

Good Practices and Lessons Learned from the Implementation of the Everyone Forever Model in San Pedro, Bolivia

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For Internal and External Use

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water for people

Introduction

This document describes the success of Water For People in implementing the Everyone Forever model in the municipality of San Pedro, Santa Cruz, Bolivia, where sustainable access to water, sanitation, and hygiene services has been achieved.

The results achieved through Water For People's intervention in the municipality of San Pedro have proven to be one of the organization's most successful experiences in Bolivia, as well as a positive example of a municipal systems-strengthening initiative that can be adopted or replicated in other municipalities, both in Bolivia and in other countries.

We invite you to read this document and identify the characteristics that define it as such.

General Context for the Implementation of the Everyone Forever Model Locally and Nationally

On September 25th, 2015, the United Nations and world leaders adopted a set of 17 global goals to eradicate poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. These goals include specific targets to be achieved by 2030, and everyone in the world must contribute to achieving them: governments, the private sector, civil society, and all individuals. Water For People began working to achieve Sustainable Development Goal 6 (SDG 6), which states, "Ensure the availability and sustainable management of water and sanitation for all." It aims to achieve universal and equitable access to safe drinking water and adequate sanitation and hygiene services, as well as improve water quality globally. (3)

Access to safe drinking water and sanitation is an internationally recognized human right, derived from the right to an adequate standard of living under Article 11.1 of the International Covenant on Economic, Social, and Cultural Rights. (6)

Global Context

Globally, 2.2 billion people lack access to safe drinking water, 3.4 billion lack adequate sanitation services, and 1.7 billion lack basic household hygiene, affecting more than half the world's population and contributing to the spread of disease, impacting social and economic development. (4)

By 2025, a significant portion of the world's population will still lack access to safely managed drinking water and sanitation services. It is estimated that half of the world's population will live in water-scarce areas, while another 2.2 billion people lack access to safely managed drinking water, and 3.5 billion lack access to safely managed sanitation. (5)

Bolivia

In 2025 in Bolivia, approximately 85–87.9% of the population will have access to drinking water, and around 59–65% will have access to basic sanitation. These figures vary depending on the source and year of the estimate, with sanitation rates ranging from 59% to 71%. However, the gap between urban centers and rural areas remains considerable. (INE 6)

According to the Vice Minister of Drinking Water and Basic Sanitation, Yerson Carballo, in January 2024, access to sanitation in urban areas reached approximately 95.5%, while in rural areas it reached 69.4%.

Access to basic services is a human right that is still not guaranteed for everyone. Around 1,597,000 people in Bolivia lack access to safe drinking water—equivalent to 14% of the population. More than 4,475,000 people, or 40% of the population, lack basic sanitation. (6)

The National Institute of Statistics (INE) has not yet published detailed data on water and sanitation coverage for 2025. However, projections from March 2023, based on government targets, estimate 96% water coverage and 77% sanitation coverage in urban areas by 2025. The most recent available data indicate 71% sanitation coverage and 95% water coverage in urban areas, with lower levels, 45% and 69% respectively, in rural areas.

Systematization Goal

The goal of this paper is to systematize the experiences, keys to success, main lessons learned, and challenges of implementing the Everyone Forever model in the municipality of San Pedro, situated in the department of Santa Cruz, and to identify subnational and national impact initiatives for the sector. The primary purpose of systematizing these experiences is to generate important evidence for national and regional policy-advocacy efforts, identify areas for improvement and future scalability, and strengthen Water For People's position as experts for future fundraising efforts and strategic alliances.

Conceptual Framework

The Water For People Model

Water For People is an international non-profit organization whose objective is to develop accessible, high-quality drinking water, sanitation, and hygiene (WASH) services. Sustainability is at the core of its mission, which is why it works alongside communities, businesses, and local governments, following a roadmap that involves achieving the Everyone Forever milestones. This path is concurrent with monitoring and support to ensure these goals are met so that Bolivia can become a country where Everyone has access to safe drinking water, decent sanitation, and good hygiene practices.

Water For People's Everyone Forever impact model encompasses water and hygiene interventions focused within specific geographic (municipal) boundaries, and sanitation interventions implemented both within and beyond municipal limits, depending on market needs and opportunities. Everyone means that every community, family, school, and clinic in the municipalities where Water For People works has access to safe and reliable WASH services. Ensuring the sustainability of these services — Forever — means they are grounded in strong government partnerships and co-financing from the outset, ensuring continuity of services even without Water For People's ongoing direct support.

Water



The global water crisis compels us to seek the best alternatives for the sustainable use of available water resources. Therefore, Water For People has embarked on an ambitious journey together with families, communities, and municipal governments.

For water, three Everyone milestones must be achieved. This means reaching universal coverage with intermediate or high levels of service in at least 90% of community systems, 95% of public institutions, and 95% of households. Achieving the Forever milestone requires attaining an intermediate or high level of sustainability across eight indicators, which are organized into three categories in the Sustainable Services Checklist monitoring tool.

Sanitation



Considering that sanitation in rural areas faces challenges such as the distance between homes, the normalization of open defecation, and other factors, an intervention strategy was developed to foster co-responsibility among families to access decent bathrooms as part of their fundamental right to universal and equitable access to basic services.

The family's shared responsibility is essential to sustainability. The strategy begins when the family adopts a behavior change, informed by a prior analysis of the problems and repercussions associated with open defecation. This change is fostered in community meetings and workshops facilitated by municipal technical staff. Subsequently, this behavior change leads to the construction of a decent bathroom using the materials and specifications chosen by the family.

Care has been taken to ensure that, during the implementation of this strategy, the solution originates within the families themselves, who invest approximately 90% to 100% of the resources needed to build their bathroom. The municipality provides the necessary technical assistance and, in some cases, a small incentive of less than 10%.

