTPS. IRC is a founding member, and arguably a member that has put in most financial and intellectual capital in its development, and most active by hosting its secretariat, and being a member of its comité impulsor (leadership committee). PTPS will thus remain the main vehicle through which IRC will put its strategy in place in Honduras.

PTPS members to highlight:

- Water For People. Of all PTPS members, we have the closest working relationship with Water For People, both within Honduras and globally. Moreover, they are closest aligned in the mindset of PTPS, and we liaise with them about strategic issues.
- Catholic Relief Services (CRS) and Agua Pura Para el Mundo are the other NGO members of the comité impulsor (leadership committee), and with them we also work on strategic issues.
- Central Committee for Water and Comprehensive Development Projects in Lempira (COCEPRADIL), Central Committee on Pro-Water and Integral Development of Intibuca (COCEPRADII), Catholic Relief Services, Water For People, Agua Pura Para el Mundo are all facilitating members, which means that for achieving some of our outcomes as IRC, we need to liaise closely with them.
- National Council for Drinking Water and Sanitation (CONASA), the Regulating Entity for Drinking Water and Sanitation Services (ERSAPS) and National

Service for Aqueducts and Sewers (SANAA) are the national government entities that are member of PTPS. They would be the direct targets and allies for the technical assistance and advocacy work under the national branch.

Outside the PTPS members, the following are key stakeholders:

- Community Development, Water and Sanitation Institute (IDECOAS) / Honduras Social Investment Fund (FHIS), is an important government entity to coordinate and liaise with.
- International Development Bank is the most relevant WASH donor in the country.



4 Monitoring, evaluation and learning

PTPS has established a comprehensive results monitoring framework (for the full description see <http://ptps-aps.org/wp-content/uploads/2017/02/Marco-de-Monitoreo-Resultados-PTPS.pdf>), which largely draws from national monitoring systems, covering five groups of indicators:

- **Coverage for water and sanitation services, both at household level and at schools and clinics.** Data comes from National Statistics Institute (INE) surveys, or in future from WASH sectoral databases.
- **Service levels**, aggregated into an overall score, and are derived from SIASAR (for rural system) or SIRAPS (for urban systems). Specific focus is also given to water quality data.
- **Service provider performance**, drawing both from SIASAR and SIRAPS. Specific emphasis is given to financial sustainability data from AtWhatCost (tool used by Water For People) or similar.
- **Service authority performance.** There is no national monitoring of service authority performance. PTPS partners are compiling data on service authority institutional data, including data on costing and financial analyses at municipal level.
- **National data.** This indicator group is arguably least defined but for now includes indicators on whether guidelines and tools for the roadmap are developed, validated, approved and promoted by national government.

On an annual basis, data is compiled from the national information systems, as well as directly from members for the indicators that are not captured. Data is presented and analysed in a special PTPS assembly, during which overall trends are discussed across the municipality. We intend to facilitate a reflection on results with each municipality.

In addition to these result indicators, PTPS monitors the performance of its members, through self-assessment. Results of which are used for a reflection between the coordinator and each member organisation on the added value of PTPS and compliance by the member with the principles.

5 Our organisation

IRC is currently represented in the country through two full-time staff, without a formal office. The two staff fulfil complementary roles, with one being more a content WASH expert, and the other focused on project management, though also with some content tasks and expertise. In addition, IRC has a consultancy agreement with the coordinator of PTPS, as it channels most of the funding for the remuneration costs of the coordination. Jointly these three persons fulfil the various national hub functions, as well as some project activities. In addition, some of the PTPS members also provide staff time towards the national hub of PTPS. Finally, the overall management of the programme lies with an international staff member, based at HQ.

As IRC has no formal presence through a registered branch office, or otherwise, the local staff and the PTPS coordinator are contracted through a consultancy contract with IRC HQ.

Physically, the local staff used to be housed in one of the Government offices (CONASA). Due to changes in their physical working space, this ended in March 2018, and IRC staff are now housed at the office of a PTPS member (Agua Pura Para el Mundo). The intention is to move back in with CONASA or ERSAPS (the regulatory body).

