Annex 2.3

From WASAC to Private Operators

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 21st August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Migera II

For WASAC RWSS	For District	For Private Operator
Date: 21/08/2017	Date: 21/08/2017	Date: 21/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: NGARAMBE J. Paul	Names: NTARINDWA Emmanuel
Position: DWMO/WASAC	Position: Water and sanitation officer	Position: Deputy M.D.
-	-	Company Name: AYATEKE SJAR

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Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 21st August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Migera III

For WASAC RWSS	For District	For Private Operator
Date: 21/08/2017	Date: 21/08/2017	Date: 21/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: NGARAMBE J. Paul	Names: NTARINDWA Emmanuel
Position: DWMO/WASAC	Position: Water and sanitation officer	Position: Deputy M.D.
-	-	Company Name: AYATEKE SJAR

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Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 22nd August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Kagoma-ka20 - Mutenderi I

For WASAC RWSS	For District	For Private Operator
Date: 22/08/017	Date: 22/08/2017	Date: 22/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: [illegible]	Names: NGIRINSHUTI Eugene
Position: DWM officer/ WASAC	Position: WATSAN officer	Position: CHIEF TECHNICIEN
-	-	Company Name: ISOKONZERA RWANDA LTD

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Annex 2.3.1

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 21st August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Migera I

For WASAC RWSS	For District	For Private Operator
Date: 21/08/2017	Date: 21/08/2017	Date: 21/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: NGARAMBE J. Paul	Names: NTARINDWA Emmanuel
Position: DWMO/WASAC	Position: Water and Sanitation officer	Position: deputy M.D.
-	-	Company Name: AYATEKE STAR

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 22nd August , 2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Karambo-Loza-Mugeyera II

For WASAC RWSS	For District	For Private Operator
Date: 22/08/2017	Date: 22/08/2017	Date: 22/8/2017
Signature: [signature]	Signature: [signature]	Signature: [signature]
Names: BASEMBA J. Bosco	Names: UWIDUHAYE Patrick	Names: Gahaua Aloys
Position: DWM Officer/ WASAC	Position: WATSAN officer	Position: President
-	-	Company Name: KODAM.

Annex 2.3.1

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 22nd August , 2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Kagoma-Kazo-Mutenderi II

For WASAC RWSS	For District	For Private Operator
Date: 22/08/2017	Date: 22/08/2017	Date: 22/08/2017
Signature: [signature]	Signature: [signature]	Signature: [signature]
Names: BASEMBA J. Bosco	Names: UWIDUHAYE Patrick	Names: MGARUKIYE Egide
Position: DWM officer/ WASAC	Position: WATSAN officer	Position: CHEF TECHNICIEN
-	-	Company Name: ISOKO Y'AMAZI KIVUMA ZI LTD

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 22nd August, 2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Karembo - Zaza - Musfera III

For WASAC RWSS	For District	For Private Operator
Date: 22/08/2017	Date: 221081	Date: 22/8/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: WATSAN officer	Names: Gasana Aloys
Position: DWM officer/ WASAC	Position: UWIRUTHAYE Patrick	Position: President
-	-	Company Name: KODAM

Annex 2.3.1

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 22nd August, 2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availa bility of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Karembo - Zaza - Musfera I

For WASAC RWSS	For District	For Private Operator
Date: 22/08/2017	Date: 221081 2017	Date: 22/8/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: UWIRUTHAYE Patrick	Names: Gasana Aloys
Position: DWM officer/ WASAC	Position: WATSAN officer	Position: President
-	-	Company Name: KODAM.

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 23rd August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availa bility of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Kirehe

For WASAC RWSS	For District	For Private Operator
Date: 23/08/2017	Date: 23/08/2017	Date: 23/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: Jean Norbert NIYONZIMA	Names: Eng. KUBWAYEZU Justin
Position: DWM officer/WASAC	Position: WATSAN officer/ KIREHE District	Position: Branch Manager
-	-	Company Name: AYATEKE STAR COMPANY Ltd

Annex 2.3.1

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 23rd August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availa bility of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Kigina

For WASAC RWSS	For District	For Private Operator
Date: 23/08/2017	Date: 23/08/2017	Date: 23/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: Jean Norbert NIYONZIMA	Names: Eng. KUBWAYEZU Justin
Position: DWM Officer/ WASAC	Position: WATSAN officer/ KIREHE District	Position: Branch Manager
-	-	Company Name: AYATEKE STAR COMPANY Ltd

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Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 24th August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: SAMUKO

For WASAC RWSS	For District	For Private Operator
Date: 24/08/2017	Date: 24/08/2017	Date: 24/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: NIGONZIMA Jean Norbert	Names: Eng. KUBWAYEZU Justin
Position: DWM officer/WASAC	Position: WATSAN officer/ Kirehe District	Position: Branch Manager
-	-	Company Name: AYATEKE STAR COMPANY Ltd

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Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 23rd August ,2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availa bility of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Muguruka

For WASAC RWSS	For District	For Private Operator
Date: 23/08/2017	Date: 23/08/2017	Date: 23/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: Jean Norbert NIGONZIMA	Names: Eng. KUBWAYEZU Justin
Position: DWM Officer/ WASAC	Position: WATSAN officer/ KIREHE DISTRICT	Position: Branch Manager
-	-	Company Name: AYATEKE STAR COMPANY Ltd

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 29th August , 2017.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availa bility of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: MKM

For WASAC RWSS	For District	For Private Operator
Date: 29/08/2017	Date: 27-08-2017	Date: 29-08-2017
Signature: [signature]	Signature: [signature]	Signature: [signature]
Names: BASEMBA J. Bosco	Names: MUKANYANDAYISHIMIYE Olive	Names: HAVUGIMANA [illegible] ANTON
Position: Delegated water management off	Position: Infrastructure Engineer	Position: GENERAL TECHNICIAN
-	-	Company Name: Ubutumwa bwiza M.KI

Annex 2.3.1

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 24th August , 2017.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availa bility of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: MUSHIKIRI

For WASAC RWSS	For District	For Private Operator
Date: 24/08/2017	Date: 24/08/2017	Date: 24/08/2017
Signature: [signature]	Signature: [signature]	Signature: [signature]
Names: BASEMBA J. Bosco	Names: NISONZIMA Jean Norbert	Names: Eng. KUBWAYEZU Justin
Position: DWM officer/WASAC	Position: WATSAN officer	Position: Branch Manager
-	-	Company Name: AYATEKE STAR COMPANY Ltd

Annex 2.3.1

WASAC

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda - RWASOM - Horana Amazi

JICA

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on January 30, 2018.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: MURAMA

For WASAC RWSS	For District	For Private Operator
Date: 30/01/2018	Date: 30/01/2018	Date: 30-01-2018
Signature:	Signature:	Signature:
Names: MANIRAHO Alphonse	Names: NGARAMBE J. Paul	Names: Pontien Twizerimana
Position: Delegated water Management officer	Position: WATSAN Officer KAYONZA District	Position: Technical Director
		Company Name: AYATEKE

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Annex 2.3.1

WASAC

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda - RWASOM - Horana Amazi

JICA

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows 1 the residual free chlorine instrument and 5 reagent and begins to use them from on 30th August, 2017.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Rwazana

For WASAC RWSS	For District	For Private Operator
Date: 30/08/2017	Date: 30/08/2017	Date: 30/08/2017
Signature:	Signature:	Signature:
Names: BASEMBA J. Bosco	Names: NGARAMBE J. Paul	Names: Mugwaneza Jean de Dieu
Position: DWN officer/WASAC	Position: Water and sanitation	Position: Electro Mecanics
		Company Name: AYATEKE STAR C. LTD

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Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on 31st January, 2018.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: RUKIRA WEST

For WASAC RWSS	For District	For Private Operator
Date: 31/01/2018	Date: 31/01/2018	Date: 30/01/2018
Signature: [signature]	Signature: [signature]	Signature: [signature]
Names: MANIRAGUHA Alphonse	Names: UWIDUHAYE Patrick	Names: Emmanuel Twizeyimana
Position: Delegated water Management officer WASAC	Position: Water & Sanitation officer/NGOMA	Position: Manager
-	-	Company Name: WATRESCO LTD

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on JANUARY 30, 2018.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: RUKIRA EAST

For WASAC RWSS	For District	For Private Operator
Date: 30/01/2018	Date: 30/01/2018	Date: 30-01-2018
Signature: [signature]	Signature: [signature]	Signature: [signature]
Names: MANIRAGUHA Alphonse	Names: NGARAMBE J. Paul	Names: Pontien Twizerimana
Position: DWMO	Position: WATSAN officer KAYONZA District	Position: Technical director
-	-	Company Name: AYATEKE

Annex 2.3.1

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on February 7th, 2018.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: KAGOMA

For WASAC RWSS	For District	For Private Operator
Date: 07/02/2018	Date: 7/02/2018	Date: 07/02/2018
Signature:	Signature:	Signature:
Names: MANIRAGUHA Alphonse	Names: UWIDU HAYE Patrick	Names: Emmanuel Twizeyimana
Position: delegated water Management officer	Position: NATIONAL officer NGOMA.	Position: Manager
-	-	Company Name: WATRESCOM

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Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on 6th February, 2, 2018.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: NYABOMBE

For WASAC RWSS	For District	For Private Operator
Date: 06/02/2018	Date: 6/02/2018	Date: 06/02/18
Signature:	Signature:	Signature:
Names: MANIRAGUHA Alphonse	Names: NGARAMBE J. Paul	Names: Bonifice Twizeyimana
Position: delegated Water Management officer	Position: Water and Sanitation officer/KAYONZA District	Position: Technical/Technical
-	-	Company Name: AYATOKE

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Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on 21/09, 2018.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: MUMYIGINYA

For WASAC RWSS	For District	For Private Operator
Date: 21/09/2018	Date:	Date: 21/09/2018
Signature:	Signature:	Signature:
Names: MAZARAGOMA Alphonse	Names:	Names: NTIVUGURUZA Olivier
Position: Delegated water Management officer	Position:	Position: Site Engineer
-	-	Company Name: MKM Construction Ltd

Annex 2.3.1

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on : February 5th, 2018.
Private Operator will return back after using.
For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: Gahezi

For WASAC RWSS	For District	For Private Operator
Date: 08/02/2018	Date: 08/02/2018	Date: 08/02/2018
Signature:	Signature:	Signature:
Names: MAZARAGOMA Alphonse	Names: NIJONZIMA Jean Norbert	Names: KUBWAYEZU Justin
Position: Delegated water Management officer	Position: WASAC officer/ Kirehe District	Position: Branch Manager
-	-	Company Name: AYATEKE STAR Co. Ltd

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- RWASOM - Horana Amazi

Rental Certificate for Residual Free Chlorine Measuring Instrument and Reagent

Private Operator borrows one (1) residual free chlorine instrument and five (5) reagent boxes and begins to use them from on 8th/08/2019 ,2019.

Private Operator will return back after using.

For the sustainability of distributed equipment, District and WASAC will ensure the availability of regular report on use of equipment allocated and borrowed to POs.

Name of Water Supply System: CYANTIRANYOKA

For WASAC RWSS	For District	For Private Operator
Date: 08/08/2019	Date: 08/08/2019	Date: 08/08/2019
Signature:	Signature:	Signature:
Names: BASEMBA J. Baptiste	Names: NYONZIMA J Norbert	Names: IYAKAREMYE Bonaventure
Position: JWTO	Position: WASAC office Kirehe district	Position: Branch manager/Kirehe
-	-	Company Name: AYATEKA STAR Co ltd

Annex 3

Operation and Maintenance Manuals for each Water Supply System in the 4 Model Districts
(Stored on a CD-ROM)

Annex 3: List of the Operation and Maintenance Manual for each water supply system in 4 model Districts

as of November 8 th , 2019

Water Supply System		District	Private Operator	Progress		Completion	Remark
ID	Name			Date of Start	Date of completion		
1	MKM	Rwamagana	MKM Ubuzima Bwiza Cooperative	15/11/2017	07/12/2017	✔	
2	Byimana Pumping	Rwamagana	Ayateke Star Company	22/11/2017	15/12/2017	✔	
3	Kabare - Nyabisindu (Musha) water	Rwamagana	Ayateke Star Company	05/02/2017	19/07/2018	✔	
4	Fumbwe Gahengeli water scheme	Rwamagana	MKM Ubuzima Bwiza Cooperative	22/01/2018	01/11/2019	✔	
5	Kirehe water scheme	Rwamagana	MKM Ubuzima Bwiza Cooperative	29/07/2019		✔	
6	Gatare	Rwamagana	None				
7	Mugomero	Rwamagana	None		``		
8	Munyiginya	Rwamagana	MKM Ubuzima Bwiza Cooperative	19/09/2018	21/12/2018	✔	
24	Byimana gravity	Rwamagana	None				
76	Gatare - Mabare - Byinza	Rwamagana	Ayateke Star Company	19/09/2018	23/11/2018	✔	
9	Nyabombe	Kayonza	Ayateke Star Company	30/07/2018	10/08/2018	✔	
10	Gatare	Kayonza	Ayateke Star Company	30/01/2018	27/07/2018	✔	
11	Rwazana	Kayonza	Ayateke Star Company	27/08/2018	07/09/2018	✔	
17	Nyankora	Kayonza	Ayateke Star Company	27/08/2018	07/09/2018	✔	
18	Kabonobono	Kayonza	Ayateke Star Company	10/09/2018	05/10/2018	✔	
19	Karongi	Kayonza	Ayateke Star Company	11/07/2018	27/07/2018	✔	
20	Migera 1	Kayonza	Ayateke Star Company	13/08/2018	24/08/2018	✔	
22	Migera 2	Kayonza	Ayateke Star Company	13/08/2018	24/08/2018	✔	
23	Migera 3	Kayonza	Ayateke Star Company	30/07/2018	10/08/2018	✔	
25	Kanyetonga 1	Kayonza	Ayateke Star Company	31/01/2019	15/02/2019	✔	
26	Kanyetonga 2	Kayonza	Ayateke Star Company	1802/2019	22/02/2019	✔	
27	Kamushikuzi 1	Kayonza	Ayateke Star Company	04/03/2019	27/03/2019	✔	
28	Kamushikuzi 2	Kayonza	Ayateke Star Company	19/09/2018	07/12/2018	✔	
29	Cyatokwe	Kayonza	WASAC				
30	Nyakabingo	Kayonza	Ayateke Star Company	23/04/2019	02/05/2019	✔	
31	Gikombe	Kayonza	Ayateke Star Company	16/11/2017	25/01/2018	✔	
32	Cyanyiramuhaya	Kayonza	Ayateke Star Company	26/08/2019	06/09/2019	✔	
71	Rukira East	Kayonza	Ayateke Star Company	15/07/2019	26/07/2019	✔	
75	Murama	Kayonza	Ayateke Star Company	10/09/2018	05/10/2018	✔	
12	Karembo-Zaza-Mugesera	Ngoma	WATRESCO	May - 2018	31/01/2019	✔	
13	Nyamuhinda -Kazo	Ngoma	WASAC				
14	Kamfonyogo-Gisenyi	Ngoma	WATRESCO	17/06/2019	28/06/2019	✔	
15	Kagoma-Tunduti-Murinja	Ngoma	WATRESCO	19/09/2018	25/10/2018	✔	
16	Nyamuganda-Mahango	Ngoma	WATRESCO	21/11/2017	16/01/2018	✔	
21	Kagoma-Kazo-Mutenderi	Ngoma	WATRESCO	21/11/2017	12/01/2018	✔	
33	Rwamugende-Gashanda	Ngoma	Ubuzima Bwiza Cooperative	09/09/2019	20/09/2019	✔	
34	Gasetsa- Sake-Jarama-Rukumberi	Ngoma	WATRESCO	10/01/2018	19/04/2019	✔	
35	Rwamugende-umukamba	Ngoma	Dufate Amazi Neza Cooperative	12/08/2019	23/08/2019	✔	
36	Gasoko-Rukira-Murama-Mushikiri	Ngoma	WATRESCO	April - 2018			Under total rehabilitation
37	Nyaruvomo-Rugese-Kiyanja	Ngoma	WATRESCO	01/07/2019	12/07/2019	✔	
38	Kayanja II	Ngoma	Community	23/09/2019	04/10/2019	✔	
77	Kayanja I	Ngoma	Community	23/09/2019	11/10/2019	✔	
70	Nyamuganda-Sakara	Ngoma	WATRESCO	April - 2018	15/11/2018	✔	
72	Rukira West	Ngoma	WATRESCO	May - 2018	15/03/2019	✔	
73	Rurenge	Ngoma	WATRESCO	02/05/2019	24/05/2019	✔	
57	Gashanga I	Kirehe	Ayateke Star Company	21/10/2019	08/11/2019	✔	
56	Gashanga II	Kirehe	Ayateke Star Company				
47	Gasarasi	Kirehe	Ayateke Star Company				
60	Nyagashankara	Kirehe	Ayateke Star Company				
63	Cyanyiranyonza	Kirehe	Ayateke Star Company	14/03/2019	28/03/2019	✔	
49	Mayizi	Kirehe	Ayateke Star Company	16/11/2017	23/02/2018	✔	
48	Cyitambogo	Kirehe	Ayateke Star Company	20/05/2019	28/06/2019	✔	
44	Kamombo	Kirehe	Ayateke Star Company	29/07/2019	09/08/2019	✔	
42	Nyakiziba	Kirehe	Ayateke Star Company	18/04/2019	26/04/2019	✔	
54	Nyakagera	Kirehe	Ayateke Star Company	22/07/2019	26/07/2019	✔	
62	Gakirarugo II	Kirehe	Ayateke Star Company	23/09/2019		✔	
67	Rwakibira-Murambi-Rubaya	Kirehe	Community				
53	Gakirarugo I	Kirehe	Ayateke Star Company	17/12/2018	25/01/2019	✔	
43	Kamusare	Kirehe	Ayateke Star Company	19/09/2018	19/10/2018	✔	
39	Kigina	Kirehe	Ayateke Star Company	29/04/2019	20/05/2019	✔	
46	Gahararo	Kirehe	Ayateke Star Company	03/12/2017	14/12/2017	✔	
50	Rubona	Kirehe	Ayateke Star Company				
66	Nyakijima	Kirehe	Ayateke Star Company	18/01/2018	12/10/2018	✔	
65	Kagese	Kirehe	Ayateke Star Company	01/04/2019	12/04/2019	✔	
45	Samuko	Kirehe	Ayateke Star Company	01/07/2019	19/07/2019	✔	
58	Nyamigano	Kirehe	Ayateke Star Company	26/08/2019	06/09/2019	✔	
59	Gashyuha	Kirehe	Ayateke Star Company	12/08/2019	23/08/2019	✔	
61	Nyakagera I	Kirehe	Ayateke Star Company	09/09/2019	20/09/2019	✔	
52	Gahezi	Kirehe	Ayateke Star Company	08/03/2018	30/11/2018	✔	
64	Kabahimba (Gikombe)	Kirehe	Ayateke Star Company	07/10/2019	18/10/2019	✔	
68	Kayanga-Mishenyi	Kirehe	Community				
55	Nyagahanga	Kirehe	Community				
	Nyagashanga	Kirehe	Ayateke Star Company	Replaced by Nyagahanga			
51	Mushikiri	Kirehe	Ayateke Star Company	11/02/2019	22/02/2019	✔	
41	Muguruka	Kirehe	Ayateke Star Company	28/01/19	08/02/2019	✔	
74	Kahene	Kirehe	Ayateke Star Company	25/02/2019	08/03/2019	✔	
40	Kirehe	Kirehe	Ayateke Star Company	22/10/2018	16/11/2018	✔	
69	Gahama	Kirehe	Community	Not identified on site			
			Total			63	

Annex 4

Rural Water Supply Inventory and Mapping Reports in the 4 Model Districts **(Stored on a CD-ROM)**

Annex 4: List of the Rural Water Supply Inventory and Mapping Report

No.	Book	District	Date
1	Inventory data for rural water supply system in Rwamagana District	Rwamagana	November-19
2	Inventory data for rural water supply system in Kayonza District	Kayonza	November-19
3	Inventory data for rural water supply system in Ngoma District	Ngoma	November-19
4	Inventory data for rural water supply system in Kirehe District	Kirehe	November-19

Annex 5

Minutes of the Steering Committee (SC) Meeting

5. Undertakings of both sides

5.1 Expenses for the provided vehicles

Both sides agreed that WASAC would cover any expenses for the two (2) vehicles provided by JICA from July 2015. In the meantime, their cost shall be covered by the budget of the Project.

