

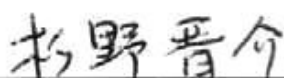
添付 4:JCC 議事録

MINUTES OF MEETING
ON THE FIRST JOINT COORDINATING COMMITTEE MEETING FOR
THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION

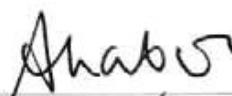
According to the Record of Discussions (hereinafter referred to as "R/D") for the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation (hereinafter referred to as "the Project") signed by both the Japan International Cooperation Agency (hereinafter referred to as "JICA") and Ministry of Water and Environment (hereinafter referred to as "MWE") on 6th July, 2015 in Kampala, JICA dispatched an expert team (hereinafter referred to as "the Team") headed by Mr. Shinsuke Sugino, Chief Adviser, for the Project.

The first Joint Coordinating Committee (hereinafter referred to as "JCC") meeting was held by the initiative of MWE and the Team presented the Draft Inception Report (hereinafter referred to as the "Draft IC/R") for the Project on 18th November 2015 in Kampala. As a result of discussions both sides agreed the matters referred in the document attached hereto.

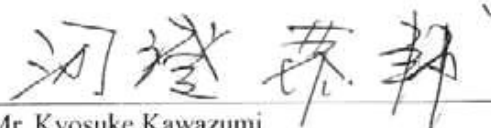
Kampala, 18th November 2015



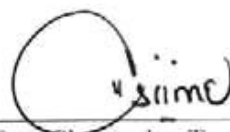
Mr. Shinsuke Sugino
Chief Adviser
The Project for Operation & Maintenance for
Rural Water Supply and Improved Hygiene
and Sanitation



Eng. Aaron Kabirizi
For: Permanent Secretary
Ministry of Water and Environment
Uganda



Mr. Kyosuke Kawazumi
Chief Representative
Uganda Office
Japan International Cooperation Agency



Eng. Christopher Tumusiime
For: Commissioner
Rural Water Supply & Sanitation Department
Ministry of Water and Environment
Uganda

ATTACHED DOCUMENT

1. Inception Report

JCC members have accepted the Draft IC/R and finalized it in this meeting. Subject to the comments made by the meeting as listed under item 7 below

2. Project Design Matrix (PDM) and Plan of Operation (PO)

JCC members agreed on the PDM ver.1 (Annex 2) and PO ver.1 (Annex 3) and confirmed these first versions shall be revised into PDM ver.2 and PO ver.2 based on the results of the baseline surveys by the end of the Study & Planning Stage expected by June 2016.

3. Counterpart Staff of MWE

JCC members agreed on counterpart staff of MWE as shown in Annex 4. The liaison persons may be changed during the project period as a result of the terms of employment, duty schedule and the area of deployment.

4. Target Districts

JCC members agreed that the target districts of the Project are to be Kiboga, Mubende, Butambala and Mpigi. The project districts remain the same but the results will be disseminated nationally

5. Monitoring Sheets

JCC members agreed that the Team and MWE will jointly and regularly monitor the progress of the Project through the Monitoring Sheets (Annex 5) based on the Project Design Matrix (PDM) and Plan of Operation (PO). The Monitoring Sheets shall be submitted to JICA Uganda Office every six (6) months.

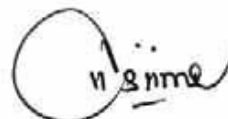
6. Counterpart Staff of Target Districts and Sub-counties Level

JCC members agreed that counterpart staff of Districts and Sub-counties Level will be also appointed by each local government as soon as possible.

7. Other relevant Issues

The Meeting agreed that;

1. There is need to involve and engage the NGO's working in the sector especially in the field of O&M and share experiences. This will be done after completion of First Stage (June 2016)
2. There is need to include the aspects of Climate Change and the Environment in the activities of the Project. Climate Change and Environment are part and parcel of Operation and Maintenance



3. The Team and MWE shall design a capacity development plan that allows for participation and involvement of not only the Central Government and Local Government but also the Private sector. The capacity development plan should be a continuous process.
4. The Team and MWE should assess the suitability of the existing technologies for both water supply, Sanitation and Hygiene and make recommendations (where appropriate)
5. The Team and MWE shall hold meetings with the representatives of other line ministries to share information and knowledge, key findings and any proposals.
6. The Team informed the meeting that discussions are underway with JICA HQs to allow for a budgetary provision (on the side of the team) of allowances and fuel to the District and Sub county participants during stage 1 of the Project. Subsequent allowances for Stage 2 of the Project should be catered for by the Government and the District Local Government.

Annex 1: Agenda of JCC meeting

Annex 2: Project Design Matrix (PDM) ver.1

Annex 3: Plan of Operation (PO) ver.1

Annex 4: Counterpart staff

Annex 5: Monitoring sheets

Annex 6: List of Attendants

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MINUTES OF MEETING
ON THE SECOND JOINT COORDINATING COMMITTEE MEETING FOR
THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION

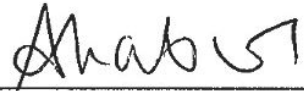
According to the Record of Discussions (hereinafter referred to as “R/D”) for the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation (hereinafter referred to as “the Project”) signed by both the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and Ministry of Water and Environment (hereinafter referred to as “MWE”) on 6th July, 2015 in Kampala, JICA dispatched an expert team (hereinafter referred to as “the Team”) headed by Mr. Shinsuke Sugino, Chief Adviser, for the Project.

The Joint Coordinating Committee (hereinafter referred to as “JCC”) meeting was held by the initiative of MWE, and the Team presented the Draft Report on the Current Condition and Challenges of Rural Water Supply and Sanitation in Kiboga, Mubende, Butambala and Mpigi Districts (hereinafter referred to as the “Draft Report”) as the achievement of the first stage of the Project on 26th May 2016 in Kampala. As a result of discussions both sides agreed the matters referred in the document attached hereto.

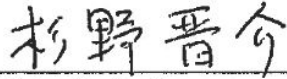
Kampala, 26th May 2016



 Mr. Kyosuke Kawazumi
 Chief Representative
 JICA Uganda Office



 Eng. Aaron Kabirizi
 Director
 Directorate of Water Development
 Ministry of Water and Environment
 Uganda



 Mr. Shinsuke Sugino
 Chief Adviser
 The Project for Operation & Maintenance for
 Rural Water Supply and Improved Hygiene
 and Sanitation

ATTACHED DOCUMENT

1. Draft Report

JCC members have accepted the Draft Report subject to the comments.

2. Holding of the Third JCC on August 2016

JCC members agreed to hold the Third Joint Coordinating Committee Meeting (hereinafter referred to as “JCC meeting 3”) on August 2016 as the unscheduled JCC.

3. Activities on the 2nd Stage and the modified PDM

JCC members tasked the Team to analyze the identified challenges and propose options regarding the project strategy and activities on the second stage. This information to be ready by JCC meeting 3,

The JCC will review the outputs in JCC meeting 3 and conclude the activities of the second stage and the modified PDM.

4. Acceptance of the Baseline Survey Findings

JCC members accepted the findings of the baseline survey as well represented by the 9 challenges and the failure trend as presented by the Team

Annex 1: Agenda of JCC meeting

Annex 2: List of Attendants



THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL
WATER SUPPLY AND
IMPROVED HYGIENE AND SANITATION

Agenda for the Second Joint Coordinating Committee

Venue: City Royale Hotel – Bugolobi Kataza

Date: May 26, 2016

Time	Activity	Responsible
8:30 – 9:00	Arrival, Registration and Networking	
9:00 – 9:15	Introduction of participants	
9:15 – 9:30	Opening Remarks from MWE	Director, DWD
9:30 – 9:40	Opening Remarks from JICA Representative	JICA Uganda Office
9:40 – 10:20	Project progress and Baseline Survey Findings and Schedule for the next stage	Project manager, MWE Chief Consultant
10:20 – 10:40	Health Break and Networking	
10:40 – 11:15	Present Situation, Challenges and Capacity Development for Rural Piped water schemes	JICA Expert
11:15 – 12:15	Plenary Discussion	
12:15 – 12:25	Concluding remarks by MWE	Project Director, Commissioner, RWSSD
12:25 – 13:00	Lunch and Networking	

The 2nd JCC Meeting of the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation

Name	Designation	Organization	Tel	Email
1. NAKAFAGGA JACKLINE	SOCIAL SCIENTIST	MWE / JICA	0772-197577	jackline.nakafagga@gmail.com
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4. Mutibwa Robert	PRO	MWE	0752-447-854	Mutibwarobertziye@gmail.com
5. Hidekuni USAMI	Project Team	JICA		hide-intech@nitech.com
6. Shinsuke Sugino	=	JICA / ESTEC	0779 584721	sugino-shi@ej-hds.co.jp
7. DAISUKE SAKAHITO	=	MWE / TICA	0775 187576	sakawata.daisuke@jica-friends.go.jp
8. DISOBORWA PAUL	SOCIOLOGIST	MWE	0788 355922	paul.bisorwa@mwego.us / bisorwapaul@mwego.us
9. BATEGANYA DAVID	SENIOR ENGINEER	MWE	0706 679145	bateganya@mwego.us
10. Erina Kan		JICA Team		kan-e@ej-hds.co.jp

The 2nd JCC Meeting of the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation

	Name	Designation	Organization	Tel	Email
11.	Yasunichi Arafu	Senior Representative	JICA	078-222-5868	Arafu.Yasunichi@jica.go.jp
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14.	CAFIE NAMUYALO	EHO	MWE/DWD	0775-171504 0703-686844	enamuyalo@ymail.com
15.	Eng Aaron Katinzi	M/DWD	MWE	0772400870	aaron.katinzi@mwe.go.ug
16.	Marthe Nagege	Senior Coordinator	MWE/DWD	0702212586	mmalindah@jica.go.jp
17.	ASHIMWE CLARE	Consultant for Health & Water (JICA Uganda)	JICA	0756149460	ashimweclare.cig@jica.go.jp
18.	AKERA DENIS	Admin JICA Implementing Agency	JICA Agency	0774592274	akrasan@jica.go.jp
19.	Hirofumi Yoshitake	Asst. Exec. Director - JICA/HQ	JICA HQ	-	-
20.	Eng J.O. Gyathu	Comm - RWSB	MWE	07725911519	gyathu.jo@mwe.go.ug

The 2nd JCC Meeting of the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation

Name	Designation	Organization	Tel	Email
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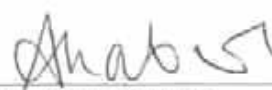
MINUTES OF MEETING
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THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION

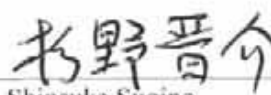
According to the Record of Discussions (hereinafter referred to as "R/D") for the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation (hereinafter referred to as "the Project") signed by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Water and Environment (hereinafter referred to as "MWE") on 6th July, 2015 in Kampala, JICA dispatched an experts team (hereinafter referred to as "the Expert") headed by Mr. Shinsuke Sugino, Chief Adviser, for the Project.

The Joint Coordinating Committee (hereinafter referred to as "JCC") meeting was held by the initiative of MWE on 25th August, 2016 to determine the activities of the second stage starting from August 2016. The counterpart officials of MWE and the Expert (herein after referred to as "the Team") presented "the Result of Study on the Alternative Options for O&M System of Rural Water Supply Facility" (hereinafter referred to as "the Study Result") based on the discussions among the Team during the first stage of the Project from October 2015 to July 2016. JICA and MWE both agreed on the Study Result subject to modifications the activities which shall be implemented in the remaining project period, the schedule subject to modifications, and modification of the PDM as shown in the documents attached hereto.

Kampala, 25th August 2016


Mr. Kyosuke Kawazumi
Chief Representative
JICA Uganda Office


Eng. Aaron Kabirizi
Director
Directorate of Water Development
Ministry of Water and Environment
Uganda


Mr. Shinsuke Sugino
Chief Adviser
The Project for Operation & Maintenance for
Rural Water Supply and Improved Hygiene
and Sanitation

ATTACHED DOCUMENT

1. Study Result

The Team explained the Study Result and JCC members have agreed as follows;

1. JCC agreed on the District Direct Management O&M System. The district agreed upon is Mubende.
2. The Team proposed to implement the selected system as a pilot subprogram in four sub-counties in Mubende District. MWE was in the view that the pilot should cover the entire district as a principle of Government of Uganda. JCC agreed that the scope of the number of sub-counties covered under the pilot project is reviewed. JICA will consult further on this issue before the final position can be reached.
3. A revised project work plan for the remaining activities over the remaining project duration will be prepared by the Team. The result will be presented in JCC 4.
4. JICA and MWE will consider options for financing the budget.

2. Activities under the Project

The activities for Hygiene & Sanitation shall also be implemented in the target districts.

3. Modification of PDM ver.1 and PO ver.1

JCC members agreed to modify PDM ver.1 to PDM ver.2 (see Annex 3) to reflect the decision of JCC 3, along with the modification of R/D. The modified R/D shall be signed by MWE and JICA Headquarters. MWE and JICA agreed to take necessary measures to conclude the process immediately including modification of PO ver.1 in accordance with PDM ver.2.

4. Schedule for the 2nd Stage of the Project

The Team explained that the Project activities would be started in late October 2016 after R/D modification and preparations for launching the activities. JCC members accepted the schedule and agreed to provide cooperation for its acceleration.

5. The Fourth JCC meeting by the End of 2016

JCC members agreed to hold the fourth JCC meeting by the end of 2016 as the regular JCC meeting. The Team shall explain the work plan in the second stage of the Project in the fourth JCC meeting.

Annex 1: Agenda of JCC meeting

Annex 2: List of Attendants

Annex 3: Draft PDM ver.2



**THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL
WATER SUPPLY AND
IMPROVED HYGIENE AND SANITATION**

Agenda for the Third Joint Coordinating Committee

Venue: New Boardroom at Ministry of Water and Environment, Headquarters

Date: August 25, 2016

Time	Activity	Responsible
8:30 – 9:00	Arrival, Registration and Networking	
9:00 – 9:15	Introduction of participants	
9:15 – 9:30	Opening Remarks from MWE	Director, DWD
9:30 – 9:40	Opening Remarks from JICA Representative	JICA Uganda Office
9:40 – 10:20	Result of study on the alternative options for O&M System of rural water supply facility, - Review of the 2nd JCC Meeting - Alternative options of O&M system instead of the current O&M system - Implementation of the Alternative option of O&M system as a Pilot Subprogram	Project Manager, MWE Chief Consultant
10:20 – 10:40	Health Break and Networking	
10:40 – 11:00	Confirmations - Modification of PDM - Schedule for the launching activities after the JCC	Project Manager, MWE Chief Consultant
11:00 – 12:00	Plenary Discussion	All participants
12:00 – 12:10	Signing the Minutes of Meeting for the JCC	Project Manager, MWE Chief Consultant
12:10 – 12:20	Concluding remarks by MWE	Project Director, Commissioner, RWSSD
12:20 – 13:20	Lunch and Networking	

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The 3rd JCC Meeting of the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation

Name	Designation	Organization	Tel	Email
1 NAWASESSA JACQUELINE	SOCIAL SCIENTIST	MWE/JICA	0772-192577	JacquelineNawase@worldbank.org
2 MARION AYAYAI	ENGINEER	MWE/JICA	0781681156	marion.edward87@gmail.com
3 Prof. Ahmed Ibrahim	Asst. Comm. IDN	MWE	072521009	ahmed.ibrahim@mwe.go.ug
4 JOSEPH O. EYATU	Comm - RWSE	MWE/DWD	077591919	eyatu.eyatuo@mwe.go.ug
5 Mutibwa Robert	PWO - RWSE/D	MWE/DWD	0752447-894	robert.mutibwa@mwe.go.ug
6 Shimshuke SUGINO	JICA Team	EJEC		sugino-shi@ej-hds.co.jp
7 Bisobwa Paul	Sociologist - MWE	MWE/DWD	0788355902	paul.bisobwa@mwe.go.ug
17 Eng A. Wassera	D/DWD	MWE	0772400876	awassera-wassera@mwe.go.ug

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The 3rd JCC Meeting of the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation

Name	Designation	Organization	Tel	Email
8 Kyoosuke Kawazumi	Chief Representative	JICA Uganda	0284776679	kawazumi.kyoosuke@ jica.go.jp
9 Hiroyuki Zashitake	Assistant Director	JICA ITR.		
10 Shunichi Murakami	Representative	JICA Uganda	0772-050-921	Murakami.Shunichi@ jica.go.jp
11 Asimuké Clere	Consultant/Water Health	JICA Uganda	0756-149940	asimweclere.ugw@ jica.go.jp
12 Francis Albedwano	Administrator	ESEC	0756962021	fabedwano@entwosec.com

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The 3rd JCC Meeting of the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation

	Name	Designation	Organization	Tel	Email
13	Yuko Hishida		Project M&W JICA	0780269141	y.hishida.yuko@inet.co.jp
14	DAISUKE SAKAMA	JICA Expert	MWE	0775187576	
15	Tatsuo TOMIDOKORO		JICA	0781608476	tomi.dokoro-ta@ej-hds.co.jp
16	Erina Kan	/	EJEC		kan-e@ej-hds.co.jp

Erina Kan

Erina

Project Design Matrix (Ver. 2, Date: August 2016)

