Annex 8 Records of training

1. Training for Counterparts

(as of end of June 2017)

No.	Name of training course	Period	Venue	No. of Trainees
1	Operation and Maintenance of Borehole with Hand pump (theory)	14th and 15th December 2016	WASAC HQ	9
2	Water Quality Control and Management	20th - 22nd December, 2016	WASAC HQ & Central Laboratory	13
3	Data Management	6th and 7th February, 2017	WASAC HQ	11
4	Environmental Impact Assessment (EIA)	20th February, 2017	WASAC HQ	13
5	Development of Operation and Maintenance Manual by Water Supply System	23rd February, 2017	WASAC HQ	2
6	Operation and Maintenance of Borehole with Hand pump (field practice)	7th - 9th March, 2017	Rwamagana & Kayonza District	5
7	Project Cycle Management with Problems/Objectives Analysis Facilitation Skill	6th March, 2017	WASAC HQ	15
Total				68

2. Training for the Districts and Private Operators

(as of end of June 2017)

No.	Name of training course	Period	Venue	No. of Trainees
1	Development of Operation and Maintenance Manual by Water Supply System	20th and 21st March, 2017	Ngoma District	15
2	Water Quality Control and Management	22nd - 24th March, 2017	Ngoma District	15
3	Operation and Maintenance of Borehole with Hand pump (theory & field practice)	28th - 31st March, 2017	Rwamagana & Kayonza District	15
Total				45

3. Stakeholder Workshop

(as of end of June 2017)

No.	Name of training course	Period	Venue	No. of Participants
1	Stakeholders sharing workshop on the Project for strengthening operation and maintenance of rural water supply systems in Rwanda	10th March 2016	CLASSIC Hotel, Kigali	32
2	The first technical workshop on sustainable of rural water supply services	21st March 2017	HIGHLANDS Hotel, Kigali	20
3	The second technical workshop on sustainable of rural water supply services	15th and 16th June 2017	HIGHLANDS Hotel, Kigali	13 (Day 1) 15 (Day 2)

Annex 9 Documents developed

No.	Document Title	Current status	Expected date of completion
1	Baseline survey report, March 2016 1) Household Social Economic Status Report 2) Report on Socio-Economic Status of Districts, and Institutional Survey of Sectors and Cells 3) O&M Actual Condition Survey Report on Baseline Survey, Volume 1: Main Report 4) O&M Actual Condition Survey Report on Baseline Survey, Volume 2: Attachment 5) Survey for Institutional Framework for the Operation and Maintenance of Rural Water Supply Systems	Final	done
2	Annual Action Plan (2016/17) for Rural Water Supply Management Services for Four Model Districts, Sep. 2016 1) For Rwamagana District 2) For Kayonza District 3) For Ngoma District 4) For Kirehe District	Final	done
3	Mid-Term Action Plan (2016/17 ~ 2019/20) for Rural Water Supply Management Services for Four Model Districts (Rwamagana, Kayonza, Ngama, Kirehe), July 2016	Draft	TBD
4	National Guidelines for Sustainable Rural Water Supply Services	Draft version 2	End of July 2017 as first edition
5	Technical Support Manual for Rural Water Supply Project	Zero-draft	End of October 2017 as first edition
6	Training Module on Operation and Maintenance of Borehole with Hand pump	First Edition	End of March 2018 as second edition
7	Training Module on Water Quality Control and Management	First Edition	End of March 2018 as second edition
8	Training Module on Procedure of Operation and Maintenance for Pipe Water Supply System	Zero-draft	End of July 2017 as first edition
9	Manual for Data Management with MS Access	First Edition	TBD
10	Facilitation Manual for Promoting Independence among Communities	Zero-draft	End of September 2017 as first edition

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Project Design Matrix (PDM) Version.2

(28 June, 2017)

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 /RWSS 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 is implemented in Rwanda.	1. Standardized report is submitted regularly from WSPs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed WSPs by using model delegated contract in all Districts of Rwanda.	1. WASAC/RWSS annual report 2. Standardized reports submitted by 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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of SWG on, i) institutional framework, ii) national guidelines and manuals, and iii) technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWSS annual report	1. Political situation remain stable. 2. Adequate financial resources for the operation and maintenance of rural water supply systems are allocated to Districts and WASAC RWSS 3. The policies on rural water supply management services are not significantly changed		

[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project".

Outputs 1. Effective and sustainable institutional framework[2] 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 TWG [3]	1-1. Institutional framework report 1-2. Signed TWG meeting minutes	1. The turnover of WASAC RWSS and model District is not significant.		
2. National guidelines and manuals [4]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 TWG	2-1. Signed TWG meeting minutes 2-2. National guidelines and manuals.			
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Project report (training report for the Districts)			
4- The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-1-1. Collected royalty is being used appropriately for rural water supply services by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and maintenance plan by the four model Districts; 4-2. Operation of rural water supply systems in the four model districts is improved.	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWSS annual report 4-4. District Audit report 4-5. Annual action plan by the Districts 4-6. Monthly reports by WSPs 4-7. Mid-term and end-line survey report			

[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and WSPs

	4-2-1 Average downtime is reduced; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved; 4-2-3 Annual collection rate of water tariff from users is improved; 4-2-4 Annual collection rate of royalty from WSPs is improved; 4-3. Operation of point water sources in the model sites is improved. 4-3-1 Number of active water users committee is increased; 4-3-2 Annual amount of collected O&M fee is increased .				

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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.	**The Japanese side** 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 RWSS (one for Headquarter and one for the Eastern Province Branch) - Water quality test kit - Operation and Maintenance tools and materials - Others 3. Project activities fee	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 TWG for validation. 1-5. The approval of the draft institutional framework is processed within SWG.		

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 WASAC. 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 TWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within SWG.	4. Training courses in Japan and/or third country **The WASAC side** 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	
3-1. Based on Activities 1 and 2, WASAC RWSS'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 RWSS'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 RWSS. 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[7] 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.		

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

4-5. A training programme to strengthen the capacities of District staffs on management of the point water sources in the 55 model sites is implemented. 4-6. Support Districts (and WSPs) to implement its responsibilities under the proposed framework. 4-7. Support Districts (and WSPs) to monitor the operation and maintenance activities and evaluate the proposed framework. 4-8. Based on the monitoring results, recommendations for further strengthening operation and maintenance framework are drawn up. 4-9. End-line survey is conducted.		

Attachment

Project Design Matrix (PDM) Version.2

(28 June, 2017)

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 /RWSS 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	Important Assumptions	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda.	1. Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.	1. WASAC/RWSS annual report 2. Standardized reports submitted by Private Operators (POs)			
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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of SWG on, i) institutional framework, ii) national guidelines and manuals, and iii) technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWSS annual report	1. Political situation remain stable. 2. Adequate financial resources for the operation and maintenance of rural water supply systems are allocated to Districts and WASAC RWSS 3. The policies on rural water supply management services are not significantly changed		

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[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project".

Attachment

Outputs 1. Effective and sustainable institutional framework[2] 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 TWG [3]	1-1. Institutional framework report 1-2. Signed TWG meeting minutes	1. The turnover of WASAC RWSS and model District is not significant.		
2. National guidelines and manuals [4]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 TWG	2-1. Signed TWG meeting minutes 2-2. National guidelines and manuals.			
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Project report (training report for the Districts)			
4- The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-1-1. Collected royalty is being used appropriately for rural water supply services by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and maintenance plan by the four model Districts; 4-2. Operation of rural water supply systems in the four model districts is improved.	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWSS annual report 4-4. District Audit report 4-5. Annual action plan by the Districts 4-6. Monthly reports by POs 4-7. Mid-term and end-line survey report			

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[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and POs

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	4-2-1 Average downtime is reduced; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved; 4-2-3 Annual collection rate of water sell from users is improved; 4-2-4 Annual collection rate of royalty from POs is improved; 4-3. Operation of point water sources in the model sites is improved. 4-3-1 Number of active water users committee is increased; 4-3-2 Annual amount of collected O&M fee is increased .				

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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.	**The Japanese side** 1. Experts - Chief Advisor/ Organizational Management/ Guideline & Manuals Development - Vice Chief Advisor/ O&M 2/ Water Supply Facility Management - O&M 1/ POs 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 RWSS (one for Headquarter and one for the Eastern Province Branch) - Water quality test kit - Operation and Maintenance tools and materials - Others 3. Project activities fee	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 TWG for validation. 1-5. The approval of the draft institutional framework is processed within SWG.		

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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 WASAC and Districts. 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 TWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within SWG.	4. Training courses in Japan and/or third country **The WASAC side** 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	
3-1. Based on Activities 1 and 2, WASAC RWSS'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 RWSS'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 RWSS. 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 POs) is implemented.		

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

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4-5. A training programme to strengthen the capacities of District staffs on management of the point water sources in the 55 model sites is implemented. 4-6. Support Districts (and POs) to implement its responsibilities under the proposed framework. 4-7. Support Districts (and POs) to monitor the operation and maintenance activities and evaluate the proposed framework. 4-8. Based on the monitoring results, recommendations for further strengthening operation and maintenance framework are drawn up. 4-9. End-line survey is conducted.		

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ATTACHED DOCUMENT

1. **Date:** 28th June, 2017
2. **Time:** 9:30 am – 13:00 pm
3. **Venue:** Board Room at WASAC Headquarters (4th Floor)
4. **Agenda**

(1) Presentation of Results of Evaluation by Joint MTR Team
(2) Review of Project Implementation Structure
(3) Presentation of Revision of PDM ver.2 by JICA Experts
(4) Discussions and Recommendations
(5) Signing of Minutes of Meeting

5. **Participants**

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

– Mr. SANO James	CEO/WASAC and Chairperson of the Third SC (Project Director)
– Ms. UMUHUMUZA Gisele	Deputy CEO/WASAC (New Project Director)
– Mr. NIWENSHUTI Emmanuel	Head of Operation and Maintenance Unit/RWS
– Ms. NIMUGIRE K. Marthe	Head of Delegated Water Management Unit / RWS

(2) **JICA Rwanda Office**

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

(3) **Joint MTR Team**

– Akihiro MIYAZAKI	Director of Water Resources Team 2, Water Resources Group, Global Environmental, JICA HQ
– Takashi KAJI	Cooperation Planning, JICA HQ
– Erika TANAKA	Evaluation Analyses Senior Researcher Global Link Management Inc
– Toshio MURAKAMI	Technical Advisor
– Mr. Jacques NSENGIYUMVA	Technical Advisor/WASAC
– Felix GATANAZI	Manager of Customer Services/WASAC
– Patrick SHARANGABO	Public Relations Specialist/WASAC

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

– Mr. YOSHIKAWA Takeshi	Chief Adviser/RWASOM Project
– Mr. ISHIDA Satoshi	Vice Chief Adviser/RWASOM Project

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MINUTES OF MEETING
ON THE FOURTH 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 Fourth Steering Committee (hereinafter referred to as "SC") Meeting was held in Kigali on 28th June, 2017 by the initiative of WASAC to present the results of the Mid-Term Review (MTR) and also to review the Project Design Matrix (PDM).
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, 28th June, 2017

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

Ms. Gisele UMUHUMUZA
Deputy Chief Executive Officer
Water and Sanitation Corporation (WASAC)
The Republic of Rwanda

RWASOM Project is working with rural water and sanitation department of WASAC under direction of DCEO. Accordingly, the CEO proposed to transfer his function and responsibility as Project Director of RWASOM Project to the DCEO.

After explanation by the CEO, all the SC members approved his proposal.

9. Presentation of Results of Evaluation by Joint MTR Team

Ms. Tanaka, together with WASAC evaluators, took over the presentation on the methodology and objective of the MTR, and outline of the Project design. Afterwards, she presented achievements of Project Outputs so far and results of evaluation, which is based on the five criteria by JICA; relevance, effectiveness, efficiency, impact and sustainability.
Mr. KAJI from JICA headquarters also presented recommendations on the further improvement of the Project activities for the remaining period. After all presentations, participants addressed questions, as shown in the table below.

No.	Questions/ Comments	Answers
1	What are the differences among "high", "relatively high" and "high in general" in the results of the five evaluation criteria?	Overall project implementation is high and the results of the baseline survey are also high. There is no low level found during evaluation so far. However, some activities are behind schedule. It seems to be a risk factor for the successful implementation of the project. This is the reason why we made an evaluation using such terms.
2	If the results of the baseline survey will be shared with other institutions like Ministry of infrastructure or Ministry of local government, can remaining districts (23 districts) formalize their issues on water services and receive benefits?	If the report is shared to the relevant institutions it will be good because they can see the findings, lessons learnt and challenges from the baseline results.
3	The objective of the MTR is to review the inputs/outputs and to make an adjustment to the project if there are any challenges for the project. Therefore, it is better to grasp the challenges and measures to be taken in the evaluation because that is a kind of orientation. Have you identified challenges and measures through the exercise of the MTR?	Current achievements of the Project are going well. However, the big challenge we are missing is budget issues, especially at district level.
4	Development and approval of guidance documents such as new training modules are still under process. Why have WASAC and the Project utilized these documents before validation by the sector? Also, why has the approval process of the documents	To tackle issues to be addressed, WASAC team should be more active and contribute to accelerating and following up on approval of those documents.

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- Mr. NSABIYUMVA Radjab — Project Assistant/RWASOM Project
- Ms. DUSABE Esthelyne — Project Assistant/RWASOM Project
- Ms. IRIHO Theophile — Project Assistant/RWASOM Project

(5) Ministry of Local Government (MINALOC)

- Mr. KANYANGIRA Ignace — Sectoral Decentralization Coordination Specialist

(6) Ministry of Infrastructure (MININFRA)

- Mr. NTEZIYAREMYE Fidele — WATSAN SWAp Secretariat Coordinator

6. Opening Remarks by WASAC Deputy CEO

The opening remarks were supposed to be given by WASAC CEO, but he wasn't around because he had a rush meeting with MININFRA. He joined the meeting later however.

Instead of the WASAC CEO, Deputy CEO (hereinafter referred to as "DCEO") began by welcoming everyone to the meeting and continued by mentioning she felt happy and honoured to address the participants on this important occasion.

She also talked about the absence of the representatives of Eastern Province and four model districts and apologised about this situation. Because they are now in the process of evaluating the performance contract (IMIHIGO), which is a commitment between President's Office and local governments, they need to concentrate on this important task until the end of the evaluation. Therefore, she recommended that RWASOM Project, with counterparts, need to share the results of the MTR to the four model districts after the end of their evaluation.

Finally, she thanked everyone present in the 4th SC meeting and then declared the official start of the meeting.

7. Remarks by Representative JICA Rwanda

JICA Senior Representative expressed his thanks to everyone for participating in this important meeting and thanked WASAC for their past efforts in working with RWASOM project. He said the work of RWASOM Project, together with WASAC/RWSS, is crucial for strengthening operation and maintenance of rural water supply systems in Rwanda.

8. Review of Project Implementation Structure by Chief Adviser of RWASOM Project

Mr. Yoshikawa explained the implementation structure of the Project briefly and confirmed with the WASAC side about Project Director of this Project since DCEO of WASAC, who has responsibility for the rural water supply, was appointed by the cabinet in April 2017.

Then CEO responded that the Cabinet has approved the decision to appoint chairperson of Board of Directors of WASAC as a DCEO of WASAC.

No.	Questions	Answers
		water supply services through the interventions by RWASOM. But direct interventions through this Project are only targeted at 4 model districts. Therefore, the dissemination and rolling out of the O&M framework nationwide is the responsibility of the Rwandan side.
2	How can the Project consider 4 model districts representative of other districts which have different issues in water supply systems?	The Project has not intended direct interventions for the infrastructures (water supply systems, boreholes with handpumps and improved springs). O&M framework means sustainable management system of infrastructures of the rural water services. 4 model districts are only pilot areas to obtain the findings and lessons learnt for further improving the framework. Therefore, results of the testing will be incorporated into the framework developed by the Project.
3	How does the MINALOC disseminate and/or roll out the framework developed by the specific project to nationwide in general?	Representative of the MINALOC said we will use the same approach as Umuganda program implementation.
4	Currently, District Wide Approach (DWAp) has been tested in five pilot districts initiated by the Ministry of infrastructure. Therefore, there is some concern whether outcomes by RWSOM Project and pilot project for DWAp are duplicated.	In our understanding, DWAp is an approach which covers all the cycles of a project like planning, implementation, O&M and evaluation stage. RWASOM Project, on the other hand, covers only the O&M stage. However, outcomes by both projects can be consolidated as holistic framework for rural water supply services. RWASOM Project plans to harmonize and coordinate with the pilot project for DWAp.
6	What is a definition for both Water Service Provider (WSP) and Private Operator (PO)?	According to the guiding document by RURA, PO is a company or individual licenced by RURA and who manages water supply system(s) under a delegated contract with a district. WSP is company or individual who manages water supply system(s) without a

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No.	Questions/ Comments	Answers
	been delayed?	
5	Under decentralization, districts are the key players in implementing specific projects. This means districts are the key implementers in achieving the overall goals of RWASOM Project as well. But if there are any challenges and/or concerns for the achievement of the overall goals by the districts, what should be done to handle them?	Ministry of Local Government can intervene to resolve those challenges. According to DCEO, the sustainability of water supply infrastructures is a very important role of the districts as first ownership and collaboration with different partners. In this context, the districts should also open special accounts for water and establish district WASH boards. WASAC and RWASOM Project are also following their activities.
6	Which institutions should be involved in sustainable rural water supply services by the districts?	WASAC RWSS plans to employ and allocate a district support engineer to all districts who will be a focal point of WASAC. POs are also very important players for the rural water supply services, but they still need various supports by government institutions.
7	How many districts have established district WASH boards (DWB) in Eastern Province?	In Eastern Province, 4 model districts have already established DWB.

10. Presentation of Revision of PDM ver.2 by Mr. Takeshi Yoshikawa/ Chief Adviser of RWASOM Project

The Chief Adviser explained the background of the PDM, that it is a guiding document to the implementation of this Project. He said the MTR Team brought some suggestions on how PDM will be revised based on the exercise of the MTR. After that the Chief Adviser proposed the list of the revision of PDM including some objectively verifiable indicators, which were not yet set up in the current PDMver.1. After all presentations, participants addressed questions in the table below.

No.	Questions	Answers
1	Regarding target areas by the Project, the Project focuses on only the Eastern Province. But why is the overall goal targeted for nationwide? There are big resource gaps like who can implement the activities and how budget is secured.	Project purpose is to establish the sustainable framework for the operation and maintenance of rural water supply systems through the testing of the proposed framework developed by the Project in 4 model districts of the Eastern Province. This means O&M framework is established at the national level for adoption of the guidance of the sustainable

No.	Questions	Answers
		delegated contract.
7	<Regaining important assumptions> In terms of the budget allocation to the district, what are the main budget resources for the district?	Normally, district has 3 budget resources: i) budget from MINECOFIN; ii) revenue from various services and taxes by the district; and iii) funds from development partners. Although the district may be allocated the funds for a project and/or specific activities, the resources are insufficient in the most cases. Therefore, not only is budget allocation important but also the resource mobilisation to secure the required funds.
8	<Regaining important assumptions> What does the following sentence mean? "the policies on rural water supply management services are not significantly changed".	This means there is no change of the policies like promotion of the delegated water management and maintaining of the institutional arrangement.
9	How is the collaboration between Thematic Working Group (TWG) and Sector Working Group (SWG)?	TWGs are organized under SWG, which is composed of technical experts representing key stakeholder agencies and relevant sectors. In general, there are two steps of the document approval process: i) the first step: validation by the TWG; and ii) the second step: validation by the SWG as final approval process. RWASOM Project is supposed to follow this document approval process.

11. Recommendations

RWASOM Project should collaborate with Phase III Project supported by JICA Grant Aid on part of soft component.

12. Conclusion of discussions

Both sides agreed upon the following points:

(1) MTR Report

The SC accepted the MTR report including the recommendations made by the MTR Team.

(2) Revision of PDMver.2

Regarding the important assumptions 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) Project Implementation Structure

Ms. Gisele UMUHUMUZA, Deputy Chief Executive Officer of WASAC, has replaced Mr. James SANO, Chief Executive Officer of WASAC, as Project Director of this Project.

13. Signing of Minutes of Meeting

After all the discussions, Mr. Miyazaki, Team leader of the MTR Team and Ms. UMUHUMUZA Gisele, Project Director / Deputy CEO WASAC, signed the minutes of meeting at the fourth SC, including MTR report made by the MTR Team.

14. Closing Remarks

(1) Remarks by Team Leader of MTR (JICA Headquarter)

The Team Leader of Mission Team from JICA Headquarter thanked the participants again for their participation and involvement in this fourth Steering Committee and signed the minutes.

He also expressed his appreciation to the Rwandan side for making an effort to improve sustainable framework for the rural water supply services by their initiative since the Project was launched, and he also thanked the cooperation and strong commitment to achieve the Project purpose with JICA Expert Team.

Lastly, it was mentioned that on behalf of JICA, he assured the Rwandan side that JICA will still commit to the successful implementation of the Project and they will always be willing to discuss issues that the government could have and wished for successful discussions during the meeting and a successful implementation of the remaining Project activities.

(2) Closing Remarks by DCEO

The Chair of the meeting mentioned that all questions had been covered and turned the meeting over to the DCEO to provide the closing remarks.

The DCEO of WASAC thanked all participants who attended the fourth Steering Committee and officially declared the close of the fourth Steering Committee meeting and signed the minutes.

(End)

ATTACHED DOCUMENT

Annex 1: Minutes of the Fifth Steering Committee Meeting

1. **Date:** 19th March, 2018
2. **Time:** 10:00 am – 13:30 pm
3. **Venue:** Highlands Suites Hotel - Nyarutarama in Kigali
4. **Agenda**

   (1) Presentation and discussion of the progress of Project activities in second (2nd) phase
   (2) Presentation and discussion of revision of PDM ver.3 and PO ver.3 for approval
   (3) Discussion on the ownership of the equipment procured by the Project and delivered to the 4 Model Districts
   (4) Presentation and discussion of the prioritized Project activities in Fiscal Year 2018

5. **Participants**

   (1) Water and Sanitation Corporation (WASAC)

– Ms. UMUHUMUZA Gisèle	Deputy CEO/WASAC (New Project Director)
– Mr. MUGWANEZA Vincent de Paul	Director of Rural Water and Sanitation Services (New Project Manager)
– Mr. NIWENSHUTI Emmanuel	Head of Operation and Maintenance Unit/RWSS

   (2) **JICA Rwanda Office**

– Mr. NAGASE Tomonori	Senior Representative
– Ms. KAGOTA Aya	Program Manager
– Mr. KWIZERA Virgile	Program Officer (Water and Sanitation)
– Ms. KITAHARA Yumie	JICA Volunteer

   (3) Ministry of Local Government (MINALOC)

– Mr. KANYANGIRA Ignace	Sectoral Decentralization Coordination Specialist

   (4) Ministry of Infrastructure (MININFRA)

– Mr. NTEZIYAREMYE Fidele	WATSAN SWAp Secretariat Coordinator

   (5) Eastern Province

– Mr. RUGAJU Alexis	Easter Province / Director of Economic Development

   (6) Rwamagana District

– Mr. KAKOOZA Henry	District Executive Secretary

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MINUTES OF MEETING
ON THE FIFTH 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 Fifth Steering Committee (hereinafter referred to as "SC") Meeting was held in Kigali on 19th March, 2018 by the initiative of WASAC to review the progress of the Project activities in second phase, to present draft Project Design Matrix (PDM) ver.3 and Plan of Operation (PO) ver.3 for approval, to discuss about ownership of equipment distributed to four model districts by JICA through WASAC, and prioritized Project activities in Fiscal Year 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, 19th March, 2018

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

Ms. UMUHUMUZA Gisèle
Deputy Chief Executive Officer
Water and Sanitation Corporation (WASAC)
The Republic of Rwanda

Attachment:

Annex 1: Minutes of the Fifth Steering Committee Meeting
Annex 2: Project Design Matrix (PDM) version 3
Annex 3: Plan of Operation (PO) version 3

No.	Questions	Answers
	How do Districts follow up trained staff regarding water quality management?	on water quality from baseline survey conducted by RWASOM Project • WATSAN Officers were trained to be able to access and manage water quality data from the baseline survey conducted by RWASOM Project and they would help in planning for the District.
2	**<Topic 2: Pilot installation>** The installation of water meters and chlorination units on existing WSS in four model Districts is at low level. How can we scale it up?	Districts should gear their effort and commitment towards installation of water meters and chlorination units on all possible water supply systems. They need not only technical support from WASAC and the project but also preparing the BoQ (bill of quantity) documents as soon as possible to help Districts plan.
3	**<Topic 1: Water quality>** By when should we expect the study report of for developing a water quality management framework?	The guide document for Water quality management framework will be submitted for validation before phasing out of the RWASOM Project (Probably in March 2019 according the handout-4, Prioritised Project Activities in Fiscal Year 2018).
4	**<Topic 1: Water quality>** How do the districts monitor the data for water quality management?	The Districts should improve the relationship between WATSAN Officer and POs in order to always update the database for water quality management based on the contract signed between Districts and POs.
5	**<Topic 6: Capacity Development >** The two people trained on development of the O&M manual are not enough for ensuring sustainability of water supply systems and promoting Hygiene and Sanitation. Is it possible to augment the beneficiaries of the training?	The Project have trained two people on O&M but they are trainers of trainers (ToT) and WASAC together with Districts will join effort in monitoring the POs and promotion of Hygiene and Sanitation will be taken into consideration
6	**<Topic 4: Data inventory>** Why are the water supply systems managed by private institutions like schools, churches not included in GIS data generated by the project?	Because RWASOM Project work in generating GIS data by WSS managed only by POs.

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(7) Kayonza District

— Mr. MBONYUMUKIZA Emmanuel — Director of Infrastructure/One stop Center

(8) Ngoma District

— Mr. UHORANINGOGA Vincent — District Division Manager

(9) Kirehe District

— Mr. ZIKAMA Eric — District Executive Secretary

(10) JICA Expert Team (RWASOM Project Team)

— Mr. YOSHIKAWA Takeshi — Chief Adviser/RWASOM Project
— Mr. ISHIDA Satoshi — Vice Chief Adviser/RWASOM Project
— Mr. NSABIYUMVA Radjab — Project Assistant/RWASOM Project
— Ms. KWIZERA Assumpta — Project Assistant/RWASOM Project
— Mr. MUNYANSANGA Alexis — Project Assistant/RWASOM Project

6. Opening Remarks by WASAC Deputy CEO

Opening remarks made by Deputy CEO of WASAC Ltd. She began by welcoming everyone to the 5th Steeling Committee meeting and mentioning the importance of the meeting. She explained that we have ensured the sustainability of project activities and suggested to move from mere words to more tangible activities.

Finally, she thanked everyone present in the 5th Steeling Committee (SC) meeting and wished them a fruitful meeting that should come with concrete recommendations. She declared the meeting officially open.

7. Remarks by Senior Representative of JICA Rwanda

JICA Senior Representative expressed his thanks to the participants in this SC meeting and thanked WASAC, Districts and Partners for providing quality water services to the people of Rwanda He suggested not only how the target can be reached but also how to ensure its sustainability. He thanked all participants for taking time and hoped that through proactivity the meeting would be successful.

8. Presentation and discussion of the progress of Project activities in second (2nd) phase

Mr. MUGWANEZA Vincent de Paul explained Phase II Project activities. He especially focused on the development of a water quality management framework including the capacity development, pilot installation of water meters and chlorination units, a data inventory for water infrastructure,, a data sharing platform among WASAC RWSS, WATSAN Officers and POs, important documents like National Guidelines, manuals and modules, as well as capacity development for the WASAC RWSS 4 model Districts, POs and WUCs.

After the presentation, participants raised questions and comments as shown below.

(1) Q and A

No.	Questions	Answers
1	**<Topic 1: Water quality>**	• WATSAN Officers should manage data

(2) Comments

1	**Hands on training for the 4 model Districts and POs** Rwamagana District representative, after understanding the importance of data management by Districts, he suggested to the JICA Expert Team to conduct other hands on training on Web GIS to District Senior Managers (DES) to ensure planning purpose, strategic decision and staff monitoring in water related issues.
2	**Developing the WQM Framework including capacity development** Results from baseline survey for four model Districts in 2015 showed coli forms in 52%, 32% and 63% of the water samples at public taps, boreholes and improved spring respectively. This is however not clearly directed in the delegated contract with POs. Based on those data from baseline survey, WASAC explained clearly how coli forms impact negatively on community health and what the project did about it during the second phase. The SC members have discussed a little bit on water quality management for eradicating coli forms by installing chlorination units on water supply systems. This discussion was aimed at raising Districts' awareness and their involvement in taking necessary countermeasures.
3	**Elaboration of the O&M Manual for each Water Supply System** The Districts should support the development of the O&M manual for each water supply system by POs.
4	**Hands on training on strengthening O&M of water points by WUCs (Water Users Committees)** D-CEO/WASAC emphasized that this topic was very important and helpful because Prime Minister Office had recommended having a Sector User Committee, and the fact that Districts had a significant number of broken / non-functional boreholes.

