

Reaching Everyone Forever in San Pedro, Bolivia

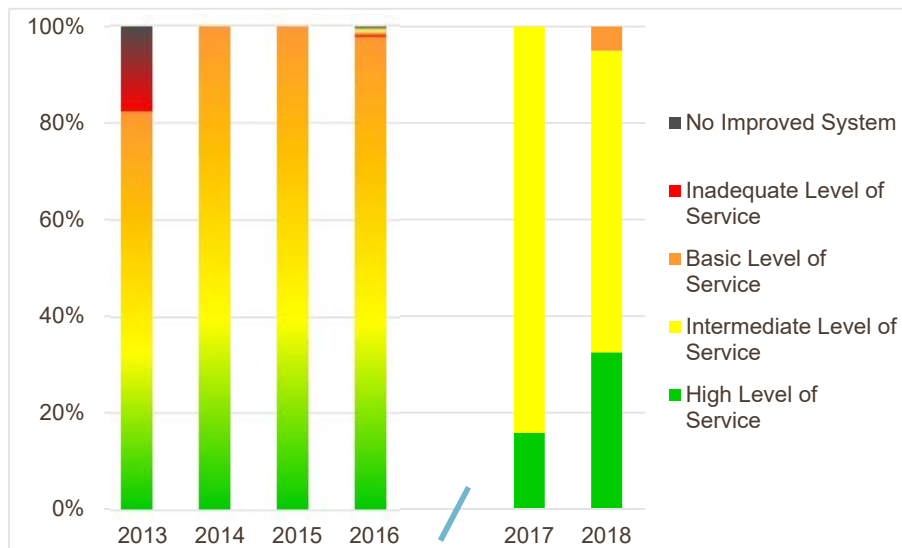
Water For People
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Background

Water For People and the Instituto de Capacitación para el Desarrollo (INCADE), a Bolivian development organization, began working on water supply projects in the municipality of San Pedro in 2006. In 2008, the municipality established a framework for an entity to manage all WASH work, and by 2011, the Municipal WASH Office was fully functional and funded from the municipal budget. In 2012, Water For People began implementing the Everyone Forever model, and by 2018, the Municipal WASH Office was positioned to fully manage, maintain, and monitor access to comprehensive WASH services throughout San Pedro.

In 2013, the first year of baseline service level data, 82% of communities and 66% of schools in the municipality had access to water services. By 2017, San Pedro reached all communities, schools, clinics, and families with access to high-quality, sustainable water services which it has maintained through 2019. Today, Water For People is preparing to exit San Pedro, having measured a high level of sustainability in the entire service delivery system.

Figure 1: Community Water Point Level of Service in San Pedro



Note: Water For People's methodology for measuring certain metrics within Water Point Level of Service changed between 2016 and 2017. For 2013-2016, LOS scores for basic/intermediate/high and no/inadequate system were combined.

Figure 2: Sustainable Services Checklist Results in San Pedro

Evaluation Parameters		Level of Sustainable Services		
		2017	2018	2019
Service authority	Structure	High	High	High
	Finances	Basic	High	High
	Management	High	High	High
	Monitoring	High	High	High
Service provider	Structure	High	High	High
	Finances	Basic	Intermediate	Intermediate
	O&M	Intermediate	High	High
WRM	WRM	Intermediate	High	High

The Journey So Far

The entry point to systems strengthening was through the establishment of the Municipal WASH Office. The focus evolved from governance and management of services to the full spectrum of capacities needed to run a strong, sustainable Municipal WASH Office. These include financing (capital and recurring costs and funding sources), technical assistance (infrastructure design and execution), monitoring (levels of service, quality, sustainability, and water resources), and capacity building (planning, budgeting, and policy expertise).

THE ROAD TO EVERYONE FOREVER



Successes and Challenges

San Pedro is the first district where Water For People works to reach every community, school, clinic, and family with access to high-quality water services (our Everyone milestones) *and* achieve all sustainability indicators (our Forever milestones). Water For People is no longer actively participating or investing in WASH service delivery.

Bolivia's national government is working on a national policy mandating the establishment of Municipal WASH Offices for every municipality in the country, and Water For People is providing technical support to develop Municipal WASH Offices and Investment Plans.

An ongoing challenge is maintaining the vision, political will of municipal authorities. Elections and personnel changes can also destabilize the financial resources and technical strength of the WASH office.

Lessons Learned

We are very optimistic the national WASH policy will be adopted soon, which will help scale the model nationally. Shifting from project-focused approaches to creating a comprehensive service environment, and ensuring a clear understanding of all stakeholder roles in the service environment are critical lessons. Other lessons include:

- A shared goal for creating an effective service delivery environment versus a time bound infrastructure project where services may disappear when a grant ends.
- Establishing trust, leading from behind, and centering the work around local leadership.
- Longer-term resources leveraged through the local government to ensure ongoing services.
- Co-financing agreements between Water For People, the municipal government, and communities to multiply funds and accelerate process.
- Technical assistance provided by Water For People to the Municipal WASH Office to transfer tools and methodologies.
- Annual monitoring to evaluate progress, next steps, and priorities throughout model implementation.
- Annual workshops for water service providers held by the Municipal WASH Office to ensure support of technical capacities.
- Municipal labs to monitor water quality periodically at an affordable cost.
- Adequate short-term support after achieving Everyone and Forever milestones and prior to exit (during the Oversight Only phase).

In 2018, **Water For People proved Everyone Forever is possible by achieving all Everyone and Forever milestones, for the first time ever**, in San Pedro, Bolivia. We are confident the Municipal WASH Office has the capacity to sustain high-quality WASH services, and we are working with the national government of Bolivia to scale this systems-strengthening model nationally.