



Request for Proposals for
Program Manager for the Second Phase of
Lazos de Agua

April 2023

Table of Contents

Acronyms	3
Background Information and Rationale	4
About Lazos de Agua	4
Implementation of LDA I	4
Second Phase of Lazos de Agua (LDA II)	4
About One Drop Foundation and the A·B·C for Sustainability™ model	5
Recruitment of a Program Manager	6
Purpose	6
Roles of the Program Manager	6
Responsibilities of the Program Manager	7
Phases for hiring the Program Manager	8
Working dynamics and timeline	8
Guidelines for bidders	9
Program Manager qualifications.....	9
Proposals.....	9
Technical proposal	10
Financial proposal guidelines.....	11
Selection process	11
Question period	11
Proposal Submission	11
Appendix 1: Executive Summary of the detailed proposal	12

Acronyms

EPs	Executing Partners
FEMSA	Fomento Económico Mexicano
IDB	InterAmerican Development Bank
JMP	Joint Monitoring Program
LAC	Latin America and the Caribbean
LDA	Lazos de Agua
LDA I	Lazos de Agua I
LDA II	Lazos de Agua Second Phase
MEL	Monitoring, Evaluation and Learning
OD	One Drop Foundation
SABC	Social Arts for Behaviour Change
SIP	Strategic Implementing Partner
WASH	Water, Sanitation and Hygiene

Background Information and Rationale

About Lazos de Agua

The Lazos de Agua Program (LDA) is a multi-stakeholder partnership of One Drop Foundation, the Inter-American Development Bank (IDB), The Coca-Cola Foundation and FEMSA Foundation (referred as the program Conveners). The first phase (LDA I) was carried out with a financial contribution of USD\$ 25,000,000 of these organizations and complementary investments of around USD\$35,000,000 from national and local governments as well as from Executing Partners (EPs). LDA I provided access to drinking water and improved sanitation and hygiene to more than 235,000 people in Colombia, Guatemala, Mexico, Nicaragua and Paraguay by December 2022. In each of these five countries, One Drop Foundation, as the Strategic Implementing Partner (SIP), provides specialized technical assistance and works with EPs and, in some instances, with national governments to implement the activities of the program to achieve the desired outcomes and impact.

Social Art, and sustainability are at the core of this innovative Program, which adopts a systems-based approach to contribute to improving living conditions in Latin America. Lazos de Agua introduces the Social Art for Behaviour Change™ (SABC) approach in the Water, Sanitation and Hygiene (WASH) sector and develops its projects based on the One Drop Foundation's A·B·C for Sustainability™ model. For more information visit www.lazosdeagua.org

Implementation of LDA I

Over the years of implementation, the program was characterized by continuous adaptation to reach its outcomes. The A·B·C for Sustainability™ Model provides an overarching framework that intentionally requires adaptation at project level, a coherent integration among components for their synergy to generate better outcomes and strong multistaholder partnerships. Thus, each of the five projects that were part of the first phase of the program shared the same components that were implemented in different ways in each country. These differences were reflected in the Project Implementaiton Plans and in each project's Annual Work Plans.

Results from the programs' monitoring system and the external mid-term evaluation also provided opportunities to reflect and adjust programming. Finally, the COVID-19 pandemic demanded that project activities adapt to the new reality, which contributed to new changes, such as the incorporation of new technologies and adjusting the program's way of delivering some of its interventions.

Second Phase of Lazos de Agua (LDA II)

As of December 2022, LDA's I implementation was completed, having reached almost all of the Program's outputs, immediate and intermediate outcomes in each of the five countries. A Mid-Term Evaluation (MTE) was carried out for the Program between 2019 and 2020 and a Final Evaluation was completed in early February 2023. For detailed results visit www.lazosdeagua.org

While the implementation of the current phase of the Program was underway, the Program Conveners started reflecting on how the current phase and the A·B·C for Sustainability™ model could be scaled out and how lessons learned could be captured to ensure a greater impact in Latin America and the Caribbean (LAC). As part of this reflection, One Drop Foundation along with four EPs of LDA I developed a detailed proposal for LDA II based on lessons learned and collective knowledge. This detailed proposal was approved by the Conveners with some caveats mostly in terms of the governance of the Program.

