

Decentralization of rural water and sanitation services

New roles for rural water associations and boards in Honduras

With a new move towards decentralizing water and sanitation services in Honduras, municipalities, community water boards and associations of users must be strengthened to fulfill their potential in directing community participation and demand to provide high quality services. This field note presents examples of several initiatives by communities, municipalities, the central government, NGOs and international aid agencies to promote the organization of rural communities and associations of water users in Honduras.



Actual coverage of rural infrastructure is around 70%, or almost 2,500,000 people. Of these only a third has continuous access to water and less than 14% regularly chlorinates its drinking water.

Background

Decentralization in the water and sanitation sector in Honduras

As in most Latin American countries, the water and sanitation sector of Honduras is going through a decentralization process that induces profound changes. New regulatory, technical, planning and political authorities are being created and existing ones overhauled. While the objective has been to create an environment where higher quality services can be delivered by more responsive actors, alternatives for small towns and rural areas have not received the same attention in reforms as the larger cities. It is clear from experiences in both developed and developing countries that organizing rural users with representative local water boards and joining these local boards into water users associations can provide essential elements for mutual support and sustainability of quality services.

There are some 4,500 rural piped water supply systems in Honduras with 1,200 users on average. Around 250,000 more people are served by rural wells and hand pumps. With the recently approved Water and Sanitation Sector Law, responsibility for operating, maintaining, disinfecting, and repairing these services are delegated to municipalities and local water boards. All rural water supply systems are run by the communities themselves, usually through locally elected water boards.

Actual coverage of rural infrastructure is around 70%, or almost 2,500,000

people. Of these only a third has continuous access to water and less than 14% regularly chlorinates its drinking water. Despite important efforts in the last two decades to expand water infrastructure to unserved thousands, many piped water supply systems have shown to be of limited sustainability. In some cases, poor project planning (no attention to users demands, willingness to pay and technical abilities), poor construction and materials, and lack of adequate training have caused piped water supply systems to run deficiently or collapse altogether long before their planned 20-year span is up.

During the 1990's, several NGOs, and the Government of Honduras as well, began to execute strategies to improve the sustainability of municipal and rural water services. Better training, improved designs, and retrofitting of chlorinators were all used to improve the quality of systems, services and drinking water. But perhaps the most significant and innovative changes made were in the strategy of organizing the communities themselves. The national government made it easier for local water boards to adopt standardized by-laws and thereby become legal entities for operating their piped water supply systems, and all the major NGOs, international cooperation agencies and development banks adopted these common tools as part of a strategy to strengthen local water boards or Juntas Administradoras de Agua (JAAs). However, it soon became clear that the next logical step in pursuing the sustainability of rural water and sanitation services was the organization

of associations of water boards, which provide many of the key elements that cannot be supplied by national government or actors external to the communities, or any amount of outside funds.

This field note describes six experiences in Honduras showing the role of water associations and their links at the local, municipal, regional and national level. Each seeks to unite the efforts of users in different ways but all towards the goal of improving, expanding and sustaining water services, especially for the poor.

Initiatives at local level

The ability of central governments to finance or provide safe rural water and sanitation services is decreasing. Their financial, technical, administrative and logistical support is focused on more populated cities and towns and much less in disperse, distant rural areas or even in the urban low-income neighborhoods (barrios). The poor will continue to be unserved if centralized institutions without incentives or capacity were solely responsible for extending access to the poor.

One effective option is supporting community water boards and associations of water users to fulfill functions in planning, implementing and managing both water and sanitation services and even in providing technical support to their neighbors and other poor rural communities. New laws have

reorganized the sector and finally clarified the roles of different actors, including rural water boards and their regionalized associations.