9. Presentation and discussion of revision of Project Design Matrix (PDM) version 3 and Plan of Operation version 3 for approval

The Chief Advisor explained a background to the PDM, that it is the guiding document to the implementation of this Project. He also explained that this revision was a response based on issues pointed out at the 4th SC on 28th June 2017

He briefly presented the proposed revision items which were discussed with the counterpart and PIC members and accepted by them after 4th SC.

After the presentation, participants raised questions and comments related to the revision of PDM and PO as shown below.

(1) Important assumption Number 3 (IA-3)

Rwandan side pointed out that the word "political measures" shall be modified to "Strategic measures". Both sides agreed on this correction.

(2) Objectively verifiable indicators for Output 4-2-2 (OP 4-2-2)

JICA expert team explained that this target was determined based on a series of discussions between DWM Unit of the WASAC and JICA expert in charge of water quality management,

considering the monitoring results of the chlorine management by POs, and discussed with the members of PIC at the 4th Project Implementation Committee Meeting of 10th August 2017.

Rwandan side mentioned that they have understood background of determination of this target, however, improvement of the water quality is urgent issues in each water supply system and they have to tackle this issue in a positive manner to achieve 100% safe water supply.

The Districts had also committed themselves to take the necessary budgetary measures and conduct the water quality monitoring in each system to achieve this goal.

After the discussions, both sides agreed that the proposed indicator shall be revised as "the presence of the residual free chlorine at the terminal water tap is confirmed in 24 water supply systems supported by the Project".

(3) Q and A

No.	Questions	Answers
1	How did you set the percentages for indicators 4-2-3; 4-2-4; 4-3-1 and 4-3-2?	These percentages were proposed during the 4th PIC meeting of 10th August 2017. The members are expecting to achieve these percentages after project phase out.
2	Why was the target of the OP4-3-1 and OP4-3-2 not "100%"?	Because so many boreholes and improved springs were not working due to hard problems. It is difficult to achieve 100% unless repair of those facilities is carried out.

10. Discussion on the ownership of the equipment procured by the Project and delivered to the 4 Model Districts

Mr. NIWENSHUTI Emmanuel, Head of Operation and maintenance Unit of RWSS explained that the background to the distribution of equipment related to O&M from WASAC to the 4 model Districts was through RWASOM Project. He led the participants into the discussions on the ownership of the equipment after the end of the Project. There are following two options:

- Option 1: Equipment will be returned to WASAC after the project phase out
- Option 2: Ownership will be given to the Districts after the project phase out.

After the discussions, the SC members agreed on the second option mentioned above.

The equipment is fully the property of the Districts which are advised to use it for the interest of the community and keep it safely and in good condition as long as possible even after the Project phase out.

The equipment will be recorded as other District materials and the independent physical verification team will be given the task to make an inventory those equipment regularly and this will be incorporated in the recording format and submission letter.

11. Presentation and discussion of the prioritized Project activities in Fiscal Year 2018

Mr. Satoshi ISHIDA, the Deputy Chief Advisor of RWASOM Project explained the following priority Project activities in Fiscal Year 2018.

- Development of the O&M Manual for the remaining number of the water supply systems (63 water supply)
- Integration of the current Web-GIS Map for RWSS into GIS mapping system by WASAC Utility
- Hands on training (refresher course) on residual chlorine management to POs
- Finalization of the guide document for WQ management framework with validation
- Finalization of all RWASOM Project Products and officially validated by SWG
- Hands on training on development of the O&M manual by each WSS for new engineers in O&M Unit/ RWSS/WASAC
- Hands on training on a WSS inventory and mapping survey and GIS data management to new MIS officers in RWSS/WASAC
- Hands on training on the method of monitoring and evaluation for rural WSSs for new M&E officers in RWSS/WASAC

After that the SC members accepted on these activities.

12. Recommendations

- Districts should focus on the delegated management of water supply systems and intensively follow up contracts with Private Operators. Districts have to work together with WASAC and other stakeholders to monitor the POs
- District should ensure the POs to conduct water quality analysis as it is set up in their contract
- Districts are advised and committed to installation of chlorination units on water supply systems and ensure their functionality and sustainability using their own revenues from royalty fees or other financial resources. WASAC and the project itself have to provide to the Districts necessary technical support as requested and needed. This includes the development of BoQ and other related documents as soon as possible.
- Districts should support WASAC in preparing the O&M manual for each WSS
- In the coming phase, the Project and WASAC will discuss and make a decision about incorporating the water supply systems managed by POs in the available GIS data.

13. Conclusion of discussions

Both sides agreed on the following points:

- The SC members approved the proposed PDMver.3 and POver.3 presented with amendments and inputs as shown in **Annex 2** and **Annex 3** respectively.
- Full ownership of the equipment has been given to Districts and the Districts will be responsible for the safe use and keeping of equipment helped by the independent physical verification team under district authority.

- The SC members have committed themselves to pursue collaboration to for achieve the Project activities presented for the 2018 Fiscal year.

14. Closing Remarks

(1) Remarks by JICA senior Representative

The JICA senior Representative thanked all participants in this important meeting.

He appreciated the good collaboration of WASAC with JICA-RWASOM Project. He added that the ownership and responsibility of Districts had come out stronger and more demanded and JICA believes in their potential as argued by the JICA Senior Representative. JICA hopes that all four Districts will overcome all problems to support the Project objectives.

(2) Closing Remarks by Deputy CEO WASAC

The Deputy CEO appreciated the active participation and reminded Districts to make commitment to get all the best out of the expertise provided by the JICA-RWASOM Project.

Two objectives were highlighted during this 5th SC meeting that is, the installation of water meters and chlorination units to reduce infestation in water supply systems and ensuring sustainability.

She thanked the entire JICA team for their technical support that provided the tools for data management and even for operation and maintenance of water supply systems. She added that it was their role to use this opportunity and gain even more from JICA support.

In addition, the Private Operators need our help and guidance in order to be functional. She requested to District to monitor WATSAN officers daily to ensure impact of their activities. Lastly she concluded by thanking all stakeholders for supporting this Project and officially declared the 5th SC meeting closed.

(End)

Project Design Matrix (PDM) Version.3

(19 March, 2018)

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 /RWSS 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	Important Assumptions	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda.	1. Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.	1. WASAC/RWSS annual report 2. Standardized reports submitted by Private Operators (POs)			
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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of SWG on, i) institutional framework, ii) national guidelines and manuals, and iii) technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWSS annual report	1. Political situation remain stable. 2. Adequate financial resources for the operation and maintenance of rural water supply systems such as the cost for replacement, major rehabilitation and training, are allocated to Districts and WASAC RWSS 3. The strategic measures on rural water supply management services, including polices for the promotion of the delegated water management and institutional arrangement, are not significantly changed.		
Outputs 1. Effective and sustainable institutional framework[2] 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 TWG[3]	1-1. Institutional framework report 1-2. Signed TWG meeting minutes	1. The turnover of WASAC RWSS and model District is not significant.		
2. National guidelines and manuals[4]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 TWG	2-1. Signed TWG meeting minutes 2-2. National guidelines and manuals.			
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Project report (training report for the Districts)			
4- The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-1-1. Collected royalty is being used appropriately for rural water supply services by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWSS annual report 4-4. District Audit report 4-5. Annual action plan by the Districts 4-6. Monthly reports by POs 4-7. Mid-term and end-line survey report			

[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project".

[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and POs

	maintenance plan by the four model Districts; 4-2. Operation of rural water supply systems in the four model districts is improved. 4-2-1 The non-functional[3] average period of a water supply system, managed by a PO should not exceed 20 days per year; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved. The presence of residual free chlorine at the terminal water tap faucets is confirmed in 24 water supply systems supported by the Project. 4-2-3 Annual collection rate of water sell from users is improved from 81% to not lower than 90%; 4-2-4 Annual collection rate of royalty from POs is improved to not lower than 90%; 4-3. Operation of point water sources in the model sites is improved. 4-3-1 Active Water Users Committees (WUC) of the boreholes with hand pumps are increased to at least 95% at the model sites; 4-3-2 Annual amount of collected O&M fees for the boreholes with hand pumps are increased to at least 80% at the model sites.				

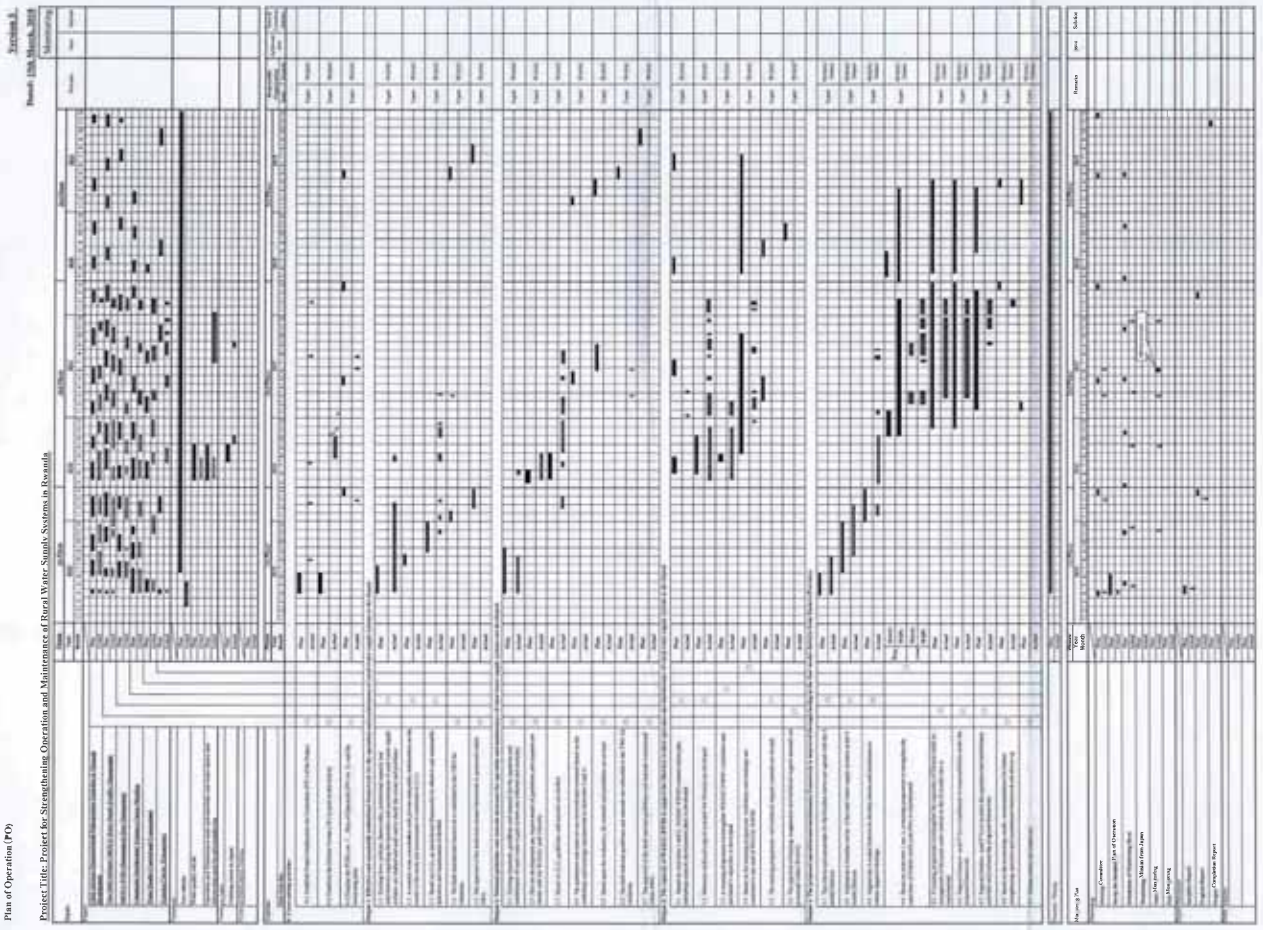
Activities	Inputs	Pre-Conditions
0-1. Establish the Project Implementation Committee (PIC). 0-2. Establish the District Forum (DF) in each model district. 0-3. Finalize the PDM (ver. 1), Plan of Operation (PO ver. 1) and the monitoring plan.	**The Japanese side** 1. Experts - Chief Advisor/ Organizational Management/ Guideline & Manuals Development - Vice Chief Advisor/ O&M 2/ Water Supply Facility Management - O&M 1/ POs Management/ Data Management	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 TWG for validation. 1-5. The approval of the draft institutional framework is processed within SWG.	- 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 RWSS (one for Headquarter and one for the Eastern Province Branch) - Water quality test kit - Operation and Maintenance tools and materials - Water meters and chlorination units for pilot installation - Others 3. Project activities fee 4. Training courses in Japan and/or third country **The WASAC side** 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	
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 WASAC and Districts. 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 TWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within SWG.		
3-1. Based on Activities 1 and 2, WASAC RWSS'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 RWSS'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 RWSS. 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[4] are		

[3] "Functional" means that the water supply system is operational (Full or partial).

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

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 POs) is implemented. 4-5. A training programme to strengthen the capacities of District staffs on management of the point water sources in the 55 model sites is implemented. 4-6. Support Districts (and POs) to implement its responsibilities under the proposed framework. 4-7. Support Districts (and POs) to monitor the operation and maintenance activities and evaluate the proposed framework. 4-8. Based on the monitoring results, recommendations for further strengthening operation and maintenance framework are drawn up. 4-9. End-line survey is conducted.		

Annex 3



Plan of Operation (PO)

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

ATTACHED DOCUMENT

Annex 1: Minutes of the Sixth Steering Committee Meeting

1. **Date:** 15th March, 2019
2. **Time:** 10:00 am – 13:00 pm
3. **Venue:** Galaxy Hotel - Kiyovu in Kigali
4. **Agenda**

(1) Presentation and discussion of the progress of Project activities in the third phase
(2) Presentation and discussion of revision of PDM ver.4 and PO ver.4 for approval
(3) Presentation and discussion of the prioritized Project activities in Fiscal Year 2019

5. **Participants**

(1) Water and Sanitation Corporation (WASAC)

– Ms. UMUHUMUZA Gisèle	Deputy CEO/WASAC (Project Director)
– Mr. MUGWANEZA Vincent de Paul	Director of Rural Water and Sanitation Services (Project Manager)

(2) JICA Rwanda Office

– Mr. Shin MARVO	Chief Representative JICA Rwanda
– Mr. Koji NAKASHIMA	WATSAN Program Manager
– Mr. Virgile KWIZERA	WATSAN Program Officer

(4) Ministry of Infrastructure (MININFRA)

– Mr. Fidel NTEZIYAREMYE	WATSAN SWAp Secretariat Coordinator

(5) Eastern Province

– Mr. Alexis RUGAJU	Easter Province / Director of Economic Development

(6) Rwamagana District

– Mr. Henry KAKOOZA	District Executive Secretary

(7) Kayonza District

– Mr. Hero Aaron KAGABA	District Executive Secretary

(8) Ngoma District

– Mr. UHORANINGOGA Vincent	District Division Manager

(9) Kirehe District

– Mr Eric ZIKAMA	District Executive Secretary

(10) JICA Expert Team (RWASOM Project Team)

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MINUTES OF MEETING
ON THE SIXTH 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 Sixth Steering Committee (hereinafter referred to as "6thSC") Meeting was held in Kigali on 15th March, 2019 by the initiative of WASAC to review the progress of the Project activities in the third phase, to discuss draft Project Design Matrix (PDM) ver.4 and Plan of Operation (PO) ver.4 for approval, and prioritized Project activities in Fiscal Year 2019.
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 here to.

Kigali, 15th March, 2019

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

Ms. UMUHUMUZA Gisele
Deputy Chief Executive Officer
Water and Sanitation Corporation / WASAC
The Republic of Rwanda

Attachment:

Annex 1: Minutes of the Sixth Steering Committee Meeting
Annex 2: Project Design Matrix (PDM) version 4
Annex 3: Plan of Operation (PO) version 4

- Mr. YOSHIKAWA Takeshi — Chief Adviser/RWASOM Project
- Mr. Masaaki SATO — Water Quality Control /RWASOM Project
- Mr. NSABIYUMVA Radjab — Project Assistant/RWASOM Project
- Ms. Satoka Oe — Project Assistant/RWASOM Project
- Ms. Ange KAZE Aimee — Project Assistant/RWASOM Project

6. Opening Remarks by WASAC Deputy CEO

Opening remarks made by Deputy CEO of WASAC Ltd. She began by welcoming all participants to the 6th SC meeting and mentioning the importance of this meeting. She explained that we have ensured the sustainable management with Districts, not only for the infrastructures but also for the processes of project activities.

She welcomed with big pleasure the new Chief Representative of JICA Rwanda who has attended the 6th SC meeting. She explained that we are heading towards the end of this program and we have been work with this program for the last three years. This Project has revealed that in terms of accessing or reaching the 100% target of access for water, it doesn't only need the hard infrastructure it is also need the soft component to understand the processes and to put together all of us the documents that can help the Water Sector to be developed and improve the sustainable management.

She extended her appreciation to the Chief Representative of JICA Rwanda, JICA Expert team and the District Executive Secretaries to be involved in the Project activities.

She explained that WASAC has recruited District Water and Sanitation Support Engineers (DWSSEs) in order to build the capacity and relationship with the Districts and Private Operators. She said that in this 6th SC, the members are going to be thinking of what we have already done throughout this whole year and what should be done up the end of this Project, and the event going on after the Project especially the sustainability. The sustainability is the key word for this meeting.

She welcomed the Chief Representative of JICA Rwanda to give his remarks.

7. Remarks by Chief Representative of JICA Rwanda

JICA Chief Representative greeted the participants in this 6th SC meeting and thanked the Deputy-CEO of WASAC to chair this important meeting.

He highlighted that the sustainability of infrastructures as mentioned D-CEO is very important of the Project and appreciated the Districts and Private Sector for their involvement in sustainability of water infrastructures.

He reminded that JICA Rwanda has given the contribution for the Water Sector sine 2006 in Eastern Province through the Grand Aid Project. JICA Project in the Water Sector is in line with Government target to achieve 100% for access to water by to 2024 and to achieve the three components of target 6 of SDGs (the accessibility, quality and availability).

He said that RWASOM Project is very important but we still have some challenges with accessibility and building the framework of Operation and Maintenance of rural water supply systems. In this Project the Expert team introduced some innovative and advanced technology to this water management and this can be applicable for other development countries.

The 6th SC meeting is to review the progress of Project's activities and reminded that the period of sustainability is very important. He appreciated the active participation of the D-CEO in this Project and the prompt discussion of this meeting.

8. Presentation and discussion of the Progress Report of the Project in the third phase

Director of RWSS/WASAC explained summary of the Project activities in the third phase. He especially focused on the development of Web-GIS map for the rural water infrastructures, development of the data portal site and data analysis report, improvement of water quality management, development of the O&M manual for each water supply system in the four model Districts, the development of the documents like National Guidelines, Manual and Modules, and the progress of the capacity development for the WASAC staffs, Private operators and District staffs.

After the presentation, participants raised questions and comments as shown below.

(1) Q and A

No.	Questions	Answers
1	**<Topic 1: Web GIS map>** How is undergraduate of Web GIS?	• GIS develop basically to information variable in the WASAC, New WASAC data Centre will be constructed by end of June 2019
	How is objective of Web GIS?	• The objective of Web GIS is to help in development of the Project, status to plan the Project, accessibility of status and it is a tool of planning
	Who is capable to manage this Web GIS?	• PO and District Water and Sanitation Support Engineers should collect the data and set up on RWSS server, can collect data, to ensure the quality of data collected • The Web GIS will be managed under WASAC.
	How the District will have the asset management?	• GIS is District's product and WASAC support and assisting the District to monitor the property and data provided themselves not from Central level • A tool can be used but information comes to the District • The instruction will be shared by WASAC at national level on functionality of GIS • POs and WATSAN Officers should be trained on GIS program
	Why are the water supply systems managed by private institutions like schools, churches not included in GIS data generated by the project?	• WASAC will include also the water supply systems managed by POs and other institutions in generating GIS data
2	**<Topic 2: Data portal site and data analysis report>** Do Districts follow up trained staff	• Presentation couldn't be the result to be achieved and challenge is a role of District Wash Board

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No.	Questions	Answers
3	**<Topic 3: Water quality management>** The installation of chlorination units on existing WSS in four model Districts is at low level. How can we scale it up?	• The Districts should gear their effort and commitment towards installation of chlorination units on all possible water supply systems. • District should negotiate with POs, DWB even with others partners • They need not only technical support from WASAC and the project but also preparing the BoQ (bill of quantity) documents to help Districts plan • Royalty fees can be use as guaranty for recuperation of investment by POs for installation of chlorination unit by arrangement process, • To discuss with RURA to review the water tariff including the chlorination cost • No data can help in water tariff reduction, • District and WASAC can see how to revise the strategy
4	**<Topic 4: O&M manual for each WSS>** How can secure the infrastructure not only from the development partners?	• Functionality of the system is for the District • District should provide the data from the District not from Central level • Ownership is very important
5	**<Topic 5: Important documents** What is the Important documents reviewed and developed for the Districts? How is the progress of the development of important document?	• National Guideline, Manuals and Modules • All developed products at sector level will be validated by SWG by starting of May 2019

(2) Comments

1	**Discussion on DWB** According to DES Rwamagana One of the causes for the District Wash board doesn't work well, it's because they don't have an organic law, a guidance or an instruction. There are so many infrastructures and systems that don't have chlorination system, we need a clear guidance from WASAC that any new infrastructures constructed or maintained we must consider a chlorination unit.

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No.	Questions	Answers
	regarding Web GIS management?	
	Connection is very expensive. How should District have a guidance from WASAC for new infrastructures?	• For the further improvement of sharing platform, the portal site is being upgraded to be more user friendly using suite.
	How can we do user friendly with POs, with customers? Customers should be involved?	• Basically we expect to use reporting systems, feedback from the community and from District or WASAC • To provide the feedback: calling is enough from community • Data collection for rehabilitation: Water meters and chlorination unit
	How is the facilitation of DWB with different members?	• At the District side on no good study should be take care during the validation process even for new system by DWB, they should be monitored • Instruction for set up the District council should make the reference as putting in place the DWB and other boards in the Districts and use the same facilitation.
	How to improve the POs services?	• Improvement for POs there should be a system to give insensitive and /or penalties for the POs to improve their service. Ex. District should not renew the contract of PO who has under 50% of performance in water management • Regularly meeting with POs on monthly report and give him the feedback • Recruitment of WATSAN Officer is very crucial for supporting the monitoring of water management by POs, MIS& GIS. • To reduce the investment in O&M of water supply systems • Plan of agreement for DWSSE and mention the activity to work closely with WATSAN Officer and POs.
	Can you change the place of presentation of issues and put at the end of the report as summary?	• Noted • The regular meeting can show the challenges in water management
	How District need real support in Human Resource?	• In capacity building only but the recruitment concerns the District

6	**Development of the important documents** All developed products at Sector level will be validated by SWG by beginning of May 2019 such as National Guideline, manuals and modules.

9. Presentation and discussion of revision of Project Design Matrix (PDM) version 4 and Plan of Operation version 4 for approval

The Chief Advisor of RWASOM Project explained a background to the PDM, that it is the guiding document to the implementation of this Project. He explained the points to be revised from current PDM and PO to proposed ones as version 4 respectively. The main changes from the current PDM and PO are as follows.

- GIS expert and equipment have been added as input for Japanese side.
- The schedule of some activities in PDM has been changed.

As conclusion, PDM and PO was approved as version 4.

10. Presentation and discussion of the prioritized Project activities in Fiscal Year 2019

The Chief Advisor of RWASOM Project explained the prioritized Project activities for the remaining period. He stressed that final evaluation of this Project will be carried out around May by mission team by the JICA headquarters, and extra ordinary SC will take place around the same time. After presentation, officer from Eastern Province requested to support the setting of a meeting in Project so that the POs, Districts and WASAC meeting on the monitoring and reviewing of the delegated contract management can become routine work. Chief adviser accepted this proposal.

Finally, the SC members accepted on all proposed activities.

11. Recommendations

- District should focus on the delegated management of water supply systems and intensively follow up contracts with POs. Districts have to work together with WASAC and other stakeholders to monitor the POs.
- Improvements for water services by the POs, there should be a system to give incentive and/or penalties for the POs to improve their service.
- District should have a quarterly basis regular meeting with POs which includes summary of the monthly report combined with field visit in order to make a sustainable system on monitoring of the PO and making improvement of them.
- Each district shall have at least one WATSAN officer in charge in the district office.
- District should ensure that the PO conduct water quality analysis as it is set up in their contract.
- Chlorination unit shall be installed in newly constructed facilities and also the existing facilities. The budget shall be prepared by the district and it is advisable that it will be included in the annual plan. WASAC and the Project have to provide to the Districts necessary technical support as requested and needed.
- The validated mapping report should be presented on website of the district according to the instruction related to the website management.

	Something that can make the District Wash Board effective (1) WATSAN SWAp Secretariat Coordinator The Ministry of infrastructure has developed instruction related to WASH Board, and those instructions have been sent to all districts. The instruction indicated the objectives, responsibilities and the members of the District WASH Board, how the District should organize the WASH Board. The point is how we can insure the facilitation of the District WASH Board at the district level. The instruction say that the District Council will decide how to facilitate, when they invite the District WASH Board meeting. It will be instructed by the District Council indication. (2) D-CEO It is not up to Ministry of infrastructure or WASAC to instruct to the District how to govern its own boards. That kind of guidance cannot be added because it is in the full ownership of the district. It is in the same framework as they organize the JADF meeting and how they handle the facilitation when they conduct the JADF meeting. They will engage the District Council. Regarding the clear guidance for the installation of the chlorination unit, a simple letter mentioned a simple guideline for any rehabilitation or construction plan will be made and distributed by next week.
2	**Developing Web-GIS map for rural water infrastructures** Rwamagana District representative, after understanding the importance of data management by Districts, he suggested to the JICA Expert Team to conduct other hands on training on Web GIS to District Senior Managers (DES) to ensure planning purpose, strategic decision and staff monitoring in water related issues.
3	**Development of the data portal site and data analysis report** Training on Web-GIS by smartphone is conducted by using offline data use in Rwamagana and Ngoma District and publishing Web-GIS maps to the Internet needs to be done after new data center project is completed by WASAC/ICT division planned on end of June 2019
4	**Improvement of the water quality management** The SC members have discussed a little bit on water quality management for eradicating some challenges related to water quality control and management by installing chlorination unit on water supply systems. This discussion was aimed at raising Districts' awareness and their involvement in taking necessary countermeasures. It is in this regards, JICA expert with Ayateke Star company carried out the repair work of the disinfection facilities (DOSATRON) in Kirehe District. Chief Advisor pleased to inform 6th SC members that above disinfection facilities were fixed and it is now working well.
5	**Development of the O&M manual for each water supply system** The Districts should support the development of the O&M manual for each water supply system by POs. RWASOM engineers supported to develop O&M manuals with Private operators. Recently, development of the one manual was completed, so the total number of completed manual becomes 35 out of 71.

- After the Web-GIS will be fully developed, framework should be developed which cover how to utilize the GIS map so that each WASAC, POs, and districts will be fully aware of their roles and responsibilities and how to utilize the Web-GIS system.
- The contents of the Web GIS include a functionality status of the facilities. For the monitoring purpose by the District, it is advisable that the district monitors the functionality of the facilities as asset owner.

  If the facility is malfunctioned, the district should 1) ask PO to define whether the malfunction is minor or major, 2) ask PO to repair (if minor malfunction), 3) use royalty fee for repairing (if major malfunction), 4) allocate budget for repair (if the malfunction is critical and needs annual budget).

12. Conclusion in discussions

Both sides agreed on the following points:

- SC members approved the proposed PDMver.4 and POver.4 presented with amendments and inputs as shown in **Annex 2** and **Annex 3** respectively.
- SC members accepted the collaboration with WASAC to be aware of their role and responsibility and how to utilise the Web-GIS tool developed.
- SC members have committed themselves to contribute in Chlorination unit installation in newly constructed facilities and also the existing facilities.
- SC members have committed themselves to pursue collaboration for the achievement of the Project activities presented for the 2019 Fiscal year.
- Districts have committed to facilitate District WASH Board actively as it is for own boards like JADF as instructed by the District Council indication.
- WASAC have committed to make letter like simple check list for the planning of the construction and rehabilitation of water supply systems by the district, and to distribute it by end of March 2019.