For sanitation, the Everyone milestones include achieving a basic level of service in at least 90% of households and ensuring that sludge in the municipality is treated and disposed of safely. Achieving the Forever milestone means that the municipal government adequately plans, finances, regulates, and monitors sanitation services in the municipality.

Hygiene



Water For People aims to improve hygiene and, in turn, health worldwide. In communities, it promotes the adoption of hygiene and handwashing habits to improve family health. Handwashing stations are installed in schools.

Girls often drop out of school when they begin menstruating. Water For People ensures that schools have the necessary menstrual hygiene spaces and resources—such as private changing rooms and sanitary pads—to help girls continue their education and, as a result, feel empowered to stay in school.

Success in San Pedro

The following describes Water For People's success in strengthening local WASH systems in San Pedro through the implementation of the Everyone Forever model. First, general details and characteristics of the municipality are provided. Second, a brief timeline is presented from the start of the intervention (1997) to the present (2025). Third, the experience's important aspects are described in detail. And finally, the results achieved are presented.

General Characteristics of San Pedro

The municipality of San Pedro is located in the province of Obispo Santistevan, in the department of Santa Cruz, Bolivia, between the coordinates 16°27'00" South and 63°43'00" West, at an average elevation of 150 meters above sea level. It has a geographic area of 370.62 km² and a dry tropical climate. It is located between 134 and 149 km from Santa Cruz de la Sierra. (7)

The municipality has Andean Quechua and Aymara ethnic origins, resulting from the spontaneous colonization of settlers from the department of Oruro and the Valleys Region in 1967. Years later, settlers founded the town of San Pedro, named after the “Curichi San Pedrito,” a spring that supplied the community with water. The municipality was officially founded on January 28, 2002.

According to the 2024 Bolivian census, San Pedro has a population of 15,246: 8,358 men and 6,888 women. The population nearly doubled between 1992 and 2012, but then decreased significantly in the following decade.



The municipality consists of eight districts and 19 communities, and given their dispersion, it is categorized as a concentrated rural municipality. Agriculture is the main economic activity, with production of soybeans, corn, and rice, especially concentrated in the Chané-Petagrande area.

The nearest urban center to the communities of San Pedro is Montero, located approximately 100 km from San José del Norte. A main paved road connects the communities to Canandoa (54 km from San Pedro). However, the road from Canandoa to Peta Grande—and the smaller arterial roads leading to Sagrado Corazón, Santa Rosita, Villa Rosario, San Lorenzo, and San Silvestre—remain unpaved, making access difficult and requiring 4x4 vehicles.

Description, Purpose, and Implementation of the Initiative

The intervention in the municipality of San Pedro had two distinct phases. The first phase began in 1997 with a project-based approach. It was jointly implemented by the Institute for Development Training (INCADE in Spanish), a non-governmental organization (NGO) that had already carried out preliminary work in the area, mainly the construction of ecological toilets. INCADE approached Water For People to request funding to continue its water and sanitation work.

The second phase of intervention began in 2010, when Water For People developed and began implementing the “Everyone Forever” model in the municipality. From that point forward, a process grounded in sustainability, equitable access, and social participation continued, aligned with the model’s milestones through 2025—when Water For People began the transition phase. The goal was to provide water and sanitation services to San Pedro’s population using new strategies and methodologies developed by Water For People.

Program Timeline: The following timeline and description outline the key aspects and elements of Water For People’s work in the municipality.

2006: INCADE, an NGO that had been supporting the Municipality with the construction of dry ecological toilets to reduce open defecation, requested Water For People's support to co-finance similar infrastructure and water systems in the Santa Rosita and San José del Norte communities. Water For People and INCADE began working on water supply projects in the municipality of San Pedro in 2006.

2007: To implement these projects, the creation and strengthening of the Municipal Basic Sanitation Department (UMSB in Spanish), under the Public Works Office of the Autonomous Municipal Government of San Pedro (GAMSP in Spanish), was promoted.

2008: Water For People decided to directly fund the municipality of San Pedro, using the UMSB as its operational arm. Initially, the Office's operations, i.e., overhead, were 100% subsidized by Water For People and INCADE. Then, the GAMSP established the conditions for the Municipal Basic Sanitation Office (DMSB in Spanish) to manage all WASH work, supported by Water For People's financial contributions and technical expertise.

2010: GAMSP assumed full responsibility for the operation of the UMSB. Water For People completely discontinued subsidizing the UMSB's overhead.

2011: The strengthened UMSB was elevated to DMSB as part of the municipal organizational structure, with financial autonomy and authority for decision-making and planning. This meant that the DMSB was operating entirely with GAMSP resources.

2012: With the DMSB formally established in the municipality, Water For People began implementing the Everyone Forever model, leveraging prior experiences and successes from its implementation in the municipality of Villa Gualberto Villarroel (Cuchumuela).

2013: Baseline data was established. 82% of communities had access to water service, and 66% of schools and healthcare facilities in the municipality had access to WASH services.

2014: San Pedro achieved the Everyone milestone for water at the community level and maintained this level of service until 2019; to improve water quality, Water For People and the Municipality began installing purification systems.

2015: Water For People made its final investment in the Municipality.

2016: The Everyone milestone for water in households was achieved. Water For People and the municipality continued installing water purification systems. A partnership was also established with the laboratory responsible for water quality testing.

2017: The Municipal Government of San Pedro reached all communities, schools, clinics, and households with access to high-quality, sustainable water services, and maintained this level until 2019. During this period, one of the program's priorities was to promote and advance the accreditation of the municipality's water analysis laboratory. Several steps were taken to participate in the national

accreditation program, organized by the Ministry of Environment and Water, through the Bolivian Institute of Metrology (IBMETRO in Spanish) and the Belgian Agency for International Development (Enabel in French).