The experience of FUNDAPAT: Voluntary contributions, the private sector and a revolving fund

The Fundación Agua para Todos (Water for All Foundation, or FUNDAPAT) was created in 1992 by initiative of the United Nations Children's Fund (UNICEF) and the Tegucigalpa Chamber of Commerce and Industry (CCIT), the Association of Communications Media (AMC) and the National Autonomous Water and Sewer Service (SANAA). Together, they launched a special fundraising campaign to expand water services in low-income peri-urban shanty towns of Tegucigalpa, the capital city of Honduras. Many families in the city that did not have formal water services were actually spending up to 40 times per liter what their richer neighbors paid for SANAA service, but they had no choice but to buy very low quality water from private vendors. SANAA and UNICEF had already established the special Executing Unit for Developing Barrios (shanty towns), responsible for financing innovative water projects to bring safe, economical service to the urban poor.

Trough this new initiative, FUNDAPAT, actually raised money from the more fortunate households connected to the SANAA water system by enclosing a special receipt to water customers that allowed them to "round-up" their monthly bill and make special donations to the

FUNDAPAT fund. Friendly governments like Taiwan also supported the fund. To date, FUNDAPAT has collected Lps. 10 million¹ (more than ten times its original seed fund) through fundraising and interest on certificates of deposit. In the past five years, FUNDAPAT has made financing available to urban and rural communities throughout the country for new or expanded water and sanitation infrastructure.

Some of the most unique aspects of the FUNDAPAT program include:

- Since 1993 has managed to establish a capital seed for financing more than 104 complex piped water supply projects, improving the access of the water to poor communities, benefiting 105,100 people.
- According to an Evaluation Report from UNICEF, the FUNDAPAT-SANAA-UNICEF program was able to mobilize in the period 1992-2002 Lps 25,9 million in water and sanitation projects in poor communities, from which 17% came from community co-financing, 37% from the revolving fund from the repayment of the loan via tariff set by SANAA, previously agreed with community, 30% counterpart from SANAA and 16% from UNICEF for technical assistance in the implementation of the program, including the production of training



material, workshops and hiring educators.

- All funds are provided as no-interest loans for some materials directly to the communities. Moratory rates are extremely low.
- All repayments go to a revolving fund in order to make FUNDAPAT more sustainable and to benefit additional communities.
- The projects are executed with the active participation of the benefited communities, valuing their contribution on the base of the manual labor and local materials (sand, bricks and wood) provided by the communities themselves, for the construction of the projects. Funds are provided directly to communities, which are then responsible for directly contracting construction services and supervising their work.

¹ Equivalent to US\$ 549 thousand dollars. Given the constant devaluation of local currency with respect to the US Dollar, figure does not represent the actual growth in terms of HON Lempiras. Exchange rate in 1992 was Lps 5.49 for US Dollar, current exchange rate is Lps. 18.45 for US\$ Dollar according to Honduras Central Bank.

JAPOE's environmental and agriculture training work with villages that share their watershed has expanded into basic technical assistance to those villages in water system administration, operation, maintenance and drinking water quality.

The communities assume the administration, operation and maintenance of the systems through local water boards, coordinating efforts to guarantee the sustainability of the projects.

- The loans, community financing and a participative decision-making process open to a wide range of technical options, create a strong sense of ownership on the part of

users, which in turn creates more sustainable projects and enables repayment of loans.

Lessons learned

FUNDAPAT has provided at least three important lessons to the sector:

- The private sector has much potential both as a source of resources and of transparency.

- There is much potential synergy to be created among the private sector, the government, international aid agencies and civil society.
- It is a program that can help define and channel information to communities, and generate demand and promote willingness to pay for safe, reliable water and sanitation services, as well as contribute to improve reimbursement of capital costs.