5.2 Expenses for the training course for operation and maintenance of water supply facilities

Both sides agreed that further discussions on the respective share of expenses for the training course on operation and maintenance of water supply facilities which covered by both sides would be maintained with due consideration for sustainability.

6. Comments raised from SC members

Various comments on agenda were raised from SC members. The comments are shown in Attachment 5.

Kigali, April 23rd, 2015

吉川健

Mr. Takeshi Yoshikawa
Chief Adviser
The Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda

Mr. James Sano
Chief Executive Officer
Water and Sanitation Corporation (WASAC)
The Republic of Rwanda

WATER AND SANITATION CORPORATION WASAC CHIEF EXECUTIVE OFFICER

Attachment:

1. Agenda of SC meeting
2. Project Design Matrix (PDM) ver.1
3. Plan of Operation (PO) ver.1
4. List of Attendants
5. Comments raised from SC members

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MINUTES OF MEETING
ON THE FIRST STEERING COMMITTEE MEETING FOR
THE PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE OF
RURAL WATER SUPPLY SYSTEMS IN RWANDA

According to the Record of Discussions (hereinafter referred to as "R/D") for the Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (hereinafter referred to as "the Project") signed by both the Japan International Cooperation Agency (hereinafter referred to as "JICA") and Water and Sanitation Corporation (hereinafter referred to as "WASAC") on 21st November 2014 in Kigali, JICA dispatched an expert team (hereinafter referred to as "the Team") headed by Mr. Takeshi Yoshikawa, Chief Adviser, for the Project.

The first steering committee (hereinafter referred to as "SC") meeting was held by the initiative of WASAC and the Team presented the Draft Inception Report (hereinafter referred to as the "Draft IC/R") for the Project on 23rd April 2015 in Kigali. As a result of discussions, both sides agreed the following matters;

1. Inception Report

Steering Committee members and the Team generally accepted the Draft IC/R and agreed to finalize it after incorporating any comments of the Steering Committee members into the report. Comments on the Draft IC/R shall be submitted by WASAC/RWS to the Team by 27th April 2015.

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

Steering Committee members agreed on the PDMver.1 and POver.1 and confirmed these first versions shall be revised into PDMver.2 and POver.2 based on the results of the Baseline Survey by the end of the first phase of the Project.

3. District Forum (hereinafter referred to as "DF")

Steering Committee members and the Team agreed that the district chief would serve as chairman of the DF and the representative of the Eastern Province would be involved in the DF as one of its members.

4. Counterpart members

WASAC agreed to submit a list of names of the counterparts to the Team.

Attachment 1

Agenda of the 1st Steering Committee plus Official launching of Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda

Venue: Conference Room at Galaxy Hotel in Kigali

Date: April 23rd, 2015

09:00 Registration and Introductions
09:30 Introduction of participants
09:50 Remarks by CEO WASAC
10:00 Remarks by JICA representative
10:05 Q&A for media
10:20 Project Overview by Project Team
(Confirmation of the Latest Version of R/D, PDM and PO/
Explanation on the Draft of Inception Report)
11:20 Discussions on the Minutes of Meeting
12:20 Concluding Remarks by WASAC

N.B: Coffee break will be provided and taken during the meeting without interruption
The moderator of the meeting will be Emmanuel NIWENSHUTI, Head of Operation and Maintenance of Rural Water Facilities

Attachment 2: Project Design Matrix: Ver. 1

Project Design Matrix (PDM) Version.1

(23 April, 2015)

Project Title: Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
Implementation Organizations: Water and sanitation Corporation (WASAC)
Target Groups: WASAC /RWS staff and District officers in 4 model Districts (Rwamagana, Kayonza, Ngoma, Kirehe)
Period (Tentative): Approx. Four and a half years from the date when the first Japanese Expert is dispatched
Project Sites: Kigali (WASAC HQ) and 4 model Districts (Rwamagana, Kayonza, Ngoma, Kirehe)

Narrative Summary	Objectively Verifiable indicators	Means of Verification	Import Assumption	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda have become common and operational conditions of rural water supply systems in all Districts of the Eastern Province are improved.	1. Operational rate of rural water supply systems in all Districts of the Eastern Province improve from XX% to XX% 2. Access to safe water in all Districts of the Eastern Province improve from XX% to XX% (indicators 1 and 2 will be defined upon the results of the baseline survey during the course of the Project Implementation) 3. Standardized report is submitted regularly in all Districts of the Eastern Province (Reports refer to those submitted from the WSPs to the Districts and from the Districts to WASAC)	1. WASAC/RWS annual report 2. Reports submitted from the Districts and Water Service Providers (WSPs)			
Project Purpose Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda is established.	1. Institutional framework for the operation and maintenance of rural water supply systems is authorized by WASAC; 2. National guidelines and manuals developed in Output 2 are authorized by WASAC; 3. WASAC RWS's training programmes and technical support manuals for the Districts are authorized by WASAC; 4. WASAC RWS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of WASAC on, i) institutional framework, ii) national guidelines and manuals, and iii) training programmes and technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWS annual report	1. The proposed framework is implemented in all Districts of the Eastern Province by WASAC. 2. Political situation remain stable.		

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Outputs 1. Effective and sustainable institutional framework[1] for the operation and maintenance of rural water supply systems is developed.	1-1. Institutional framework is drafted. 1-2. Institutional framework is validated by the SWG.	1-1. Institutional framework report 1-2. Signed SWG meeting minutes	1. The turnover of WASAC RWS and model District is not significant.		
2. National guidelines and manuals[2] necessary for operation and maintenance of rural water supply systems are developed.	2-1. Necessary national guidelines and manuals are drafted; 2-2. Necessary national guidelines and manuals are validated by the SWG.	2-1. Signed SWG meeting minutes National guidelines and manuals.			
3. The capacity of WASAC-RWS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. XX staffs from WASAC RWS received training; 3-2. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Feedback(report/questionnaire) from Districts and WSPs regarding the technical support provided by WASAC RWS			
4. The proposed operation and maintenance framework, tested in 4 model districts from Eastern Province, is found to be effective.	4-1. Model districts conducts the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-2. Operation of water supply systems in the model districts are improved (downtime is improved from XX to XX days, operation hours and days increase from XX to XX day/year, water quality (E. coli analysis, chlorination are conducted), cost recovery (revenue water increase from XX% to XX%), WSPs financial status (the surplus increase from XX% to XX%, etc.); - to be decided after the baseline survey -;	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWS annual report 4-4. Reports (WSPs to Districts and Districts to WASAC) 4-5. Mid-term and end-line survey reports			

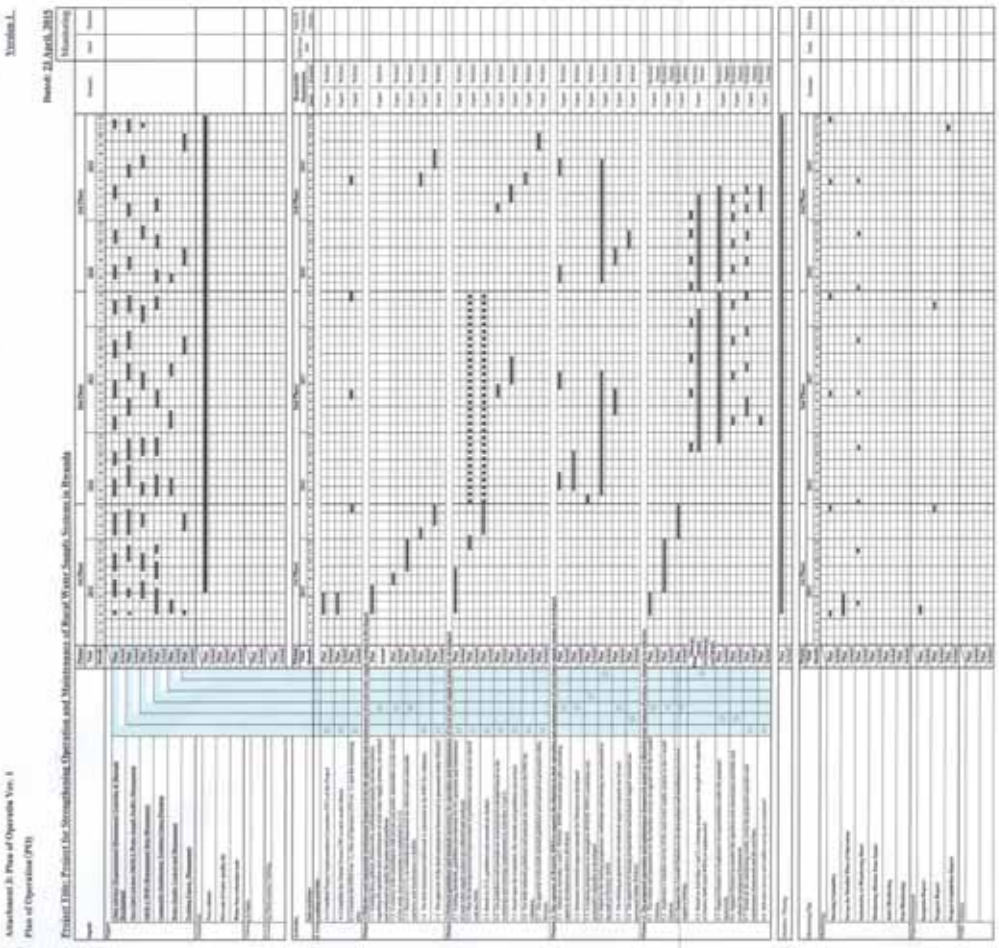
[1] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[2] Including training programmes and necessary manuals and/or textbooks for RWS staff, Districts and WSPs

Activities	Inputs	Pre-Conditions
0-1. Establish the Project Implementation Committee (PIC). 0-2. Establish the District Forum (DF) in each model district. 0-3. Finalize the PDM (ver. 1), Plan of Operation (PO ver. 1) and the monitoring plan.	<u>The Japanese side</u> 1. Experts - Chief Advisor/ Organizational Management/ Guideline & Manuals Development - Vice Chief Advisor/ O&M 2/ Water Supply Facility Management - O&M 1/ WSPs Management/ Data Management - Community Sensitization/ Training Course Planning - Water Quality Control and Management - Training Course Management - Other short-term experts if necessary 2. Equipment - Two vehicles for WASAC RWS (one for Headquarter and one for the Eastern Province Branch) - Five sets of water quality kit (one for each pilot District and one for the Eastern Province) - Water loss reduction tools - Others 3. Project activities fee 4. Training courses in Japan and/or third country <u>The WASAC side</u> 1. Allocation of counterparts and administrative personnel - Project Director - Project Manager - Counterparts 2. Allocation of office space and facilities - Office space for Japanese experts in Kigali and Eastern Province - Other necessary facilities, equipment and materials for the administration of the Project 3. Counterpart related cost	0-1. Political situation remain stable. 0-2. Appoint at least one staff responsible for the water sector in each District.
1-1. Existing laws, policies, frameworks, institutional capacity and interventions regarding the operation and maintenance of rural water supply systems, are studied and assessed to clarify the issues and problems. 1-2. A country-wide consultation with private and public stakeholders on the results of the study and assessments is conducted in (1-1). 1-3. Based on (1-2), an institutional framework for effective and sustainable operation and maintenance is drafted. 1-4. The draft institutional framework is submitted to the SWG for validation. 1-5. The approval of the draft institutional framework is processed within WASAC.		
2-1. Existing standards, guidelines and manuals for the operation and maintenance of rural water supply system are collected and analysed. 2-2. Plan for development and improvement of guidelines and manuals are shared with the SWG. 2-3. Based on (2-2), guidelines and manuals are drafted. 2-4. The guidelines and manuals are reviewed and evaluated based on the workshops and trainings implemented in Activities 3 and 4. 2-5. Based upon the evaluation, the manuals and guidelines are revised. 2-6. The draft national guidelines and manuals are submitted to the SWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within WASAC.		
3-1. Based on Activities 1 and 2, WASAC RWS's annual action plan (including capacity development plan) is developed. 3-2. Necessary technical support manuals for Districts are developed.		

3-3. A training programme to strengthen WASAC RWS's institution and personnel's capacities is developed. 3-4. Based on the training programme, workshops and trainings are conducted to the staff of WASAC RWS. 3-5. The training programmes and technical support manuals are revised. 3-6. The approval of training programmes and technical support manuals are processed within WASAC.		
4-1. The criteria and parameters for the baseline survey[3] are agreed with the 4 model districts. 4-2. Implement a baseline survey of the rural water supply systems in the 4 model districts. 4-3. Support the 4 model districts to develop actions and timeframes to correct negative findings. 4-4. Based on Activities 1 and 2, a training programme to strengthen the capacities of District staffs (and WSPs) is implemented. 4-5. Support Districts to implement its responsibilities under the proposed framework. 4-6. Support Districts to monitor the operation and maintenance activities and evaluate the proposed framework. 4-7. Based on the monitoring results, revise the proposed operation and maintenance framework and the activities. 4-8. Mid-term survey and end-line survey are conducted.		

*[1]Some Objectively Verifiable Indicators are tentatively set as XX. That will be determined at SC during the course of the Project Implementation.

[3] Apart from those indicators available in the MIS data, this includes socio-economic conditions, existing infrastructures, operational and management status, etc.



Attachment 5

WASAC
Water & Sanitation Corporation
'Dignifying Life'

GENERAL COMMENTS OF FIRST STEERING COMMITTEE ON INCEPTION REPORT FOR THE PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE OF RURAL WATER SUPPLY SYSTEMS IN RWANDA HELD ON 23RD APRIL 2015

Inception report should be improved by integration of the comments as follows:

1) The frequency of steering committee should be twice a year maximum while the implementation project meeting can take place quarterly and alternatively in respective model Districts.
2) The district forum should be chaired by District Mayor not Executive secretary of province but province would be invited in district forum
3) The planned survey should be based and consider the existing documentation in water and sanitation sector (e.g Guideline, manuals, CD etc...). Therefore, the report will consolidate existing initiative in operation and maintenance manuals established and others.
4) The data collection should be countrywide then the model districts. The information for developing guidelines and manuals will come from whole country but the rehabilitation of systems will be done in 4 model Districts.
5) The expense for the training for operation and maintenance of water supply facilities should be further discussed before starting the planning in order to know the expenses covered by both sides (hand out 3) because for some item there is confusion and others need to be harmonized with Rwanda Law.
6) Planning of activities should be revised to meet the need (priority)with time and planning should be discussed between JICA expert and RWS
7) WASAC should submit the list of RWS/COUNTERPART to JICA Expert for further planning
8) In order to get efficiency of the project by a rational management of expertise, the project will adjust assignments of experts according the plan
9) The project will cover all expenses (for 2 vehicles,) for two remaining months (May, June) before the operational of 2015-2016 national budget.
10) The project will integrate the management of data (countrywide database management).