2018-2019: The Forever milestones for water were met, meaning the DMSB became fully equipped to manage, maintain, and monitor access to WASH services across San Pedro, demonstrating that reaching Everyone with WASH services that can be sustained in the long-term – Forever –is achievable. The organization began transitioning from active participation and investment. In addition, the successes in San Pedro and the Everyone and Forever milestones were achieved in nearly half of the districts where Water For People operates, demonstrating steady progress toward reaching Everyone Forever.

2020–2021: No further investments or infrastructure projects were carried out, although technical assistance continued. Monitoring data was not collected due to the pandemic.

2022: Water For People hired external consultants to conduct the Sustainable Services Checklist (SSC) in six of the eight Everyone Forever Municipalities. Water For People’s Regional Program Officer (RPO) conducted the SSC in Arbieto and Pocona.

2023: The Regional Program Officer (RPO) conducted the SSC.

2024: Training was provided to the DMSB. The SSC was conducted in all eight municipalities in 2024. All indicators were evaluated, although it is noted that sanitation indicators should not impact decision-making.

2025: Preparations are underway for Water For People’s exit from the municipality.



Primary Activities and Strategies

ACTIVITIES

- Partnership and signing of cooperation agreements with INCADE.
- Partnership and signing of cooperation agreements with the Municipal Government of San Pedro.
- Technical assistance to the municipality of San Pedro, including training and support for the DMSB focused on sharing methodologies, approaches, and operational tools.
- Construction of ecological toilets.
- Construction, rehabilitation, and expansion of water systems.

- Technical training focused on the administration, operation, and maintenance of water systems for Water and Sanitation Committees (CAPyS in Spanish).
- Construction and rehabilitation of WASH infrastructure in schools and healthcare facilities.
- Comprehensive hygiene training in schools and communities.
- Development of the Municipal WASH Plan to ensure continuity of DMSB actions over the next five years, aimed at achieving and maintaining Everyone Forever.

STRATEGIES

Co-Funding

- Having matching funds for an initial intervention strategy is a positive factor; it contributes to building sustainability.
- Implementation of activities through INCADE
- Water For People began its activities in the Municipality of San Pedro in partnership with INCADE, an NGO that already had experience working in the area, including specific work on WASH issues that contributed to achieving the results obtained.

Joint Development Strategy

- Water For People carries out strategic co-investment with the communities and the Municipality, through public-private partnerships, generating investments for capacity building, behavior change, sustainability, and water and sanitation project management, among other initiatives.

Annual Monitoring

- Since 2011, Water For People and DMSB have conducted annual monitoring water and Sanitation services monitoring in the Municipality, using the AKVO FLOW tool. The results are analyzed with the authorities to make adjustments and plan for the following year.

Training and Implementation of Local Actors on the Everyone Forever Model

- Water For People trained municipal authorities, DMSB staff, Water and sanitation committees, communities, and families through coordination activities such as meetings, training, and evaluation to implement the model.

Partners and Strategic Alliances



Water For People began implementing work with INCADE over the first two years, providing strategic funding. With sustainability as the main driver, Water For People identified the Municipal Government of San Pedro as its most important partner. The Municipal Government needed to be strengthened and focused on fulfilling its role as the authority responsible for water and sanitation services within its jurisdiction, through an internal technical office. This alliance was formalized through the signing of an annual co-financing agreement.

Funding

Water For People's model requires matching funds to finance projects and activities, ensuring local commitment and the long-term sustainability of services. Tables 1 and 2 below show the

contributions from GMSP, communities, and families to the construction of ecological bathrooms between 2005 and 2009 during a project-based intervention.

Table 1: Funding Sources for Ecological Bathrooms from 2005 to 2009

COMMUNITY	YEAR	No. LASF	No. Beneficiary Families	Total Beneficiaries	Input from GMSP (In Bs)	Input from WFP (In Bs)	Input from Families (In Bs)	TOTAL (In Bs)
San Pedro	2005	50	50	232	3,65	0,00	1000,00	1003,65
Hardeman	2006	50	50	333	3652,00	8140,00	1000,00	12792,00
Hardeman (Phase II)	2007	50	50	260	3652,00	8140,00	1000,00	12792,00
San Silvestre	2007	50	50	230	1933,20	9832,00	1000,00	12765,20
Villa Rosario	2007	50	50	250	23221,000	70896,00	8000,00	102117,00
San José del Norte	2008	75	75	375	42414,00	15000,00	15000,00	72414,00
Sagrado Corazón	2008	50	50	205	30636,00	58125,00	10000,00	98761,00
San Lorenzo	2008	35	35	175	21,445	40687,50	7000,00	69132,50
Hardeman (Phase III)	2008	70	70	350	43036,00	81375,00	14000,00	138411,00
El Carmen	2008	30	30	150	18600,00	34875,00	6000,00	59475,00
Santa Rosita	2009	40	40	200	57500,00	39330,00	7800,00	104630,00
Murillo	2009	29	29	162	40000,00	30.015,00	5.800,00	75815,00
Hardeman (Phase IV)	2009	33	33	124	50000,00	34.155,00	6600,00	90755,00
TOTAL		612	612	3046	336092,85	430570,50	84200,00	850863,35