As this organisational set-up is not considered appropriate for the long-term, different options for a

more solid local presence are being explored. Agreeing on the modality for long-term presence and organisation is one of the key targets for the first two years of the current strategic framework (i.e. by end 2018).

We are not foreseeing any (physical) presence in any of the municipalities, as we mainly work there indirectly via the other PTPS members.

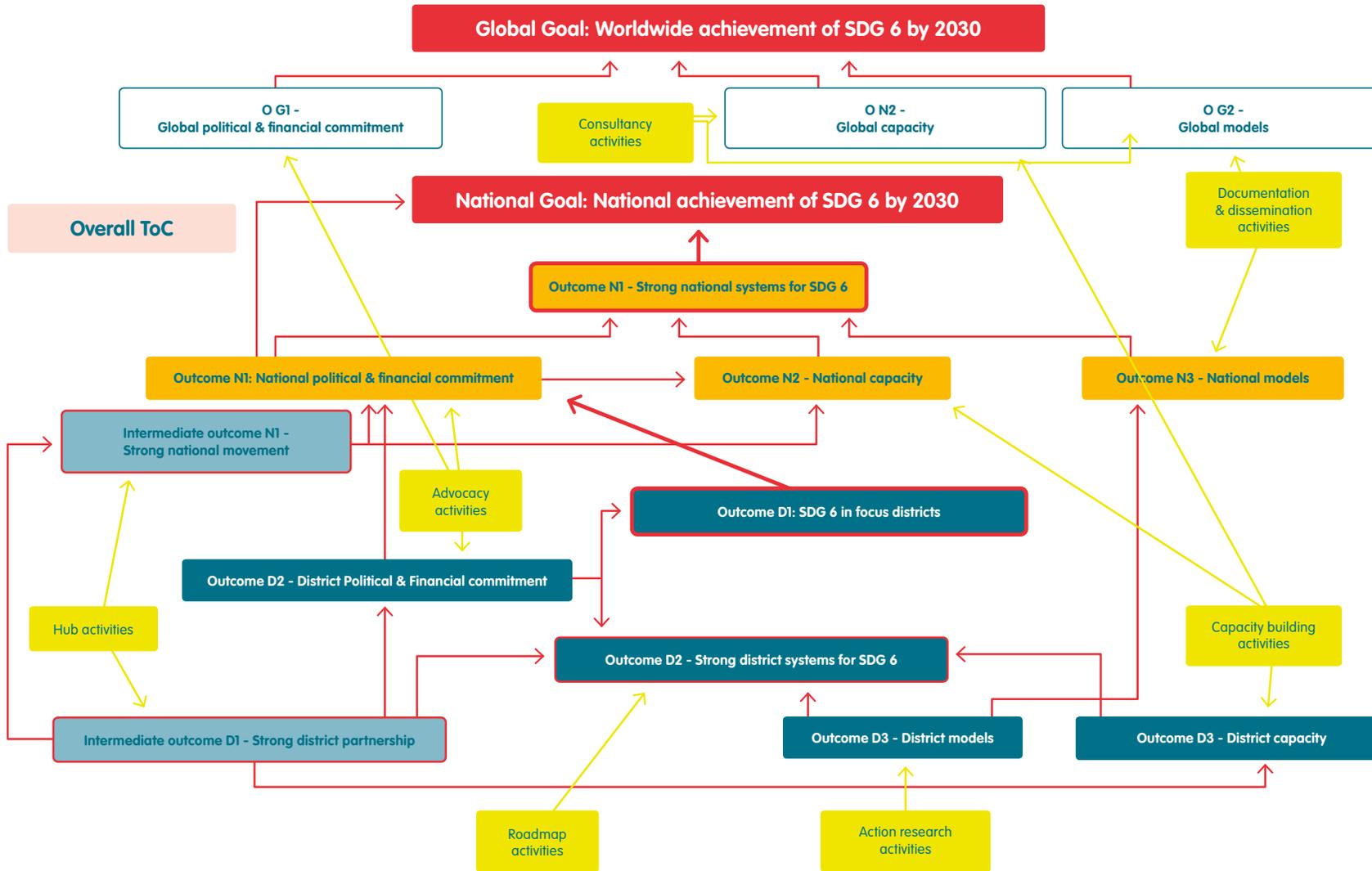
6 Our business model

To deliver on the strategy, we propose a business model that would consist of the following elements:

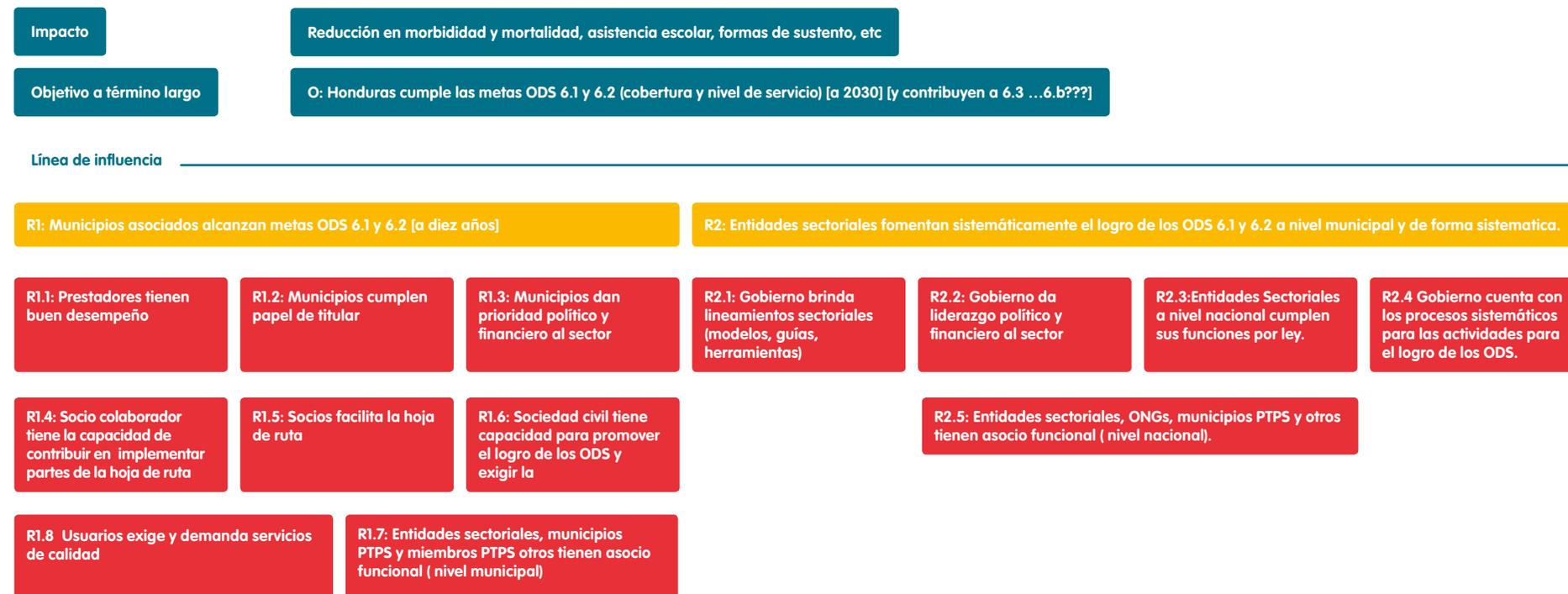
- **Programmatic work for the national hub functions of advocacy, partnership development, knowledge management, project management, including monitoring.** This roughly coincides with the activities (and costs) of the PTPS coordinator, and part-time project management and WASH advisor. So far, it has been impossible to fund these national hub costs out of project funds, hence the preference for programmatic funding to cover these costs. IRC Honduras will attempt to include some of these costs into specific project proposals.
- **Projects for specific research and development on 1) building blocks of the national system (e.g. on dispersed rural areas), or 2) application of the building blocks in certain municipalities.** So far, the track record in project has been limited. Options are being explored with Water For People, as the preferred partner to increase this.
- **Advisory work plays a limited role in our programme.** There are occasional tenders for work for the government, which could be of interest. Moreover, the Honduras team can provide advisory work in the broader Latin America region, and has done so over the past years.



