

Annex 5: Monitoring Sheet

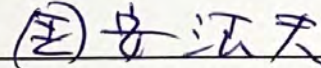
TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)

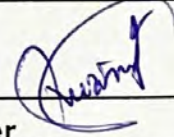
Version of the Sheet: Ver.1 (Term: April, 2019 - September, 2019)

[Japanese side] Name: Norio KUNIYASU



Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Emile RUZIBIZA



Title: Project Manager

Submission Date: 29th November

I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Dispatch of experts¹: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) Coordinator / Training
- Provision of Equipment: copy machine and laptop computers
- Activity cost for C/Ps in the Rwandan fiscal year of 2018/2019 based on the request of Rwandan side

Rwandan side

- Assignment of counterparts (C/Ps): (1) Project Director, (2) Deputy Project Director², (3) Project Manager, (4) Chief Implementer, (5) Task Force (TF) members at central, station and district level
- Project office at RAB HQs in Kigali
- Local operation and activity cost (Only in the Rwandan fiscal year of 2018/2019, RAB requested JICA to cover the activity cost for the Joint Coordinating Committee meeting, Task Force meeting and field visit, instead of covering the cost for venue and hotel services incurred during the meetings.)

¹ Expert of (8) Support for IMT Promotion was also assigned and will be dispatched from November 2019.

² Deputy Project Director was assigned by Project Director on 9th April 2019.



1-2 Progress of Activities

Activity 1

Activity 1.1 To identify problems of the current implementation of IMT procedures through baseline survey

Activity 1.2 To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey

Activity 1.3 To identify problems of IWUO supporting system through baseline survey
 (Progress) Regarding *Activity 1.1* to *1.3*, Project implemented basic information collection from the commencement of the Project and baseline survey from June to September 2019.

Activity 1.4 To select model sites upon the approval at JCC
 (Progress) Based on the review of basic information collection and the results of baseline survey, workshops and the 2nd TF meeting were held in August 2019. TF members and JICA team broadly agreed on model sites on each district namely Ngoma 22 and Mwanbu in Ngoma District, Bugugu, Cyimpima, Gashara and Cyaruhogo in Rwamagana District, Ngiryi and Nyabuyogera in Gisagara District. The final decision will be made in the 2nd JCC meeting in November 2019.

Activity 1.5 To implement the activities addressing to the above-noted problems

Activity 1.6 To monitor the progress
 (Progress) Regarding *Activity 1.5* to *1.6*, the concept of Improvement Plan / Training Plan was shared with TF members through workshops and the 2nd TF meeting in August 2019.

Activity 1.7 To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring

Activity 1.8 To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order
 (Progress) Not available (N/A) regarding *Activity 1.7* and *1.8*

Activity 2

Activity 2.1 To analyse the current situation in order to identify problems through baseline survey

(Progress) Project implemented basic information collection from the commencement of the Project and baseline survey from June to September 2019.

Activity 2.2 To elaborate the draft improvement plan of IWUO management based on the activity as written 2.1.

(Progress) The concept of Improvement Plan / Training Plan was shared with TF members through workshops and the 2nd TF meeting in August 2019.

Activity 2.3 To train C/Ps as trainers based on the improvement plan

Activity 2.4 To draft IWUO management improvement manuals

Activity 2.5 To conduct IWUO training by C/P trainers in the model sites

Activity 2.6 To improve the draft manuals based on the implementation of activity written as 2.5.

Activity 2.7 To set up monitoring and evaluation system

Activity 2.8 To implement monitoring and evaluation on relevant activities

(Progress) N/A regarding *Activity 2.3* to 2.8

Activity 3

Activity 3.1 To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey

(Progress) Project implemented basic information collection from the commencement of the Project and baseline survey from June to September 2019.

Activity 3.2 To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3.1.

(Progress) The concept of Improvement Plan / Training Plan was shared with TF members through workshops and the 2nd TF meeting in August 2019.

Activity 3.3 To train C/Ps as trainers based on the improvement plan of O&M

Activity 3.4 To draft O&M manuals

Activity 3.5 To conduct IWUO training by C/P trainers in the model sites

Activity 3.6 To improve the draft manuals based on the implementation of activity written as 3.5.

Activity 3.7 To implement monitoring and evaluation on relevant activities

(Progress) N/A regarding *Activity 3.3* to 3.7

Activity 4

Activity 4.1 To analyse the current situation in order to identify problems of water management through baseline survey

(Progress) Project implemented basic information collection from the commencement of the Project and baseline survey from June to September 2019.

Activity 4.2 To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4.1.

(Progress) The concept of Improvement Plan / Training Plan was shared with TF members through workshops and the 2nd TF meeting in August 2019.

Activity 4.3 To train C/Ps as trainers based on the improvement plan of water management

Activity 4.4 To draft water management improvement manuals

Activity 4.5 To conduct IWUO training by C/P trainers in the model sites

Activity 4.6 To improve the draft manuals based on the implementation of activity written as 4.5.

Activity 4.7 To implement monitoring and evaluation on relevant activities

(Progress) N/A regarding *Activity 4.3* to *4.7*

Activity 5

Activity 5.1 To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey

(Progress) Project implemented basic information collection from the commencement of the Project and baseline survey from June to September 2019. In addition, the production record of cooperatives were collected and the necessary survey on farming was conducted.

Activity 5.2 To extract suitable methodologies from lessons learnt through relevant projects

(Progress) Information from the relevant projects has been collected.

Activity 5.3 To train C/Ps as trainers based on the suitable methodologies

Activity 5.4 To elaborate farm management training texts

Activity 5.5 To conduct training by C/P trainers in the model sites

Activity 5.6 To implement monitoring and evaluation on relevant activities

(Progress) N/A regarding *Activity 5.3* to *5.6*

1-3 Achievement of Output

Output 1 Irrigation Management Transfer (IMT) procedure, support system (including

the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified.

- Basic data collection and its review were conducted. Based on the results, JICA team analysed and discussed with the officials concerned about problems and constraints for IMT procedures by using *Problem Tree* method.
- Baseline survey was implemented from June to September 2019. The results of interview survey for IWUO and Capacity Assessment for stakeholder were analysed.
- A workshop was held in each district in August 2019. JICA team proposed the model sites and discussed with TF members. After the workshop the 2nd TF meeting was held, and each district presented the model sites. TF members and JICA team broadly agreed on the model site, and the final decision will be made in the 2nd JCC meeting in November 2019.
- Concept of Improvement Plan / Training Plan was shared with TF members in the workshops and the 2nd TF meeting.

Output 2 IWUO management is enhanced in the model sites.

- Basic data collection and its review were conducted. Based on the results, JICA team analysed and discussed with the officials concerned about problems and constraints for IWUO management by using *Problem Tree* method.
- Baseline survey was implemented from June to September 2019. The results of interview survey for IWUO, Capacity Assessment for possible model IWUOs and stakeholder, and survey on service providers were analysed.
- A workshop was held in each district in August 2019.
- Concept of Improvement Plan / Training Plan was shared with TF members in the workshops and the 2nd TF meeting.

Output 3 Operation and maintenance are properly implemented in the model sites.

- Basic data collection and its review were conducted. Based on the results, JICA team analysed and discussed with the officials concerned about problems and constraints for O&M by using *Problem Tree* method.
- Baseline survey was implemented from June to September 2019. The results of interview survey for IWUO, Capacity Assessment for possible model IWUOs and stakeholder, and survey on service providers were analysed.
- A workshop was held in each district in August 2019.
- Concept of Improvement Plan / Training Plan was shared with TF members in the workshops and the 2nd TF meeting.

Output 4 Water management is properly implemented in the model sites.

- Basic data collection and its review were conducted. Based on the results, JICA team analysed and discussed with the officials concerned about problems and constraints for water management by using *Problem Tree* method.
- Baseline survey was implemented from June to September 2019. The results of interview survey for IWUO, Capacity Assessment for possible model IWUOs and stakeholder, and survey on service providers were analysed.
- A workshop was held in each district in August 2019.
- Concept of Improvement Plan / Training Plan was shared with TF members in the workshops and the 2nd TF meeting.

Output 5 Farm management is properly implemented in the model sites.

- Basic data collection and its review were conducted. Based on the results, JICA team analysed and discussed with the officials concerned about problems and constraints for farm management by using *Problem Tree* method.
- Baseline survey was implemented from June to September 2019. The results of interview survey for both IWUO and cooperative, Capacity Assessment for stakeholder, and survey on service providers were analysed. In addition, the production record of cooperatives are collected and the necessary survey on farming was conducted.
- A workshop was held in each district in August 2019.
- Concept of Improvement Plan / Training Plan was shared with TF members in the workshops and the 2nd TF meeting.

1-4 Achievement of the Project PurposeProject Purpose The capacity of irrigation scheme management improves in the model sites.

- Based on the review of basic information collection and the results of baseline survey, the Project has started to support to prepare Improvement Plan / Training Plan. The concept of the Plan was shared with TF members through workshops and the 2nd TF meeting.
- TF members and JICA team broadly agreed on the model site, and the final decision will be made in the 2nd JCC meeting.
- Based on the results of baseline survey, objectively verifiable indicators for project propose has been considered.




1-5 Changes of Risks and Actions for Mitigation

There's no change of risks identified from the commencement of the Project.

1-6 Progress of Actions undertaken by JICA

N/A

1-7 Progress of Actions undertaken by Gov. of Rwanda

- RGB (Rwanda Governance Board) was proposed to be added by a JCC member in the 1st JCC meeting. However, as a result of discussions between C/Ps and RGB, RGB has decided to attend JCC meetings as an observer from the fair position of the third party.

1-8 Progress of Environmental and Social Considerations (if applicable)

N/A

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

N/A

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

- Relocation of RAB HQs from Kigali to Huye District was announced in July 2019. JICA team has kept working to grasp the situation and requesting the provision of the office space in the new RAB HQs to Rwandan side.
- The process of payments for TF members who attended the 2nd TF meeting in August 2019 has taken long time, which can affect negative impacts to the project activities. As one of the countermeasures, based on the suggestions from the TF members of districts, Memorandum of Understanding (MoU) between RAB, district and the Project has been prepared for the proper implementation of the project activities.
- On 11th September, JICA team was informed by Chief Implementer that the contract of contractual officers with RAB would be suspended from 1st October. JICA team will keep working to grasp the situation. In parallel, the implementation structure of training activities will be considered with C/Ps.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

N/A

2-2 Cause

N/A

2-3 Action to be taken

N/A

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Rwanda, etc.)

N/A

3 Modification of the Project Implementation Plan

3-1 PO

N/A

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

- Based on the results of baseline survey, objectively verifiable indicators for project propose should be clarified as follows:

Indicator 1: "The level of satisfaction of IWUOs in the model sites increase by X% through the improvement of IMT procedures and the IWUO-Support system."

Definition of "satisfaction" should be clarified.

Indicator 2 "The agreed plans (organizational operation, operation and maintenance, water management, and farm management) by IWUO are implemented with higher rates of X%."

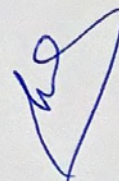
Area of "IWUO" should be identified such as "IWUO in the model sites".