Table 2: Funding Sources for ecological bathrooms from 2010 to 2013

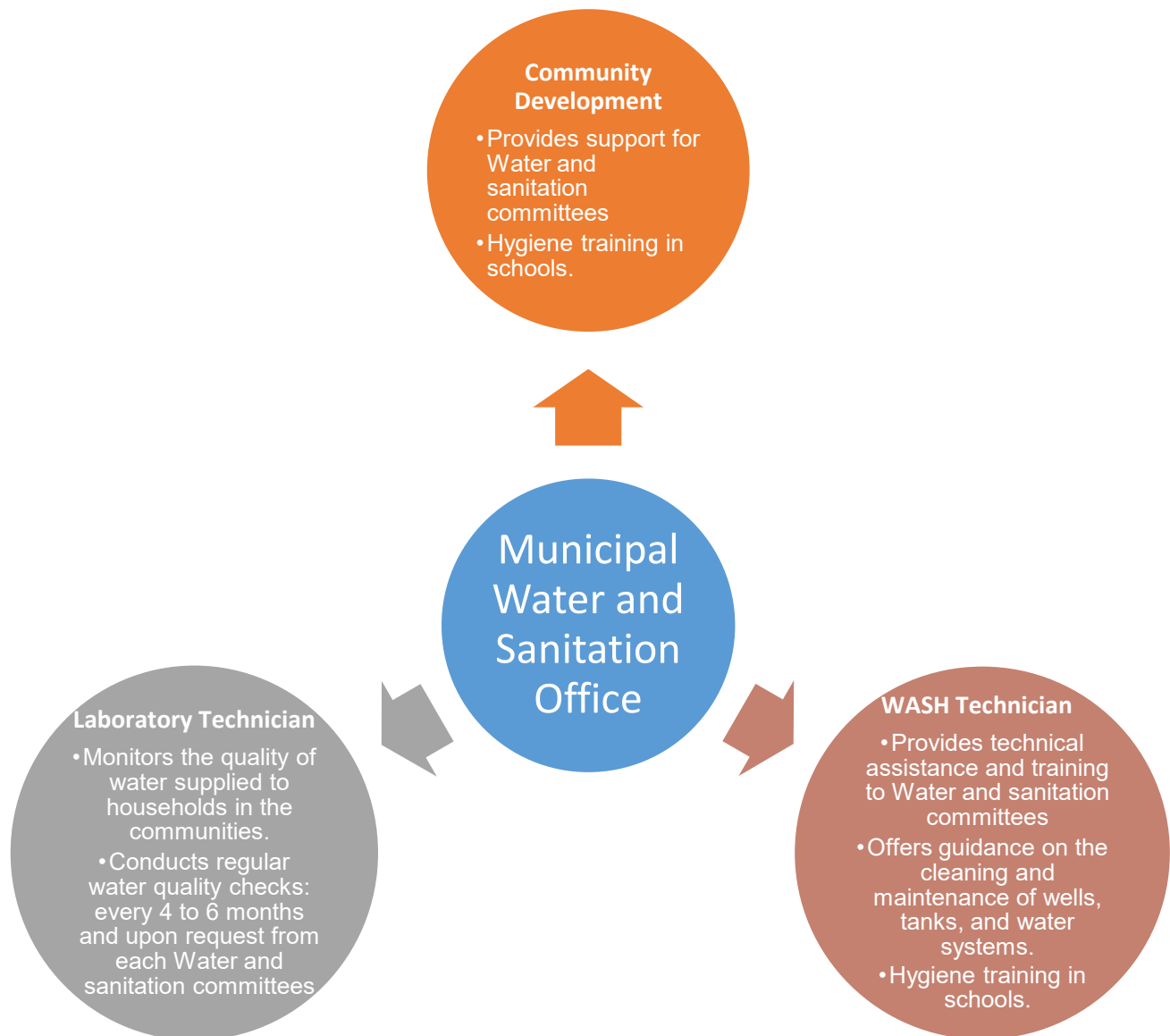
COMMUNITY	YEAR	No. LASF	No. Beneficiary Families	Total Beneficiaries	Input from GMSP (In US\$)	Input from WFP (In US\$)	Input from Families (In US\$)	TOTAL (In US\$)
Santa Rosita	2010	24	24	117	3643,00	686,00	3000,00	7.329,00
San José del Norte	2010	34	34	156	6429,00	971,00	4800,00	12.200,00
Murillo	2011	24	24	120	5000,00	714,29	3750,00	9.464,29
Santa Rosita	2011	30	30	150	5285,71	1.028,57	4500,00	10.814,28
Villa Rosario	2011	30	30	110	2857,14	628,57	3300,00	6.785,71
San Pedro	2012	70	70	350	7990,00	8492,00	1648,20	18.130,20
Villa Rosario	2012	22	22	110	2857,14	3300,00	268,57	6.425,71
Murillo	2012	25	25	125	5000,00	3750,00	714,29	9.464,29
Santa Rosita	2012	30	30	150	5285,71	4500,00	1028,57	10.814,28
Murillo	2013	24	24	120	5000,00	3750,00	714,29	9.464,29
Santa Rosita	2013	30	30	150	5285,71	4500,00	1028,57	10.814,28
Villa Rosario	2013	30	30	110	2857,14	3300,00	628,57	6.785,71
San Pedro	2013	70	70	350	8571,43	10500,00	2314,29	21.385,72
TOTAL		443	443	2118	66061,98	46120,43	27695,35	139877,76

Results and Lasting Change

Municipal Change

- The municipal government of San Pedro now prioritizes and manages water and sanitation projects and the continued delivery of WASH services.
- The DMSB was created and ensures the continuity of water and sanitation services. This Office operates under a Municipal Basic Sanitation Plan and is primarily responsible for: conducting a Municipal Inventory of Water Systems; prioritizing drinking water projects in coordination with communities and Water and Sanitation committees; and supporting the implementation of water system improvements using co-investment criteria and capacity-building.

Figure 1: Organizational Structure and Primary Responsibilities



Budget

Each year, the Municipal Government of San Pedro (GMSP) plans and prioritizes an annual budget for the Basic Sanitation Office's operations (see the table below), ensuring its continuity and effective functioning. Between 10% and 12% of the municipal budget is allocated to this purpose, and the Basic Sanitation Office is responsible for managing these resources.