Therefore, the Program Conveners are seeking to select and hire a Program Manager to implement and manage the new structure of the Program; to coordinate and give strategic and operational guidance in the design, implementation and monitoring of projects according to the guidelines of the Program as presented in the logic model and performance measurement framework; to ensure that the required technical assistance is provided to the EPs in accordance with the needs of each Project; and to manage relations with Conveners of LDA II and report back to them. As in LDA I, Social Art for Behaviour Change™ (SABC) and sustainability must be at the core of LDA II, and its projects must be based on the A·B·C for Sustainability™ model blended with the approaches or models of Executing Partners, when appropriate.

In terms of impact, LDA II seeks to scale up the A·B·C for Sustainability™ model to reach at least 1,000,000 people with access to safe and sustainable water, sanitation and hygiene (WASH) in 12 + LAC countries by 2030 with an estimated total investment of around US\$400 million, broken down as follows:

- Between US\$50 to US\$75 million by the Program Conveners and other financial contributors;
 - US\$20 million are secured through an initial commitment of \$5 million per Convener (*\$5M X 4 Conveners = \$20M*);
 - A maximum amount of US\$55 million (*\$75M - \$20M secured from Conveners = \$55M*) would need to be fundraised through a fundraising strategy that has been developed by a consulting firm and that is being tested this year by Conveners lead by the One Drop Foundation;
- Complementary investments in the form of leverage of around \$325 million from national and local governments, communities as well as from Executing Partners (EPs).

An Executive Summary of the detailed proposal for LDA II can be found in Appendix I.

About One Drop Foundation and the A·B·C for Sustainability™ model

One Drop Foundation is an international organization created by Cirque du Soleil founder Guy Laliberté in 2007. Its mission is to ensure sustainable access to safe water, sanitation and hygiene for communities facing extreme barriers through innovative partnerships, creativity and the power of art. The A·B·C for Sustainability™ model is a systems-based approach, which constitutes LDA's strategy, that was developed to achieve the abovementioned mission. It consists of:

A for Access

This component includes building new or rehabilitated drinking water and sanitation infrastructure and providing capacity building of community organizations and other institutions delivering the services to make them sustainable.

Component A was implemented in two ways within LDA I:

Model 1: implemented by the EPs: in Colombia, Fundación PLAN; in Guatemala, Water For People; and in Nicaragua, WaterAid America. Model 1 projects involve governmental partners but do not involve large governmental programs as Model 2 projects do.

Model 2: implemented by the EPs: in Mexico, Living Water International and in Paraguay, Fundación Moisés Bertoni. In addition to the EPs working in each country, model 2 projects are also implemented by the Government through a specialized public organization in charge of multimillion-dollar water and sanitation programs. In Paraguay, SENASA carries out a program of over 30 million dollars. In Mexico CEAG carries out a program from which more than 11 million dollars are earmarked to the Access component of the Lazos de Agua project in Guanajuato.

B for Behaviour Change

Through local artist sub-contracted by the EPs, LDA I designed and implemented innovative interventions focused on SABC and based, among others, on the Integrated Behavioral Model for WASH, formative research and local realities. SABC interventions are designed to evoke different experiences for beneficiaries and are classified in three types of interventions based on their intended effect: Inspire, Activate and Sustain behaviour change. These interventions,¹ fostered mobilization and dialogue for, by and with the community to increase the practice of the following behaviours, among others:

- Handwashing with soap and water at key moments
- Household water treatment and safe storage
- Payment of water service tariff
- Payment of sanitation service tariff

A key element of this component was strengthening capacities of leaders of change (formal and new that emerged through the process). These leaders became a dynamic force that mobilized communities and replicated SABC interventions aiming at building collective intelligence and sustainability.

For more information on One Drop Foundation's unique SABC approach, please visit https://www.onedrop.org/workspace/uploads/files/sabc_email_an.pdf.

C for Capital

This component is intended to create an enabling environment by strengthening the WASH supply chain to support local market-based solutions. The C component aims at increasing access to safe and sustainable WASH products and services mostly at household level.

For more information about the Lazos de Agua program, visit <https://www.lazosdeagua.org/>.

Recruitment of a Program Manager

Purpose

The purpose of recruiting a Program Manager is to lead the successful design, implementation and monitoring of the second phase of Lazos de Agua (LDA II). This implies managing relations with all conveners & stakeholders and reporting consolidated results to the Conveners of the Program, managing the budget of the Program, coordinating with the Executing Partners for the successful design, implementation and monitoring of their projects, coordinating the provision of specialized technical assistance by One Drop Foundation and other entities at Program and project level and ensuring synergies among the different stakeholders. This document outlines the guidelines for the recruitment of a Program Manager for LDA II.