Project Title: The Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation
Implementing Agency: Rural Water Supply and Sanitation Department (RWSSD), Directorate of Water Development (DWD), Ministry of Water and Environment (MWE)
Target Groups: MWE, RWSSD, District officers in charge of rural water supply and sanitation in the target districts
Period of Project: 4 years from the date when the first JICA Expert is dispatched
Project Sites: Kampala (RWSSD) and 4 Districts (Mubende, Kiboga, Butambala and Mpigi district)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Operation & maintenance (O&M) policy and system of rural water supply facilities improved by the Central Government are adapted to wide areas in Uganda</p> <p>Project Purpose O&M system of rural water supply facilities and hygiene and sanitation (H&S) in the target districts, and system of the Central Government relating to O&M are improved</p>	<p>1. Functionality of rural water supply facilities in the Central Region is improved</p> <p>2. Households access to latrines and hand washing facilities in the Central Region is increased.</p> <p>1. Functionality of rural water supply facilities in the target districts is increased from ** % to ** %</p> <p>2. The rate of WSC collecting water fees and conducting maintenance of rural water supply facility in the target districts is increased from 51% to **%.</p> <p>3. The response rate to major repairs requested from WSCs in the target districts is increased from 34% to 40%</p> <p>4. Household access to latrines in the target districts is increased from ** % to ** %.</p> <p>5. Household access to hand washing facilities in the target districts is increased from ** % to ** %</p>	<p>■ Sector Performance Report</p> <p>1. Sector Performance Report</p> <p>2. Interview Survey</p> <p>3. Interview Survey</p> <p>4. Interview Survey</p> <p>5. Interview Survey</p>	<p>■ Policies on rural water supply are not significantly changed</p> <p>■ Financial resources which are currently allocated to the target districts are not significantly decreased in Central region</p>
<p>Outputs</p> <p>1. Strategy for capacity development in O&M of rural water supply facilities and improvement of H&S condition is formulated</p> <p>2. O&M support system of rural water supply facilities in the public and private sectors is strengthened in the target districts</p>	<p>1 Project approach for capacity development on O&M of rural water facilities and improvement of H&S condition is formulated as document</p> <p>2-1 Training program on O&M of rural water supply is formulated</p> <p>2-2 More than 20 staffs from RWSSD and the target districts in charge of water supply and sanitation complete the ToT.</p> <p>2-3 The collection rate of water fees reaches more than 70% under the pilot subprogram on O&M implemented by RWSSD and the target districts.</p> <p>2-4 O&M activities are implemented based on the annual workplans</p> <p>2-5 At least two Hand Pump Mechanics (HPMs) are trained on site in each sub-county</p> <p>2-6 An average of 20 damaged hand pumps are repaired by each trained HPMs per year.</p> <p>2-7 Memorandum of Understanding (MoU) between the HPMA and the district local government is signed and renewed in the target districts.</p>	<p>1 Project documents</p> <p>2-1 Project documents</p> <p>2-2 Project documents</p> <p>2-3 Project documents</p> <p>2-4 Project documents</p> <p>2-5 Project documents</p> <p>2-6 Project documents</p> <p>2-7 MOU</p> <p>3-1 Project documents</p> <p>3-2 Project documents</p> <p>4-1 Project documents</p> <p>5-1 Project documents</p> <p>5-2 Project documents</p> <p>5-3 Project documents</p> <p>5-4 Interview Survey</p> <p>5-5 Interview Survey</p>	<p>■ Financial resources currently allocated to the target districts are not significantly decreased</p>
<p>3. Operational and management capacity of Water and Sanitation Committee (WSC) is strengthened in the target districts</p> <p>4. Capacity to supervise development of rural water supply facilities is strengthened.</p> <p>5. H&S in the selected communities is improved.</p>	<p>3-1 More than 85% of WSCs which are trained in the Project are functional</p> <p>3-2 O&M of piped water supply facilities is improved where activities are implemented.</p> <p>4-1 More than 12 staffs from RWSSD and the target districts in charge of rural water supply and sanitation complete the training</p> <p>5-1 At least six staffs from sanitation unit and TSU, and at least three staffs from each target districts complete the ToT on awareness campaign for H&S.</p> <p>5-2 More than 75% of extension workers (CDO and HA) in the target districts are trained on awareness campaign for H&S.</p> <p>5-3 More than 75% of the trained extension workers (CDO and HA) in the target districts implement awareness campaign for H&S</p> <p>5-4 Household access to latrines in the selected communities is increased from ** % to ** %.</p> <p>5-5 Household access to hand washing facilities in the selected communities is increased from ** % to ** %.</p>	<p>6-1 Project documents</p> <p>6-2 Project documents</p>	
<p>6. Good practices and lessons learnt in the Project are shared widely with stakeholders in the water and sanitation sector.</p>	<p>6-1 Documents of good practices and lessons learnt are distributed to stakeholders</p> <p>6-2 Learning platforms (e.g. workshops) to disseminate good practices and lessons learnt are organized</p>		

<u>Activities</u>	<u>Input</u>	<u>Pre-Conditions</u>
<p>【Activities for Output 1】</p> <p>1-1 Set up a Working Group (WG) to discuss the framework of O&M system of rural water supply facilities and improvement of sanitation condition</p> <p>1-2 Review existing policy framework and laws regarding O&M of rural water supply and sanitation to clarify responsibilities and challenges of stakeholders</p> <p>1-3 Conduct baseline surveys in the target districts</p> <p>1-4 Share findings of good practices and lessons learnt of rural water supply and sanitation at the WG and prepare a report of the present situation and challenges</p> <p>1-5 Formulate a project approach for capacity development of relevant institutions based on the results of activities 1-2-1-4</p> <p>1-6 Formulate PDM(ver1) and PO(ver1)</p> <p>【Activities for Output 2】</p> <p>2-1 Formulate training programs on O&M planning to relevant institutions</p> <p>2-2 Support RWSSD and the target districts to conduct training for capacity development to the relevant institutions</p> <p>2-3 Support RWSSD and the target districts to conduct preparation of the pilot subprogram on O&M (formulate a framework of new O&M system, draw up ordinances for the pilot subprogram, and select the target sub-counties and the target WSCs.)</p> <p>2-4 Support RWSSD and the target districts to implement the pilot subprogram on O&M (establish water service provider and train HPMS and caretakers.)</p> <p>2-5 Support RWSSD and the target districts to implement M&E of the pilot subprogram on O&M.</p> <p>2-6 Support the target districts to formulate the annual work plans and implement activities (e.g. borehole diagnosis and rehabilitation, water quality analysis, etc.) based on the annual work plans.</p> <p>2-7 Support the target districts to form HPMA.</p> <p>2-8 Support the target districts to conduct training to HPMS and HPMA.</p> <p>2-9 Support the trained HPMS to conduct diagnosis and repair on rural water supply facilities.</p> <p>2-10 Support the target districts to guide the management of HPMA to enhance its function.</p> <p>2-11 Support the target districts to implement M&E of HPMA activities.</p> <p>2-12 Improve the supply chain of spare parts in the target districts.</p> <p>2-13 Hold a periodic meeting with all TSUs to share progress, ideas, and issues of on-going activities</p> <p>【Activities for Output 3】</p> <p>3-1 Support the target districts to formulate the WSC training program</p> <p>3-2 Support the target districts to implement capacity development of WSCs</p> <p>3-3 Support the target districts to implement monitoring and evaluation (M&E) of WSCs activities</p> <p>3-4 Support the target districts to implement regeneration of WSCs in the pilot subprogram.</p> <p>3-5 Support the target districts to implement awareness campaign to water users in the pilot subprogram.</p> <p>3-6 Support WSCs to implement M&E of the pilot subprogram.</p> <p>3-7 Support the target districts to take corrective actions based on the results of M&E</p> <p>【Activities for Output 4】</p> <p>4-1 Formulate training program (e.g. steps and techniques for borehole siting, customize of hand pump facility resistant to poor water quality, supervision of construction and installation of hand pumps, etc.) to RWSSD and DWOs.</p> <p>4-2 Implement the training program to RWSSD and DWOs.</p> <p>4-3 Support RWSSD and the target districts to implement supervision of borehole drilling, construction, and rehabilitation.</p> <p>4-4 Implement M&E of supervision activities for borehole drilling, construction, and rehabilitation.</p> <p>【Activities for Output 5】</p> <p>5-1 Select the communities for H&S promotion.</p> <p>5-2 Support the target districts to formulate the annual work plans on the awareness campaign for H&S in the selected communities.</p> <p>5-3 Conduct ToT on awareness campaign for H&S at the Central Government and in the target districts.</p> <p>5-4 Support the target districts to implement awareness campaign for H&S in the selected communities.</p>	<p>The Japanese side</p> <p>1. Personnel:</p> <ul style="list-style-type: none"> - Chief Advisor/Rural Water Supply/Organizational Management - O&M of Rural Water Supply Facilities (Hand pump) - Rehabilitation of Rural Water Supply Facilities (Hand pump)/Construction Supervision - Hydrogeology - Hygiene and Sanitation - O&M of Rural Water Supply Facilities (Piped water supply) / Project Coordination - Other experts if necessary <p>2. Equipment: Office equipment, two vehicles, tool kits, and others</p> <p>3. Training in Japan and/or a third country</p> <p>4. Project activities fee</p> <p>The Ugandan side</p> <p>1. Allocation of counterparts and administrative personnel</p> <ul style="list-style-type: none"> - Project Director - Project Manager - Counterparts <p>2. Equipment Two vehicles, equipment and materials for administration of the Project</p> <p>3. Allocation of office space and facilities</p> <ul style="list-style-type: none"> - Office space for JICA experts in Kampala and the target districts - Other necessary facilities, equipment and materials for administration of the Project <p>4. Counterpart-related costs (including salary, allowance and traveling cost for counterparts)</p> <p>5. Running expenses necessary for the implementation of the Project</p>	<p>■ The budget for the Project to be borne by the Ugandan side is secured</p>

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<p>5-5 Monitor implementation of awareness campaign for H&S and take corrective measures in the selected communities.</p> <p>【Activities for Output 6】</p> <p>6-1 Summarize good practices and lessons learnt from the activities related to Outputs 2-5</p> <p>6-2 Review and propose revision of the existing hand books and training manuals regarding O&M based on the activities of Outputs 2-5.</p> <p>6-3 Organize learning platforms to disseminate good practices and lessons learned obtained at the activity 6-1</p> <p>6-4 Share good practices and lessons learned from the Project with stakeholders in the water and sanitation sector.</p>		
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*Note: Target rural water supply facilities in the Project are hand pumps (U2, U3 and U3M) and piped water supply in Rural Growth Center.

The pilot communities for Output 5 will be selected from those which will be targeted by Output 3 activities.

The Central Region consists of following districts: Bulikwe, Bukomansimbi, Butambala, Buvuma, Gomba, Kalangala, Kalungu, Kayunga, Kiboga, Kyankwanzi, Luweero, Lwengo, Lyantonde, Masaka, Mityana, Mpigi, Mubende, Mukono, Nakaseke, Nakasongola, Rakai, Sembabule, Wakiso

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MINUTES OF MEETING
ON THE FOURTH JOINT COORDINATING COMMITTEE MEETING FOR
THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION

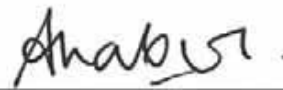
According to the Record of Discussions (hereinafter referred to as "R/D") for the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation (hereinafter referred to as "the Project") signed by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Water and Environment (hereinafter referred to as "MWE") on July 6th, 2015 in Kampala, JICA dispatched a team of experts (hereinafter referred to as "the Expert") headed by Mr. Shinsuke Sugino, Chief Adviser, for the Project to implement the Project.

The Joint Coordinating Committee (hereinafter referred to as "JCC") meeting was held on 15th February, 2017 to explain the work plan and launch the activities of the second stage for the project. The counterpart officials of MWE and the Expert (herein after referred to as "the Team") presented the modified work plan for the second stage of the Project based on "the Minutes of Meeting on the Discussion of the Second Stage Activities for the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation" signed by MWE and the Team, and witnessed by JICA on 6th December, 2016. JICA and MWE both accepted the modified Work Plan and the commencement of the Second Stage activities including the pilot subprogram in Mubende and the re-strengthening of current O&M system in the control Districts (Kiboga, Butambala and Mpigi Districts) as well as the training programs for RWSSD and district staff. MWE and JICA accepted the Team to implement the Second Stage Activities as shown in the documents attached hereto.

Kampala, 15th February 2017



for
Mr. Shinsuke Sugino
Chief Adviser
The Project for Operation & Maintenance for
Rural Water Supply and Improved Hygiene
and Sanitation



Eng. Aaron Kabirizi
Director
Directorate of Water Development
Ministry of Water and Environment
Uganda



for
Mr. Kyosuke Kawazumi
Chief Representative
JICA Uganda Office

ATTACHED DOCUMENT

1. Work Plan of the 2nd Stage of the Project

1-1. Activities of the 2nd Stage

The Team explained the activities of the 2nd stage and the member of the JCC confirmed them.

1-2. Schedule for the 2nd Stage of the Project

The Team explained that the Project activities would be started in late February 2017 starting with the setting up of the Service Center office in Mubende and determination of target water sources. The process of preparation of the draft statutory instrument will commence immediately. It was proposed that some activities like training on community awareness/ sensitization be conducted as soon as possible in order to enable smooth running of the Service Center.

MWE and JICA further advised the Team to consider the followings;

2. Environmental Aspects

The project should integrate environmental aspects such as catchment protection e.g. planting of trees around the water source.

3. Pilot Subprogram in Mubende District

3-1. Structure of the Service Center

The Service Center shall operate as a semi-autonomous body similar to the setup of the Rural Electrification Agency (REA) after the pilot, it will be operationalized by a statutory instrument to be issued by the Minister of Water and Environment. The service center will be set up within the existing legal framework of the Water Act.

It shall be initially implemented as a pilot subprogram in Mubende District.

3-2. Staffing of the Service Center

The counterpart staff assigned by MWE to the project will be deployed to work at the Service Center until permanent staffs are recruited to run the Center as a stopgap measure.

3-3. Selection of the Caretaker

The water user community shall nominate three candidates for the position of Caretaker. The Service Center will interview them and select the best candidate from among them.

3-4. Accountability for water fees collected

There should be a system of accountability for the funds collected i.e. the caretaker should have a system of acknowledging receipt of payment from each water user and the Service Center should do the same.

3-5. Voluntarism in joining the pilot

The project team will ensure all communities within the pilot area enroll to participate in the project for a successful implementation of the pilot sub program.

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4. Activities in the Control Districts

4-1. Rehabilitation of boreholes

Regarding rehabilitation of boreholes in the control districts of Kiboga, Butambala and Mpigi, MWE shall utilize an ongoing rehabilitation framework contract to rehabilitate boreholes targeted by the project in those districts.

4-2. Re-strengthening of the current O&M system

It was also agreed to re-strengthen the O&M system in Kiboga, Butambala and Mpigi as control districts.

Annex 1: Agenda of JCC meeting

Annex 2: List of Attendants

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**THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL
WATER SUPPLY AND
IMPROVED HYGIENE AND SANITATION**

Agenda for the Fourth Joint Coordinating Committee Meeting

Venue: New Boardroom at Ministry of Water and Environment, Headquarters

Date: February 15, 2017

Chairperson: Director, DWD

Time	Activity	Responsible
8:30 – 9:00	Arrival, Registration and Networking	
9:00 – 9:05	Introduction of participants	
9:05 – 9:10	Remarks from JICA	JICA
9:10 – 9:20	Opening Remarks from MWE	PS, MWE
9:20 – 9:30	Project background and overview	Chief Consultant
9:30 – 10:00	Project Proposed Concept and Implementation Modalities for the 2nd Stage	Project Team
10:00 – 10:15	Health Break and Networking	
10:15 – 10:35	Plenary Discussion	All participants
10:35 – 10:40	Schedule for the 2nd Stage of the Project	Project Team
10:40 – 10:50	Concluding remarks by JICA	JICA
10:50 – 11:00	Concluding remarks by MWE	MWE
11:00 –	Closing the Meeting	

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**MINUTES FOR THE 4TH JCC MEETING OF THE PROJECT FOR
OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY AND
IMPROVED HYGIENE AND SANITATION**

15th February 2017

Venue: MWE Board room

No	Name	Destination	Organization
01	Mr. Okot Okidi	Permanent Secretary	MWE
02	Eng Aaron Kabirizi	D/DWD	MWE
03	Eng Joseph O.Eyatu	Comm-RWSSD	MWE
04	Eng Ahmed Sentubwe	Asst.Comm.RWSSD	MWE
05	Mr. Mutiibwa Robert K	Project manager	MWE
06	Mr. Akonya Martin	EHO	MWE
07	Ms. Martha Naigaga	Sanitation Coordinator	MWE
08	Mr. Eria Aloet	Hydrogeologist	MWE
09	Mr. Samuel Ssenfuma	Hydrogeologist	MWE
10	Mr. Erisa Kyeyune	Senior Water officer	MWE
11	Mr. Tubenawe Lawrence	EHO RWSSD	MWE
12	Ms. Kajumba Grace	Hydrogeologist	MWE/JICA
13	Ms. Nakasagga Jackline	Social Scientist RWSSD	MWE/JICA
14	Ms. Naigembe Jesca	ADWO	Butambala
15	Mr. Tom Damulira	DWO	Kiboga
16	Mr. Ssekalegga Joseph	DWO	Mpigi
17	Mr. Akihiro Miyazaki	Direct water resources	JICA
18	Mr. Toshio Murakami	In house consultant	JICA
19	Mr. Kazuma Nakagawa	Water resources group	JICA
20	Mr. Shunichi Murakami	Representative	JICA Uganda
21	Mr. Asiimwe Clare	Consultant (In house)	JICA Uganda
22	Mr. Daisuke Sakamoto	JICA Expert	JICA/MWE
23	Mr. Shinsuke Sugino	Chief Consultant	EJEC
24	Mr. Hidekuni Usami	Vice Chief Adviser	EJEC
25	Mr. Yasuhide Nigauri	Hydrogeologist	EJEC
26	Mr. Francis Abedkane	Administrator	EJEC
27	Ms. Lelia Katusiime	Legal Consultant (EJEC)	Kalnar Advocates
28	Ms.Catherine Nansubuga	Legal Consultant (EJEC)	Kalnar Advocates

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MINUTES OF MEETING
ON THE FIFTH JOINT COORDINATING COMMITTEE MEETING FOR
THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION

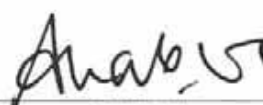
According to the Record of Discussions (hereinafter referred to as "R/D") for the Project for Operation & Maintenance for Rural Water Supply and Improved Hygiene and Sanitation (hereinafter referred to as "the Project") signed by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Ministry of Water and Environment (hereinafter referred to as "MWE") on 6th July, 2015 in Kampala, JICA dispatched a team of experts (hereinafter referred to as "the Expert") headed by Dr. Yasuhide Nigauri, Chief Adviser, for the Project.