13. Closing Remarks

(1) Remarks by WATSAN Program Manager-JICA Rwanda

The WATSAN Program Manager thanked all participants in the 6th SC meeting. He said that before he comes to Rwanda, this Project was mentioned to be a success in Africa. This progress made by the sector will continue to be enhanced and the rural water supply will be fully systemised by the documents developed and the training conducted by the Project.

He expressed that his expectation to every district represented in 6th SC meeting will be utilizing this opportunity to absorb important support, advanced technology and knowledge from the Experts.

(2) Remarks by District Executive Secretary Representative

DES of Rwamagana District as representative of colleagues thanked every member present in this 6th SC meeting. In the history of the districts, they used to put much emphasis on the physical infrastructure but along the way they realized that they forgot the 50% of the soft component part of the infrastructure which they are now giving attention. Most of these physical infrastructures failed because the soft component part of it wasn't handled. For them this is a very important Project and they are committed as districts to take their part and fulfil

their role and responsibility most importantly when it comes to the implementation.

He extended his appreciation to WASAC for their support, not only for this Project but also outside of this Project in the water and sanitation sector.

(3) Remarks by WATSAN SWAp Secretariat Coordinator

WATSAN SWAp Secretariat Coordinator thanked the participants in this important 6th SC meeting. On the side of the Policy, this Project is very important for the Water and Sanitation Sector because as now we are implementing SDG's.

SDG's are more focusing on the sustainability. He emphasised on the supporting of the development of National Guidelines and other technical documents that are guiding us into sustainability of infrastructures.

(4) Remarks by Director of Rural Water Supply Services-WASAC

He appreciated the presence of all the participants in this important 6th SC meeting. He always likes it; we always finish it with ambitious actions to take, and we go back to make them. First of all, we go through what we have been able to achieve and looking the way forward as we close this project.

He thanked everyone and reminded them that we were starting the water week from March 17. He highlighted that there is a very important activity in the rural areas which are "Rural stream catchment protection" and the community work (Umuganda) at the end of this month in all districts. There is a message that is going to be shared in the community work (Umuganda). We have to take care of our improved springs and water source catchment areas and not keep watching water being infected and polluted. We must take good care of our catchment and water sources. It will be discussed in these communities.

(5) Closing Remarks by Deputy CEO WASAC

The Deputy CEO appreciated the active participation and reminded Districts to make commitment to get all the best out of the expertise provided by the JICA-RWASOM Project.

Three objectives were highlighted during this 6th SC meeting that is; the development of Web-GIS map for rural water infrastructures, the installation of chlorination unit to maintain quality standard in water supply systems and ensuring sustainability.

She thanked the entire JICA team for their technical support that provided the tools for data management and even for operation and maintenance of water supply systems. She added that it was their role to use this opportunity and gain even more from JICA support.

She said that the POs need our support and guidance in order to be well functional. She requested districts to monitor POs and WATSAN officers on daily basis to ensure impact of their activities.

Lastly she concluded by thanking all stakeholders for supporting this Project and officially declared the 6th SC meeting closed.

(End)

Annex 2

Project Design Matrix (PDM) Version.4

(15 March, 2019)

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 /RWSS 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	Important Assumptions	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda.	1. Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.	1. WASAC/RWSS annual report 2. Standardized reports submitted by Private Operators (POs)			
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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of SWG on, i) institutional framework, ii) national guidelines and manuals, and iii) technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWSS annual report	1. Political situation remain stable. 2. Adequate financial resources for the operation and maintenance of rural water supply systems such as the cost for replacement, major rehabilitation and training, are allocated to Districts and WASAC RWSS 3. The strategic measures on rural water supply management		

[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project".

			services, including polices for the promotion of the delegated water management and institutional arrangement, are not significantly changed.		
Outputs 1. Effective and sustainable institutional framework[2] 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 TWG [3]	1-1. Institutional framework report 1-2. Signed TWG meeting minutes	1. The turnover of WASAC RWSS and model District is not significant.		
2. National guidelines and manuals [4]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 TWG	2-1. Signed TWG meeting minutes 2-2. National guidelines and manuals.			
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Project report (training report for the Districts)			
4- The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-1-1. Collected royalty is being used appropriately for rural water supply services	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWSS annual report 4-4. District Audit report 4-5. Annual action plan by the Districts			

[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and POs

Annex 2

	by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and maintenance plan by the four model Districts; 4-2. Operation of rural water supply systems in the four model districts is improved. 4-2-1 The non-functional[1] average period of a water supply system, managed by a PO should not exceed 20 days per year; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved. The presence of residual free chlorine at the terminal water tap faucets is confirmed in 24 water supply systems supported by the Project. 4-2-3 Annual collection rate of water sell from users is improved from 81% to not lower than 90%; 4-2-4 Annual collection rate of royalty from POs is improved to not lower than 90%; 4-3. Operation of point water sources in the model sites is improved. 4-3-1 Active Water Users Committees (WUC) of the boreholes with hand pumps are increased to at least 95% at the model sites; 4-3-2 Annual amount of collected O&M fees for the boreholes with hand pumps are increased to at least 80% at the model sites.	4-6. Monthly reports by POs 4-7. End-line survey report			

Activities	Inputs	Pre-Conditions
0-1. Establish the Project Implementation Committee (PIC).	**The Japanese side**	0-1. Political situation

[1] "Functional" means that the water supply system is operational (Full or partial).

Annex 2

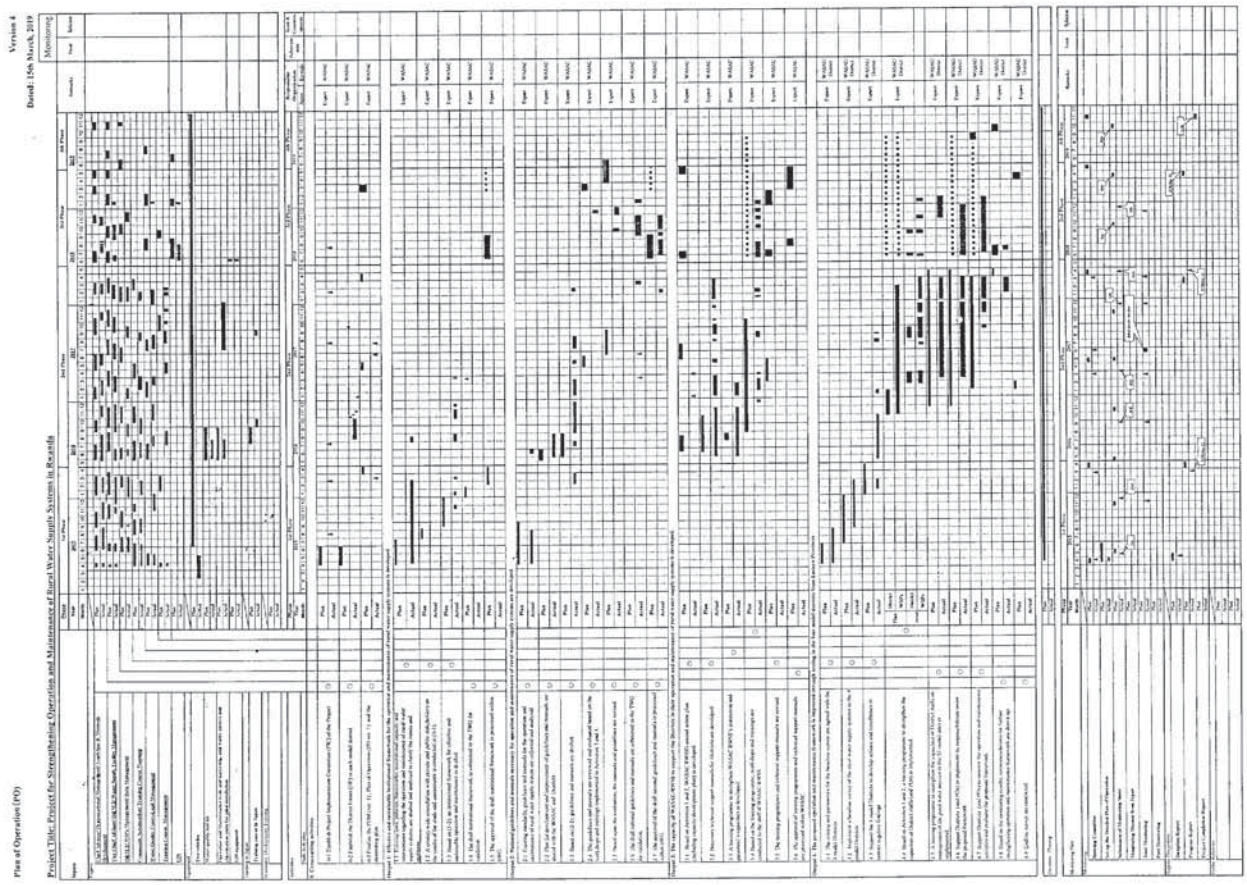
0-2. Establish the District Forum (DF) in each model district. 0-3. Finalize the PDM (ver. 1), Plan of Operation (PO ver. 1) and the monitoring plan.	1. Experts - Chief Advisor/ Organizational Management/ Guideline & Manuals Development - Vice Chief Advisor/ O&M 2/ Water Supply Facility Management - O&M 1/ POs Management/ Data Management - Community Sensitization/ Training Course Planning - Water Quality Control and Management - Training Course Management - GIS - Other short-term experts if necessary 2. Equipment - Two vehicles for WASAC RWSS (one for Headquarter and one for the Eastern Province Branch) - Water quality test kit - Operation and Maintenance tools and materials - Water meters and chlorination units for pilot installation - GIS equipment - Others 3. Project activities fee 4. Training courses in Japan and/or third country **The WASAC side** 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	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 TWG for validation. 1-5. The approval of the draft institutional framework is processed within SWG.		
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 WASAC and Districts. 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 TWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within SWG.		
3-1. Based on Activities 1 and 2, WASAC RWSS'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 RWSS'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 RWSS. 3-5. The training programmes and technical support manuals		

Annex 2

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[4] 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 POs) is implemented. 4-5. A training programme to strengthen the capacities of District staffs on management of the point water sources in the 55 model sites is implemented. 4-6. Support Districts (and POs) to implement its responsibilities under the proposed framework. 4-7. Support Districts (and POs) to monitor the operation and maintenance activities and evaluate the proposed framework. 4-8. Based on the monitoring results, recommendations for further strengthening operation and maintenance framework are drawn up. 4-9. End-line survey is conducted.		

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

Annex 3



1. Results of the Monitoring and Evaluation of the Project

The JICA side and Rwandan side confirmed that the Project is expected to almost achieve the set Project Purpose by the end of its duration and its cooperation period should be completed in December 2019 as planned.

2. Findings and Recommendations by the Joint Monitoring and Evaluation Team

The JICA side and Rwandan side agreed with the findings and recommendations as shown in Appendix 3. The recommended items are as follows:

(1) Elaboration the O&M Framework through the Applicability Field Test
(2) Optimizing Budget Management
(3) Update and Practical Use of the Developed GIS Mapping
(4) Enhancement of the Capacity of the Personnel for the District Framework
(5) Strengthening Technical Support to WATSAN Officers by DSEs
(6) Effective use of the Project Equipment
(7) O&M training for Boreholes with Hand Pumps
(8) Continuous Renewal of the Institutional Framework

END

Appendix

1. Agenda of the 7th SC
2. Achievement and Progress of the Project
3. Findings and Recommendations by the Joint Monitoring and Evaluation Team
4. Summary of Inputs to the Project
5. List of Attendants

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MINUTES OF MEETING ON
THE 7th STEERING COMMITTEE MEETING FOR
THE PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE
OF RURAL WATER SUPPLY SYSTEM in RWANDA

The 7th Steering Committee (hereinafter referred to as "SC") Meeting was held in Kigali on 22nd May, 2019 by the initiative of Water and Sanitation Corporation (hereinafter referred to as "WASAC") to review the progress and achievement of the Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda (hereinafter referred to as "the Project") based on the Joint Terminal Monitoring and Evaluation, the meeting was chaired by Deputy Chief Executive Officer WASAC and there were representatives from the four model districts, Ministry of Infrastructure, Ministry of Local Government, and JICA headquarters.

The Joint Terminal Monitoring and Evaluation 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 Ms. Izumi SHOJI, Senior Deputy Director of Water Resources Team 2, Water Resources Group, Global Environment Department, JICA, conducted the joint terminal monitoring and evaluation from 13th to 22nd May, 2019.

As a result of the discussions, the JICA side and the Rwandan side agreed on the matters mentioned in the attached document.

Kigali, 22nd May 2019

Ms. Izumi SHOJI
Leader
JICA Terminal Monitoring and Evaluation Team
Japan

Ms. Giséle UMUHUMUZA
Deputy Chief Executive Officer
WASAC
The Republic of Rwanda

Mr. Takeshi YOSHIKAWA
Chief Advisor
JICA Expert Team
Japan

Mr. Vincent de Paul MUGWANEZA
Director of Rural Water and Sanitation Services
WASAC
The Republic of Rwanda

Appendix 1

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

Agenda of the Seventh (7th) Steering Committee Meeting
The Project for Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda in the Third Phase

Venue: Galaxy Hotel – Kiyovu in Kigali
Date: 22nd May, 2019

10:30	Registration and Introductions
11:00	Opening Remarks (by Deputy CEO WASAC)
11:10	Remarks (by Representative of JICA Rwanda Office)
11:20	Presentation of the Achievements of the Project (by Project Manager)
11:40	Presentation of Results of Terminal Monitoring & Recommendations (by Mission Team)
12:20	Discussions
13:00	Signing of Minutes of Meeting
13:15	Remarks (by Representative of MININFRA)
13:20	Closing Remarks (by CEO WASAC)
13:30	**Lunch**

Appendix 2

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

RWASOM PROJCT

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

The Seventh (7th) Steering Committee Meeting

Achievements and Progress of the Project

May 22, 2019

WASAC / JICA RWASOM Project

Contents:

1. Prospect framework

Narrative Summary	Objectively Verifiable indicators
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda	1. Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda
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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.
Outputs 1. Effective and sustainable institutional framework[2] 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 TWG [3]
2. National guidelines and manuals [4]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 TWG
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;
4. The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	**4-1 Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals;** 4-1-1. Collected royalty is being used appropriately for rural water supply services by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and maintenance plan by the four model Districts; **4-2 Operation of rural water supply systems in the four model districts is improved.** 4-2-1 The non-functional[3] average period of a water supply system, managed by a PO should not exceed 20 days per year; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved. The presence of residual free chlorine at the terminal water tap faucets is confirmed in 24 water supply systems supported by the Project. 4-2-3 Annual collection rate of water sell from users is improved from 81% to not lower than 90%; 4-2-4 Annual collection rate of royalty from POs is improved to not lower than 90%; **4-3. Operation of point water sources in the model sites is improved.** 4-3-1 Active Water Users Committees (WUC) of the boreholes with hand pumps are increased to at least 95% at the model sites; 4-3-2 Annual amount of collected O&M fees for the boreholes with hand pumps are increased to at least 80% at the model sites.

[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project"
[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and POs
[3] "Functional" means that the water supply system is operational (Full or partial).

2. Prospect for Achieving the Project Purpose

Project Purpose	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
Sustainable framework for the operation and maintenance of rural water supply systems in Rwanda is established	**P1** Institutional framework for the operation and maintenance of rural water supply systems is approved by SWG;	○	**P1 is likely to be achieved during the Project period.** ● Institutional framework for operation and maintenance of rural water supply systems was already finalized. This institutional framework is planned to be approved as a part of the National Guidelines in the authorization process related to Indicator 2 below.	No major issues have been observed.
	P2 National guidelines and manuals developed in Output 2 are approved by SWG;	○	**P2 is likely to be achieved during the Project period.** ● Developed National Guidelines and manuals were reviewed on the series of the technical workshop under TWG and finalised as final version. ● The process and schedule of validation by SWG were discussed with the secretariat of the SWG on November 20 and 23, 2018 and March 13, 2019. As a result of the consultations, SWG for the validation of the all the documents developed was scheduled at the beginning of the May, 2019. ● The schedule of the meeting was fixed by the secretariat of SWG on May 23, 2019.	No major issues have been observed.
	P3 WASAC RWSS's annual action plan (including capacity development plan) is implemented.	◎	**P3 has been achieved.** The annual action plan of WASAC RWSS including a capacity development plan for the Project has been implemented by WASAC RWSS in the 2nd and 3rd phases. The plan will be continuously implemented by the WASAC RWSS.	No major issues have been observed.

Indicator Score	◎	1. Already been achieved	○	2. Likely to be achieved	△	3. Need more effort	×	4. Achieving will be difficult

3. Achievements of the Outputs

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
Output 1: 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 of operation and maintenance of rural water supply systems was already drafted. The drafted intuitional framework is planned to be approved as a part of the "National Guidelines" in the validation process • Validation of the "National guidelines" is being processed by SWG in May 2019	No major issues have been observed.
	1-2 Institutional framework is validated by the TWG	◎	• Six Technical workshops to the WATSAN TWG was held in the second and third phase. Comments and inputs from participants were incorporated into the "National Guidelines" and other technical documents, and it was validated by the TWG	No major issues have been observed.
Output 2: 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	◎	• As shown in the table below, 11 documents have been developed and revised (National Guidelines and three new training modules) **Table 1-1: List of the documents developed for the Water Sector level** No. / Title of the documents developed / New or Revision 1 / National Guidelines for Sustainable Rural Water Supply Services / New 2 / Rural Drinking Water Quality Management Framework / New 3 / Model Tender Document / Revision 4 / Model delegated Contract / Revision 5 / Monthly Report Format on the delegated contract / Revision 6 / Training Module on O&M of Pumps in Rural Water Supply Systems / Revision 7 / Training Module on Water Quality Control and Management in Rural Water Supply / New 8 / Training Module on Procedure of Operation and Maintenance for Pipe Water Supply Systems / New 9 / District and Private Operator's Manual for Operation and Maintenance of Rural Water Supply Systems in Rwanda / Revision 10 / Manual for Rural Water Supply Project Cycle Management / New 11 / Manual for Community Mobilization on Water Services / New Source: Project report	No major issues have been observed.
	2-2 Necessary national guidelines and manuals are validated by the TWG	◎	• As stated in the above indicators 1-1 and 1-2, the following technical workshops under TWG have been held to review the above products mentioned table 1-1 • All the products were validated by the TWG **Table 1-2: List of the Technical Workshops through TWG** Title of workshop / Date / Targeted documents to be reviewed in the table 1-1 1st Technical Workshop / March 21, 2017 / Document No 1, 3, 4, 5 2nd Technical Workshop / June 15 and 16, 2018 / Document No 1, 3, 4, 5 3rd Technical Workshop / March 26, 2018 / Document No 10 4th Technical Workshop / November 20, 2018 / Document No 6, 8, 9 5th Technical Workshop / January 30, 2019 / Document No 2, 7, 11 6th Technical Workshop / March 15, 2019 / Document No 11 Source: Project report	No major issues have been observed.
Output 3: The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed	**3-1** All staff from WASAC RWSS received training	◎	• The capacity assessment of staff members has been carried out for all Units of WASAC RWSS. • The training programme was designed according to the needs for capacity-building based on the capacity assessment conducted in August 2016. • The C/P training in Japan was implemented for ten staff members of RWSS in October 2016 and September 2017 respectively. • The following C/P trainings have been conducted so far: **Table 1-3: List of the trainings and workshops for WASAC RWSS conducted by the Project** Title of Training / Key Target / No. of Trainees 1. Operation and Maintenance of **Borehole with Hand pump** (theory) / All Unit / 9 2. **Water Quality** Control and Management / DWM, OM and CM Unit / 13 3. **Data Management** / All Unit / 11	• No major issues have been observed. • However, building capacity of DWSSEs for ensuring the operation and maintenance of rural water supply infrastructure should be continuously conducted.

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
			4 Environmental Impact Assessment (**EIA**) / All Unit / 13 5 Development of **Operation and Maintenance Manual** for each Water Supply System / OM Unit / 2 6 Field training workshop for operation and maintenance of **borehole with hand pump** (field) / OM Unit / 12 7 **Project Cycle Management** (Problems Analysis/Objectives Analysis) and Facilitation Skills / All Unit / 15 8 Training of trainers on strengthening of **facilitation skills** / CM Unit / 4 9 Follow up training on guidance on developing **monthly reports** for POs / DM Unit / 4 10 Training on the design criteria for **selection of submersible motor pumps for boreholes** / OM Unit / 3 11 Training workshop for data collection / O&M Unit, M&E and MIS specialist / 25 12 Development of O&M Manual for each Water Supply System / DWSSEs / 15 13 Joint workshop for analysing the PO's monthly report / DWM Unit / 3 14 Training to the Private Operators on how to use leakages detectors and ultrasonic flow meter / DWSSE / 1 15 Refresher training on using leakage detector D305 / DWSSE / 1 **Accumulated total participants** / **131** Source: Project report	
	3-2 Training programmes and technical support manuals for the Districts are approved by WASAC	◎	• Regarding the "Manual for Rural Water Supply Project Cycle Management (previous title: technical support manual)": WASAC RWSS and the team of experts conducted six document reviews (retreats) and finalized it in 2017. • The manual was shared and discussed with members of the four model Districts at the fifth PIC meeting held on February 21, 2018 and also with members of TWG on March 26, 2018 to obtain their inputs. • Revision work based on this input was completed in March 2019 and it was finalized as final version. • The Project has also developed following manuals and tools as the supporting materials of the trainings. **Table 1-4: List of the manuals and tools developed as the supporting materials of the trainings** Hierarchical order / Specific Manual / [illegible] Source: Project report	No major issues have been observed.
	3-3 Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS	◎	• Capacity development of POs and staff of the four model Districts facilitated by the C/Ps whose capacities had been developed in the trainings through Activity 3-4 as trainer were conducted as shown in the table 1-5. **Table 1-5: List of the trainings and workshops for model districts and POs conducted by the Project** Title of Training / Key Target / No. of Trainees 1. Development of Operation and Maintenance Manual by Water Supply System / Model districts, POs / 13 2 Training on water quality control and management / Model districts, POs / 18 3 Operation & Maintenance for Boreholes with Hand Pumps / Model districts, POs / 15 4. On-the-job training on chlorination management / POs / 43	• No major issues have been observed. • However, building capacity of District WATSAN officers at district level, land officers at Sector level and Private Operators for ensuring the operation and maintenance of rural water supply infrastructure should be continuously conducted.

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement			Actions to be taken by all relevant actors
			5. The first (1st) workshop on the development of an operation and maintenance manual for water supply systems by Private Operators	Model districts, POs	19	
			6. Training workshop for District WASH board members	DWB members	28	
			7. Training on facilitation skills for promoting ownership of communities	Model districts, POs	73	
			8. Follow up training for making of monthly reports	POs	4	
			9. The second (2nd) workshop on progress of the development of an operation and maintenance manual for water supply systems by Private Operators	POs	12	
			10. Workshop for self-review of Implementation of Action Plans regarding the community sensitization	Model districts, POs	64	
			11. Sharing workshop on the proposed water quality management framework	FEPEAR members	31	
			12. Training on the use of equipment	Model districts, POs	40	
			13. The third (3rd) workshop on progress of the development of an operation and maintenance manual for water supply systems by Private Operators	Model districts, POs	17	
			14. Development of O&M Manual for each Water Supply System	Model Districts, POs	37	
			15. On-the-job training on chlorination management for Munyiginya WSS in Rwamagana	Ubuzima Bwiza Cooperative	6	
			16. Training to the Private Operators on how to use leakages detectors and ultrasonic flow meter	WATRESCO in Ngoma, AYATEKE Star Company in Kirehe District	17	
			17. Follow-up training (No.1) on measurement of the residual free chlorine	Ayateke Star Company	5	
				Ayateke Star Company	4	
				WATRESCO	4	
			18. Training on the data updating for the inventory of the rural water supply facilities	Rwamagana District, AYATEKE Rwamagana, Ubuzima Bwiza Cooperative	13	
				Ngoma District, WATRESCO	9	
			19. Workshop on Water Quality Management Framework and Challenges on Delegated Rural Water Management in Eastern Province	Rwamagana, Kayonza, Ngoma, Kirehe, Gatsibo District, AYATEKE, Ubuzima Bwiza Cooperative, WATRESCO	20	
			20. Follow-up training (No.2) on measurement of the residual free chlorine	WATRESCO, Ayateke Star Company, UBUZIMABWIZA COOPERATIVE	16	
			21. Refresher training on using leakage detector D305	WATRESCO	3	
			Accumulated total participants		487	
			Source: Project report			
Output 4: The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces	**4-1** Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals		See below sub-indicators			
	4-1-1. Collected royalty is being used appropriately for rural water supply services by the four model Districts	△	• All the four (4) model districts have opened special bank accounts for the water management since September 2017. • As shown in the table below, royalty fees were used by Rwamagana, Ngoma and Kirehe District in 2017/2018. • Table 1-7 shows current balance of the water account for Rwamagana, Ngoma and Kirehe District.			• District WASH Board should conduct the periodical financial audit towards POs. • WASAC in collaboration with RWASOM Project continues to organize training for the District to enhance the planning capacity.