4 Preparation of Gov. of Rwanda toward after completion of the Project

N/A

II. Project Monitoring Sheet I & II *as Attached*

- Annex I Project Monitoring Sheet I (Revision of PDM)
- Annex II Project Monitoring Sheet II (Revision of PO)
- Annex III Minutes of Memorandum for the 1st JCC meeting
- Annex IV Minutes of Memorandum for the 1st TF meeting
- Annex V Minutes of Memorandum for Workshop in Ngoma District
- Annex VI Minutes of Memorandum for Workshop in Rwamagana District
- Annex VII Minutes of Memorandum for Workshop in Gisagara District
- Annex VIII Minutes of Memorandum for the 2nd TF meeting
- Annex IX List of TF members (as of September 2019)



Project Monitoring Sheet I (Revision of Project Design Matrix)

Version 1

Project Title: Project for Water Management and Capacity Building in Rwanda

Period of Project: Five years (From 2019 to 2024)

Target Area: Rwamagana and Ngoma Districts in Eastern Province (and Gisagara District in Southern Province)

Project Beneficiaries: RAB, Irrigation Water Users Organizations and Districts

Implementing Agency: Rwanda Agriculture and Animal Resources Development Board (RAAB)

Collaborative Agencies: Ministry of Local Government (MINALOC), District Authorities, Rwanda Cooperative Authority (RCA), Rwanda Governance Board (RGA)

Dated 30th September, 2019

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The models of scheme management by IWUOs are accepted in the target districts	There is at least one scheme which follows the scheme management system in the target districts	Interviewing to district officers in the target areas			
Project Purpose					
The capacity of irrigation scheme management improves in the model sites.	1. The level of satisfaction of IWUOs in the model sites increase by X % through the improvement of IMT procedures and the IWUO-Support system 2. The agreed plans (organizational operation, operation and maintenance, water management, and farm management) by IWUO are implemented with higher rates of X %.	Project progress reports (including monitoring and evaluation reports)	There is no drastic changes in officers at district and sector levels, especially for agriculture, irrigation and cooperative subsectors.		Definition of "satisfaction" should be clarified. Area of "IWUO" should be identified such as "IWUO in the model sites"
Outputs					
1. Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified	IMT implementation manuals are approved at JCC.	JCC minutes			• Basicdata collection, baseline survey were conducted as planned. • Workshop was held in each district and model sites are broadly agreed.
2. IWUO management is enhanced in the model sites.	IWUO Management improvement manuals are approved at JCC	JCC minutes			Basicdata collection, baseline survey were conducted as planned
3. Operation and maintenance are properly implemented in the model sites	Operation and maintenance manuals are approved at JCC	JCC minutes			ditto
4. Water management is properly implemented in the model sites	Water management manuals are approved at JCC	JCC minutes			ditto
5. Farm management is properly implemented in the model sites	The extracted farm management methodologies are accepted in the model sites	Project progress report			ditto

Activities	Inputs	Important Assumption
	(1) Input by JICA (2) Input by the Province	
1-1. To identify problems of the current implementation of IMT procedures through baseline survey	1. Dispatch of Experts (1) Regular Team Experts (2) Chief Advisor / Irrigation Policy (3) Deputy Chief Advisor / Irrigation Policy (4) IWUO Management (5) O&M / Water Management / Capacity Development (6) Farm Management (7) Coordination/Training	1. Assignment of C/Ps (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Chief Implementor (5) Core C/Ps to work with the Japanese Expert Team at central, station, and district levels 2. Project Office (RAB in Kigali, and Station Offices in the two provinces)
1-2. To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey		
1-3. To identify problems of IWUO supporting systems through baseline survey		
1-4. To select model sites upon the approval at JCC		
1-5. To implement the activities addressing to the above-noted problems	(2) Short-term Experts • Support for IMT Promotion	3. Local Operation / Activity Cost • Electricity / Water fees in offices • Internet environment • Transportation costs of C/Ps • Cost for Communication
1-6. To monitor the progress	2. Counterpart Training • Japan • Third country	
1-7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring	3. Provision of Equipment • Equipment needed for project implementation	
1-8. To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order		
2-1. To analyse the current situation in order to identify problems (e.g. IWUO registration, by-laws and regulations, IMTA conditions, collaboration with cooperatives, water rights and etc.) through baseline survey		
2-2. To elaborate the draft improvement plan of IWUO management (e.g. leadership, accounting, general assembly & executive committees, collaboration with cooperatives, and etc.) based on the activity as written 2-1		
2-3. To train C/Ps as trainers based on the improvement plan		
2-4. To draft IWUO management improvement manuals		
2-5. To conduct IWUO training by C/P trainers in the model sites		
2-6. To improve the draft manuals based on the implementation of activity written as 2-5		
2-7. To set up monitoring and evaluation system for IWUO management		
2-8. To implement monitoring and evaluation on relevant activities		
3-1. To analyse the current situation in order to identify problems of operation and maintenance (O & M) through baseline survey		
3-2. To elaborate the draft improvement plan of O & M in the model sites based on the activity as written 3-1		
3-3. To train C/Ps as trainers based on the improvement plan of O & M		
3-4. To draft O & M manuals		
3-5. To conduct IWUO training by C/P trainers in the model sites		
3-6. To improve the draft manuals based on the implementation of activity written as 3-5		
3-7. To implement monitoring and evaluation on relevant activities		
4-1. To analyse the current situation in order to identify problems of water management through baseline survey		
4-2. To elaborate the draft improvement plan of water management in line model sites based on the activity as written 4-1		
4-3. To train C/Ps as trainers based on the improvement plan of water management		
4-4. To draft water management improvement manuals		
4-5. To conduct IWUO training by C/P trainers in the model sites		
4-6. To improve the draft manuals based on the implementation of activity written as 4-5		
4-7. To implement monitoring and evaluation on relevant activities		
5-1. To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey		
5-2. To extract suitable methodologies from lessons learnt through relevant projects		
5-3. To train C/Ps as trainers based on the suitable methodologies		
5-4. To elaborate farm management training texts		
5-5. To conduct training by C/P trainers in the model sites		
5-6. To implement monitoring and evaluation on relevant activities		
		Pre-Conditions
		Basic agreement is made between MINAGRI and MINALOC for the expected collaboration in the project.
		↓
		<Issues and countermeasures>
		• Relocation of RAB HQs from Kigali to Huye District was announced in July 2019. JICA team has kept working to grasp the situation and requesting the provision of the office space in the new RAB HQs to Rwandan side.
		• The process of payments for TF members who attended the 2nd TF meeting in August 2019 has taken long time, which can affect negative impacts to the project activities. As one of the countermeasures, based on the suggestions from the TF members of districts, Memorandum of Understanding (MoU) between RAB, district and the Project has been prepared for the proper implementation of the project activities.
		• On 11th September, JICA team was informed by Chief Implementer that the contract of contractual officers with RAB would be suspended from 1st October. JICA team will keep working to grasp the situation. In parallel, the implementation structure of training activities will be considered with C/Ps.

Handwritten initials/signature

Handwritten signature

TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)
Version of the Sheet: Ver.2 (Term: October 2019 - March 2020)



[Japanese side] Name: Norio KUNIYASU
Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Emile RUZIBIZA
Title: Project Manager

Submission Date: 1st March

I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Dispatch of experts: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) Coordinator / Training, (8) Support for IMT Promotion
- Local experts: (1) Coordinator / IWUO Officer, (2) Irrigation Engineer, (3) Agronomist, (4) Assistant IWUO Officers (at Kigali and Rwamagana)

Rwandan side

- Assignment of counterparts (C/Ps): (1) Project Director, (2) Deputy Project Director, (3) Project Manager, (4) Chief Implementer, (5) Task Force (TF) members at central, station and district level
- Project office at RAB HQs in Kigali (From 1st April 2020)
- Temporary project office at SPIU MINAGRI in Kigali (From 15th January 2020)
- Project office at RAB HQs in Rubona / Huye (From 4th February 2020)
- National WAMCAB project budget for local operation and activity cost has been approved for the latter half of Rwanda fiscal year 2019/2020 (January 2020 to June 2020) (See Annex IX).

1-2 Progress of Activities**Activity 1**

Activity 1.1 To identify problems of the current implementation of IMT procedures through baseline survey

Activity 1.2 To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey

Activity 1.3 To identify problems of IWUO supporting system through baseline survey
(Progress) Regarding *Activity 1.1* to *1.3*, the Project identified problems through basic information collection and baseline survey during the previous reporting period.

Activity 1.4 To select model sites upon the approval at JCC
(Progress) As reported in M/S #1, eight (8) model sites were selected in three targeted districts. Regarding the terms and number, the Project rearranged them as four (4) model sites including eight (8) irrigation schemes; Ngoma 22 and Mwanbu schemes as Ngoma model site, Bugugu, Cyimpima, Gashara and Cyaruhogo schemes as Rwamagana model site, Ngiryi scheme as the first Gisagara model site and Nyabuyogera scheme as the second Gisagara model site. The proposed model sites were officially approved at the 2nd JCC meeting on 15th November 2019. After the approval, through preparation of Improvement Plan and Training Plan, Gisagara district newly proposed Nyiramageni scheme as an additional irrigation scheme for model site, which is located downstream of Ngiryi scheme. As this scheme has the same watershed and cropping pattern as Ngiryi's, the Project considered its involvement and cooperation to the training activities not as model site but as satellite scheme of the first Gisagara model site.

Activity 1.5 To implement the activities addressing to the above-noted problems

Activity 1.6 To monitor the progress

Activity 1.7 To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring

Activity 1.8 To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order

(Progress) Based on the identified problems in *Activity 1.1*, through the 2nd JCC meeting, the 3rd and 4th TF meeting, the Improvement Plan / Training Plan was finalized (See Annex X). In addition, the draft manuals were summarized, which includes the title, proposed contents and status (See Annex XI).



Activity 2

Activity 2.1 To analyse the current situation in order to identify problems through baseline survey

(Progress) The Project identified problems through basic information collection and baseline survey during the previous reporting period.

Activity 2.2 To elaborate the draft improvement plan of IWUO management based on the activity as written 2.1.

Activity 2.4 To draft IWUO management improvement manuals

(Progress) Based on the identified problems in *Activity 2.1*, through the 2nd JCC meeting, the 3rd and 4th TF meeting, the Improvement Plan / Training Plan was finalized (See Annex X). In addition, the draft manuals were summarized, which includes the title, proposed contents and status (See Annex XI).

Activity 2.3 To train C/Ps as trainers based on the improvement plan

Activity 2.5 To conduct IWUO training by C/P trainers in the model sites

Activity 2.6 To improve the draft manuals based on the implementation of activity written as 2.5.

Activity 2.7 To set up monitoring and evaluation system

Activity 2.8 To implement monitoring and evaluation on relevant activities

(Progress) N/A regarding *Activity 2.3* and 2.5 to 2.8

Activity 3

Activity 3.1 To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey

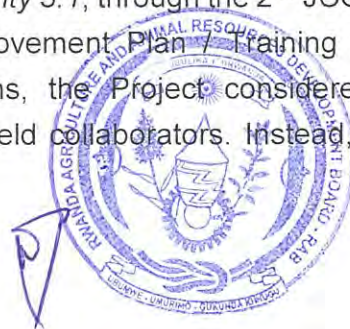
(Progress) The Project identified problems through basic information collection and baseline survey during the previous reporting period.

Activity 3.2 To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3.1.

Activity 3.3 To train C/Ps as trainers based on the improvement plan of O&M

Activity 3.4 To draft O&M manuals

(Progress) Based on the identified problems in *Activity 3.1*, through the 2nd JCC meeting, the 3rd and 4th TF meeting, the Improvement Plan / Training Plan was finalized (See Annex X). In the plans, the Project considered a new implementation structure focusing on field collaborators. Instead, C/Ps will



be responsible for Monitoring and Evaluation (M/E). In addition, the draft manuals were summarized, which includes the title, proposed contents and status (See Annex XI).

- Activity 3.5* To conduct IWUO training by C/P trainers in the model sites
Activity 3.6 To improve the draft manuals based on the implementation of activity written as 3.5.
Activity 3.7 To implement monitoring and evaluation on relevant activities
 (Progress) N/A regarding *Activity 3.5* to 3.7

Activity 4

- Activity 4.1* To analyse the current situation in order to identify problems of water management through baseline survey
 (Progress) The Project identified problems through basic information collection and baseline survey during the previous reporting period.

- Activity 4.2* To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4.1.

- Activity 4.3* To train C/Ps as trainers based on the improvement plan of water management

- Activity 4.4* To draft water management improvement manuals
 (Progress) Based on the identified problems in *Activity 4.1*, through the 2nd JCC meeting, the 3rd and 4th TF meeting, the Improvement Plan / Training Plan was finalized (See Annex X). In the plans, the Project considered a new implementation structure focusing on field collaborators. Instead, C/Ps will be responsible for M/E. In addition, the draft manuals were summarized, which includes the title, proposed contents and status (See Annex XI).