The 5th Joint Coordinating Committee (hereinafter referred to as "JCC") meeting was held by the initiative of MWE on 21st September, 2017 to seek authorization for resumption of project activities after the project had been suspended in June 2017 due to delays by GOU/MWE to fulfill its commitments. It was reported that all of the conditions that led to the suspension of activities of the Project had either been fulfilled or are in the process of being fulfilled; Key among them was the successful opening a bank account for the pilot in Mubende and the initiation of the process for transfer of funds to the project account to undertake planned activities as agreed as per the R/D. MWE has also established the Water Supply and Sanitation Board (WSSB) as the interim body to oversee the operationalization of the Service Center in Mubende. The counterpart officials of MWE and the Experts (herein after referred to as "the Team") presented "O&M observations and challenges for small piped water schemes" and "the Progress and Planned Activities" in which they discussed the Brief for JCC's 5th meeting, Current Status of the Project, Training Plan for District & Sub-county Staff and Hand Pump Mechanics; and adoption of Open Defecation Free (ODF) as the indicator for Improved Hygiene and Sanitation as shown in the documents attached hereto.

Kampala, 21st September 2017



Dr. Yasuhide Nigauri
Chief Adviser
The Project for Operation & Maintenance for
Rural Water Supply and Improved Hygiene
and Sanitation



Eng. Aaron Kabirizi
Director
Directorate of Water Development
Ministry of Water and Environment
Uganda



Mr. Kyosuke Kawazumi
Chief Representative
JICA Uganda Office

ATTACHED DOCUMENT

1. Presentation of Final Report on Activities of JICA Expert

Mr. Daisuke Sakamoto, JICA Expert has been working in the Rural Water Department of MWE for the last two years. He has come to the end of his assignment in Uganda. He made a presentation highlighting findings from his work as below:

- a) Activities for Rural Piped Schemes;
 - o Formulation of management structure and training of future managers is important;
 - o Setting Proper water tariff and fee collection is necessary;
 - o The support of central government, donors and NGOs is indispensable in assisting local communities to open bank account for keeping user fee collections.
- b) Support for Utilization of the Service Truck
 - o A framework was formulated and by the end of July 2017, the service truck had been utilized for 71 borehole rehabilitations;
 - o Introduction of a management contract between WSSB and Scheme Operator is necessary.
- c) Pilot Sub-Program in Mubende District
 - o Pilot in Mubende is a quite challenging. MWE should deepen their understanding of the project and take initiative. These are areas pointed out for improvement;
 - o For better results at the end of this pilot, active involvement from Uganda side is extremely necessary. This project is not for JICA or MWE but for the people of Uganda.

2. Project Status Brief to the 5th JCC Meeting

JCC 5 was in principle called to restart the project activities which had been suspended in June 2017. The following were the key conditions for the resumption of project activities and their current status:

- a) Establishment of WSSB – This activity has been completed.
- b) Opening of Project Account in Mubende – This has been completed
- c) Allocation and disbursement of the Project funds – the process is ongoing and funds are expected to have been disbursed within the next two (2) weeks.
- d) Allocation of counterpart personnel to the project – Process for appointment of focal person for Environmental Health Officer (EHO) is underway.
- e) Preparation of Statutory Instrument – MWE has completed the procurement process for legal services to assist in the preparation of the Statutory Instrument. The contract is ready for signing.
- f) Simulation meeting/pre-testing of documents for the Service Center – MWE successfully conducted this activity in Mubende.

3. Establishment of the WSSB in Mubende

JCC members were informed that WSSB has been established for Mubende comprising of 9 members as follows: Mr. Kibuuka Francis B. Amooti, Ms Lilian Nakamatte, Mr. Ssebyatika Fred, Ms. Nanyanzi S. Diana, Mr. Turyatamba Fred, Mr. Mutiibwa Robert, Mr. Bisoborwa Paul, Ms. Nakasagga Jackline, and Ms. Katusiime Lelia. This will act as the interim body to oversee the operationalization of the Service Center in Mubende until the semi-autonomous body to be set up using the Statutory Instrument comes into effect.

4. Adoption of ODF as Indicator for Hygiene and Sanitation

JCC members agreed to adopt Open Defecation Free (ODF) as the indicator for the Hygiene and Sanitation aspect of the project. This will require a modification of the Project Design Matrix (PDM).

5. Way Forward

Mr. Yutaka Fukase on behalf of JICA said that he believes there will be many other potential impediments that will be faced by the project, especially in the implementation of the Pilot Sub-Program. He noted that already 2 years has been spent in formulating the concept of the Pilot Sub-Program, therefore, only 2 years left to complete the project. He emphasized the importance of grasping the current situation clearly, rather than rushing the immediate output. He requested MWE and the Japanese consultants to start monitoring survey for grasping the latest situation and the challenges of the Project.

6. The Sixth JCC meeting

The date for the next JCC will be decided later depending on the resumption and progress of project activities that will inform the necessity for the next JCC.

Annex 1: Agenda of JCC meeting

Annex 2: List of Attendants

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**THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY
AND
IMPROVED HYGIENE AND SANITATION**

Agenda for the Fifth Joint Coordinating Committee Meeting

Venue: New Boardroom at Ministry of Water and Environment, Headquarters

Date: 21st September 2017

Time	Activity	Resource person
8:30 – 9:00am	Arrival and Registration	All
9:00 – 9:05am	Introduction of Participants	PS, MWE
9:05 – 9:15am	Opening remarks form MWE	PS, MWE / Chair JCC
9:15 – 9:45am	Presentation of final report on the Activity for O&M for Rural Piped Water Schemes and Support for the Utilization of Service Truck	Mr. Daisuke Sakamoto / JICA Expert
9:45 – 10:05am	Discussion of report	MWE
10:05 – 10:25am	Health Break tea and Networking	All
10:25 – 10:55am	Progress and planned activities for the Project for Operation and Maintenance and Improved Hygiene And Sanitation	Mr. Robert Mutiibwa / Project Manager
10:55 – 11:25am	Comments on Presentation and Discussion	MWE
11:25 – 11:35am	Activity schedule for the Japanese Expert Teams	Dr. Yasuhide NIGAURI / Chief advisor, JET
11:35 – 11:50am	Comments	All
11:50 – 12:05pm	Concluding remarks by JICA	JICA Representative
12:05 – 12:15pm	Remarks by CAO- Mubende	CAO- Mubende
12:15 – 12:30pm	Remarks by Chairperson LCV- Mubende	Chairperson LCV- Mubende
12:30 – 12:45pm	Concluding remarks and closure	PS, MWE/ Chair JCC
12:45pm	Lunch and Networking	All

**MINUTES OF THE 5TH JOINT COORDINATION COMMITTEE MEETING OF THE
PROJECT FOR OPERATION AND MAINTENANCE OF RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION IN THE REPUBLIC OF UGANDA**

Date: 21st September 2017

Venue: MWE New Boardroom

Attendance Register

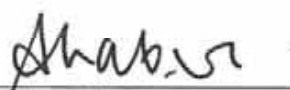
NO	NAME	ENTITY	TITLE
1	Eng. Aaron Kabirizi	MWE	Director DWD
2	Mutiibwa Robert	MWE	PWO
3	Bisoborwa Paul	MWE	Sociologist
4	Tusiime Marcia	MWE	EHO
5	Eng David Bateganya	MWE	SE/RWSSD
6	Kwagalakwe Asenath	MWE	Hydrogeologist
7	Kajumba Grace	MWE	Hydrogeologist
8	Nakasagga Jackline	MWE	Social scientist
9	Hon.Kibuuka Francis B. Amooti	Mubende DLG	District Chairperson
10	Mugomba Geoffrey	Mubende DLG	Deputy CAO
11	Nanyanzi Sylvia Diana	Mubende DLG	Sec. Community Services
12	Ssebyatika Fred	Mubende DLG	DWO
13	Tom Damulira	Kiboga DLG	DWO
14	Naigembe Jesca	Butambala DLG	Asst. DWO
15	Ssekalega Joseph	Mpigi DLG	DWO
16	Kazuma Nakagawa	JICA	Deputy Assistant Director
17	Yutaka Fukase	JICA	JICA Office SR
18	Keisuke Yamagami	JICA Uganda	Representative
19	Yasuhide Nigauri	JICA Expert	JICA Expert
20	Yukihiro Aizawa	MWE/JICA Expert	Hydrogeologist
21	Daisuke Sakamoto	MWE/JICA Expert	MWE/JICA
22	Koji Takahashi	JICA Expert	JICA Expert
23	Yuko Hishida	JICA Expert	JICA Expert
24	Kei Omi	JICA Expert	JICA Expert
25	Francis Abedkane	EJEC	Administrator
26	Lelia Katusiime	Kalnar Advocates	Lawyer

MINUTES OF MEETING
ON
THE PROJECT FOR OPERATION & MAINTENANCE
FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION
IN THE REPUBLIC OF UGANDA
AGREED UPON BETWEEN
MINISTRY OF WATER AND ENVIRONMENT
AND
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
EXPERT TEAM OF JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA EXPERT TEAM)

Kampala, 11th December, 2018



Mr. Masami Moko
Director,
Water Resources Team 2
Water Resources Group
Japan International Cooperation Agency



Eng. Aaron Kabirizi
Director,
Directorate of Water Development
Ministry of Water and Environment
Uganda



Mr. Takayuki Uchiyama
Senior Representative,
Uganda Office
Japan International Cooperation Agency



Dr. Yasuhide Nigauri
Chief Adviser,
JICA Expert Team of the Project

Based on Record of Discussions (hereinafter referred to as "R/D") on THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION IN THE REPUBLIC OF UGANDA (hereinafter referred to as "the Project") signed on 6th July, 2015 between Ministry of Water and Environment (hereinafter referred to as "MWE") and Japan International Cooperation Agency (hereinafter referred to as "JICA") (hereinafter referred to as "Both Parties"), the Project commenced on 5th October, 2015, since which JICA has dispatched the Expert Team to Uganda for implementation of the Project.

The sixth Joint Coordinating Committee (hereinafter referred to as "JCC") meeting was held from 28th to 29th November, 2018 in Mubende by MWE's initiative.

In the JCC meeting, the Project team presented the project progress so far and showed the work plan until the end of the project in accordance with the agenda (refer to Appendix 3). In the course of discussions, both parties confirmed the progress of the Project at the timing of JCC.

The main Items confirmed in the discussions are summarized in Appendix 1 and the detailed progress is given in Appendix 2 as attached.

- Appendix 1: Main Items Confirmed
- Appendix 2: Monitoring Sheet Ver. 5 (Summary, Sheet I and Sheet II)
- Appendix 3: Timetable of 6th JCC meeting
- Appendix 4: List of the participants
- Appendix 5: Technical Note regarding Project Purpose Indicator No.4 of Project Design Matrix (PDM)

Main Items Confirmed

1. Review and Confirmation of the Progress of the Project

Both parties reviewed and confirmed the progress of the Project based on the Monitoring Sheet Version 5 (refer to Appendix 2) and the draft of Progress Report (No. 2). Main points that the Project Team explained about the progress of the Project are as follows:

(1) Progress of Inputs

- Personnel of the Japanese side (JICA Experts) and the Ugandan side (MWE) have been properly assigned as per the Work Plan of the Project.
- As of August 2018, 71 out of 100 sets of hand pump materials to be procured as part of inputs from Japanese side had already been procured and 61 sets had been installed.
- Allowances for local government officials implementing project activities have been covered accordingly by MWE.

(2) Progress of Activities

- Activities of Output 1: PDM ver.2 was approved at third JCC held on 25 August, 2016.
- Activities of Output 2: Training program for pilot sub program was formulated in February 2018. Hand Pump Mechanic (HPM) training was implemented in February 2018 for HPMs in 8 Sub counties of Mubende district. The Project team undertook well development, pumping test, apron repair, and replacement of hand pumps for 61 boreholes from April to September 2018 in 8 Sub counties of Mubende district. The water service provider (Service Center) commenced operations in May 2018. As of September 2018, the service area has expanded to 8 Sub counties.
- Activities of Output 3: From March to July of 2018, community sensitization activities were conducted in 88 villages spread across 8 Sub counties of Mubende district. 72 Water and Sanitation Committee (WSC) s were regenerated from April to August 2018 in the 8 sub counties of Mubende. The final number of communities that subscribed to District Direct Management System (DDMS) was 61.
- Activities of Output 4: In January 2018, the Project team inspected 15 rehabilitated boreholes equipped with hand pumps in Kiboga district and pointed out the defects that were discovered.
- Activities of Output 5: The Project team has carried out the following activities;
 - 1) Baseline survey on hygiene and sanitation in 60 and 90 communities located in 14 sub counties was done by the project team and MWE respectively,
 - 2) Triggering activity for igniting behavior change about sanitation was carried out in 64 communities, and the monitoring is ongoing until February 2019,
 - 3) Focal activities such as demo-latrine construction, school sanitation campaign, and developing sanitation marketing have commenced in the target villages. It is expected to have a ripple effect on the target areas.
- Activities of Output 6: The Project team disseminated progress of the sanitation activity and exchanged knowledge with participants at this year's Global Handwashing Day held in Kamwenge district.

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2. Project Purpose Indicator No. 4 of Project Design Matrix (PDM)

JICA expert team gave an explanation for projection method and proposed target rate of the project purpose indicator No.4 of PDM, but there were some suggestions that the method and the rate should be revisited to ensure the target rate reflects what can be realistically achieved given the inputs and project duration. As a result of reconsideration and discussion by the Project Team, Ugandan side and Japanese side reached agreement to set the target indicator of Project Purpose Indicator No.4 of PDM as Appendix 5.

3. Planned activities

The Project Team explained the planned activities of the Project and its pilot subprogram. Both parties agreed to the implementation of the Plan shown below.

3-1. Activities of pilot subprogram in Mubende

[Policy/Strategy]

The purpose of pilot sub-program is to analyze the effectiveness of DDMS and to make recommendations on efficient approach to improve O&M support system. The Project team therefore needs to study how the Service Center can strengthen the key functions such as 1) Preventive maintenance and repair service, 2) Water charge collection and monitoring, 3) Sensitization of water users, and 4) Accounting system. The service center staff and other main actors (HPMA (Hand Pump Mechanic Association), HPMS, and caretakers) are expected to have acquired the know-how through OJT of DDMS implementation by the end of Project.

[Actions]

Rehabilitation of facilities is planned in the following Sub-counties for Lot 2: Bagezza, Nabingola, Madudu, Kigando, Butoloogo, Kalwana, Bukuya, Kiganda, Manyogaseka, and Makokoto. As for rehabilitation, it is assumed that MWE's service rig will be used for well development. The total number of boreholes to be rehabilitated under Lot 2 has not been fixed at this moment, but 40 boreholes have already selected tentatively.

Regarding software activities for promoting DDMS, it is planned to roll out sensitization and follow-up activities in target Sub counties of Lot 2 and Lot 1 respectively as well as radio sensitization which is ongoing.

[Challenges]

DDMS has challenges of the revenue and the cost. It is related to 2 perspectives, one is poor understanding of users about why they had better fetch the water from borehole and another is high running cost. In terms of the issue, the participants of JCC provided various ideas focused on reducing cost of the Service Center (e.g. change collection interval, consider utilization of HPMA as the Service Center, use the new technologies such as mobile money), increasing collection rate of water charge (e.g. follow up activity), improving sensitization and visibility of DDMS (e.g. make a signboard), enforcement by local government (e.g. by-laws, monitoring water quality), and so on for the efficient and

sustainable development of DDMS. The project team will take practical suggestions into account and will have an improved approach for Lot 2 which can be implemented during the limited project period.

3-2. Activities in control districts (Kiboga, Mpigi, and Butambala)

These activities are aimed at strengthening Community Based Management System (CBMS) in the target districts through regeneration of WSCs. The target communities for WSC training are those using the boreholes which are to be rehabilitated during HPM technical training.

3-3. Training for RWSSD and DWO staff

Training (lecture and field) is expected to take place in April 2019 in Uganda. The training will basically focus on hydrogeological survey and groundwater development.

3-4. Hygiene & Sanitation activities in Mubende

Regarding Hygiene & Sanitation activities, follow up activities based on Community Led Total Sanitation, School Led Total Sanitation, and construction of demo latrines etc. will continue. These procedures and results of the activities will be compiled as lessons learnt including categorized approaches for behavior change and demo latrine designs.

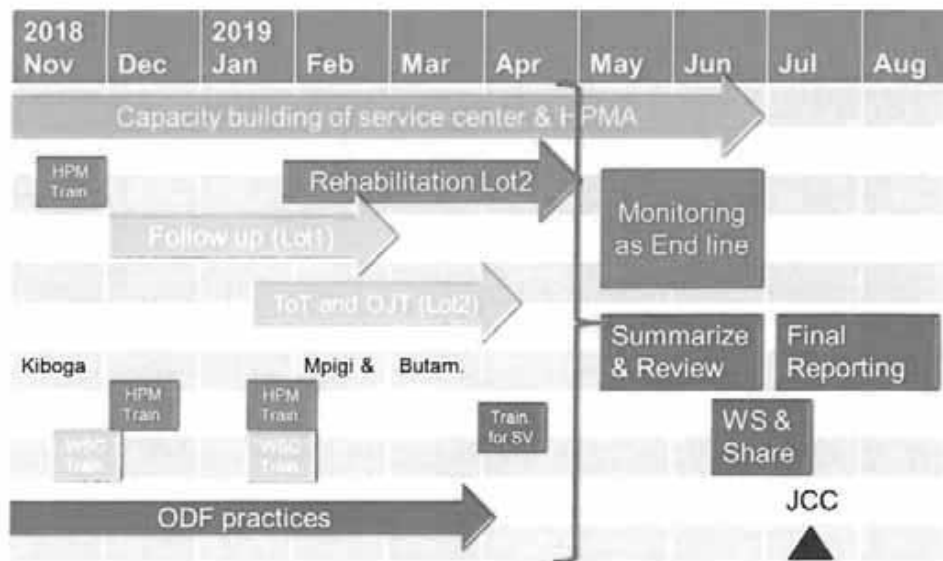
3-5. Share of good practices and lessons learnt

This is the conclusion output of the Project. Lessons learnt will be summarized from entire project outputs and expected to be shared with stakeholders in the water and sanitation sector. All achievements will be documented as a final report by August 2019.