Table 1: DMSB Expenditures

YEAR	2020	2021	2022	2023	2024	2025
BUDGET	280.000,00	110.838,77	328.514,00	336.000,00	420.000,00	510.148,63

Source: Autonomous Municipal Government of San Pedro, 09/03/2025

- The municipality created a law to administer, regulate, and govern WASH services in the municipality, which was approved on September 1st, 2025. This ensures that, despite changes in authorities, WASH services can continue uninterrupted. This local public policy is significant because it defines the roles, responsibilities, and functions of each actor in the model—the mayor, the DMSB, the Water and Sanitation committees, water cooperatives, and families—regarding service management.
- The creation of the municipal laboratory and funding for its personnel are notable achievements. This achievement is unique to the Department of Santa Cruz and is one of the few of its kind nationwide. Water and sanitation coverage has been improved and maintained over time.
- The replicability of the counterpart contributions resulting from the application of the model ensures long-term sustainability.
- Training was provided by municipal authorities to school and health center staff, and additional training to the Water and Sanitation Committee members. A significant amount of work has been carried out, establishing a foundation for sustaining progress and moving forward. The municipal government continues to conduct community training.
- When Water For People began working in San Pedro, it was an impoverished area. As a result of the intervention, the municipality's development has improved—agricultural activity (especially soybean production) has increased, and household economic conditions and living standards have risen for the children and grandchildren of residents, who now enjoy better opportunities.
- The standard of living for families has improved because access to water and sanitation has been expanded, contributing to better health indicators. Water and basic sanitation coverage have been improved and maintained.
- From the beginning until now, one of the most visible changes in the Municipality of San Pedro is that all communities now have access to water.

Testimonial

I was a project beneficiary at the time. Now, as mayor, I've continued striving for improvement, ensuring basic sanitation sustainability. We're working on expanding water systems in accordance with community development. We're also working on maintaining and improving water systems in schools and health centers, and in terms of sanitation, we're cleaning septic tanks.

GM has provided a plumber to serve the communities; we train water committees, conduct water quality controls, and provide certification. The community participates in well cleanings.

We have a problem with high fluoride levels in our water, and many companies have tried to take advantage of the people by selling them filters or other devices to solve the problem, but they haven't worked. We have trained personnel at the municipality who advise on whether these products are effective. Many community leaders and residents were misled, and they pressured us to provide a solution. The goal was to prevent people from being deceived; we've supported them, so they don't fall into false expectations.

We clean water wells and tanks, septic tanks, and disinfect the water network. We've requested the governor's office to clean the wells that are spewing sand. It's an ongoing effort.

We're working with ETAS - an organization - to build ecological toilets. We've signed an agreement with them, and they're convinced by our work because we're the only municipality in Santa Cruz with a DSB, which also supports their funding sources. That's why they're interested in working with us. Although we have limited resources, we're working hard and have made all necessary efforts to ensure that the families in need are benefited.

The biggest project is a sewage system with 900 connections, which costs over 20 million, for the capital of San Pedro. We must contribute 30% of that and we've secured 70% funding from Spain through the Ministry of Environment and Water. This will be a significant contribution to sanitation and the environment, improving the health of our children and families. It will enhance health and reduce infectious diseases, especially among children, and will also embellish our town.

With the municipal budget, I must guarantee resources for the operation of DSB as well as matching funds for some projects managed by the Ministry of Environment and Water (MMAyA in Spanish) such as the water system for the La Planchada community. The implementation of a proper landfill is planned; the current open-air landfill is causing pollution, and we want to have a landfill that meets all applicable standards.

Between 10% and 12% of the budget is allocated to sanitation. We also have vehicles, equipment, and basic machinery for well cleaning, a service provided by the municipality with contributions from Water and sanitation committees and the community. These matching funds optimize resources; GM no longer pays 100%, and the community contributes its own funds. The crisis also makes us look for strategies to meet the needs; people understand that they must support us with resources since they themselves benefit, and we also teach people how to work.

The Honorable Municipal Mayor of San Pedro (September 2025)

1.1. AT THE COMMUNITY LEVEL IN THE MUNICIPALITY OF SAN PEDRO

- Organizations (17 Water and sanitation committees and two cooperatives) have been established across the 19 communities in the municipality that manage their water systems using co-investment and capacity-building criteria.
- The applicability of the Everyone Forever model was proven. The population not only expects to receive resources, but they also contribute.
- For the water systems' sustainability, some of which already existed when Water For People arrived, new technologies, such as water meters, have been incorporated. This has allowed Water and sanitation committees to grow significantly in terms of membership and finances. The use of meters and a pay-per-use culture encourage families to pay for their actual consumption, thereby taking responsibility for their water usage.
- Some Water and sanitation committees have achieved a high level of management, proving an effective management of the revenue generated from water consumption. Examples include San José del Norte and Sagrado Corazón. Furthermore, Water and sanitation committees can invest in improving their water systems. For instance, a new pipeline network is being installed in the Canandoa community, and new 50,000-liter storage tanks have been built in San José del Norte and Sagrado Corazón.
- The revenue generated through the management of community water systems has improved not only the areas surrounding the water source and storage tanks but has also impacted the entire community, resulting in healthier environments.
- With DMSB's advice and to improve water quality, the municipality of San Pedro has carried out chlorination in 80% of the communities (Water and sanitation committees and Cooperatives), basically using a dispensing system that consists of adding chlorine to the drinking water systems. Through this method, bacteria, viruses and other pathogenic microorganisms that cause diseases and immediate conditions are eliminated.



TESTIMONY 2

When the town of San Silvestre was established, we didn't have our own water supply; we had to buy it from the Municipality of Mineros. Water finally reached our homes in 2000. Now I have water in the kitchen, shower, and bathroom. Eco-friendly bathrooms initially sufficed, but now we have flush toilets. Having these services has improved our living conditions.