Annex 1: IRC's Theory of change



Annex 2: Theory of change of Para Todos, Por Siempre



Estructura

La teoría del cambio se basa en que el movimiento contribuirá a que Honduras al 2030 cumpla las metas ODS 6.1 y 6.2 relacionadas con la cobertura total y un buen nivel de servicio de los sistema de agua potable y saneamiento y logre un buen avance en las metas ODS 6.3 y 6.6.b relacionadas con la mejora de la calidad del agua, y con la participación comunitaria en la gestión de los servicios de APS. Este objetivo a largo plazo (2030) tendrá como impacto la reducción de la morbilidad y mortalidad infantil, la mejora de la asistencia y aprovechamiento escolar, aumento de disponibilidad de tiempo para recreación y actividades productivas y mejores condiciones de vida de la población.

Para lograr el objetivo a largo plazo, la teoría de cambio se estructura con una serie de resultados encadenados organizados bajo dos grandes grupos de resultados intermedios que contribuyen a los resultados mayores o principales, uno a nivel de los municipios asociados (R1) y otro a nivel nacional (R2).

Para lograr el cumplimiento del logro a nivel de **los municipios asociados** alcanzan las metas del ODS6.1 y ODS6.2, es necesario que en una primera instancia se alcancen los resultados R1.7 y R1.8, los cuales contribuyen al logro de los resultados intermedios de la segunda instancia que son los R1.4, R1.5 y R1.6, que a su vez son la base para el logro de los resultados de la tercera instancia R1.1, R1.2 y R1.3 que conforman los pilares del logro mayor o principal R1.

Similar proceso sucede en el resultado R2 a nivel **nacional**, en el que en primera instancia es necesario el logro del resultado R2.5 que permite

posteriormente el logro de los resultados R2.1, R2.2, R2.3 y R2.4 que son los pilares para alcanzar el resultado R2.

Supuestos

Este proceso ascensional de encadenamiento de resultados está acompañado de supuestos que son condiciones que propician la obtención de los resultados y de procesos o actividades que conforman las estrategias de intervención a ser aplicadas. En la tabla siguiente se describe la relación de los supuestos y actividades en el proceso de encadenamiento de los resultados.