3-6. Schedule

The activities in the field will basically continue until the end of April 2019. Summary and reporting activities will start in May 2019. The final JCC is expected to take place in July 2019 with the draft final report.

Table 1. Schedule of Planned Activities



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TECHNICAL NOTE
ON
THE PILOT SUBPROGRAM DURING PROJECT EXTENSION PERIOD
FOR
THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER
SUPPLY AND IMPROVED HYGIENE AND SANITATION

This Technical Note stipulates cost allocation between the Ugandan side and the Japanese Expert Team for the pilot subprogram during the extension period, and the draft table of contents of project recommendation report as one of the key Project outcomes.

During the JICA Monitoring Mission from 4th to 9th August 2019, both sides confirmed the necessity to extend the Project period until October 2020 to implement verification to improve user fee collection in DDMS, to compile DDMS recommendations, and to transfer the Service Centre operation from the Project Team to Ugandan side. The amended project framework and additional project activities are determined in the PDM/PO ver.5.

Expenses for the pilot subprogram including operational cost of the Service Centre are allocated between the Ugandan side and Japanese side for the smooth implementation of the Project activities. However, in light of sustainability there should be at least a certain period of time within the extension period for Ugandan side to manage all the Service Centre expenses. Both sides agreed to ensure the allocation of necessary budget and timely disbursement according to the cost allocation stated in Appendix-1.

It is also essential to have common view on project recommendation report as an outcome of the Project activities. Both sides agreed the draft contents of the report as stated in Appendix-2.

1. Cost Allocation

In consideration of the training period of the Service Center staff and the fiscal year of Uganda, some expenses will be borne by the Japanese side until June 2020, and all expenses will be borne by the Ugandan side from July 2020.

Based on the above understanding, cost allocation for each item is set out below.

a. Remuneration for the Human Resources of the Service Centre

The permanent staff of the Service Centre shall be appointed by commencement of the Project extension period and will be trained in the Project extension period. The remuneration for the Service Centre staff shall be borne by Japanese side until the end of June 2020 as training period.

The trainees (MWE and Young Professionals) are expected to undertake skills transfer to the newly recruited Service Centre staff. The facilitation for the

trainees shall be borne by Ugandan side.

b. Maintenance and Repair of Enrolled Facilities

It is the core concept of DDMS to be responsible for maintenance and repair using the collected water user fees. Therefore, this responsibility shall be taken over by the Ugandan side.

c. Office Expenses

Consumable goods and internet will be shared by the Service Centre staff and Japanese Expert Team. Therefore, the costs shall be borne by Japanese side by the end of June 2020.

Costs related to copy machine (toner, maintenance) shall be borne by Japanese side since it is furnished by JICA.

Costs of airtime, water & electricity, and office cleaning shall be borne by Ugandan side since they are ordinary expenses of the Service Centre.

d. Cost of Vehicle

Vehicles will be shared by the Service Centre staff and Japanese Expert Team. Therefore, the costs related to vehicle shall be borne by Japanese side by the end of June 2020. Annual insurance fee for the vehicles shall be borne by Japanese side.

e. Cost of JMC

JMC is representative of water users in DDMS. Therefore, all costs related to JMC such as allowance and transportation for JMC members and the meeting expenses shall be borne by the Ugandan side.

f. Cost of Software Activities

All costs related to software activities shall be borne by the Ugandan side since they are ordinary expenses for the routine work of the Service Centre.

g. Cost for Project Management and Support

Costs related to project management during the extension period shall be borne by the Ugandan side for the Ugandan counterpart team and by the Japanese side for the Japanese Expert Team.

h. Cost for improving cost effectiveness of DDMS

Costs related to improving cost effectiveness of DDMS shall be borne by both Ugandan side and Japanese side. The Ugandan side shall meet the all the operational and administrative costs. The Japanese side provide the technical expertise.

i. Cost for improving cost efficiency of DDMS

All costs related to improving cost efficiency of DDMS shall be borne by both Ugandan side and Japanese side. The Ugandan side shall meet the all the operational and administrative costs including 6 units of SUNDA. The Japanese side provide necessary cost for 5 units of SUNDA.

2. Table of Contents of project recommendation report

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The project recommendation report is compiled based on the outputs from the Project activities. It is expected to serve as a basis for revised guidelines to achieve the overall goal. Both sides agreed on the contents of project recommendation report as described in Appendix-2. Both sides further confirmed to initiate the crystallization of DDMS recommendations and activities related to Output 6 in early stage of the extension period.

Both sides agreed that the Ugandan side shall commence the implementation of the rollout plan for sustainability of DDMS. The Project shall design the rollout plan and oversee the start of the rollout during the extension period.

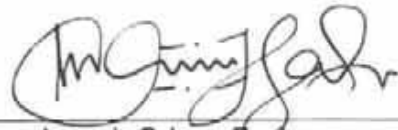
Appendix-1: Budget Plan for Pilot Subprogram (From February 2020 to October 2020)

Appendix-2: Table of Contents of Project Recommendation Report

Dated 22nd January, 2020

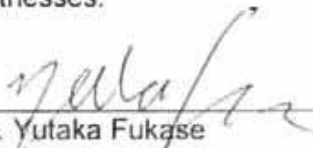


Mr. Kazumi Matsuda
Chief Adviser,
JICA Expert Team of the Project



Eng. Joseph Oriono Eyatu
Commissioner,
Rural Water Supply & Sanitation Dept.
Ministry of Water and Environment
Uganda

Witnesses:



Mr. Yutaka Fukase
Chief Representative,
JICA Uganda Office
Japan International Cooperation
Agency



Eng. Ahmed Sentumbwe
Assistant Commissioner,
Rural Water Supply & Sanitation Dept.
Ministry of Water and Environment
Uganda

Table of Contents of Project Recommendation Report

Executive Summary

Chapter 1 Current status and challenges of CBMS

1.1 Outline of CBMS

The historical background of CBMS in Uganda and the mechanism of CBMS are summarized

1.2 Current Status and challenges of CBMS

The current status and challenges of CBMS are summarized based on the results of baseline and endline survey, and lessons learned from the project

Chapter 2 Outline of DDMS and the Pilot Subprogram

2.1 Outline of the New O&M System (DDMS) Proposed in the Project

The background of design and implementation of DDMS as a pilot subprogram, and mechanism of DDMS are summarized

2.2 Trial and Results of the pilot subprogram

The conditions and the contents of the trial are described

- ✓ Scope and the number of water sources
- ✓ Roles of actors (JMC, HPMA, WSC, Caretaker)
- ✓ Scope of work of the Service Centre
- ✓ Trials on improving water fee collection and on reducing the cost of the Service Centre

The results of the pilot subprogram are described

- ✓ Evaluation of DDMS by the communities
- ✓ O&M status of the facilities
- ✓ Financial status of the Service Centre

2.3 Lessons Learnt from the Pilot Subprogram

Lessons learnt are described from the following viewpoints

- ✓ Improvements in O&M in comparison of DDMS and CBMS
- ✓ Improvements in implementation of DDMS throughout Lot1 Lot2 and extension period
- ✓ Methods implemented to improve water user fee collection and the operation of the Service Centre

Chapter 3 Approach to Roll out DDMS

3.1 DDMS Rollout Plan of MWE

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The outline of the rollout plan is described

3.2 Measures to Realize the Rollout Plan

Actions to be taken by each stakeholder to realize the rollout plan is described

- ✓ MWE
- ✓ Local government
- ✓ JMC
- ✓ Service Centre
- ✓ HPMa

Chapter 4 Way Forward towards Policy Documentation

Existing policy documents for O&M of rural water supply in Uganda are reviewed, and necessary revisions to the policy documents are proposed for adopting DDMS as a new O&M system

Appendices:

- a Revision proposal to National Framework (July 2011)
- b Revision proposal to the existing handbooks and manuals in line with DDMS (output of Activity 6-2)
- c Legal check report of the above a and b

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PROJECT FOR O&M FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION

MINISTRY OF WATER AND ENVIRONMENT
JAPAN INTERNATIONAL COOPERATION AGENCY

BUDGET PROPOSAL SUMMARY (FROM FEBRUARY 2020 to OCTOBER 2020)

S/N	Activity	GoU ESTIMATES BUDGET Total (USD)	JICA ESTIMATES BUDGET Total (USD)
1	Strengthening the Service Centre - Administration (SN 1&4)	26,600	27,150
2	Strengthening the Service Centre - Operations (SN 2&3)	28,844	8,775
3	Improving Service Centre Cost Effectiveness (SN 5&6)	340,924	0
4	Monitoring and Support to the project (SN 7&9)	51,300	20,000
5	Improving Service Centre Cost Efficiency (SN 8)	41,370	2,600
	TOTAL (USD)	489,038	58,525
	TOTAL (UGX)	1,809,440,600	216,542,500

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PROJECT FOR O&M FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION

MINISTRY OF WATER AND ENVIRONMENT
JAPAN INTERNATIONAL COOPERATION AGENCY

BUDGET PROPOSAL BREAKDOWN (FROM FEBRUARY 2020 to OCTOBER 2020)

S/N	Activity	GoU				JICA			
		Unit Cost (USD)	No.	Qty.	Total (USD)	Unit Cost (USD)	No.	Qty.	Total (USD)
1	Strengthening the Service Centre - Administration (1+4)				23,400				23,950
	i) Administrator	550	1	4 month	2,200	550	1	5 month	2,750
	ii) Head of Technics (HTO)	520	2	4 month	4,160	520	2	5 month	5,200
	iii) Officer of People and Society (OPS)	500	2	4 month	4,000	500	2	5 month	5,000
	iv) Accountant	500	1	4 month	2,000	500	1	5 month	2,500
	v) Assistant Accountant	480	1	4 month	1,920	480	1	5 month	2,400
	vi) Senior HPMS	80	2	4 month	640	80	2	5 month	800
	vii) Drivers	530	4	4 month	8,480	530	2	5 month	5,300
2	Strengthening the Service Centre - Operations (2+3)				10,624				0
	i) Commission for HPMA	12	1	12 month	144				0
	ii) Cost for HPM incl. transport	110	-	12 month	1,320				0
	iii) Spare Parts	4,000	1	1 year	4,000				0

S/N	Activity	GoU				JICA			
		Unit Cost (USD)	No.	Qty.	Total (USD)	Unit Cost (USD)	No.	Qty.	Total (USD)
	iv) Remuneration (Caretakers)	4	100	12 month	4,200				0
	v) Commodities	60	-	12 month	720				0
	vi) Cost for the Communities	20	-	12 month	240				0
3	Strengthening the Service Centre - Operations (2+3)				18,220				8,775
	i) Commodities	60	-	4 month	240	110	-	5 month	550
	ii) Communication Cost	400	-	4 month	1,600	200	-	5 month	1,000
	iii) Equipment Cost, copying maintenance		-		0	200	2	1 year	400
	iv) Utilities, office arrangement	70	1	12 month	840	70	1	5 month	350
	v) Fuel Cost	710	4	12 month	8,520	710	2	5 month	3,550
	vi) Maintenance Cost for vehicles	585	4	12 month	7,020	585	2	5 month	2,925
4	Strengthening the Service Centre - Administration (1+4)				3,200				3,200
	i) JMC Meeting								
	a) Allowance and Transport Cost	110	2	10 people	2,200	110	2	10 people	2,200
	b) Cost for Meeting Arrangement	500	2		1,000	500	2		1,000
5	Improving Service Centre Cost Effectiveness (5+6)				1,024				0
	i) Allowance and Transport Cost								
	a) District and sub-county staff	20	5	4 month	400				0
	b) Local politicians	15	3	4 month	180				0
	c) WSCs and Caretakers	3	25	4 month	300				0

S/N	Activity	GoU				JICA			
		Unit Cost (USD)	No.	Qty.	Total (USD)	Unit Cost (USD)	No.	Qty.	Total (USD)
	d) HPMS	6	6	4 month	144				0
6	Improving Service Centre Cost Effectiveness (5+6)				339,900				0
	i) Inventory assessment and demand creation	100	-	150 source	15,000				0
	ii) Mobilization, Environment management	145	-	150 source	21,750				0
	iii) Rehabilitation and Apron	2,000	-	150 source	300,000				0
	iv) M&E	21	-	150 source	3,150				0
7	Monitoring and Support to the project (7+9)				11,300				15,000
	i) MWE	50	2	20 days	1,000	50	2	5 times	500
	ii) TSU	50	3	20 days	1,000	50	3	5 times	750
	iii) Districts and Sub-county	45	30	20 days	900	45	30	5 times	6,750
	iv) Fuel	700	4	12 month	8,400	700	2	5 times	7,000
8	Improving Service Centre Cost Efficiency				41,370				2,600
	i) Trial of SUNDA technology	520	-	6 units	3,120	520		5 units	2,600
	ii) Temporary Engineers	850	5	9 month	38,250				
9	Monitoring and Support to the project (7+9)				40,000				5,000
	i) Specialized inputs for the Rehabilitation	2,000	-	20 source	40,000	5,000			5,000
	TOTAL (USD)				489,038				58,525

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PROJECT FOR O&M FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION

MINISTRY OF WATER AND ENVIRONMENT
JAPAN INTERNATIONAL COOPERATION AGENCY

BUDGET PROPOSAL STAGING PLAN (FROM FEBRUARY 2020 to OCTOBER 2020)

S/N	Activity	ESTIMATES BUDGET Total (USD)	February - June 2020		July - October 2020	
			amount target	percentage target	amount target	percentage target
1	Strengthening the Service Centre - Administration (1+4)	26,600	15,960	60%	10,640	40%
2	Strengthening the Service Centre - Operations (2+3)	28,844	17,307	60%	11,537	40%
3	Improving Service Centre Cost Effectiveness (5+6)	340,924	204,554	60%	136,370	40%
4	Monitoring and Support to the project (7+9)	51,300	30,780	60%	20,520	40%
5	Improving Service Centre Cost Efficiency	41,370	24,822	60%	16,548	40%
	TOTAL (USD)	489,038	293,423		195,615	
	TOTAL (UGX)					

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PROJECT FOR C&M FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION

MINISTRY OF WATER AND ENVIRONMENT
JAPAN INTERNATIONAL COOPERATION AGENCY

BUDGET PROPOSAL STAGING PLAN (FROM FEBRUARY 2020 to OCTOBER 2020)

S/N	Activity	ESTIMATES BUDGET Total (USD)	February - June 2020		July - October 2020	
			amount target	percentage target	amount target	percentage target
1	Strengthening the Service Centre - Administration (SN 18.4)	26,600	15,960	60%	10,640	40%
2	Strengthening the Service Centre - Operations (SN 28.3)	28,844	17,307	60%	11,537	40%
3	Improving Service Centre Cost Effectiveness (SN 58.6)	340,924	204,554	60%	136,370	40%
4	Monitoring and Support to the project (SN 78.9)	51,300	30,780	60%	20,520	40%
5	Improving Service Centre Cost Efficiency (SN 8)	41,370	24,822	60%	16,548	40%
	TOTAL (USD)	489,038	293,423		195,615	
	TOTAL (UGX)	1,809,440,600	1,085,665,100		723,775,500	

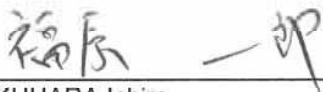
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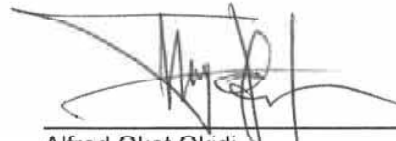
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MINUTES OF MEETING
ON
THE PROJECT FOR OPERATION & MAINTENANCE
FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION
IN THE REPUBLIC OF UGANDA
AGREED UPON BETWEEN
MINISTRY OF WATER AND ENVIRONMENT
AND
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
EXPERT TEAM OF JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA EXPERT TEAM)

Kampala, 14th October, 2021



FUKUHARA Ichiro
Senior Representative
JICA Uganda Office
Japan International Cooperation Agency



Alfred Okot Okidi
Permanent Secretary,
Ministry of Water and Environment
Uganda



MATSUDA Kazumi
Chief Adviser,
JICA Expert Team of the Project



Eng. Joseph Oriono Eyatu
Director
Directorate of Water Development

Based on Record of Discussions (hereinafter referred to as "R/D") on THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION IN THE REPUBLIC OF UGANDA (hereinafter referred to as "the Project") signed on 6th July, 2015 and amended in November 2019 between Ministry of Water and Environment (hereinafter referred to as "MWE") and Japan International Cooperation Agency (hereinafter referred to as "JICA") (hereinafter referred to as "Both Parties"), the Project commenced on 5th October, 2015, since which JICA has dispatched the Expert Team to Uganda for implementation of the Project.

The 8th Joint Coordinating Committee (hereinafter referred to as "JCC") meeting was held on 14th October, 2021 and the following agenda was presented and discussed among the participants. The list of the participants is given in Appendix 4.

1. Review, confirmation and way forward of the Project
2. Response to covid-19
 - Activities under the COVID-19 response
 - Rehabilitation schedule of the COVID-19 response
3. Direction of O&M system for rural water supply facilities from lessons learned in the Project
4. Signing of the "Direct Management System Management and Implementation Guideline"
5. Other Discussions

In the course of discussions, Both Parties confirmed the progress of the Project and proposed activities in the 3rd Phase. The Main Items Confirmed in the discussions, Monitoring Sheet Ver. 8 and Ver. 9 are given in Appendix 1 to Appendix 4, respectively.