FUNDAPAT: Goals, project cycle and administrative structure

Goals

- Contribute to improved access to safe water and sanitation services and technical assistance to poor communities
- Promote users' participation through community social-economic assessments and planning
- Organize and train local Water Boards for system operation and maintenance
- Provide sanitary education for behavioral change
- Promote local source water protection
- Support the organizational development of counterparts
- Promote and channel the participation of the private sector

Project cycle

1. Communities request support
2. SANAA carries out community planning and feasibility studies
3. FUNDAPAT's Board of Directors approves projects
4. UNICEF tenders bidding for materials
5. FUNDAPAT does purchasing - FUNDAPAT funds cover materials only
6. FUNDAPAT delivers materials to SANAA offices
7. SANAA supervises construction, providing an engineer and trainers
8. SANAA recovers loan repayments, which are turned over to the FUNDAPAT Revolving Fund

FUNDAPAT administrative structure

4 members from Tegucigalpa's Chamber of Industry and Commerce:

- President
- Vice-President
- Secretary
- Treasurer

JAPOE: An independent water board protecting municipal water resources

In 1992, the municipality of Jesus de Otoro, a 25,000 people mid size municipality located in central west Honduras, faced a serious challenge. Their water system had collapsed, and the municipality that had managed service for 30 years had saved no funds to replace it. Through a referendum, more than half of the town voted to replace the municipality with an elected water board, charged with managing a new water system to be partially rebuilt with central government subsidies. In 1995, the Jesus de Otoro Water Board (JAPOE, in Spanish) was legally incorporated and mandated to:

- Operate, maintain and repair the municipal system serving 1,245 connections (a separate service not managed by JAPOE benefits an additional of 300 households).
- Deliver high quality, disinfected water 24 hours a day in their jurisdiction.

- Collect and manage tariffs for system operation and future expansion or replacement.
- Manage an environmental fund to protect the Rio Cumes watershed that supplies the Jesus de Otoro piped water supply system.

All of these mandates are being met with high quality service by JAPOE, and some of them merit special attention here.

In order to ensure the sustainability not only of infrastructure but more importantly of the service, JAPOE itself requires tariffs to be sufficient not only to cover routine operation and maintenance costs, but also to set aside 30% of the monthly payments in certificates of deposit for future system replacement. To date, JAPOE maintains a separate account with more than US\$55,000 on deposit. At the end of the minimal 20-year design life of the system, JAPOE expects to have around US\$ 300,000 in the special account, more than enough to guarantee private, national or international loans for a new system or to serve as local counterpart funding to reduce subsidized grants to replace infrastructure.

JAPOE's work is still more innovative in protecting their water source. The Rio Cumes watershed serves Jesus de Otoro and about 2,400 people in 6 smaller rural communities upstream from the main town. Population pressures and inappropriate land use threatened the river's quality and flow. With guidance from the Swiss Agency for Development and Cooperation (SDC), Jesus de Otoro

established in 1995 an environmental fund into which a portion of every connections monthly tariff (US\$0.06) and 1% of the municipalities' annual budget are regularly paid. This fund has accumulated more than US\$30,000, including additional grants from NGOs and international agencies like SDC. From the Fund, JAPOE has financed:

- Mapping of the 3,000 hectare watershed, including land use, risks and conflicts.
- The entire watershed has been marked in the field, and warning/informational signs have been installed on all roads through communities within the watershed.
- Contracts with producers in the watershed for payments on a scale guided by appropriate land uses (highest for mature forest protected, through young forest, new growth forest, clean (coffee) agriculture and lowest paid for agroforestry). Payments average \$45 a year to each of 70 producers.
- Specialized training in sustainable hillside agricultural practices in all communities within the watershed.

JAPOE's environmental and agriculture training work with villages that share their watershed has expanded into basic technical assistance to those villages in water system administration, operation, maintenance and drinking water quality. The NGO Catholic Relief Services (CRS) has supported JAPOE since the beginning, especially in sustainable agriculture, training and organizational development.



Current challenges to JAPOE include the installation of a new gas chlorination system donated by Spain, doubling the amount charged to tariffs for the Environmental Fund, expanding watershed protection components to the villages in the other watershed that serves the sector of the town not managed by JAPOE, and consolidating relationships with the municipality and regional development organizations active in the same communities.

COMASY serves as a clearinghouse for villages to be aware of funding opportunities and to help them comply with the different technical, financial and social criteria of donors.