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Attachment 4

First Steering Committee Meeting
for the Project for Strengthening Operation and Maintenance
of Rural Water Supply System in Rwanda, April 23, 2015

List of Attendants

Rwandan Side

No.	Name	Organization / Designation
1	Hategekimana Emmanuel	Senior Engineer, MINIFRA
2	James SANO	CEO WASAC
3	Kanangire Olivier	Technical Adviser to CEO, WASAC
4	Marie Josee Mukanyamwasa	Director of Rural Water Services, WASAC
5	Rutagungira Methode	Director of Urban Water and Sewerage, WASAC
6	Albert Yaramba	Director of Water and Sanitation Development Services, WASAC
7	Nkubito K. Stanley	Water Projects Implementation Manager, WASAC
8	Felix Gatanazi	Manager Customers Services, Dep. Urban Water and Sewerage, WASAC
9	Angele Umutoni	PR WASAC
10	Niwenshuti Emmanuel	O&M/WASAC RWS
11	Jean Baptiste Dushimiyimana	Maintenance Professional Engineer, WASAC
12	Regis Nshimyumuremyi	Maintenance Professional Engineer, WASAC
13	Uwimana Jeanine	Economics Analyst, WASAC
14	Egide Iyakare	Maintenance Professional Engineer, WASAC
15	Rugajuro Alexis	Director of District Development Programme in Easter Province
16	Sikubwabo Benoit	Vice Mayor, in charge of economic affairs in Kayonza District
17	Kayigire Fidele	Infrastructure officer, Ngoma District
18	Tihabyona J. Dedieu	Vice Mayor of economic affairs in Kirehe District
19	Olive Mukandayishimiye	District Infrastructure and Property Manager in Rwamagana District
20	Mulabo Stephen	Water for People, business development manager
21	Sebikwekwe Cyprien	FEPEAR's President
22	Fidele Nteziyaremye	Permanent Secretary of Private Operator Association (FEPEAR)
23	Ngabo Jules J. Pastear	Journalist at Family TV
24	Rutikanga Paul	Journalist at Igihe.com
25	Edith Nibakwe	Journalist

Japanese Side

No.	Name	Organization / Designation
1	Akihiro Miyazaki	JICA Headquarter office
2	Sakamoto Daisuke	JICA Headquarter office
3	Takahiro Moriya	Chief representative, JICA Rwanda
4	Aya Kagota	JICA Rwanda
5	Habincuti Norbert	Programme coordinator, JICA Rwanda
6	Christine Rwampungu	PR officer, JICA Rwanda
7	Takeshi Yoshikawa	JICA Expert
8	Satoshi Ishida	JICA Expert
9	Masaaki SATO	JICA Expert
10	Shoichi Toyoi	JICA Expert
11	Masahiro Kwamoto	JICA Expert

ATTACHED DOCUMENT

ANNEX 1:

MINUTES OF THE SECOND STEERING COMMITTEE MEETING FOR THE PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE OF RURAL WATER SUPPLY SYSTEMS IN RWANDA

1. **Date:** 18th March 2016

2. **Time:** 9:30 am – 13:00 pm

3. **Venue:** Conference Room at Highlands Suites Hotel in Kigali

4. **Agenda**

   (1) Presentation of the progress of 1st phase
   (2) Explanation of revision of Plan of Operation ver.2
   (3) Discussions

5. **Participants**

   (1) **Ministry of Infrastructure**

– Mr. HATEGEKIMANA Emmanuel	Senior Engineer
- Mr. Fidele NTEZIYAREMYE	WATSAN SWAP Secretariat Coordination

   (2) **Water and Sanitation Corporation (WASAC)**

– Mr. RUTAGUNGIRA Methode	Director of Urban Water& Sewerage Services/Chair
– Mr. NIWENSHUTI Emmanuel	Head of Operation/RWS
– Mr. NDAHIRO Eugene	Head of Resources Mobilization Unit/RWS
– Ms. NIMUGIRE K. Marthe	Head of Delegated Water Management/RWS
– Mr. KAJIWABO M. Joseph Poers	Head of Community Mobilization/RWS
– Mr. DUSHIMIMANA Alexis	Rural Water Operation Officer
– Mr. NSHIMYUMUREMYI Theophile	Resources Mobilization Officer
– Ms. UWIMANA Jeanine	Resources Mobilization Officer
– Mr. MANIRAGUHA Alphonse	Delegated Rural Water Management Officer
– Mr. BASEMBA J. Bosco	Delegated Rural Water Management Officer
– Ms. DUKUZUMUKIZA M. Noella	Community Mobilization Officer
– Ms. Angele UMUTONI	Community Mobilization Officer

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MINUTES OF MEETING
ON THE SECOND STEERING COMMITTEE MEETING FOR
THE PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE OF
RURAL WATER SUPPLY SYSTEMS IN RWANDA

According to the Record of Discussions (hereinafter referred to as "R/D") signed by both the Japan International Cooperation Agency (hereinafter referred to as "JICA") and Water and Sanitation Corporation (hereinafter referred to as "WASAC") on 21st November 2014 in Kigali, the Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (hereinafter referred to as "the Project") has been conducted since the end of April 2015.

The second Steering Committee (hereinafter referred to as "SC") Meeting was held at Kigali in March 18th, 2016 by the initiative of WASAC. The counterpart/WASAC Rural Water Services Department (hereinafter referred to as "RWS") presented the progress of the 1st phase and the Project Team presented the revision of the Plan of Operation (hereinafter referred to as the "PO"). As the result of the discussion in the SC, both sides agreed on the matters referred in the document shown in Annex 1 and the PO ver.2 shown in Annex 2 attached hereto.

Mr. Takeshi Yoshikawa
Chief Adviser
The Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda

Mr. James Sano
Chief Executive Officer
Water and Sanitation Corporation (WASAC)
The Republic of Rwanda

Attachment:

Annex 1: Minutes of the Second Steering Committee Meeting
Annex 2: Plan of Operation ver.2

(3) **Eastern Province**

- Mr. NTIRENGANYA Boniface — Director of Planning

(4) **Rwamagana District**

- Mr. KAKOOZA Henry — Executive Secretary

(5) **Kayonza District**

- Mr. Potel Jossam — Director One Stop Center

(6) **Ngoma District**

- Mr. KANAYOGE Alex — Executive Secretary
- Mr. KAYIGIRE Fidele — District Infrastructure& Property Management

(7) **Kirehe Province**

- Mr. KABANDA Claude — District Environment& Water Officer

(8) **JICA Rwanda OFFICE**

- Mr. Ryutaro MUROTANI — Senior Representative
- Ms. Aya KAGOTA — Program Manager

(9) **JICA EXPERT TEAM**

- Mr. Takeshi Yoshikawa — Chief Adviser/RWASOM Project
- Mr. Satoshi Ishida — Vice Chief Adviser/RWASOM Project
- Mr. Toshiyuki MATSUMOTO — O&M/WSPs Management/Data Management/RWASOM Project
- Mr. Radjab NSABIYUMVA — Project Assistant/RWASOM Project
- Ms. Theophile IRIHO — Project Assistant/RWASOM Project
- Ms. Esthelyne DUSABE — Project Assistant/RWASOM Project

6. Remarks by Representative of JICA Rwanda Office

JICA representative thanked WASAC and RWASOM Project Team for conducting the baseline survey and for completing the 1st phase. He promised to work together to sustain rural water supply. He said that the meeting was a good opportunity to discuss where we are and to see together the way forward for strengthening operation and maintenance of rural water systems in Rwanda.

7. Remarks by Representative of Ministry of Infrastructure

MININFRA representative thanked all participants to attend the 2nd steering committee, particularly he thanked JICA expert team and WASAC for completing the 1st phase and said that the Government of Rwanda has a goal to supply water at the coverage of 100% in countrywide at the end of 2018. As they collaborate with JICA and other partners through their programme of water and sanitation, they hope this target will be achieved.

He said that they are facing the challenge of operation and maintenance of water supply system and he thanked JICA for thinking on this project which will focus on

strengthening operation and maintenance of rural water supply systems and for conducting the baseline survey.

MININFRA representative thanked everyone present in the meeting and ensure that, the Central Government will provide the support for achieving 100%.

8. Opening Remarks by WASAC delegated CEO

WASAC delegate of CEO said that, He is very happy to attend the 2nd steering committee meeting, to present the progress of the project and validate the planning of future project's activities. He thanked JICA expert team and WASAC/rural water services department for conducting the baseline survey which will be based on to make plan of rural water supply, He said that the Government of Rwanda have a mandate to improve rural water supply services in terms of quantity, quality and coverage. They will work hard as possible to achieve 100% of coverage expected at the end of 2018. He thanked every body present in this 2nd steering committee meeting and he declares opening officially the meeting.

9. Presentation of the progress of 1st phase by Mr. NIWENSHUTI Emmanuel/ Head of Operation/RWS

Mr. Emmanuel took over the presentation and explained the activities of the RWASOM Project done in 1st phase and the main points of the presentation were: the outline of the project, the overview of the baseline survey, challenges for 4 model Districts and expected activities to support 4 model Districts for the 2nd phase of project.

10. Explanation of revision of Plan of Operation ver.2 (POver.2) by Mr. Takeshi Yoshikawa/ Chief Adviser of RWASOM Project

Mr. Yoshikawa presented the draft of revision of PO as version 2 and the main points of presentation were: items to be added, items to be changed, initial plan (POver.1), actual achievement and proposed plan (Draft POver.2) and requested the participants to approve the changes.

11. Discussions regarding of the revision of the POver.2

Questions:

1. Where the budget for added items will come from?
2. Why not include the water quality test kits to be given to private operators on project budget for ensuring the sustainability of water quality management?

Answers:

1. There will be no change of budget because those items are originally included in the Project Design Matrix.
2. There is no policy to donate equipment to private sector in the Technical Cooperation Project by JICA. Water quality test kits shall be used only for training private operators and private operators shall purchase equipment by themselves after training. After the project, water quality test kit may be handed over to WASAC to continue training in other Districts which are not included in this project.

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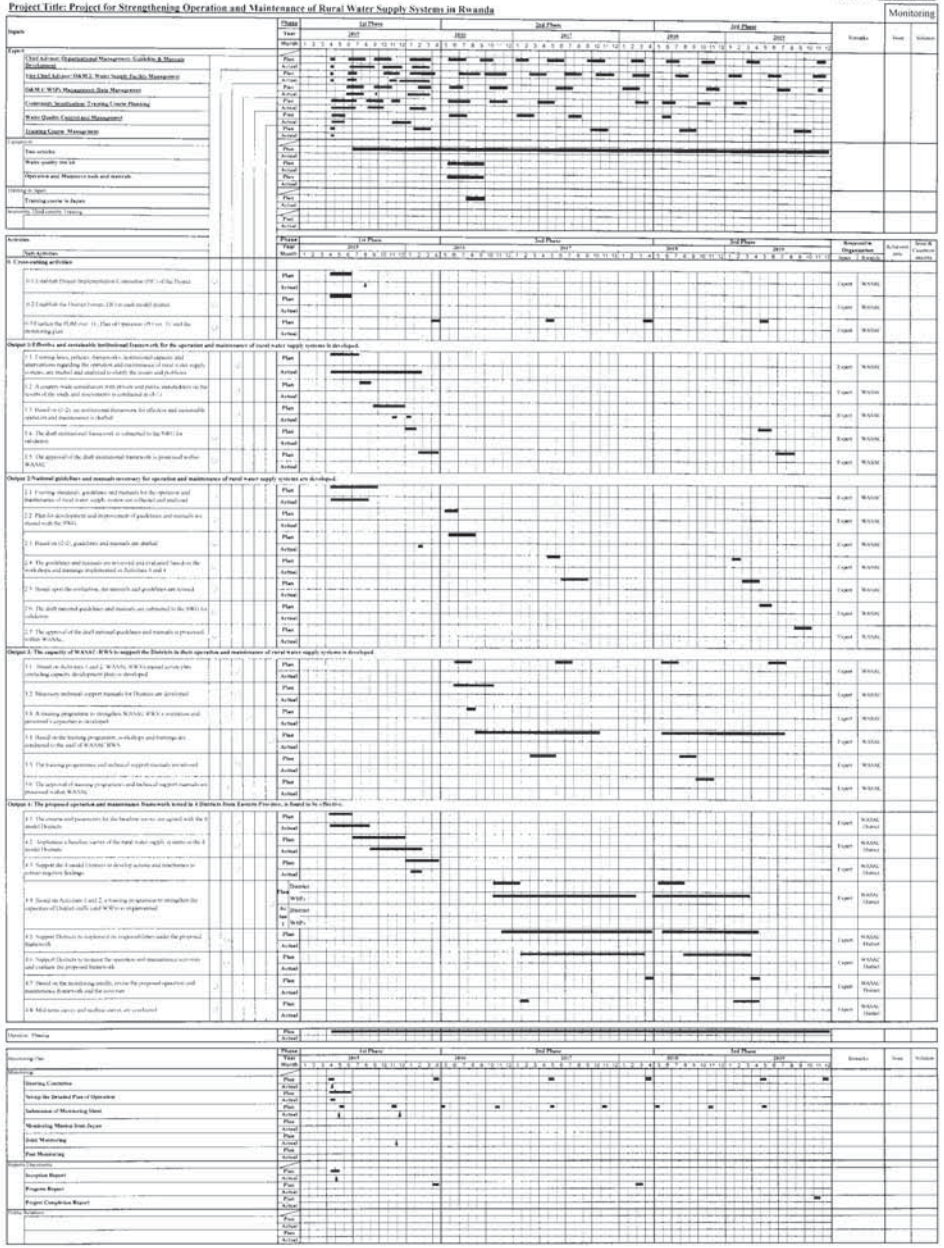
Plan of Operation (PO)

Version 2

Dated: 18 March, 2016

Project Title: Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda



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Suggestions:

1. The zero Draft of Operation and Maintenance guideline would be shared by RWASOM Project Team to MININFRA by the end of March 2016.
2. RWASOM Project Team could take in consideration the manuals developed by FEPEAR organization in order to avoid the duplication.

12. Conclusion of discussion

The Steering Committee approved draft of the revision of the PO as version 2, and they will continue to discuss on it.

13. Recommendations / Comments by Representative JICA Rwanda Office

JICA representative said that they must have common understanding and will work together as team. He agreed the validation of Plan of Operation version 1 and 2 but they will continue to discuss on the project to sustain water and sanitation sector. He recommended not providing everything to the 4 models Districts unless the Government of Rwanda will do the same to the remaining 26 Districts.

14. Closing Remarks

The CEO delegate thanked all participants who attended the 2nd Steering Committee and emphasize on clear outputs of the project then requested to support RWASOM project to sustain Rural Water Supply System through Operation and Maintenance. He declared officially close of second steering committee meeting.

ATTACHED DOCUMENT

1. **Date:** 27th March, 2017

2. **Time:** 9:45 am – 13:00 pm

3. **Venue:** Board Room at WASAC Headquarters (4th Floor)

4. **Agenda**

(1) Presentation of the progress of the Project from 05/2016 to 03/2017
(2) Explanation of Action plan for 04/2017 to 03/2018
(3) Discussions

5. **Participants**

(1) **Water and Sanitation Corporation (WASAC)**

– Mr. SANO James	CEO/WASAC and Chairperson of the Third SC (Project Director)
– Ms. MUKANYAMWASA Marie Josée	Director of Rural Water Services Department (Project Manager)
– Mr. NIWENSHUTI Emmanuel	Head of Operation and Maintenance Unit/RWS
– Mr. NDAHIRO Eugene	Head of Resources Mobilization Unit/RWS
– Ms. NIMUGIRE K. Marthe	Head of Delegated Water Management Unit / RWS
– Mr. KAJIWABO M. Joseph Poers	Head of Community Mobilization Unit/RWS
– Ms. SHUMBUSHO Yvette	Public Relations Specialist/WASAC

(2) **JICA Rwanda Office**

– Mr. NAGASE Tomonori	Senior Representative
– Ms. KAGOTA Aya	Programme Manager
Mr. REBERO Jean D'Amour	WATSAN Coordinator

(3) **JICA Expert Team (RWASOM Project)**

– Mr. YOSHIKAWA Takeshi	Chief Adviser/RWASOM Project
– Mr. ISHIDA Satoshi	Vice Chief Adviser/RWASOM Project
– Mr. SATO Masaaki	JICA Expert/RWASOM Project
– Mr. TOYOI Shoichi	JICA Expert/RWASOM Project
– Mr. NSABIYUMVA Radjab	Project Assistant/RWASOM Project
– Ms. DUSABE Esthelyne	Project Assistant/RWASOM Project

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MINUTES OF MEETING
ON THE THIRD STEERING COMMITTEE MEETING FOR THE PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE OF RURAL WATER SUPPLY SYSTEMS IN RWANDA

According to the Record of Discussions (hereinafter referred to as "R/D") signed by both the Japan International Cooperation Agency (hereinafter referred to as "JICA") and Water and Sanitation Corporation (hereinafter referred to as "WASAC") on 21st November 2014 in Kigali, the Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (hereinafter referred to as "the Project") has been conducted since the end of April 2015.

The Third Steering Committee (hereinafter referred to as "SC") Meeting was held in Kigali on 27th March, 2017 by the initiative of WASAC. The WASAC/Rural Water Services Department (hereinafter referred to as "RWS") presented the progress of the Project from 05/2016 to 03/2017 and the Project Team presented the Action plan for 04/2017 to 03/2018.

As a result of the discussions, the Japanese side and Rwandan side (hereinafter referred to as "both sides") agreed upon the matters in the document attached hereto.

Kigali, 27th March, 2017

for

Mr. Takeshi Yoshikawa
Chief Adviser
The Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (RWASOM Project)

Mr. James Sano
Chief Executive Officer
Water and Sanitation Corporation (WASAC)
The Republic of Rwanda

WATER AND SANITATION CORPORATION WASAC CHIEF EXECUTIVE OFFICER

(4) **Ministry of Local Government (MINALOC)**

— Mr. KANYANGIRA Ignace	Sectoral Decentralization Coordination Specialist

(5) **Eastern Province**

— Mr. NTIRENGANYA Boniface	Director of Planning

(6) **Rwamagana District**

— Mr. KAKOOZA Henry	Executive Secretary
— Ms.MUKANDAYISHIMIYE Olive	District Infrastructure Engineer

(7) **Kayonza District**

— Mr. KIWANUKA M. Ronald	Executive Secretary

(8) **Ngoma District**

— Mr. KANAYOGE Alex	Executive Secretary

(9) **Kirehe District**

— Mr. ZIKAMA Eric	Executive Secretary

6. Opening Remarks by WASAC CEO

The Chair of the Third SC, CEO of WASAC, expressed his delight at attending the Third SC — presentation of the progress of the Project activities and explanation of the Project action plan from 04/2017 to 03/2018. The Chair thanked the JICA Expert Team and WASAC/RWS for conducting the second (2nd) phase Project activities. He also thanked all representatives for participating in the Third SC, and requested the representatives of the districts to plan study tours in Rulindo District to learn about its good experiences on the project implementation and management. Lastly, he officially declared the opening of the meeting.

7. Remarks by Representative JICA

JICA Senior Representative thanked WASAC and Project Team for conducting the Project activities of second (2nd) phase. He stressed that all concerned agencies should work together to ensure sustainability of rural water supply. Also he remarked that this meeting would be a good opportunity for the concerned stakeholders to discuss the progress of activities and to see a way forward for strengthening the operation and maintenance (hereinafter referred to as "O&M") of rural water supply systems in Rwanda.

8. Presentation of the Progress of the Project from 05/2016 to 03/2017 by NIWENSHUTI Emmanuel: Head of O&M Unit of RWS

Mr. NIWENSHUTI presented the progress of the Project which was carried out from 05/2016 to 03/2017 in the 2nd phase. The main activities of the Project, which its progress were presented, are as follows:

(1) National Guidelines for Sustainable Rural Water Supply Services (Draft ver.1)

(2) Water quality management framework

(3) Technical support manual (TSM) for a rural water supply project

(4) New training modules

(5) Trainings to RWS staff

(6) Mapping of water supply systems

(7) Future operation of District Forum

9. Explanation of Action Plan for 04/2017 to 03/2018 by Takeshi YOSHIKAWA: Chief adviser of RWASOM Project

Mr. YOSHIKAWA presented the Action plan for 04/2017 to 03/2018. The main points of presentation were as follows:

(1) Overview of the workflow for the Project activities in the second phase

(2) Action plan by each output for 04/2017 to 03/2018

10. Discussions regarding the Progress of the Project and the Future Action Plan

Questions and Answers

Questions	Answers
(1) Are there any criteria for selecting the district's staff for the capacity-building training?	(1) The Project finalized the candidate trainees according to the list of staff selected by each district.
(2)Is there a possibility of increasing the number of installations of the water meters and chlorination instruments which will be provided to the four model districts by the Project? The Rwandan side has requested to the Japanese side that the number of installations should cover at least two systems per district even though it is for training purposes.	(2) This Project is a technical cooperation scheme, not a grant aid. The provided equipment is to be used for training purposes only as pilot activities. However, the Project Team promised that the availability of the Project budget will be examined, and that the Team also will consult with the JICA headquarters in this matter and give feedback to Rwandan side.
(3) Are there any management mechanisms of the equipment that will be provided by the Project to the district?	(3) The four model districts in collaboration with WASAC will ensure the mechanism for the sustainable use of the provided equipment by the Project.