Appendix 1: Main Items Confirmed

Appendix 2: Monitoring Sheet Ver. 8, Sep. 2020 (Summary, Sheet I and Sheet II)

Appendix 3: Monitoring Sheet Ver. 9, Sep. 2021 (Summary, Sheet I and Sheet II)

Appendix 4: Annual Work plan & Budget

Appendix 5: List of Participants

Separate volume: Direct Management System Management and Implementation Guideline

Main Items Confirmed

1. Review and Confirmation of the Progress of the Project

Both Parties reviewed and confirmed the progress of the Project based on the Monitoring Sheet Version 9 (refer to Appendix 3). Main points that the Project Team explained about the progress of the Project are as follows:

(1) Progress of Inputs

- The assignment of Japanese experts, which had been suspended due to the COVID-19 since the start of the 3rd Phase, was resumed in September 2021.
- All the equipment (water quality analysis kit, O/M tools for rural water supply, GPS portable, copy machine, projector, and vehicle) were procured by the Japanese side and delivered to the Ugandan side by the end of Phase 1 of the Project.
Water quality analysis materials (pack test and e-coli test paper) and hand pump (U2 84 sets, U2 extra deep 33 sets and U3 modified 1 set) were procured by the Japanese side and delivered to the Ugandan side by the end of Phase 2 of the Project.
- Training in Japan and/or a third country is to be re-organized taking into consideration of other training program of the Project. The two trainings will be merged and a new training program will be prepared and implemented during the 3rd Phase.
- Operational expenses of the Ugandan side necessary for implementation of the Project has been disbursed as per the progress.

(2) Progress of Activities

- Activities of Output 1:
All the activities for Output 1 (1-1 to 1-6) were completed in the 1st phase of the Project. PDM ver.2 was approved at 3rd JCC held on 25 August, 2016.
- Activities of Output 2A:
<Activities in Pilot Districts>
1) In 1st and 2nd Phases
 - Training program for a pilot subprogram was formulated in February 2018 (2A-1).
 - Preparation for the implementation of pilot subprogram was completed (2A-3).
 - Support of RWSSD and the pilot districts for the implementation of pilot subprogram was completed (2A-2, 4 and 5).
 - 96 boreholes were rehabilitated in 9 Sub counties in Mubende district and 9 Sub counties in Kassanda district (2A-7).
 - 36 HPMs were trained in 18 Sub counties in Mubende and Kassanda districts through the rehabilitation works (2A-9 and 10).
 - The Service Centre commenced operations in May 2018 and has been providing borehole repair service (2A-11).

- A working meeting was organized for HPMA to coordinate activities with the Service Centre in April 2019 (2A-12).
- A contract for supply of spare parts in the Project was concluded with the supplier(2A-13).
- Project activities and plans were shared and discussed in a TSU meeting in May 2019 in Kampala (2A-14).

2) In 3rd Phase

- The regulation, MOU and contract format for operation of the Service Centre were reviewed (2A-15).
- The project team interviewed the Service Centre staff regarding their current scope of work and responsibility (2A-16).
- Project team assisted MWE to draft the budget. The drafted budget was approved by JCC at the 7th meeting in January 2020 (2A-17).
- Each staff was trained with their required skills and gained knowledge and experience through OJT (2B-18).
- The monitoring sheet of the Service Centre will be developed by applying indicator utilized in the districts (JMC) (2A-19).

<Activities in Control Districts>

- Training program for strengthening CBMS was formulated (2A-1).
- ToT training was conducted for district staff about WSC training and sensitization of water users (2A-2).
- Well diagnosis work was conducted for the rehabilitation of selected wells (2A-6).
- Non-operational HPMA in Kiboga district was re-energized (2A-8).
- MoU was signed between HPMA and the local governments for the management of the toolboxes and report system for handpump repair (2A-10).

● Activities of Output 2B:

- Trial of "Mobile Money" started at 8 sources. Only 3 sources were maintained in the trial (2B-1).
 - Trial on "Fixed Award" for caretaker was started at 6 sources in June 2020 (2B-1).
 - Trial for SUNDA system was started. 15 water sources were installed with SUNDA as of the end of September 2021 (2B-2).
 - Basically, the interval of money collection is 2 months except for the lock down period of COVID-19. (2B-3).
 - Incentives are distributed to Top 5 collection sources and Best Performing source every month from January 2020 (2B-4).
 - The results and impact of the above trials will be analysed and summarized (2B-5).
- Activities 2B-1 to 5 are scheduled to be conducted during the Extension Phase.

● Activities of Output 3:

- ToT training program for CBMS and DDMS was formulated respectively (3-1).

<Activities in Pilot Districts>

- Training on the new system was implemented to the relevant district officers. Training of Trainers (ToT) and on job training (OJT) on sensitization, WSC training and caretaker training were implemented to Sub county extension workers and HPMS in Mubende and Kassanda districts (3-2, 3-3, 3-4 and 3-5).
- In monitoring activity, WSCs were interviewed to monitor their activities and to assist them to monitor the pilot subprogram (3-3 and 3-6).
- Corrective actions were taken where necessary including follow up community meetings and technical follow up of the facility malfunction by the Service Centre (3-7).

<Activities in Control Districts>

- ToT was implemented for the relevant district officers and Sub county extension workers to develop their capacity on training WSCs (3-2).
- 15 WSCs were trained in each district and being monitored together with Sub county extension workers (3-2, 3-3 and 3-7).

- Activities of Output 4:

- Training materials were compiled through discussion between MWE's hydrogeologists and the Japanese Expert Team (4-1).
- How to implement the training (venue, participants, number of people) has not been decided yet (4-2).
- The Project Team conducted the site inspection for rehabilitated facilities with MWE, DWO and Sub county staffs in Mubende and Kassanda districts (4-3).
- The Project Team confirmed that all detected flaws were improved (4-4).

- Activities of Output 5:

- Project Team selected 64 target villages in 18 Sub counties of Mubende and Kassanda districts considering DDMS implementation (5-1).
- Project team made a rollout plan. Project team with Sub county health team conducted stakeholder meeting with Sub county authority involving parish level teams to share about the project and reflect on relationship and roles per stakeholder (5-2).
- Baseline survey on hygiene and sanitation was conducted in 64 communities by the JICA Project Team and 86 by MWE project team. The number of villages in the baseline was 150 in total (5-3).
- The Project Team completed CLTS sensitization (triggering to monitoring) and latrine construction demos (5-4).
- Lessons learnt were compiled and produced as a booklet including categorized approaches for behavior change and demo latrine designs (5-5).

- Activities of Output 6:

- Good practices and Lessons learnt were analysed based on the end line survey. Several positive impacts from the data analysed are attributed to DDMS (6-1).
- Project team reviewed some guidelines and manuals to implement and rollout of DDMS. In this regard, the project team recommends change from DDMS to DMS(6-2).
- Project team participated in the World Water Day in Entebbe on March 22nd 2019, which was part of Uganda Water and Environment Week (6-4).

(3) Achievement of Outputs

- **Achievement of Output 1:**

<Indicator 1> Achieved

Necessary documents were prepared as below;

- 1) Progress Report No.1 (June 2016)
- 2) PDM (Ver.2) (approved at 3rd JCC on August 25, 2016)
- 3) Technical Note (September 2, 2016)
- 4) Minutes of Meeting on the Discussion of the Second Stage Activities (December 6, 2016)
- 5) Work Plan 2nd Edition (January 2017)

- **Achievement of Output 2A:**

<Indicator 2A-1> Achieved

Training program on O&M of rural water supply has been formulated as below;

- 1) Scope of Works for ToT on O&M of Rural Water Supply (August 2016)
- 2) Work Plan 2nd Edition (January 2017)
- 3) Materials for ToT for relevant district staff and Sub county staff in control districts (April 2017)

<Indicator 2A-2> Achieved (45 people in total)

The ToT for sensitization of water users and WSC were implemented to district staff in control districts;

- 1) Mpigi 3 district staff (19, 20 April 2017)
- 2) Kiboga 5 district staff (24, 25 April 2017)
- 3) Butambala 7 district staff (3, 4 May 2017)

The ToT for Mubende and Kassanda district staff (8, 9 February, 2018)

- 1) Mubende 3 staff (DWO, CAO, ACAO)
- 2) Kiboga 2 staff (ADWO, ACAO)
- 3) Mpigi 1 staff (DWO)
- 4) Butambala 2 staff (DWO, ADWO)
- 5) Public Health Specialist 1 staff (TSU)

As ToT for MWE, the review meeting for MWE, TSU and Mubende district were held on 11th and 12th September, 2018. The participants were:

- 1) MWE 10 staff
- 2) TSU 2 staff
- 3) Mubende district 9 staff

<Indicator 2A-3> Achieved

The Service Centre started the service for Kasambya and Kibalinga Sub counties in April 2018. The Service Centre caters for all 18 Sub counties in Mubende and Kassanda districts.

<Indicator 2A-4> On-going

Borehole diagnosis: 896 sites in 18 Sub counties of Mubende and Kassanda districts, 41 sites in Kiboga district, 60 sites in Mpigi district, and 31 sites in Butambala were

completed.

Rehabilitation: Project supports 96 rehabilitations in Mubende and Kassanda districts. MWE supports the rehabilitation in other three districts. Works of Kiboga and Butambala districts were completed. Works in Mpigi district was started in September 2020 but incomplete.

Water Quality Analysis: Project provided the water quality test kit in the 1st phase of the Project. Project team learned the usage (January 2018). It remains to establish an equipment rental system between MWE and DWO.

<Indicator 2A-5> Achieved

Borehole rehabilitation is completed for 96 sites including apron and fence by July 2019.

<Indicator 2A-6> Achieved

Trainings for 2 HPMS from each Sub county (70 HPMS in total) were conducted in Mubende, Kassanda, Kiboga, Mpigi and Butambala in February 2018, November 2018, December 2018 and January 2019.

<Indicator 2A-7> Mubende achieved, Kiboga, Mpigi and Butambala delayed

In control districts, MoUs between HPMA and district local governments were signed regarding the management of the repair toolboxes provided by the Project in April and May 2017. In control districts, MoUs between HPMA and the local governments regarding report system of handpump repair were signed in May 2017. Mubende HPMA undertakes repair of hand pumps through the Service Centre.

Facilities in Kiboga, Mpigi and Butambala are under rehabilitation. HPMS will start repair work after the rehabilitation.

<Indicator 2A-8> Achieved

1st monitoring was done in the 2nd JMC meeting on 31st January 2020. During the COVID-19, the activities are monitored through WhatsApp.

<Indicator 2A-9> On-going

1st monthly progress report was submitted in the 2nd JMC meeting on 31st January 2020. The quarterly reports were documented by the Administrator. JMC meetings were suspended because of COVID-19.

- Achievement of Output 2B:

<Indicator 2B-1> Achieved

DMS+SUNDA is the best solution. It was recommended at this JCC meeting.

- Achievement of Output 3:

<Indicator 3-1> On-going

The ToT for sensitization for water users and WSC were implemented to Sub county officers in control districts.

- 1) Mpigi 19 staff (19, 20 April 2017)
- 2) Kiboga 19 staff (24, 25 April 2017)
- 3) Butambala 15 staff (3, 4 May 2017)

In Mubende and Kassanda, 100 WSCs participate in DMS and they are 100% functional. Functionality of trained WSCs as of September 2019 is shown below:

1) DMS	100/100
2) CBMS	7/45
Total	107/145 (73%) Target 85%

<Indicator 3-2> Achieved

The O&M of following 6 piped water supply facilities were improved through the Project by September 2017,

- 1) Bukomero T/C (Kiboga district): opened bank account and started to save money
- 2) Kyanamugera RGC (Mubende district): made management contract with SO, opened bank account and save more than USD 500
- 3) Koch-Goma, Kitgum-Matidi (Acholi Sub region): made management contract with SO, opened bank account and started to save money
- 4) Awere, Corner-Kilak (Acholi Sub region): made management contract with SO

- Progress of Output 4:

<Indicator 4-1> On-going

Capacity gaps have been identified by conducting institutional analysis. Training plan is now under preparation. The training was suspended because of COVID-19.

- Progress of Output 5:

<Indicator 5-1> Achieved

The following activities were implemented in 64 villages in Mubende district and completed by March 2019;

- 1) 18 Sub county meetings
- 2) Baseline survey
- 3) Triggering in 64 villages
- 4) 1st follow up activities in 42 villages
- 5) 2nd follow up activities in 26 villages
- 6) Sanitation marketing in 7 villages

<Indicator 5-2> Achieved

A handbook was produced and approved by MWE including the following contents;

- 1) Stakeholder Meeting including 1 good practice and 1 lesson learnt.
- 2) Baseline Survey including 2 good practices.
- 3) Triggering and Sensitization Activity including 2 good practices and 1 lesson learnt.
- 4) Sanitation Committee Training and the Continuous Activities including 1 good practice and 1 lesson learnt.
- 5) Construction of Demonstrations including 1 good practice and 1 lesson learnt
- 6) Sanitation Marketing including 1 good practice and 1 lesson learnt
- 7) School Led Total Sanitation including 1 good practice
- 8) Follow up MANDONA (FUM) including 3 good practices and 1 lesson learnt

The handbook is expected to be delivered in coming workshops for share good practice and lesson learnt.

- Progress of Output 6:

<Indicator 6-1> On-going

Lessons learnt and good practice will be documented in the Project recommendation report.

<Indicator 6-2> On-going

Recommendations on proposed revisions of existing hand books and manuals will be included in the Project recommendation report.

<Indicator 6-3> Schedule for later

Documented good practice and proposed revisions shall be shared in coming workshop.

<Indicator 6-4> Schedule for later

Two times of workshops for promoting DMS were suspended because of COVID-19.

2. Activities under the COVID-19 response

- Immediately at the beginning of the 3rd Phase of the Project in March 2020, the travel to Uganda was restricted due to the COVID-19. The dispatch of Japanese experts to Uganda resumed in September 2021.
- During the above suspension period, the activities of the Service Centre were continually supported by MWE, and the information was shared with Team including Japanese Experts in real time using internet.
- The Service Centre successfully conducted a total of 164 Major Repairs and 38 Minor Repairs (from March 2020 to September 2021) in Mubende and Kasanda districts. DMS through the Service Centre has demonstrated to be more reliable in providing and managing repair services than CBMS.
- Regarding the challenge of money collection, the SUNDA System, has demonstrated efficiency and effectiveness in ensuring community contribution towards O&M of rural water points.

3. Way Forward during the Project

- Although there is no amendment of PDM in this JCC meeting, the Team will proceed with the activities while paying attention to the following points.
 - 1) Regarding the strengthening of the operation capacity of the Service Centre (Activity 2As), the Team will consider and propose the ideal enrollment and rollout plan and organization framework based on the signed DMS guideline.
 - 2) Regarding the efficiency of the collection method (Activity 2Bs), the installation of SUNDA System has become the optimal solution. In order to install SUNDA System more efficiently and effectively, the Team will consider the installation of SUNDA on all enrolled water sources under DMS and undertake public relations for acceptance by the community and other Partners.
 - 3) Regarding the training (Activity 4-2) for strengthening the construction supervision

capacity as the public officers (RWSSD and DWO), the Team will review the recent rules of the Conditional Developing Grant and make a required revision of training material. The training will be conducted during the next assignment of Japanese Expert Team.

- 4) Before workshops for the water and sanitation sector (Activities 6-3, 6-4), it is recommended to prepare not only documents summarizing Lessons Learnt but also visual materials such as pamphlets and videos for the workshop participants.
 - Due to the COVID-19, it was not possible to secure a period for dispatching Japanese Experts Team to Uganda, so JICA Headquarters will consider the measures, including the extension of the project period.
- 4. Direction of O&M system of rural water supply facilities from lessons learned of the Project**
- It was confirmed that the Direct Management System (DMS) of rural water supply facilities by the Service Centre is more reliable even under the restrictions of COVID-19. During covid19 pandemic and subsequent lockdowns, the service Centre provided appropriate and consistent maintenance & repair services. On the other hand, it was difficult to support water sources enrolled under CBMS due to lack of commitment by the users towards contributing for maintenance.
 - In order to continue the DMS, it is necessary to secure a running cost that can cover the repair costs including the operating costs of the Service Centre from all the water sources subscribed to the DMS.
 - Using the "Safe Box" system under DMS(Pilot Project), the monthly contribution of 2,000 UGX/month by each household was not achieved. With the introduction of "SUNDA" System, contribution towards O&M by the users is at 100% compliance.
 - For rural water supply facilities to be repaired or rehabilitated under and/or through the Project, it is recommended to install SUNDA System for effective and efficient management. Increasing the proportion of water sources where SUNDA is installed not only enhances cost effectiveness and cost efficiency of DMS, but also for SUNDA system itself.
- 5. Signing of the "Direct Management System Management and Implementation Guideline"**
- The first edition of the guidelines for rolling out DMS to other water sources within the project districts and other districts was approved at this JCC with the signature of Permanent Secretary of MWE and the Chief Representative of JICA Uganda office on behalf of development partners.
 - Based on this guideline, roll out strategy shall be prepared including annual rollout plans.

A dedicated code for resource allocation and budgeting by the government of Uganda shall be provided by GOU through Ministry of Finance, Planning and Economic Development to facilitate the rollout phase and other GOU counterpart contribution required of in the rollout.

6. Rehabilitation schedule as the COVID-19 response

- As a COVID-19 response, it was confirmed that the JICA Uganda Office plans to procure hand pump equipment, service trucks, workshop tools, among other items. The JICA Uganda Office shall share information with MWE as soon as the procurement schedule is confirmed.
- MWE shall secure the human resources and budget required for rehabilitation work according to the procurement schedule.
- It was confirmed that the Project Team shall support the sensitization and construction supervision related to the above works.

7. Other Discussions

(End of document)

MINUTES OF MEETING
ON
THE PROJECT FOR OPERATION & MAINTENANCE
FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION
IN THE REPUBLIC OF UGANDA
AGREED UPON BETWEEN
MINISTRY OF WATER AND ENVIRONMENT
AND
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
EXPERT TEAM OF JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA EXPERT TEAM)

Kampala, 23rd June, 2022

Mr. Takayuki Uchiyama
Chief Representative
JICA Uganda Office
Japan International Cooperation Agency

Mr. Alfred Okot Okidi
Permanent Secretary
Ministry of Water and Environment
Uganda

Mr. Kazumi Matsuda
Chief Adviser,
JICA Expert Team of the Project

Eng. Joseph Oriono Eyatu
Ag. Director
Directorate of Water Development
Ministry of Water and Environment
Uganda

Based on Record of Discussions (hereinafter referred to as "R/D") on THE PROJECT FOR OPERATION & MAINTENANCE FOR RURAL WATER SUPPLY AND IMPROVED HYGIENE AND SANITATION IN THE REPUBLIC OF UGANDA (hereinafter referred to as "the Project") signed on 6th July, 2015 and amended in November 22nd 2019, 30th October 2020 and 21st October 2022 between Ministry of Water and Environment (hereinafter referred to as "MWE") and Japan International Cooperation Agency (hereinafter referred to as "JICA") (hereinafter referred to as "Both Parties"), the Project commenced on 5th October, 2015, since which JICA has dispatched the Expert Team to Uganda for implementation of the Project.