Organizations at the municipal level

COMASY: A municipal water and sanitation committee

Soon after Hurricane Mitch in 1998, the Mayor of Yoro, in the northern province of the same name, faced complicated institutional relations with central government ministries and programs, and a multitude of NGOs, international agencies and local water boards active in his jurisdiction. There was little coordination and duplicity of efforts in some villages and no attention to others. Benefiting from SANAA's regional office, on the strongest regional offices nearby, and thanks to the support of an especially active SANAA Regional Director, in 2000, the Yoro Municipal Water and Sanitation Committee (COMASY) was created and assigned the responsibilities of:

- Coordinating with all water and sanitation actors working in Yoro.
- Establishing minimum tariffs for all piped water supply systems in the jurisdiction, by type of service.
- Supporting the Municipal Environmental Unit (UMA) in protecting watersheds.
- Establishing norms and criteria for technical, training and administrative activities for actors and community water boards.
- Establishing and supervising a chlorine bank.

Additionally, all these goals have been reached, COMASY has:

Members of the Yoro Municipal Water and Sanitation Committee (COMASY)

- Mayor of Yoro or his representative
- SANAA-USAID project representative
- The Municipal Environmental Unit
- Regional Ministry of Health office
- The National Forestry Corporation
- The NGO World Vision
- The NGO Doctors without Borders
- Regional SANAA office
- Representative of Municipal Association of Water Boards of Yoro (AJAMY)

- Established a permanent line item in the municipal budget for basic operations; carried out regular microbiological, physical and chemical water quality monitoring in all piped water supply systems within their jurisdiction.
- Trained 80% of the rural community water boards in Yoro.
- Established a minimum tariff of US\$1.60 for the most basic water services (higher in more complex piped water supply systems).
- Created a central information system on water boards, systems and services in their jurisdiction, and managed the overall planning of investment in the town and outlying villages by identifying and prioritizing water and sanitation investment projects.

The role of COMASY as an intermediary between national, international and NGO programs and local communities is especially noteworthy. COMASY serves as a clearinghouse for villages to be aware of funding opportunities and to help them comply with the different technical, financial and social criteria of donors. The monthly meetings of

COMASY are attended by a wide variety of members (see box above).

COMASY's most important challenge is to incorporate full-time staff to respond to the increasing demand of community water boards, NGOs and international agencies. Currently, COMASY has an office, office equipment and a secretary supplied by the municipality, but no promoter. Member agencies and municipal UMA staff provide support when they can.

AJAMY: The municipal association of water boards

Building on the success of COMASY in Yoro, SANAA began to realize that organizing all the rural water boards in a municipality had positive results for SANAA's work and the model was adapted in other areas. In Yoro, as a complement to the Mayoralty-based COMASY, SANAA stimulated the association of the rural water piped water supply systems in the jurisdiction as well. Thus was borne the Municipal Association of Water Boards of Yoro (AJAMY), and began an informal national strategy by SANAA to establish

similar rural associations in as many municipalities as possible. The goals of AJAMY and all similar Municipal Water Associations (AJAMs) are to:

- Defend the interests of rural community water boards.
- Serve as a link between the municipality, Municipal Water and Sanitation Committees (like COMASY) and rural water boards in its jurisdiction.
- Promote citizens' participation in the building, operation and management of water and sanitation infrastructure.

Some of the achievements of joint COMASY and AJAMY efforts include:

- Standardizing training, operations, maintenance, and disinfection methodologies.
- A chlorine bank administered by AJAMY and supervised by COMASY. 34 of 80 water boards in Yoro reportedly chlorinate their piped water supply systems.
- AJAMY manages a budget for technical assistance and mutual support. 5% of the tariffs collected by each community water board is transferred to AJAMY.
- AJAMY and COMASY periodically audit rural water boards.
- AJAMY supports individual communities in reducing non-payments and in service suspensions to moratory households.
- Local water boards report AJAMY and COMASY support in:
 - Facilitating paperwork and requests to sector agencies.



- Professional support for legalizing village water boards.
- Building 17 new projects.
- Rebuilding 21 piped water supply systems damaged by Hurricane Mitch in 1998.
- Building latrines in 40 communities.
- Elaborating 25 feasibility studies for new piped water supply systems looking for financing.