11. Agreement

Both sides agreed upon the following points:

(1) District Forum (DF), which is one of the platforms in the Project for the smooth implementation and monitoring activities of the Project at district level, should be merged with the District WASH Board (DWB), which is a permanent organization for water and sanitation at district level in Rwanda, to avoid duplication of similar roles and compositors.

(2) The following existing and newly developed modules regarding O&M of water supply systems will be consolidated into one document module with categorizing chapters:

- Training Module on O&M of Pumps in Rural Water Supply Systems (existing module)
- Training Module on O&M of Gravitational Rural Water Supply Systems (existing module)
- Training Module on O&M of Borehole with Hand pump (new module)

(3) The guidance regarding the involvement of community in a planning process should be incorporated in the National Guidelines

(4) The documents developed by the Project should be shared with the four model districts as well as the stakeholders in Thematic Working Group before sharing these in the Sector Working Group for validation. So that all concerned stakeholders to participate in the process of elaborating documents.

(5) The equipment to be provided by the Project to the four model districts and private operators should be handed over after they have completed trainings for equipment use, organized by WASAC and the Project, and after the procurement of equipment in Rwanda is completed.

12. Recommendations

The following recommendations were raised by the participants during the meeting.

(1) The budget of water quality analysis in water quality framework should be taken into consideration and be included in the newly set water tariff by Rwanda Utilities Regulatory Authority (RURA). The cost of water quality analysis should be paid by the private operators through the water tariff.

(2) Involvement of the members of DWB should be taken into consideration throughout the process of the Project. More than anything, it should be considered to improve their capacity regarding management of water supply facilities.

(3) Method of management of the procured equipment to rent to private operators should be planned by each district.

13. Closing Remarks

(1) Remarks by Representative of Eastern Province

The Director of Planning of Eastern Province thanked JICA and WASAC for the exceptional progress and future planning of water management in rural area. He requested the districts to be good partners of the Project. He also committed to continued strong collaboration with the Project on behalf of the Eastern Province.

(2) Remarks by JICA Senior Representative

The JICA Senior Representative expressed his appreciation to the participants for their participation in the Third SC. He gave his promise that JICA Rwanda will continue to be dedicated in water and sanitation sector.

(3) Closing Remarks by Director of WASAC/RWS (on behalf of WASAC CEO)

The Director of WASAC/RWS expressed her appreciation to all participants for their participation. She emphasized on clear outputs of the Project and requested the participants to support RWASOM project to ensure sustainability of rural water supply facilities. Lastly, she officially declared the closing of the Third SC.

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ATTACHED DOCUMENTS TO THE MINUTES OF MEETING

1. The Joint Evaluation Report for the Mid-Term Review on the Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (RWASOM)

2. The Project Design Matrix (PDM) Ver. 2
   - Regarding the important assumption and the indicators of 4-2, 4-3 (quantitative targets), the Project will discuss them, and will decide and approve them in PIC at end of July 2017, and SC around March 2018.

3. Other Issues Concerned
   - The JICA side and the Rwandan side confirmed that the replacement of the Project Director of RWASOM from Mr. James SANO, CEO of WASAC to Ms. Gisele UMUHUMUZA, Deputy CEO of WASAC.

Appendix 1: List of Attendance

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MINUTES OF MEETING
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE WATER AND SANITATION CORPORATION
OF THE REPUBLIC OF RWANDA
ON
"THE PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE OF RURAL WATER SUPPLY SYSTEMS IN RWANDA"

The Joint Mid-Term Review Team (hereinafter referred to as "the Team") organized by the Rwandan Side and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Akihiro MIYAZAKI, Director of Water Resources Team 2, Water Resources Group, Global Environment Department, JICA, conducted the joint mid-term review from 12th to 28th June, 2017.

Aiming to review the progress of the Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (hereinafter referred to as "RWASOM"), the Team exchanged opinions and views with the Water and Sanitation Corporation (hereinafter referred to as "WASAC"), Ministry of Infrastructure (hereinafter referred to as "MININFRA"), and other concerned organizations.

As a result of the discussions, the JICA side and the Rwandan side jointly prepared the result of mid-term review, and agreed with the matters mentioned in the attached document.

Kigali, 28th June, 2017

Mr. Akihiro MIYAZAKI Team Leader, Mid-Term Review Team Japan International Cooperation Agency	Ms. Gisele UMUHUMUZA Deputy Chief Executive Officer Water and Sanitation Corporation
Witnesses	Witnesses
Mr. Takeshi YOSHIKAWA Chief Advisor of Japanese Expert Team The Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda	Ms. Marie Josée MUKANYAMWASA Director of Rural Water and Sanitation Services Water and Sanitation Corporation

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Joint Evaluation Report

Mid-term Review

Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (RWASOM)

Republic of Rwanda

Kigali, 28 June, 2017

1. Outline of the Evaluation

1-1. Background of the Evaluation

The government of Rwanda developed the mid- to long-term national development programme "VISION 2020" and set the target of full coverage of safe water supply to the people by 2020. The rate of access to safe water is estimated at 72.4% as of 2011 (The Third Integrated Household Living Conditions Survey (EICV3) 2010/11). However, the actual rate of access to safe water is considered to be much less than the statistical data because only 60 % of the total number of water supply systems are functioning (as of 2012).

One of the reasons for the low rate of functioning is the weakness of the framework for the operation and maintenance (O&M). Most of the water supply systems in Rwanda are piped water supply systems. The water supply systems are constructed by districts and their operation and maintenance is managed by Water Service Providers (WSPs) contracted through delegation by districts. The technical capacity of most WSPs is not sufficient and water fee collection is not carried out properly. In addition, once a pumping system is broken, it is often abandoned due to lack of budget and technical skills of the districts that supposed to take responsibility for major breakdown.

With this background, the government of Rwanda provided a role to supervise and improve the situation of rural water and sanitation to the Water and Sanitation Corporation (WASAC) which is the entity to manage the water and sanitation services in Rwanda and the Rural Water Services Department of WASAC (WASAC RWS) has been responsible for rural water supply since 2015. Although the O&M framework for rural water supply systems is improving steadily, there are several issues that still remain, such as implementing the roles of WASAC RWS, structuring departments and capacity development for the staff.

Japan International Cooperation Agency (JICA) supported the implementation of the technical cooperation project from 2007 to 2011 to improve the capacity of O&M of WSPs in four districts of the Eastern Province, where access to safe water is very low. The project produced achievement to some extent, however, the O&M framework, standards, guidelines, manuals, etc., have not yet been fully developed at the national level. Thus, in order to improve the functionality of water supply facilities and water supply service coverage, it is necessary to establish and reinforce the system concerning the technical, organizational and institutional aspects to develop the capacity of WSPs and districts through WASAC RWS.

Taking the situation above into consideration, the government of Rwanda has requested the assistance for technical cooperation to the government of Japan in order to develop the capacity of O&M of rural water supply systems. JICA conducted the Detailed Planning Survey in September 2012 and the technical cooperation project "Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda" (the Project) with the planned period from April 2015 to December 2019. As two years have passed since the start of the Project, the Mid-term review is conducted.

List of Abbreviations

CEO	Chief Executive Officer
CM	Community Mobilization
C/P	Counterpart
DF	District Forum
DM	Delegated Management Services
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
EU	European Union
FEPEAR	Forum des Exploitants Privés pour l'Eau et l'Assainissement en milieu Rural
JADF	Joint Action Development Forum
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
MININFRA	Ministry of Infrastructure
NGO	Non-Governmental Organization
ODA	Official Development Assistance
O&M	Operation and Maintenance
PDM	Project Design Matrix
PIC	Project Implementation Unit
PO	Plan of Operation
POs	Private Operators
PURA-SANI	Project for Improvement of Water Supply and Sanitation in Southern Part of Eastern Province
RM	Resource Mobilization
RURA	Rwanda Utilities Regulatory Authority
RWASOM	Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
RWS	Rural Water Services
RWSS	Rural Water and Sanitation Services
SC	Steering Committee
SWG	Sector Working Group
TWG	Thematic Working Group
WASAC	Water and Sanitation Corporation
WASH	Water, Sanitation, and Hygiene
WATSAN	Water and Sanitation
WSPs	Water Service Providers
WUC	Water Users Committee

Mr. Jean Bosco BAZAKARE	Internal Auditor
Mr. Patrick SHARANGABO	Public Relation Specialist

(2) Japanese side

Mr. Akihiro MIYAZAKI	Leader	Director, Water Resources Team 2, Water Resources Group, Global Environment Department, JICA
Mr. Takashi KAJI	Cooperation Planning	Deputy Director, Water Resources Team 2, Water Resources Group, Global Environment Department, JICA
Mr. Toshio MURAKAMI	Technical Advisor	In-house Consultant, Global Environment Department, JICA
Ms. Erika TANAKA	Evaluation Analysis	Senior Researcher, Global Link Management Inc.

1-5. Evaluation Schedule

The evaluation has been conducted from 12 June to 28 June. For the details, see Annex 3.

1-6. List of Major Interviewees

The list of interviewees during the Mid-term review is attached as Annex 4.

1-7. Methodology of the Evaluation

Evaluation is conducted based on PDM (Ver.1) and Plan of Operation (PO) in Annex 2.

The evaluation is designed to clarify the following issues and aspects:

(1) Achievements of the Project based on the PDM indicators;
(2) Implementation process; and
(3) Five evaluation criteria

The definition of the five evaluation criteria is as follows.

Criteria	Definitions
Relevance	A criterion for considering the validity and necessity of a project regarding whether the expected effects of a project (or project purpose and overall goal) meet with the needs of target beneficiaries; whether the contents of a project is consistent with Rwandan policies and with Japanese Official Development Assistance (ODA) policies; and whether project strategies and approaches are relevant.
Effectiveness	A criterion for considering whether the implementation of project

1-2. Purpose of the Evaluation

The purposes of the evaluation are as follows:

(1) To review the inputs and activities of the Project;
(2) To evaluate the achievements of the Project from the viewpoint of the five evaluation criteria applied to JICA's Technical Cooperation Project;
(3) To summarize the progress of the Project; and
(4) To make recommendations on the measures to be taken after the Project.

1-3 . Outline of the Project

The outline of the Project is shown as follows. For the details, see the Project Design Matrix (PDM) in Annex 1. The Project is currently implemented based on PDM Ver. 1, which was revised in April 2015.

Narrative Summary of the Project	
Overall Goal	Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda have become common and operational conditions of rural water supply systems in all Districts of the Eastern Province are improved.
Project Purpose	Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda is established.
Output	1. Effective and sustainable institutional framework for the operation and maintenance of rural water supply systems is developed.
	2. National guidelines and manuals necessary for operation and maintenance of rural water supply systems are developed.
	3. The capacity of WASAC-RWS[1] to support the Districts in their operation and maintenance of rural water supply systems is developed.
	4. The proposed operation and maintenance framework, tested in 4 model districts from Eastern Province, is found to be effective.

The project period is from April 2015 to December 2019. The Project is implemented in 3 phases.

Phase 1: April 2015 – April 2016
Phase 2: May 2016 – April2018
Phase 3: May 2018 – December 2019

1-4 . Members of the Mid-term Review Team

(1) Rwandan side

Mr. Jacques NSENGIYUMVA	Technical Advisor of Chief Executive Officer
Mr. Felix GATANAZI	Customer Service Manager

[1] Currently, it is Rural Water and Sanitation Services (RWSS).

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problems and issues on the current framework have been clarified.

In the beginning of the Project, the institutional framework for the operation and maintenance of rural water supply systems was being already established. The Project is trying to further elaborate and strengthen the institutional framework, taking into account issues such as operation and maintenance of point water sources (borehole and improved spring).

1-2. Institutional framework is validated by the SWG.

The institutional framework is now being discussed at Thematic Working Group (TWG) under Sector Working Group (SWG).

The institutional framework is planned to be incorporated into the national guidelines to be developed in Outputs 2 and approved through validation at WATSAN (water and sanitation) TWG.

(2) Output 2

Output 2	National guidelines and manuals necessary for operation and maintenance of rural water supply systems are developed.
Indicators	2-1. Necessary national guidelines and manuals are drafted. 2-2. Necessary national guidelines and manuals are validated by the SWG.

2-1. Necessary national guidelines and manuals are drafted.

The draft of national guidelines and manuals are already drafted and reviewed.

Information necessary to develop national guidelines was collected.

National Guidelines for Sustainable Rural Water Supply Services (draft version 2) necessary for operation and maintenance of rural water systems has been completed. The current draft of the national guidelines describes O&M of both piped water supply systems and point water sources, including water quality control.

The existing six training modules developed by the FEPEAR (Forum des Exploitants Privés pour l'Eau et l'Assainissement en milieu Rural) support project funded by European Union (EU) were reviewed and, through revising and consolidating of the existing modules, new training modules (zero draft and first edition) were completed.

2-2. Necessary national guidelines and manuals are validated by the SWG.

The drafts of national guidelines and manuals are under the process of validation.

The drafts of the national guidelines, model tender documents, and model contract documents were presented to TWG held in March and June 2017 and relevant stakeholders provided comments on them. They are going to be submitted to the SWG and validated before long. At the same time, reporting format specified in collaboration among Rwanda Utilities Regulatory Authority (RURA), WASAC and the Project was discussed at TWG after a series of discussions and the reporting formality was included in the national guidelines and manuals.

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	has benefited (or will benefit) the intended beneficiaries or the target group.
Efficiency	A criterion for considering how economic resource/inputs are converted to results, including the relationship between project cost and effects
Impact	A criterion for considering the effects of the project with an eye on the longer term effects including those direct or indirect, positive or negative, and intended or unintended.
Sustainability	A criterion for considering whether produced effects continue after the termination of the assistance.

Conclusions are drawn from the result of the evaluation, and recommendations and lessons learned are made by both sides.

For more details of evaluation, please see the evaluation grid (evaluation framework) as attached in Annex 5.

2. Achievements and Implementation Process

2-1. Records of the Inputs

Inputs are implemented based on PDM and PO. For the details of inputs by Japanese and Rwandan sides, see Annex 6 and 7.

2-2. Achievements of the Project Activities

Activities are implemented based on PDM and PO. For the details of training conducted by the Project, see Annex 8.

2-3. Achievements of the Outputs

The achievements of the Objectively Verifiable Indicators for the Outputs in PDM are as follows. For the details of documents developed by the Project, see Annex 9.

(1) Output 1

Output 1	Effective and sustainable institutional framework for the operation and maintenance of rural water supply systems[2] is developed.
Indicators	1-1. Institutional framework is drafted. 1-2. Institutional framework is validated by the SWG.

1-1. Institutional framework is drafted.

The institutional framework is drafted and agreed among the Project team.

Information on institutional framework for the operation and maintenance of rural water supply systems has been collected. Based on the results of the baseline survey,

[2] "Water supply systems" means piped water supply systems.

(3) Output 3

Output 3	The capacity of WASAC-RWS to support the Districts in their operation and maintenance of rural water supply systems is developed.
Indicators	3-1. XX staffs from WASAC RWS received training. 3-2. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWS.

3-1. XX staffs from WASAC RWS received training.

The target of this Indicator has not been defined. The number of staff members at WASAC RWSS has been increased since the beginning of the Project. All the WASAC staff currently allocated to RWSS received training.

Training programme to strengthen staff at WASAC RWSS has been developed and, based on the programmes, all the staff at WASAC RWSS have been trained.

The training of trainers (TOT) for the heads and officers of the four Units of WASAC-RWS was conducted. They improved the capacity as trainer and they are now able to conduct training (O&M of boreholes, water quality control, planning of O&M) and training assessment, according to interview. They also acquired a certain level of problem-solving skills.

To assess the level of baseline capacity, the project conducted evaluation for each Unit, mainly based on self-evaluation. One of the evaluation tools is the assessment of technical skill. In this assessment, a set of skills necessary for each unit were selected, for example, water quality control, data management, O&M planning, and fund mobilization, among others. Then each staff made evaluation on each skill by self-assessment. Based on the evaluation, the Project prepared the capacity development plan, and conducted training based on it. The other evaluation is soft skills such as interpersonal skill and processing ability, also based on self-assessment.

3-2. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWS.

The draft of the Technical Support Manual for Rural Water Supply Project is being prepared by counterparts (C/Ps) and experts. The technical support manual for rural water supply is planned to be utilized in activities related to Output 4.

Although the technical support manuals are not utilized, the staff at WASAC RWSS provided training to district officers and private operators (POs), together with Japanese experts. District officers commented that they improved skills of water quality control and borehole repair through the training provided by the Project. Through the training provided by WASAC RWSS staff, the staff of PO who participated in the training acquired skills such as hand pump repair, O&M plan formulation, and chlorination unit handling.

The Project is planning to conduct training for Water Users Committee (WUC). The selection of target sites for the training (55 sites) is being prepared by C/Ps and experts.

(4) Output 4

Output 4	The proposed operation and maintenance framework, tested in 4 model districts from Eastern Province, is found to be effective.
Indicators	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals. 4-2. Operation of water supply systems in the model districts are improved (downtime is improved from XX to XX days, operation hours and days increase from XX to XX day/year, water quality (E. coli analysis, chlorination are conducted), cost recovery (revenue water increase from XX% to XX%), WSPs financial status (the surplus increase from XX% to XX%, etc.). - to be decided after the baseline survey -

4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals.

Model Districts started conducting operation and maintenance of water supply systems based on the guidelines and manuals developed.

As described so far, the draft of the national guidelines and manuals on the institutional framework of O&M of water supply systems have been developed, however, actual operation and maintenance based on the national guidelines and manuals has just started and is planned to be improved more. Through implementation on the field level, the Project is planning to identify detailed procedures and issues.

The current situations on the operation and maintenance of water supply systems were clarified through the baseline survey. It is noted that the O&M conditions of point water sources are identified as poor. Based on the results of the baseline survey, activities on point water sources have been introduced in the Project. In addition, action plan to address the issues identified though the baseline survey was formulated. The draft of the model action plan was submitted and approved at the 3rd PIC (Project Implementation Committee) held in July 2016. The specific activities such as installation of water meters and chlorination unit at the pilot sites, and training for 55 WUCs are planned to be implemented based on the action plan in the latter half of the project period.