Roles of the Program Manager

- Manage relations with Conveners of LDA II and report consolidated results (progress towards outputs and outcomes and financial) back to them;

¹ or as relevant depending on the behaviour change stage at which the participants are identified to be at according to formative research based on the Transtheoretical Model developed by Prochaska and DiClemente (pre-contemplation, contemplation, action, maintenance, relapse)

- Define a strategy for the successful design and implementation of Lazos de Agua II based on the theory of change, logic model, performance measurement framework and geographic priorities;
- Coordinate and give strategic and operational guidance in the design, implementation and monitoring of LDA II projects according to the guidelines of the Program approved by Conveners (theory of change, logic model and performance measurement framework);
- Based on guidelines from Conveners, ensure that the required technical assistance is provided to the Executing Partners by One Drop and other entities in accordance with the needs of each Project and that of the Program.
- Provide backbone support in the implementation of a fundraising strategy and collaborate in identifying and reaching out to potential new financial partners.

Responsibilities of the Program Manager

- Establishes good working relations with Conveners and Executing Partners;
- Ensures the review and adjustment, if necessary, and provides recommendations to the detailed proposal for LDA II in close coordination with the Steering Committee of the Conveners and with the Executing Partners;
- Ensures the smooth implementation of the projects in close collaboration with Executing Partners;
- Ensures the financial management of the resources of the Program;
- Establishes a mechanism to select and approve Executing Partners;
- Ensures the implementation of strategies to achieve the integration of the A•B•C for Sustainability with models or approaches of the Executing Partners, in close collaboration with One Drop Foundation;
- Coordinates and provides tools and technical assistance to Executing Partners during the design and implementation of projects on topics such as A•B•C for Sustainability (integration), Social Art for Behaviour Change, monitoring and evaluation, integrated water resources management, gender equality and social inclusion, digital strategies, sustainable sanitation, and WASH value chain strengthening, etc. The One Drop Foundation will collaborate with the Program Manager to provide technical assistance in A•B•C for Sustainability and Social Art for Behaviour Change;
- Elaborates and recommends to the Conveners for approval Program documents such as Project Concept Notes, Project Implementation Plans, Financial Reports, Annual Work Plans, including annual budgets;
- Designs and manages the pipeline of projects, in consultation with the Steering Committee composed by members of the Conveners;
- Signs binding financing agreements with Conveners, Executing Partners and service providers;
- Designs and implements a robust monitoring system, based on the logic model and performance measurement framework of the Program, with efficiency indicators and approves the tools to exercise such monitoring by building on the monitoring system of LDA I;
- Prepares consolidated reports of the Program (previously agreed with Conveners), narrative and financial, and reports to the Conveners;
- Reviews and recommends to the Conveners adjustments of financial and technical variances in the framework of the implementation of the projects;
- Ensures the leverage of public and private resources according to the counterparts defined in the design and budget of each project;
- Actively seeks for potential financial partners;
- Develops and implements the communications and knowledge management strategy of the Program in coordination with the Executing Partners;
- Promotes strategic alliances and advocacy at regional level;

- Promotes technical discussions among Executing Partners through communities of practice to promote the exchange of knowledge, lessons learned and good practices;
- Hires a multidisciplinary dedicated team including at least a Program Director, Project Managers, WASH Specialist, Financial Specialist, Behaviour Change Specialist, Monitoring and Evaluation Specialist, Communication Specialist and fundraising support.

Phases for hiring the Program Manager

The hiring of the Program Manager will be staggered over two phases with separate contracts:

- 1st phase: design two projects (Mexico and Paraguay) and launch their implementation based on the theory of change, logic model, performance measurement framework and geographical priorities as established by the Conveners. Explore opportunities for a project in Ecuador. During this phase the Program Manager will have the support from the One Drop Foundation through specialized technical assistance in the A•B•C for Sustainability™ model and the SABC approach. The Program Manager will sign individual agreements with each Convenir to ensure the transfer of financial resources. A performance assessment will be done at the end of this phase;
- 2nd phase: if the Program Manager completes successfully the first phase, it is expected to continue building, in collaboration with the Conveners, the pipeline of projects to scale up LDA II. Long-term agreements (up to 2030) will be signed with each Convenir. During this phase the Program Manager will have the support from the One Drop Foundation through specialized technical assistance in the A•B•C for Sustainability™ model and the SABC approach.