- Activity 4.5* To conduct IWUO training by C/P trainers in the model sites

- Activity 4.6* To improve the draft manuals based on the implementation of activity written as 4.5.

- Activity 4.7* To implement monitoring and evaluation on relevant activities
 (Progress) N/A regarding *Activity 4.5* to 4.7

Activity 5

- Activity 5.1* To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey



(Progress) The Project identified problems through basic information collection and baseline survey during the previous reporting period.

Activity 5.2 To extract suitable methodologies from lessons learnt through relevant projects

(Progress) Based on the results of baseline survey and supplemental information collection, through the 2nd JCC meeting, the 3rd and 4th TF meeting, the Improvement Plan / Training Plan was finalized (See Annex X).

Activity 5.3 To train C/Ps as trainers based on the suitable methodologies

(Progress) In the Improvement Plan / Training Plan plans, the Project considered a new implementation structure focusing on field collaborators. As for the involvement of C/Ps, the Project will conduct on-the-job training for them, while they will be mainly responsible for M/E.

Activity 5.4 To elaborate farm management training texts

(Progress) Draft manuals were summarized, which includes the title, proposed contents and status (See Annex XI).

Activity 5.5 To conduct training by C/P trainers in the model sites

Activity 5.6 To implement monitoring and evaluation on relevant activities

(Progress) In order to consider and examine the new implementation structure, pre-training was conducted directly to the beneficiaries in the model sites (representative of IWUOs and cooperatives). In addition, the Project implemented trail of M/E with Kirkpatrick method.

1-3 Achievement of Output

Output 1 Irrigation Management Transfer (IMT) procedure, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified.

- Discussing each responsibility and cost sharing among RAB, target districts and the JICA team, and three parties have signed Memorandum of Understanding (MOU) at the occasion of the 2nd JCC meeting. (See Annex IV to VI)
- The Improvement Plan and the draft manuals were prepared.
- The Project supported target districts to activate a District Irrigation Steering Committee (DISC) meeting in February 2020.



Output 2 IWUO management is enhanced in the model sites.

- The Improvement Plan / Training Plan and the draft manuals were prepared.
- In the DISC meetings as mentioned above, the concept of organizing IWUO was shared with the participants.
- In Ngoma model site, the Project supported the reorganization of IWUO through the detailed information collection and workshops.

Output 3 Operation and maintenance are properly implemented in the model sites.

- The Improvement Plan / Training Plan and the draft manuals were prepared.

Output 4 Water management is properly implemented in the model sites.

- The Improvement Plan / Training Plan and the draft manuals were prepared.

Output 5 Farm management is properly implemented in the model sites.

- The Improvement Plan / Training Plan and the draft manuals were prepared.
- For the new implementation structure, pre-training and trial of M/E were conducted.

1-4 Achievement of the Project Purpose

Project Purpose The capacity of irrigation scheme management improves in the model sites.

- Based on the proposal of model sites from TF members and JICA team, four (4) model sites including eight (8) irrigation schemes were approved in the 2nd JCC meeting on 15th November 2019.
- Concept of the Improvement Plan / Training Plan was discussed in the 2nd JCC meeting, and it was finalized through the 4th TF meeting on 14th February 2020. In addition, the draft manuals were prepared and shared with TF members in the 4th TF meeting.
- The Project proposed the revised indicators and broadly agreed by TF members as described in 3-2.

1-5 Changes of Risks and Actions for Mitigation

There's no change of risks identified from the commencement of the Project.

1-6 Progress of Actions undertaken by JICA

N/A



1-7 Progress of Actions undertaken by Gov. of Rwanda

N/A

1-8 Progress of Environmental and Social Considerations (if applicable)

N/A

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

N/A

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

- As described in 1-1, national WAMCAB project budget has been approved for the latter half of Rwanda fiscal year 2019/2020. Therefore, local operation and activity cost shall be paid from this budget line. It is now under the execution process. The C/Ps will continue to apply the national WAMCAB budget for the next fiscal year.
- As reported in M/S #1, in September 2019, JICA team was informed by Chief Implementer that the contract of contractual officers with RAB would be suspended from 1st October. However, their contract was extended, and the problem has been solved.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

N/A

2-2 Cause

N/A

2-3 Action to be taken

N/A

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Rwanda, etc.)

N/A

3 Modification of the Project Implementation Plan

3-1 PO



N/A

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

- Based on the results of baseline survey and discussions with TF members, objectively verifiable indicators for project propose was proposed as follows:
 - Indicator 1: "The level of organizational capacity of IWUOs in the model sites increases to 70% or more through the improvement of IMT procedures and the IWUO-Support system."
 - Indicator 2 "The agreed plans (organizational operation, operation and maintenance, water management, and farm management) by IWUO in the model sites are implemented with higher rates of 75%"
- The final revision will be approved at the JCC meeting in the 2nd Phase.

4 Preparation of Gov. of Rwanda toward after completion of the Project

N/A

II. Project Monitoring Sheet I & II as Attached

- Annex I Project Monitoring Sheet I (Revision of PDM)
- Annex II Project Monitoring Sheet II (Revision of PO)
- Annex III Minutes of Memorandum for the 2nd JCC meeting
- Annex IV MOU for Ngoma
- Annex V MOU for Rwamagana
- Annex VI MOU for Gisagara
- Annex VII Minutes of Memorandum for the 3rd TF meeting
- Annex VIII Minutes of Memorandum for the 4th TF meeting
- Annex IX WAMCAB Budget line from January 2020 to June 2020
- Annex X Improvement Plan and Training Plan
- Annex XI Training Materials (Draft Manuals)

Project Monitoring Sheet 1 (Revision of Project Design Matrix)

Version 1

Project Title: Project for Water Management and Capacity Building in Rwanda

Period of Project: Five years (From 2019 to 2024)

Target Area: Rwamagana and Ngoma Districts in Eastern Province (and Gisagara District in Southern Province)

Project Beneficiaries: RAB, Irrigation Water Users Organizations and Districts

Implementing Agency: Rwanda Agriculture and Animal Resources Development Board (RAB)

Collaborative Agencies: Ministry of Local Government (MINALOC), District Authorities, Rwanda Cooperative Authority (RCA), Rwanda Governance Board (RGB)

Dated 24th February, 2020

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal The models of scheme management by IWUOs are accepted in the target districts	There is at least one scheme which follows the scheme management system in the target districts	Interviewing to district officers in the target areas			
Project Purpose The capacity of irrigation scheme management improves in the model sites.	1. The level of satisfaction of IWUOs in the model sites increase by X % through the improvement of IMT procedures and the IWUO-Support system 2. The agreed plans (organizational operation, operation and maintenance, water management, and farm management) by IWUO are implemented with higher rates of X %.	Project progress reports (including monitoring and evaluation reports)	There is no drastic changes in officers at district and sector levels, especially for agriculture, irrigation and cooperative subsectors.		Through the 4th TF meeting, objectively verifiable indicators for project purpose was proposed to be revised as follows: 1. The level of organizational capacity of IWUOs in the model sites increase by 70% or more through the improvement of IMT procedures and the IWUO-Support system 2. The agreed plans (organizational operation, operation and maintenance, water management, and farm management) by IWUO in the model sites are implemented with higher rates of 75% The final revision will be approved at the JCC meeting in the 2nd Phase
Outputs 1. Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified	IMT implementation manuals are approved at JCC.	JCC minutes		• Discussing each responsibility and cost sharing among RAB, target districts and the JICA team, three parties have signed Memorandum of Understanding (MOU) at the occasion of the 2nd JCC meeting. • The Improvement Plan and the draft manuals were prepared. • The Project supported target districts to activate a District Irrigation Steering Committee (DISC) meeting in February 2020.	
2. IWUO management is enhanced in the model sites.	IWUO Management improvement manuals are approved at JCC.	JCC minutes		• The Improvement Plan / Training Plan and the draft manuals were prepared. • In the DISC meetings, the concept of organizing IWUO was shared with the participants. • In Ngoma model site, the Project supported the reorganization of IWUO through the detailed information collection and workshops.	
3. Operation and maintenance are properly implemented in the model sites.	Operation and maintenance manuals are approved at JCC.	JCC minutes		• The Improvement Plan / Training Plan and the draft manuals were prepared.	
4. Water management is properly implemented in the model sites.	Water management manuals are approved at JCC.	JCC minutes		• The Improvement Plan / Training Plan and the draft manuals were prepared.	
5. Farm management is properly implemented in the model sites.	The extracted farm management methodologies are accepted in the model sites.	Project progress report		• Improvement Plan / Training Plan and the draft manuals were prepared. • For the new implementation structure, pre-training and trial of M/E were conducted.	

Activities	Inputs		Important Assumption
	(1) Input by Japanese side	(2) Input by Rwandan side	
1-1 To identify problems of the current implementation of IMT procedures through baseline survey	1. <u>Dispatch of Experts</u> (1) Regular Team Experts 1) Chief Advisor / Irrigation Policy 2) Deputy Chief Advisor / Irrigation Policy 3) IWUO Management 4) OSM / Water Management 5) OSM / Water Management / Capacity Development 6) Farm Management 7) Coordination/Training	1. <u>Assignment of C/Ps</u> (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Chief Implementor (5) Core C/Ps to work with the Japanese Expert Team at central, station, and district levels	
1-2 To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey		2. <u>Project Office</u> (RAB in Kigali, and Station Offices in the two provinces)	
1-3 To identify problems of IWUO supporting systems through baseline survey		3. <u>Local Operation / Activity Cost</u> • Electricity / Water fees in offices • Internet environment • Transportation costs of C/Ps • Cost for Communication	
1-4 To select model sites upon the approval at JCC	(2) Short-term Experts • Support for IMT Promotion		
1-5 To implement the activities addressing to the above-noted problems	2. <u>Counterpart Training</u> • Japan • Third country		
1-6 To monitor the progress	3. <u>Provision of Equipment</u> • Equipment needed for project implementation		
1-7 To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring			
1-8 To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order			
2-1 To analyse the current situation in order to identify problems (e.g. IWUO registration, by-laws and regulations, IMTA conditions, collaboration with cooperatives, water rights and etc.) through baseline survey			
2-2 To elaborate the draft improvement plan of IWUO management (e.g. leadership, accounting, general assembly & executive committees, collaboration with cooperatives, and etc.) based on the activity as written 2-1			
2-3 To train C/Ps as trainers based on the improvement plan			
2-4 To draft IWUO management improvement manuals			
2-5 To conduct IWUO training by C/P trainers in the model sites			
2-6 To improve the draft manuals based on the implementation of activity written as 2-5			
2-7 To set up monitoring and evaluation system for IWUO management			
2-8 To implement monitoring and evaluation on relevant activities			
3-1 To analyse the current situation in order to identify problems of operation and maintenance (O & M) through baseline survey			
3-2 To elaborate the draft improvement plan of O & M in the model sites based on the activity as written 3-1			
3-3 To train C/Ps as trainers based on the improvement plan of O & M			
3-4 To draft O & M manuals			
3-5 To conduct IWUO training by C/P trainers in the model sites			
3-6 To improve the draft manuals based on the implementation of activity written as 3-5			
3-7 To implement monitoring and evaluation on relevant activities			
4-1 To analyse the current situation in order to identify problems of water management through baseline survey			
4-2 To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4-1			
4-3 To train C/Ps as trainers based on the improvement plan of water management			
4-4 To draft water management improvement manuals			
4-5 To conduct IWUO training by C/P trainers in the model sites			
4-6 To improve the draft manuals based on the implementation of activity written as 4-5			
4-7 To implement monitoring and evaluation on relevant activities			
5-1 To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey			
5-2 To extract suitable methodologies from lessons learnt through relevant projects			
5-3 To train C/Ps as trainers based on the suitable methodologies			
5-4 To elaborate farm management training texts			
5-5 To conduct training by C/P trainers in the model sites			
5-6 To implement monitoring and evaluation on relevant activities			

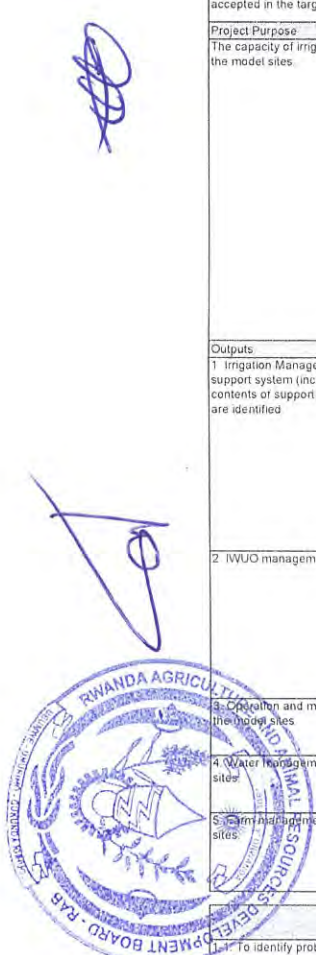
Pre-Conditions

Basic agreement is made between MINAGRI and MINALOC for the expected collaboration in the project.