4-2. Operation of water supply systems in the model districts are improved (downtime is improved from XX to XX days, operation hours and days increase from XX to XX day/year, water quality (E. coli analysis, chlorination are conducted), cost recovery (revenue water increase from XX% to XX%), WSPs financial status (the surplus increase from XX% to XX%, etc.).

The level of achievement of this Indicator cannot be precisely evaluated as the target of the Indicator is not specified. It may be necessary to re-examine this indicator and

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The authorization, or approval, of the institutional framework will be provided by SWG, not WASAC, Therefore, this Indicator should be modified.

2. National guidelines and manuals developed in Output 2 are authorized by WASAC.

Developed national guidelines and manuals are currently being reviewed among stakeholders at SWG.

National guidelines and manuals are planned to be adopted through approval by SWG. The Project is planning to revise the current national guideline and manuals and get approval of SWG by the end of the project period.

According to the interview during the Mid-term review, the national guidelines and manuals are highly evaluated among relevant stakeholders including other development partners.

As mentioned above, the approval of the institutional framework will be provided by SWG, not WASAC, therefore, this Indicator should be also modified.

3. WASAC RWS's training programmes and technical support manuals for the Districts are authorized by WASAC.

The training programmes for WASAC RWSS staff was developed in 2016.

The draft of the Technical Support Manual for Rural Water Supply Project is being prepared by C/Ps and experts. The manuals are planned to be revised and will be presented from TWG and then to SWG, together with other documents related to O&M of water supply systems, to get approval of SWG.

Also, it is SWG, not WASAC, that approves the documents, this indicator should be modified.

4. WASAC RWS's annual action plan (including capacity development plan) is implemented.

The annual action plan of WASAC RWSS is developed, including the capacity development plan of the Project, and already implemented by WASAC RWSS. The plan will be continuously implemented, as the Rwandan government is highly committed to achieve the target presented in VISION 2020 and other strategic papers.

2-5. Prospect for Achieving the Overall Goal

The achievements of Objectively Verifiable Indicators for Overall Goal are as follows.

Overall Goal	Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda have become common and operational conditions of rural water supply systems in all Districts of the Eastern Province are improved.
Indicators	1. Operational rate of rural water supply systems in all Districts of the Eastern Province improve from XX% to XX%. 2. Access to safe water in all Districts of the Eastern Province improve

set the target.

Currently, the capacity of district officers and PO staff in terms of operation of water supply systems is being improved through training provided by the Project, according to interview. The Project is planning to continuously conduct training for district officers and PO technicians.

Other achievements

In addition to Outputs described in Indicators in PDM, the following achievements are reported through interview and discussions during the Mid-term review.

- The baseline survey was very useful to grasp the current situation. Through the implementation process of the baseline survey, C/P personnel improved their capacity in survey and analysis. The results of the baseline survey are utilized among stakeholders of water sector, including other development partners.
- In March 2017, C/P and Experts launched development of mapping and data inventory of water supply systems in model Districts. At the time of the Mid-term review, the development is completed for Districts of Rwamagana and Kayonza. The mapping and data inventory are highly appreciated among WASAC, Districts, and POs, as they are useful to understand the current situations of water supply systems. The Project is going to develop mapping and data inventory for the remaining two Districts.

2-4. Prospect for Achieving the Project Purpose

The achievements of Objectively Verifiable Indicators for Project Purpose are as follows.

Project Purpose	Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda is established.
Indicators	1. Institutional framework for the operation and maintenance of rural water supply systems is authorized by WASAC. 2. National guidelines and manuals developed in Output 2 are authorized by WASAC. 3. WASAC RWS's training programmes and technical support manuals for the Districts are authorized by WASAC. 4. WASAC RWS's annual action plan (including capacity development plan) is implemented.

1. Institutional framework for the operation and maintenance of rural water supply systems is authorized by WASAC.

Institutional framework for operation and maintenance of rural water supply systems is already drafted.

The drafted institutional framework is planned to be approved as a part of the national guidelines in the authorization process related to the Indicator 2.

The Project is trying to finalize the event plan early enough to have sufficient time for preparation.

(2) Project Management System

The Project management system is working appropriately. The Project established the project management structure comprising Steering Committee (SC) and PIC. To facilitate smooth implementation of activities, the Project team share weekly schedule among the team every Monday. The Japanese experts have discussions with Unit heads frequently to share information.

The Project held SC and PIC three times respectively so far. They make decisions on technical matters at PIC and confirm the overall progress of the Project. This structure functions well.

At first, the Project planned to establish District Forum (DF) under the structure of PIC and SC, and held DF in Rwamagana, Ngoma, and Kirehe in November 2016. Almost at the same time, District WASH Board was established in four model Districts as government structure. In Kayonza District, the Project participated in the District WASH Board meeting in January 2017, instead of organizing DF meeting. Then, the SC members decided at the 3rd SC meeting in March 2017 that the planned function of DF would be incorporated into District WASH Board in order to avoid the duplication of the similar functions and composition.

The Project implementation process is appropriately monitored among the Project team. Both C/Ps and experts are verifying the project implementation, using monitoring sheet as a monitoring tool. The monitoring sheet has been updated up to version 4. PDM is referred to among the Project team when preparing the monitoring sheet. It is considered that PDM be modified, including the Objectively Verifiable Indicators.

(3) Communication/cooperation

Communication and cooperation among relevant stakeholders are generally good.

Rwandan C/Ps and Japanese experts are working together closely in project activities, including baseline survey, action plan development, and planning and implementation of training. Japanese experts are mainly working with the unit(s) that they are assigned to and support the duties of the unit(s). To facilitate the development process of training modules, it is often the case that Japanese experts formulate the first draft and C/Ps present their comments.

Collaboration with the Districts and communities is also good. The Project conducted the District training for the first time in March 2017 and plans to further strengthen the relations with the Districts. The Project Team has been invited to the District Joint Activity Development Forum (JADF). The Project also plans to organize training to WUC and to strengthen the collaboration with WUC. District officers and people in the target communities are cooperative during the implementation of the baseline survey.

The Project has good relations with other Japanese cooperation programs. RWASOM

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	from XX% to XX%. (indicators 1 and 2 will be defined upon the results of the baseline survey during the course of the Project Implementation) 3. Standardized report is submitted regularly in all Districts of the Eastern Province (Reports refer to those submitted from the WSPs to the Districts and from the Districts to WASAC)

1. Operational rate of rural water supply systems in all Districts of the Eastern Province improve from XX% to XX%.

Operational rate of rural water supply systems (piped water supply systems) in Eastern Province is 59%[3] in March 2016.

The institutional framework developed by the Project is planned to be upscaled to national level, however, this Indicator is limited only to Eastern Province. It is necessary to review this Indicator.

2. Access to safe water in all Districts of the Eastern Province improve from XX% to XX%.

The access to safe water in all Districts of the Eastern Province is 79%[4] in 2015. The national target is 100% access rate by 2020.

3. Standardized report is submitted regularly in all Districts of the Eastern Province.

Currently, report is submitted from POs to Districts, in accordance with the format specified by RURA in collaboration with WASAC and the Project, with copies sent to WASAC and RURA. The Project conducted training on the development of O&M manual used for each water supply system and, through the training, POs improved their capacity to prepare reports, according to district officers.

2-6. Implementation Process of the Project

(1) Overall Project Implementation Process

The Project activities are being implemented although slightly delayed as compared to the original plan. The major reason for the delay is that it took a long time to complete the baseline survey, for the scope of the survey, including the number of samples, was larger than the initial plan. However, the results of the baseline survey are highly utilized.

The contributing factor for the smooth project implementation is that the C/P personnel at WASAC are highly motivated although it is sometimes difficult for them to actively participate in the Project as they are too busy for their daily work at WASAC. One issue concerning to the project implementation is that it takes a lot of time to prepare meetings because of procedural matters among relevant organizations.

[3] Current Status of Rural Water Supply Systems in All Districts and Rehabilitation Attempt, O&M Unit, RWSS, WASAC, March 2016. Data for Bugesera and Nyagatare Districts are not included in this data.

[4] National Water Supply Policy Implementation Strategy, December 2016. Estimate based on Integrated Household Living Conditions Survey (EICV) 4 data.

operation and maintenance of rural water supply systems.

In the National Water Supply Policy Implementation Strategy released in December 2016, improvement of point water sources, such as boreholes with hand pump and improved springs, is listed as one of priorities, as well as improvement of piped water systems.

The Project is also consistent with Japanese ODA policy toward Rwanda. In Japanese rolling plan for Rwanda, the overall policy is to promote sustainable growth (evolvement toward middle income country). Under this policy, four objectives are listed; development of economic infrastructure, development of agriculture, improvement of social services, and human resources development to support growth. Improvement of safe water is included in the objective of social services improvement.

(3) Appropriateness of Approach

The approach of the Project is appropriate.

The Project design was formulated based on the previous project, the Project for Improvement of Water Supply and Sanitation in Southern Part of Eastern Province (PURA-SANI). After the completion of PURA-SANI in 2010, the Project was not started until the organizational structure of WASAC was consolidated and necessary personnel was allocated to model Districts to a certain level. When the Project was started, the focus was placed solely on piped water systems, however, after finding the results of the baseline survey, activities on point water sources were included.

The Project is well designed, incorporating necessary components to improve O&M of rural water supply systems, such as establishment of institutional framework and capacity development. Based on the results of the baseline survey in February 2016, support to WUC was included in project activities. As to the development of institutional framework, Output 1, the basic institutional framework for operation and maintenance of rural water supply systems, e.g., O&M by PO contracted by delegation, was already established. Therefore, the Project is elaborating and further strengthening the current framework and consolidate the framework in the national guidelines and manuals specified in Output 2.

The target of the Project is properly selected. In water sector in Rwanda, there is a common understanding on the geographical area of assistance among development partners. It is more or less considered that Japan implements assistance in eastern area. As to the target of WUCs to support in the Project, two-staged selection process is conducted based on the results of the baseline survey, with a set of pre-defined criteria. In the first stage, 67 sites were selected through documents review, and, in the second stage, field survey was conducted in May 2017 to select the target sites.

Japan has abundant experience and technique in supplying safe water. In addition, the approach to place importance on consensus, which is commonly practiced in Japan, may be appropriately implemented to formulate the national guidelines and manuals.

Project team exchange information with those in charge of Japanese grant aid "the Project for Rural Water Supply (Phase 3)" It is planned that O&M of water supply systems constructed by grant aid will be conducted by PO based on the O&M framework promoted by the Project. The Project also collaborates with Japanese volunteers dispatched to the Districts and Sectors to improve the situation of water and sanitation in the area including O&M of hand pumps.

Collaboration with other development partners is favorable. The Project share information with other development partners at SWG. At the TWG under SWG, consultation of documents developed by the Project was conducted and the participants of TWG presented comments on the draft of the national guidelines and other deliverables such as model tender documents, model delegated contract, action plan for enhancing the sustainability of O&M for rural water supply services and water quality management framework. The Project team was invited to meetings organized by other development partners, such as Water for People and SNV.

(4) Recognition toward the Project

The Project is highly recognized. The commitment of Rwandan C/Ps is high and they are trying to be actively involved in the Project as much as possible. The baseline survey, the national guidelines and the training manuals are highly evaluated among those working in water sector. Some activities introduced by the Project are incorporated in annual action plan of C/P organizations. In general, Japanese cooperation is highly recognized in Eastern Province, including the grant aid project.

3. Results of the Evaluation Based on the Five Criteria

3-1. Relevance

Relevance is high.

(1) Relevance in terms of needs

The needs to improve access to water is high in the target (model) Districts. In the model Districts, operation and maintenance of water supply systems is not appropriately conducted, resulting in limited access to safe water. The rural water supply coverage (rate of rural households within 500m of an improved water source) in the fiscal year 2015/16 is 79%[5]. The Project is to contribute to the improvement of O&M of rural water supply systems managed by district and PO. It is expected that the access of population to safe water be improved through the Project.

(2) Relevance in terms of policy

The Project is consistent with the National Water Supply Policy in Rwanda. One of the Policy objectives is to strengthen the sector's institutional and capacity-building framework. In VISION 2020, it is described that 100% access should be achieved by 2020. The Project is to enhance access to safe water by improving the framework of

[5] National Water Supply Policy Implementation Strategy, December 2016.

3-2. Effectiveness

Effectiveness is high in general at the time of the Mid-term review.

(1) Achievement of the Project Purpose

The Project Purpose is likely to be achieved if the Project is smoothly implemented during the remaining project period. The documents on institutional framework developed by the Project are planned to be approved at SWG chaired by the Ministry of Infrastructure (MININFRA).

The promoting factor of the achievement of the Project Purpose is that commitment of the project stakeholders is high because the Project is consistent with the national target, that is, full access to safe water. One concern is that it takes some difficulties in organizing SWG, where national guidelines and manuals are to be approved, as it is difficult to meet the schedule of participants. Another concern is that it is necessary to clarify several issues concerning point water sources. There is an existing framework for O&M of point water sources, however, the role of Districts, POs and WUC are not defined clearly enough, for example. Therefore, establishing a framework for O&M of point water sources may take considerable time.

(2) Logic from Output to Project Purpose

The logic from Output to the Project Purpose is appropriate. Necessary Outputs are designed to achieve the Project Purpose. There is not a serious influence of important assumption to achieve the Project Purpose, i.e., turnover of personnel of WASAC RWS and the model Districts. Turnover of personnel took place at WASAC as well as at District level, but not frequently.

3-3. Efficiency

Efficiency is relatively high at the time of the Mid-term review.

(1) Achievement of the Output

Outputs are being produced as expected at the time of the Mid-term review.

Output 1 is expected to be achieved by the end of the project period. Basic institutional framework was already established at the start of the Project. It is necessary to implement activities to further elaborate and strengthen the existing framework and to get the framework actually functioning. As to activities for O&M of point water supply sources, it is necessary to clearly define inputs and activities.

Development of the national guidelines and manuals in Output 2 is under steady progress and expected to be completed by the end of the project period. Discussions on the national guidelines have been already started at TWG on water supply under SWG. Training manuals are being developed based on the six training modules which were developed under the support by EU. The Project is planning to continue detailed discussions on how to improve the manuals.

Capacity development described in Output 3 is being implemented. According to interview, personnel at WASAC, Districts, and POs trained by the Project have improved their capacity. Training for WUC is under preparation. In regard to capacity

development, it may be necessary to examine indicator to assess the capacity of WASAC RWSS and Districts.

Activities to achieve Output 4 are under progress. The Project obtained information on the current status of piped water supply systems and point water sources through the baseline survey and conducted training to staff of Districts and POs. It is reported, however, that O&M of piped water supply systems is not appropriately conducted as expected yet. In addition, reports from POs to Districts are not well prepared and the Districts do not provide desired feedback based on the reports. The Project is planning to continuously implement activities to support Districts and POs and to examine if the proposed institutional framework is effective. In addition, the Project is planning to introduce activities to improve point water sources. As mentioned above, it is necessary to clarify appropriate inputs and activities for the improvement of point water sources.

In addition to Outputs presented in Indicators in PDM, several outputs are produced. First, the results of the baseline survey are utilized at WASAC for the work other than the Project. Next, mapping and inventory data on water supply systems are developed. In addition, thorough experiences of these activities, the method of survey and development has been accumulated at WASAC.

The promoting factor for the achievement of Outputs is involvement of relevant stakeholders in the development process of the national guidelines and manuals. The inhibiting factor is capacity of Districts including budget and human resources.

(2) Logic from Input to Output

The logic from Input to Output is appropriate in general.

Sufficient inputs are planned to conduct activities, and activities necessary to produce Outputs are designed. To further strengthen the capacity of Districts, activities on point water sources are additionally introduced.

(3) Appropriateness of Activity

Activities are appropriately being implemented. Planned activities are being implemented almost as planned. There is a slight delay in conducting training for Districts and POs but the training already conducted are highly appreciated by the participants, according to interview. It took a longer time than planned to complete the baseline survey, however, the results of the baseline survey are fully utilized.

As mentioned above, the Project is planning to conduct additional activities on operation and maintenance of point water sources. As to the activities for point water sources, the details are still under discussion. Currently, the training to WUC are planned to be conducted with the direct initiative of the C/P personnel, without outsourcing. This may contribute to capacity development of C/P.

All the planned activities are expected to be completed by the end of the project period.

Among Districts other than model Districts, in Gatsibo, the contract with PO was concluded in May 2017. This means that the institutional framework developed by WASAC and the Project is being gradually adopted. If the national guidelines and manuals developed by the Project are officially approved, the dissemination of the institutional framework will be accelerated nationwide.

At WASAC RWSS, at least one officer is allocated to each Province at every unit. The person in charge in each Province at each unit will be able to expand the results of the Project to other Districts and Provinces. In addition, WASAC RWSS is planning to allocate an engineer at each 27 District. This will further enhance support to District for implementation of water supply services in rural areas.

The promoting factor for the achievement of the Overall Goal is approval of the national guidelines and manuals and implementation of them on a nationwide scale. If the capacity of District is strengthened, it will also be a promoting factor. On the other hand, inhibiting factor for the achievement of the Overall Goal is insufficient capacity and budget of Districts. In one of the model Districts, WATSAN officer is not yet allocated. Districts do not have sufficient budget for O&M.

(2) Logic from the Project Purpose to the Overall Goal

It may be necessary to review the logic from the Project Purpose to the Overall Goal, including the Indicators.

It is logically expected that the framework for O&M of rural water supply systems will be common in all Rwanda three to five years after the Project completion if the framework is approved by the end of the project period. If the framework is implemented nationwide, the achievements of effects on operational conditions of rural water supply systems is not necessarily limited only to Eastern Province, as described in the current PDM. It will be necessary to revise the Overall Goal, together with Indicators.

(3) Other impacts

It is expected that the Project will produce positive impact on water supply situations through establishment of O&M framework of water supply systems. In addition to the impact produced by the Project, it is expected that the grant aid project in Eastern Province will strengthen water supply.

Several unexpected positive impacts are also observed. Through the baseline survey conducted by the Project, the importance of point water sources was recognized among those involved in rural water supply. Furthermore, the results of the Project are utilized in District-wide approach, which is implemented to strengthen planning at district level in five Districts on a pilot basis. In District-wide approach, capacity assessment method used in the Project is adopted. Technical Support Manual developed by the Project will be also utilized in the District-wide approach.

No negative impact has been reported so far.

(4) Appropriateness of Input

Inputs are adequately implemented so far in general.

Japanese experts with appropriate expertise are dispatched based on PO.

Equipment was supplied based on the discussion and agreement between Unit heads and Japanese experts. In the first year of the Project, two vehicles were provided to WASAC and utilized for O&M and supervision. In the second year, equipment for O&M of piped water supply systems and point water sources were provided. It is planned that the supplied equipment will be handed over to the model Districts and the Districts lend the equipment to POs. The procedure to handover the equipment to the District is still under process and equipment is currently placed under administration of WASAC.