Working dynamics and timeline

Over the course of the 1st phase, the Program Manager will report to the Steering Committee of the Conveners, via a point person assigned for that task. The Steering Committee of the Conveners will provide overall guidance to the Program Manager. One Drop Foundation will provide technical assistance around the A•B•C for Sustainability model, the Social Art for Behaviour Change approach and in terms of making the necessary introductions with Executing Partners and other relevant stakeholders of the Program.

Activities	Expected due date
RFP posted online	April 7, 2023
Question period for bidders	Through April 24, 2023
Deadline for proposal submission	May 30, 2023
Announce the winning firm	July 31, 2023
Signature of agreements with each Convenir	Start on August 1st, 2023
Kickoff meeting with the Steering Committee of the Conveners	August - September, 2023 (TBD)
End of first phase	Dec. 2024
Signature of long-term agreements with each Convenir	Q1-2025

Guidelines for bidders

Program Manager qualifications

The program seeks to hire an organization that meets the following qualifications:

Strategy

- Experience in managing a multi stakeholder partnership;
- Experience in developing and implementing communication and knowledge management strategies for big scale Programs with multiple stakeholders;
- Experience in developing and implementing monitoring and evaluation frameworks aligned with the Joint Monitoring Program (JMP) and with behaviour change indicators;
- Strong fundraising capacity;
- Strong leveraging of public and private resources capacity.

Operations

- Proven experience in LAC designing, implementing and supervising WASH Programs and Projects under a systems based approach (i.e. [A·B·C for Sustainability](#));
- Strong experience in adaptive project management;
- Strong experience in behaviour change approaches;
- Experience with participatory and human-centered approaches;
- Track record of establishing partnerships with governments;
- Experience in rural and peri-urban communities and in urban areas;
- Proven capacity to leverage resources from Executing Partners, governments and communities;
- Operational flexibility to support Executing Partners, governments and communities during "out of control" events (socio-political disorders, security, pandemic, etc.);
- Sound financial management and reporting;
- Agile in the design and launch of projects in multiple countries at a time;
- Experience in WASH in Schools and WASH in health care facilities (desired);
- Capacity to provide on-demand advocacy depending on each project's context and needs;
- Digital skills for project management;
- Capacity to build and animate different communities of practice;
- Trilingual team – Spanish (at least 75% to 80% of the team must speak Spanish) English, and Portuguese (second phase);
- Proven experience in Latin America. It is considered an asset and will gain additional points if proven experience in Mexico and Paraguay for phase 1 and, Ecuador, Colombia, Brazil, Guatemala, Honduras, Argentina and Venezuela for phase 2;
- Fundraising expertise.

Proposals

Bidders are requested to develop proposals in English using the following structure and respecting the indicated page limit. The score assigned to each component will be proportional to the extent to which bidders have provided a detailed, credible and value-adding demonstration of their capacities to implement Lazos de Agua 2.

Technical proposal

Maximum 25 pages including title page, for a total of 75 points. Should include:

- A. Cover letter (**5 points**)
 - Statement of interest, including full contact details for the representative of the organization and why you believe your organization is well placed to be the Program Manager of LDA II
 - Three professional references for the organization from recent assignments
- B. Presentation of the organization and the team (**7.5 points**)
 - Short presentation of the organization
 - Short bios for each team member, indicating their expected roles, professional qualifications and experience vs RFP qualifications
- C. Past experiences (**7.5 points**)
 - Include at least three descriptions for past proven experience in LAC relevant to this mandate
- D. Understanding of the assignment (**10 points**)
 - Purpose
 - Objective
 - Comments on the RFP (if any)
- E. Proposed approach for taking over the Program Manager role (**10 points**)
 - First phase
 - Second phase
- F. Workplan for first phase (**15 points**)
 - Proposed timeline
 - Risks and mitigation strategies
 - Technical assistance
 - Quality assurance procedures
 - Level of effort (table summarizing the number person days)
- G. Filled KPP capacity assessment tool² – to be provided only to those bidders that indicate their intention to submit a proposal (**15 points**)
 - This should be included as a separate Excel file.
- H. Annex 1 - Full CVs of all team members (no page limit – **5 points**)
Other annexes can include any additional information not included in previous sections of the technical proposal such as list of local or international organizations you have worked with before, etc..