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
			Table 1-6: Utilization of the royalty fees by each model district	

District	Royalty Fees				
	Payment period	Payment amount by bank remittance (Rwf)	Expenditure (Rwf)	Current Balance (Rwf)	Purpose of use
Rwamagana	Jun 2017 to Dec 2018	23,837,201	16,940,695	6,896,506	•Rehabilitation of Munyiginya WSS •Replacement of Mwurire Water Pumps
Kayonza	Sep 2017 to Dec 2018	8,499,599	0	8,499,599	Unused
Ngoma	Oct 2017 to Dec 2018	10,882,644	200,000	10,682,644	Operating cost for District Wash Board (DWB)
Kirehe	Jul 2017 to Dec 2018	8,181,751	2,027,000	6,154,751	Rehabilitation of Gashanga I WSS

Source: Data provided by each district (data obtained in February 2019)

Table 1-7: Balance of the District Water Account

District Water Account	Rwamagana	Kayonza	Ngoma	Kirehe
Period	From 1/7/2018 to 5/5/2019	No data	From 1/5/2018 to 30/4/2019	From 1/7/2018 to 5/5/2019
Opening account (Frw)	16,530,700		14,968,553	0
Cash out (Frw)	16,970,695		236,000	195,700
Cash in (Frw)	11,715,738		20,694,457	8,166,063
Closing account (Frw)	11,275,843	-	35,427,010	7,970,363

Source: Bank statement of the district water account from National Bank of Rwanda (As of May 9, 2019)

	4-1-2 Monthly reports are being used appropriately for elaborating operation and maintenance plan by the four model Districts;	△	The effective use of monthly report data is still a key issue. **Table 1-8 : Challenges on monthly reports under delegated management in rural water supply services** District: • No assessments of submitted reports have been conducted; • No feedback has been given to POs PO: • In some cases, monthly reports have been submitted late and not within the prescribed deadline; • Data on water production and volume has been inconsistent; • Hard copies of monthly reports have not been submitted (only electronic data has been submitted); • Bank statements showing lease payments made to the district, and records of monitored water volume data have not been attached to monthly reports Source : Challenges on Delegated Management in Rural Water Supply Services, December 2018, Delegate Water Management Unit / RWSS WASAC	• Assessment for the use of PO's monthly report by WATSAN officers shall be conducted to understand whether WATSAN officers can obtain information that is helpful for their activity. • In order to comprehensively grasp the WASH information at district level, each district shall develop the WASH report which covers key WASH indicators and status of the WASH at district level after the creation of the report format. This report shall be updated each year based on the monitoring activates led by each district WASH Board.
	4-2 Operation of water supply systems in the model districts are improved		See below sub-indicators	

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
	4-2-1 The non-functional average period of a water supply system managed by a PO should not exceed 20 days per year.	◎	The following table shows the number of days in the past two years (April 2017 to March 2018) when water supply service was completely stopped in the supply systems managed by each PO. The non-functional average period of a water supply system managed by PO was not exceed 20 days per year in 2017/2018 and 2018/2019. **Table 1-9: Number of days when water supply service was completely stopped in the 4 Model Districts** Item / The number of days when water service was completely stopped: From April 2017 to March 2018 / From June 2018 to March 2019 Number of water supply systems managed by the POs under delegated contract: 70 systems / 71 systems Number of water supply systems in which water supply service was completely stopped: 4 systems (As of end of March 2018) / 3 systems (As of end of March 2018) A total fully non-functional rate: 6% (As of end of March 2018) / 4% (As of end of March 2019) List of water supply systems in which water supply service was completely stopped 1 Nyagashankara WSS / Kirehe: 5.0 months / 12.0 months 2 Munyiginya WSS / Rwamagana: 4.6 months / 4.1 months 3 Murama-Kabonobono WSS/ Kayonza: 12.0 months / 4.1 months 4 Kandamage WSS / Ngoma: 12.0 months / 12.0 months 5 Rukira East / Kayonza: - / 1.8 months 6 Cyanyiranyonza / Kayonza: -0.4 months Suspension period of water supply services: 33.6 months / 38.1 months Monitoring period: 12 months / 10 months **Non-functional average period of a water supply system** (Total suspension months ÷ No of system×(12÷monitoring period)): **0.48 months/system (14.4 days/system)** / **0.635 months/system (19.05 days/system)** Source: Project report **Baseline survey in 2015 for Rwamagana, Kayonza, Ngoma and Kirehe District (Reference):** ① Number of water supply systems managed by the POs under delegated contract: 58 systems ② Annual number of days of complete stop of water service in above systems: 1580 days ③ Non-functional average period of water supply systems/system: **27.2 days／system**	• No major issues have been observed. • However, rehabilitation and/or replacement plan of the aging facilities or facilities that are partially broken down in the water supply systems should be developed by each district with district WASH board members and also in collaboration with the WASAC and the RWASOM Project.
	4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved. The presence of residual free chlorine at the terminal water tap faucets is confirmed in 24 water supply systems supported by the Project.	△	➢ Residual free chlorine was confirmed in **13** of the 21 disinfection facilities under monitoring (Detection rate at terminal water tap faucets: **76%**) as of March 2018. ➢ Residual free chlorine was confirmed in **15** of the 23 disinfection facilities under monitoring (Detection rate at terminal water tap faucets: **65%**) as of September 2018. ➢ As of end of March, 2019, 20 WSSs are performing measurements of the residual free chlorine. However, 4 WSSs have not been implemented due to malfunction of the chlorination unit. At least, minimum value (0.05 mg/L) of residual free chlorine at the terminal public tap have been confirmed in 20 WSSs. Table below shows baseline (2015) and current data for the status of chlorine management by POs in four model districts.	• Rehabilitation and/or the replacement of the chlorination unit is necessary at below water supply systems. Water supply system / Location Rwazana / Kayonza Migera 1 / District Migera 3 Mavizi / Kirehe Cyanyianyonza / District

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
			Table 1-20 : Monitoring results related to management of the residual free chlorine Item / Baseline December 2015 / At present March 2019 Number of water supply systems: 69 systems / 75 systems Number of facilities with chlorination units installed: 17 systems / 24 systems **Percentage of residual free chlorine detected at the terminal water tap**: **12% (2 WSSs out of 17)** / **83% (20 WSSs out of 24)** Source: Project report	
	4-2-3 Annual collection rate of water sell from users is improved from 81% to not lower than 90%.	○	The table below shows the collection rates for water sell of each PO from January to December 2018 and from April to December 2017 respectively. **Table 1-21:Annual collection rate of water sell from users by each PO from January to December 2018** District / Rwamagana / Kayonza / Ngoma / Kirehe PO / MKM Ubuzima Bwiza Cooperative / Ayaleke / Ayaleke / WATRESCO / Ayaleke 1 Reporting period: From January to December 2018 2 Amount billed (Frw): 87,681,040 / 26,875,817 / 94,375,066 / 217,470,930 / 128,511,543 3 Amount collected on bills and arrears (Frw): 87,796,686 / 33,978,636 / 88,454,844 / 172,767,189 / 121,454,900 3-1 Amount collected on bills (Frw): 25,904,038 / 26,875,817 / 75,672,275 / 101,347,317 / 112,429,854 3-2 Collection on arrears (Rrw): 61,892,648 / 7,102,819 / 12,782,569 / 71,419,872 / 9,025,046 4 Recovery rate (%) (3÷2): 100.1% / 126.4% / 93.7% / 79.4% / 94.5% Source: Monthly report by POs **Table 1-22:Annual collection rate of water sell from users by each PO from April to December 2017** District / Rwamagana / Kayonza / Ngoma / Kirehe PO / MKM Ubuzima Bwiza Cooperative / Ayaleke / Ayaleke / WATRESCO / Ayaleke 1 Reporting period: From April to December 2017 2 Amount billed (Frw): 82,057,740 / 28,080,651 / 68,375,983 / 144,625,810 / 17,412,224 3 Amount collected on bills and arrears (Frw): 75,878,298 / 27,830,337 / 66,319,777 / 123,284,201 / 15,944,931 3-1 Amount collected on bills (Frw): 24,378,722 / 22,274,020 / 52,562,567 / 85,496,400 / 15,050,331 3-2 Collection on arrears (Rrw): 51,499,576 / 5,556,317 / 13,757,203 / 37,787,795 / 894,600 4 Recovery rate (%) (3÷2): 92.5% / 99.1% / 97.0% / 85.1% / 91.6% Source: Monthly report by POs	• District should conduct the regular monitoring of the monthly report.
	4-2-4 Annual collection rate of royalty from POs is improved to not lower than 90%.	△	Table below shows an annual collection rate of royalty fees for Rwamagana, Ngoma and Kirehe District. In most of cases, all POs have paid the royalty fees on the behind schedule.	• District should check the submitted monthly report properly. • District and PO should mobilize people to have awareness.

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors

Table 1-23: Annual collection rate of royalty fees for Rwamagana, Ngoma and Kirehe District

Rwamagana — IMA BWIZA MKM

Month	①Amount of the royalty fees Amount (Frw)	②Money received to district water account Amount (Frw)	Month of money received
Jan-18	[illegible]	[illegible]	
Feb-18	699,[illegible]	[illegible]	18/7/2018
Mar-18	[illegible]	[illegible]	
Apr-18	[illegible]	No data	
May-18	[illegible]	No data	
Jun-18	[illegible]	No data	
Jul-18	983,9[illegible]	[illegible]	
Aug-18	930,9[illegible]	[illegible]	
Sep-18	[illegible]	[illegible]	
Oct-18	834,[illegible]	834,[illegible]	
Nov-18	[illegible]	[illegible]	13/12/2018
Dec-18	[illegible]	[illegible]	23/1/2019
Total (Frw)	[illegible]	[illegible]	
Collection rate (%) (②÷①)		79%	

Note: MKM still has a debt of approximately 5 million Rwf to the Rwamagana District as of May 2019.

Rwamagana — TARE-BYINZA-MABARE Water

Month	①Amount of the royalty fees for Amount (Frw)	②Money received to district water account Amount (Frw)	Month of money received
Jan-18	40,642		
Feb-18	39,295		
Mar-18	35,329	[illegible]	6/7/2018
Apr-18	31,301		
May-18	33,814		
Jun-18	[illegible]	51,078	[illegible]
Jul-18	[illegible]	[illegible]	
Aug-18	[illegible]	171,888	12/11/2018
Sep-18	[illegible]	[illegible]	
Oct-18	57,200		
Nov-18	59,427	173,367	15/2/2019
Dec-18	56,739		
Total (Frw)	[illegible]	[illegible]	
Collection rate (%) (②÷①)		100%	

Note: PO paid cost of the replacement of the facilities in two water supply systems for the District, which amount was total around 6 million Rwf, based on the request from the District as emergency case. In this case, the royalty fees have been offset from this advanced payment. Thus these two WSSs were excluded in this assessment.

Ngoma — WATRESCO

Month	①Amount of the royalty fees Amount (Frw)	②Money received to district water account Amount (Frw)	Month of money received
Jan-18	1,196,51[illegible]	1,196,51[illegible]	30/5/2018
Feb-18	1,347,50	1,347,50[illegible]	
Mar-18	[illegible]	[illegible]	8/6/2018
Apr-18	872,92	872,92[illegible]	
May-18	1,122,46	1,122,46[illegible]	7/2018
Jun-18	2,064,72	2,064,72[illegible]	28/8/2018
Jul-18	2,421,07	2,421,07[illegible]	10/9/2018
Aug-18	2,203,54	2,203,54[illegible]	19/9/2018
Sep-18	907,08	907,08[illegible]	11/2/2019
Oct-18	1,787,01	1,787,01[illegible]	22/11/2018
Nov-18	1,342,86	1,342,86[illegible]	8/1/2019
Dec-18	1,221,06	1,221,06[illegible]	31/1/2019
Total (Frw)	[illegible]	[illegible]	
Collection rate (%) (②÷①)		100%	

Ngoma — Ayateke star company

Month	①Amount of the royalty fees Amount (Frw)	②Money received to district water account Amount (Frw)	Month of money received
Jan-18	[illegible]	No data	
Feb-18	902,41	[illegible]	
Mar-18	[illegible]	1,302,75	
Apr-18	722,23	1,544,63	11/7/2018
May-18	[illegible]	822,40	
Jun-18	908,91	908,91	13/9/2018
Jul-18	1,013,49	1,013,49	
Aug-18	1,029,33	1,029,33	22/11/2018
Sep-18	[illegible]	982,80	
Oct-18	925,87	925,87	
Nov-18	[illegible]	[illegible]	25/1/2019
Dec-18	1,016,26	No data	
Total (Frw)	10,890,8[illegible]	10,183,11[illegible]	
Collection rate (%) (②÷①)		96%	

Source: Amount of royalty fees: Monthly report by PO,
Money received to the district water account: Bank statement of the district water account from National Bank of Rwanda (As of May 9 2019)

Baseline survey in 2015 for Rwamagana, Kayonza, Ngoma and Kirehe District (Reference):
At baseline, this data did not exist. This data can be measured after March 2017, when the PO monthly report format was established.

Outputs	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
	4-3 Operation of point water sources in the model sites is improved.		See below sub-indicators	-
	4-3-1 Active Water Users Committees (WUC) of the boreholes with hand pumps are increased to at least 95% at the model sites;	△	• WUCs were active at 30 of the 35 model sites for boreholes with hand pumps (**Active rate: 86%**; determined by whether meetings were held) from the 1st monitoring data conducted in December 2017. • WUCs were active at 33 of the 36 model sites for boreholes with hand pumps (**Active rate: 92%**; determined by whether meetings were held) from the 2nd monitoring data conducted from November to December 2018. **Baseline survey in 2015 for Rwamagana, Kayonza, Ngoma and Kirehe District (Reference):** Formation rate of the WUC of boreholes and improved springs was about 14% (34 out of 240 boreholes) and about 2% (11 out of 526 springs) respectively in above 4 model districts at the baseline survey in 2015.	• Robust operation and maintenances framework for borehole with handpump at each district, which includes how O&M fees are collected and who carry out the maintenance of the major problems, should be established through the field test by the district in collaboration with WASAC and RWASOM Project. • Regular monitoring should be conducted by the land officers with support from the district, WASAC and RWASOM Project, results should be shared with each District WASH Board for their proper action. • District should facilitate the deposit of the use's contributions.
	4-3-2 Annual amount of collected O&M fees for the boreholes with hand pumps are increased to at least 80% at the model sites.	△	• WUCs increased the O&M fee collection rate at 8 of the 35 model sites for boreholes with hand pumps (**Fee collection rate increase: 23%**) from the 1st monitoring data conducted in December 2017. • WUCs increased the O&M fee collection rate at 22 of the 36 model sites for boreholes with hand pumps (**Fee collection rate increase: 61%**) from the 2nd monitoring data conducted from November to December 2018. **Baseline survey in 2015 for Rwamagana, Kayonza, Ngoma and Kirehe District (Reference):** 15 of the 240 sites (6% of the total) of the boreholes with handpump kept the savings data of the operation and maintenance fund, but the other sites did not record the savings data. On the other hand, in the case of improved springs, the O&M fund was not saved at all 528 sites.	

4. Other Achievements

1. Database of the point water sources	Project developed a database for point water sources using baseline data which includes 240 boreholes with handpump and sola pump and 528 improved springs in the four model districts.
2. Rural Water Supply Systems Inventory and Mapping	• GIS maps and inventory data have been developed for 100% of water supply systems (71 systems) managed by the PO's under delegated contract in the four model districts. • Anyone, who can connect to the internet, can access the Web-GIS map for the water supply systems in the four model districts as a trial version. The trial version of Web-GIS can be accessed through the following URL (https://wasacwebgis.tk/rural).
3. Operation and Maintenance manual for each water supply systems	As of end of April, 2019, 41 manuals out of 71 water supply systems in four model districts have been completed.
4. Portal site for the PO	A simple portal site for the data sharing to the Private Operators has been developed using online storage services by Google. This portal site can be accessed through the following URL (https://sites.google.com/view/wasac-rwss-po/home).
5. Low cost facility design of the chlorination unit	• Pilot construction was implemented to install simple, economical water meters and chlorination unit at model sites in each District in 2017/18. • Installation manual for the chlorination unit has been developed and it was finalized in March 2019 as final version.

5. Prospect for Achieving Overall Goal

Overall Goal	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda.	**O1** Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda	It is somewhat premature to assess the achievement of the Project's overall goal.	● Table 1-24 and 1-25 shows PO's monthly report submission status in 2018/19 and 2017/18 respectively. PO's monthly report is supposed to be submitted to WASAC as well as Districts by the middle (15th) of next month. However, many of POs do not submit the monthly report regularly and do not submit on time to the District and WASAC. The rate of monthly report submission is around 46 to 70% in whole country. (Table 1-24 below)	● Workshop on the analysis of PO's monthly report data shall be organized for WATSAN Officers to other districts. ● As well as the 4 model districts, WASAC/RWSS DWM unit staff should visit the PO's offices in other districts and give training directly. In that case, the DWM unit officer in charge of Eastern province who has good understanding of common errors concerning monthly report preparation can join the training with officers (DWSSEs) in charge of other districts and conduct On the Job Training. ● The roadmap for nationwide dissemination of the Guidelines including training plan of all districts and POs should be prepared including the resource mobilization through the SWG.

Table 1-24: PO's monthly report submission status in 2018/2019

Province	District	PO	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Eastern	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Southern	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Western	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Northern	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
City of Kigali	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
		Submission of report	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
		Total Number of PO	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
		Submission rate	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Legend	[illegible]	[illegible]												

Source: DWM Unit, WASAC RWSS

Overall Goal	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
			(Table 1-25 below) Source: DWM Unit, WASAC RWSS	
	O2 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.		● Only Private Operators registered under RURA have been authorized to bid for the management of WSS in Districts since 2017. ● Table 1-26 shows the status of PPP contract with POs. According to the information, there are 37 POs working for rural water supply in 30 Districts. (some POs cover more than two Districts and therefore, actual number of POs is 20). Many of them had contract after 2016 and tendering process is undergoing in some Districts. Despite the effort of WASAC encouraging all Districts to introduce new model contract format that clearly stipulates responsibility of District, the use of it was still around 46% of all the contracts between Districts and POs in 2018. Many Districts still keep using conventional simple contract with their own format.	● WASAC should organize the orientation to all districts to have common understanding of the contents of the "National Guidelines" including the model contract. ● WASAC in collaboration with RURA should conduct the regular monitoring and give feedback to ensure the proper contract management. ● All district should set this target in the District Strategic Plan and Annual implementation plan.

Table 1-25: PO's monthly report submission status in 2017/2018

Province	District	PO	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Eastern	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Southern	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Western	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Northern	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
		Submission of report	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
		Total Number of PO	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
		Submission rate	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Appendix 3

Findings and Recommendations by the Joint Terminal Monitoring and Evaluation Team

1. Findings

The Team confirmed that the Project is expected to almost achieve the set Project Purpose by the end of its duration and its cooperation period should be completed in December 2019 as planned.

(1) Ownership of WASAC

Counterpart members of WASAC is very well aware and committed to the Project. WASAC on its own, is planning to expand and implement the framework developed by the Project nationwide.

(2) Development of GIS Mapping / Operation & Maintenance Manual

Since the inventory data was lacking, District had difficulties to manage the contract between the District and Private Operator (hereinafter referred to as PO). Through the GIS mapping conducted through the Project, inventory data which is basic information necessary for management was obtained. Although it is taking time, Private Operators are now developing O&M manuals utilizing the data of GIS mapping. These are effective approaches, which help the actual implementation of the O&M framework and thus it is highly evaluated.

(3) District's Budget Management

Following the recommendation by the Midterm evaluation, all 4-model Districts succeeded to open a special bank account for the water management. Royalty fees are separately managed and utilized for repairing of the water supply systems. In some cases, where the royalty fees collected are not enough to cover all repairing works, District's annual budget for infrastructure maintenance is also used. Repairing still takes time due to the decision making on royalty fees and the complicated procurement procedures within the District.

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Overall Goal	Objectively verifiable indicators	Indicator Score	Status of the achievement	Actions to be taken by all relevant actors
			Table 1-26: Status of contract with Private Operators Source: Challenges on delegated management in rural water supply service, December 2018, WASAC RWSS	

works of construction and rehabilitation of water supply facilities. Therefore, they do not have time to analyze the monthly reports submitted by POs. It should be noted that this additional work required by O&M framework is imposed without increasing the number of staff in the Districts.

There is still room for improvement in the quality and accuracy of the monthly reports data since the Districts have not installed equipment necessary for monitoring production volume and controlling water quality to their water supply systems.

(6) Awareness of DSE's Roles and Technical Support to WATSAN Officers

DSEs had been mainly engaged in GIS mapping task but recently finished it. Now they should start daily works of supporting District. However, during the evaluation visit, awareness about the DSEs and WATSAN officers' roles, seems to be low which may cause lack of support expected from DSEs towards the WATSAN officers.

(7) GIS Mapping

The Project conducted GIS Mapping in the four model Districts in Eastern Province. WASAC showed strong initiative to develop it nationwide and now actually completed it. In order to utilize the system, it is necessary to manage its data as a database and make accessible to the related stakeholders. However, this task has been suspended since the MIS specialist who was supposed to be in charge of this task left WASAC and his successor is not hired yet.

(8) Equipment Procured by the Project

The Project procured sets of equipment for maintenance of piped water supply systems and boreholes with hand pumps. They are now under four-model Districts' management.

The maintenance equipment for piped water supply system is lent to PO in Ngoma District but not yet in other three Districts. The reason seems to be that firstly the necessary equipment is not in the right/convenient place and secondly both the lenders (Districts) and the borrowers (POs) are concerned about the risk of loss and a damage.

The maintenance equipment for boreholes with hand pumps was used

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(4) Allocation of personals in District Level

All allocated counterpart members assigned for each province have left their positions. Through the restructure of WASAC, it is decided to assign District Water and Sanitation Support Engineers (hereinafter referred to as DSE) for each District. Respectively in July 2018, and in May 2019, 21 and 6 were newly hired and now enough number of DSEs is hired for each district. 6 newly hired in May are just assigned to the Districts on 20th May 2019. Since they are still new, training and development of their capacity is still in need. In O&M framework, each District is supposed to have one WATSAN officer and one DSE to maintain the water supply systems. When the Team visited the model Districts from 14th to 17th May, there were not one model District that fully satisfied the number of human resources prescribed in O&M framework. All four Districts were supported by available means.

Table 1: Current situation of personals in Model Districts
(As of 20th May 2019)

	Kayonza	Rwamagana	Ngoma	Kirehe
DSE	○ Assigned On 20 May 2019	○ Assigned	○ Assigned	○ Assigned On 20 May 2019
WATSAN Officer	○ Assigned	△ Acting	○ (Also Acting as construction)	○ Assigned

(5) Applicability Field Test of the O&M Framework in the 4 Model Districts

Each actor in the four-model Districts: DSE, WATSAN Officer, PO well understands his/her role in the O&M framework as the results of series of trainings the Project provided. However, the O&M framework is not yet fully functioning.

Most of the POs submit monthly reports and pay royalty fees as their duty, although some delay is observed. Districts are expected to analyze the reports then utilize the results to develop their action plan to improve water supply service, but not realized yet.

DSEs do not check PO's monthly reports as the reports are not supposed to be submitted to DSEs directly under the current rules.

All the WATSAN officers are constantly very busy keeping up with the

2. Recommendations

(1) Elaboration the O&M Framework through the Applicability Field Test

Institutional O&M framework of rural water supply system will soon be officially validated and approved by the Sector Working Group. The framework should be elaborated according to the application results conducted in the 4 model Districts before WASAC implements the framework nationwide. Making monthly report or collecting royalty fees itself is not the purpose but moreover the framework must be tools to improve the Operation and Maintenance situation of rural water supply.

For example;

- Clearly define the usage of the monthly report and O&M manuals, and revise the format so that the users could easily obtain necessary datasets.
- Basic information of the facility is acquired by the District in the construction stage. There shall be a rule or mechanism to integrate these information to the O&M manual.
- Effectiveness of the installed equipment should be proved through the model piped water supply systems chosen by the Project. After the effectiveness is proved installation of equipment like flowmeters and chlorination units shall be included as standard design in Rwanda, which is necessary to appropriately manage the piped water supply system.

(2) Optimizing Budget Management

According to the contract between District and PO, District is responsible to repair the malfunction of facilities when the repairing cost is over 500,000 RWF or 1,000,000 RWF. For the beneficiaries, delaying of the repair causes a big obstacle for their life. Within the District WASH board, it is advisable that they develop an internal regulation so that the decision making and the procurement procedures will accelerate and royalty fees will be used practically. For example, decision making procedure could be classified according to type of work (repairing, rehabilitation, and extension), urgency and scope.

once by a private company (Kirehe District) and also by JOCVs (Japan Overseas Cooperation Volunteers) in the four-model Districts.

(9) Training of O&M of Boreholes with Hand Pumps

Concerning the O&M of the boreholes with hand pumps, following two kinds of trainings are provided to the WATSAN officers (including acting officers) and POs in the four model Districts.

—Training on operation and maintenance for boreholes with hand pumps

—Training on facilitation skills for promoting ownership of communities

Training towards DSEs also includes O&M of boreholes with hand pumps. However, WATSAN officers, POs, and DSEs are not directly involved in hand pump repair or Water Users Committee formation. Even if it is planned as the trainers training, that is, training by the cascade method, they do not do these trainings as trainers at present.

(10) District WASH Board

According to the ministerial instructions set in January 2016, each District in Rwanda has to establish District WASH Board. Initially 'District Forum' for four model Districts was established for the Project management. Now the Forum is integrated into newly and officially organized District WASH Board. District WASH Board can be the key to fully function O&M framework.

WATSAN officers cannot decide by themselves how and where to use the royalty fees and infrastructure maintenance budget of their Districts. Therefore, they find difficulties to timely take necessary measures against dysfunction of water supply facilities.

(11) Delay of Analysis of the Results of End-line Survey

The Project is implementing Activity 4-9 (End-line Survey) to offer the results to this Monitoring Survey. However, the analysis is delayed and its results cannot be reflected into this Monitoring Survey.

(3) Update and Practical Use of the Developed GIS Mapping

Database for GIS mapping should be developed so that collected data will be in use for the related stakeholders. Also in the future, a framework should be developed so that according to the GIS database, priority works for repairing, rehabilitation and extension of water supply systems are identified and integrated into the official plans like District annual action plan.
Note: Assigning MIS specialist by WASAC will be the precondition.

(4) Enhancement of the Capacity of the Personnel for the District Framework

WASAC should continue the capacity development of the DSEs and WATSAN officers. To prove the functionality of the O&M framework, it is advisable that necessary personnel (DSEs and WATSAN officers) are assigned properly. Also MIS specialist who plays a key role in implementing the GIS mapping shall be assigned as soon as possible.

(5) Strengthening Technical Support to WATSAN Officers by DSEs

WASAC clearly defined the role of the DSEs and support they provided to the districts but the understanding of the role of the DSEs by themselves and WATSAN officers seemed to be low as the assessment. The team recommends that WASAC conduct a workshop to explain further the roles of DSE to them and WATSAN officers and facilitate the information sharing between the DSEs and the WATSAN Officers. The Team also recommends that DSEs utilize the monthly reports of POs to make appropriate advice.

(6) Effective use of the Project Equipment

The system of storing the equipment at the District and having WATSAN officer who has multiple tasks already to manage the inventory is not well functioning. Equipment should be placed in the right/convenient place. The following are some ideas;

- Store the equipment at WASAC branch office and have the DSE to manage the inventory.
- During the contract period, PO will keep the equipment and pay

leasing fees to the District.

(7) O&M training for Boreholes with Hand Pumps

Training on operation and maintenance for boreholes with hand pumps should be conducted not to WATSAN officers but to land officers in the sector level since they are closer to the borehole hand pumps. Also, DSEs should assist and collaborate with land officers on technical viewpoints. Also to extract and conduct training courses to sectors that have a large number of boreholes will be efficient and effective.

(8) Continuous Renewal of the Institutional Framework

Documents to be approved by the Sector Working Group should be elaborated by the test results at the four model Districts. Moreover, the documents shall be continuously adjusted and revised according to the actual situation and obstacles found on the ground. For these reasons, there shall be a mechanism to review and revise the documents in a timely basis.