Training in Japan was conducted for three Unit heads and two officers at WASAC RWSS in 2016. The participants were selected with priority placed on those in charge of Eastern Province. According to interview, the participants learned technique and method such as O&M of piped water supply systems and point water sources, water quality control, data analysis, and project management. They shared the results of training in Japan with other staff at WASAC and utilized them in formulation of action plan. Another batch of training in Japan is scheduled to be conducted in 2017 for director, one unit head, and three officers.

Rwandan side allocated personnel engaged in the Project appropriately in general. The number of C/P personnel was five at the beginning of the Project but increased with the organizational enhancement at WASAC. Currently, total 19 members are assigned as C/P, including Project Director. It took a long time to allocate WATSAN officer at Districts. At the time of the Mid-term review, three model Districts out of four assign WATSAN officer.

WASAC provides project office in the WASAC headquarter building and Rwamagana branch. WASAC also has provided materials and expenses necessary for project activities. Districts and POs do not have budget for transportation cost to allow their staff to participate in the training conducted by the Project, therefore, the Japanese side bears the cost. During the implementation of the Project, WASAC is planning to bear the transportation cost for the staff of Districts other than the model Districts, if there are relevant opportunities.

All the inputs implemented so far have been utilized except for a part of O&M equipment above mentioned.

3-4. Impact

If the institutional framework developed by the Project is adopted nationwide, impact can be expected.

(1) Achievement of the Overall Goal

It is likely that the institutional framework for the operation and maintenance of water supply systems will be implemented in Rwanda if the institutional framework proposed by the Project is adopted.

3-5. Sustainability

Sustainability is expected to some extent at the time of the Mid-term review.

(1) Policy/institutional sustainability

Sustainability in policy aspect is high.

The Rwandan National Water Supply, released in December 2016, describes the target of full access of safe water as strengthening institutional framework. Also "VISION 2020" describes the target of full access of safe water. The strategic papers after 2020 are now under preparation. It is likely that the policy to improve and further strengthen water supply will continue, according to the preliminary documents currently available in regard to VISION 2050 and the Economic Development and Poverty Reduction Strategy (EDPRS 3) as well as interview during the Mid-term review.

WASAC has been making efforts to establish and strengthen institutional framework of O&M of piped water supply systems and point water sources. If the institutional framework promoted by the Project is officially adopted, the framework will be common. Moreover, several activities introduced by the Project are already included in the action plan to support implementation of the District Annual Action Plan in the model Districts.

In water sector, collaboration among development partners is close as seen in SWG meetings. It is likely that the development partners will continue to support water sector in Rwanda in collaboration.

(2) Organizational sustainability

Organizational sustainability is relatively high.

The organizational capacity of WASAC RWSS in planning and implementation is improving through project activities. The capacity of WASAC RWSS to support Districts and to conduct training is also being strengthened. Recently deputy Chief Executive Officer (CEO) in charge of rural water supply is appointed to WASAC and 27 engineers in charge of District support are planned to be newly recruited. This will further strengthen the organizational capacity of WASAC RWSS. It is necessary to conduct assessment of organizational capacity of WASAC RWSS before project completion.

The organizational capacity of Districts and POs is also improving, with staff trained by the Project. In regard to point water sources, capacity development of WUC is an important issue.

A large-scale organizational reform is not expected at WASAC at the time of the Mid-term review, according to interview.

(3) Financial sustainability

Financial sustainability is medium.

It is considered that WASAC has sufficient financial resources for current expenditures. With the government policy to achieve 100% of access to safe water, it is expected that budget necessary for investment and rehabilitation of piped water supply systems and

point water sources is secured by Districts through the government. Resource Mobilization (RM) Unit at WASAC RWSS has mandate to mobilize stakeholders to acquire resources necessary for the implementation of rural water supply systems and point water sources, and also to support the fund mobilization for the Districts. Therefore, it is expected that RM Unit be actively involved in obtaining budget including support by development partners.

It seems that Districts are not allocated sufficient budget to operate and maintain water supply systems and point water sources. For example, Districts do not have enough budget for large scale repair of water supply systems and point water sources. It is planned that the Districts open Special Water Account apart from ordinary budget. When Special Water Account becomes available, it is expected that the budget for operation and maintenance of water supply systems and point water sources will be increased.

(4) Technical sustainability

Technical sustainability is high to some extent.

The capacity and commitment of those involved in the Project has been improving. Those who participated in the training utilize the skills acquired during the training, for example, skills for O&M of hand pump and water quality control. The Project has been conducting training activities since December 2016 and further capacity building is necessary.

It is also expected that the system of capacity development is being gradually established through the project activities. Training programme to strengthen staff at WASAC RWSS has been developed and TOT was conducted for WASAC RWSS staff to be trainer for Districts and POs. The training modules are developed by the Project and they are likely to be utilized among those involved in O&M of water supply facilities continuously. As mentioned above, it is necessary to make comprehensive capacity assessment at the end of the Project.

The vehicles supplied by Japanese side are well maintained. Other supplied equipment for operation and maintenance is still kept in store at the time of the Mid-term review due to procedural matter as described before.

(5) Promoting and inhibiting factors of sustainability

High commitment of stakeholders to achieve the national target is a promoting factor for sustainability as well as strong leadership of WASAC officials. To further enhance sustainability, securing budget for continuous training for the staff of Districts and POs will be the key. Inhibiting factor for the sustainability is insufficient capacity and budget at District level.

4. Conclusion

Relevance is high in terms of needs as well as policy on both Rwandan and Japanese sides. If the Project is smoothly implemented, the Project Purpose is expected to be

achieved, therefore, effectiveness is high in general. Inputs and activities are being implemented almost as planned, although with some delay, and Outputs are being gradually achieved. Therefore efficiency is relatively high. If the institutional framework developed by the Project is adopted nationwide, impact can be expected but it may be appropriate to review Indicators. Sustainability is expected to some extent. While sustainability is high or relatively high in policy/institutional, organizational, and technical aspects, sustainability in financial aspect is a concern.

In general, the Project is being implemented smoothly so far. To cope with the current environment and enhance the effects of the Project, some measures are recommended to be taken.

5. Recommendations

Based on the above analysis on the Project, the Team provides the recommendations for the improvement of the Project as follows:

5-1. To include the activities for point water sources into the PDM

The original project design did not include any outputs and activities for the point water sources. However, the serious conditions about the existing point water sources were identified in the baseline survey. WASAC has also realized urgency for improvement of O&M on the point water sources. The O&M framework for point water sources has been drafted already, and the draft national guidelines cover the framework.

Under the circumstances, the Project has started the activities such as the indoor and outdoor trainings about O&M of boreholes, development of the training module for hand pumps, etc. since Phase 2 (2017/18). The Project plans to conduct activities for facilitating WUCs at the point water sources in Phase 2, too.

It is considered that the inclusion of the activities for the improvement of O&M on the point water sources into the Project matches the needs in the project area. It is relevant to the Rwandan policies too. However, the current PDM ver.1 does not contain activities for the point water sources clearly. Thus, it is recommended that the activities would be included in the PDM more clearly. It is also recommended that achievements the Project aims during the project period, and indicators to evaluate the achievements would be clarified in the Project.

5-2. To promote practical operation of draft framework for O&M of piped water supply systems in the field

The framework for O&M of piped water supply systems has been drafted already. The Project has drafted modules and manuals to implement the framework so far. In the latter half of the project period, the Project is expected to promote practical

operation at the field level more.

Low capacity on O&M in the districts brings one of the critical issues in the implementation of the framework. For instance, one of the four model Districts has not employed a WATSAN Officer yet. The three model Districts have hired already, but WATSAN Officers seem not to have enough management capacities such as reviewing a monthly financial and technical report from PO, etc. It is recommended that the Project would facilitate WASAC to enhance Districts' capacities more for the operation of the framework at the district level.

In addition, detail rules/procedures need to be developed at the field level. For example, although POs monthly submit data about their operation and systems, the Districts do not have a clear management rule about those data. The inventories of piped water supply systems are being prepared by WASAC RWSS supported by the Project. However, a procedure for the Districts to manage/update the inventories of water facilities remains an issue which needs to be solved. On the other hand, WASAC RWSS plans to deploy its engineer at each District to support the Districts in management of water supply services. WASAC RWSS needs to monitor their works to ensure effectiveness of the implementation system with the engineers while avoiding overlapping of their works. It is expected that the Project would support WASAC RWSS and Districts to develop necessary rules/procedures at the field level for the sake of efficient and effective implementation of the framework.

5-3. To support district to allocate budget

The lack of sufficient budget at the District level is one of the most critical concerns in operating the framework for O&M of piped water supply systems. Currently, the Districts plan to open the Special Water Account which is used for their water services exclusively. The Project and Delegated Management Services (DM) and RM Units at WASAC RWSS should enhance support for the Districts to open the Special Water Account and mobilize fund for their water supply services.

5-4. To revise the PDM

In addition to the recommendations mentioned in 5-1., it is recommended that the PDM ver.1 would be revised especially because some indicators are still blank. Annex 10 shows the draft Project Design Matrix ver.2 prepared based on the discussions among the Team, JICA Expert Team, and Rwanda side during the Mid-term review.

5-5. To continue capacity development and conduct capacity assessment

Regarding the necessary skills/knowledge in daily works, the Project conducted the capacity assessment (self-assessment) to identify the capacities of C/P personnel at the beginning of Phase 2 (2016). Through the assessment, the C/P personnel could obtain a good chance to understand and/or consider their strength and weakness. Though it was the self-assessment, the results gave the Project the useful information

to develop the effective training programs. Based on the analysis of the Mid-term review, it can be considered that the training programs contribute to strengthen the capacities of C/P personnel. No serious issues have been identified in the trainings so far.

It is expected that the C/P personnel could improve their capacity more through the Project. It is strongly recommended that the Project would conduct the capacity assessment before Phase 3 to identify their improvement and the effectiveness of training, and if needed, revise the training programs. The capacity assessment before the terminal evaluation around June 2019 is also necessary. Besides, it is recommended that the Project would conduct not only subjective (self) assessment but also objective assessment in which, for instance, a unit head and/or JICA expert assesses/interviews their staffs to grasp better insight about the improved capacities.

WASAC RWSS, supported by the Project, is also recommended to utilize this experience in its organizational capacity development plan which needs to be included in the WASAC's annual action plan.

5-6. To cooperate with JICA's 'Project for Rural Water Supply (Phase 3)'

The JICA's 'the Project for Rural Water Supply (Phase 3)' has almost finished construction of piped water supply systems in Kayonza, Ngoma, and Gatsibo District. Its soft component program about O&M skills for the systems targeting POs and districts will start around July 2017. The Project is recommended to cooperate with the Project for Rural Water Supply (Phase 3) for the soft component program to refer to the draft framework for O&M of piped water supply systems, the modules and manuals developed by the Project.

After the systems constructed by the Project for Rural Water Supply (Phase 3) start their operation, with the support by the Project, the districts are expected to monitor their O&M conditions through the framework for O&M of piped water supply systems.

5-7. To implement continuous collaboration in the project activities

The C/P personnel have begun to understand the concept of JICA's capacity development projects. The C/P personnel and JICA Expert Team have become to work more closely. Thanks to their co-working, the Project has started to create concrete outputs, e.g. training modules, manuals, national guidelines, conducting trainings, etc. However, some activities, such as the preparation of Technical Support Manuals for Districts, new training modules, etc., are behind the schedule.

One of the reasons on this delay seems that the C/P personnel have many other tasks so that they cannot spare enough time for the project activities. This situation is understandable, but it is recommended that the counterpart staffs would contribute more to project activities with Japanese experts.

(END)

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Annex 1 Project Design Matrix: Ver. 1

Project Design Matrix (PDM) Version.1

(23 April, 2015)

Project Title: Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
Implementation Organizations: Water and sanitation Corporation (WASAC)
Target Groups: WASAC /RWS staff and District officers in 4 model Districts (Rwamagana, Kayonza, Ngoma, Kirehe)
Period (Tentative): Approx. Four and a half years from the date when the first Japanese Expert is dispatched
Project Sites: Kigali (WASAC HQ) and 4 model Districts (Rwamagana, Kayonza, Ngoma, Kirehe)

Narrative Summary	Objectively Verifiable indicators	Means of Verification	Import Assumption	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda have become common and operational conditions of rural water supply systems in all Districts of the Eastern Province are improved.	1. Operational rate of rural water supply systems in all Districts of the Eastern Province improve from XX% to XX% 2. Access to safe water in all Districts of the Eastern Province improve from XX% to XX% (indicators 1 and 2 will be defined upon the results of the baseline survey during the course of the Project Implementation) 3. Standardized report is submitted regularly in all Districts of the Eastern Province (Reports refer to those submitted from the WSPs to the Districts and from the Districts to WASAC)	1. WASAC/RWS annual report 2. Reports submitted from the Districts and Water Service Providers (WSPs)			
Project Purpose Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda is established.	1. Institutional framework for the operation and maintenance of rural water supply systems is authorized by WASAC; 2. National guidelines and manuals developed in Output 2 are authorized by WASAC; 3. WASAC RWS's training programmes and technical support manuals for the Districts are authorized by WASAC; 4. WASAC RWS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of WASAC on, i) institutional framework, ii) national guidelines and manuals, and iii) training programmes and technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWS annual report	1. The proposed framework is implemented in all Districts of the Eastern Province by WASAC. 2. Political situation remain stable.		

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Outputs 1. Effective and sustainable institutional framework[1] for the operation and maintenance of rural water supply systems is developed.	1-1. Institutional framework is drafted. 1-2. Institutional framework is validated by the SWG.	1-1. Institutional framework report 1-2. Signed SWG meeting minutes	1. The turnover of WASAC RWS and model District is not significant.		
2. National guidelines and manuals[2] necessary for operation and maintenance of rural water supply systems are developed.	2-1. Necessary national guidelines and manuals are drafted; 2-2. Necessary national guidelines and manuals are validated by the SWG.	2-1. Signed SWG meeting minutes National guidelines and manuals.			
3. The capacity of WASAC-RWS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. XX staffs from WASAC RWS received training; 3-2. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Feedback(report/questionnaire) from Districts and WSPs regarding the technical support provided by WASAC RWS			
4- The proposed operation and maintenance framework, tested in 4 model districts from Eastern Province, is found to be effective.	4-1. Model districts conducts the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-2. Operation of water supply systems in the model districts are improved (downtime is improved from XX to XX days, operation hours and days increase from XX to XX day/year, water quality (E. coli analysis, chlorination are conducted), cost recovery (revenue water increase from XX% to XX%), WSPs financial status (the surplus increase from XX% to XX%, etc.); - to be decided after the baseline survey -;	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWS annual report 4-4. Reports (WSPs to Districts and Districts to WASAC) 4-5. Mid-term and end-line survey reports			

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[1] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[2] Including training programmes and necessary manuals and/or textbooks for RWS staff, Districts and WSPs

Activities	Inputs	Pre-Conditions
0-1. Establish the Project Implementation Committee (PIC). 0-2. Establish the District Forum (DF) in each model district. 0-3. Finalize the PDM (ver. 1), Plan of Operation (PO ver. 1) and the monitoring plan.	<u>The Japanese side</u> 1. Experts - Chief Advisor/ Organizational Management/ Guideline & Manuals Development - Vice Chief Advisor/ O&M 2/ Water Supply Facility Management - O&M 1/ WSPs Management/ Data Management - Community Sensitization/ Training Course Planning - Water Quality Control and Management - Training Course Management - Other short-term experts if necessary 2. Equipment - Two vehicles for WASAC RWS (one for Headquarter and one for the Eastern Province Branch) - Five sets of water quality kit (one for each pilot District and one for the Eastern Province) - Water loss reduction tools - Others 3. Project activities fee 4. Training courses in Japan and/or third country <u>The WASAC side</u> 1. Allocation of counterparts and administrative personnel - Project Director - Project Manager - Counterparts 2. Allocation of office space and facilities - Office space for Japanese experts in Kigali and Eastern Province - Other necessary facilities, equipment and materials for the administration of the Project 3. Counterpart related cost	0-1. Political situation remain stable. 0-2. Appoint at least one staff responsible for the water sector in each District.
1-1. Existing laws, policies, frameworks, institutional capacity and interventions regarding the operation and maintenance of rural water supply systems, are studied and assessed to clarify the issues and problems. 1-2. A country-wide consultation with private and public stakeholders on the results of the study and assessments is conducted in (1-1). 1-3. Based on (1-2), an institutional framework for effective and sustainable operation and maintenance is drafted. 1-4. The draft institutional framework is submitted to the SWG for validation. 1-5. The approval of the draft institutional framework is processed within WASAC.		
2-1. Existing standards, guidelines and manuals for the operation and maintenance of rural water supply system are collected and analysed. 2-2. Plan for development and improvement of guidelines and manuals are shared with the SWG. 2-3. Based on (2-2), guidelines and manuals are drafted. 2-4. The guidelines and manuals are reviewed and evaluated based on the workshops and trainings implemented in Activities 3 and 4. 2-5. Based upon the evaluation, the manuals and guidelines are revised. 2-6. The draft national guidelines and manuals are submitted to the SWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within WASAC.		
3-1. Based on Activities 1 and 2, WASAC RWS's annual action plan (including capacity development plan) is developed. 3-2. Necessary technical support manuals for Districts are developed.		

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3-3. A training programme to strengthen WASAC RWS's institution and personnel's capacities is developed. 3-4. Based on the training programme, workshops and trainings are conducted to the staff of WASAC RWS. 3-5. The training programmes and technical support manuals are revised. 3-6. The approval of training programmes and technical support manuals are processed within WASAC.		
4-1. The criteria and parameters for the baseline survey[3] are agreed with the 4 model districts. 4-2. Implement a baseline survey of the rural water supply systems in the 4 model districts. 4-3. Support the 4 model districts to develop actions and timeframes to correct negative findings. 4-4. Based on Activities 1 and 2, a training programme to strengthen the capacities of District staffs (and WSPs) is implemented. 4-5. Support Districts to implement its responsibilities under the proposed framework. 4-6. Support Districts to monitor the operation and maintenance activities and evaluate the proposed framework. 4-7. Based on the monitoring results, revise the proposed operation and maintenance framework and the activities. 4-8. Mid-term survey and end-line survey are conducted.		