↓

<Issues and countermeasures>

- Relocation of RAB HQs from Huye to Kigali. The relocation was announced in July 2019. WAMCAB office was temporarily relocated to SPIU/MINAGRI office in Kigali on 14th January 2020, and then relocated to the new RAB HQs in Huye on 4th February 2020.
- In addition to WAMCAB office at RAB HQs, JICA team will request the station office in two provinces as mentioned in R/D.
- National WAMCAB Budget for local operation and activity cost has been approved for the latter half of Rwandan fiscal year 2019/2020 (January 2020 to June 2020). However, the process of payments for TF members who attended the TF meetings has taken long time, which can affect negative impacts to the project activities. On the other hand, based on the suggestions from the TF members of districts, Memorandum of Understanding (MoU) between RAB, District and the Project has been concluded in the 2nd JCC meeting. JICA team will keep supporting the appropriate execution.
- As reported in M/S #1, on 11th September, JICA team was informed by Chief Implementer that the contract of contractual officers with RAB would be suspended from 1st October. However, their contract is being extended up until now. JICA team will keep working to grasp the situation. In parallel, the implementation structure was considered with C/Ps.



TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)

Version of the Sheet: Ver.3 (Term: April 2020 – November 2020)

[Japanese side] Name: Norio KUNIYASU

Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Emile RUZIBIZA

Title: Project Manager

Submission Date: 18th December



I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Technical inputs remotely provided by the experts: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) Coordinator / Training, (8) Support for IMT Promotion
- As JICA has suspended all overseas business trip of JICA experts engaged in JICA's technical cooperation projects affected by the Coronavirus Disease 2019 (COVID-19) outbreak, the JICA Headquarters and Chief Advisor agreed on that all Japanese assignments until the end of March 2021 shall be conducted remotely from Japan. Reference is made to the letter sent to RAB by the JICA Rwanda Office on 19th May 2020 (Ref. No. JRW20-05002) and 21st October 2020 (Ref. No. JRW20-10050).
- Under these circumstances, to ensure the achievements and improve the added value of the Project, additional work such as i) radio broadcasting training, ii) webinar (web seminar), and iii) video study tour were planned.
- Local experts: (1) Coordinator / IWUO Officer, (2) Irrigation Engineer, (3) Agronomist, (4) Assistant IWUO Officers (at Kigali and Rwamagana)
- Considered the inconveniences caused by the temporary measure to cope with the COVID-19 situation, the JICA Headquarters and Chief Advisor agreed on the additional inputs of three local experts, i.e. (5) Assistant IWUO Officer, (6) Assistant Irrigation Engineer, (7) Assistant Agronomist, from June 2020 until May 2021.
- Considered the budget limitation on RAB projects affected by the COVID-19 outbreak,

the JICA Headquarters and Chief Advisor agreed on the temporary payment by the Japanese side for the local operation and activities cost (transportation fees) to those who participate in the project training, study tour, etc. at the farmers' level during the Rwanda fiscal year of 2020/21 (from July 2020 to June 2021).

Rwandan side

- Assignment of counterparts (C/Ps): (1) Project Director, (2) Deputy Project Director, (3) Project Manager, (4) Chief Implementer, (5) Task Force (TF) members at central, station, and district level
- Project office at RAB HQs in Rubona / Huye
- Under the budget limitation on RAB projects affected by the COVID-19 outbreak, the local operation cost for the Joint Coordinating Committee (JCC) and Task Force (TF) meeting of WAMCAB has been covered by the recurrent budget of RAB.

1-2 Progress of Activities

Activity 1

- Activity 1.1* To identify problems of the current implementation of IMT procedures through baseline survey
- Activity 1.2* To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey
- Activity 1.3* To identify problems of IWUO supporting system through baseline survey
- Activity 1.4* To select model sites upon the approval at JCC
- (Progress) As reported in M/S #1 and #2 in Phase I, the Project identified problems through basic information collection and baseline survey. The four (4) model sites including eight (8) irrigation schemes were officially approved at the 2nd JCC meeting on 15th November 2019. Besides, based on the proposal by Gisagara District, Nyiramageni scheme has been involved in the training activities as a satellite scheme of the Ngiryi model site.
- Activity 1.5* To implement the activities addressing to the above-noted problems
- Activity 1.6* To monitor the progress
- Activity 1.7* To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring
- Activity 1.8* To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order
- (Progress) As reported in M/S #2 in Phase I, the Improvement Plan / Training Plan was finalized based on the identified problems in *Activity 1.1*. According to the Plans, the discussion has started to prepare the draft proposal of amendment

of the IWUO Policy and Strategy and the Ministerial Order. Besides, the first and second webinars by a Japanese expert in charge of Support for IMT Promotion was organized on 23rd October and 27th November 2020.

Activity 2

- Activity 2.1* To analyse the current situation in order to identify problems through baseline survey
- Activity 2.2* To elaborate the draft improvement plan of IWUO management based on the activity as written 2.1.
- Activity 2.4* To draft IWUO management improvement manuals
- (Progress) As reported in M/S #1 and #2 in Phase I, the Project identified problems through basic information collection and baseline survey, and finalize the Improvement Plan / Training Plan and the draft manuals. At the beginning of Phase II, the Plans were reviewed and prioritized according to the current status of each model site.
- Activity 2.3* To train C/Ps as trainers based on the improvement plan
- Activity 2.5* To conduct IWUO training by C/P trainers in the model sites
- Activity 2.6* To improve the draft manuals based on the implementation of activity written as 2.5.
- (Progress) The Project has proposed "9 steps" as the process to capacitate IWUO based on the actualization of the Ministerial Order, and supported to organize / reorganize all four (4) IWUOs in the model sites namely Ngoma, Rwamagana, Ngiryi, and Nyabuyogera by a bottom-up approach in cooperation with the Core C/Ps and TF members.
- During the process, based on the Improvement Plan / Training Plan, the Project has conducted "Leadership Training" and "Financial Management Training" by utilizing the existing RAB modules.
- Besides, the Project strongly supported the registration of the newly established IWUO in Rwamagana model site.
- Activity 2.7* To set up monitoring and evaluation system
- Activity 2.8* To implement monitoring and evaluation on relevant activities
- (Progress) As the first step of the M&E by Kirkpatrick method, questionnaire surveys have been conducted. In order to conduct a series of training properly for the organized / reorganized IWUOs, the Project will also implement comprehension tests and follow-up interviews as the second and third steps

of the M&E as well as the questionnaire surveys.

Activity 3

Activity 3.1 To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey

Activity 3.2 To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3.1.

(Progress) As reported in M/S #1 and #2 in Phase I, the Project identified problems through basic information collection and baseline survey, and finalize the Improvement Plan / Training Plan and the draft manuals. At the beginning of Phase II, the Plans were reviewed and prioritized according to the current status of each model site.

Activity 3.3 To train C/Ps as trainers based on the improvement plan of O&M

Activity 3.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows:

- Basic Civil Work Training in all four (4) model sites
- Farm Road Repair Training in Ngoma and Ngiriyi model sites
- Support of secondary canal construction in Rwamagana model site
- Facility inspection and support of community work in each model site
- Hydrant Repair Training in Ngoma model site

Activity 3.4 To draft O&M manuals

Activity 3.6 To improve the draft manuals based on the implementation of activity written as 3.5.

(Progress) N/A regarding *Activity 3.4* and *3.6*

Activity 3.7 To implement monitoring and evaluation on relevant activities

(Progress) As the first step of the M&E by Kirkpatrick method, questionnaire surveys have been conducted. In order to conduct a series of training properly, the Project will also implement comprehension tests and follow-up interviews as the second and third steps of the M&E as well as the questionnaire surveys.

Activity 4

Activity 4.1 To analyse the current situation in order to identify problems of water management through baseline survey



<i>Activity 4.2</i>	To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4.1.
(Progress)	As reported in M/S #1 and #2 in Phase I, the Project identified problems through basic information collection and baseline survey, and finalize the Improvement Plan / Training Plan and the draft manuals. At the beginning of Phase II, the Plans were reviewed and prioritized according to the current status of each model site.
<i>Activity 4.3</i>	To train C/Ps as trainers based on the improvement plan of water management
<i>Activity 4.5</i>	To conduct IWUO training by C/P trainers in the model sites
(Progress)	Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows: <ul style="list-style-type: none"> • Water Management Training in Ngoma model site
<i>Activity 4.4</i>	To draft water management improvement manuals
<i>Activity 4.6</i>	To improve the draft manuals based on the implementation of activity written as 4.5.
(Progress)	N/A regarding <i>Activity 4.4</i> and <i>4.6</i>
<i>Activity 4.7</i>	To implement monitoring and evaluation on relevant activities
(Progress)	As the first and second step of the M&E by Kirkpatrick method, questionnaire surveys and comprehension tests have been conducted. The Project will also implement follow-up interviews as the third step of the M&E in the future.
<u>Activity 5</u>	
<i>Activity 5.1</i>	To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey
<i>Activity 5.2</i>	To extract suitable methodologies from lessons learnt through relevant projects
(Progress)	As reported in M/S #1 and #2 in Phase I, the Project identified problems through basic information collection and baseline survey, and finalize the Improvement Plan / Training Plan and the draft manuals. At the beginning of Phase II, the Plans were reviewed and prioritized according to the current status of each model site.
<i>Activity 5.3</i>	To train C/Ps as trainers based on the suitable methodologies

Activity 5.5 To conduct training by C/P trainers in the model sites
(Progress) Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows:

- Compost training by utilizing the soil analysis data in all four (4) model sites
- Reorganization of cooperatives in Ngoma and Nyabuyogera model sites
- Proximity coaching for chili and chia seeds cultivation in Ngoma model site
- Study tour to learn about contract farming for Kotungo Cooperative
- Cooperative Management and Gender Mainstreaming Training in all four (4) model sites
- Marketing Training (Market-oriented agriculture) for horticulture cooperatives in Ngoma and Nyabuyogera model sites

Activity 5.4 To elaborate farm management training texts
(Progress) The Project has utilized the texts and manuals by SMAP Project in all four (4) model sites

Activity 5.6 To implement monitoring and evaluation on relevant activities
(Progress) As the first and second step of the M&E by Kirkpatrick method, questionnaire surveys and comprehension tests have been conducted. The Project will also implement follow-up interviews as the third step of the M&E in the future.

1-3 Achievement of Output

Output 1 Irrigation Management Transfer (IMT) procedure, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified.

- To ensure the achievements and improve the added value of the Project, the first and second Webinar was organized as additional work.

Output 2 IWUO management is enhanced in the model sites.

- All four (4) IWUOs in the model sites were organized / reorganized.

Output 3 Operation and maintenance are properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.

Output 4 Water management is properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement

Plan / Training Plan.

Output 5 Farm management is properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.

1-4 Achievement of the Project Purpose

Project Purpose The capacity of irrigation scheme management improves in the model sites.

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted.
- The Project proposed the revised Objectively Verifiable Indicators and Means of Verifications in cooperation with TF members, and these will be agreed by JCC members as described in 3-2.

1-5 Changes of Risks and Actions for Mitigation

- For the prevention measures against COVID-19, the Project follows the rules and guidance by the cabinet resolutions. The Project shall continue to take necessary measures as the situation changes.