END

Appendix 4: Summary of Inputs to the Project

1. Japanese Side

1.1 Assignment of Experts

As of end of April, 2019

	Name	Field in Charge	Duration From	Duration To	M/M
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	7th Jul. 2017	1.80
			6th Nov. 2017	5th Dec. 2017	1.00
			13th Feb. 2018	28th Feb. 2018	1.47
			19th Jul. 2018 21st Aug. 2018 4th Sep. 2018	19th Aug. 2018 28th Aug. 2018 6th Sep. 2018	1.43
			1st Nov.2018	30th Nov. 2018	1.00
			1st Mar. 2019	31st Mar. 2019	1.03
			28th Apr. 2019	30th Apr. 2019	0.10
			Total		22.05
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 Jun. 2017	12th Aug. 2017	2.10
			24th Sep. 2017	25th Nov. 2017	2.10
			28th Jan. 2018	25th Mar. 2018	1.90
			17th Jun.2018	15th Jul.2018	0.97
			10th Sep. 2018	14th Nov. 2018	2.20
			13th Jan. 2019	23rd Feb. 2019	1.40
			21st Apr. 2019	30th Apr. 2019	0.33
			Total		23.82
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
			3rd Sep. 2017	19th Oct. 2017	1.57
			16th Jan. 2018	11th Mar. 2018	1.83

	Name	Field in Charge	Duration From	Duration To	M/M
			12th Nov. 2018	21st Dec. 2018	1.33
			Total		10.96
	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
			27th Aug. 2017	29th Aug. 2017	1.13
			23rd Jan. 2018	23rd Feb. 2018	1.07
			Total		15.00
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
			21st Jul. 2017	17th Sep. 2017	1.97
			5th Jan. 2018	2nd Mar. 2018	1.50
			15th Sep. 2018	14th Oct. 2018	1.00
			15th Jan. 2019	24th Mar. 2019	1.97
			Total		15.23
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
			6th Aug. 2017	1st Oct. 2017	1.90
			29th Oct. 2017	4th Nov. 2017	0.23
			5th Dec. 2017	23rd Dec. 2017	0.63
			4th Feb. 2018	21st Feb. 2018	0.60
			1st Mar. 2018	11th Mar. 2018	0.37
			Total		7.59
7	Mr. Jin IGARASHI	GIS	17th Jun. 2018	26th Aug. 2018	2.37
			20th Jan. 2019	3rd Mar. 2019	1.43
			Total		3.80
Total M/M					**101.18**

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No	Item	Specification	Unit	Quantity	Remarks
B5. India mark II spare parts					
1	Hexagonal bolts	M12x1 75x40mm long	pc	40	
2	Hexagonal nuts	M12x1 75	pc	80	
3	High tensile bolt	M10x1 5x40mm long	pc	10	
4	Nyloc nut	M10x1 5mm	pc	10	
5	Handle axle	stainless steel	pc	10	
6	Washer for handle axle	4mm thick	pc	10	
7	Bearing pressure	No 6204220	pc	20	
8	Spacer		pc	10	
9	Chain with coupling		pc	10	
10	Bolt for front cover	for front cover M12x1 75x20mm long	pc	10	
11	Leather cup washers		pc	10	
12	Leather sealing rings		pc	10	
13	Rubber seating(big)		pc	60	
14	Rubber seating(small)		pc	40	
15	Riser pipe socket		pc	20	
16	Pump rod socket		pc	20	
B6. India mark II standard tool					
1	Self locking clamp		pc	2	
2	Tank pipe lifter		pc	2	
3	Coupling spanner		pc	2	
4	Handle axle punch		pc	2	
5	Connecting rod lifter		pc	2	
6	Crank spanner		pc	4	
7	Lifting spanner		pc	8	
8	Connecting rod vice		pc	2	
9	Chain coupler supporting tool		pc	2	
10	Bearing pressure tool		pc	2	
11	Tool box		pc	2	
B7. India mark II general tool					
1	Button die	Button die (to suit 12mm rod) M12x1.75 threads (set)	pc	2	
2	Pipe wrench	600 mm pipe wrench	pc	2	
3	Pipe wrench	450 mm pipe wrench	pc	2	
4	Pipe wrench	300 mm pipe wrench	pc	2	
5	Double ended spanners	M 17xM19 double ended spanners (to suit 10mmx12mm bolts & nuts)	pc	4	
6	Adjustable spanner	300mm adjustable spanner	pc	2	
7	Screw driver	Screw driver 300mm long	pc	2	
8	Screw driver	Screw driver 150mm long	pc	2	
9	Ball pein hammer with handle	1kg ball pein hammer with handle	pc	2	
10	Hacksaw	Hacksaw frame with two spare blades 300mm	pc	2	
11	Pressure type oil can	Pressure type oil can(1/2 pint with oil)	pc	2	
12	Cutting oil	20 litters	pc	1	
13	Wire brush	Wire brush	pc	2	
14	Half round file with handle	250mm half round file with handle	pc	2	
15	Flat file with handle	250mm flat file with handle	pc	2	
16	Lithium base multipurpose grease	1kg	pc	10	
17	Loctite	Threads locker for India mark II rods	pc	2	
18	Lubricant	WP40, lubricant for bolts and nuts	pc	2	
19	Ladder	Self supporting aluminium ladder, Height of 3.5m	pc	1	
20	Hanging hook		pc	1	
21	Tripod	Galvanized Tripod 5m H x 76.1mm D x 3,65 mm of thickness	set	1	
C. Water quality					
1	Residual chlorine meter	DPD method	pc	24	21 meters were provided to POs
2	Reagent for residual chlorine meter	100pcs/box	pc	125	100 reagents were provided to POs
D. GIS equipment					
1	Desktop computer	Windows 10 Pro, Monitor 27 inch, Memory 16GB, HDD1TB, Graphic card, Microsoft office professional	set	1	
2	UPS	UPS APC 700VA	pc	1	
3	Mobile Mapper 50	4G edition without field software	pc	1	
4	Portable GPS		pc	1	
E. Vehicle					
1	Pick-up car		set	2	
F. Materials for pilot installation of water meters and chlorination units					
1	Materials for pilot installation of water meters and chlorination units		lot	1	All the materials were installed at the 4 model sites

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1.2 List of the Equipment provided for the Project

No.	Item	Specification	Unit	Quantity	Remarks
A. Maintenance tools for pipe water supply system					
1	Tool Box	184-piece set	box	1	
2	Socket wrench	Socket wrench set (8-32mm)	set	1	
3	Ring spanner (Closed wrench)	Box wrench set (10-38mm)	set	1	
4	Spanner (Wrench) - kit	Open end wrench (8-46mm), high torque use	set	1	
5	Distance Meter	Measurement distance: 0 - 9.999m	pc	4	
6	Electric angle grinder	Diameter 4" flat bladed	pc	1	
7	Disk (100A) for electric angle grinder		pc	15	
8	Welding machine with home generator with accessories (cable, holder, eye protection mask, gloves, welding rod, etc.)	240V, 30-180A, 2-4mm welding rod	set	2	
9	Chain wrench	Pipe diameter 17 ~ 114mm	pc	1	
10	PVC pipe cutter	For PVC diameter 50-124mm,with 5 spare blades	pc	1	
11	Steel pipe cutter	Pipe diameter: 1/8 inch ~ 2 inch with spare blade	pc	1	
12	Crowbar	Length: 950mm	pc	1	
13	Monkey wrench	300mm	pc	2	
14	Pipe wrench	150mm	pc	2	
15		250mm	pc	2	
16	Pipe threading device	1/2 ~ 3 inch, a spare blade. Two set	set	2	
17	Hacksaw	5 spare blades	set	1	
18	Recorder for hydrostatic test	Record chart (for 7days), 60 spare charts	set	1	
19	Flow indicator	Ultrasonic flowmeter	set	2	
20	PE pipe welding machine	Surface melting	set	2	
21	Repair clamp for water leakage pipe	32mm	pc	2	
22		40mm	pc	2	
23		50mm	pc	2	
24		65mm	pc	2	
25		80mm	pc	2	
26		100mm	pc	2	
27	Water level indicator	Depth: 100m, allowance: 1cm	set	1	
28	Water leakage detection device	for PVC and PE pipe D300	set	1	
29	Water leakage detection device	AQUASCOPE A5350	set	1	
30	Tripod head	Allowable load 2ton	pc	1	
31	Chain block	Allowable load 2ton	pc	1	
B. Maintenance materials and tools for handpump					
B1. AFRIDEV handpump complete set					
1	Pump head and cover		pc	2	
2	Pump pedestal		pc	2	
3	T bar		pc	2	
4	Hanger assembly		pc	2	
5	Fulcrum pin		pc	2	
6	Hanger pin		pc	2	
7	Bush bearing		pc	8	
8	Rubber flapper		pc	2	
9	Rubber cone		pc	2	
10	Steel cone plate		pc	2	
11	Top sleeve		pc	2	
12	Pump rod		pc	20	
13	Rod centraliser		pc	20	
14	Plunger		pc	2	
15	Foot valve		pc	2	
16	U-seal		pc	2	
17	O-ring		pc	2	
18	Bobbin		pc	2	
19	Rising main		pc	20	
20	Rising main centraliser		pc	20	
21	Cylinder assembly		pc	2	
22	Suction pipe		pc	2	
23	Nylon rope		pc	2	
24	Socket spanner		pc	2	
25	Fishing tool		pc	2	
B2. AFRIDEV handpump spare parts					
1	Bush bearing assemblies		pc	12	
2	'U' seal		pc	10	
3	Bobbins		pc	10	
4	'O' ring		pc	10	
B3. AFRIDEV handpump standard tool					
1	Socket Spanner	24mm	pc	2	
2	Flat spanner	17/19mm	pc	2	
3	Fishing tool		pc	2	
B4. India mark II handpump complete set					
1	Pump head with handle		pc	2	
2	Water tank with spout		pc	2	
3	Pump pedestal		pc	2	
4	Rising main		pc	30	
5	Pump rod		pc	30	

1.4 Operation Costs

As of 30th April 2019

Expenditure Item	Expense by Fiscal Year (1,000 JPY)			
	1st Phase	2nd Phase		3rd Phase
	JFY 2015	JFY 2016	JFY 2017	JFY 2018
1. Activities cost	14,613	8,020	24,700	17,785
2. Sub-contract expense	3,582	0	3,140	0
2.1 Social economic survey	3,582	—	—	—
2.2 Installation of the water meters and chlorination units	—	—	2,802	—
2.3 Water quality survey	—	—	338	—
Sub-Total	18,195	8,020	27,840	17,785
Total	72,000			

*1: JFY: Japanese Fiscal Year (From April to March), JPY: Japanese Yen

2. Rwandan Side

2.1 Assignment of Counterpart

As of end of April 2019

	Name	Position／Affiliation	Duration	
			From	To
WASAC Headquarters Office				
1	Mr. James SANO	CEO／WASAC (Project Director)	Apr. 2015	Oct. 2017
2	Ms.Gisele UMUHUMUZA	Deputy CEO / WASAC, **(Project Director)**	Apr. 2017	Present
3	Ms. Marie Josée MUKANYAMWASA	Director of Rural Water and Sanitation Services／WASAC RWSS (Project Manager)	Apr. 2015	Oct. 2017
4	Mr. MUGWANEZA Vincent de Paul	Director of Rural Water and Sanitation Services／WASAC RWSS **(Project Manager)**	Feb. 2018	Present
5	Mr. Emmanuel NIWENSHUTI	Head of Unit／O&M Unit, WASAC RWSS	Apr. 2015	Present
6	Mr. Eugene NDAHIRO	Acting Director of Rural Water and Sanitation Services & Head of Unit／Resource Mobilization Services Unit, WASAC RWSS	Aug. 2015	Oct. 2018
7	Ms. Marthe NIMUGIRE KAYIHURA.	Head of Unit／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Present

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1.3 C/P training

(1) 1st Group

- 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 MUPEND	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

(2) 2nd Group

- Course Name: Strengthening Operation and Maintenance of Rural Water Supply Systems in Rwanda
- Course Period: 10 September, 2017 - 30 September 2017
- Participants:

No.	Name	Position/Affiliation
1	Ms. MUKANYAMWASA Marie Josée	Director Department of Rural Water Services, Water and Sanitation Corporation
2	Mr. NIWENSHUTI Emmanuel	Head of Operation and Maintenance Unit Department of Rural Water Services, Water and Sanitation Corporation
3	Ms. UWIMANA Jeanine	Officer, Resource Mobilization Unit Department of Rural Water Services, Water and Sanitation Corporation
4	Ms. DUKUZUMUKIZA Marie Noella	Officer, Community Mobilization Services Unit Department of Rural Water Services, Water and Sanitation Corporation
5	Mr. NSHIMIYIMANA Vital	Officer, Operation and Maintenance Unit Department of Rural Water Services, Water and Sanitation Corporation

	Name	Position／Affiliation	Duration	
			From	To
22	Mr. Vital NSHIMIYIMANA	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Oct. 2015	Jun. 2018
23	Mr. Etienne NGAMIJIMANA	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Jun. 2017	Jun. 2018
		Ruhango District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Sep. 2018
District Water and Sanitation Support Engineer				
24	Ms. NYIRAHABIMANA Francoise	Ngoma District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
25	Mr. NDAGIJIMANA Innocent	Rwamagana District Water and Sanitation Support Engineer ／O&M Unit, WASAC RWSS	Jun. 2018	Present
26	Ms. ISHIMWE Gloria	Muhanga District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
27	Ms. IRADUKUNDA Joselyne	Musanze District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
28	Mr. HODARI Jean Pierre	Rubavu District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
29	Ms. DUSABE Larissa	Bugesera District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
30	Mr. NYIRIMANA Kajabo Selvator	Rutsiro District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
31	Mr. MUSANGANE Bernard	Nyanza District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
32	Mr. TUYIZERE Nehemie	Rusizi District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
33	Mr. KUBWAYEZU Justin	Gakenke District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
34	Mr. NSENGIYUMVA Ezechiel	Ngororero District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
35	Mr. UWIZEYIMANA Innocent	Rulindo District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
36	Mr. TURIKUMWENIMANA Emmanuel	Nyaruguru District Water and Sanitation Support Engineer ／ O&M Unit, WASAC RWSS	Jun. 2018	Present
37	Mr. KAYINAMURA Innocent	Gatsibo District Water and Sanitation	Jun. 2018	Present

	Name	Position／Affiliation	Duration	
			From	To
8	Mr. Joseph Poers KAJIWABO MUPENDA	Head of Unit／Community Mobilization Services Unit, WASAC RWSS	Oct. 2015	Present
9	Ms. Jeanine UWIMANA	Resource Mobilization Services Officer ／Resource Mobilization Services Unit, WASAC RWSS	Apr. 2015	Present
10	Mr. Theophile NSHIMYUMUREMYI	Resource Mobilization Services Officer ／Resource Mobilization Services Unit, WASAC RWSS	Oct. 2015	Feb. 2019
11	Mr. Alphonse MANIRAGABA	Delegated Rural Water Services Officer ／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Present
12	Ms. Jean de Dieu NDAMAGE	Delegated Rural Water Services Officer ／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Apr. 2019
13	Mr. Jean Bosco BASEMBA	Delegated Rural Water Services Officer ／Delegated Rural Water Services Unit, WASAC RWSS	Oct. 2015	Present
14	Ms. Marie.Noélla DUKUZUMUKIZA	Community Mobilization Officer ／ Community Mobilization Services Unit、 WASAC RWSS	Oct. 2015	Present
15	Ms. Angele UMUTONI	Community Mobilization Officer ／ Community Mobilization Services Unit, WASAC RWSS	Oct. 2015	Present
16	Ms. Vanice NATAMBA	Community Mobilization Officer ／ Community Mobilization Services Unit, WASAC RWSS	Aug. 2016	Jun. 2018
		M&E Specialist under D-CEO ／ WASAC RWSS	Jun. 2018	Present
17	Mr. NIYONSENGA Honoré	MIS Specialist under DCEO ／WASAC RWSS	Jun. 2018	Apr. 2019
18	Mr. Egide IYAKARE	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Apr. 2015	Oct. 2015
19	Mr. Regis NSHIMYURENYI	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Apr. 2015	Jun. 2018
20	Mr. Jean Baptiste DUSHIMIYIMANA	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Apr. 2015	May 2017
21	Mr. Alexis DUSHIMIMANA	Rural Water Operation & Maintenance Officer／O&M Unit, WASAC RWSS	Oct. 2015	Sep. 2018

	Name	Position / Affiliation	Duration From	Duration To
		Support Engineer / O&M Unit, WASAC RWSS		
38	Mr. MUHANDA Innocent	Nyabihu District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	Jun. 2018	Present
39	Mr. MUGABIRE Theogene	Gisagara District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	Jun. 2018	Present
40	Mr. IMANANTIRENGANYA Isaac	Karongi District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	Jun. 2018	Present
41	Mr. MURENGEZI Zenon	Nyamasheke District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	Jun. 2018	Present
42	Mr. SIBOMANA Alexis	Nyamagabe District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	Jun. 2018	Present
43	Mr. MUHIRWA Prosper	Nyagatare District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	Jun. 2018	Present
44	Ms. INGABIRE Christine	Kamonyi District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	Jun. 2018	Present
45	Ms. UMUHOZA Marie Grace	Ruhango District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	May. 2018	Present
46	Ms. UMUTESI Liliose	Gicumbi District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	May. 2018	Present
47	Mr. NTIHINYUZWA Fabrice	Huye District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	May. 2018	Present
48	Mr. IZADUFASHA Joas Azades	Kayonza District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	May. 2018	Present
49	Mr. NGIRABAKUNZA Aimable	Kirehe District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	May. 2018	Present
50	Mr. MANISHIMWE MUHIRWA Patrick	Burera District Water and Sanitation Support Engineer / O&M Unit, WASAC RWSS	May. 2018	Present

Appendix 5: List of Attendants

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

The Seventh Steering Committee Meeting (7th SC)

Attendance List

Date: **May 22nd, 2019**
Venue: **Galaxy Hotel**

Name	Organization	Position	Contact: Cell phone	Contact: E-mail	Signature
Theophile IRIHO	RWASOM	Project Assistant	0788262227	iphilaa@gmail.com	[signature]
MUTABAZI Celestin	NGOMA DISTRICT	Director of DCI	788611586	mutabarecel@gmail.com	[signature]
Satoshi ISHIDA	JICA Expert Team	Vice chief Advisor	0786502679	satoshi_ishida@tk-eg.jp	[signature]
MUBEYO Frédéric	Province East	Logistics Officer	0788486084	mubirefreds@yahoo.fr	[signature]
Koji Nakashima	JICA Rwanda	Representative/Program Manager	0788-30-4704	Nakashima.Koji@jica.go.jp	[signature]
Toshio MURAKAMI	JICA H.Q.	In house Consultant		Murakami-Toshio@jica.go.jp	[signature]
Izumi SHOJI	JICA HQ	Senior Deputy Director		Shoji.Izumi@jica.go.jp	[signature]
Shin MARUO	JICA Rwanda	Chief Representative	0788305523	Maruo.Shin@jica.go.jp	[signature]

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Appendix 5: List of Attendants

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

The Seventh Steering Committee Meeting (7th SC)

Attendance List

Date: **May 22nd, 2019**
Venue: **Galaxy Hotel**

Name	Organization	Position	Contact		Signature
			Cell phone	E-mail	
Felix Gatanazi	WASAC	Manager of Customer Service / Evaluator	0788305791	fgatanazi@wasac.rw	[signature]
Vincent de Paul MUGWANEZA	WASAC	[illegible]	0788567591	vmugwaneza@wasac.rw	[signature]
Aime Muzola	WASAC	CEO	0788539399	amuzola@wasac.rw	[signature]
Takeshi Yoshikawa	JICA RWASOM Project	Chief Adviser	0786-502650	yoshijack1973@gmail.com	吉川健

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Appendix 5: List of Attendants

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

The Seventh Steering Committee Meeting (7th SC)

Attendance List

Date: **May 22nd, 2019**
Venue: **Galaxy Hotel**

Name	Organization	Position	Contact		Signature
			Cell phone	E-mail	
RUKUNDO Emmanuel	WASAC	Internal Auditor	0789111942	- rukundoemmanuel@gmail.com - erukundo@wasac.rw	[signature]
KAJIWABO M. Joseph	WASAC	Head of PMU	0738687694	Pkajiwabo@yahoo.[illegible]	[signature]
NIMUGIRE K. Marthe	WASAC	Head of DWMU	0738350164	mnimugire@wasac.rw	[signature]
NIWENSHUTI Emmanuel	WASAC	Head of O&M Unit	0738458102	eniwenshuti@wasac.rw	[signature]
NIYONZIMA J. Norbert	WASAC	WATSAN officer	0783656857	niyobert72@gmail.com	[signature]
MUKANDAYISENGA Olive	RWAMAGANA District	Infrastructure Engineer	0783701390	olivelord2010@gmail.com	[signature]
Emmanuel HATEGEKIMANA	MININFRA	RWSSE	0788620930	emma.hategekimana@mininfra.gov.rw	[signature]
Satoka Oe	RWASOM project assistant	project assistant	0782727661	eskmay6@gmail.com	大江里佳

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Appendix 5: List of Attendants

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

The Seventh Steering Committee Meeting (7th SC)

Attendance List

Date: **May 22nd, 2019**
Venue: **Galaxy Hotel**

Name	Organization	Position	Contact		Signature
			Cell phone	E-mail	
KWIZERA Virgile	JICA RWANDA	WATSAN Program officer	0784869730	VirgileKwizera-RWA@jica.go.jp	
NGARAMBE J. Paul	Kayonza District	WATSAN officer	0788290053	ngarpaul16@gmail.com	
KAZE Ange Aimée	JICA - RWASOM Project	Staff Assistant	0785352535	kazangess@gmail.com	
Radjab Nsabiyumva	JICA - RWASOM Project	Staff Assistant	0788174020	nsabiyumva68@gmail.com	

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ATTACHED DOCUMENT

1. **Date:** 22nd May, 2019
2. **Time:** 11:00 am – 13:30 pm
3. **Venue:** Galaxy Hotel – Kiyovu in Kigali
4. **Agenda**

(1) Presentation of the Achievements of the Project (by Project Manager)
(2) Presentation of Results of Terminal Monitoring & Recommendations (by Mission Team)
(3) Discussions
(4) Signing of Minutes of Meeting

5. **Participants**

(1) Water and Sanitation Corporation (WASAC)

– Mr. Eng. MUZOLA Aimé	CEO/WASAC
– Mr. MUGWANEZA Vincent de Paul	Director of Rural Water and Sanitation Services (Project Manager)
– Mr. GATANAZI Felix	Manager of Customer Services
– Mr. RUKUNDO Emmanuel	Internal Auditor
– Mr. KAJIWABO M. Joseph	Head of Community Mobilization Unit
– Ms. NIMUGIRE K. Marthe	Head of Delegated Management Unit
– Mr. NIWENSHUTI Emmanuel	Head of Operation and Maintenance Unit

(2) JICA Headquarter

– Ms. Izumi SHOJI	Senior Deputy Director
– Mr. Toshro MURAKAMI	In house Consultant

(3) JICA Rwanda Office

– Mr. Shin MARUO	Chief Representative JICA Rwanda
– Mr. Koji NAKASHIMA	WATSAN Program Manager
– Mr. Virgile KWIZERA	WATSAN Program Officer

(4) Ministry of Infrastructure (MININFRA)

– Mr. HATEGEKIMANA Emmanuel	Rural Water and Sanitation Senior Engineer

(5) Eastern Province

– Mr. MUGEYO Frederic	Easter Province / Logistics Officer

(6) Rwamagana District

– Ms. MUKANDAYISHIMIYE Olive	District Infrastructure Engineer

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MINUTES OF MEETING
ON THE SEVENTH STEERING COMMITTEE (SC) 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 Seventh Steering Committee (hereinafter referred to as "SC"), Meeting was held in Kigali on 22nd May, 2019 by the initiative of WASAC to present the achievements of the Project and results of the joint terminal monitoring and evaluation.

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, 22nd May, 2019

for

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

Ms. UMUHUMUZA Gisele
Deputy Chief Executive Officer
Water and Sanitation Corporation (WASAC)
The Republic of Rwanda

(7) Kayonza District

– Mr. NGARAMBE Jean Paul	District WATSAN Officer

(8) Ngoma District

– Mr. MUTABAZI Celestin	Director of One Stop Center

(9) Kirehe District

– Mr. NIYONZIMA Jean Norbert	District WATSAN Officer

(10) JICA Expert Team (RWASOM Project Team)

– Mr. Takeshi YOSHIKAWA	Chief Adviser
– Mr. Satoshi ISHIDA	Vice Chief Advisor
– Mr. NSABIYUMVA Radjab	Project Assistant
– Ms. Satoka Oe	Project Assistant
– Ms. Ange KAZE Aimée	Project Assistant
– Ms. Theophile IRIHO	Project Assistant

6. Opening Remarks by WASAC CEO

(1) Remarks by WASAC CEO

The opening remarks was given by WASAC CEO, who also chaired the meeting. He began by welcoming all the participants to the 7th Steering Committee meeting. He expressed his appreciation to JICA Rwanda office for their contribution in water sector, for their completed projects especially in Eastern Province, ongoing ones as well as for the new Project to come.

He also appreciated the support provided by RWASOM Project, and thanked them for their proper implementation of the Project. He said that the changes have been observed in the management of rural water supply systems due to different trainings given to WASAC, model Districts and private operators staff, which is a target of the Government of Rwanda to sustain the water sector. He said that manuals and guidelines developed during the Project period will be used by WASAC and local Government staff to fulfil the vision they have for the sustainability of water infrastructures. Finally, he requested the participants to be active during the meeting and wished a fruitful meeting.

(2) Remarks by Chief Representative of JICA Rwanda

JICA Chief Representative expressed his thanks to everyone for participating in the 7th Steering Committee meeting and said that it is his second time to attend the Steering Committee for the Project. He said that JICA has contributed in water sector, especially in Eastern Province, through several Grant Aid projects for the construction of water supply systems. He mentioned that operation and maintenance (O&M) of those facilities is very important for their sustainability. Therefore, he appreciated WASAC team together with expert team for their contribution of the proper O&M of the facilities provided by Japanese grant aid projects as well as other facilities provided by the Government of Rwanda.

He also said that JICA's contribution is not limited to grant aid and technical cooperation, but they have also dispatched the volunteers in Eastern Province who are based at district level, to support in day to day O&M of water supply facilities. He ended by saying that JICA will continue their commitments for the water sector in Rwanda.

7. Presentation of the achievements and progress of the project by Director of Rural water supply service (Project Manager)

Mr. Vincent de Paul MUGWANEZA, the Project manager presented the achievements and progress of the Project. His presentation focused on the 4 main points below:

- Achievements of project outputs
- Other achievements
- Prospect for activing the project purpose
- Prospect for overall goal

8. Presentation of the results of terminal monitoring and recommendation

Ms. Izumi SHOJI, the representative of mission team, presented the findings and recommendations done by the joint terminal monitoring and evaluation team.

9. Discussions

1	**Discussion on Sustainable framework** According to WASAC CEO After implementation of the Project, the ownership of the Districts is very important to ensure the sustainability. There is a need of involving the Districts in the sustainability of the Project after its end. Each representative of the 4 model Districts of Eastern Province was requested to share what they benefited from the Project. (a) Rwamagana: Ms. Olive said that she has engaged in the Project since 2015 and said that there is a great improvement in water management as for now POs are working professionally due to the trainings provided by the Project. She also mentioned that there is improvement in water quality management as well in contract management. (b) Kirehe: Mr. Norbert mentioned that he has engaged in the Project since 2017. He said that the Project together with WASAC helped them in the establishment of PPP contract, establishment of District special account for water, improvement of water quality management, as well as the improvement of O&M of boreholes with hand pump. (c) Ngoma: Mr. Celestin expressed his appreciation to the Project for building the capacity of WATSAN officer and PO, and said that after training there is improvement in the sustainability of rural water supply systems management. He mentioned that currently, PO reports regularly to the District, RURA and WASAC. (d) Kayonza; Mr. Jean Paul mentioned that he has engaged in the Project since 2017. He said that they gained a lot from the Project such as O&M of boreholes with hand pump which are the main sources of water in Kayonza District, as well as their management. In addition, he said that they got equipment and materials for repairing hand pumps. There is also an improvement in water quality management, and he mentioned that for the new water supply system to be constructed, they started to include the chlorination unit proposed by the Project in their design.

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	After hearing the representatives of model Districts, CEO of WASAC confirmed that the Districts have benefited from the Project and requested to continue their collaboration with the Project for the remaining period. He requested all the Districts to add a chlorination unit for the new water supply systems to be constructed as well as for the ones which will be rehabilitated. The Manager of Customer Services of WASAC said that few people know how to repair boreholes with hand pump, in order to sustain O&M of boreholes with hand pump many people should be well trained. He also mentioned that the materials given by the Project to the Districts should be made easily available to POs and to the people who repair handpumps.
2	**Discussion on District Wash Board (DWB)** JICA mission team leader said that the role and responsibilities of DWB and District staff should be made clear in order to sustain water supply systems management.
3	**Discussion on big issues** **(1) No clear framework on the support of DWSSEs** The role of DWSSEs is not well understood by Districts. The CEO explained that the role of DWSSEs is to provide technical assistance to the Districts. They are not staff of the Districts; therefore, the Districts cannot give them responsibilities. He mentioned that DWSSEs are not there to replace WATSAN officers or to do their job but they are there to provide support. However, they should collaborate with WATSAN officer. The CEO explained that the DWSSEs are new and young Engineers, they need trainings so that they can properly support the Districts and said that it is the mandate of WASAC to build the capacity of their staff. The Director of Ngoma one stop center said that WATSAN officer has a lot of responsivities and confirmed that He needs the support of the DWSSE especially in the management of new Projects from planning, implementation, monitoring as well as during the rehabilitation of existing water supply systems. According to CEO of WASAC, District need more staff and said that if there is a need of more staff, it is the District Council that is in charge of increasing the number of staff. Mr. Yoshikawa confirmed that the lack of the staff at District level has been an issue. **(2) Royalty fees management** Rural Water Supply Senior Engineer (MININFRA) said that WATSAN officers have to monitor if the royalty fees have been deposited by PO on the District special account for water, and the District Executive Secretary is in charge of authorizing the use of the royalty fees deposited after approving the request made by WATSAN officer.

10. Recommendations

a) The catch-up plan including the timeline for the implementation of the recommendations given by the mission team should be established.

b) The responsible institutions as well as the responsible person should be assigned to follow up the progress of above catch-up plans for making sure that they will be completely implemented.

c) After finding that Ngoma District is doing well in water management especially procurement methodology, the CEO suggested that other Districts should make a study tour to learn from Ngoma District. Ngoma District has signed a contract agreement with private companies on equipment procurement on a yearly basis.

d) The RWSS / WASAC should organise a session to explain the mandate of DWSSEs to the Districts.

11. Closing Remarks

(1) Remarks by Chief Representative of JICA Rwanda

The representative of JICA Rwanda thanked all the participants who attended the 7th Steering Committee for their active participation and mentioned that the recommendations made by evaluation team are good and valid. He emphasized that the timeline for achieving all recommendations should be established. In addition, the responsible organisation to follow up each recommendation as well as the responsible person should be assigned for achieving each recommendation given.

He closed his remarks by saying that JICA will continue its commitment for the development of Water Sector in Rwanda.

(2) Closing Remarks by WASAC CEO

The CEO of WASAC thanked all the participants and declared close the 7th Steering Committee meeting.

(End)

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Annex 6

Presentation material for the Project Closing Seminar on November 20, 2019

RWASOM PROJCT

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

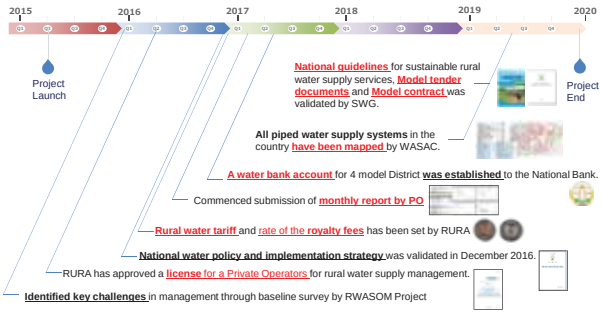
Project Closing Seminar

Key Achievements

WASAC RWSS / JICA Project Team

November 20, 2019

1. Timeline of the Major Activities in Rural Water Supply Management



Topics of Presentation

1. Timeline of the major management framework for rural water supply
2. Key achievements
   - 2.1 Creation of the framework and tools
   - 2.2 Capacity Development
   - 2.3 Development of the Basic Data for the Operation and Maintenance
3. Prospect for Achieving Overall Goal
4. How does WASAC plan to sustain these achievements?