The ninth Joint Coordinating Committee (hereinafter referred to as "JCC") meeting was held on 23RD June, 2022 and the following agenda was presented and discussed among the participants. The list of the participants is given in Appendix 3.

1. Review and Confirmation of the Progress of the Project
2. Lessons learnt in the Project
3. Way Forward after the Project
4. Running of the Service Centre in Mubende after the Project
5. Direct Management System Management and Implementation Guideline
6. Other Discussions

In the course of discussions, Both Parties confirmed the progress of the Project and proposed activities after the Project. The Main Items Confirmed in the discussions, Monitoring Sheet Ver.10 is given in Appendix 1 to Appendix 2, respectively.

Appendix 1: Main Items Confirmed

Appendix 2: Monitoring Sheet Ver.10, Jun. 2022 (Summary, Sheet I and Sheet II)

Appendix 3: List of the participants

Separate volume: Direct Management System Management and Implementation Guideline (Second edition)

Main Items Confirmed

1. Review and Confirmation of the Progress of the Project

Both Parties reviewed and confirmed the progress of the Project based on the Monitoring Sheet Version 10 (refer to Appendix 2). Main points that the Project Team explained about the progress of the Project are as follows:

(1) Progress of Inputs

- All the assignments of Japanese experts, 135.70 MM in total, have been completed.
- All the equipment (water quality analysis kit, O/M tools for rural water supply, GPS portable, copy machine, projector, and vehicle) were procured by the Japanese side and delivered to the Ugandan side by the end of Phase 1 of the Project.
Water quality analysis materials (pack test and e-coli test paper) and hand pump (U2 84 sets, U2 extra deep 33 sets and U3 modified 1 set) were procured by the Japanese side and delivered to the Ugandan side by the end of Phase 2 of the Project.
- Trainings including (a) management of hand pump repair for the Service Centre staff, (b) borehole rehabilitation for the skilled worker were conducted, and training manuals for (c) tig welding for the skilled worker and (d) safety management were conducted and prepared.
- Operational expenses of the Ugandan side necessary for implementation of the Project has mostly been disbursed as per the progress.

(2) Progress of Activities

- Activities of Output 1:
All the activities for Output 1 (1-1 to 1-6) were completed in the 1st phase of the Project. PDM ver.2 was approved at 3rd JCC held on 25 August, 2016.
- Activities of Output 2A:
ToT (Training of Trainers) manuals were created to develop human resources who can guide the necessary O&M planning at the village level (2A-1). The training participants learned about the sensitization of water users and the training for WSC and caretakers (2A-2). Preparation for the implementation of pilot subprogram was completed (2A-3). The Service Center continued to operate with the support of the project and was able to acquire the technical and management ability to respond and repair normal breakdowns of hand pumps in one day (2A-4). The performance of the Service Centre was monitored by the Project Team (2A-5). All the point water sources in Mubende and Kassanda districts were assessed by the project team (2A-6). 96 deep boreholes were rehabilitated in Mubende and Kassanda districts (2A-7). The HPM trainings were conducted in collaboration with HPMA (2A-8). A total 70 HPMs were trained in 35 Sub counties in target districts. (2A-9). The trained HPMs were engaged in hand pump

repairs in their respective sub-counties (2A-10). The Service Centre supported the dispatch management of HPMs under the HPMA (2A-11). The Service Centre monitored performances of repair work done by HPM. They have the skills to handle all types of repairs (2A-12). The Service Center managed consumptions and supplies of the spare parts replaced at each water source, so that the necessary spare parts can be delivered immediately after a breakdown occurs (2A-13)

TSU members joined meetings (JCC meeting, district advocacy meeting, etc.) and shared the knowledge of O&M of rural water supply facilities with the Project Team (2A-14). The required guidelines and manuals to operate the Service Centre were prepared and revised through the activities (2A-15) The report format to the Joint Management Committee (JMC) was prepared by the Project Team (2A-16). The Project Team assisted MWE to draft the budget. The drafted budget was approved by the PS in MWE at the JCC-7 in January 2020 (2A-17). Each staff was trained with their required skills and gained knowledge and experience through OJT (2B-18). The performances of the staff of the Service Centre were monitored monthly by the Project Team as per the monitoring sheet (2A-19).

- Activities of Output 2B:

Trial of mobile money transfer turned out difficult to continue. The main reason was no mobile money agent nearby (2B-1). A total 50 Sunda have been installed as of the end of the Project. The system was accepted by water users. The amount of contributions became double (2B-2). Considering the fuel cost, the frequency of collection should be once every six months but the challenge remained that the collected amount could not cover the cost of repairs (2B-3). Incentives were effective, but costly (2B-4). It was concluded that installation of Sunda provided the solution to collect the user contributions (2B-5).

- Activities of Output 3:

ToT training program for CBMS and DMS was formulated respectively (3-1). Project team supported DWOs and sub counties in Mpigi, Butambala and Kiboga districts to implement WSC trainings at 45 communities (3-2). The reasons of non-active WSCs were analyzed by the monitoring activities (3-3)

The activities to regenerate WSCs in Mubende and Kassanda districts were done as the OJT of Community Developing Officers (CDO) and Health Assistants (HA). A total 107 WSCs and 109 Caretakers were trained (3-4). The sensitization activities were done as the OJT. The 113 communities out of 123 agreed to join DMS (3-5). Monitoring activities were done. 11 out of 90 sources was found to have the challenge of caretakers (3-6) Follow up activities which included re-selections of caretakers and community awareness campaign such as delivering T-shirts and radio talk shows were done (3-7).

- Activities of Output 4:

Training programs were focused on the rehabilitation technology such as borehole

camera survey, airlifting and pumping test of borehole and concrete work of apron. Project team arranged the rehabilitation for superintendents and trainees of MWE and DWOs to participate (4-1). The Project Team supported the rehabilitations of 96 boreholes as Activity 2A-7. The above technical person received on site trainings of each work procedures as supervisors (4-2). Project Team conducted the site inspection of rehabilitated facilities with MWE staff, DWO staff, and sub county staff (4-3). Project Team confirmed that all detected defects of mainly hand pumps and aprons were improved (4-4).

- Activities of Output 5:

The Project Team selected 64 target villages in 18 Sub counties of Mubende and Kassanda districts considering DMS implementation (5-1). The Project Team made a rollout plan. The Project Team with Sub county health team conducted stakeholder meeting with Sub county authority involving parish level teams to share about the project and reflect on relationship and roles per stakeholder (5-2). Baseline survey on hygiene and sanitation was conducted in 64 communities by the JICA Project Team and 86 by MWE project team. The number of villages in the baseline was 150 in total (5-3). The Project Team completed CLTS sensitization (triggering to monitoring) and latrine construction demos (5-4). Lessons learnt were compiled and produced as a booklet including categorized approaches for behavior change and demo latrine designs (5-5).

- Activities of Output 6:

Good practices and Lessons learnt were analyzed throughout the project activities. Several positive impacts from the data analysed are attributed to DMS+Sunda (6-1). The Project Team reviewed some guidelines and manuals to implement and reroll of DMS (6-2). The Project Team promoted the documentary video introducing DMS and Sunda technology (6-3). The Project Team shared the project experiences to MWE's development partners at meetings, national events and site tours (6-4).

(3) Achievement of Outputs

- Achievement of Output 1:

<Indicator 1: *Project approach for capacity development on O&M of rural water facilities and improvement of H&S condition is formulated as document.*> Achieved
Challenges of CBMS were analyzed by the baseline survey. MWE decided to establish the Service Centre in Mubende which can provide direct support to communities.

- Achievement of Output 2A:

<Indicator 2A-1: *Training program on O&M of rural water supply is formulated.*>
Achieved

Training program on O&M of rural water supply has been formulated as below;

- 1) Scope of Works for ToT on O&M of Rural Water Supply (August 2016)
- 2) Work Plan 2nd Edition (January 2017)
- 3) Materials for ToT for relevant district staff and Sub county staff in control districts

(April 2017)

<Indicator 2A-2: *More than 20 staffs from RWSSD and the target districts in charge of water supply and sanitation complete the ToT.*> Achieved (45 people in total)

The ToT for sensitization of water users and WSC were implemented to district staff in control districts;

- 1) Mpigi 3 district staff (19, 20 April 2017)
- 2) Kiboga 5 district staff (24, 25 April 2017)
- 3) Butambala 7 district staff (3, 4 May 2017)

The ToT for Mubende and Kassanda district staff (8, 9 February, 2018)

- 1) Mubende 3 staff (DWO, CAO, ACAO)
- 2) Kiboga 2 staff (ADWO, ACAO)
- 3) Mpigi 1 staff (DWO)
- 4) Butambala 2 staff (DWO, ADWO)
- 5) Public Health Specialist 1 staff (TSU)

As ToT for MWE, the review meeting for MWE, TSU and Mubende district were held on 11th and 12th September, 2018. The participants were:

- 1) MWE 10 staff
- 2) TSU 2 staff
- 3) Mubende district 9 staff

<Indicator 2A-3: *The water service provider (the Service Centre) is established and functioning under the pilot subprogram.*> Achieved

The Service Center covered the operation area of all 18 sub counties in Mubende and Kassanda districts as of May 2019.

<Indicator 2A-4: *O&M activities are implemented based on the annual workplans.*> Achieved

Borehole diagnosis: 896 sites in 18 Sub counties of Mubende and Kassanda districts, 41 sites in Kiboga district, 60 sites in Mpigi district, and 31 sites in Butambala were completed.

Rehabilitation: Project supports 96 rehabilitations in Mubende and Kassanda districts. MWE supports the rehabilitation in other three districts. Works of Kiboga and Butambala districts were completed.

Water Quality Analysis: Project provided the water quality test kit in the 1st phase of the Project. The Project Team learned the usage (January 2018). It remains to establish an equipment rental system between MWE and DWO.

<Indicator 2A-5: *At least 24 boreholes are rehabilitated in target districts.*> Achieved

Borehole rehabilitation is completed for 96 sites including apron and fence by July 2019.

<Indicator 2A-6: *At least two Hand Pump Mechanics (HPMs) are trained on site in each sub-county.*> Achieved

Trainings for 2 HPMs from each Sub county (70 HPMs in total) were conducted in Mubende, Kassanda, Kiboga, Mpigi and Butambala in February 2018, November 2018, December 2018 and January 2019.

<Indicator 2A-7: *HPMAs in the target districts undertake repairs of handpumps.*>
Achieved

In control districts, MoUs between HPMAs and district local governments were signed regarding the management of the repair toolboxes provided by the Project in April and May 2017. In control districts, MoUs between HPMAs and the local governments regarding report system of handpump repair were signed in May 2017. Mubende HPMAs undertake repair of hand pumps through the Service Centre.

<Indicator 2A-8: *Activities of the Service Centre monitored at least 5 times during the extension period*> Achieved

1st monitoring was done in the 2nd JMC meeting on 31st January 2020. During the COVID-19, the activities are monitored through SNS (Social Networking Service).

<Indicator 2A-9: *Submission of monthly progress report and quarterly performance report on key core activities of the Service Centre to Joint Management Committee (JMC).*> Not achieved

1st monthly progress report was submitted in the 2nd JMC meeting on 31st January 2020. The quarterly reports were documented by the Administrator. However the reports were not submitted every month or every quarter. On the other hand, activities of the Service Centre such as maintenances and repairs of water supply facilities, community sensitizations, and money collections were recorded and were shared by e-mail and SNS by the Service Centre.

- Achievement of Output 2B:

<Indicator 2B-1: *Recommendation on most effective methodology of user fee collections in relation to the type of communities is made.*> Achieved
DMS+Sunda is the best solution. It was proposed at this JCC meeting.

- Achievement of Output 3:

<Indicator 3-1: *More than 85% of WSCs which are trained in the Project are functional.*> Achieved in DMS but CBMS has challenges

Functionality of trained WSCs by the monitoring activities 3-3 (for CBMS in Feb. 2022) and 3-6 (for DMS in Jun. 2022).

a) DMS (92/105) 88%

b) CBMS (20/45) 44%

Note: Challenges of CBMS,

1. Requirement of rehabilitations beyond the capacity of the communities.
2. Social issues like low motivation of WSC members and negative attitudes of water users.

<Indicator 3-2: *O&M of piped water supply facilities is improved where activities are*

implemented.> Achieved

The O&M of following 6 piped water supply facilities were improved through the Project by September 2017;

- 1) Bukomero T/C (Kiboga district): opened bank account and started to save money
- 2) Kyanamugera RGC (Mubende district): made management contract with SO, opened bank account and save more than USD 500
- 3) Koch-Goma, Kitgum-Matidi (Acholi Sub region): made management contract with SO, opened bank account and started to save money
- 4) Awere, Corner-Kilak (Acholi Sub region): made management contract with SO

● Progress of Output 4:

<Indicator 4-1: More than 12 staffs from RWSSD and the target districts in charge of rural water supply and sanitation complete the training > Achieved

One superintendent of RWSSD of MWE, three trainees of RWSSD of MWE, Four young professionals of Mubende and Kassanda districts, two DWOs, staff of MWE and 18 sub county extension workers in Mubende and Kassanda districts completed the training.

● Progress of Output 5:

<Indicator 5-1: Proposed methodology to effectively promote ODF are presented and tested.> Achieved

Following activities were implemented in 68 villages in Mubende district and completed by March 2019.

- 1) 18 Sub county meetings
- 2) Baseline survey
- 3) Triggering in 68 villages.
- 4) Capacity building for Sanitation Committee in 68 villages.
- 5) Five times of follow up activities were held in 68 villages.
- 6) 13 villages declared ODF, the Project Team supported the procedure.

<Indicator 5-2: The results of activities are compiled, and lessons learnt are extracted for recommendation on future effective implementation of CLTS interventions.> Achieved

A handbook was produced and approved by MWE including following contents;

- 1) Stakeholder Meeting including 1 good practice and 1 lesson learnt.
- 2) Baseline Survey including 2 good practices.
- 3) Triggering and Sensitization Activity including 2 good practices and 1 lesson learnt.
- 4) Sanitation Committee Training and the Continuous Activities including 1 good practice and 1 lesson learnt.
- 5) Construction of Demonstrations including 1 good practice and 1 lesson learnt
- 6) Sanitation Marketing including 1 good practice and 1 lesson learnt
- 7) School Led Total Sanitation including 1 good practice
- 8) Follow up MANDONA (FUM) including 3 good practices and 1 lesson learnt

The handbook has been delivered in workshops for share good practice and lesson learnt.

- Progress of Output 6:

<Indicator 6-1: *Lessons learnt and good practice is documented.* > Achieved

Lessons learnt and good practice are summarized in this minutes of meeting and the monitoring sheet. The detail was documented in the project final report.

<Indicator 6-2: *Recommendations on proposed revisions of existing handbooks and manuals are made.*> Achieved

The final version of related documents of DMS were approved in the JCC meeting on 22nd June 2022.

<Indicator 6-3: *Documented good practice and proposed revisions are shared.*> Not Achieved

A video was created about DMS+Sunda for DPs who are interested in O&M of rural water supply facilities. They are focused on good practices and lessons learned during the pilot project.

JICA Uganda office leads the site visit in Mubende with 5 DPs (ADA, UNHCR, KOICA, Food for Hungry and Aches) in June 2022. They had an opportunity to learn about DMS+Sunda well through the discussions.

The share of good practices and lessons learnt will be continued by MWE through the rollout phase of DMS+Sunda after the Project.

<Indicator 6-4: *At least two times of learning opportunities (e.g. workshops) to disseminate good practices and lessons learned are organized.*> Achieved

Two times of booth exhibitions, three times of meeting with developing partners, one site excursion to Mubende District with developing partners were conducted.

- 1) Stakeholder meeting with MWE staff, Mubende DWOs, and 5 NGOs in May 2018
- 2) The exhibition at National Hand Washing Day event in Oct. 2018
- 3) The exhibition at World Water Day event in Mar. 2019
- 4) WSDPG (Water Sanitation Development Partner Group) meeting in May 2022
- 5) Meeting with MWE and DP (GOAL) in Jun. 2022
- 6) WSDPG visit to DMS & Sunda pilot sites in the central region in Jun. 2022

(4) Achievement of the Project Purpose

<Indicator 1: *Functionality of rural water supply facilities in the target districts is increased from 81 % to 85 %*> Achieved

District	Deep boreholes			Functionality
	Functioning	Non Functioning	Total	
Mubende	223	9	232	96.1%
Kassanda	188	9	197	95.4%
Kiboga	134	27	161	83.2%

Mpigi	72	44	116	62.1%
Butambala	63	21	84	75.0%
Total	680	110	790	86.1%

Source: Uganda Water Supply ATLAS (19 June 2022)

<Indicator 2: The rate of WSC collecting water charges and conducting maintenance of rural water supply facility in the target districts is increased from 51% to 70%.> Achieved

District	WSC		Management
	Established	Functional	
Mubende	443	367	82.8%
Kassanda	295	250	84.7%
Kiboga	233	214	91.8%
Mpigi	521	488	93.7%
Butambala	317	251	79.2%
Total	1,809	1,570	86.8%

Source: Sector Performance Report 2020

Note:

Management = (total communally managed sources with a functioning WSC) / (total communally managed sources with established WSC)

A WSC is considered functional only if the WSC collect fees or undertake repairs or hold meeting or there is a clean environment/sanitation around the source. In 2015, the option of a "clean environment/sanitation around the source" was added to for considering a WSC functional (MWE, 2017, "WSDB Atlas 2015, Documentation of key indicator calculations Version 201701").

<Indicator 3: The down time of rural water supply facilities is reduced in the target districts.> Achieved

DMS model has succeeded to reduce the down time of rural water supply facility. More than 70% of boreholes have had no breakdown. On the other hand, CBMS required 1-2 days for minor repairs, and 1-2 weeks for major repairs (End line survey from Dec. 2019 to Jan. 2020).