² The KPP is a capacity assessment tool developed by One Drop that serves to evaluate capacities in project management, monitoring evaluation and learning, WASH, behaviour change, strengthening WASH value chains, establishing relationships and alliances and innovation.

Financial proposal guidelines

Maximum 5 pages including title page, for a total of 25 points (25%)

A. Budget (20 points)

Fees and technical assistance, travel expenses, overheads, as well as transfers to Executing Partners for project design and execution. Note: All costs should be featured in US dollars only.

B. Suggested payment structure (5 points)

Bidders are invited to suggest a payment structure.

Selection process

The selection process will be divided into two stages:

- Review of technical and financial proposals: Technical proposals will amount to 75% of the grade while financial proposals will amount to 25% for a total of 100%. Only proposals scoring at least 40 points at the technical proposal stage (i.e., 40 out of 75) will proceed to the assessment of the financial proposals.
- In-person interviews and visits to project sites will be conducted with the short-listed candidates so that the selection committee can fill out the KPP tool.

The selection committee will make its final decision based on the score of the proposals and the result of the KPP tool filled out during in-person interviews and visits to project sites.

Question period

Exclusively between April 7 to April 24, 2023 (5 pm EST), bidders are invited to submit questions or requests for clarifications regarding the content of this request for proposals. These questions or requests for clarifications should be submitted at Raquel.porrasgutierrez@onedrop.org. One Drop wishes to ensure transparency and fairness for all prospective bidders. In order to make a compiled list of questions and responses available for all involved along with the KPP tool, bidders should submit an e-mail to Raquel.porrasgutierrez@onedrop.org no later than April 24, 2023 to indicate their intention to submit a proposal (and their wish to receive the compiled questions/responses and the KPP tool). The compiled questions/responses and the KPP tool will be shared on April 25, 2023.

Proposal Submission

Proposals must be submitted as two separate PDF documents (one for the technical proposal and the other for the financial proposal) and one Excel file for the KPP tool in single e-mail message at Raquel.porrasgutierrez@onedrop.org with Ernenek.duran@onedrop.org, MANUELAV@iadb.org, ana.elizondo@femsa.com, amarquez@coca-cola.com c'ed. Only proposals submitted by e-mail will be accepted.

All proposals must be received by May 30, 2023 at 5 pm EST. Late proposals will not be accepted. Failure to respect any aspects of the required proposal structure or submission guidelines will result in the disqualification of the bidder.

Appendix 1: Executive Summary of the detailed proposal

Executive Summary

Detailed proposal – Lazos de Agua II

In Latin America, more than **150 million people** lack a safely managed water source and more than 430 million lack access to safely managed sanitation facilities. The problem of access to Water, Sanitation and Hygiene (ASH) is closely linked to **governance issues, weak WASH value chains and markets**, and above all to **individual and collective behaviours** that affect access to - and the sustainability of - WASH services.

Faced with this problem, the Inter-American Development Bank (IDB), The Coca-Cola Foundation, FEMSA Foundation and One Drop Foundation have collaborated since 2016 in the Lazos de Agua I Program, which seeks to generate systemic changes and improve sustainability in the WASH sector through the implementation of projects based on the A•B•C for Sustainability™ model and the Social Art for Behavior Change™ (SABC) approach, both of the One Drop Foundation.

The Program, which runs in Colombia, Guatemala, Mexico, Nicaragua and Paraguay, aims to facilitate sustainable access to WASH services for **200,000 people** and foster behavior change in 190,000. As of December 2021, the program has reached nearly **179,868 people with new or rehabilitated safely managed or basic WASH infrastructure** and more than **195,919 people have participated in SABC activities**. Despite the achievements, the gap in access to WASH services continues to be a problem in the region, so this proposal capitalizes on the experience and learnings of Lazos de Agua I and presents an implementation model for its scaling out during a second phase.

Lazos de Agua II (LDA II) – a systemic approach

LDA II proposes, by 2030, to contribute to improving the living conditions of at least **one million people** directly and around **25 million people** indirectly in Latin America and the Caribbean.