1-6 Progress of Actions undertaken by JICA

- As indicated in 1-1, JICA has suspended all overseas business trip of JICA experts engaged in JICA's technical cooperation projects affected by the COVID-19 outbreak, the JICA Headquarters and Chief Advisor agreed on that all Japanese assignments until the end of March 2021 shall be conducted remotely from Japan.
- Under these circumstances, to ensure the achievements and improve the added value of the Project, additional works were arranged.

1-7 Progress of Actions undertaken by Gov. of Rwanda

- The Government of Rwanda, through the Cabinet, Ministry of Health, and other responsible authorities, reviewed measures to contain the spread of the COVID-19 pandemic and instructed necessary actions.

1-8 Progress of Environmental and Social Considerations (if applicable)

N/A

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if

applicable)

N/A

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs, etc.)

- The C/Ps applied the national WAMCAB budget of the Rwandan fiscal year of 2020/21 for the local operation and activity cost. However, due to the budget restriction affected by COVID-19, the budget has not been secured yet. The necessary operation and activity costs for JCC and TF meeting have been covered by the recurrent budget of RAB.
- The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. Although it does not have a big impact on the Project, the structure and list of SIPU (Single Implementation Project Unit), to which the Core C/Ps belong, have not been finalized.
- The Government of Rwanda and the Government of Japan agreed in August 2019 on the provision of "Sector Policy Loan for the Nutrition Improvement through Agriculture Transformation". RAB and JICA have been conducting the necessary preparation process to develop a crop calendar that will be adopted to sustainably avail nutrition-sensitive food crops in the selected irrigation schemes of the target districts.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

- The radio broadcasting and video study tour are likely to be delayed by 2 to 3 months for the following reasons.

2-2 Cause

- In order to follow the necessary measurements against COVID-19 such as movement restriction and limitation of gathering people, the Project needs to increase the number of training and workshops and to make plans with room for adjustment.
- Administrative procedures such as the signing process are slightly delayed because the Headquarters of RAB and the Project office are irregularly changed due to the measures against COVID-19.
- To respect the schedule and initiative of the C/P side, there are slight delays in the 3rd and 4th JCC, and the 5th to 7th TF meetings.
- The physical difficulty of shooting for the video study tour due to weather conditions.
- Based on a proposal from C/P, the Project has started the coordination with MINAGRI

to collaborate the radio broadcasting.

2-3 Action to be taken

- The contents and detailed scripts for the radio broadcasting were already finalized. The Project will begin radio broadcasting as soon as the coordination procedure with MINAGRI is completed.
- The video study tour will be organized together with the 7th TF meeting in December 2020.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Rwanda, etc.)

N/A

3 Modification of the Project Implementation Plan

3-1 PO

- Work Plan of phase 2 period which includes Plan of Operation has been discussed and agreed upon at the 3rd JCC meeting in August 2020.

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

- Based on the discussions and consensus with TF members, objectively verifiable indicators for the Project Purpose will be proposed and approved at the 4th JCC meeting as follows:

Indicator 1: "The level of organizational capacity of IWUOs in the model sites increases to 70% or more through the improvement of IMT procedures and the IWUO-Support system."

Indicator 2 "All high-priority agreed plans (organizational operation, operation and maintenance, water management, and farm management) to improve the capacity of IWUOs in the model sites are implemented."

- Besides, the Means of Verifications for the Project Purpose will be proposed and approved at the 4th JCC meeting as follows:

- Capacity Assessment of IWUOs in the model sites
- Project progress reports (including monitoring and elevation reports)

4 Preparation of Gov. of Rwanda toward after completion of the Project

N/A

II. Project Monitoring Sheet I & II *as Attached*

- Annex I Project Monitoring Sheet I (Revision of PDM)
- Annex II Project Monitoring Sheet II (Revision of PO)
- Annex III Minutes of Memorandum for the 5th TF meeting
- Annex IV Minutes of Memorandum for the 3rd JCC meeting
- Annex V Minutes of Memorandum for the 6th TF meeting
- Annex VI Progress Summary of Improvement Plan and Training Plan



Project Monitoring Sheet 1 (Revision of Project Design Matrix)

Project Title: Project for Water Management and Capacity Building in Rwanda

Version 1

Period of Project: Five years (From 2019 to 2024)

Target Area: Rwainagana and Ngoma Districts in Eastern Province and Gisagara District in Southern Province

Project Beneficiaries: RAB, Irrigation Water Users Organizations and Districts

Implementing Agency: Rwanda Agriculture and Animal Resources Development Board (RAB)

Dated 30th November, 2020

Collaborative Agencies: Ministry of Local Government (MINALOC), District Authorities, Rwanda Cooperative Authority (RCA), Rwanda Governance Board (RGB)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal The models of scheme management by IWUOs are accepted in the target districts.	There is at least one scheme which follows the scheme management system in the target districts.	Interviewing to district officers in the target areas			
Project Purpose The capacity of irrigation scheme management improves in the model sites.	1. The level of satisfaction of IWUOs in the model sites increase by X % through the improvement of IMT procedures and the IWUO-Support system. 2. The agreed plans (organizational operation, operation and maintenance, water management, and farm management) by IWUO are implemented with higher rates of X %.	Project progress reports (including monitoring and evaluation reports)	There is no drastic changes in officers at district and sector levels, especially for agriculture, irrigation and cooperative subsectors.	<ul style="list-style-type: none"> Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted. The Project proposed the revised Objectively Verifiable Indicators and Means of Verifications in cooperation with TF members, and these will be agreed by JCC members. 	<p>Through the 4th to 6th TF and 3rd JCC meeting, Objectively Verifiable Indicators and Means of Verifications for Project Purpose were proposed to be revised as follows:</p> <p><Objectively Verifiable Indicators> 1. The level of organizational capacity of IWUOs in the model sites increase by 70% or more through the improvement of IMT procedures and the IWUO-Support system. 2. All high-priority agreed plans (organizational operation, operation and maintenance, water management, and farm management) to improve the capacity of IWUOs in the model sites are implemented</p> <p><Means of Verifications> • Capacity Assessment of IWUOs in the model sites • Project progress reports (including monitoring</p>
Outputs					
1. Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified.	IMT implementation manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> To ensure the achievements and improve the added value of the Project, the first and second Webinar was organized as additional work. 	
2. IWUO management is enhanced in the model sites.	IWUO Management improvement manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> All four (4) IWUOs in the model sites were organized / reorganized. 	
3. Operation and maintenance are properly implemented in the model sites.	Operation and maintenance manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> A series of training and activities have been conducted according to the Improvement Plan / Training Plan. 	
4. Water management is properly implemented in the model sites.	Water management manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> A series of training and activities have been conducted according to the Improvement Plan / Training Plan. 	
5. Farm management is properly implemented in the model sites.	The extracted farm management methodologies are accepted in the model sites.	Project progress report		<ul style="list-style-type: none"> A series of training and activities have been conducted according to the Improvement Plan / Training Plan. 	

Activities	Inputs		Important Assumption
	(1) Input by Japanese side	(2) Input by Rwandan side	
1-1. To identify problems of the current implementation of IMT procedures through baseline survey	1. Dispatch of Experts (1) Regular Team Experts 1) Chief Advisor / Irrigation Policy 2) Deputy Chief Advisor / Irrigation Policy 3) IWUO Management 4) O&M / Water Management 5) O&M / Water Management / Capacity Development 6) Farm Management 7) Coordination/Training	1. Assignment of C/Ps (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Chief Implementor (5) Core C/Ps to work with the Japanese Expert Teams at central, station, and district levels 2. Project Office (RAB in Kigali, and Station Offices in the two provinces)	
1-2. To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey			
1-3. To identify problems of IWUO supporting systems through baseline survey			
1-4. To select model sites upon the approval at JCC			
1-5. To implement the activities addressing to the above-noted problems	(2) Short-term Experts • Support for IMT Promotion	3. Local Operation / Activity Cost • Electricity / Water fees in offices • Internet environment • Transportation costs of C/Ps • Cost for Communication	
1-6. To monitor the progress	2. Counterpart Training • Japan • Third country		
1-7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring	3. Provision of Equipment • Equipment needed for project implementation		
1-8. To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order			
2-1. To analyse the current situation in order to identify problems (e.g. IWUO registration, by-laws and regulations, IMTA conditions, collaboration with cooperatives, water rights and etc.) through baseline survey			
2-2. To elaborate the draft improvement plan of IWUO management (e.g. leadership, accounting, general assembly & executive committees, collaboration with cooperatives, and etc.) based on the activity as written 2-1			
2-3. To train C/Ps as trainers based on the improvement plan			
2-4. To draft IWUO management improvement manuals			
2-5. To conduct IWUO training by C/P trainers in the model sites			
2-6. To improve the draft manuals based on the implementation of activity written as 2-5			
2-7. To set up monitoring and evaluation system for IWUO management			
2-8. To implement monitoring and evaluation on relevant activities			
3-1. To analyse the current situation in order to identify problems of operation and maintenance (O & M) through baseline survey			
3-2. To elaborate the draft improvement plan of O & M in the model sites based on the activity as written 3-1			
3-3. To train C/Ps as trainers based on the improvement plan of O & M			
3-4. To draft O & M manuals			
3-5. To conduct IWUO training by C/P trainers in the model sites			
3-6. To improve the draft manuals based on the implementation of activity written as 3-5			
3-7. To implement monitoring and evaluation on relevant activities			
4-1. To analyse the current situation in order to identify problems of water management through baseline survey			
4-2. To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4-1			
4-3. To train C/Ps as trainers based on the improvement plan of water management			
4-4. To draft water management improvement manuals			
4-5. To conduct IWUO training by C/P trainers in the model sites			
4-6. To improve the draft manuals based on the implementation of activity written as 4-5			
4-7. To implement monitoring and evaluation on relevant activities			
5-1. To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey			
5-2. To extract suitable methodologies from lessons learnt through relevant projects			
5-3. To train C/Ps as trainers based on the suitable methodologies			
5-4. To elaborate farm management training texts			
5-5. To conduct training by C/P trainers in the model sites			
5-6. To implement monitoring and evaluation on relevant activities			

Pre-Conditions
Basic agreement is made between MINAGRI and MINALOC for the expected collaboration in the project.



<Issues and countermeasures>

- As JICA has suspended all overseas business trip of JICA experts engaged in JICA's technical cooperation projects affected by the COVID-19 outbreak, the JICA Headquarters and Chief Advisor agreed that all Japanese assignments until the end of March 2021 shall be conducted remotely from Japan. Reference is made to the letter sent to RAB on 19th May 2020 (Ref. No. JRW20-05002) and 21st October 2020 (Ref. No. JRW20-10050)
- Under these circumstances, to ensure the achievements and improve the added value of the Project, additional work such as i) radio broadcasting, ii) webinar and iii) video study tour were planned.
- The C/Ps applied the national WAMCAB budget of the Rwandan fiscal year of 2020/21 for the local operation and activity cost. However, due to the budget restriction affected by COVID-19, the budget has not been secured yet. The necessary operation and activity cost for JCC and TF meeting have been covered by the recurrent budget.
- The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. Although it does not have a big impact on the Project, the structure and list of SIFU (Single Implementation Project Unit), to which the Core C/Ps belong, have not been finalized.