Some of the challenges now faced by AJAMY and COMASY include: carrying out an inventory of micro-watersheds and drinking water sources in their jurisdiction; readjusting the municipal tariff structures to be less onerous to the smallest communities; incorporating full-time staff and promoters into both COMASY and AJAMY; and fighting the quasi-legal permits for exploiting forests

in vital watersheds that the national Forestry Administration Service (COHDEFOR) insists on granting. Indeed, the lack of involvement and responsibility of COHDEFOR in COMASY is a common complaint throughout the municipality.

The role of the state

In 1993, SANAA and the official US Aid Agency (USAID) began the Operation and Maintenance Technician Training Program (TOMs, in Spanish) in recognition of the need to decentralize the management of rural water services to the lowest possible level and provide technical backstopping to local water boards. It quickly became obvious that Municipal Associations of Water Boards (AJAMs) were a logical counterpart in this effort. Especially active TOMs have

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helped organize new AJAMs (50 to date, out of 298 municipalities in the country). Unfortunately, the AJAM strategy is not reflected in SANAA's priorities, as evidenced by:

- The lack of national funding for the TOMs program (from a high of 50 with USAID funding, their numbers are down below 25 TOMs nationwide today).
- The lack of guidelines and funding to enable the existing AJAMs to fulfill their potential as mutual support agents, training intermediaries and technical and planning bodies.

Indeed, many AJAMs have faltered after initial enthusiasm because TOMs have not been maintained in their area and because other SANAA staff and mayors do not really know how to foment and respond to demands from organized associations. Under the new sector reorganization law, SANAA and its future successor have clear mandates to provide technical assistance to municipalities and rural communities. One possible scheme being discussed is for municipalities or groups of municipalities ("mancomunidades") would finance and support a municipal TOM for their jurisdiction and SANAA would provide some lesser number of TOMs for technical backstopping, training and quality assurance of their municipal counterparts. Hopefully an institutional commitment will evolve, because good examples of the potential impact of Associations of Water Boards are to be found in Yoro and in at least two other bodies created by NGOs, COCEPRADIL and AJHASA, discussed below.

Organizations with regional impact

COCEPRADIL: The Central Committee Pro-Water and Integrated Development

Catholic Relief Services (CRS) was also key in the organization of one of the most successful regional associations studied here, the COCEPRADIL. In 1988, 18 communities in four municipalities in the southern region of Lempira made a joint proposal to CRS for support in building a large water system. The enthusiasm generated by this first effort led to the incorporation of additional communities in three more municipalities. Eventually, each of the local water boards formalized their association as COCEPRADIL, with the individual boards functioning as the General Assembly and a Directorate that now has legal status, permanent staff and significant achievements. To date, these include:

- 160 rural water systems built and administered by users.
- 380 training events for 12,200 people.
- Strengthening of 160 water boards through 10 specialized events.
- Local management of 42 micro-watersheds, 25 of these with Management Plans, 50 hectares reforested and the rest with "natural regeneration plans".
- A 100-person training center.
- Campaigns for latrinization, health education, sustainable micro-irrigation, adult literacy and

education, home improvements, rural credits, gender awareness, management of a national park and more.

COCEPRADIL has grown to the point that CRS has trained and equipped it to be largely an independent partner, with its own staff and promoters. Indeed, COCEPRADIL has in recent years been both a contractor for services like water quality monitoring paid for by member communities, and has signed agreements as an executor with government and international organizations.

For example, COCEPRADIL now has the technical capacity to promote and supervise the execution of new water piped water supply systems in rural communities. It has experience in contracting specialized services for design and construction. Communities and COCEPRADIL select, supervise and pay private sector services directly. At the same time, COCEPRADIL has in different opportunities signed agreements with the Honduras Social Investment Fund (FHIS) and other donors. In the case of FHIS, it is widely recognized that COCEPRADIL has executed some of the best investments FHIS has done recently through their Water Quality Program for Dispersed Rural Communities. COCEPRADIL's roots in the communities, awareness of water quality and hygiene issues and participative project planning and execution have enabled them to develop projects that carefully nurture and direct communities' demands towards sustainable investments.