Topics of Presentation

1. Timeline of the major management framework for rural water supply
2. Key achievements
   - 2.1 Creation of the framework and tools
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4. How does WASAC plan to sustained these achievements?

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1. Timeline of the major management framework for rural water supply
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   - 2.1 Creation of the framework and tools
   - 2.2 Capacity Development
   - 2.3 Development of the Basic Data for the Operation and Maintenance
3. Prospect for Achieving Overall Goal
4. How does WASAC plan to sustained these achievements?

Topics of Presentation

2. Key achievements
   - 2.1 Creation of the framework and tools
     - 2.1.1 Elaboration of the **National Guidelines for Sustainable Rural Water supply Services**
     - 2.1.2 Creation of the **Rural Drinking Water Quality Management Framework**
     - 2.1.3 Creation and Reversion of the **Model Tender, Model Contract and Monthly Report Format**
     - 2.1.4 Creation and Reversion of the **6 training modules**
     - 2.1.5 **Document Tree** related to O&M Framework for Rural Water Supply Facilities
     - 2.1.6 Creation of the **Other Supporting Manuals and Tools**

Topics of Presentation

2. Key achievements

2.1 Creation of the framework and tools

- 2.1.1 Elaboration of the **National Guidelines for Sustainable Rural Water supply Services**
- 2.1.2 Creation of the **Rural Drinking Water Quality Management Framework**
- 2.1.3 Creation and Reversion of the **Model Tender, Model Contract and Monthly Report Format**
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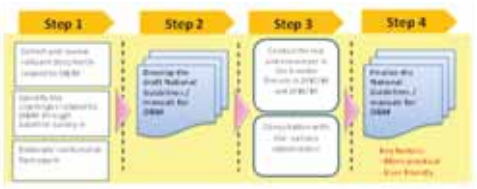
- 2.1.5 **Document Tree** related to O&M Framework for Rural Water Supply Facilities
- 2.1.6 Creation of the **Other Supporting Manuals and Tools**

2.1.1 Elaboration of the National Guidelines for Sustainable Rural Water supply Services (1/3)

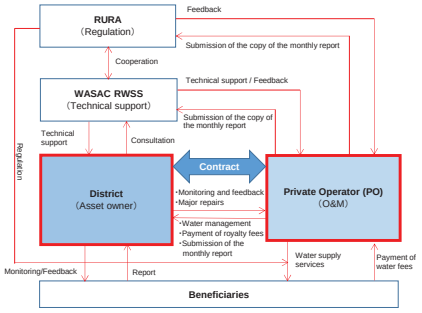
Background	It is urgently required a comprehensive document to guide the overall framework for O&M of the rural infrastructures for the securing the sustainable rural water supply services based on the policy direction mentioned above. In this context, WASAC RWSS in collaboration with JICA RWASOM Project have had the various discussions since 2015 and have developed "National Guidelines for Sustainable Rural Water Supply Services" and other technical documents.
Steps for the document development	

2.1.1 Elaboration of the National Guidelines for Sustainable Rural Water supply Services (2/3)

	**Title:** National Guidelines for Sustainable Rural Water Supply Services (New) **Purpose:** All stakeholders in the water sector understand the framework for sustainable rural water supply services
Output	Sustainable water supply services will be provided based on this framework.
Expected Users	The targets for these guidelines are policy makers, administrators, planners, communities and private sectors in rural water supply sub-sector, and other stakeholders at all levels.
Contents	1. Introduction 2. Policy and Legal Framework 3. Institutional Framework for Water and Sanitation Sector 4. O&M Framework for Rural Water Supply 5. Planning for O&M 6. PPP Approach in Water Services 7. Water Quality Management 8. Monitoring and Evaluation (M&E)

2.1.1 Elaboration of the National Guidelines for Sustainable Rural Water supply Services (3/3)

Roles of the main actors for O&M framework for rural water supply systems under PPP



Topics of Presentation

2. Key achievements

2.1 Creation of the framework and tools

- 2.1.1 Elaboration of the **National Guidelines for Sustainable Rural Water supply Services**
- 2.1.2 Creation of the **Rural Drinking Water Quality Management Framework**
- 2.1.3 Creation and Reversion of the **Model Tender, Model Contract and Monthly Report Format**
- 2.1.4 Creation and Reversion of the **6 training modules**
- 2.1.5 **Document Tree** related to O&M Framework for Rural Water Supply Facilities
- 2.1.6 Creation of the **Other Supporting Manuals and Tools**

2.1.2 Creation of the Rural Drinking Water Quality Management Framework (1/3)

Background	Baseline survey for four model districts in 2015 ➢ Coliforms were detected in 52%, 32% and 63% of the water samples (676 samples) at public taps, boreholes and improved springs respectively. 【Challenges】 ➢ No water quality monitoring system for rural water supply ➢ Lack of capabilities of water quality measuring by POs ➢ No training modules on water quality management
Concept of the framework	The following principles should be applied to establish this WQMF. It is summarized **4R as key principles**. ◆ **Reliable:** Water quality analysis shall be carried out by independent third parties at least twice a year. ◆ **Realistic:** Setting the minimum parameters for the water quality monitoring. ◆ **Responsible:** A licensed PO shall be responsible for the ensuring drinking water quality. ◆ **Resource:** In principle, costs for the water quality analysis shall be borne by beneficiaries through the water tariffs. However, if the budget is not enough from water tariffs, securing subsidies by the government and/or development partners shall be considered.

2.1.2 Creation of the Rural Drinking Water Quality Management Framework (2/3)

	**Title:** Rural Drinking Water Quality Management Framework (New) **Purpose:** Private operators (POs) conduct periodical water quality tests through an accredited laboratory
Output	Reliability of water quality will be ensured.
Expected Users	Districts and Private Operators (POs), Development partners, NGOs
Contents	1. Rural drinking water quality management framework - Routine Monitoring for Water Quality Control - Daily Operational Monitoring 2. Installation of the disinfection facilities 3. Capacity development for the rural drinking water quality management
Key actors and procedure of the routine monitoring for rural drinking water	

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2.1.3 Creation and Reversion of the Model Tender, Model Contract and Monthly Report Format (2/2)

			
Title	Model Tender Documents for the Delegated Water Management Contract (Revision)	Model Delegated Water Management Contract (Revision)	PO's monthly report format (Revision)
Purpose	To standardize the tender process and selection criteria for private operator.	To standardize the responsibilities of both districts and private operators and specify formats such as a monthly report and O&M manuals.	To standardize the report format submitted by private operators
Expected Users	Districts, POs	Districts, POs	Districts, POs

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Topics of Presentation

2. Key achievements

2.1 Creation of the framework and tools

2.1.1 Elaboration of the **National Guidelines for Sustainable Rural Water supply Services**

2.1.2 Creation of the **Rural Drinking Water Quality Management Framework**

2.1.3 Creation and Reversion of the **Model Tender, Model Contract and Monthly Report Format**

2.1.4 Creation and Reversion of the **6 training modules**

2.1.5 **Document Tree** related to O&M Framework for Rural Water Supply Facilities

2.1.6 Creation of the **Other Supporting Manuals and Tools**

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Topics of Presentation

2. Key achievements

2.1 Creation of the framework and tools

2.1.1 Elaboration of the **National Guidelines for Sustainable Rural Water supply Services**

2.1.2 Creation of the **Rural Drinking Water Quality Management Framework**

2.1.3 Creation and Reversion of the **Model Tender, Model Contract and Monthly Report Format**

2.1.4 Creation and Reversion of the **6 training modules**

2.1.5 **Document Tree** related to O&M Framework for Rural Water Supply Facilities

2.1.6 Creation of the **Other Supporting Manuals and Tools**

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2.1.3 Creation and Reversion of the Model Tender, Model Contract and Monthly Report Format (1/2)

Background	1. Selection method of POs with high transparency was not established. 2. Poor contract management • Unclear responsibilities for facilities maintenance including major rehabilitation and replacement • Inappropriate delegated contract period • Non-standard system for daily monitoring
Solution	1. Enhance methods for selecting of a professional PO's - Finalization of the Model Tender Document 2. Exhaustive strengthening of contract management. - Finalization of Model Delegated Contract - Development of Monthly Report Format for daily monitoring by the PO's

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2.1.4 Creation and Reversion of the 6 training modules (1/3)

Concept of the development of the training module	● Based on the issues identified in the baseline survey (2015) by the project, the contents of the existing modules will be re-examined and any missing items will be updated. ● Based on the results of the baseline survey (2015) by the project, water quality management and the content of community awareness not covered by existing modules will be developed as new modules.

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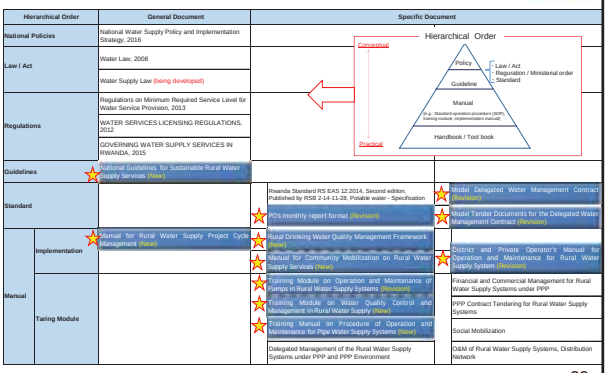
2.1.4 Creation and Reversion of the 6 training modules (2/3)

			
Title	Training Module on Operation and Maintenance of Pumps in Rural Water Supply Systems (Revision)	Training Module on Water Quality Control and Management in Rural Water Supply (New)	Training Manual on Procedure of Operation and Maintenance for Pipe Water Supply Systems (New)
Purpose	To improve the capacity of operation and maintenance of motorized pump and borehole with hand pump	To acquire knowledge for daily water quality management and to identify potential solutions for water quality problems and water pollution.	To make POs understand the O&M procedure and to help POs to develop their own O&M manual for each water supply system.
Expected Users	POs, Districts, WUC and WASAC	POs, Districts and WASAC	POs, Districts and WASAC

2.1.5 Document Tree related to O&M framework for rural water supply facilities (1/2)



2.1.4 Creation and Reversion of the 6 training modules (3/3)

			
Title	District and Private Operator's Manual for Operation and Maintenance for Rural Water Supply System (Revision)	Manual for Rural Water Supply Project Cycle Management (New)	Manual for Community Mobilization on Rural Water Supply Services (New)
Purpose	To use as the training tool for WATSAN officers and POs' staff to develop O&M manual and asset management for each system.	For all stakeholders in the water sector, mainly Districts and WASAC RWSS to understand their roles and tasks at each stage of rural water supply project cycle.	To offer theoretical explanations and practical exercises on facilitation for District, Sector and Cell officers, as well as PO's to raise awareness among communities in order to motivate them to take responsibility for the daily maintenance of point water sources and public taps.
Expected Users	POs, Districts and WASAC	Districts and Private Operators (POs), Development partners, NGOs	Districts (Sectors and Cells), POs, Water Users Committees, Users

2.1.5 Document Tree related to O&M framework for rural water supply facilities (2/2)

Instruction for accessing of the electronic copies of all documents

Website of MININFRA

◆ **Access:** Homepage／Water and Sanitation／WATSAN SWAP Secretariat／WATSAN Sector Documents

◆ **URL:** https://www.mininfra.gov.rw/index.php?id=236

Topics of Presentation

2. Key achievements

2.1 Creation of the framework and tools

2.1.1 Elaboration of the National Guidelines for Sustainable Rural Water supply Services

2.1.2 Creation of the Rural Drinking Water Quality Management Framework

2.1.3 Creation and Reversion of the Model Tender, Model Contract and Monthly Report Format

2.1.4 Creation and Reversion of the 6 training modules

2.1.5 **Document Tree** related to O&M Framework for Rural Water Supply Facilities

2.1.6 Creation of the Other Supporting Manuals and Tools

Topics of Presentation

2. Key achievements

2.1 Creation of the framework and tools

2.1.1 Elaboration of the National Guidelines for Sustainable Rural Water supply Services

2.1.2 Creation of the Rural Drinking Water Quality Management Framework

2.1.3 Creation and Reversion of the Model Tender, Model Contract and Monthly Report Format

2.1.4 Creation and Reversion of the 6 training modules

2.1.5 Document Tree related to O&M Framework for Rural Water Supply Facilities

2.1.6 Creation of the **Other Supporting Manuals and Tools**

2.1.6 Creation of the Other Supporting Manuals and Tools

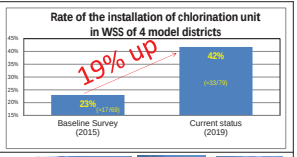
(1) Creation of the "Manual for Chlorination Unit Installation at Existing Distribution Reservoir" and "Manual for Water Meter Installation at Existing Distribution Reservoirs" (1/4)

Background	Baseline survey for four model districts in 2015 ➢ 92 % of necessary number of water meter at the distribution point is not installed. ➢ 74 % of water supply system is not equipped with chlorination system.
Solution	➢ To carry out the pilot construction for the installation of the chlorination unit and flow meter (water meter) ➢ To make manual for the installation of the chlorination unit and flow meter (water meter) through pilot construction
Purpose of pilot test	➢ To demonstrate how to install water meters at the existing distribution pipes in order to measure and record distribution volume, and manage and reduce the non-revenue water. ➢ To demonstrate how to install chlorination units by easy and economical way at the existing water supply systems in order to comply with the regulation of delegated management of water supply systems for rural water services set by RURA
Work process	➢ Selection of the 4 pilot sites was done by June 2017 ➢ Design and cost estimation was done by August 2017 ➢ Procumbent works were done by October 2017 ➢ Construction works were done by January 2018 ➢ Creation of the two manuals

2.1.6 Creation of the Other Supporting Manuals and Tools

(1) Creation of the "Manual for Chlorination Unit Installation at Existing Distribution Reservoir" and "Manual for Water Meter Installation at Existing Distribution Reservoirs" (4/4)

Current situation in 4 model district	Chlorination units have been increased by 15 places from 2015. (from 17 in 2015 to 33 places in 2019)
Good practice	After pilot construction in 2018, Rwamagana District constructed 3 chlorination units by their efforts, Kayonza District constructed 3 chlorination units and Ngoma District constructed 1 chlorination unit .
Way forward	WASAC submitted the Concept Note for the promoting of the installation of chlorination units and water meters to AfDB. AfDB committed to secure the budget for this purpose at 350 existing water supply system in the countrywide in March 2019.



Fumbwe-Gahenger WSS in Rwamagana

2.1.6 Creation of the Other Supporting Manuals and Tools

(1) Creation of the "Manual for Chlorination Unit Installation at Existing Distribution Reservoir" and "Manual for Water Meter Installation at Existing Distribution Reservoirs" (2/4)

		
Title	Manual for Chlorination Unit Installation at Existing Distribution Reservoir	Manual for Water Meter Installation at Existing Distribution Reservoir
Purpose	To show how to install chlorination units by easy and economical way at the existing water supply systems in order to comply with the regulation of delegated management of water supply systems for rural water services set by RURA	To show how to install water meters at the existing distribution pipes in order to measure and record distribution volume, and manage and reduce the non-revenue water.
Expected Users	District	District
Access soft copy	Portal site: https://sites.google.com/view/wasac-rwss-po	

2.1.6 Creation of the Other Supporting Manuals and Tools

(2) Creation of the "video manual for filling out monthly reports in the format"

Background	Introduction of the monthly report format in 2017 had stalled not only in the four model Districts, but also throughout the country. POs had not strictly managed the submission of monthly reports, and most POs did not submit monthly reports to Districts on a regular basis. In addition, follow-up training to POs revealed the following issues in the introduction of the format. ● PO's MS-Excel skills were low. ● The content of format entry items was unclear.
Action to be taken	Create a video manual for filling out monthly reports in the new format (examples of entry), and distribute it to POs.
Current status	Following video tools (6 titles) on guidance for making monthly reports for private operators is available. - 1. Adjustment of printing area - 2. Summation of cell values in different worksheets - 3. How to correct cell format - 4. How to duplicate worksheets - 5. Hyperlink - 6. List box

Video tools

2.1.6 Creation of the Other Supporting Manuals and Tools

(1) Creation of the "Manual for Chlorination Unit Installation at Existing Distribution Reservoir" and "Manual for Water Meter Installation at Existing Distribution Reservoirs" (2/4)

←Water Meter

Chlorination Unit→

Nyabombe Water Supply System in Kayonza (pilot site)

Topics of Presentation

Topics of Presentation

2. Key achievements

2.2 Capacity Development

- 2.2.1 Capacity Development for the **WASAC /RWSS**
- 2.2.2 Capacity Development for the **4 model Districts and Private Operators (POs)**
- 2.2.3 Capacity Development for the **57 Water Users Committees (pilot sites)**

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2.2.1 Capacity Development for the WASAC /RWSS

(2) Hands on training for WASAC / RWSS (2/3)

No.	Training course	Date	Target trainee	Participants
1	Operation and Maintenance of Borehole with Hand pump (theory)	2016/12/14 - 15	All	9
2	Water Quality Control and Management	2016/12/20 - 22	DM, OM, CM	13
3	Data Management	2017/2/6 - 7	All	11
4	Environmental Impact Assessment (EIA)	2017/2/20	All	13
5	Development of Operation and Maintenance Manual for each Water Supply System	2017/2/23	DM	2
6	Field training workshop for operation and maintenance of borehole with hand pump	2017/3/7～9	OM	5
7	Project Cycle Management (Problems Analysis/Objectives Analysis) and Facilitation Skills	2017/3/6	All	15
8	Training of trainers on strengthening of facilitation skills	2017/8/31	CM	4
9	Follow up training on guidance on developing monthly reports for POs	2017/9/11 - 12	DM	4
10	Training on the design criteria for selection of submersible motor pumps for boreholes	2017/11/24	OM	3
11	Training workshop for data collection	2018/7/10～13	DWSSEs, MIS, M&E specialists, OM unit head	25
12	Development of O&M Manual for each Water Supply System	2018/10/30～31	DWSSEs	15
13	Joint workshop for analysing the PO's monthly report	2018/12/11～12	DWM	3
14	Training to the Private Operators on how to use leakages detectors and ultrasonic flow meter	2019/1/16～17	DWSSEs	1
15	Training to the Private Operators on how to use leakages detectors	2019/4/24	Ngoma DWSSE	1
16	Training on Operation & Maintenance of Borehole with Handpump	2019/5/15 - 5/17	DWSSE	27
17	Training on Rural Water Supply Project Cycle Management	2019/5/13 - 5/14	DWSSE	27
18	Training Report of workshop on data collection and updating of the water supply inventory data	2019/9/25 - 9/27	DWSSE	8
19	On the Job-training on the technical skill of the GIS database	2019/10/3 - 10/19	New MIS	1
20	1DayWorkshop for Analysis of PO's monthly report and Reporting system for DWSSE	2019/7/3	DWSSE	25
21	3 Days Workshop for Training on Designing of Rural Water Supply Facilities	2019/11/13 – 11/15	DWSSE	28
	Accumulated total number of the participants			240

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Topics of Presentation

2. Key achievements

2.2 Capacity Development

- 2.2.1 Capacity Development for the **WASAC /RWSS**
- 2.2.2 Capacity Development for the **4 model Districts and Private Operators (POs)**
- 2.2.3 Capacity Development for the **57 Water Users Committees (pilot sites)**

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2.2.1 Capacity Development for the WASAC /RWSS

(2) Hands on training for WASAC / RWSS (3/3)




Operation and Maintenance of the handpump — Water quality monitoring




EIA — Project Cycle Management — Monthly report development — Monthly report analysis





O&M manual development — GIS Data collection — Certificate

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2.2.1 Capacity Development for the WASAC /RWSS

(1) Capacity Assessment for WASAC /RWSS

Background	The Project conducted capacity assessment (CA), which includes self-assessment and interview assessment to the members of C/P by each Unit in 2016. The Project selected the needs of the trainings based on the results of the CA.
Results of the self assessment before innervations by the project	**Result of the self assessment by each Unit before interventions by the Project**

Stage＼Unit	WASAC RWSS				Average score
	O&M Unit	RM Unit	DM Unit	CM Unit	
1. Planning Stage	3.7	3.1	3.1	3.7	3.4
2. Implementation Stage	4.0	3.3	3.0	3.7	3.5
3. O&M Stage	3.6	3.1	3.4	3.8	3.5
4. Evaluation Stage	3.1	2.9	2.4	3.6	3.0
Average score	3.6	3.1	3.0	3.7	3.4

Note: Min. score: 1, Max. score: 5 — Below average score (Poor business)

(2) Hands on training for WASAC / RWSS (1/3)

Hands on training	The Project has held several trainings on the selected 21 courses based on the results of the capacity assessment for C/P.

Theme of the trainings	Cumulative No. of the participants	List of course
21 course	240 participants	See next slide.

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2.2.1 Capacity Development for the WASAC /RWSS

(3) Training in Japan

Item	Description
Objective	To learn the knowledge and experiences related to operation, maintenance and management of the water supply facilities in Japan and prepare the Action plan for the counterpart to solve issues of Rwanda in the management of water supply services
Period	1st Group: 30/9/2016～26/10/2016 2nd Group: 10/9/2017～30/9/2017
Participants	1st Group: 5 participants from WASAC/RWSS 2nd Group: 5 participants from WASAC/RWSS
Major subject	➢ Understand the outline of the current water supply status, water supply management framework and various elemental technologies for the water supply management ➢ Understand the capacity development plan for staff of the water works bureaus in Japan ➢ Understand the one of the approaches of the community involvement for water supply services








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2.2.1 Capacity Development for the WASAC /RWSS

(4) Result of the competency development for the WASAC/RWSS

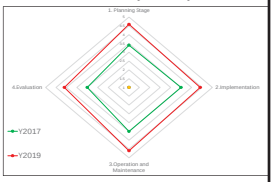
The table below shows changes in capacities required in the management cycle (planning → implementation → operation and maintenance → evaluation) of the rural water supply project before and after the project activities included in the project (comparison between 2017 and 2019).

The results show that most counterparts felt that their implementation competency was enhanced after these activities.

Results of the competency development by each Unit after interventions by the Project

Stage	Year	O&M Unit	RM Unit	DM Unit	CM Unit	Average
1.Planning Stage	Jul. 2017	3.70	3.10	3.10	3.70	3.40
	Feb. 2019	4.90	4.46	4.23	4.70	4.59
	Trend	☆	☆	☆	☆	☆
2.Implementation	Jul. 2017	4.00	3.30	3.00	3.70	3.50
	Feb. 2019	4.90	4.75	3.92	4.57	4.43
	Trend	☆	☆	☆	☆	☆
3. Operation and Maintenance	Jul. 2017	3.60	3.10	3.40	3.80	3.48
	Feb. 2019	4.90	4.70	4.41	4.39	4.60
	Trend	☆	☆	☆	☆	☆
4. Evaluation	Jul. 2017	3.10	2.90	2.40	3.60	3.00
	Feb. 2019	4.58	4.56	3.00	4.25	4.10
	Trend	☆	☆	☆	☆	☆
Average	Jul. 2017	4.17	3.75	3.41	4.06	3.85
	Feb. 2019	4.85	4.63	3.75	4.48	4.43
	Trend	☆	☆	☆	☆	☆

Note: Maximum Score: 5.00, Minimum Score: 0.00
Number of valid response : Y 2017: 16 persons, Y2019: 9 persons



2.2.1 Capacity Development for the WASAC /RWSS

(1) Hands on training for the 4 model Districts and Private Operators (POs) (2/4)

No.	Training course	Date	Target trainee	Participants
1	Development of Operation and Maintenance Manual by Water Supply System	2017/3/20 - 21	4 model Districts, POs	15
2	Training on water quality control and management	2017/4/22 - 24	4 model Districts, POs	15
3	Operation & Maintenance for Boreholes with Hand Pumps	2017/3/28 - 31	4 model Districts, POs	15
4	On-the-job training on chlorination management	2017/8/21 - 25, 8/29 - 30, 2018/1/30 - 31, 2018/2/6 - 8	POs	43
5	The first (1st) workshop on the development of an operation and maintenance manual for water supply systems by Private Operators	2017/7/25	4 model Districts, POs	19
6	Training workshop for District WASH board members	2017/8/22 (Kirehe), 2017/8/24(Rwamagana), 2017/9/5(I (Ngoma)	DWB members	28
7	Training on facilitation skills for promoting ownership of communities	2017/9/19 - 20(Rwamagana, Kayonza); 2017/9/21 - 22(Ngoma & Kirehe)	4 model Districts, POs	73
8	Follow up training for making of monthly reports	2017/9/13 - 15	POs	14
9	The second (2nd)workshop on progress of the development of an operation and maintenance manual for water supply systems by Private Operators	2017/11/14	POs	12
10	Workshop for self-review of Implementation of Action Plans regarding the community sensitization	2018/2/14 : Kirehe, 2/15 : Ngoma, 2/16 : Rwamagana, 2/20 : Kayonza	4 model Districts(WATSAN officers, Land officers), POs	64
11	Training on the use of equipment	2018/3/20 - 21	4 model Districts, POs	40
12	The third (3rd) workshop on progress of the development of an operation and maintenance manual for water supply systems by Private Operators	2018/3/22	4 model Districts, POs	17
13	Development of O&M Manual for each Water Supply System	2018/9/18 - 19	4 model Districts, POs	22
14	On-the-job training on chlorination management for Munyiginya WSS in Rwamagana	2018/9/21	Ubuzima Bwiza Cooperative	6
15	Training to the Private Operators on how to use leakages detectors and ultrasonic flow meter	2019/1/16 - 17	WATRESCO, AYATEKE Star Company(Kirehe)	17
16	Follow-up training (No.1) on measurement of the residual free chlorine	2019/2/21, 2/22, 2/26	Ayateke Star Company, WATRESCO	13
17	Training on the data updating for the inventory of the rural water supply facilities	2019/2/26, 2/27	Rwamagana District, AYATEKE Rwamagana, Ubuzima Bwiza Cooperative, Ngoma District, WATRESCO	22
18	Follow-up training (No.2) on measurement of the residual free chlorine	2019/3/5, 3/6, 3/18, 3/19	WATRESCO, Ayateke Star Company, Kayonza, UBUZIMABWIZA COOPERATIVE, Ayateke Star Company, Kayonza	19
19	Training to the Private Operators on how to use leakages detectors	2019/4/24	WATRESCO	3
20	Training on Operation & Maintenance of Borehole with Handpump	2019/5/15 - 5/17	WATSAN Officer Kirehe & Ngoma	2
21	Site training on daily measuring and control of residual free chlorine on Cyanyiranyonza WSS	2019/8/8	Ayateke Star Company	5
22	Refresher Site training on daily measuring and control of residual free chlorine on Cyanyiranyonza WSS	2019/8/9, 8/14, 8/16, 8/20, 8/22	Ayateke Star Company, WATRESCO	15
23	Workshop on Rural Water income generated from water services and the financial results of Private Operators in 4 model districts	2019/11/14	4 model Districts, POs	15

Accumulated total number of the participants 494

Topics of Presentation

2. Key achievements

2.2 Capacity Development

2.2.1 Capacity Development for the WASAC /RWSS

2.2.2 Capacity Development for the **4 model Districts and Private Operators (POs)**

2.2.3 Capacity Development for the **57 Water Users Committees (pilot sites)**

2.2.1 Capacity Development for the WASAC /RWSS

(1) Hands on training for the 4 model Districts and Private Operators (POs) (3/4)


Operation and Maintenance of the handpump


Water quality monitoring


Facilitation skill


Monthly report development




Community sensitization

2.2.2 Capacity Development for the 4 model Districts and Private Operators (POs)

(1) Hands on training for the 4 model Districts and Private Operators (POs) (1/4)

Hands on training	The Project has held several trainings on the selected 21 courses for the strengthening of the practical abilities of the districts and PO's based on the Mid-Term Action Plan to reflect the key challenges identified through baseline survey in 2015 by the project.

Theme of the trainings	Cumulative No. of the participants	List of course
23 course	494 participants	See next slide.