Project Monitoring Sheet II (Revision of Plan of Operation)

30th November 2020



Inputs		2019												2020												2021												2022												2023												2024												Remarks	Monitoring																																										
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Issue	Solution																																									
Japanese Expert																																																																										<p>Japanese Experts have conducted project activities in accordance with the Work Plan and PC.</p> <p>Due to the global pandemic of COVID-19, Japanese experts are restricted to travel to Rwanda.</p> <p>JICA HQ and Chief Advisor agreed on that all Japanese assignments until the end of June are conducted remotely from Japan (as of 24 April).</p> <p>JICA HQ and Chief Advisor agreed on that all Japanese assignments until the end of September are conducted remotely from Japan. Besides, to ensure the achievements and improve the added value of the Project, additional works such as radio broadcasting, webinar and online studies will be implemented remotely (as of 13 May).</p> <p>JICA HQ and Chief Advisor agreed on that all Japanese assignments until the end of March 2021 are conducted remotely from Japan (as of 15 September).</p>	Issue	Solution																																									
1) Chief Advisor / Inspector Policy		Plan												Actual												Plan												Actual												Plan												Actual																																																							
2) Deputy Chief Advisor / Inspector Policy		Plan												Actual												Plan												Actual												Plan												Actual																																																							
3) RWUO Management		Plan												Actual												Plan												Actual												Plan												Actual																																																							
4) O&M / Water Management		Plan												Actual												Plan												Actual												Plan												Actual																																																							
5) DAM / Water Management / Capacity Development		Plan												Actual												Plan												Actual												Plan												Actual																																																							
6) Farm Management		Plan												Actual												Plan												Actual												Plan												Actual																																																							
7) Cooperation / Training		Plan												Actual												Plan												Actual												Plan												Actual																																																							
8) Support for BMT Promotion		Plan												Actual												Plan												Actual												Plan												Actual																																																							
Rwandan Expert																																																																										<p>Deputy Project Director was assigned by Project Director on 9 April 2019.</p> <p>Project Manager was recruited on 12 April 2019.</p> <p>Chief Implementer and core CIPs at RAB HQs were assigned on 5 April 2019.</p> <p>Core CIPs at station area district level were fully assigned in June 2019.</p> <p>The Project is transferring gradual cascade training system with the assigned CIPs.</p>	Issue	Solution																																									
9) Project Director / Deputy Project Director		Plan												Actual												Plan												Actual												Plan												Actual																																																							
10) Project Manager		Plan												Actual												Plan												Actual												Plan												Actual																																																							
11) Chief Implementer		Plan												Actual												Plan												Actual												Plan												Actual																																																							
12) Central CIP for Operation and Maintenance		Plan												Actual												Plan												Actual												Plan												Actual																																																							
13) Central CIP for Water Management		Plan												Actual												Plan												Actual												Plan												Actual																																																							
14) Central CIP for Farm Management		Plan												Actual												Plan												Actual												Plan												Actual																																																							
15) CIPs at station area district level		Plan												Actual												Plan												Actual												Plan												Actual																																																							
Equipment																																																																													<p>1 copy machine and 4 laptop computers were procured.</p> <p>To increase the operating ability, the Project put an additional memory (RAM), and confirmed its operational improvement.</p> <p>Due to the global pandemic of COVID-19, additional procurement, such as Tensiometer/Current meter, has been further delayed.</p> <p>Additional procurement will be made after the travel from Japan is resumed.</p>	Issue	Solution																																						
Copy machine		Plan												Actual												Plan												Actual												Plan												Actual																																																							
Laptop computer		Plan												Actual												Plan												Actual												Plan												Actual																																																							
Tensiometer		Plan												Actual												Plan												Actual												Plan												Actual																																																							
Tensiometer Data Storage		Plan												Actual												Plan												Actual												Plan												Actual																																																							
Training in Japan																																																																													<p>Knowledge Co-Creation Program on Irrigation Water Management and Irrigation Improvement Policy is planned to be held in the end of April to the beginning of May 2020.</p> <p>Due to the global pandemic of COVID-19, the KCCP in Japan has been postponed.</p> <p>The process postponed date is April to May 2021.</p>	Issue	Solution																																						
Training in Japan		Plan												Actual												Plan												Actual												Plan												Actual																																																							
In-country/Third country Training																																																																										<p>Training in Tanzania for Water Management and O&M is being planned.</p>	Issue	Solution																																									
In-country/Third country Training		Plan												Actual												Plan												Actual												Plan												Actual																																																							
Activities		Japanese Expert												Rwandan Expert												Year												2019												2020												2021												2022												2023												2024												Responsible Organization		Achievements	Issue & Countermeasures				
Sub-Activities		1)	2)	3)	4)	5)	6)	7)	8)	9)	10)	11)	12)	13)	14)	15)	Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Japan	GoR																										
Output 1: Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to RWUO and procedures of monitoring and identified.																	Plan												Actual												Plan												Actual												Plan												Actual												Plan												Actual														<p>The Project implemented basic information collection from the commencement of the Project and baseline survey from Jun. to Sep. 2019.</p> <p>Same as 1.1</p> <p>Based on the review of basic information collection and the results of baseline survey, workshops and the 2nd TF meeting were held in Aug. 2019. TF members and the Project team broadly agreed on model sites in each district. The final decision was made in the 2nd JCC meeting in Nov. 2019.</p> <p>The concept of Improvement Plan/Training Plan was shared with TF members through workshops and the 2nd TF meeting in Aug. 2019.</p> <p>Same as 1.5</p> <p>In order to prepare draft implementation manuals, the action was started in advance. The first and second WAMCAB Webinars (web seminars) by Prof. Sakui were organized on 23rd October and 27th November 2020.</p> <p>In order to prepare draft proposal of amendment of the RWUO Policy and Strategy and the Ministerial Order, the action was started in advance. The first and second WAMCAB Webinars (web seminars) by Prof. Sakui were organized on 23rd October and 27th November 2020.</p>	Issue	Solution
1.1. To identify problems of the current implementation of IMT procedures through baseline survey		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
1.2. To identify problems of division of roles for the promotion of IMT and support of RWUOs through baseline survey		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
1.3. To identify problems of RWUO supporting systems through baseline survey		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
1.4. To select model sites upon the approval at JCC.		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
1.5. To implement the activities addressing to the above-noted problems.		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
1.6. To monitor the progress.		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
1.7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
1.8. To help CIPs to draft proposal of amendment of the RWUO Policy and Strategy, and the Ministerial Order		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
Output 2: RWUO management is enhanced in the model sites.																	Plan												Actual												Plan												Actual												Plan												Actual														<p>The Project implemented basic information collection from the commencement of the Project and baseline survey from Jun. to Sep. 2019.</p> <p>The concept of Improvement Plan/Training Plan was shared with TF members through workshops and the 2nd TF meeting in Aug. 2019.</p> <p>Training of CIPs is being prepared based on the improvement plan.</p> <p>The draft manuals were prepared through discussions with CIPs.</p> <p>The process of preparing Internal Regulation seems to take a lot of time due to the need to have many workshops and discussions.</p>	Issue	Solution																								
2.1. To analyse the current situation in order to identify problems through baseline survey		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
2.2. To elaborate the draft improvement plan of RWUO management based on the activity as written 2.1		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
2.3. To train CIPs as trainers based on the improvement plan		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
2.4. To draft RWUO management improvement manuals		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
2.5. To conduct RWUO training by CIP trainers in the model sites		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
2.6. To improve the draft manuals based on the implementation of activity written as 2.5		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
2.7. To set up monitoring and evaluation system for RWUO management		*															Plan												Actual												Plan												Actual												Plan												Actual																																								
2.8. To implement monitoring and evaluation on relevant activities		*															Plan												Actual												Plan												Actual												Plan												Actual																																								

TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)

Version of the Sheet: Ver.4 (Term: December 2020 – June 2021)

[Japanese side] Name: Norio KUNIYASU

Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Emile RUZIBIZA

Title: Project Manager

Submission Date: 9th July 2021



I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Technical inputs remotely and physically provided by the experts: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) Coordinator / Training, (8) Support for IMT Promotion
- As JICA has suspended all overseas business trip of JICA experts engaged in JICA's technical cooperation projects affected by the Coronavirus Disease 2019 (COVID-19) outbreak, the JICA Headquarters (HQ) and Chief Advisor agreed on that all Japanese assignments until the end of March 2021 shall be conducted remotely from Japan (see M/S #3). However, following the lifting of travel restrictions to Rwanda by JICA on 24th November 2021, the JICA HQ and Chief Advisor agreed to resume the dispatch of Japanese experts from the middle of January 2021.
- Under these circumstances, to ensure the achievements and improve the added value of the Project, additional work such as i) radio broadcasting training, ii) webinar (web seminar), and iii) video study tour have been implemented.
- The JICA HQ and Chief Advisor agreed on that an additional expert in charge of "Nutrition-sensitive Farm Management" will be dispatched to promote and collaborate with Sector Policy Loan for Nutrition Improvement through Agriculture Transformation on 22nd April 2021.
- Local experts: (1) Coordinator / IWUO Officer, (2) Irrigation Engineer, (3) Agronomist, (4) Assistant IWUO Officers (at Kigali and Rwamagana), (5) Assistant Irrigation

Engineer, (6) Assistant Agronomist (as of June 2021)

- Five Field Collaborators (FCs) in each model site of Ngoma, Rwamagana and Gisagara, who will be hired by the IWUOs as a manager in the future. (as of June 2021)
- Local operation cost (transportation fees) to those who participate in the project training, study tour, etc. at the farmers' level during the Rwanda fiscal year of 2020/21 (from July 2020 to June 2021).

Rwandan side

- Assignment of counterparts (C/Ps): (1) Project Director, (2) Deputy Project Director, (3) Project Manager, (4) Chief Implementer, (5) Task Force (TF) members at central, station and district level
- From 1st May 2021, the Chief Implementer has been replaced by the central C/P in charge of water management due to his another assignment.
- Project office at RAB HQ in Rubona / Huye and a temporal office at SPIU/MINAGRI in Kigali
- Local operation cost for the Joint Coordinating Committee (JCC) and Task Force (TF) meeting of WAMCAB has been covered by the recurrent budget of RAB.

1-2 Progress of Activities

Activity 1

- | | |
|--------------|---|
| Activity 1.1 | To identify problems of the current implementation of IMT procedures through baseline survey |
| Activity 1.2 | To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey |
| Activity 1.3 | To identify problems of IWUO supporting system through baseline survey |
| Activity 1.4 | To select model sites upon the approval at JCC |
| Activity 1.5 | To implement the activities addressing to the above-noted problems |
| Activity 1.6 | To monitor the progress |
| Activity 1.7 | To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring |
| Activity 1.8 | To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order |

(Progress) As reported in M/S #3, the discussion has continued to prepare the draft proposal of amendment of the IWUO Policy and Strategy and the Ministerial Order. In addition to the first and second webinars on 23rd October and 27th November 2020, the third webinar on Irrigation in Tanzania presented by Dr. SATO Katsumasa, Senior Advisor in charge of Irrigation & Water

Management in JICA HQ was organized on 21st May.

Activity 2

Activity 2.1 To analyse the current situation in order to identify problems through baseline survey

Activity 2.2 To elaborate the draft improvement plan of IWUO management based on the activity as written 2.1.

(Progress) Based on the analysis of the existing situation of IWUOs in the model sites, a "9-step IWUO Management Procedure" was proposed together with the above mentioned policy recommendations of *Activity 1*.

Activity 2.3 To train C/Ps as trainers based on the improvement plan

(Progress) Since TOT training for C/Ps was difficult to be implemented, training for IWUO was conducted through the national staff (NS) of the Project with monitoring by C/Ps.

Based on the Improvement Plan, technical support and guidance was provided to IWUOs in the model sites, i.e. establishment / reorganization of IWUO, setting up the rules and internal regulations, explanation on the scheme layout, block setting for management, etc.

Activity 2.4 To draft IWUO management improvement manuals

Activity 2.5 To conduct IWUO training by C/P trainers in the model sites

Activity 2.6 To improve the draft manuals based on the implementation of activity written as 2.5.

(Progress) IWUO management improvement manuals were drafted on the subject of IWUO strengthening and financial management.

The first round of training on IWUO strengthening and financial management was conducted in each model site. Based on the collected comments and suggestion, the manuals will be updated for the improvement.

The actual scheme management by IWUO has commenced especially in Ngoma and Rwamagana model sites.

Activity 2.7 To set up monitoring and evaluation system

Activity 2.8 To implement monitoring and evaluation on relevant activities

(Progress) Involvement of District Irrigation Steering Committee (DISC) on monitoring and evaluation of IWUO is crucial. Activation of DISC and discussion on the system of monitoring and evaluation has continued.

As monitoring of IWUO's financial management, approval procedures of expense order from IWUOs is in progress or being improved in each target District. Nevertheless, DISCs are still in the infant stage and need to develop a better understanding of its roles and responsibilities. To this point, a presentation of IWUO activities to the DISC by the IWUO manager was started in Rwamagana model site.