COCEPRADIL is widely recognized as an important motor for development in Lempira, one of the poorest regions of Honduras and Latin America. Their example as a legalized, independent, multiple-municipality body delivering high-quality projects has been replicated in other areas of Honduras.

The final case to be discussed has also had important impact at the municipal level, but has expanded to include entire provinces and a national effort.

AHJASA: The Honduran Association of Water Boards

Until the Honduran Association of Water Boards (Asociación Hondureña de Juntas Administradoras de Agua – AHJASA), was established in 1990, no programs existed specifically for providing follow-up, technical assistance and training to water systems, wells and handpumps already in operation. As a result, the great majority of users were not chlorinating their drinking water, many were operating with serious deficiencies and an unknown but significant number had collapsed or ceased to provide any service at all.

In that year, the national NGO Agua para el Pueblo, the United Nations Children's Fund UNICEF and the National Rural Water Association (NRWA) of the United States began assisting 17 rural piped water supply systems in southern Honduras to verify if there was local interest in forming Central America's first Association of Water Boards. After a 10-month study, it quickly became the first municipal association and the starting

point for AHJASA. AHJASA now has nearly 500 communities in 8 of the country's 18 provinces paying membership (10-15% of household tariffs collected), representing some 380,000 people. Local water boards are organized in municipal associations and 8 departmental associations. In turn, these last form the national association. Each level has its elected representatives organized as a board of directors for their area. AHJASA has tried to use the departmental associations as the planning and technical assistance base for AHJASA, and usually have at least one full-time AHJASA promoter in each departmental association. AHJASA has even built a training center in Nacaome, south of Honduras, on land donated by the municipality and with funds from the National Rural Water Association.

AHJASA offers its members:

- On-site technical assistance in administration, finances, operation, maintenance, repair, chlorination and source water protection for members. Non-member communities are never refused attention by request, but long-term accompaniment is offered to members.
- Technical assistance and support in designing and seeking financing of piped water supply systems' expansion and replacement.
- Departmental or municipal associations sell chlorine, chlorinators, residual chlorine/pH testers, and administrative and accounting forms. Soon they will also sell new and rebuilt water meters.
- Professional support for legalizing member water boards.

Financing Associations like AHJASA

The main obstacle facing AHJASA is how to make the association grow while obtaining sufficient outside funds to meet the corresponding increase in demands from the bases. AHJASA charges from 10-15% of tariffs collected by each community as membership fees, but this is usually used for training at the departmental association levels, and is insufficient even for that. One staff member and one promoter are also paid through "profits" from AHJASA's 15 chlorine banks, but the association will always depend on some level of outside funding. Associations in the US, like the National Rural Water Association, serve as models for AHJASA but these also depend on strong subsidies (up to 75%) from their own state or federal governments.

- Mutual support between member communities.

AHJASA currently has seven promoters and three staff members, with plans to add four more promoters this year. In the field, AHJASA maintains 15 chlorine banks and has plans to triple that number this year, and use them for selling spare parts and formats as well. AHJASA also sells their own tablet chlorinator model and other imported models.

AHJASA has one goal the other organizations studied do not – incidence in national policies. Recently, AHJASA was named to head an advisory

Local mechanisms and organizations play a key role in the battle against poverty.

Departmental Associations affiliated with AHJASA:

Olancho	91 member systems	Choluteca	40 members
Fco. Morazán	46 members	Yoro	69 members
Sta. Barbara	30 members	La Paz	108 members
Valle	70 members	Colon	22 members

AHJASA maintains 7 offices in Nacaome (Valle), El Triunfo (Choluteca), El Progreso (Yoro), Marcala (La Paz), Catacamas and Juticalpa (with NGO Agua para el Pueblo).

committee of the civil society formed by the new National Water and Sanitation Commission (CONASA), the maximum government authority established under the recent sector reorganization law. In this position, AHJASA has been active in bringing water boards, international agencies and government authorities together in dialogues to discuss the challenges rural water boards face and to promote issues like water quality.