2.2.1 Capacity Development for the WASAC /RWSS

(1) Hands on training for the 4 model Districts and Private Operators (POs) (4/4)




O&M manual development



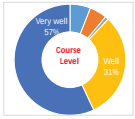
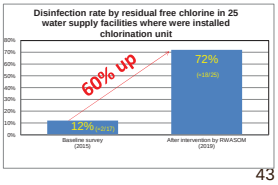

Use of equipment for the Operation and Maintenance of the water supply systems




GIS Data collection

2.2.1 Capacity Development for the WASAC /RWSS

(2) Result of the training and competency development for the 4 model Districts and POs

Results of the training satisfaction	Approximately 89% of the participants evaluated that they were satisfied with the contents of the trainings (as of June 2018). Results on training satisfaction from participants from model districts and PO's Course Satisfaction 89% well  Couse Level 89% well 
Capacity for monitoring of residual free chlorine by POs	Management capacity for the residual free chlorine by POs have been improved after the trainings provided by the Project. Specifically, the detection rate of residual free chlorine in the water supply systems which was equipped with disinfection facilities in model districts has been greatly improved to 72% in 2019 from 12% at baseline in 2015 through capacity development activities of the Project. 

2.2.3 Capacity Development for 57 Water Users Committees (pilot sites)

(1) Hands on training for 57 WUCs (1/2)

Background	About 50% of rural populations in Rwandan are still using point water sources such as boreholes with hand-pumps and improved springs, improvements in management of those kinds of water supply facilities should not be neglected. The base-line study this project conducted in 2015 revealed that there is no community organization formed for facility maintenance and no periodic monitoring performed in the majority of those point water sources. Consequently, many cases are found where facilities are left abandoned once they have broken down. Therefore, WASAC wishes to strengthen management and maintenance system also for point water sources, which should orient the project towards a construction of a comprehensive framework for management and maintenance system of rural water supply including piped water supply and point water sources.
Action to be taken	**1.** Hands on training on the strengthening of the O&M of the point water sources by WUCs (Water Users Committees) ● Selection of 57 pilot sites ● Establishment of the Water Users Committees ● Hands on training ● Follow up and monitoring activity **2.** Establishment of the operation and maintenance framework for borehole with handpump

2.2.1 Capacity Development for the WASAC /RWSS

(3) Other achievement through on-site training

The project completed the repair of 11 hand pumps and 3 chlorine disinfection units that had failed as on-site training for C/Ps, 4 model districts and POs,

List of hand pumps repaired through on-site training

No.	Description	Photo	No.	Description	Photo
1	· Mbarara 1 village, Rwinkwavu sector, Kayonza District · Afridev Pump · Mar. 7, 2017		6	· Kamurindi village, Rweri cell, Gahengeri sector, Rwamagana District · Afridev pump · May 17, 2019	
2	· Nyamugali village, Gahengeri sector, Rwamagana District · India Mark II pump · Mar. 8, 2017		7	· Rwimpomgo 2 village, Rwintashya cell, Rukumberi sector, Ngoma District · Afridev pump · Oct. 16, 2019	
3	· Kamurindi village, Rweri cell, Gahengeri sector, Rwamagana District · Afridev pump · Mar. 29, 2017		8	· Kizenga 1, Kizenga village, Gitaraga cell, Murama sector, Ngoma District · Afridev pump · Oct. 31, 2019	
4	· Kinyemera village, Nyagatovu cell, Mukarange sector, Kayonza District · India Mark II pump · Mar. 30, 2017		9	· Kizenga 2, Kizenga village, Gitaraga cell, Murama sector, Ngoma District · Afridev pump · Nov 7, 2019	
5	· GS Rwinkwavu school, Gacaca village, Mbarara cell, Rwinkwavu sector, Kayonza District · India Mark II pump · May 16, 2019		10	· Agashikiri 1, Agashikiri village, Cyinzovu cell, Kabarondo sector, Kayonza district · Afridev pump · Nov. 18, 2019	

List of chlorination units repaired through on-site training

No.	Description	Photo
1	· ID-63 · Cyanyiran yonza WSS · Kirehe District · 2019/3/12	
2	· ID-49 · Mayizi WSS · Kirehe District · 2019/3/12	
3	· ID-12-3 Karembo-Zaza-Mugesera-3 WSS · Ngoma District · 2019/3/13	
11	· Agashikiri 2, Agashikiri village, Cyinzovu cell, Kabarondo sector, Kayonza district · Afridev pump · 18 Nov. 2019	

2.2.3 Capacity Development for 57 Water Users Committees (pilot sites)

(1) Hands on training for 57 WUCs (2/2)

Summary of the training record

District	No. of WUCs of borehole with handpumps		No. of WUCs of improved spring		Total	
	WUCs	Participants	WUCs	Participants	WUCs	Participants
Rwamagana	3	18	6	30	9	48
Kayonza	20	120	5	25	25	145
Ngoma	8	48	6	30	14	78
Kirehe	5	30	4	20	9	50
Total	36	216	21	105	57	321

Topics of Presentation

2. Key achievements

2.2 Capacity Development

2.2.1 Capacity Development for the WASAC /RWSS

2.2.2 Capacity Development for the 4 model Districts and Private Operators (POs)

2.2.3 Capacity Development for the **57 Water Users Committes (pilot sites)**

2.2.1 Capacity Development for the WASAC /RWSS

(2) Monitoring results after the hands on trainings

1) Water contribution collection rate for the **boreholes with handpump**

The water contribution collection rate from beneficiaries increased from 8% to 61%.

	Rwamagana		Kayonza		Ngoma		Kirehe		Total	
Year	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019
Yes	0	1	2	15	1	3	0	3	3	22
No	3	2	18	5	7	5	5	2	33	14
Total	3	3	20	20	8	8	5	5	36	36
Executing rate	0%	33%	10%	75%	13%	38%	0%	60%	8%	61%
Trend	⇧		⇧		⇧		⇧		⇧	

Source: Monitoring survey by the Project

2) Water contribution collection rate for the **improved springs**

The number of WUCs collecting water contribution increased by only 1 out of 20 (0% to 5%) since the first monitoring. Judging from this result, it is clear that collecting the water contribution regularly in the case of improved springs is still a major problem.

	Rwamagana		Kayonza		Ngoma		Kirehe		Total	
Year	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019	1st Monitoring Y2018	2nd monitoring Y2019
Yes	0	0	0	0	0	1	0	0	0	1
No	6	6	5	5	6	5	4	4	21	20
Total	6	6	5	5	6	6	4	4	21	21
Executing rate	0%	0%	0%	0%	0%	17%	0%	0%	0%	5%
Trend	⇨		⇨		⇧		⇨		⇧	

Source: Monitoring survey by the Project

Topics of Presentation

1. Timeline of the major management framework for rural water supply
2. Key achievements
   - 2.1 Creation of the framework and tools
   - 2.2 Capacity Development
   - 2.3 Development of the Basic Data for the Operation and Maintenance
3. Prospect for Achieving Overall Goal
4. How does WASAC plan to sustained these achievements?

2.3.1 Development of the data inventory for water infrastructures

(1) Background

Background	Baseline survey for four model districts in 2015 ● None of the districts have the inventory database for the all the water supply infrastructures.
Action to be taken	● To create the inventory and mapping of rural water supply systems for four model districts of the Easter Province in 2017/2018. ● To expand above activities to whole country by WASAC through 27 district support engineers in 2018/2019. ● To built the whole Web-GIS system for rural water supply systems with both online and offline services by using free open source software such as QGIS, Qfield, and etc. ● To create the database of the point water sources for four model districts using baseline data collected in 2015

Topics of Presentation

2. Key achievements

2.3 Development of the Basic Data for the Operation and Maintenance

- 2.3.1 Development of the **data inventory** for water infrastructures
- 2.3.2 Development of the "**Operation and Maintenance Manual**" for each water supply system
- 2.2.3 Creation of the **Portal Site for Delegated Water Management**

2.3.1 Development of the data inventory for water infrastructures

(2) Current status of the Rural Water Supply Systems' Mapping and Inventory Exercise (1/5)

Currently all piped water supply systems in the country have been mapped.

As of 28 October 2019

S/N	Dist ID	Province	District	No.of wss mapped	Pipe length (Km)	Number of					
						Water source	Pumping station	Reservoir	Chamber	Public tap	Households
1	11	Kigali City	Nyarugenge	6	51	11	1	20	44	40	251
2	23	Southern	Nyanza	17	386	40	3	165	346	376	449
3	22		Gisagara	24	516	53	11	203	618	605	1,746
4	23		Nyaruguru	23	778	75	5	329	1,249	791	1,188
5	24		Huye	38	303	110	5	175	430	317	1,269
6	25		Nyamagabe	41	593	119	3	209	821	536	1,852
7	26		Ruhango	31	324	68	5	130	469	341	928
8	27		Muhanga	66	507	138	5	230	495	532	1,095
9	28		Kamonyi	13	370	38	8	137	228	289	1,932
10	31	Western	Karongi	74	686	221	-	306	260	998	1,953
11	32		Rutsiro	58	522	148	-	216	418	539	1,560
12	33		Rubavu	5	534	21	4	127	209	379	2,746
13	34		Nyabihu	65	449	143	-	196	431	626	889
14	35		Ngororero	76	452	187	1	228	536	466	844
15	36		Rusizi	45	642	81	5	193	583	732	4,303
16	37		Nyamasheke	45	1,003	141	2	510	1,512	895	5,196
17	41	Northen	Rulindo	67	965	178	17	568	1,443	1,055	2,054
18	42		Gakenke	98	756	205	5	319	620	793	2,784
19	43		Musanze	22	324	49	1	129	337	309	1,143
20	44		Burera	38	498	94	4	180	317	509	888
21	45		Gicumbi	66	736	160	16	317	492	815	633
22	51	Eastern	Rwamagana	10	296	22	3	102	242	222	877
23	52		Nyagatare	44	124	46	43	59	42	104	195
24	53		Gatsibo	21	465	68	17	278	423	455	1,110
25	54		Kayonza	18	561	35	14	148	469	356	1,900
26	55		Kirehe	32	544	71	34	203	642	516	1,639
27	56		Ngoma	14	592	39	14	169	423	613	1,817
TOTAL				1,064	13,969	2,561	229	5,048	14,058	14,209	43,253

GIS Map in Kayonza

GIS Map in Kirehe

Topics of Presentation

2. Key achievements

2.3 Development of the Basic Data for the Operation and Maintenance

- 2.3.1 Development of the **data inventory** for water infrastructures
- 2.3.2 Development of the "**Operation and Maintenance Manual**" for each water supply
- 2.2.3 Creation of the **Portal Site for Delegated Water Management**

2.3.1 Development of the data inventory for water infrastructures

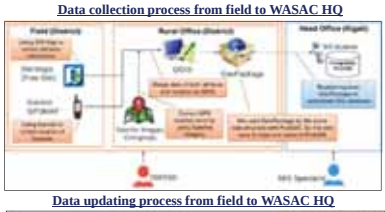
(3) Current status of the Web-GIS System in WASAC's Server (2/5)

Current status	● Web-GIS software was installed on RWSS GIS server. ● Offline data use is available in all 27 districts. ● Publishing Web-GIS maps to the Internet needs to be done after new data center project is completed by WASAC / ICT division

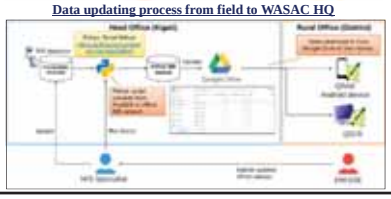
Diagram of entire RWSS Web-GIS system

2.3.1 Development of the data inventory for water infrastructures
(3) Current status of the Web-GIS System in WASAC's Server (3/5)

Data collection process from field to WASAC HQ



Data updating process from field to WASAC HQ



2.3.1 Development of the data inventory for water infrastructures
(4) Inventory database of the point water sources

Currently, database of the point water sources for four model districts is available as well by MS-Access.

Database by MS-Access

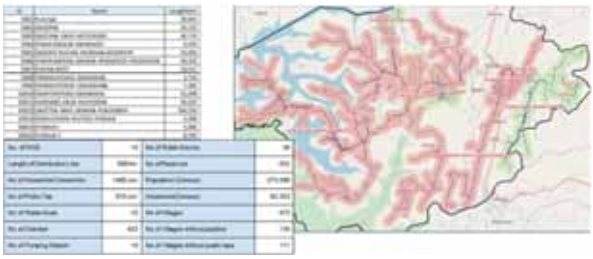
Report sheet

Number of the data (as of March 2016)

District	No. of borehole with pumps	No. of improved spring
Rwamagana	28	123
Kayonza	126	111
Ngoma	60	175
Kirehe	26	119
Total	240	528

2.3.1 Development of the data inventory for water infrastructures
(3) Current status of the Web-GIS System in WASAC's Server (4/5)

Image pictures 1: Current map of inventory data at district level (in case of Ngoma District)



Topics of Presentation

2. Key achievements

2.3 Development of the Basic Data for the Operation and Maintenance

2.3.1 Development of the **data inventory** for water infrastructures

2.3.2 Development of the "**Operation and Maintenance Manual**" for each water supply

2.3.3 Creation of the **Portal Site for Delegated Water Management**

2.3.1 Development of the data inventory for water infrastructures
(3) Current status of the Web-GIS System in WASAC's Server (5/5)

Image pictures 2 : Current map of inventory data at Sector level (in case of the Rukira Sector, Ngoma District)

Image pictures 3: Web-GIS by smartphone

2.3.2 Development of the "Operation and Maintenance Manual" for each water supply
(1) Background

Background	key issues in water supply facility management identified in the baseline survey in2015. ● Monitoring water pressure ● Providing suitable tools to WSPs ● Records of water production, distribution, and consumption ● Install flow meters or water meters at every point of production, distribution, and consumption in every water supply system ● Maintain records with as-built drawings, specification sheets, etc. ● Develop asset ledgers to help with district asset management ● Set up supply chains for district water supply facilities and equipment
Action to be taken	● To develop O&M manuals for each water supply system since the O&M manual is an effective ways to detect and solve problems. ● To utilize the *"District and Private Operator's Guidelines for Operation and Maintenance of Rural Water Supply Systems in Rwanda."* created in 2016 as part of the SusWAS project and validated by SWG" in O&M manual development, and review its contents for further improvement.

2.3.2 Development of the "Operation and Maintenance Manual" for each water supply

(2) Current status

Current status	The total number of completed manuals for four model districts is 63 at the end of the project.

Target	No. of completed
68	63 manuals

Main Contents

- General information
- Description of water supply system
- Assets
- Service quality
- Operations, Maintenance
- Non-revenue water (NRW)
- Operating cost
- Reporting
- Monitoring

When & How use O&M manual

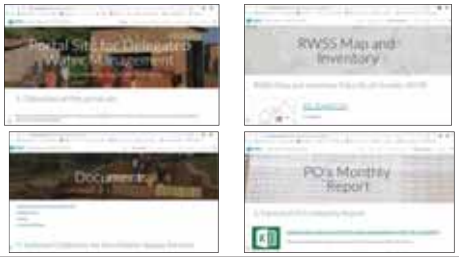
- Districts will be able to calculate real O&M cost including depreciation cost to prepare the budget for future operation, maintenance and rehabilitation of water supply system.
- Developed O&M manual will be used as the part of tender documents for the selection of PO for the delegated management contract.
- POs will be able to estimate appropriate O&M cost for the financial proposal of the tender.
- Appropriate water tariff will be set by RURA.

2.3.3 Creation of the Portal Site for Delegated Water Management

(2) Current status

Current status	**Portal Site for Delegated Water Management of Rural Water Supply Service** in Rwanda is now available. All developed documents through RWASOM and WSS maps with inventory data, latest PO's monthly report format and more are free to download from the URL below. URL: https://sites.google.com/view/wasac-rwss-po

Portal Site for Delegated Water Management of Rural Water Supply Service



Topics of Presentation

2. Key achievements

2.3 Development of the Basic Data for the Operation and Maintenance

2.3.1 Development of the **data inventory** for water infrastructures

2.3.2 Development of the "**Operation and Maintenance Manual**" for each water supply

2.2.3 Creation of the **Portal Site for Delegated Water Management**

Topics of Presentation

1. History of the major management framework for rural water supply
2. Key achievements
   - 2.1 Creation of the framework and tools
   - 2.2 Capacity Development
   - 2.3 Development of the Basic Data for the Operation and Maintenance
3. Prospect for Achieving Overall Goal
4. How does WASAC plan to sustained these achievements?

2.3.3 Creation of the Portal Site for Delegated Water Management

(1) Background

Background	key issue in data management identified in the baseline survey in2015. ● Various manuals have been created under the Project, and GIS maps for water supply facilities and other documents for the four model Districts have been created as well. However, the only way to share this data with key people from the Districts was to send them copies of the data on printouts, CD-ROM and the like. When key people changed positions, it was quite common for them to fail to pass on data; the loss of important data was a normal occurrence.
Action to be taken	To address this problem, discussions were held in the DWM Unit / WASAC to establish a new method of data sharing with Districts and POs, and the decision was made to introduce the use of Google Drive on a trial basis. Fortunately, the WATSAN officers in the four model Districts already had their own Google accounts, and immediately agreed to use Google Drive. As for data immediately available for use, the four model Districts started to use Google Drive to share inventory data and GIS maps of water supply facilities created under the Project.

3. Prospect for Achieving Overall Goal

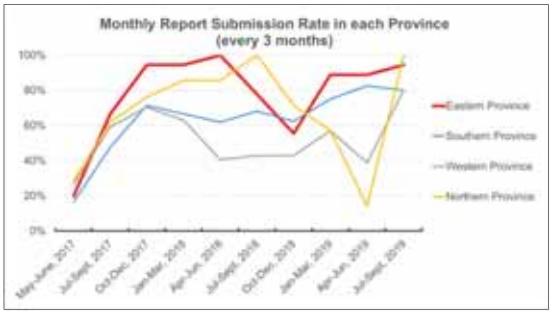
Overall Goal	Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda

(1) Objectively verifiable indicator-1 (1/2)

Objectively verifiable indicators	Status of the achievement	Actions to be taken by all relevant actors
O-1 Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda	Table O-1(see next slide) shows PO's monthly report submission status from 2017 to 2019. PO's monthly report is supposed to be submitted to WASAC as well as Districts by the middle (15th) of next month. Trends in submission rates from 2017 to 2019 are rising, but many of POs do not submit the report on time to the District and WASAC. The rate of monthly report submission is around 30 to 70% in whole country in2018/19. ☞ See next slide.	● Workshop on the analysis of PO's monthly report data shall be organized for WATSAN Officers to other 23 districts. ● As well as the 4 model districts, WASAC/RWSS DWM unit staff should visit the PO's offices in other districts and give training directly. In that case, the DWM unit officer in charge of Eastern province who has good understanding of common errors concerning monthly report preparation can join the training with officers (DWSSEs) in charge of other districts and conduct On the Job Training. ● The roadmap for nationwide dissemination of the Guidelines including training plan of all districts and POs should be prepared including the resource mobilization through the SWG.

(1) Objectively verifiable indicator-1 (2/2)

Table O-1: PO's monthly report submission status from 2017 to 2019



Source: DWM Unit, WASAC RWSS

Topics of Presentation

1. History of the major management framework for rural water supply
2. Key achievements
   - 2.1 Creation of the framework and tools
   - 2.2 Capacity Development
   - 2.3 Development of the Basic Data for the Operation and Maintenance
3. Prospect for Achieving Overall Goal
4. How does WASAC plan to sustained these achievements?

(2) Objectively verifiable indicator-2 (1/2)

Objectively verifiable indicators	Status of the achievement	Actions to be taken by all relevant actors
O-2 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.	● Only Private Operators registered under RURA have been authorized to bid for the management of WSS in Districts since 2017. ● Table O-2 (see next slide) shows the status of PPP contract with POs. According to the information, there are 37 POs working for rural water supply in 27 Districts. (some POs cover more than two Districts and therefore, actual number of POs is 20). Many of them had contract after 2016 and tendering process is undergoing in some Districts. Despite the effort of WASAC encouraging all Districts to introduce new model contract format that clearly stipulates responsibility of District, the use of it was still around 46% of all the contracts between Districts and POs in 2019. Many Districts still keep using conventional simple contract with their own format. ☞ See next slide.	● WASAC should organize the orientation to all districts to have common understanding of the contents of the "National Guidelines" including the model contract. ● WASAC in collaboration with RURA should conduct the regular monitoring and give feedback to ensure the proper contract management. ● All district should set this target in the District Strategic Plan and Annual implementation plan.

4. How does WASAC plan to sustained these achievements?

- Recruitment of District Support Engineers
- Capacity building of District Support Engineers (not only for the 4 model Districts but all of them)
- Getting properly contracted PO and monitoring them on trimester basis
- Sharing M&E results with District during quarterly District WASH Board
- But the journey is still long as we need to overcome:
  - Delegated contract Management / PO contract
  - Water quality monitoring
  - Rural non-revenue monitoring

(2) Objectively verifiable indicator-2 (2/2)

Table O-2: Status of contract with Private Operators

Province	District	No. of Piped WSS	Cluster	No. of PO	Private Operator Name	No. of contracted WSS	Introduction of new model contract	Date of Contract	Date of termination of Contract	Contract period
Eastern	Rwamagana	10	2	2	Ayatekke Star Company	3	Yes	1/6/2016	31/7/2021	5 years
					MKM	5	No	30/5/2018	29/5/2018	2 years
	Kayonza	18	1	1	Ayatekke Star Company	18	No	11/8/2014	10/8/2019	5 years
	Ngoma	17	1	1	WATRESCO	14	Yes	11/12/2018	10/04/2021	3.5 years
	Kirehe	33	2	1	Ayatekke Star Company	31	Yes	Nov. 2017	Nov. 2022	5 years
	Gatsibo	29	2	1	Ayatekke Star Company	20	Yes	12/6/2017	11/6/2022	5 years
	Nyagatare	0	-	0	-	-	-	-	-	-
	Bugesera	0	-	0	-	-	-	-	-	-
Southern	Nyanza	16	2	1	MEGACOS Ltd	16	Yes			
	Gisagara	22	1	1	IPIF	20	No			
	Nyaruguru	36	1	2	Ayatekke Star Company	23	Yes	04/2016	04/2021	5 years
					KOMPAC Pilgrim Center	3	Under prep			
	Huye	41	1	1	REDEC	41	Yes	2/2017	2/2022	5 years
	Nyamagabe	36	2	1	NKUNDIMANA JMV	36	No	11/2013	10/2018	5 years
	Ruhango	33	2	1	Vision IMENA	33	Yes			
	Muhanga	63	2	1	PAAK KAM Ltd	63	Yes			
	Kamonyi	10	2	2	AQUA RWANDA	8	No	04/2016	04/2021	5 years
					SYLVAN MUHAWENIMANA	1	No	2015	2020	5 years
Western	Karongi	57	2	2	KIA	20	Under prep			
					AMATI BOKO Y'UBUZIMA	34	Under prep			
					MEGACOS Ltd	23	Yes			5 years
	Rutsiro	56	2	2	Ayatekke Star Company	33	Yes			5 years
	Rubavu	7	2	2	AQUA VIRUNGA	6	No	2007	2022	15 years
					AGEOH	1	Under prep			
	Nyabihu	72	2	2	AQUA VIRUNGA	22	No	13/05/2014	13/05/2019	5 years
					REDEC	43	No	2014	2019	5 years
	[illegible]	[illegible]	[illegible]	[illegible]	Work VISION	13	Under prep			5 years
					MEGACOS Ltd	35	Under prep			5 years
	Rusizi	40	2	1	PAAK KAM Ltd	32	Yes			5 years
	Nyamasheke	37	1	1	AGEOH	37	Under prep			
Northern	Rulindo	36	2	1	Ayatekke Star Company	24	Yes	2016	2021	5 years
	Gakenke	98	2	2	NEEP Company	43	Yes	3/2017	3/2022	5 years
					CPGAE	53	Yes	3/2017	3/2022	5 years
	Musanze	24	3	2	REDEC	19	No	1/2014	1/2019	5 years
					AQUA VIRUNGA	5	No	2/2010	2/2024	14 years
	Burera	40	1	1	REDEC	40	No			5 years
	Gicumbi	60	2	2	Ayatekke Star Company	32	Yes	14/06/2017	13/06/2022	5 years
					PAAK KAM Ltd	28	Under prep			
City of Kigali	Gasabo	22	1	1	PAAK KAM Ltd	17	Yes	04/09/2018	03/09/2023	5 years
	Kicukiro				-					
	Nyarugenge				-					
	Total	1033	45	37	29	953	17 (46.9%)			

Source: Challenges on delegated management in rural water supply service, November 2019, WASAC RWSS

Murakoze Cyane.

Thank you for your attention.

Arigato gozaimashita.

Annex 7

Minutes of the Water and Sanitation Sector Working Group (SWG)

REPUBLC OF RWANDA

MINISTRY OF INFRASTRUCTURE

WATSAN- Extra Ordinary Sector Working Group

Validation of documents elaborated through the project for strengthening the operation and maintenance for rural water supply systems (RWASOM project)

23rd May, 2019

Venue: MININFRA Sixth Floor (Permanent Secretary meeting room)

Participants **: Refer to the attached attendance list**

Agenda items:

1. Introduction and opening remarks
2. Presentation of the documents and their implementation plan
3. Open discussions and way forward

1 Introduction

After the introduction of all participants, the Acting Division Manager (the current WATSAN Secretariat Coordinator) who was delegated to chair the meeting on behalf of the Chair, in his opening remarks, highlighted the importance of elaborated documents. He appreciated the work done in a good partnership between Water and Sanitation Corporation Ltd (WASAC) and Japan International Cooperation Agency (JICA) on the project for strengthening the operation and maintenance of rural water supply systems (RWASOM Project) that made qualitative documents that will help the sector to improve the rural water services. He also mentioned that now the role is for the sector to reflect on the next step of dissemination these ,documents

for implementation. The Co-chair of the meeting, JICA Rwanda Chef Representative thanked all the participants and appreciated cooperation and team spirit rendered by all concerned parties during consultants and throughout the development of the key documents. He highlighted that it is very pertinent to have a clear plan on how the documents shall be used and deliver to what they have been made for, in order to ensure that the sector does improve as per the expectation of everyone, now that good documentation is in place.

2 Presentation of the documents and their implementation plan

The Director of Rural Water and Sanitation Service/WASAC presented the developed documents, highlighting the hierarchy of the documents in relation to the sector existing documents especially laws and policies and the complementarity of all these documents toward a proper water service mostly in rural areas of Rwanda. After the presentation, participants discussed the following points and raised key comments.

3 Discussion and actions to be taken

	Comments Discussed	Actions & Recommendations t
1	Roles of Water Users Committees mentioned in the documents should be clearly defined.	It was clarified that among the documents developed, there are ones specifically targeting the community involvement, and shall be used to sensitize communities to understand their roles in the Water services.
2	The documents should be flexible and user friendly to all targeted users.	• The participants were informed that that the documents were developed taking into consideration the target group, and in that context, some have been translated in Kinyarwanda version depending on users. • The documents were already presented to the target groups in eastern regions and was adopted to the situations. WASAC and MINIFRA to plan to provide further training sessions to ensure targeted groups understands better on the rural water services recommended by the documents.
3	Regular assessment of water quality will be difficult to with the current rural water tariff	With the on-going Rural water tariff study that shall inform the tariff review, Rwanda Utilities Regulatory Authority (RURA) will take into consideration all the needed operation cost, to ensure the supplied water fulfills required standards of safe drinking water.

		It has been also recommended that more investors from private sector should be encouraged to join this business
5	There is need to develop monitoring & evaluation of the implementation of these documents, and to think on the resource mobilization plan	• The meeting recommended MININFRA/WASAC to develop dissemination plan with budget required to present it to WASH stakeholders for implementation financing. • In same spirit, M&E plan was also recommended to monitor the dissemination of the documents and later on to assess the impact on rural water service levels.

4 Key resolutions from the meeting

- Technical documents developed related to sustainable rural water supply services in Rwanda were validated. Some update and improvement shall be done along their implementation.
- To WASAC and the RWASOM team to fine – tune the document ready for endorsement and Signature by Permanent Secretary by early July 2109.
- The meeting proposed to make translation of additional documents into Kinyarwanda for rural waters service provision to better understand their roles and assignments.
- Dissemination activities to start early September 2019. In this regard, some stakeholders expressed the interest to support in dissemination of these documents once developed with its budget.

Charles K. KALINDA
Head of Policy and Planning
Ministry of Infrastructure

Signature

Ms. Patricie UWASE
Chair of the SWG
Permanent Secretary
Ministry of Infrastructure

Signature

Mr. Tomonori NAGASE
Co-Chair of the SWG
Chief Representative
JICA-Rwanda

Annex 8

Challenges of Delegated Management in Rural Water Supply Services (December 2018)
(Stored on a CD-ROM)

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Recommendations for Further Strengthening the Current O&M Framework (August 2018）

(Stored on a CD-ROM)

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WATER AND SANITATION CORPORATION

PROJECT FOR STRENGTHENING OPERATION AND MAINTENANCE
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Recommendations for Further Strengthening the Current O&M Framework

August 2018

JICA RWASOM PROJECT

Annex 10

Project Design Matrix (PDM)

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.		