Activity 3

- Activity 3.1 To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey
- Activity 3.2 To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3.1.
- Activity 3.3 To train C/Ps as trainers based on the improvement plan of O&M
- Activity 3.4 To draft O&M manuals
- Activity 3.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Since TOT training for C/Ps was difficult to be implemented, training for IWUO was conducted through the NS of the Project with monitoring by C/Ps. Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows:

- ◆ Civil Work Training in all four model sites.
- ◆ Farm Road Repair Training in Rwamagana model site including erosion prevention measure
- ◆ Facility inspection and support of community work in each model site
- ◆ Facility survey was conducted in Nyiramageni scheme.
- ◆ Construction of night reservoir was completed through community work in Nyabuyogera model site. The cost of materials such as cement, stones and equipment was covered by the Project as pilot activities.

- Activity 3.6 To improve the draft manuals based on the implementation of activity written as 3.5.
- Activity 3.7 To implement monitoring and evaluation on relevant activities

(Progress) As the first step of the M&E by Kirkpatrick method, questionnaire surveys have been conducted. In order to conduct a series of training properly, the Project have implemented comprehension tests and follow-up interviews as the second and third steps of the M&E as well as the questionnaire surveys.

Activity 4

- Activity 4.1 To analyse the current situation in order to identify problems of water management through baseline survey
- Activity 4.2 To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4.1.
- Activity 4.3 To train C/Ps as trainers based on the improvement plan of water management
- Activity 4.4 To draft water management improvement manuals
- Activity 4.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Since TOT training for C/Ps was difficult to be implemented, training for IWUO was conducted through the NS of the Project with monitoring by C/Ps. Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows:

- ◆ Water Management Training in Rwamagana model site.
- ◆ Recording of dam water level and rainfall observation continue in Rwamagana and Ngoma model sites.
- ◆ Monitoring the actual amount of water consumption rate and in paddy filed and Alternate Wetting and Dry (AWD) farming were tried in Rwamagana and Ngiryi model sites.
- ◆ Trial for measurement of soil moisture condition were implemented.

- Activity 4.6 To improve the draft manuals based on the implementation of activity written as 4.5.
- Activity 4.7 To implement monitoring and evaluation on relevant activities

(Progress) As the first and second step of the M&E by Kirkpatrick method, questionnaire surveys and comprehension tests have been conducted. The Project will also implement follow-up interviews as the third step of the M&E in the future.

Activity 5

- Activity 5.1 To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey
- Activity 5.2 To extract suitable methodologies from lessons learnt through relevant projects
- Activity 5.3 To train C/Ps as trainers based on the suitable methodologies
- Activity 5.4 To elaborate farm management training texts
- Activity 5.5 To conduct training by C/P trainers in the model sites

(Progress) Training was conducted mainly through the NS of the Project and partially in collaboration with RAB or Sector Agronomists.

Based on the Improvement Plan / Training Plan, the Project in each model site and conducted a series of activities as follows:

- ◆ Training on strengthening coop management, gender main streaming, and accounting in all model sites.
- ◆ Training on marketing survey and crop selection in Ngoma 22 and Nyabuyogera
- ◆ Training on marketing regarding rice variety workshop for Rwamagana and Ngiryi cooperatives.
- ◆ Preparation of training on water management at on-farm level in all model sites.
- ◆ Consultation contract farming of chia seed and chili in Ngoma 22.

< Demo farms for rice cultivation in Rwamagana and Ngiryi >

A series of rice cultivation training on: nursery sowing practice and soil improvement, fertilization and pest control, harvesting and post-harvesting, Repair work of damaged 20 winnower machines of cooperatives in Rwamagana, etc.

< Demo farms for horticulture cultivation in Ngoma and Nyabuyogera >

A series of horticulture cultivation training on: seed sowing and seedling preparation, transplanting and land preparation, fertilization and pest control, making compost, harvesting and post-harvesting.

- Activity 5.6 To implement monitoring and evaluation on relevant activities

(Progress) As the first and second step of the M&E by Kirkpatrick method, questionnaire surveys and comprehension tests have been conducted. The Project will also implement follow-up interviews as the third step of the M&E in the future.

1-3 Achievement of Output

Output 1 Irrigation Management Transfer (IMT) procedure, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified

- As indicated in 1-1, to ensure the achievements and improve the added value of the Project, Radio Training Program, a series of Webinars and Online Study Tour to Rwamagana were organized as additional work.
- Outlines of Policy Advice on IWUO and IMT is being drafted and discussed.

Output 2 IWUO management is enhanced in the model sites.

- The Project has provided technical assistance to IWUO in the model sites in the following activities through the capacity development of FCs who are temporarily hired by the Project.
 - ◆ Reforming (merging) and/or registration process of IWUO at RGB
 - ◆ Performance Agreement with cooperatives, individual farmers and other water users in the scheme for the collection of water fees
 - ◆ Financial management and application of expense orders from IWUO to District, etc.

Output 3 Operation and maintenance are properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.
- The Project has provided technical assistance to IWUO in the model sites for the periodical inspections of facilities, maintenance and repair by community work, etc.

Output 4 Water management is properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.

Output 5 Farm management is properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.
- The Project has provided technical assistance in the 4 demonstration farms (rice cultivation in Cyimpima, Ngiryi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes).
- As follow-up activities for the "Sector Policy Loan for the Nutrition Improvement through

Agriculture Transformation”, WAMCAB has supported RAB to develop cropping calendars targeting Ngoma and Nyabuyogera schemes that will be adopted to sustainably avail nutrition-sensitive food crops.

1-4 Achievement of the Project Purpose

<i>Project Purpose</i>	The capacity of irrigation scheme management improves in the model sites
------------------------	--

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted.
- The Project proposed the revised Objectively Verifiable Indicators and Means of Verifications in cooperation with TF members, and these were agreed by the JCC members at the 4th JCC meeting on 18th December 2021 as described in 3-2.

1-5 Changes of Risks and Actions for Mitigation

- For the prevention measures against COVID-19, the Project follows the rules and guidance by the cabinet resolutions. The Project shall continue to take necessary measures as the situation changes.

1-6 Progress of Actions undertaken by JICA

- As indicated in 1-1, following the lifting of travel restrictions to Rwanda by JICA on 24th November 2021, the JICA HQ and Chief Advisor agreed to resume the dispatch of Japanese experts from the middle of January 2021.
- Under the unstable circumstances, to ensure the achievements and improve the added value of the Project, additional works were arranged.

1-7 Progress of Actions undertaken by Gov. of Rwanda

- The Government of Rwanda, through the Cabinet, Ministry of Health and other responsible authorities, reviewed measures to contain the spread of the COVID-19 pandemic and instructed necessary actions.

1-8 Progress of Environmental and Social Considerations (if applicable)

N/A

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

N/A

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs, etc.)

- Regarding the issue of budget for local operation and activity cost affected by COVID-19, the solutions are being discussed between JICA Rwanda office and RAB.
- The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. However, the structure and list of SIPU (Single Implementation Project Unit), to which the Core C/Ps belong, have not been finalized.
- As described in 1-3, as follow-up activities for the "Sector Policy Loan for the Nutrition Improvement through Agriculture Transformation", WAMCAB has supported RAB to develop cropping calendars in Ngoma and Nyabuyogera schemes. The policy for future collaboration is currently being discussed.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

- Overall, there has been a slight delay in the periodical meetings of JCC and TF due to the prevention measures against COVID-19.
- Follow-up of adoption after the training activities and M&E implemented by TF members have been delayed.
- Especially with regard to cross-cutting and advanced techniques, technical support from Japanese experts is needed.

2-2 Cause

- In order to follow the necessary measurements against COVID-19 such as movement restriction and limitation of gathering people, the Project needs to increase the number of trainings and workshops and to make plans with room for adjustment.
- Administrative procedures such as the signing process are slightly delayed because the RAB HQ and the Project office are irregularly changed due to the measures against COVID-19.
- Facilitation for the local operation and activities cost is limited, and there have been delays in the accounting procedures.

2-3 Action to be taken

- As the restrictive measures against COVID-19 will continue intermittently, the method of implementation and the schedule of activities including the extension of the project period will be considered flexibly.

- As described in 1-10, the solutions for the budget issue are being discussed between JICA Rwanda office and RAB.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Rwanda, etc.)

N/A

3 Modification of the Project Implementation Plan

3-1 PO

- Work Plan of phase 2 period which includes Plan of Operation has been discussed and agreed upon at the 3rd JCC meeting in August 2020.

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

- Based on the discussions and consensus with TF members, objectively verifiable indicators for the Project Purpose was proposed and approved at the 4th JCC meeting on 18th December 2021 as follows:

Indicator 1: "The level of organizational capacity^{*1} of IWUOs in the model sites increases to 70% or more through the improvement of IMT procedures and the IWUO-Support system."

Indicator 2 "All high-priority agreed plans^{*2} (organizational operation, operation and maintenance, water management, and farm management) to improve the capacity of IWUOs in the model sites are implemented."

*1 The Project applies Capacity Assessment Method that classifies capacity into three categories (External Condition, Technical Capacity and Core Capacity) and evaluates multiple question items in each category. Organizational Capacity is defined as the average achievement rate of Technical Capacity and Core Capacity in this method.

*2 The agreed plans are selected from the improvement plans and training plans of "the Capacity Development Program for Irrigation Scheme Management". Occasional review on the status of IWUOs and necessary training will be conducted even after completion of the Project. See the attachment for the details.

- Besides, the Means of Verifications for the Project Purpose will be proposed and approved at the 4th JCC meeting as follows:
 - Capacity Assessment of IWUOs in the model sites
 - Project progress reports (including monitoring and elevation reports)

- Minutes of Meetings to confirm the above-mentioned amendment was signed between RAB and JICA on 24th February 2021.

4 Preparation of Gov. of Rwanda toward after completion of the Project

N/A

II. Project Monitoring Sheet I & II *as Attached*

- Annex I Project Monitoring Sheet I (Revision of PDM)
- Annex II Project Monitoring Sheet II (Revision of PO)
- Annex III Minutes of Memorandum for the 7th TF meeting
- Annex IV Minutes of Memorandum for the 4th JCC meeting
- Annex V Minutes of Memorandum for the 8th TF meeting
- Annex VI Progress Summary of Improvement Plan and Training Plan

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: Project for Water Management and Capacity Building in Rwanda
Period of Project: Five years (From 2019 to 2024)
Target Area: Rwamagana and Ngoma Districts in Eastern Province and Gisagara District in Southern Province

Version 2


Project Beneficiaries: RAB, Irrigation Water Users Organizations and Districts

Implementing Agency: Rwanda Agriculture and Animal Resources Development Board (RAB)

Dated 9th July, 2021

Collaborative Agency: Ministry of Local Government (MINALOC), District Authorities, Rwanda Cooperative Authority (RCA), Rwanda Governance Board (RGB)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal The models of scheme management by IWUOs are accepted in the target districts.	There is at least one scheme which follows the scheme management system in the target	Interviewing to district officers in the target areas			
Project Purpose The capacity of irrigation scheme management improves in the model sites.	The level of <u>organizational capacity</u> *1 of IWUOs in the model sites increases to 70% or more through the improvement of IMT procedures and the IWUO-Support system. <u>All high-priority agreed plans</u> *2 (organizational operation, operation and maintenance, water management, and farm management) to improve the <u>capacity of IWUOs in the model sites are implemented.</u> *1 The Project applies Capacity Assessment Method that classifies capacity into three categories (External Condition, Technical Capacity and Core Capacity) and evaluates multiple question items in each category. Organizational Capacity is defined as the average achievement rate of Technical Capacity and Core Capacity in this method. *2 The agreed plans are selected from the improvement plans and training plans of "the Capacity Development Program for Irrigation Scheme Management". Occasional review on the status of IWUOs and necessary training will be conducted even after completion of the Project. See the attachment for the details.	• <u>Capacity Assessment of IWUOs in the model sites</u> • Project progress reports (including monitoring and evaluation reports)	There is no drastic changes in officers at district and sector levels, especially for agriculture, irrigation and cooperative subsectors.	• Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted. • Through the 4th to 6th TF and 3rd JCC meeting, Objectively Verifiable Indicators and Means of Verifications for Project Purpose were proposed to be revised, and the amendment was approved by JCC members. The Minutes of Meetings to confirm the amendment was signed between RAB and JICA on 24th February 2021.	
Outputs					
1. Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of <u>monitoring are identified.</u>	IMT implementation manuals are approved at JCC.	JCC minutes		• To ensure the achievements and improve the added value of the Project, the first and second Webinar was <u>organized as additional work.</u>	
2. IWUO management is enhanced in the model sites.	IWUO Management improvement manuals are approved at JCC.	JCC minutes		• All four (4) IWUOs in the model sites were <u>organized / reorganized.</u>	
3. Operation and maintenance are properly implemented in the model sites.	Operation and maintenance manuals are approved at JCC.	JCC minutes		• A series of training and activities have been conducted according to the <u>Improvement Plan / Training Plan.</u>	
4. Water management is properly implemented in the model sites.	Water management manuals are approved at JCC.	JCC minutes		• A series of training and activities have been conducted according to the <u>Improvement Plan / Training Plan.</u>	
5. Farm management is properly implemented in the model sites.	The extracted farm management methodologies are accepted in the model sites.	Project progress report		• A series of training and activities have been conducted according to the <u>Improvement Plan / Training Plan.</u>	