<Indicator 4: Household access to sanitation facilities with hand washing facilities in the selected villages is increased from 4.8% to 13.0%.> Achieved

Household access to sanitation facilities with hand washing facilities in the selected villages reached at 18.9% at the end of the intervention in Feb. 2019. The project purpose is an increase from 4.8% to 13%.

<Indicator 5: Revision of the guidelines for the O&M rural water supply facilities are proposed in the recommendations.> Achieved

The main DMS operational guideline and annexed Human Resource Manual and Internal Audit Manual were revised by the Project Team. They are approved by the JCC.

2. Lessons learnt in the Project

2-1. Maintenance and Repair of hand pump facilities

- For repairing the hand pumps, which is the main business of the Service Centre, the Centre and the existing organization of Hand Pump Mechanic Association (HPMA) have signed a memorandum of understanding (MOU), and HPMA dispatch a hand pump mechanic (HPM) under its control to the site and the HPM repairs the hand pump. This repairing system can reduce the operating cost of the Service Centre. On the other hand, the system is also preferable for HPM because it provides stable repair orders and income. In fact, the system has reduced the time required to repair a hand pump by about one day.
- The Service Centre outsources the repair of the hand pump to HPMA, but the Centre purchases the spare parts used for the repair. Stock of the various spare parts enables quick repairs. In addition, the Service Centre purchases spare parts to ensure the quality control of the spare parts.

2-2. Collection of contributions

- In the operation of DMS, collection of contributions by caretakers will lead to a decrease in the amount of contributions and an increase in the number of non-payers over time, as in the case of CBMS, because it is difficult to prevent the occurrence of fraudulent activities related to collection of money.
 - 1) Regarding the collection of contributions, the flat-rate system that pays a fixed amount every month throughout the year, regardless of the rainy season or the dry season, causes great dissatisfaction among users, and leads water users pay reluctantly.
 - 2) In DMS Operation, the method in which the Service Centre goes around the WSCs using a vehicle and collects the collected contributions by caretakers is not suitable as a collection method because the cost for collection exceeds the amount of contributions collected.
 - 3) In addition, when sending contributions to the Service Centre using mobile money, the responsibility for managing the collected money and the risk of theft cannot be avoided.
- The above-mentioned three issues related to the collection of contributions can be solved by introducing Sunda, which is an automatic contribution collection system. This is because Sunda is a prepaid system that does not involve people in collecting money, and it is possible to charge on a "pay-as-you-fetch" basis according to the amount of water fetched by the user. The combination of DMS and Sunda is the best solution against the challenges for maintaining and managing village water supply facilities.

2-3. The scale of breakeven to run the Service Centre

As a result of the pilot project, it was revealed that the collection amount became double after Sunda installation. The average was about 65,600 UGX per source per month. It means 236 million UGX per year for 300 sources.

About the expenditure, the yearly (2021) repair cost for 99 DMS sources were 25.63 million UGX. It is calculated to 77.7 million UGX per year for 300 sources. In addition, salaries of caretakers and administration cost of Sunda System are considered as 20% of contributions (47.2 million UGX for each). As a result, the remaining balance will be 63.9 million UGX per year ($=236 - 77.7 - 47.2 - 47.2$).

The amount of 63.9 million UGX per year can cover the annual salary of three or four Service Centre staff. If it considers the amount can cover more staff. As a conclusion of the pilot project, the minimum scale of financial independent is at least 300 sources enrolled of DMS+Sunda.

3. Way Forward after the Project

3-1. Rolling out of DMS+Sunda

Through the implementation of the Project, MWE has confirmed the effectiveness of DMS+Sunda, which was developed as an O&M system for rural water supply facilities, and its effectiveness as the O&M system by comparing it with the conventional CBMS. MWE decided to disseminate and roll out DMS+Sunda as the O&M system for rural water supply facilities in the country.

For the dissemination (roll-out) of DMS+Sunda nationwide, MWE will follow a plan prepared in the Project, which the four Regional Service & Rehabilitation Centre located in Masaka, Mubende, Jinja and Gulu will manage several districts.

For the roll-out, when DMS+Sunda are newly installed in a district from the threshold financing of the activities is expected to be a challenge. Investment for rehabilitations of facilities including apron and fence constructions, replacements of hand pumps with stainless steel materials, installation of Sunda system, software activities in communities, etc. are required. A minimum threshold of 300 sources (as enrollment) is required for establishing a new Service Centre. A minimum of 300 sources enrolled under DMS+Sunda guarantees self-sustainability of Service Centre breakeven. The total investment amount is estimated to be at least 4.4 billion UGX (1.2 million USD).

3-2. Recommendation for rolling out

It is considered difficult to implement the above-mentioned roll-out plan for DMS+Sunda with GOU/MWE's own budget only. Therefore, the roll-out can be possible with the support of development partners (DPs). MWE shall share the

information on DMS+Sunda by using the meetings and videos produced in the Project in order to obtain the support from DPs toward the realization of the roll-out.

The hand pump repair materials for up to 300 sources and rehabilitation equipment has been provided by JICA Covid-19 responses during the Project period. For safe custody, the materials were delivered to Service Stations located in the districts of Mubende, Kiboga, Mpigi and Gomba. MWE shall secure a budget to implement the rehabilitation activities. Installations of Sunda and enrollment of DMS are required to these rehabilitated sources.

Once the threshold enrollment has been attained (critical mass) there will be no external budget requirement for a given Service Centre. However this may require that sources from neighboring districts are enrolled under the same service centre. For the case of Mubende Service Centre, the Districts of Mubende and Kasanda can be under a single service centre. A single service centre may take on as many sources as the jurisdictions and local leadership can permit.

3-3. Action points for rolling out

- MWE will continue to pursue the option of getting a code for rehabilitation works using the equipment that was provided by JICA for COVID-19 responses during the Project period. MWE will secure the budget for the activities in Mubende and Kassanda districts as the first priority.
- MWE will accelerate the rollout of DMS+Sunda to other districts by engaging other development partners for financial support.

4. Running of the Service Centre in Mubende after the Project

4-1. Situation at the End of the Project

99 WSCs participated in the pilot project on DMS in Mubende and Kassanda at the end of the Project. The Service Centre which will be renamed to the Service Station in the rollout phase has been supported by the Japanese side budget including staff salaries (except from October 2020 to April 2021), drivers, fuels, fees of HPMs and HPMA, and office expense until the end of Project period. However, the Japanese support in this Project will end at the end of June 2022 when the duration of Record of Discussion of this Project expires.

4-1-1: Staffing

The major resources allocated to the project activities of the Service Centre:

- Human Resources: 2 Head of Technical Operations, 1 Officer of People and Society, 1 Assistant Account, 2 Drivers, the total monthly salary requirement is about 15 million UGX.

4-1-2: Equipment and materials

- The project has (at its disposal) a total of 6 vehicles. 2 of the vehicles are attached to the Mubende Service center and 4 are attached to the Regional rehabilitation center
- Office Equipment: including 2 Copy machines (bizhub C224e), 3 Water quality checker (WQC-22A), 1 Spectrophotometer (DR-1900) 2 borehole cameras , 3 Desktop Computers and associated accessories, LCD Projector and office furniture (provided by the Project and MWE)

4-1-3: Community contributions and management of the contributions

The contribution collected from the DMS communities since June 2018 have been deposited in the project account of MWE. The total collected amount was about 102 million UGX at the end of May 2022 according to the record of the Service Centre.

4-1-4: Current enrolment of boreholes

A total of 99 boreholes are under the DMS arrangement of which only 50 have been installed with Sunda. At the time of preparing these minutes, the installation of Sunda is on-going.

4-1-5: Overall project management

Currently, the JCC provides the oversight support and guidance for the project implementation

4-1-6: On going Partnerships

In order to further increase the number of DMS+Sunda, Sunda Technologies Uganda Inc. is promoting the installation of Sunda in accordance with the MoU with MWE. Sunda will be installed 60 units by the end of July with funding from JCI (Junior Chamber International), in addition 40 units are under consideration. To implement to install more Sunda the resources of assessing new water sources, sensitizing new communities and installing Sunda are required. However, current activities to increase enrolled sources are not conducted effectively due to the lack of resources.

The project team (JICA Expert Team and MWE) have already had preliminary meetings with two potential partners in line of promoting DMS+SUNDA including GOAL Uganda, Wells of Life and Professor William Bazeyo of public health specialist. Some Development Partners have visited Mubende area to see the DMS+SUNDA. All partners expressed interest in promoting the initiative.

4-2. Issues to run the Service Centre

The Service Centre with the current 99 sources is not sustainable to run independently (break even number is 300 sources of DMS+Sunda). Therefore, the Service Centre requires financial support to continue to run its operations until the number of water

sources reaches to at least 300.

The collection amount is deposited in the project account of MWE currently. However, upon closure the Project, the Service Centre should be supported by MWE to open and operate an account. Therefore, the Mubende Service Centre and every subsequent Service Centres should be supported by MWE to open independent collection and expenditure/ operational bank accounts under the control of respective JMCs who designates account signatories. Once the accounts are operational, all existing collections of the service center should be transferred to the Service Center accounts.

4-3. Recommendation to run the Service Centre

Current collections of the Service Centre can only cater for the repair costs including payment to HPM, HPMA and Caretakers and costs for spare parts and transportation. Therefore, it is recommended that in addition to MWE obtaining a budget necessary for supporting the Service Centre, the bank account deposits of the Service Centre be used to cover its operating costs.

4-3-1 Key Undertakings for the Transitional Period

A project transitional period for each key project undertaking (as described in section 4.1 above) is below proposed and has been approved by the JCC.

Sn.	Current Situation	Recommendation for transition Period/ Post project Period
1	Overall management of project initiatives including decision making on DMS + Sunda is by the JCC	The overall management of the roll out and upscaling including support to the Mubende Service Station should be placed under the National Coordination Committee (NCC) as indicated in the DMS + Sunda Operational Guideline <i>A transition period of 6 months is proposed (The first NCC meeting will be held within 6 months after the Project.)</i>
2	99 WSC enrolled under the DMS model	Enrolment of WSC should be increased to at least 300 communities to make the service centre self-sustaining. Spare parts provided under the JICA COVID-19 support should be used to kick start this effort. MWE to provide resources through the Mubende Regional Rehabilitation Centre to undertake the rehabilitation.
3	During the pilot phase, User contributions amounting to 102m (as of May 2022) were collected on project account for facilitating repair by the Mubende service Station	User contributions collected on project account during pilot phase are used to pay for operations including salaries of the service centre during the transitional period. <i>Effective July 1, 2022.</i> MWE to secure budget to continue to support service centre operations and enrollment up to at least 300 to make the Mubende Service Station self-sustaining. <i>Effective First Quarter of FY 2022/23</i>

4	Contributions by Users for maintenance of the water sources is collected on the Project account	<p>Separate bank account for service station should be created and Managed by the JMC to facilitate repairs under the Mubende Service Station.</p> <p>The current project account should be retained for use by the Mubende Regional Service and Rehabilitation Centre to manage contributions from GOU and other partners towards supporting the enrolment of new water sources under DMS – Sunda</p> <p><i>A transition period of 3 months is proposed to set up and operationalize the service station bank accounts between the time of creation and actualization</i></p> <p><i>All community collections by the Service Centre should be transferred to the Service Centre (Station) account.</i></p>
5	Equipment provided by Project including equipment provided under the COVID-19 response by JICA is used for operations of the Mubende service Station and Mubende Regional Service Support and Rehabilitation centre activities.	<p>Equipment provided by the Project including support under JICA's COVID-19 response is retained by the project and managed as below;</p> <p>(Note: The allocation in Jinja will be considered when the enrollment of 300 boreholes is completed within the jurisdiction of the current Mubende Service Center.)</p> <ol style="list-style-type: none"> 1. 1 vehicle to be retained at Mubende 2. 1 vehicle to be provided for the Mpigi-Butambala axis 3. 1 vehicle to be provided at the Jinja axis 4. 1 vehicle to be provided for the Kiboga - Kyankwanzi axis 5. 1 vehicle and service truck to be retained and remain operational at the Mubende and Jinja regional centres under a sharing utilized under a sharing arrangement between Kiboga-Kyankwanzi axis, Mpigi – Butambala axis and Mubende-Kassanda axis 6. Water quality kits and the borehole cameras to be shared as and when needed but to be managed at the Mubende and Jinja regional centres 7. Office furniture at Kampala to be used for setting up the national call centre/liason office at Luzira (Office premises already secured) 8. The workshop at Mubende regional centre to support all the repair and welding requirements for the 4 centres until such a time when each centre is fully equipped 9. The two air compressors to be mounted on the two service trucks (Old and new trucks) and to be shared as and when needed but to be managed at the Mubende and Jinja regional centres used 10. Existing office furniture in Mubende service centre to be retained to facilitate the operations of the regional and area centers
6	Service centre staff currently supported by Project staff (These include MWE counterpart and team provided by JICA) towards the implementation of the DMS + Sunda model	<p>The current project staff (with exception of JICA expert team) are retained and appointed to continue to support the Mubende service station in the implementation of the DMS + Sunda model and also take lead in the rollout and up scaling programme in other regions.</p> <p>The employment terms of the staff to be re-aligned to be in accordance with the DMS+SUNDA guidelines</p>

7	Other Outstanding Issues	<p>Development of the DMS+SUNDA Handbook</p> <ul style="list-style-type: none"> • The current implementation guidelines are based on the Project Design Matrix (PDM) which will be obsolete at the end of the project. • The DMS+SUNDA handbook (or Manual) should be readied for approval as a policy document to feed in with the "Overall project Goal" as defined in the PDM and should be submitted along with the final report of the Project. <p>Up scaling and Rollout Budget</p> <p>The current implementation arrangement has been based on the minutes of meeting on the second stage activities for the project signed on December 6, 2016 in which a detailed project budget was included.</p> <ul style="list-style-type: none"> • The required 2 year operational plan and budget for upscaling of the DMS+SUNDA works on a national level attached as annex was approved by the JCC
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4-4. Action points to keep the Service Centre running

- MWE shall maintain the current project staff, service centre staff and vehicles after this Project.
- MWE shall secure the shortage of funds by following the steps below,
 - (a) Budget allocated in the code: code for JICA is not exist, but MWE will continue an effort to obtain a code.
 - (b) Budget allocated in the project account: MWE will continue to use the current project account to operate and enroll DMS+Sunda.

5. Direct Management System Management and Implementation Guideline

- The revised edition of the guidelines for rolling out DMS to other districts as one of the outputs of the Project was approved with the signature of Permanent Secretary of MWE and the Chief Representative of JICA Uganda office.
- DMS+Sunda is based on the current Water Act cap 152 and other relevant laws.
- MWE is ready to promote DMS+Sunda as a new O&M system for rural water supply facilities.
- MWE will find the development partners to work on rolling out of DMS+Sunda.

6. Conclusions of Discussions

- The first JCC meeting after the Project will be held in the end of July 2022. The first NCC meeting will be held two weeks after the JCC meeting. The accounting officers of the districts shall open service centre bank account by the end of July 2022 so that JMC could be able to oversee budget approval. The money collected from water users amounting 102 million shillings shall be moved to Mubende service centre bank account as soon as the account is ready.

- All resources provided by JICA shall be stationed in Mubende Regional Service and Rehabilitation Centre or Mubende Service Station in order to concentrate the effort to reach self-sustainable mass of 300 as priority activities after the Project.
- MWE should write to the districts with less than 300 boreholes and proposed to share the same service stations or regional service and rehabilitation centre with neighboring districts in a signed MoU.
- MWE shall pay for the salaries of service centre staff including drivers for the next six months after the Project. However, the salary level will be reviewed according to Ugandan scales.
- A handbook of DMS+Sunda as a policy document will be developed by the Project Team.
- The workshop in the Mubende Regional Service and Rehabilitation Centre shall be operational within the six months after the Project. Regarding the establishment of workshops in other areas, MWE will consider the request of funding to JICA Uganda Office.

(End of document)

添付 5: JICA モニタリングミッション MM

MINUTES OF MEETING
ON
THE PROJECT FOR OPERATION AND MAINTENANCE FOR RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION
IN
THE REPUBLIC OF UGANDA

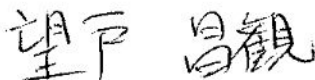
According to the Record of Discussions for the Project for Operation and Maintenance for Rural Water Supply and Improved Hygiene and Sanitation in the Republic of Uganda (hereinafter referred to as “the Project”) signed by Japan International Cooperation Agency (hereinafter referred to as “JICA”) and the Ministry of Water and Environment (hereinafter referred to as “MWE”) on 6th July, 2015 in Kampala, the implementation of the Project was commenced at the beginning of September 2015, and JICA dispatched a team of experts (hereinafter referred to as “JICA Expert team”).

JICA dispatched the Monitoring Mission Team for the Project (hereinafter referred to as “The Mission team”) headed by Mr. Masami Moko, Director, Water Resources Team 2, Water Resources Group, Global Environment Department of JICA, to the Republic of Uganda and is scheduled to stay in the country from 16th April to 26th April, 2018.

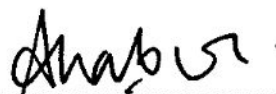
The Mission team and JICA Expert team held a series of discussions with MWE to revise the Project Design Matrix (hereinafter referred to as “PDM”) and Plan of Operation (hereinafter referred to as “PO”) and countermeasures to accelerate the Project implementation.

As a result of the discussion, all parties concerned confirmed and agreed to implement the Project as based on the items referred to in the documents attached hereto.