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. 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.	<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.

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.

Project Design Matrix (PDM) Version.2

(28 June, 2017)

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 /RWSS 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	Important Assumptions	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda.	1. Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.	1. WASAC/RWSS annual report 2. Standardized reports submitted by Private Operators (POs)			
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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of SWG on, i) institutional framework, ii) national guidelines and manuals, and iii) technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWSS annual report	1. Political situation remain stable. 2. Adequate financial resources for the operation and maintenance of rural water supply systems are allocated to Districts and WASAC RWSS 3. The policies on rural water supply management services are not significantly changed		

[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project".

Outputs 1. Effective and sustainable institutional framework[2] 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 TWG [3]	1-1. Institutional framework report 1-2. Signed TWG meeting minutes	1. The turnover of WASAC RWSS and model District is not significant.		
2. National guidelines and manuals [4]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 TWG	2-1. Signed TWG meeting minutes 2-2. National guidelines and manuals.			
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Project report (training report for the Districts)			
4- The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-1-1. Collected royalty is being used appropriately for rural water supply services by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and maintenance plan by the four model Districts; 4-2. Operation of rural water supply systems in the four model districts is improved.	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWSS annual report 4-4. District Audit report 4-5. Annual action plan by the Districts 4-6. Monthly reports by POs 4-7. Mid-term and end-line survey report			

[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and POs

	4-2-1 Average downtime is reduced; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved; 4-2-3 Annual collection rate of water sell from users is improved; 4-2-4 Annual collection rate of royalty from POs is improved; 4-3. Operation of point water sources in the model sites is improved. 4-3-1 Number of active water users committee is increased; 4-3-2 Annual amount of collected O&M fee is increased.				

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. 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 TWG for validation. 1-5. The approval of the draft institutional framework is processed within SWG.	**<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/ POs 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 RWSS (one for Headquarter and one for the Eastern Province Branch) - Water quality test kit - Operation and Maintenance tools and materials - Others 3. Project activities fee	0-1. Political situation remain stable. 0-2. Appoint at least one staff responsible for the water sector in each District.

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 WASAC and Districts. 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 TWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within SWG.	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	
3-1. Based on Activities 1 and 2, WASAC RWSS'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 RWSS'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 RWSS. 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 POs) is implemented.		

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

4-5. A training programme to strengthen the capacities of District staffs on management of the point water sources in the 55 model sites is implemented. 4-6. Support Districts (and POs) to implement its responsibilities under the proposed framework. 4-7. Support Districts (and POs) to monitor the operation and maintenance activities and evaluate the proposed framework. 4-8. Based on the monitoring results, recommendations for further strengthening operation and maintenance framework are drawn up. 4-9. End-line survey is conducted.		

Project Design Matrix (PDM) Version.3

(19 March, 2018)

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 /RWSS 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	Important Assumptions	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda.	1. Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.	1. WASAC/RWSS annual report 2. Standardized reports submitted by Private Operators (POs)			
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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of SWG on, i) institutional framework, ii) national guidelines and manuals, and iii) technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWSS annual report	1. Political situation remain stable. 2. Adequate financial resources for the operation and maintenance of rural water supply systems such as the cost for replacement, major rehabilitation and training, are allocated to Districts and WASAC RWSS 3. The strategic measures on rural water supply management services, including polices		

[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project".

			for the promotion of the delegated water management and institutional arrangement, are not significantly changed.		
Outputs 1. Effective and sustainable institutional framework[2] 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 TWG [3]	1-1. Institutional framework report 1-2. Signed TWG meeting minutes	1. The turnover of WASAC RWSS and model District is not significant.		
2. National guidelines and manuals [4]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 TWG	2-1. Signed TWG meeting minutes 2-2. National guidelines and manuals.			
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Project report (training report for the Districts)			
4- The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-1-1. Collected royalty is being used appropriately for rural water supply services by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWSS annual report 4-4. District Audit report 4-5. Annual action plan by the Districts 4-6. Monthly reports by POs 4-7. Mid-term and end-line survey report			

[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and POs

	maintenance plan by the four model Districts; 4-2. Operation of rural water supply systems in the four model districts is improved. 4-2-1 The non-functional[3] average period of a water supply system, managed by a PO should not exceed 20 days per year; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved. The presence of residual free chlorine at the terminal water tap faucets is confirmed in 24 water supply systems supported by the Project. 4-2-3 Annual collection rate of water sell from users is improved from 81% to not lower than 90%; 4-2-4 Annual collection rate of royalty from POs is improved to not lower than 90%; 4-3. Operation of point water sources in the model sites is improved. 4-3-1 Active Water Users Committees (WUC) of the boreholes with hand pumps are increased to at least 95% at the model sites; 4-3-2 Annual amount of collected O&M fees for the boreholes with hand pumps are increased to at least 80% at the model sites.				

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.	**The Japanese side** 1. Experts - Chief Advisor/ Organizational Management/ Guideline & Manuals Development - Vice Chief Advisor/ O&M 2/ Water Supply Facility Management - O&M 1/ POs Management/ Data Management	0-1. Political situation remain stable. 0-2. Appoint at least one staff responsible for the water sector in
1-1. Existing laws, policies, frameworks, institutional capacity and interventions regarding the operation and		

[3] "Functional" means that the water supply system is operational (Full or partial).

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 TWG for validation. 1-5. The approval of the draft institutional framework is processed within SWG.	- 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 RWSS (one for Headquarter and one for the Eastern Province Branch) - Water quality test kit - Operation and Maintenance tools and materials - Water meters and chlorination units for pilot installation - Others 3. Project activities fee 4. Training courses in Japan and/or third country **The WASAC side** 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	each District.
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 WASAC and Districts. 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 TWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within SWG.		
3-1. Based on Activities 1 and 2, WASAC RWSS'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 RWSS'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 RWSS. 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[4] are		

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

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 POs) is implemented. 4-5. A training programme to strengthen the capacities of District staffs on management of the point water sources in the 55 model sites is implemented. 4-6. Support Districts (and POs) to implement its responsibilities under the proposed framework. 4-7. Support Districts (and POs) to monitor the operation and maintenance activities and evaluate the proposed framework. 4-8. Based on the monitoring results, recommendations for further strengthening operation and maintenance framework are drawn up. 4-9. End-line survey is conducted.		

Project Design Matrix (PDM) Version.4

(15 March, 2019)

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 /RWSS 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	Important Assumptions	Achievement	Remarks
Overall Goal Sustainable framework for the operation and maintenance of rural water supply systems is implemented in Rwanda.	1. Standardized report is submitted regularly from POs to their reporting line in all Districts of Rwanda. 2. 100% of the rural water supply systems are managed by licensed POs by using model delegated contract in all Districts of Rwanda.	1. WASAC/RWSS annual report 2. Standardized reports submitted by Private Operators (POs)			
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 approved by SWG; 2. National guidelines and manuals developed[1] in Output 2 are approved by SWG; 3. WASAC RWSS's annual action plan (including capacity development plan) is implemented.	1. Institutional framework report 2. Authorization of SWG on, i) institutional framework, ii) national guidelines and manuals, and iii) technical support manuals. 3. Official publication of national guidelines and manuals. 4. WASAC/RWSS annual report	1. Political situation remain stable. 2. Adequate financial resources for the operation and maintenance of rural water supply systems such as the cost for replacement, major rehabilitation and training, are allocated to Districts and WASAC RWSS 3. The strategic measures on rural water supply management		

[1] This includes "National Guidelines for Sustainable Rural Water Supply Services" and "Technical Support Manual for the Rural Water Supply Project".

			services, including polices for the promotion of the delegated water management and institutional arrangement, are not significantly changed.		
Outputs 1. Effective and sustainable institutional framework[2] 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 TWG [3]	1-1. Institutional framework report 1-2. Signed TWG meeting minutes	1. The turnover of WASAC RWSS and model District is not significant.		
2. National guidelines and manuals [4]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 TWG	2-1. Signed TWG meeting minutes 2-2. National guidelines and manuals.			
3. The capacity of WASAC-RWSS to support the Districts in their operation and maintenance of rural water supply systems is developed.	3-1. All staff from WASAC RWSS received training; 3-2. Training programmes and technical support manuals for the Districts are approved by WASAC 3-3. Technical support manuals for Districts are utilized appropriately for the District's training by WASAC RWSS;	3-1. Annual action plan (including capacity development plan) 3-2. Technical support manuals 3-3. Project report (training report for the Districts)			
4- The proposed operation and maintenance framework is improved through testing in the four model districts from Eastern Provinces.	4-1. Model districts conduct the operation and maintenance of their water supply systems in accordance with the guidelines and manuals; 4-1-1. Collected royalty is being used appropriately for rural water supply services	4-1. Baseline survey reports 4-2. Corrective action plans 4-3. Project reports and/or WASAC/RWSS annual report 4-4. District Audit report 4-5. Annual action plan by the Districts			

[2] Roles and responsibilities of stakeholders, reporting and supervision linkages, implementing structure and financial flow.
[3] Thematic Working Group under SWG
[4] Including training programmes and necessary manuals and/or textbooks for Districts and POs

	by the four model Districts; 4-1-2 Monthly reports are being used appropriately for elaborating operation and maintenance plan by the four model Districts; 4-2. Operation of rural water supply systems in the four model districts is improved. 4-2-1 The non-functional[3] average period of a water supply system, managed by a PO should not exceed 20 days per year; 4-2-2 Compliance rate with Rwanda drinking water standard for residual free chlorine is improved. The presence of residual free chlorine at the terminal water tap faucets is confirmed in 24 water supply systems supported by the Project. 4-2-3 Annual collection rate of water sell from users is improved from 81% to not lower than 90%; 4-2-4 Annual collection rate of royalty from POs is improved to not lower than 90%; 4-3. Operation of point water sources in the model sites is improved. 4-3-1 Active Water Users Committees (WUC) of the boreholes with hand pumps are increased to at least 95% at the model sites; 4-3-2 Annual amount of collected O&M fees for the boreholes with hand pumps are increased to at least 80% at the model sites.	4-6. Monthly reports by POs 4-7. End-line survey report			

Activities	**Inputs**	**Pre-Conditions**
0-1. Establish the Project Implementation Committee (PIC).	**The Japanese side**	0-1. Political situation

[3] "Functional" means that the water supply system is operational (Full or partial).

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.	1. Experts - Chief Advisor/ Organizational Management/ Guideline & Manuals Development - Vice Chief Advisor/ O&M 2/ Water Supply Facility Management - O&M 1/ POs Management/ Data Management - Community Sensitization/ Training Course Planning - Water Quality Control and Management - Training Course Management - GIS - Other short-term experts if necessary 2. Equipment - Two vehicles for WASAC RWSS (one for Headquarter and one for the Eastern Province Branch) - Water quality test kit - Operation and Maintenance tools and materials - Water meters and chlorination units for pilot installation - GIS equipment - Others 3. Project activities fee 4. Training courses in Japan and/or third country **The WASAC side** 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	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 TWG for validation. 1-5. The approval of the draft institutional framework is processed within SWG.		
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 WASAC and Districts. 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 TWG for validation. 2-7. The approval of the draft national guidelines and manuals is processed within SWG.		
3-1. Based on Activities 1 and 2, WASAC RWSS'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 RWSS'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 RWSS. 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[4] 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 POs) is implemented. 4-5. A training programme to strengthen the capacities of District staffs on management of the point water sources in the 55 model sites is implemented. 4-6. Support Districts (and POs) to implement its responsibilities under the proposed framework. 4-7. Support Districts (and POs) to monitor the operation and maintenance activities and evaluate the proposed framework. 4-8. Based on the monitoring results, recommendations for further strengthening operation and maintenance framework are drawn up. 4-9. End-line survey is conducted.		

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

Annex 11

Plan of Operation (PO)

Attachment 3: Plan of Operatin Ver. 1 **Version 1**

Plan of Operation（PO）

Dated: 23 April, 2015

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

Monitoring

Inputs	Phase / Year / Month	Remarks	Issue	Solution
	1st Phase: 2015 (1 2 3 4 5 6 7 8 9 10 11 12) · 2nd Phase: 2016 (1 2 3 4 5 6 7 8 9 10 11 12) · 2017 (1 2 3 4 5 6 7 8 9 10 11 12) · 3rd Phase: 2018 (1 2 3 4 5 6 7 8 9 10 11 12) · 2019 (1 2 3 4 5 6 7 8 9 10 11 12)			
Expert				
Chief Advisor/ Organizational Management/ Guideline & Manuals Development	Plan / Actual			
Vice Chief Advisor/ O&M 2/ Water Supply Facility Management	Plan / Actual			
O&M 1/ WSPs Management/ Data Management	Plan / Actual			
Community Sensitization/ Training Course Planning	Plan / Actual			
Water Quality Control and Management	Plan / Actual			
Training Course Management	Plan / Actual			
Equipment				
Two vehicles	Plan / Actual			
Five sets of water quality kit	Plan / Actual			
Water loss reduction tools	Plan / Actual			
Training in Japan				
	Plan / Actual			
In-country/Third country Training				
	Plan / Actual			

Activities / Sub-Activities	Phase / Year / Month	Responsible Organization: Japan	Responsible Organization: Rwanda	Achievements	Issue & Countermeasures
	1st Phase: 2015 (1 2 3 4 5 6 7 8 9 10 11 12) · 2nd Phase: 2016 (1 2 3 4 5 6 7 8 9 10 11 12) · 2017 (1 2 3 4 5 6 7 8 9 10 11 12) · 3rd Phase: 2018 (1 2 3 4 5 6 7 8 9 10 11 12) · 2019 (1 2 3 4 5 6 7 8 9 10 11 12)				
0. Cross-cutting activities					
0-1 Establish Project Implementation Committee (PIC) of the Project	Plan / Actual	Expert	WASAC		
0-2 Establish the District Forum (DF) in each model district.	Plan / Actual	Expert	WASAC		
0-3 Finalize the PDM (ver. 1) , Plan of Operation (PO ver. 1) and the monitoring plan.	Plan / Actual	Expert	WASAC		
Output 1:Effective and sustainable institutional framework for the operation and maintenance of rural water supply systems is developed.					
1.1 Existing laws, policies, frameworks, institutional capacity and interventions regarding the operation and maintenance of rural water supply systems, are studied and analyzed to clarify the issues and problems.	Plan / Actual	Expert	WASAC		
1.2 A country-wide consultation with private and public stakeholders on the results of the study and assessments is conducted in (1-1).	Plan / Actual	Expert	WASAC		
1.3 Based on (1-2), an institutional framework for effective and sustainable operation and maintenance is drafted.	Plan / Actual	Expert	WASAC		
1.4 The draft institutional framework is submitted to the SWG for validation.	Plan / Actual	Expert	WASAC		
1.5 The approval of the draft institutional framework is processed within WASAC.	Plan / Actual	Expert	WASAC		
Output 2:National guidelines and manuals necessary for operation and maintenance of rural water supply systems are developed.					
2.1 Existing standards, guidelines and manuals for the operation and maintenance of rural water supply system are collected and analyzed.	Plan / Actual	Expert	WASAC		
2.2 Plan for development and improvement of guidelines and manuals are shared with the SWG.	Plan / Actual	Expert	WASAC		
2.3 Based on (2-2), guidelines and manuals are drafted.	Plan / Actual	Expert	WASAC		
2.4 The guidelines and manuals are reviewed and evaluated based on the workshops and trainings implemented in Activities 3 and 4.	Plan / Actual	Expert	WASAC		
2.5 Based upon the evaluation, the manuals and guidelines are revised.	Plan / Actual	Expert	WASAC		
2.6 The draft national guidelines and manuals are submitted to the SWG for validation.	Plan / Actual	Expert	WASAC		
2.7 The approval of the draft national guidelines and manuals is processed within WASAC.	Plan / Actual	Expert	WASAC		
Output 3: The capacity of WASAC-RWS to support the Districts in their operation and maintenance of rural water supply systems is developed.					
3.1 Based on Activities 1 and 2, WASAC RWS's annual action plan (including capacity development plan) is developed.	Plan / Actual	Expert	WASAC		
3.2 Necessary technical support manuals for Districts are developed.	Plan / Actual	Expert	WASAC		
3.3 A training programme to strengthen WASAC RWS's institution and personnel's capacities is developed.	Plan / Actual	Expert	WASAC		
3.4 Based on the training programme, workshops and trainings are conducted to the staff of WASAC RWS.	Plan / Actual	Expert	WASAC		
3.5 The training programmes and technical support manuals are revised.	Plan / Actual	Expert	WASAC		
3.6 The approval of training programmes and technical support manuals are processed within WASAC.	Plan / Actual	Expert	WASAC		
Output 4: The proposed operation and maintenance framework tested in 4 Districts from Eastern Province, is found to be effective.					
4.1 The criteria and parameters for the baseline survey are agreed with the 4 model Districts.	Plan / Actual	Expert	WASAC/ District		
4.2 Implement a baseline survey of the rural water supply systems in the 4 model Districts.	Plan / Actual	Expert	WASAC/ District		
4.3 Support the 4 model Districts to develop actions and timeframes to correct negative findings.	Plan / Actual	Expert	WASAC/ District		
4.4 Based on Activities 1 and 2, a training programme to strengthen the capacities of District staffs (and WSPs) is implemented.	Plan: District / WSPs; Actual: District / WSPs	Expert	WASAC/ District		
4.5 Support Districts to implement its responsibilities under the proposed framework.	Plan / Actual	Expert	WASAC/ District		
4.6 Support Districts to monitor the operation and maintenance activities and evaluate the proposed framework.	Plan / Actual	Expert	WASAC/ District		
4.7 Based on the monitoring results, revise the proposed operation and maintenance framework and the activities.	Plan / Actual	Expert	WASAC/ District		
4.8 Mid-term survey and endline survey are conducted.	Plan / Actual	Expert	WASAC/ District		
Duration / Phasing	Plan / Actual				

Monitoring Plan	Phase / Year / Month	Remarks	Issue	Solution
	1st Phase: 2015 (1 2 3 4 5 6 7 8 9 10 11 12) · 2nd Phase: 2016 (1 2 3 4 5 6 7 8 9 10 11 12) · 2017 (1 2 3 4 5 6 7 8 9 10 11 12) · 3rd Phase: 2018 (1 2 3 4 5 6 7 8 9 10 11 12) · 2019 (1 2 3 4 5 6 7 8 9 10 11 12)			
Monitoring				
Steering Committee	Plan / Actual			
Set-up the Detailed Plan of Operation	Plan / Actual			
Submission of Monitoring Sheet	Plan / Actual			
Monitoring Mission from Japan	Plan / Actual			
Joint Monitoring	Plan / Actual			
Post Monitoring	Plan / Actual			
Reports/Documents				
Inception Report	Plan / Actual			
Progress Report	Plan / Actual			
Project Completion Report	Plan / Actual			
Public Relations				
	Plan / Actual			
	Plan / Actual			

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

Monitoring

Phase: 1st Phase (2015: months 1–12; 2016: months 1–4) / 2nd Phase (2016: months 5–12; 2017: months 1–12; 2018: months 1–4) / 3rd Phase (2018: months 5–12; 2019: months 1–12)

Inputs		Remarks	Issue	Solution
Expert				
Chief Advisor/ Organizational Management/ Guideline & Manuals Development	Plan / Actual			
Vice Chief Advisor/ O&M 2/ Water Supply Facility Management	Plan / Actual			
O&M 1/ WSPs Management/ Data Management	Plan / Actual			
Community Sensitization/ Training Course Planning	Plan / Actual			
Water Quality Control and Management	Plan / Actual			
Training Course Management	Plan / Actual			
Equipment				
Two vehicles	Plan / Actual			
Water quality test kit	Plan / Actual			
Operation and Maintence tools and materals	Plan / Actual			
Training in Japan				
Training course in Japan	Plan / Actual			
In-country/Third country Training				
	Plan / Actual			

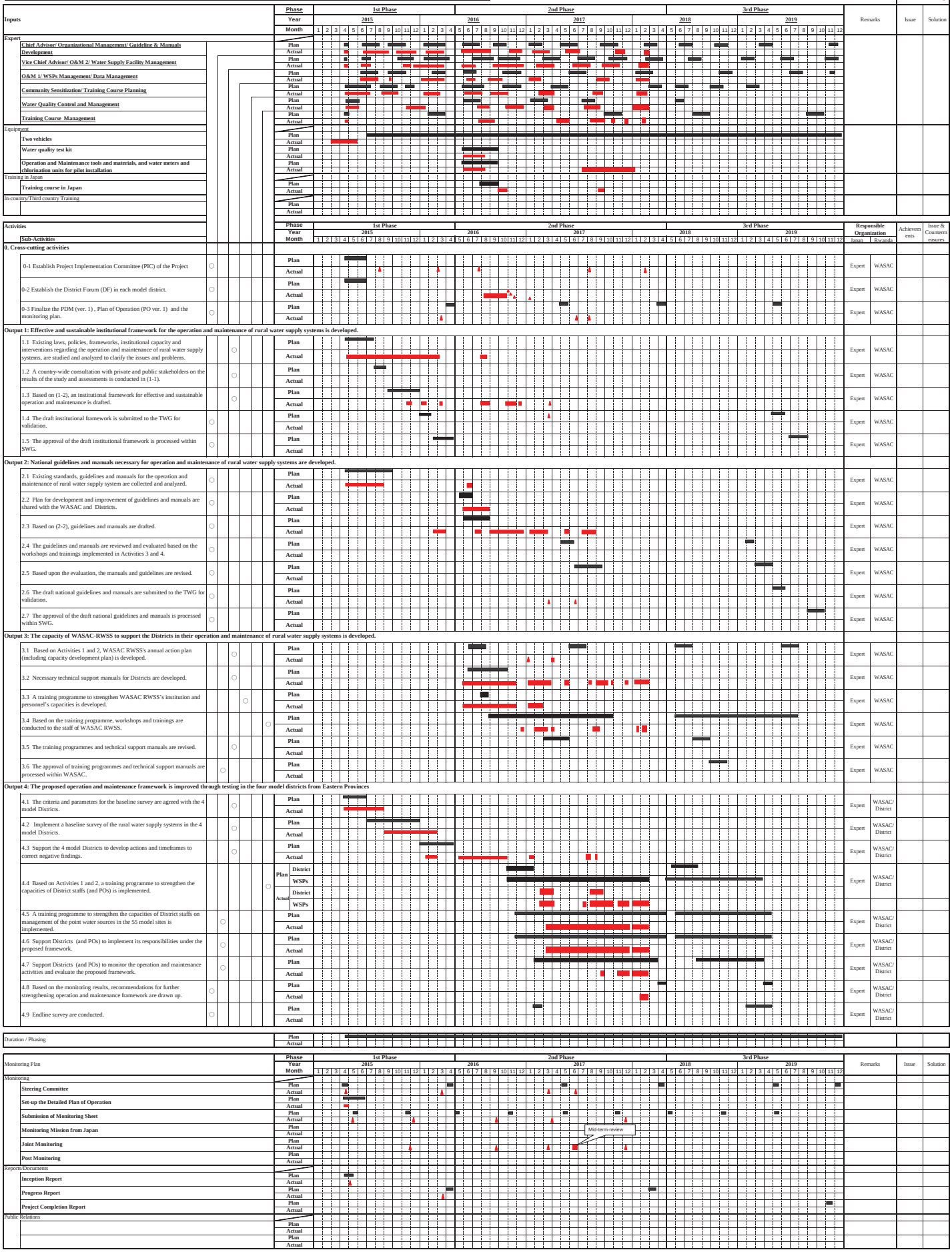
Activities / Sub-Activities			Responsible Organization: Japan	Rwanda	Achievements	Issue & Countermeasures
0. Cross-cutting activities						
0-1 Establish Project Implementation Committee (PIC) of the Project	○	Plan / Actual	Expert	WASAC		
0-2 Establish the District Forum (DF) in each model district.	○	Plan / Actual	Expert	WASAC		
0-3 Finalize the PDM (ver. 1) , Plan of Operation (PO ver. 1) and the monitoring plan.	○	Plan / Actual	Expert	WASAC		
Output 1:Effective and sustainable institutional framework for the operation and maintenance of rural water supply systems is developed.						
1.1 Existing laws, policies, frameworks, institutional capacity and interventions regarding the operation and maintenance of rural water supply systems, are studied and analyzed to clarify the issues and problems.	○	Plan / Actual	Expert	WASAC		
1.2 A country-wide consultation with private and public stakeholders on the results of the study and assessments is conducted in (1-1).	○	Plan / Actual	Expert	WASAC		
1.3 Based on (1-2), an institutional framework for effective and sustainable operation and maintenance is drafted.	○	Plan / Actual	Expert	WASAC		
1.4 The draft institutional framework is submitted to the SWG for validation.	○	Plan / Actual	Expert	WASAC		
1.5 The approval of the draft institutional framework is processed within WASAC.	○	Plan / Actual	Expert	WASAC		
Output 2:National guidelines and manuals necessary for operation and maintenance of rural water supply systems are developed.						
2.1 Existing standards, guidelines and manuals for the operation and maintenance of rural water supply system are collected and analyzed.	○	Plan / Actual	Expert	WASAC		
2.2 Plan for development and improvement of guidelines and manuals are shared with the SWG.	○	Plan / Actual	Expert	WASAC		
2.3 Based on (2-2), guidelines and manuals are drafted.	○	Plan / Actual	Expert	WASAC		
2.4 The guidelines and manuals are reviewed and evaluated based on the workshops and trainings implemented in Activities 3 and 4.	○	Plan / Actual	Expert	WASAC		
2.5 Based upon the evaluation, the manuals and guidelines are revised.	○	Plan / Actual	Expert	WASAC		
2.6 The draft national guidelines and manuals are submitted to the SWG for validation.	○	Plan / Actual	Expert	WASAC		
2.7 The approval of the draft national guidelines and manuals is processed within WASAC.	○	Plan / Actual	Expert	WASAC		
Output 3: The capacity of WASAC-RWS to support the Districts in their operation and maintenance of rural water supply systems is developed.						
3.1 Based on Activities 1 and 2, WASAC RWS's annual action plan (including capacity development plan) is developed.	○	Plan / Actual	Expert	WASAC		
3.2 Necessary technical support manuals for Districts are developed.	○	Plan / Actual	Expert	WASAC		
3.3 A training programme to strengthen WASAC RWS's institution and personnel's capacities is developed.	○	Plan / Actual	Expert	WASAC		
3.4 Based on the training programme, workshops and trainings are conducted to the staff of WASAC RWS.	○	Plan / Actual	Expert	WASAC		
3.5 The training programmes and technical support manuals are revised.	○	Plan / Actual	Expert	WASAC		
3.6 The approval of training programmes and technical support manuals are processed within WASAC.	○	Plan / Actual	Expert	WASAC		
Output 4: The proposed operation and maintenance framework tested in 4 Districts from Eastern Province, is found to be effective.						
4.1 The criteria and parameters for the baseline survey are agreed with the 4 model Districts.	○	Plan / Actual	Expert	WASAC/ District		
4.2 Implement a baseline survey of the rural water supply systems in the 4 model Districts.	○	Plan / Actual	Expert	WASAC/ District		
4.3 Support the 4 model Districts to develop actions and timeframes to correct negative findings.	○	Plan / Actual	Expert	WASAC/ District		
4.4 Based on Activities 1 and 2, a training programme to strengthen the capacities of District staffs (and WSPs) is implemented.	○	Plan: District / WSPs; Actual: District / WSPs	Expert	WASAC/ District		
4.5 Support Districts to implement its responsibilities under the proposed framework.	○	Plan / Actual	Expert	WASAC/ District		
4.6 Support Districts to monitor the operation and maintenance activities and evaluate the proposed framework.	○	Plan / Actual	Expert	WASAC/ District		
4.7 Based on the monitoring results, revise the proposed operation and maintenance framework and the activities.	○	Plan / Actual	Expert	WASAC/ District		
4.8 Mid-term survey and endline survey are conducted.	○	Plan / Actual	Expert	WASAC/ District		

Duration / Phasing	Plan / Actual			

Monitoring Plan		Remarks	Issue	Solution
Monitoring				
Steering Committee	Plan / Actual			
Set-up the Detailed Plan of Operation	Plan / Actual			
Submission of Monitoring Sheet	Plan / Actual			
Monitoring Mission from Japan	Plan / Actual			
Joint Monitoring	Plan / Actual			
Post Monitoring	Plan / Actual			
Reports/Documents				
Inception Report	Plan / Actual			
Progress Report	Plan / Actual			
Project Completion Report	Plan / Actual			
Public Relations				
	Plan / Actual			
	Plan / Actual			

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

Monitoring



Plan of Operation（PO） **Version 4**

Dated: 15th March, 2019

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

Monitoring