| R1: Municipios asociados alcanzan metas ODS 6.1 y 6.2 a diez años | | |
|--|---|---|
| Resultados Intermedios | Actividades/Estrategias | Supuestos |
| R1.8: Entidades sectoriales, municipios PTPS y miembros PTPS tienen asocio funcional (nivel municipal) | Movilización y articulación de actores Establecimiento de plataforma de coordinación Mejora de Vínculo de socios con sus oficinas principales | Si se establece una plataforma de coordinación, movilización y articulación de los actores hay un asocio funcional de los socios PTPS porque ellos tienen interés y compromiso de trabajar juntos en forma coordinada |
| R1.7 Usuarios exige y demanda servicios de calidad | Sensibilización, Capacitación y Movilización | Si hay concientización, y capacitación de los usuarios sobre los beneficios de APS, ellos exigen y demandan servicios de calidad porque hay interés en lograr dichos beneficios |
| R1.6: Sociedad civil tiene capacidad para promover el logro del ODS6 | Incidencia Sensibilización, Capacitación y Movilización | Si hay un asocio funcional de los diferentes socios (R1.8) la sociedad civil puede promover el logro del ODS6 y exigir rendición de cuentas porque hay condiciones políticas de diálogo, inclusión y participación. Si los usuarios exigen y demandan servicios de calidad de APS (R1.7), hay una sociedad civil que puede promover el logro del ODS6 y exigir rendición de cuentas porque hay condiciones políticas para el diálogo, inclusión y participación. |
| R1.5: Socio colaborador tiene la capacidad de contribuir en implementar partes de la hoja de ruta | Gestión del Conocimiento y Asistencia Técnica Evaluación y Autoevaluación | Si hay un asocio funcional de los diferentes socios (R1.8) hay un socio colaborador porque hay un mayor entendimiento y compromiso del socio colaborador de lo que implica su rol. |
| R1.4: Socio Facilitador facilita la hoja de ruta | Gestión del Conocimiento y Asistencia Técnica Evaluación y Autoevaluación | Si hay un asocio funcional de los diferentes socios (R1.8) hay un socio facilitador porque hay un mayor entendimiento y compromiso del socio facilitador de lo que implica su rol. |
| R1.3: Municipios dan prioridad política y financiera al sector APS | Planificación técnica y financiera Incidencia | Si el Socio Facilitador facilita la hoja de ruta (R1.4) los Municipios dan prioridad política y financiera al sector APS porque tienen sensibilidad y apertura para priorizar el sector APS. Si la Sociedad Civil tiene capacidad para promover el logro del ODS6 (R1.6) los Municipios dan prioridad política y financiera al sector APS porque tienen sensibilidad y apertura para realizar planificación técnica y financiera. |
| R1.2: Municipios cumplen papel de titular de servicios APS | Fortalecimiento Municipal | Si el Socio Facilitador facilita la hoja de ruta (R1.4) los Municipios cumplen su papel de titular de los servicios de APS porque tienen capacidad interna de ejercer sus funciones |
| R1.1: Prestadores de servicios de APS tienen buen desempeño | Asistencia Técnica Monitoreo | Si los socios facilitadores facilitan la hoja de ruta (R1.5) los prestadores van a tener un buen desempeño porque tienen la capacidad interna de absorber la asistencia técnica y cumplir sus funciones |

| R2: Entidades sectoriales fomentan sistemáticamente el logro de los ODS 6.1 y 6.2 a nivel municipal y de forma sistemática | | |
|--|---|---|
| Resultados Intermedios | Actividades/Estrategias | Supuestos |
| R2.5: Entidades sectoriales, ONGs, municipios PTPS y otros tienen asocio funcional (nivel nacional). | Manejo de la membresía Interacción con otros actores no socios del PTPS Establecimiento de redes Fomento de asocio (visibilidad) | Si se establece una plataforma de coordinación, movilización y articulación de los actores hay un asocio funcional de los socios PTPS porque ellos tienen interés y conocen el beneficio de trabajar juntos |
| R2.4 Gobierno tiene procesos sistemáticos para las actividades para el logro de ODS6 | Incidencia Sistematización de procesos | Si hay un asocio funcional de los diferentes socios (R2.5) el Gobierno tiene procesos sistemáticos para el logro de ODS6 porque hay apertura y da participación a los diferentes actores |
| R2.3:Entidades Sectoriales a nivel nacional cumplen sus funciones | Incidencia Articulación y coordinación de actores Asistencia técnica | Si hay un asocio funcional de los diferentes socios (R2.5) las Entidades Sectoriales a nivel nacional cumplen sus funciones porque tienen interés, compromiso y liderazgo |
| R2.2: Gobierno da liderazgo político y financiero al sector | Planificación técnica y financiera Incidencia | Si hay un asocio funcional de los diferentes socios (R2.5) el Gobierno da liderazgo político y financiero al sector porque hay apertura ya que reconoce los beneficios del sector |
| R2.1: Gobierno brinda lineamientos sectoriales (modelos, guías, herramientas) | Gestión del conocimiento Asistencia técnica Incidencia | Si hay un asocio funcional de los diferentes socios (R2.5) el Gobierno brinda lineamientos sectoriales porque hay posibilidad de síntesis y orientación a los diferentes actores. |

Contact
info@ircwash.org