Kampala, 7th May, 2018

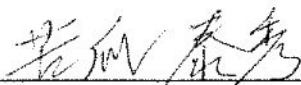


Mr. Masami Moko
Leader
JICA Monitoring Mission for the Project
Japan International Cooperation Agency



Eng. Aaron Kabirizi
Director
Directorate of Water Development
Ministry of Water and Environment
Uganda

Witnesses:



Dr. Yasuhide Nigauri
Chief Advisor
The Project for Operation and Maintenance for
Rural Water Supply and Improved Hygiene and
Sanitation



Eng. Joseph Oriono Eyatu
Commissioner
Rural Water Supply & Sanitation Dept.
Ministry of Water and Environment
Uganda



Mr. Yutaka Fukase
Chief Representative
JICA Uganda Office
Japan International Cooperation Agency

ATTACHMENT

1. Background of this Mission

The monitoring survey conducted in October 2017 revealed that the Project had delayed for at least 5 months from original schedule. In order to recover this delay and make fruitful outcome within the Project period, the Ugandan side and the Japanese side agreed to strengthen partnership through frequent communication for the management of the Project. The measure for building stronger partnership is described in "4. Strengthen project management".

Nevertheless the Project period is remaining approximately 16 months, yet the Project has not set clear Project Purpose indicators. At the same time, some output indicators and activities needed review to reflect the actual activities. Therefore, both sides had discussion and finalized appropriate indicators to set a clear way forward and reached an agreement regarding revision of PDM and PO as attached in Annex-1.

2. Discussions on the Revision of PDM and PO

<Discussion results>

- The Ugandan side and the Japanese side agreed to revise PDM and PO as mentioned in the final draft of PDM and PO (ver.3) (refer to Annex-1).
- The PDM and PO (ver.3) will be discussed and officially approved at the next Joint Coordinating Committee (JCC) which is defined in the Record of Discussions of the Project dated 6th July, 2015.

<Main points discussed>

(1) Project Purpose Indicator 1

- The baseline indicator was determined by the average value of the target districts in the sector performance report 2016 (SPR2016).
- The target indicator was determined by adding the expected input to the current situation as of April 2018.
- Detailed baseline and target values for each district were attached in the reference of PDM (refer to Annex-1).

(2) Project Purpose Indicator 2

- The baseline indicator was determined by the Project Baseline Survey.
- The target indicator was determined by adding the expected input to the Baseline.
- Detailed baseline and target values for each district were attached in the reference of PDM (refer to Annex-1).

(3) Project Purpose Indicator 3

- The indicator was changed from response rate to down time, which is suitable for measuring the performance of the O&M system.
- The baseline is attached as reference to the PDM (refer to Annex-1).

(4) Project Purpose Indicator 4

- Although Indicators regarding sanitation had been agreed by both sides in the Technical Notes dated 22nd February, 2018, the Ugandan side strongly requested that

measurable indicators be set.

- As a result of discussion, the new indicator was set as described in Annex-1. Since the schedule of baseline survey in Activity 5-3 would complete in September 2018 and would cover maximum of 80 villages, the Ugandan side proposed to conduct it in shorter time (by end of June 2018) to cover 150 villages in Mubende district at their own expense. The meeting agreed that Japanese side should provide survey tools (questionnaires and forms) to be used during the survey. The baseline data will be handed over to the Japanese side for analysis and setting baseline indicator by mid-July 2018.
- The target values of the new indicator (XX in PDM ver.3) will be decided by mid-July, 2018 based on the result of the baseline survey to be provided by Ugandan side not later than end of June 2018.
- Activities for output 5 are conducted in target villages, the project purpose will be achieved through the documents compiled detailing the result of the activities to effectively promote ODF in the target districts.

3. Required Inputs of the Uganda Side for the Activities

- Ugandan side shall allocate necessary inputs for implementation on the Project activities. The outline of the activities and implementation methods are attached in Annex-2. The required inputs of the Ugandan side are as shown below.

Activities	Required inputs by the Ugandan side		
	Staff	Logistics	Budget
Activities for Output 2	Temporary Staff of Service Center (during the Project)		Service Center will pay salary for the Staff.
		Requirements for the Service Center (during the Project)	To be secured on quarterly basis
		Rehabilitation in the control districts	To be allocated as per the annual workplans (FY2018/2019)
Activities for Output 3	Sub-county extension workers in Mubende (during the Project)	Their transportation (during the Project)	To be secured on quarterly basis
	Sub-county extension workers in the control districts		To be secured on quarterly basis
		Their transportation	To be secured on quarterly basis
Activities for Output 4			Remuneration to be based on the training plan
Activities for Output 5	Sub-county extension workers (during the Project)		To be secured on quarterly basis
		Their transportation (during the Project)	To be secured on quarterly basis
Activities for Output 6			Allowances for government officials attending workshops

(): Appropriate timing for deployment of the staff and/or logistics and for disbursement of the budget.

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4. Strengthen project management

- Both sides recognized the necessity of taking expeditious countermeasures against delay in the progress of the Project and decision making. In this regard, both sides agreed to have the Commissioner of RWSSD and the Director of Directorate of Water Development of MWE involve in the decision making whenever required.

Nature of Decision	Responsibility Center
Administrative	Project Team
Technical	Project Team
Administrative & Financial	Project Team
Administrative & Technical	Project Team
Technical & Financial	Project Team
Financial (internal)	JICA Expert Team / RWSSD Team
Financial (external)	Japanese side / Ugandan side
Administrative (internal)	JICA Expert Team / RWSSD Team
Administrative (external)	Japanese side / Ugandan side

Footnotes:

- Internal refers to decision taken at Project operational level.
- External refers to decision taken above Project operational level.

- JICA Headquarters will actively monitor and supervise the Project.
- Both sides agreed that Mr. Kazumi Matsuda, Manager of Eight-Japan Engineering Consultants Inc. will assist in the management of the JICA Expert team as a project management supervisor.
- Ugandan side and the Japanese side will confirm the progress of activities including technical, administrative, and financial issues of the Project at the following regular meetings. Assumed timing and contents of each meeting is defined in the table and footnote below.

Meeting	Expected Participants			
	Director	Commissioner	Project Team	JICA Office
JCC	✓	✓	✓	✓
Quarterly Meeting	✓	✓	✓	✓
Monthly Meeting			✓	
Ad hoc Meeting	(Depends on Agenda)			

Footnote:

- JCC: Monitor the progress and make important decisions for the Project.
- Quarterly Meeting: Monitor the progress and anticipated risks against the progress.
- Monthly Meeting: Report the progress of the respective activities and the inputs.
- Ad hoc Meeting: As and when the situation requires.

- Through the above-mentioned meetings, if delay in progress of the activities, delay in inputs, and decisions by either side are encountered, both sides will take necessary countermeasures against such risks for the progress including additional revision of the activities.
- In revising the activities of the Project in the above case, both sides shall consider the achievement of Project Purpose for the Project as a top priority. The next timing of the monitoring will be held July 2018.

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5. Others

- Office space for the project in Kampala is currently being rented by the Ugandan side. Contract for the space expired on 30th of March 2018. Following discussion by the Project Team, it was agreed that extension of 3 months (up to end of June, 2018) is made to enable a smooth transition of the team to relocate to Mubende.
- However the Mission team requested for the continued provision of working space in Kampala as agreed in the Record of Discussions.

Annex:

1. Project Design Matrix (PDM) and Plan of Operation ver.3 (Final draft)
2. Outline of the Activities and Implementation Methods





MINUTES OF MEETING
ON
THE PROJECT FOR OPERATION AND MAINTENANCE FOR RURAL WATER SUPPLY
AND IMPROVED HYGIENE AND SANITATION
IN THE REPUBLIC OF UGANDA

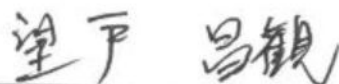
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JICA dispatched the Monitoring Mission Team for the Project (hereinafter referred to as "The Mission team") headed by Mr. Masami Moko, Director, Water Resources Team 2, Water Resources Group, Global Environment Department of JICA, and is scheduled to stay in the country from 4th August to 9th August, 2019 to the Republic of Uganda.

The Mission team, JICA Expert team and MWE held a series of discussions on how to conclude the project in sustainable manner, revision of the Project Design Matrix (hereinafter referred to as "PDM") and Plan of Operation (hereinafter referred to as "PO") and relevant issues.

As the result of the discussions, all parties concerned confirmed and agreed to implement the Project as based on the items referred to in the documents attached hereto.

Kampala, 8th August, 2019



Mr. Masami Moko
Leader
JICA Monitoring Mission for the Project
Japan International Cooperation Agency



Mr. Alfred Okot Okidi
Permanent Secretary
Ministry of Water and Environment
Uganda

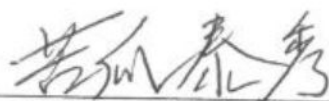
Witnesses:



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Main Points Discussed

1. Outline of the Project

Scope of activities within the project authority is described in the Logical Framework (Project Design Matrix hereinafter referred as to "PDM"). The latest version of the PDM is version 4 (refer to Annex 1) agreed on Minutes of Meeting dated 11th December, 2018 between JICA and MWE.

The Project Purpose will be achieved by the accumulation and fusion of the six Outputs stated in PDM.

2. Achievement of Outputs

Achievement of each Output is described in Draft Monitoring sheet summary ver. 6 (refer to Annex2). Except for Output 4, Output 6 and part of Output 2, almost all current outputs are achieved as planned.

3. Observations on the Pilot Subprogram

As activities under Output 2, the Pilot Subprogram was conducted to establish sustainable O&M system for rural water supply facilities as trial in Mubende and Kassanda Districts. The Service Centre was set up in Mubende district to implement the pilot O&M system, District Direct Management System (hereinafter referred as to "DDMS").

Through DDMS, 100% functionality and down time of maximum 24 hours for enrolled sources are achieved.

The current standard operation of DDMS is through an established the Service Centre whose work includes daily maintenance and money collection by caretaker, preventive maintenance every 6 months by HPM, and repair service within 24 hours by HPM with the assistance of the Service Centre.

4. Key Challenges to the Pilot Subprogram under the Project

Three major challenges are observed in the Pilot Subprogram, which are cost efficiency, administration and cost effectiveness related to sustainability of DDMS and the Service Centre.

(1) Cost Efficiency

Current DDMS operation is not cost efficient since the amount of collected user fees is insufficient for operation of the Service Centre.

There is still a room to examine methodologies to improve the efficiency of user fee collection and to reduce the cost of running the Service Centre such as mobile money transfer, automated collection including pay-as-you-fetch, changing frequency of user fee collection, incentive and/or reward system for WSCs/caretakers and so forth. Verification of these methods may improve cost efficiency of DDMS.

(2) Administration

Operation of the Service Centre must be implemented with stewardship of Ugandan side by the end of the Project. It is currently being operated with financial and technical support from the Project. Since Ugandan side should continue to support the Service Centre operation even after completion of the Project, permanent staff of the Service Centre must be recruited for sustainable operation before transfer from the Project to

Ugandan side.

(3) Cost Effectiveness

Current enrolment of 100 water sources is not sufficient to a level of the Service Centre to meet its operational and administrative cost. Bigger number of water sources should be enrolled to leverage these costs. Therefore a rollout plan of new members is required to improve cost effectiveness of DDMS.

5. Necessity of Extension of the Project Period

The purpose of the Project is "O&M system of rural water supply facilities and hygiene and sanitation (H&S) in the target districts, and system of the Central Government relating to O&M are improved." as stated in Annex1. To achieve the purpose, it is necessary to solve the challenges stated in 4 above.

However the project period stated in R/D was until October 2019 and it is not enough to implement those activities. Therefore both sides confirmed the necessity to extend the project period for one year until October 2020. One year will be enough to implement verification to improve DDMS and its documentation and to transfer the Service Centre operation from the Project to Ugandan side.

6. Activities of Extension Phase

The project team proposed the following activities to be considered under the extension phase in order to address the key challenges and ensure the sustainability of the Service Centre; strengthening the Service Centre, support to the repair of the borehole, enrollment of new members and efficiency in collection of user fees.

Both sides agreed that the Project will take lead in two of the four and Ugandan side will take lead in the other two. The two fields of activities in the Project are mentioned in 7 below.

7. Modification of PDM

Both sides confirmed that there would be two fields of activities to be implemented in the extension period as described in PDM. One is to improve DDMS cost effectiveness through further verification and the other one is to strengthen operational capacity and human resource development of the Service Centre.

Both sides also agreed to divide the current Output 2 into Output 2A "O&M support system of rural water supply facilities in the public and private sectors is strengthened in the target districts." and Output 2B "A new O&M support system of rural water supply facilities related to user fee collection is formulated." This change is to clarify that recommendations for a new O&M system, especially related to water fee collection is one of the main activities in the extension phase.

The expected additional activities under Output 2A and 2B are as below.

<Additional Activities for Output 2A>

- 2A-15 Review the documents related to operation of the Service Centre (e.g. regulations, manuals, work flow etc).
- 2A-16 Draw up monitoring check sheets and progress report and performance report format for operation of the Service Centre.
- 2A-17 Support RWSSD for preparing budget request for operation of the Service Centre.
- 2A-18 Train the Service Centre staff on key core activities (administrative, finance, technical, society and people) of the Service Centre.
- 2A-19 Monitor the work under 2A-18 based on the monitoring check sheets.

<Additional Activities for Output 2B>

- 2B-1 Run a trial on mobile money transfer in the selected project communities.
- 2B-2 Run a trial on an automated collection system in the selected project communities.
- 2B-3 Run a trial on reducing the frequency of manual water fee collection.
- 2B-4 Run a trial on an incentive and/or reward system for WSCs and caretakers in the selected project communities.
- 2B-5 Compile the individual performance of 2B-1 to 2B-4 and determine the best practices.

Both sides confirmed that the above-mentioned changes are reflected in the new PDM and PO ver.5 (refer to Annex3).

8. Utilization of Recommendations of a new O&M system

As one of the outcome of the Project, the Project will compile and submit recommendations of a new O&M system to MWE as stipulated in Output 6. MWE has intention to utilize the recommendations to enrich proposed change in O&M policy for rural water supply facilities even after the end of the Project, which would contribute to achieve overall goal of the Project.

Both sides confirmed that utilization of components of the recommendation would be one of the "Objectively Verifiable Indicators" for achievement of the Project Overall Goal.

9. Legal Support

Ugandan side explained the importance to confirm the legal compliance of recommendations for a new O&M support system with existing laws. Japanese side agreed to hire local legal specialist and check the compliance as much as possible to accelerate legal procedure to formalize the recommendations. MWE understood the limitation on budget and time of the Project. MWE also agreed that the responsibility of Japanese side is only financial support.

10. Rollout Plan for the new O&M support system

Ugandan side explained the importance to develop a four-year rollout plan (including the extension phase) to disseminate a new O&M support system proposed by the Project. Japanese side agreed on it. Both sides confirmed that the rollout plan on a new O&M support system will be included in the deliverable of the Project "recommendations for a new O&M support system".

MWE requested the Mission Team for a follow up technical support on the implementation of the rollout plan. The Mission Team took note of it.

11. Enrollment of new sources

Ugandan side proposed to increase the number of supported water sources under DDMS for leveraging operational and administrative cost of the Service Centre beyond Mubende and Kassanda districts. Japanese side agreed the importance of enrollment activities. Both sides confirmed that Ugandan side is the one who ultimately enroll new sources by securing its budget and Japanese expert team will support to make a rollout plan.

12. Support to the repair of the borehole

Ugandan side proposed to have seed stock of spare parts for borehole repair. Japanese side explained that based on the statistics of the breakdowns, the strategy to maintain the minimum spare parts requirements shall be established. Japanese side further explained that technical support under the proposed activity 2A-18 "Train the Service Centre staff on key core activities (administrative, finance, technical, society and people) of the Service Centre." will be provided in procurement and record keeping of the spare parts.

13. Handing over of the Service Centre

Both sides agreed that Ugandan side will take over the operation of the Service Centre by the end of the Project at latest. Both sides also confirmed that operation should be gradually handed over from the Project to Ugandan side. To ensure the smooth transfer, the Project Team will support the Service Centre to update the four-year rollout plan. Ugandan side will take the necessary actions including timely budgeting for the activities as per the rollout plan and the activities for the management body (Joint Management Committee, JMC) to ensure sustainability of the Service Centre.

14. Undertakings of both sides for the Extension Phase

Both sides agreed to take on the responsibilities listed below;

(1) Ugandan side

- Ensure necessary personnel for JMC appointed as management body
- Ensure permanent staffs for the Service Centre appointed who can continue to work even after the end of the Project
- Ensure the current project counterparts are maintained throughout the extension period to undertake skills transfer to the newly recruited Service Centre staff
- Provide support (administrative, technical and financial) to JMC
- Secure budget for the operation of the Service Centre over four-year rollout plan
- Allocate necessary facilities including office space and other equipment for administration of the Project

(2) Japanese side

- Dispatch Japanese Expert Team for the Project Activities in the extension phase stated in PDM/PO ver.5.
- Secure the necessary resources for the Project Activities in the extension phase stated in PDM/PO ver.5.

15. Schedule

As a basis, both sides confirmed amendment of R/D is necessary to formalize the extension. Japanese side will proceed to seek approval of JICA headquarters on the amendment after returning to Japan. Contents of Draft Minutes of Meeting on R/D Amendment (refer to Annex 4) may be changed subject to the decision of JICA headquarters.

Upon the approval of JICA headquarters, JICA Uganda office and MWE will sign the M/M for the R/D amendment in timely manner. Simultaneously, Japanese side will proceed to mobilize Japanese Expert Team for the extension phase. Japanese Expert Team will be dispatched by the end of October for extension phase.

16. Other Issues

(1) Transition to Extension

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Both sides confirmed that the Service Centre operation must continue during the transition period. Japanese side will provide necessary assistance to run the Service Centre continuously.

(2) Project Management

Both sides agreed that it is crucial to monitor outcome of the Project based on Project Monitoring Sheet including deliverables during and toward the end of the Project and communicate with MWE. Therefore both sides agreed to have progress update meeting with Assistant Commissioner-IOM, at least once every two months and on quarterly basis with Commissioner.

(3) Handling of the training in Japan and/or a third country

With regard to training in Japan and/or a third country stated in PDM, both sides confirmed that the training has not been implemented. Both sides agreed that in the first quarter of the extension period, the project team will carry out training needs assessment and agree on the training needs requirement, and submit it to JICA for implementation.

Annex:

1. PDM ver. 4
2. Draft Monitoring sheet summary (ver. 6)
3. Proposed PDM and PO ver. 5
4. Draft Minutes of Meeting on R/D Amendment