Challenges for AHJASA include:

- Maintaining a budget through membership fees, sales and donations.
- Coordinating with the new Municipal Water Board Associations (AJAMs) formed by mayors and SANAA.
- Exploiting their comparative advantage as the only Association of Water Boards organized at the departmental and national levels.

AHJASA initiatives in training, selling chlorine, residual chlorine readers, reactants, water meters and formats for water board administration and accounting are all positive efforts to meet a growing demand for improving service and delivering safe water.

Conclusions

The lessons learned from the cases documented in this field note are the following:

- Decentralization of water and sanitation services must respond to local demands. The presented examples indicate that the success of these management models has resided when the necessities of planning, execution and operation and maintenance of services are addressed at the local level. Local mechanisms and organizations play a key role in the battle against poverty.
- Although the decision to decentralize the planning, regulation and provision of services might come from central government, in order to succeed, the final model should address needs, responsibilities and benefits of all stakeholders involved. Recent efforts by NGOS, international agencies and the central government have recognized that local leaders should drive user associations, and

use community demands to define work plans, training and investments.

- The FUNDAPAT model has obtained its own sustainability through the recovery of its financial seed via tariffs. Also, the corporative handling of the foundation has obtained an increase in its seed funds over time. At the level of the subprojects, the ex-post support provided by the SANAA to the local water board and the community cofinancing has obtained the recovery of the seed funds and the sustainability of the water services after three years of financed the projects.
- The central government should create a clearer vision and commitment to long-term technical backstopping for municipalities and rural communities, as mandated by the new sector laws. It may be necessary to transfer some of these responsibilities to municipalities for organizing and supporting rural water boards in their jurisdiction.
- National and regional associations like COCEPRADIL and AHJASA should define their relationship with the new sector structures and programs like the TOMs and municipal mandates for managing water and sanitation in their jurisdiction. This could prevent conflicts and maximize impact by complementing structures and responsibilities.

The following table summarizes some of the goals and impacts of the initiatives studied.

	At local level		At municipal level		At regional level	
	FUNDAPAT	JAPOE	COMASY	AJAMY	COCEPRADIL	AHJASA
Type of Organization	Financier	Water Board	Municipal	Municipal Association	Multi municipal, representative	Municipal Associations & Federation
Level of intervention	National	Local	Municipal jurisdiction	Municipal jurisdiction	Regional - (partially covers one Department)	At municipal level 8 departments & national scope
Water service provider		Highly developed provider of rural water and sanitation services.				
Mutual support				Involved in cross support to fellow associations	Highly involved in cross support to fellow associations	Highly involved in cross support to fellow associations
Technical Assistance					Highly involved in technical assistance to local water boards	Highly involved in technical assistance to local water boards
Investment planning	Strong skills and resources available for investment planning	Strong skills and resources available for investment planning	Strong skills and resources available for investment planning		Skills and resources available for investment planning	
Financing	Resources available for funding					
Area of incidence			Recognized high municipal coverage			Regional, with limited coverage nationwide.
Local contracting	Strong abilities to contract and implement services				Strong abilities to contract and implement services	
Monitoring water quality		Strong abilities to monitor WQ through independent labs			Strong abilities to monitor WQ through independent labs	Strong abilities to monitor WQ through independent labs
Watershed protection		Systematic approach toward including watershed management as part of implementation of WSS			Systematic approach toward including watershed management as part of implementation of WSS	Watershed management consideration in training modules and technical assistance

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WSP Field Notes describe and analyze projects and activities in water and sanitation that provide lessons for sector leaders, administrators, and individuals tackling the water and sanitation challenges in urban and rural areas. The criteria for selection of stories included in this series are large scale impact, demonstrable sustainability, good cost recovery, replicable conditions, and leadership.

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