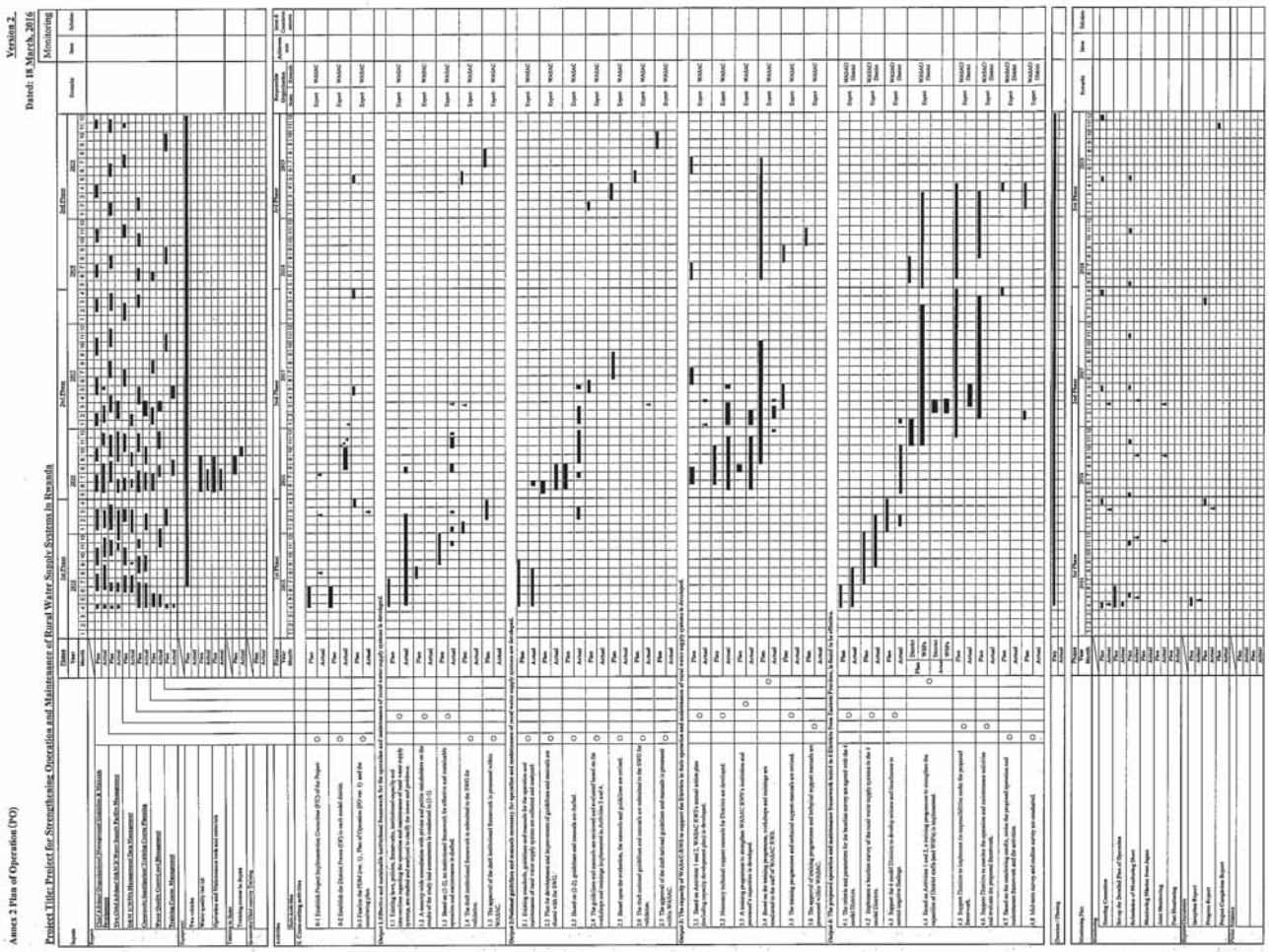
*[1]Some Objectively Verifiable Indicators are tentatively set as XX. That will be determined at SC during the course of the Project Implementation.

3 Apart from those indicators available in the MIS data, this includes socio-economic conditions, existing infrastructures, operational and management status, etc.

Annex 2 Plan of Operation (PO)

Project Title: Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda

Version 2
Dated: 18 March, 2016



Annex 4 List of Interviewee

WASAC

Ms. Gisele UMUHUMUZA	Deputy Chief Executive Officer
Ms. Marie Josée MUKANYAMWASA	Director of Rural Water and Sanitation Services/Project Manager

Operation & Maintenance Unit (OM)

Mr. Emmanuel NIWENSHUTI	Head
Mr. Alexis DUSHIMIMANA	Officer

Resource Mobilization Unit (RM)

Mr. Eugene NDAHIRO	Head
Ms. Jeanine UWIMANA	Officer
Mr. Theophile NSHIMYUMUREMYI	Officer

Community Mobilization Services Unit (CM)

Mr. Joseph Poers M. Kajiwabo	Head
Ms.NoéllaM. DUKUZUMUKIZA	Officer
Ms. Angele UMUTONI	Officer

Delegated Rural Water Services Unit (DM)

Ms. Marthe K.NIMUGIRE	Head
Mr. Bosco J. Basemba	Officer
Mr. Alphonse MANIRAGABA	Officer
Mr. Jena de Dieu NDAMAGE	Officer

Ministry of Infrastructure

Mr. Fidel NTEZIYAREMYE	WATSAN Secretary Coordinator
Ms. Marcelline KAYITESI	Division Manager, Water and Sanitation

Rwamagana District

Mr. Henry KAKOOZE	Executive Secretary
Ms. Olive MUKANDAYISHIMIYE	District Infrastructure and Property Management Engineer

Ngoma District

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Annex 3 Evaluation Schedule

	Day		Mr. Akihiro Miyazaki	Mr. Takashi Kaji	Mr.Toshio Murakami	Ms. Erika Tanaka
2	12 Jun.	Mon.				8:00 - 8:30 Meeting at JICA Office 9:00 - 10:00 Meeting with Experts 10:00 - 12:00 Meeting with RWSS Director and Evaluators 13:00 - 14:00 Meeting with JOCV (Ms. Oe) 14:00 - 15:00 Meeting with O&M Unit (Head of Unit + Officers) 16:00-17:00 Meeting with RM Unit (Head of Unit + Officers)
3	13 Jun.	Tue.				8:00- 9:00 Meeting with DM Unit (Head of Unit + Officers) 9:00-10:00 Meeting with Deputy CEO 14:00 - 15:00 Meeting with CM Unit (Head of Unit + Officers)
4	14 Jun.	Wed.				7:30 - 9:00 Move to Rwamagana from Kigali 9:00 - 10:00 Meeting with Rwamagana District (Vice Mayor) 10:30 - 11:30 Meeting with Rwamagana District (in charge of infrastructure) 13:30 - 14:30 Meeting with MKM Ubuzima bwiza 15:00 - 16:00 Meeting with person in charge of grant aid (JAT) 16:00 - 17:30 Move to Kigali from Rwamagana
5	15 Jun.	Thu.				9:00 - 10:00 Meeting with UNICEF (Mr. RUTAGANDA Jean Marie Vianney) 11:00 - 12:00 Meeting with FEPEAR (President, Mr. Cyprien) 14:00 - 15:00 Meeting with Water for people (Country Director)
6	16 Jun.	Fri.				Documentation
7	17 Jun.	Sat.				Documentation
8	18 jun.	Sun.				Documentation
9	19 Jun.	Mon.				7:30 - 10:00 Move to Ngoma from Kigali 10:00 - 11:00 Meeting with Ngoma District (Vice Mayor) 13:30 - 14:30 Meeting with Ngoma District (in charge of WATASAN and/or infrastructure) 15:00 - 16:00 Meeting with WATRESCO Ltd
10	20 Jun.	Tue.		Arrival in Kigali Meeting at JICA Office		8:00 - 9:00 Move to Kirehe from Ngoma 9:00 - 10:00 Meeting with Kirehe District (Vice Mayor) 10:30 - 11:30 Meeting with Kirehe District (in charge of infrastructure) 13:30 - 14:30 Meeting with Ayatake in Kirehe 14:30 - 16:30 Move to Rwamagana from Kirehe
11	21 Jun.	Wed.		7:30 - 9:00 Move to Kayonza from Kigali (For Tanaka: 8:30- 9:00 Move to Kayonza from Rwamagana) 9:00 - 10:00 Meeting with Kayonza District (Vice Mayor) 10:30 - 11:30 Meeting with Kayonza District (in charge of WATASAN and/or infrastructure) 13:30 - 14:30 Meeting with Ayatake in Kayonza		
12	22 Jun.	Thu.		Field visit (See field visit shedule)		9:00 - 10:00 Meeting with MINIFRA (WATSAN secretariat: Mr. Fidele) 10:30-11:30 Meeting with SNV 15:00 - 16:00 Meeting with MINIFRA (Division manager: Ms. Marcelline Kayitesi)
13	23 Jun.	Fri.		Internal meeting		Internal meeting 11:00 - 12:00 Meeting with AfDB (Mr. Rutaboba)
				13:30- 15:30 Discussion on Joint Evaluation Report (Mission team, Evaluator (s), Director, 4 Unit heads, Project)		
14	24 Jun.	Sat.	Documentation			
15	25 Jun.	Sun.	Arrival in Kigali	Internal meeting & documentation		
16	26 Jun.	Mon.	Internal meeting & documentation			
17	27 Jun.	Tue.	9:00-10:00 Meeting with WASAC (CEO, Deputy CEO) 10:30-17:00 Discussion on Joint Evaluation Report (Mission team, Evaluator (s), 4 Unit heads, Project)			
18	28 Jun.	Wed.	9:00 - 12:10 the fourth (4th) SC			

Mr. Aphrodise NAMBAJE	Mayor
Mr. Patrick UWIDUHAYE	WATSAN Officer

Kirehe District

Mr. Jean NSENGIYUMVA	Vice Mayor in charge of Economics
Mr. Jean Norbert NIYONZIMA	WATSAN Officer
Mr. Donny MBERAWRORA	Engineer in charge of infrastructure

Kayonza District

Consolée UWIBAMBE	Vice Mayor in charge of Economics Affairs
Mr. J. Paul NGARAMBE	WATSAN Officer

Private Operators

Cooperative Ubuzimabwiza MKM (Rwamagana)

Mr. Tharusse KIRENGA	President
Ms. Josiane NYIRAHABINEZA	Secretary-Accountant

WATRESCO (Ngoma)

Mr. Emmanuel TWIZEYIMANA	Director

AYATAKE Star Company Ltd.

Mr. Justin KUBWAYEZU	Kirehe Branch Manager
Ms. Odile TUYISTTIMA	Accountant, Kirehe Branch
Mr. Juvenal NIRINGIYUMUKIZA	Chief Electric Mechanician, Kirehe Branch
Ms. Delphine MUHAYIMANA	Cashier & Store keeper, Kirehe Branch
Mr. Jean Claud MUSHIMIYIMANA	Branch Manager, Kayonza Branch

FEPEAR

Mr. Cyprien REBIKWEKWE	Chairperson

African Development Bank

Mr. Ephrem RUTABOBA	Senior Water and Sanitation Officer

UNICEF

Mr. Jean Marie Vianney RUTAGANDA	WASH Specialist

Water for People

Ms. Perpétue KAMUYUMBU	Country Director

SNV

Mr. Antoine MANZI	Deputy Chief of Party/ Private Sector Development Advisor

Grant Aid Project

Ms. Kazuko HORIUCHI	Project Engineer, Water Supply and Sewerage Division, Technical Department, Japan Techno Co., Ltd

JICA Volunteer

Ms. Satoka OE	WASAC
Mr. Shingo YOSHIYASU	Ngoma District

Annex 5 Evaluation Grid

Mid-term Review: Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda(RWASOM)

Evaluation Criteria	Evaluation Questions			Data needed/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)			
1.	Input	Inputs levels and achievement	Rwandan side	Project reports, Questionnaire, Interview	
			Are C/P and relevant personnel, including WASH (WATSAN) officirs, being assigned as planned?		
			Are budget and materials being provided as planned?		
			Are project office and other facilities offered as planned?		
			Japanese side	Project reports, Questionnaire, Interview	
			Are experts dispatched as scheduled?		
			Are training programs, including training in Japan, conducted as planned?		
			Is equipment supplied as planned?		
			Is local cost born as planned?		
	Activities	Achievement level of activities	Are project activities being implemented as planned?	Project reports, Questionnaire, Interview	
	Outputs	Extent to which Output 1 is achieved. Effective and sustainable institutional framework for the operation and maintenance of rural water supply systems is developed.	1-1. Institutional framework is drafted.	Institutional framework report, Project reports, Questionnaire, Interview	
			1-2. Institutional framework is validated by the SWG.	Signed SWG meeting minutes, Project reports, Questionnaire, Interview	
		Extent to which Output 2 is achieved. National guidelines and manuals necessary for operation and maintenance of rural water supply systems are developed.	2-1. Necessary national guidelines and manuals are drafted.	Signed SWG meeting minutes, National guidelines and manuals, Project reports, Questionnaire, Interview	
			2-2. Necessary national guidelines and manuals are validated by the SWG.		
		Extent to which Output 3 is achieved. The capacity of WASAC-RWS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. XX staffs from WASAC RWS received training.	Annual action plan (including capacity development plan), Technical support manuals, Feedback (report/questionnaire) from Districts and WSPs regarding the technical support provided by WASAC RWS, Project reports, Questionnaire, Interview	
			3-2. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWS.		

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Evaluation Criteria	Evaluation Questions			Data needed/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)			
Project Achievements		Extent to which Output 4 is achieved. The proposed operation and maintenance framework, tested in 4 model districts from Eastern Province, is found to be effective.	4-1. Model districts conducts the operation and maintenance of their water supply systems in accordance with the guidelines and manuals.	Baseline survey reports, Corrective action plans, Project reports and/or WASAC/RWS annual report, Reports (WSPs to Districts and Districts to WASAC), Mid-term and end-line survey reports, Project reports, Questionnaire, Interview	
			4-2. Operation of water supply systems in the model districts are improved (downtime is improved from XX to XX days, operation hours and days increase from XX to XX day/year, water quality (E. coli analysis, chlorination are conducted), cost recovery (revenue water increase from XX% to XX%), WSPs financial status (the surplus increase from XX% to XX%, etc.); - to be decided after the baseline survey .		
		Other output	Are there any other achievements resulted from project activities?	Project reports, Questionnaire, Interview	
	Project Purpose	Extent to which the Project Purpose is achieved. Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda is established.	1. Institutional framework for the operation and maintenance of rural water supply systems is authorized by WASAC.	Institutional framework report Project reports, Questionnaire, Interview	
			2. National guidelines and manuals developed in Output 2 are authorized by WASAC;	Authorization of WASAC on, i) institutional framework, ii) national guidelines and manuals, and iii) training programmes and technical support manuals. Project reports, Questionnaire, Interview	
			3. WASAC RWS's training programmes and technical support manuals for the Districts are authorized by WASAC.	Official publication of national guidelines and manuals. Project reports, Questionnaire, Interview	
			4. WASAC RWS's annual action plan (including capacity development plan) is implemented.	4. WASAC/RWS annual report Project reports, Questionnaire, Interview	
	Overall Goal	Extent to which Overall Goal will be achieved three to five years after the project termination. Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda have become common and operational conditions of rural water supply systems in all Districts of the Eastern Province are improved.	1. Operational rate of rural water supply systems in all Districts of the Eastern Province improve from XX% to XX%.	WASAC/RWS annual report Reports submitted from the Districts and Water Service Providers (WSPs) Project reports, Questionnaire, Interview	
			2. Access to safe water in all Districts of the Eastern Province improve from XX% to XX% (indicators 1 and 2 will be defined upon the results of the baseline survey during the course of the Project Implementation).		
			3. Standardized report is submitted regularly in all Districts of the Eastern Province (Reports refer to those submitted from the WSPs to the Districts and from the Districts to WASAC).		
	Project Implementation process	Overall project implementation process	Is the Project implemented smoothly in general?	Project reports, Questionnaire, Interview	
			What are promoting factors for smooth project implementation?	Project reports, Questionnaire, Interview	

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Evaluation Criteria	Evaluation Questions			Data needed/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)			
2. Project implementation process			What are inhibiting factors for smooth project implementation? What kind of mitigation measures are taken?	Project reports, Questionnaire, Interview	
	Project management system	Project management system	Is the overall project management system functioning appropriately?	Project reports, Questionnaire, Interview	
			Is the project implementing system such as reporting, information sharing, and decision-making, functioning well?	Project reports, Questionnaire, Interview	
			Is SC, PIC and DWB functioning as planned?	Project reports, Questionnaire, Interview	
		Monitoring process	How is the project team (relevant organizations/personnel at WASAC and Japanese experts) monitoring overall project implementation process?	Project reports, Questionnaire, Interview	
			Is the project team reviewing PDM/PO according to the needs?	Project reports, Questionnaire, Interview	
	Communication/cooperation	Communication/cooperation among project team and with related organizations	How Japanese experts are providing assistance to the Rwandan C/Ps and relevant personnel?	Project reports, Questionnaire, Interview	
			Is communication among the project team smooth?	Project reports, Questionnaire, Interview	
			How is the project conducting communications/cooperation with related organizations/personnel such as model districts, water service providers, and water users committees?	Project reports, Questionnaire, Interview	
			How is the project conducting communications/cooperation with otherJICA programms such as grant aid project and volunteers?	Project reports, Questionnaire, Interview	
			How is the project conducting communications/cooperation with other development partners, NGOs, etc.?	Project reports, Questionnaire, Interview	
	C/Ps' recognition of the project	C/P's ownership of the project	Are C/P organizations and related organizations/personnel actively involved in the project?	Project reports, Questionnaire, Interview	
			Is the Project highly recognized among related organizations/personnel, including development partners?	Project reports, Questionnaire, Interview	
	Significance of the project	Consistency with needs of target area and society	Is the project in accordance with the needs of target area and society?	Policy paper, Project reports, Questionnaire, Interview	
		Consistency with needs of target group	Are the target group benefited from the results of the project?	Project reports, Questionnaire, Interview	
		Socio-economic change	Are there any political and social changes affecting the needs of target group?	Policy paper and related documents, Project reports, Questionnaire, Interview	