To this end, it is proposed to create a **strategic and efficient implementation model** with a **systemic approach** based on **behavior change, scalability, the exchange and transfer of capacities**, and the **sustainability** of interventions. This model seeks to generate economies of scale at country and regional levels to contribute to increasing the coverage of WASH services in Latin America and the Caribbean in a sustainable manner. This implementation model also seeks to encourage the **leverage of public/private resources** aimed at the WASH sector. Finally, the program will seek to **influence at the regional level** around the structural articulation of two challenges facing the WASH sector in Latin America, **governance and water sustainability**.

Scope and Strategy

A preliminary analysis of WASH's service coverage in the region and the partners' strategic approach suggests that to optimize resources and achieve the greatest possible contribution to SDG-6, LDA II should intervene – in addition to the current countries – in Panama, Peru, Haiti, Brazil and possibly Bolivia.

To achieve the goal of benefiting one million people directly and 25 million indirectly, the Program will adopt the following strategies:

1. *Strengthen the governance structures of WASH services (A-Access):* Strengthening governance means the improvement of the operational, administrative/financial and management capacities of the actors that are part of the WASH system. This includes but is not limited to: local service operators such as water and sanitation boards or

committees, as well as government actors that legislate, regulate and/or set the normative guidelines for the sector. LDA II will provide training and accompaniment to these entities incorporating management topics as well as dimensions of Integrated Water Resources Management (IWRM), gender equality and social inclusion, innovation and technology, according to local needs.

2. *Facilitate access to sustainable, equitable and inclusive water, sanitation and hygiene services (A-Access):* Consists on the construction, optimization or rehabilitation of water, sanitation and hygiene infrastructure in homes, schools and health centers consistent with the definition of basic or improved infrastructure by the Joint Monitoring Program (JMP) and that considers the needs of disadvantaged people and women. The program will address access in rural, peri-urban, and urban areas.
3. *Strengthen the practice of behaviors related to WASH (B – Behavior or Behavior):* It consists of the design and implementation of social art interventions for behavior change (SABC) that seek to generate changes stimulated by emotion and through them generate a process of personal transformation. In the context of the Program, these activities are designed and implemented by and with priority groups and allies, which have been segregated according to a behavioral analysis. The strategy seeks to take advantage of the opportunities offered by information and communication technologies to generate greater reach.
4. *Strengthen the local value chain around WASH products and services (C – Capital):* This strategy will provide actors in the WASH value chain with access to technical and financial solutions adapted to each context, promoting a circular economy approach. The opportunities that have arisen because of the pandemic and the effects of climate change will be considered to encourage a greater number of actors, products, innovations and technologies in the value chain. In addition, based on value chain studies, the program will carry out activities to strengthen the capacities of the different actors in it.
5. *Establish strategic alliances at different levels to do more and do it better:* It will be necessary to establish alliances with different actors such as target communities, local and national governments, implementers, artists, private sector and microfinance institutions, among others, which will allow to take advantage of the strengths of the stakeholders and to promote synergies. To this end, work will be done to establish processes and methodologies that allow coordination to integrate within each project and according to the analysis of local needs the main approaches of the Program:
 - A•B•C for Sustainability approach - itself promoting synergy between components A, B and C;
 - Gender equality and social inclusion, with a minimal focus on gender awareness;
 - Integrated Water Resources Management (IWRM), as an entry point to address climate change;
 - Use of new technologies (Digital Agenda, online SABC course, etc.);
 - Creativity and innovation ("Think out of the box");
 - Systems approach.

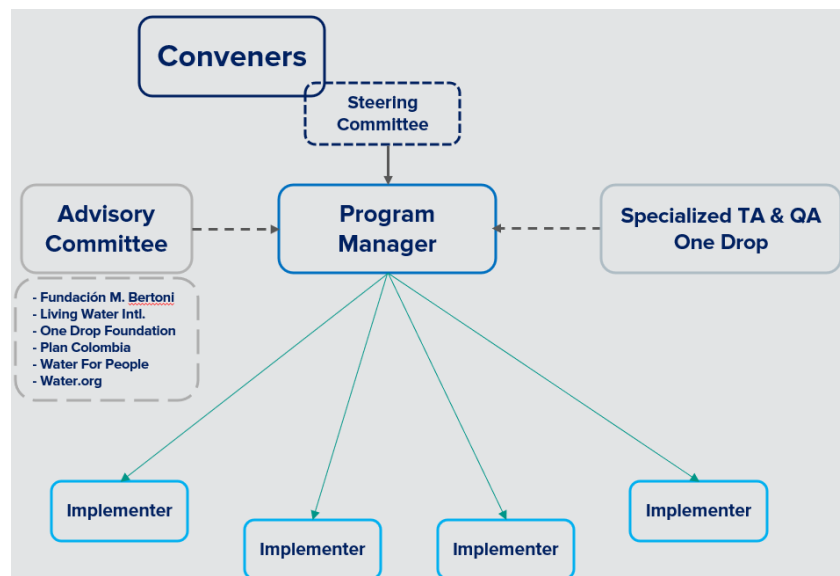
Among the expected results of LDA II are:

1. **1,000,000 people access improved or basic WASH facilities** that are environmentally and socially appropriate and that consider gender equality, social inclusion and IWRM (linked to SDG 6.1 and 6.2);
2. The **population adopts and maintains the practice of prioritized behaviors** in relation to water, sanitation and hygiene;
3. **WASH's products and services commercial providers improve the quality of their offer** and integrate elements of gender equality, social inclusion, and resilience to climate change;
4. Government and private institutions and NGOs appropriate the SABC approach, integrate it into their programs and promote it in their fields (scale up);
5. WASH operators **achieve service sustainability**;
6. The population of the target communities **improve their health indexes** (linked to SDG 3.9.2);
7. Influences in the improvement of the living conditions of **25 million people** in the region.

Implementing LDA II

The LDA II Program has been conceived as a phase of **scaling out and expansion** of LDA I. It is based on the capitalization of experiences, integration of different approaches, use of established public/private relationships, territorial presence and strategic vision of current partners under a perspective of economy of scale, efficiency and knowledge creation for the region. In this sense, LDA II will act as an efficient platform for the design and implementation of projects and generation of knowledge in the WASH sector capable of influencing at the regional level around the structural articulation regarding governance and water sustainability.

This platform will be formed by a new Program Manager and by members with recognized experience in the WASH sector, with technical and integral project management capacity, and innovation mindset, among others, that allow the scaling up and the generation of knowledge at the regional level. The above within the framework of the A•B•C for sustainability model and the SABC approach of the One Drop Foundation and the models and methodologies of the members and implementers, to create synergies.



The platform will be composed by a group of Conveners, a Program Manager responsible for the administration and operation of the Program, an Advisory Committee, a specialized unit for providing technical assistance and quality control and by Implementers in each one of the countries.

The principles under which the consortium will operate are:

1. Generate impact (results) under a co-production context;
2. Flexibility for innovation in a context of co-development;
3. Promote systems strengthening;
4. Strengthen and maintain trust;
5. Management adapted to the context.

Project schedule and deployment

It is proposed that LDA II runs from 2023 to 2030, with platform consolidation activities, exploration, planning, design and implementation of projects. Therefore, it is proposed to subdivide the design and implementation of LDA II and its projects into 3 stages:

1. **Stage 0 - Preparation:** during this stage, activities will be carried out for the consolidation of the platform once the Board of Lazos de Agua gives the green light to this proposal. During this stage, the agreement between the new Program Manager and the Conveners should be signed.

The estimated duration of this stage is 6 to 8 months.

2. **Stage 1 - Launch:** during this stage the following macro activities will be carried out:
 - a. Launch the Program;
 - b. Design the projects presented in this proposal (Colombia, Guatemala, Mexico, Paraguay and Peru);
 - c. Implement the projects mentioned in the previous point;
 - d. Explore potential projects in the rest of the countries (Panama, Peru, Haiti, Brazil and Bolivia).

The estimated duration of this stage is 5 to 6 years from the beginning of the design of the first projects; some activities can be carried out in parallel with those of Stage 0.

3. **Stage 2 - Consolidation:** during this stage the following macro activities will be carried out:
 - a. Design projects of levels 2 (leverage) and 3 (explore) in Panama, Peru, Haiti, Brazil and Bolivia;
 - b. Implement the projects mentioned in the previous point;
 - c. Close the Program.

The estimated duration of this stage is 5 to 6 years from the beginning of the design of the first projects; there will be an overlap with Stage 1 during which both stages will be running in parallel.

Indicative budget

The financial setup for the implementation of the LDA II Program aligns with the systemic approach, technical criteria, and expected results of the Program's theory of change. The estimated amount is in the order of **US\$422 million** of which LDA II will contribute US\$75 million (18%), consortium members and other Implementers will contribute around US\$24 million (6%) and governments and communities will contribute around US\$323 million (76%).