Our payments to the Water and Sanitation Committee cover the water service costs. The Water Committee operates efficiently; our money is well managed, and the board members report regularly. Meter readings are taken on the first two days of each month, and the data is entered into the computer system to print receipts for billing. A discount is offered to senior citizens.

- Water tariffs charged by the Water and Sanitation committees are affordable for the population, ranging from Bs. 15 to Bs. 20 for the consumption of 10 cubic meters of water.
- As a result of sound financial management, some Water and sanitation committees hire an employee who provides plumbing and meter reading services. With their invested funds, they keep a stock of materials and tools to address problems that may arise in the water systems.
- Water and sanitation committee representatives have been trained in plumbing and water system maintenance, ensuring that they have trained personnel in the communities who can solve problems.
- Through the implementation of DESCOM, the communities and Water and sanitation committees have received training on environmental health education, hygiene, and health, learning and applying healthy lifestyle habits.
- The training provided in the communities has served to raise awareness among the population so that they assume shared responsibility for the operation of their water systems, and they understand that resources are required, and most importantly, that they value water resources.

1.2. AT THE FAMILY LEVEL IN THE MUNICIPALITY OF SAN PEDRO

- The standard of living of families has improved because most of them now have access to water and sanitation facilities.
- As a result of having water in their homes, families, and especially women, have less work to do, since previously they had to spend more time and effort carrying water for consumption.
- Mothers spend more time at home, caring for their children who return from school, with water available for cooking, showering, doing laundry, and housecleaning.
- In most Water and sanitation committees, the cost of drinking water service is affordable for families, ranging from Bs. 15 to Bs. 20 per 10 m³ of water. If consumption exceeds this amount, the additional cost ranges from Bs. 1.5 to Bs. 3.
- There has been a decrease in the prevalence of gastrointestinal diseases caused by water contamination, primarily among children.
- Most families have toilets and no longer defecate in the open near their homes. 50% have ecological toilets, another 30% have flush toilets, and 10% to 20% have traditional cesspools. This shows a reduction in open defecation, preventing sources of infection.



TESTIMONY 3

Every woman, every mother, is blessed when she has water readily available. Before this project, I had to travel long distances to fetch water. Now we have water close to home; we can use it not only for drinking but also to bathe our children and ourselves. We've taken advantage of it to build our showers, and that's where we bathe (she said, pointing to a simple space set up for showering). Before, it was a real chore to fetch water to do our laundry; now I can do it more easily and in less time. We should always recognize the benefit of having a water tank at home.

A Woman from the San José del Norte community.

- Water and sanitation issues (construction of ecological latrines) led families to take action to protect their health, contributing their financial resources and labor to the construction of the latrines.

1.3. AT THE SCHOOL AND HEALTH CENTER LEVELS

- In 2013, 82% of the communities and 66% of the schools had Access to water; in 2017, they achieved access in all of the communities and schools.
- Sustainability parameters were evaluated, showing high levels in management, monitoring, and service structures, although areas for improvement were identified in finance and operations.
- Most health centers report that GM provides water and sanitation services when needed, primarily supporting the management of wastewater and sludge that accumulates in septic tanks.
- In most communities, both schools and health centers do not pay for water services where Water and sanitation committees are located (17); they only do so in communities with cooperatives (e.g., Hardeman and San Pedro).
- GM's DESCOM coordinator provides training in schools on handwashing techniques, promoting healthy hygiene habits to prevent diseases.
- Health centers aligned with DESCOM guarantee the provision of health services to the population, since they have water and basic services available; Water and Sanitation committees and GMSP cover their costs.
- Health centers and health posts are carrying out promotion and disease prevention work in schools and communities, applying the SAFCI (Intercultural Community Family Health) policy and DESCOM.



1.4. Everyone and Forever Milestones

Everyone Milestones - Water

Milestones and aspects that impacted or accelerated the process of achieving Everyone Forever in water services in the Municipality of San Pedro are identified.

Milestones are highlighted according to the following criteria:

Milestones in terms of partnerships and intervention strategy.

Milestones in increasing the level of service at the community level.

Milestones in increasing the level of service at the public institution level.

Milestones in increasing the level of service at the household level.

Milestones in the process of building the *sustainability of water services*.



Everyone Milestones in Water

Communities

- 90% of the communities in a municipality (or more) have an intermediate or high level of water service
- The remaining communities have an improved water system

Public Institutions – healthcare facilities and schools

- 95% of healthcare facilities and schools in a municipality have high or intermediate levels of WASH services
- The remaining healthcare facilities and schools have an improved system

Households

- 95% of households/families have an intermediate or high level of water service
- The remaining 5% of households/families without access do not represent a vulnerable or excluded group

Everyone Milestones in Sanitation

Basic Sanitation

- 90% of households/families have at least a basic level of sanitation service
- Basic level of sanitation service means that human waste is separated from users and their neighbors
- Indicates that families are not openly defecating

Safe Fecal Sludge Management

- 75% of families safely manage fecal sludge
- The goal of this milestone is to ensure there is no risk to public health.

Table: Drinking Water and Basic Sanitation Coverage in the municipality of San Pedro

San Pedro – 2006	San Pedro – 2025
74% of families had access to the drinking water distribution network.	95% of families have access to the drinking water distribution network.
No data available for % of families that have intermediate or high levels of water service in their homes.	97.7% of families have intermediate or high levels of water service
No data available for the % of families with at least a basic level of sanitation	100% of families have at least a basic level of sanitation service
No data available for % of families that manage fecal sludge.	56% of families manage fecal sludge
70% of schools had access to drinking water.	100% of schools had access to drinking water.
67% of schools had restroom facilities.	100% of schools had restroom facilities.
33% of schools practiced open defecation.	0% of schools practiced open defecation.