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Evaluation Criteria	Evaluation Questions			Data needed/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)			
3. Relevance	Priority	Consistency with Rwandan development policy	Is the project consistent with the Rwanda development policy?	Policy paper, Questionnaire, Interview	
		Consistency with Japanese development policy	Is the project consistent with Japan's policies and priorities in assistance to Rwanda?	Japanese ODA policy paper	
	Appropriateness of intervention	Appropriateness of Project Purpose, Outputs and selection of target group	Has the project taken the appropriate planning process?	Project reports, Questionnaire, Interview	
			Is the project appropriately designed to achieve the Project Purpose?	Project reports, Questionnaire, Interview	
			Has the target group (model Districts, pilot site for WUC training) appropriately selected?	Project reports, Questionnaire, Interview	
			Is the project approach appropriate to contribute to the improvement of operation and maintenance of rural water supply system in Rwanda?	Project reports, Questionnaire, Interview	
			Does Japan have comparative advantage to cooperate in this field? If yes, in which specific area?	Project reports, Questionnaire, Interview	
4. Effectiveness	Achievements of the Project Purpose (expected)	Extent to which the Project Purpose is achieved.	Is Project Purpose likely to be achieved by the end of the project period?	Project reports, Questionnaire, Interview	
		Factors promoting the achievement of Project Purpose	Are there any promoting factors in achieving Project Purpose?	Project reports, Questionnaire, Interview	
		Factors inhibiting the achievement of Project Purpose	Are there any inhibiting factors in achieving Project Purpose? Is yes, what kind of mitigation measures are taken?	Project reports, Questionnaire, Interview	
	Causality of Outputs and Project Purpose	Sufficiency of Outputs	Are Outputs sufficiently and appropriately designed to achieve Project Purpose?	Project reports, Questionnaire, Interview	
		Important Assumptions from Output to Project Purpose	Is there any influence of Important Assumptions to achieve Project Purpose? The turnover of WASAC RWS and model District is not significant.	Project reports, Questionnaire, Interview	
			Are there any other Important Assumptions existing in order to achieve Project Purpose?	Project reports, Questionnaire, Interview	
	Extent to which Outputs are delivered	Achievement level of Output	Is Output 1 likely to be achieved?	Project reports, Questionnaire, Interview	
			Is Output 2 likely to be achieved?	Project reports, Questionnaire, Interview	
			Is Output 3 likely to be achieved?	Project reports, Questionnaire, Interview	
			Is Output 4 likely to be achieved?	Project reports, Questionnaire, Interview	

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Evaluation Criteria	Evaluation Questions			Data needed/Data source	Evaluation results
	Main questions	Sub-questions (indicators)			
5. Efficiency			Are there any outputs other than those described in PDM?	Project reports, Questionnaire, Interview	
		Factors promoting the achievement of Outputs	Are there any promoting factors in achieving Outputs?	Project reports, Questionnaire, Interview	
		Factors inhibiting the achievement of Outputs	Are there any inhibiting factors in achieving Outputs? Is yes, what kind of mitigation measures are taken?	Project reports, Questionnaire, Interview	
	Causality between Inputs and Outputs	Appropriateness of Activities	Are current activities sufficiently designed to produce Outputs?	Project reports, Questionnaire, Interview	
			Are activities are implemented appropriately, in terms of quality and timing?	Project reports, Questionnaire, Interview	
			Are there any activities implemented in addition to those described in PDM?	Project reports, Questionnaire, Interview	
		Appropriateness of Inputs	Are Inputs appropriate to produce Outputs?	Project reports, Questionnaire, Interview	
		Sufficiency of Important Assumptions to achieve Outputs	Are there any Important Assumptions existing in order to achieve Outputs?	Project reports, Questionnaire, Interview	
	Timeliness, quality and quantity of Inputs	Appropriateness of Inputs	Are Japanese experts' number, dispatched timing and expertise appropriate?	Project reports, Questionnaire, Interview	
			Are the equipment's specification, selection, quantity and delivery timing appropriate?	Project reports, Questionnaire, Interview	
			Are C/P training program's timing, quantity and contents appropriate?	Project reports, Questionnaire, Interview	
			Are amount and disbursement timing of local cost appropriate?	Project reports, Questionnaire, Interview	
			Are C/Ps sufficiently and appropriately placed?	Project reports, Questionnaire, Interview	
			Are the quality, quantity and timeliness of the materials and equipment offered by Rwandan side appropriate?	Project reports, Questionnaire, Interview	
			Is the budget for project activities by Rwandan side appropriately and timely disbursed?	Project reports, Questionnaire, Interview	
			Are there any Inputs not appropriately utilized?	Project reports, Questionnaire, Interview	
	Achievement of Overall Goal (expected)	Extent to which Overall Goal is achieved	Is Overall Goal likely to be achieved?	Project reports, Questionnaire, Interview	
		Mechanism of project effect expansion	Are there dissemination/scaling-up mechanisms to expand project effects to non-target Districts of Eastern Province?	Project reports, Questionnaire, Interview	
		Factors promoting the achievement of Overall Goal	Are there any promoting factors in achieving Overall Goal?	Project reports, Questionnaire, Interview	

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Evaluation Criteria	Evaluation Questions			Data needed/Data source	Evaluation results
	Main questions	Sub-questions (indicators)			
6. Impact		Factors inhibiting the achievement of Overall Goal	Are there any inhibiting factors in achieving Overall Goal? If yes, what kind of mitigation measures are taken?	Project reports, Questionnaire, Interview	
	Causality between Project Purpose and Overall Goal	Appropriateness of project logic	Is there a wide gap between Project Purpose and Overall Goal? Can Overall Goal be achieved within 3 to 5 years after project completion?	Project reports, Questionnaire, Interview	
		Sufficiency of Important Assumptions from Project Purpose to Overall Goal	Is there any influence of Important Assumptions to achieve Overall Goal? 1. The proposed framework is implemented in all Districts of the Eastern Province by WASAC. 2. Political situations remain stable.	Project reports, Questionnaire, Interview	
			Are there any other Important Assumptions existing in order to achieve Overall Goal?	Project reports, Questionnaire, Interview	
			Have socio-economic or cultural conditions not been changed?	Project reports, Questionnaire, Interview	
	Extending effects	Positive impacts	Is the project likely to have positive impacts on the situation of operation and maintenance of rural water supply systems in Rwanda? If so, in which way?	Project reports, Questionnaire, Interview	
			Are there any impacts on the situation of water supply in collaboration among development partners?	Project reports, Questionnaire, Interview	
			Are there any unexpected positive impacts towards policy, law, system, gender, human rights, technology, society, culture and target group?	Project reports, Questionnaire, Interview	
		Negative impacts	Are there any negative impacts towards policy, law, system, gender, human rights, technology, society, culture and target group?	Project reports, Questionnaire, Interview	
			Have any measures been taken to mitigate negative impacts?	Project reports, Questionnaire, Interview	
	Policy/institutional sustainability	Policy/institutional support	Will policy support from Rwandan government continue to implement project activities after the project period?	Project reports, Questionnaire, Interview	
			Is it likely that the framework for the operation and maintenance of rural water supply systems established by the Project will continue?	Project reports, Questionnaire, Interview	
			Is it likely that support among development partners toward water supply continue?	Project reports, Questionnaire, Interview	

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Evaluation Criteria	Evaluation Questions			Data needed/Data source	Evaluation results
	Main questions	Sub-questions (Indicators)			
7. Sustainability	Organizational sustainability	C/P's organizational capacity	Is the capacity of C/P organizations improving? In terms of the organization, what are the results of capacity assessment, the contents of capacity development plans, and the current improvements of capacities?	Project reports, Questionnaire, Interview	
			Is the capacity of related organizations (model districts, water service providers, and water users committees) improving?	Project reports, Questionnaire, Interview	
			Is there any possibility of organizational change in C/P and related organizations? Has the new working mechanism under the new vice CEO of WASAC become working already?	Project reports, Questionnaire, Interview	
	Financial sustainability	C/P's financial capacity	Does WASAC have budget sufficient to sustain project effects?	Project reports, Questionnaire, Interview	
			Is it likely that related organizations (model districts, water service providers, and water users committeess) have sufficient budget to improve their activities?	Project reports, Questionnaire, Interview	
			Is there any specific plan at WASAC and related organizations to secure the budget to continuously implement project activities after the completion of the project period?	Project reports, Questionnaire, Interview	
	Technical sustainability	Extent to which knowledge and techniques transferred from Japanese experts are fixed and extended to staff at C/P organizations and other related stakeholders	In terms of the indivisuals, what are the results of capacity assessment, the contents of capacity development plans, and the current improvements of capacities?	Project reports, Questionnaire, Interview	
			Are trained staff stably placed at C/P organization?	Project reports, Questionnaire, Interview	
			Are knowledge and techniques acquired through Project effectively utilized at C/P and related organizations, and communities?	Project reports, Questionnaire, Interview	
			Will activities supported by the Project continue?	Project reports, Questionnaire, Interview	
			Is equipment well maintained?	Project reports, Questionnaire, Interview	
	Promoting and inhibiting factors of sustainability	Promoting and inhibiting factors to sustain project effects	What are the promoting factors to sustain project effects?	Project reports, Questionnaire, Interview	
			What are inhibiting factors to sustain project effects?	Project reports, Questionnaire, Interview	

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Annex 6-1: Assignment of Experts

	Name	Field in Charge	Duration		M/M
			From	To	
1	Mr. Takeshi YOSHIKAWA	Chief Advisor/Organizational Management/Guideline and Manuals Development	18th Apr. 2015	2nd May 2015	0.50
			29th Jun. 2015	17th Sep. 2015	2.70
			12th Oct. 2015	20th Dec. 2015	2.33
			25th Jan. 2016	23rd Mar. 2016	1.96
			30th May. 2016	3rd Sep. 2016	3.23
			7th Nov. 2016	21st Dec. 2016	1.50
			29th Jan. 2017	29th Mar. 2017	2.00
			15th May 2017	30th Jun. 2017	1.57
			Total		15.79
2	Mr. Satoshi ISHIDA	Vice Chief Advisor/O&M 2/Water Supply Facility Management	18th Apr. 2015	26th Apr. 2015	0.33
			17th Jun. 2015	16th Jul. 2015	1.00
			4th Nov. 2015	1st Dec. 2015	0.93
			7th Dec. 2015	25th Mar. 2016	3.66
			30th May. 2016	8th Jul. 2016	1.33
			13th Sep. 2016	25th Dec. 2016	3.47
			5th Feb. 2017	8th Apr. 2017	2.10
			11th June 2017	30th June 2017	0.70
			Total		13.52
3	Mr. Masahiko IKEMOTO	O&M 1/WSPs Management/Data Management	11th Jun. 2015	9th Aug. 2015	2.00
			27th Sep. 2015	30th Sep. 2015	0.13
			11th Jun. 2016	9th Jul. 2016	0.97
			29th Aug. 2016	12th Oct. 2016	1.50
			8th Jan. 2017	25th Feb. 2017	1.63
			Total		6.23
	Mr. Toshiyuki MATSUMOTO		4th Jan. 2016	25th Mar. 2016	2.73
			Total		2.73
4	Mr. Shoichi TOYOI	Community Sensitization/Training Course Planning	18th Apr. 2015	16th Jul. 2015	3.00
			17th Aug. 2015	15th Oct. 2015	2.00
			11th Jan. 2016	11th Mar. 2016	2.00
			6th Jun. 2016	4th Aug. 2016	2.00
			4th Sep. 2016	2nd Nov. 2016	2.00
			13th Feb. 2017	7th Apr. 2017	1.80
			Total		12.80
5	Mr. Masaaki SATO	Water Quality Control and Management	18th Apr. 2015	14th Jun. 2015	1.93
			18th Nov. 2015	24th Jan. 2016	2.26
			20th Jul. 2016	31st Aug. 2016	1.43
			28th Oct. 2016	25th Dec. 2016	1.97
			4th Mar. 2017	8th Apr. 2017	1.20
			Total		8.79
6	Mr. Masahiro KAWAMOTO	Training Course Management	18th Apr. 2015	2nd May 2015	0.50
			23rd Jul. 2016	18th Sep. 2016	1.93
			16th Apr. 2017	28th May 2017	1.43
			Total		3.86
Total M/M					**63.72**

Annex 6-2 Provision of Equipment and Material

as of end of May 201

No.	Item	Unit	Delivered			Location
			Q'ty	Amount (JPY)	Amount (Rwf)[1]	
General						
1	Pick-up car	set	2	5,919,000	42,149,000	WASAC HQ
2	Portable GPS	set	5	204,000	1,453,000	Project office
A. Maintenance tools						
A1	Tool box	box	2	714,000	5,084,000	WASAC warehouse in Kigali
A2	Socket wrench	set	2	56,000	399,000	WASAC warehouse in Kigali
A3	Ring spanner (Closed wrench)	set	2	133,000	947,000	WASAC warehouse in Kigali
A4	Spanner (Wrench) – kit	set	2	234,000	1,666,000	WASAC warehouse in Kigali
A5	Roll meter	set	8	125,000	890,000	WASAC warehouse in Kigali
A6	Electric angle grinder	set	2	46,000	328,000	WASAC warehouse in Kigali
A7	Disk for electric angle grinder	set	2	9,000	64,000	WASAC warehouse in Kigali
A8	Welding machine with home generator	set	1	670,000	4,771,000	WASAC warehouse in Kigali
A9	Chain wrench	set	2	32,000	228,000	WASAC warehouse in Kigali
A10	PVC pipe cutter	set	2	8,000	57,000	WASAC warehouse in Kigali
A11	Steel pipe cutter	set	2	40,000	285,000	WASAC warehouse in Kigali
A12	Crowbar	set	2	12,000	85,000	WASAC warehouse in Kigali
A13	Monkey wrench	set	2	14,000	100,000	WASAC warehouse in Kigali
A14	Pipe wrench	set	2	14,000	100,000	WASAC warehouse in Kigali
A15	Pipe threading device	set	1	542,000	3,860,000	WASAC warehouse in Kigali
A16	Hacksaw	set	2	12,000	85,000	WASAC warehouse in Kigali
A17	Recorder for hydrostatic test	set	2	269,000	1,916,000	WASAC warehouse in Kigali
A18	Flow indicator	set	1	881,000	6,274,000	WASAC warehouse in Kigali
A21	Repair clamp for water leakage pipe	set	2	391,000	2,784,000	WASAC warehouse in Kigali
A22	Water level indicator	set	2	103,000	733,000	WASAC warehouse in Kigali
A23	Tripod head	set	5	83,000	591,000	WASAC warehouse in Kigali
A24	Chain block	set	5	110,000	783,000	WASAC warehouse in Kigali
A25	Residual Chlorine Meter	set	21	198,000	1,410,000	WASAC warehouse in Kigali
A26 *	Reagent for residual chlorine meter	box	100	162,000	1,154,000	WASAC warehouse in Kigali
B. Water leakage detection device						
B1	Water leakage detection device	set	1	1,250,000	8,901,000	WASAC warehouse in Kigali
C. Maintenance materials for handpumps						
C1	Afridev pump	set	1	155,000	1,104,000	WASAC warehouse in Kigali
C2	India Mark 2 handpump	set	1	197,000	1,403,000	WASAC warehouse in Kigali
C3 *	Afridev handpump spare parts	set	20	33,000	235,000	WASAC warehouse in Kigali
C4 *	India Mark 2 handpump spare parts	set	20	206,000	1,467,000	WASAC warehouse in Kigali
C5	Afridev pump standard tool kits	set	1	8,000	57,000	WASAC warehouse in Kigali
C6	India Mark 2 pump standard tool kits	set	1	153,000	1,090,000	WASAC warehouse in Kigali
Total				12,983,000	92,453,000	

1: Currncy rate JPY 1 = Rwf 7.1209855 (JICA currency exchange rate of February 2017)
* : Those items will be consumed for the training course during the course of the Project.

Annex 6-4: Operational Costs

As of end of May, 2017

Year *1	Item	Amount (1,000 JPY)
2015	Activities cost	14,613
	Sub-contract expense	3,582
	Sub-total	18,195
2016	Activities cost	7,868
2017	Activities cost	2,069
Total		28,132

*1: Japanese fiscal year: April to March

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Annex 6-3 C/P Training

Course Name: Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda

Course Period: 30 September, 2016 - 26 October 2016

Participants:

No.	Name	Position/Affiliation
1	Mr. Eugene NDAHIRO	Head of Resource Mobilization Unit, Department of Rural Water Services, WASAC
2	Ms. Kayihura Marthe NIMUGIRE	Head of Delegated water Management Unit, Department of Rural Water Services, WASAC
3	Mr. Joseph Poers KAJIWABO MUPENDA	Head of Community Mobilization Unit, Department of Rural Water Services, WASAC
4	Mr. Jean Bosco BASEMBA	Delegated Management of Rural Water Officer, Department of Rural Water Services, WASAC
5	Mr. Alexis DUSHMIMANA	Rural Water Operations Officer, Department of Rural Water Services, WASAC

Annex 7-1: Assignment of C/P Personnel

	Name	Position／Affiliation	Duration	
			From	To
1	Mr. James SANO	CEO／WASAC	April 2015	Present
2	Ms.Gisele UMUHUMUZA	Deputy CEO / WASAC	April 2017	Present
3	Ms. Marie Josee MUKANYAMWASA	Director of Rural Water Services／WASAC RWSS	April 2015	Present
4	Mr. Emmanuel NIWENSHUTI	Head of Unit／O&M Unit, WASAC RWSS	April 2015	Present
5	Mr. Eugene NDAHIRO	Head of Unit／Resource Mobilization Services Unit, WASAC RWSS	Oct. 2015	Present
6	Ms. Marthe NIMUGIRE KAYIHURA.	Head of Unit／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Present
7	Mr. Joseph Poers KAJIWABO MUPENDA	Head of Unit／Community Mobilization Services Unit, WASAC RWSS	Oct. 2015	Present
8	Ms. Jeanine UWIMANA	Resource Mobilization Services Officer ／Resource Mobilization Services Unit, WASAC RWSS	April 2015	Present
9	Mr. Theophile NSHIMYUMUREMYI	Resource Mobilization Services Officer ／Resource Mobilization Services Unit, WASAC RWSS	Oct. 2015	Present
10	Mr. Alphonse MANIRAGABA	Delegated Rural Water Services Officer／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Present
11	Mr. Jean de Dieu NDAMAGE	Delegated Rural Water Services Officer／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Present
12	Mr. Jean Bosco BASEMBA	Delegated Rural Water Services Officer／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Present
13	Ms. Marie.Noélla DUKUZUMUKIZA	Community Mobilization Officer ／Community Mobilization Services Unit、WASAC RWSS	Oct. 2015	Present
14	Ms. Angele UMUTONI	Community Mobilization Officer ／Community Mobilization Services Unit, WASAC RWSS	Oct. 2015	Present
15	Ms. Vanice NATAMBA	Community Mobilization Officer ／Community Mobilization Services Unit, WASAC RWSS	Aug 2016	Present

	Name	Position／Affiliation	Duration	
			From	To
16	Egide Iyakare	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	April 2015	Oct. 2015
17	Mr. Regis NSHIMYURENYI	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	April 2015	Present
18	Mr. Jean Baptiste DUSHIMIYIMANA	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	April 2015	May 2017
19	Mr. Alexis DUSHIMIMANA	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Oct. 2015	Present
20	Ms. Vital NSHIMIYIMANA	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Oct. 2015	Present
21	Mr. Etienne	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	June 2017	Present