1.5. Efficiency, Scalability, and Sustainability

Of all the countries where Water For People works, Bolivia will be the first to fully implement the Everyone Forever model, successfully exiting the Municipality of San Pedro and achieving Everyone with services expected to last Forever. This is due to the characteristics, potential, and capacities gained by the municipal government, water and sanitation committees, cooperatives, the municipality, the communities, and families to maintain, grow, and sustain the model.

2. Monitoring and Evaluating Everyone Forever

The monitoring carried out in San Pedro can be divided into three phases. The first phase focused on project-focused monitoring, which only helps verify project implementation and compliance. The second phase involved a systematic monitoring process across the entire municipality. The third phase, beginning in 2023, involved transferring monitoring responsibilities to the DMSB. In 2024, the DMSB monitored 100% of the water systems and conducted water quality analyses. At the time this report was developed in 2025, the DMSB reported that it had concluded monitoring for 11 of 19 water systems; the remaining systems will be monitored in 2026.

Until 2019, meetings were held with GMSP authorities (the mayor, council members, and technical staff) to conduct a self-assessment, analyze information, and assess the progress, operation, and requirements of the water systems. Water For People provided support up to that point. From then onwards, the authorities have been conducting public accountability sessions, including a self-assessment with the community every six months (twice a year), and presenting a report to the community on their work in water and sanitation. They also receive annual feedback and customer satisfaction results from the community.

The staff responsible for monitoring has changed over time. In the first phase, monitoring was carried out entirely by Water For People technicians with the support of volunteers. In the second phase, there was greater participation from DMSB technicians, enabling them to develop the capacity to conduct monitoring. And in the third and last phase, the methodology involves monitoring the water system and water quality (by taking samples in the communities for analysis at their laboratory).

During the implementation of the Everyone Forever model, more complex tools were used to evaluate the sustainability of water system management, the level of service provided by the water systems, and how families, schools, and health centers receive water and sanitation services. A more complex tool was used to examine how water is produced, managed, and delivered to water users. After verifying that the system is operating correctly, it is handed over to the municipality, which then only verifies its operation and water quality.

3. Successes and Challenges

3.1. Successes

San Pedro achieved universal access to high-quality water services across communities, schools, health centers, and households, meeting both the Everyone and Forever milestones.

San Pedro is the first municipality where Water For People achieved and largely sustained the Everyone Forever milestones. Although the program has formally completed the "Supervision Only" phase of the model implementation (light monitoring of sustainability until all Exit criteria are met), municipal partners consider Water For People exited, as there is no longer active participation or investment in service delivery. As of 2025, Water For People was in the Transition Phase to Exit San Pedro, with a high level of sustainability measured across the municipality's entire service delivery system and plans to fully Exit in 2026.

At the national level, the Government of Bolivia has shown interest in the Everyone Forever model. It is working on a national policy that would require the establishment of Municipal WASH Offices in every municipality. Water For People is currently providing technical assistance to more than 40 of Bolivia's approximately 340 municipalities to establish Municipal WASH Offices and investment plans.

Several factors enabled San Pedro's success. Dense housing blocks allowed for faster, lower-cost water system implementation and made it feasible to reach the entire population. The municipality also faced no major socio-political conflicts and demonstrated sound financial management, including the ability to meet matching fund requirements. Finally, a strong cooperative socio-economic culture supported collective action and sustained operations and maintenance, a dynamic reflected in the local service providers (Water and sanitation committees).

3.2. Challenges

Keeping the vision and political will of the municipal authorities over time is a challenge, particularly during electoral transitions. Changes in leadership and staff turnover can weaken the WASH office's technical capacity. A truly institutionalized system is one in which investment in WASH is no longer questioned, and this has not yet been fully secured.

The national government's adoption of the model is a significant step forward, although staff turnover can affect continuity.

Water quality also poses an ongoing challenge due to high fluoride concentrations in the aquifers serving Sagrado Corazón, San Pedro, Litoral, and Handerman. High fluoride levels increase the risk of bone and oral health problems, requiring continued exploration of viable mitigation options (PTDI 2016-2020).

Sanitation also remains a concern. Inadequate management of solid waste (garbage) and liquid waste (sewage and sludge) contributes to significant pollution and health risks.

4. Lessons Learned

- Strong, well-documented training materials are beneficial, especially those that promote the Everyone Forever model, such as tutorials, printed guides, and written and communication manuals, as this will help inform and train new technical staff. The same technician will not always be in charge, but the needs and the municipality will remain the same. Resources must be provided to facilitate more effective, manageable knowledge transfer; the municipality should have all the necessary tools available rather than relying on a single entity, so new staff can continue the work. Everyone Forever
- The Basic Sanitation Office is capable and well-equipped with vehicles and laboratory facilities. This strength has led incoming or outgoing authorities to focus on retaining staff, so everything achieved will either be maintained or improved. It becomes more complicated for an authority to change or close a DSB if it only has one employee, since it is part of the municipal government structure. The situation reveals differences within the institution, as the strengthened municipal office now coordinates all actions within the local government.
- It's important to make timely decisions about factors we cannot control or resolve. Years ago, in 2017, it became apparent that the fluoride issue meant San Pedro would likely never meet all the Everyone Forever milestones. Water For People should have exited then, but no decision was made until this year. Instead, Water For People added a new requirement that the municipality establish a health post capable of treating fluorosis. This caused an unnecessary gray area for evaluating readiness to exit when water quality cannot be

addressed in a technically and economically feasible way. This is a highly important lesson learned.

- The local policy for San Pedro should have been approved in 2017, before withdrawing from direct implementation, to ensure a support process could be developed. This lesson should be applied in other municipalities. It would be beneficial to have the law in place during the Everyone development phase, rather than waiting until the exit phase. But in San Pedro, the law was passed after the program had ended. This is positive, but it would possibly have had a greater impact if it had supported the implementation process.
- The transition from a project-based approach to a comprehensive service approach is crucial.
- The government must lead monitoring and foster financial self-sufficiency at the local level.
- The creation of an autonomous Municipal WASH Office has been key to the model's success. We are very optimistic that the new national WASH policy will be adopted soon, helping scale the model nationwide. Shifting from project-focused approaches to strengthening the WASH system is a fundamental lesson that should underpin any similar work. It is essential to ensure a clear understanding of all stakeholder roles within the system and to reduce redundancies as early as possible.
- The focus shifted from continued reliance on external sources of support to self-sufficiency within the local government's structure and finances. In San Pedro, this changed the perception of NGOs' role, shifting it from facilitating the government's work to complementing it. By leading from behind and focusing on local leadership, Water For People created an environment where established services don't disappear when a grant ends, a donor moves, or an NGO runs out of funds.
- Long-term resources are leveraged through the local government to ensure continuous services. When challenges inevitably arise, the local WASH office has the capacity to reflect, address, and obtain support as needed. The ecosystem functions as intended.
- Leveraging resources through the agreement between Water For People and the Municipal Government of San Pedro to multiply funding and accelerate the process of achieving Everyone Forever.
- On-site and remote technical assistance provided by Water For People to the Municipal WASH Office to transfer tools and methodologies.
- Adequate short-term support after achieving the Everyone Forever milestones and before leaving (during the Monitoring phase only) to address unexpected challenges. This support must have a time limit with a clear understanding that external support will eventually end.
- Water and sanitation committees and their partners that meet regularly and provide regular accountability reports show more progress than those that do not.
- Although the Municipal DSB plans to support tank cleaning in communities to maintain high water quality, some communities do not prioritize this activity.

5. Conclusions and Recommendations

5.1. Conclusions

With San Pedro, Water For People demonstrated that the Everyone Forever model improved the population's basic living conditions and achieved sustainable and universal access to water, sanitation, and hygiene.



Water For People's engagement in San Pedro lasted 28 years, from 1997 to 2025. This long-term presence was central to the model's success, allowing for approaches to be refined over time and adapted to the specific capacities, limitations, and development pace. Progress could not have happened without the monetary and labor contributions of individuals, families, communities, and the municipal government for investment and to carry out the necessary activities.

The Everyone Forever model's success is also rooted in municipal government decisions and contributions. From the outset, the local government assumed co-responsibility for implementation, laying the foundation for a model that could be scaled nationwide.

As a result, families who participated enjoy basic water and sanitation services, and most live in better, healthier spaces. However, some who did not participate still live in deficient conditions, highlighting the importance of continued outreach and inclusion.

Beyond service delivery, Water For People's intervention contributed to local economic development. Although their presence has been inconsistent since 2019, the positive effects continue, showing the effort's sustainability. The Autonomous Municipal Government of San Pedro (GAMSP, made up of the mayor and council members) now prioritizes water services and actively seeks solutions to sanitation challenges, including the management of liquid and solid waste.

Capacity building has been another critical outcome. Technical training in plumbing and water system maintenance has resulted in skilled personnel within the communities who provide these services. Hygiene promotion in schools is largely led by most health center staff, who carry out community work, train the population on various topics, and promote healthy habits, complementing the work of the DESCOM head, who rarely visits schools.

Overall, the authorities and the DSB team understand the model and apply it well. To sustain and expand these gains, they should continue strengthening alliances with other institutions, health centers, and schools to continue these actions.

5.2. Recommendations for Adjustments, Adaptations, and the Future Scalability of Initiatives

Strategic partners are important for any intervention undertaken by different (financial or implementing) institutions that address water, sanitation, and hygiene needs as fundamental rights. This allows for a holistic view of community development, ensuring that problems are resolved through the coordinated efforts of the different institutions.

Climate change compels us to adapt and mitigate its effects for the survival of populations. The Water For People model needs to strengthen its objectives and strategies to address this issue. This can also be demonstrated by considering adjustments or additions to the indicators used to assess the milestones outlined in the model.

New problems are often created by population dynamics, which are influenced by social, economic, and environmental conditions. It is necessary to develop and implement new strategies that complement the existing model and ensure the project's success.

Annex 1

Acronyms

AAPS	Autoridad de Fiscalización y Control Social de Agua Potable y Saneamiento // Water and Sanitation Regulation Authority
CAPyS	Comité de Agua Potable y Saneamiento Básico // Water and Basic Sanitation Committee
DESCOM	Desarrollo Comunitario // National Community Development Regulation
DMSB	Dirección Municipal de Saneamiento Básico // Municipal Basic Sanitation Office
DMSBSP	Dirección Municipal de Saneamiento Básico de San Pedro // San Pedro Municipal Water and Sanitation Office
EPSA	Water and Sanitation Public Utility
FI	Fortalecimiento Institucional // Institutional Strengthening
GAMSP	Gobierno Autónomo Municipal de San Pedro // Autonomous Municipal Government of San Pedro
IBMETRO	Instituto Boliviano de Metrología // Bolivian Institute of Metrology
INCADE	Instituto de Capacitación para el Desarrollo // Institute for Development Training
INE	Instituto Nacional de Estadística // National Institute of Statistics
IWRM	Integrated Water Resources Management
NGO	Non-Governmental Organization
SAP	Sistema de Agua Potable // Water System
SIASAR	Sistema de Información de Agua y Saneamiento Rural // Rural Water and Sanitation Information System
SSC	Sustainable Service Checklist
UMSB	Unidad Municipal de Saneamiento Básico // Municipal Basic Sanitation Sanitation Office
WASH	Water, Sanitation, and Hygiene
Water For People	Water For People
WRM	Water Resources Management