Activities	Inputs		Important Assumption
	(1) Input by Japanese side	(2) Input by Rwandan side	
1-1. To identify problems of the current implementation of IMT procedures through baseline survey 1-2. To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey 1-3. To identify problems of IWUO supporting systems through baseline survey 1-4. To select model sites upon the approval at JCC 1-5. To implement the activities addressing to the above-noted problems 1-6. To monitor the progress 1-7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring 1-8. To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order 2-1. To analyse the current situation in order to identify problems (e.g. IWUO registration, by-laws and regulations, IMTA conditions, collaboration with cooperatives, water rights and etc.) through baseline survey 2-2. To elaborate the draft improvement plan of IWUO management (e.g. leadership, accounting, general assembly & executive committees, collaboration with cooperatives, and etc.) based on the activity as written 2-1 2-3. To train C/Ps as trainers based on the improvement plan 2-4. To draft IWUO management improvement manuals 2-5. To conduct IWUO training by C/P trainers in the model sites 2-6. To improve the draft manuals based on the implementation of activity written as 2-5 2-7. To set up monitoring and evaluation system for IWUO management 2-8. To implement monitoring and evaluation on relevant activities 3-1. To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey 3-2. To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3-1 3-3. To train C/Ps as trainers based on the improvement plan of O&M 3-4. To draft O & M manuals 3-5. To conduct IWUO training by C/P trainers in the model sites 3-6. To improve the draft manuals based on the implementation of activity written as 3-5 3-7. To implement monitoring and evaluation on relevant activities 4-1. To analyse the current situation in order to identify problems of water management through baseline survey 4-2. To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4-1 4-3. To train C/Ps as trainers based on the improvement plan of water management 4-4. To draft water management improvement manuals 4-5. To conduct IWUO training by C/P trainers in the model sites 4-6. To improve the draft manuals based on the implementation of activity written as 4-5 4-7. To implement monitoring and evaluation on relevant activities 5-1. To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey 5-2. To extract suitable methodologies from lessons learnt through relevant projects 5-3. To train C/Ps as trainers based on the suitable methodologies 5-4. To elaborate farm management training texts 5-5. To conduct training by C/P trainers in the model sites 5-6. To implement monitoring and evaluation on relevant activities	1. <u>Dispatch of Experts</u> (1) Regular Team Experts 1) Chief Advisor / Irrigation Policy 2) Deputy Chief Advisor / Irrigation Policy 3) IWUO Management 4) O&M / Water Management 5) O&M / Water Management / Capacity Development 6) Farm Management 7) Coordination/Training 8) Nutrition-sensitive Farm Management (2) Short-term Experts • Support for IMT Promotion 2. <u>Counterpart Training</u> • Japan • Third country KCCP programs are currently postponed due to COVID-19. 3. <u>Provision of Equipment</u> • Equipment needed for project implementation	1. <u>Assignment of C/Ps</u> (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Chief Implementor (5) Core C/Ps to work with the Japanese Expert Team at central, station, and district levels 2. <u>Project Office</u> (RAB in Kigali, and Station Offices in the two provinces) 3. <u>Local Operation / Activity Cost</u> • Electricity / Water fees in offices • Internet environment • Transportation costs of C/Ps • Cost for Communication	Pre-Conditions Basic agreement is made between MINAGRI and MINALOC for the expected collaboration in the project.  <Issues and countermeasures> • As JICA has suspended all overseas business trip of JICA experts engaged in JICA's technical cooperation projects affected by the COVID-19 outbreak, the JICA Headquarters and Chief Advisor agreed on that all Japanese assignments shall be conducted remotely from Japan. However, following the lifting of travel restrictions to Rwanda by JICA on 24th November 2021, the JICA HQ and Chief Advisor agreed to resume the dispatch of Japanese experts from the middle of January 2021. • Under these circumstances, to ensure the achievements and improve the added value of the Project, additional work such as i) radio broadcasting, ii) webinar and iii) video study tour have been implemented. • Regarding the issue of budget for local operation and activity cost affected by COVID-19, the solutions are being discussed between JICA Rwanda office and RAB. • The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. However, the structure and list of SIPU (Single Implementation Project Unit), to which the Core C/Ps belong, have not been finalized. • Overall, there has been a slight delay in the periodical meetings of JCC and TF due to the prevention measures against COVID-19. Also, follow-up of adoption after the training activities and M&E implemented by TF members have been delayed. Especially with regard to cross-cutting and advanced techniques, technical support from Japanese experts is needed. As the restrictive measures against COVID-19 will continue intermittently, the method of implementation and the schedule of activities including the extension of the project period will be considered flexibly.

Activities	Japanese Expert					Rwandan Expert					Year												Responsible Organization		Achievements	Issue & Countermeasures																																					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	2019		2020		2021		2022		Japan			GoR																																				
Sub-Activities																Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.																							
4.5. To conduct WUO training by CP trainers in the model sites	*	*	*	*	*																																	Japan	GoR	Training programs are being implemented.																							
(1) Planning the training programs with C/Ps	*	*	*	*	*																																			Training programs are being prepared. Practical water distribution plan for Rwamagana is under consideration including hillside irrigation																							
(2) Selection of target participants, training schedule and venue, etc.	*	*	*	*	*																																			Selection of target participants is being prepared.																							
(3) Implementation of training with C/Ps	*	*	*	*	*																																			Basic Water Management Training was conducted to O&M Team, Farmers' Repair Team and Water Users Team Leaders																							
4.6. To improve the draft manuals based on the implementation of activity written as 4.5	*	*	*	*	*																																			The draft manuals are being prepared through discussion with C/Ps.																							
(1) Evaluating the training by Kirkpatrick method	*	*	*	*	*																																			Evaluation is being implemented.																							
(2) Revision of the manuals	*	*	*	*	*																																																										
(3) Discussion with C/Ps regarding the improved manuals	*	*	*	*	*																																																										
4.7. To implement monitoring and evaluation on relevant activities	*	*	*	*	*																																																										
(1) Setting evaluation index	*	*	*	*	*																																																										
(2) Planning monitoring and evaluation	*	*	*	*	*																																																										
(3) Implementation of monitoring and evaluation on relevant activities	*	*	*	*	*																																																										
Output 2: Farm management is properly implemented in the model sites.																																																															
5.1. To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey					*																																			The Project implemented basic information collection from the commencement of the Project and baseline survey from Jun. to Sep. 2018. In addition, the production record of cooperatives were collected and the necessary survey on farming was conducted.																							
(1) Setting baseline survey items regarding farming and agriculture extension					*																																			The questionnaire survey for farmers about nutrition have been conducted.																							
(2) Planning and implementation of baseline survey		*	*	*	*	*																																		Baseline survey has been planned and completed by August.																							
(3) Analyse the result of baseline survey and identify the current problems	*	*	*	*	*	*	*																																	Data analysis was advanced with partial results. Discussions on the current situation and problems have been conducted with C/P.																							
5.2. To extract suitable methodologies from lessons learnt through relevant projects					*																																			Information from the relevant projects has been collected.																							
(1) Collecting information from relevant projects					*																																			Information from relevant projects has been collected.																							
(2) Organize the collected information and lessons learnt					*																																			Analyse and organize the collected information and lessons learnt with C/P																							
(3) Extract suitable methodologies	*	*	*	*	*	*	*																																	Preparation of draft concept of the Improvement plan. The draft improvement plan was approved at JCC meeting and was shared at TF meeting.																							
5.3. To train C/Ps as trainers based on the suitable methodologies					*	*																																		Training programs are being prepared.																							
(1) Planning the training programs					*	*																																		Idito																							
(2) Selection of target participants, training schedule and venue, etc.					*	*																																		Idito																							
(3) Implementation of training of C/Ps					*	*																																		Idito																							
5.4. To elaborate farm management training tests					*	*																																		The draft manuals were prepared through discussion with C/Ps.																							
(1) Formulating draft of the tests					*	*																																		Idito																							
(2) Discussion with C/Ps regarding the draft of the tests					*	*																																		Idito																							
(3) Elaborate the tests in cooperation with C/Ps					*	*																																		Idito																							
5.5. To conduct training by C/P trainers in the model sites					*	*																																		Cooperative management and gender mainstreaming training were conducted for cooperatives in all four (4) model sites. Also, marketing training was conducted for a horticulture cooperative in Nyabugogera model site.																							
(1) Planning the training programs with C/Ps					*	*																																		The draft manuals of making crop calendar was prepared in marketing training.																							
(2) Selection of target participants, training schedule and venue, etc.					*	*																																		Idito																							
(3) Implementation of training with C/Ps					*	*																																		Demonstration farms for paddy rice production from December 2020 was conducted. Second demonstration farms for paddy rice production started from June 2021.	Due to the severe restrictions against COVID-19, the training programs have been postponed.																						
5.6. To implement monitoring and evaluation on relevant activities					*	*																																		For above-mentioned pre-training, M/E indicators were prepared by applying Kirkpatrick method. After implementing M/E in the pre-training, the results were shared and discussed with C/Ps.																							
(1) Setting evaluation index					*	*																																		Idito																							
(2) Planning monitoring and evaluation					*	*																																		Idito																							
(3) Implementation of monitoring and evaluation on relevant activities					*	*																																		Idito																							

Activities Sub-Activities	Japanese Expert					Rwandan Expert					Year Month	2019					2020					2021					2022					Responsible Organization		Achievements	Issue & Countermeasures																
	11	12	1	2	3	4	5	6	7	8		9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	2019	2020	2021	2022	Japan	GeR																		
Duration / Phasing	Plan											First Phase: Survey/Planning Phase											Second Phase: Technical Guidance Phase											First Phase finished and Second Phase starts one month ahead of the schedule.																	
	Actual																																																		
Monitoring Plan	Year											2019					2020					2021					2022					Remarks		Achievements		Issue & Countermeasures															
	Month											Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
Monitoring	Plan																																																		
Joint Coordinating Committee	Actual																																	In the first phase, 1st and 2nd JCC meetings were organized. Gicanga district was selected as one of the three model areas at the 1st JCC meeting. Based on the result of the 1st JCC meeting and the subsequent discussion, RGB shall be an observer of JCC.		The 3rd JCC meeting was held on 13th August 2020. The 4th JCC meeting was held remotely on 18th Dec. 2020.		The 5th JCC meeting has been arranged to organize in early July 2021. However, due to the severe restrictions against COVID-19, there is a delay in the administration process.													
Set-up the Detailed Plan of Operation	Actual																																	Detailed Plan of Operation for the first Phase was approved at the 1st JCC.		Detailed Plan of Operation for the second Phase was approved at the 3rd JCC.															
Task Force Meeting	Actual																																	In the first phase, 1st to 4th TF meetings were organized.		The 5th TF meeting was held remotely on 10th July 2020. The 6th TF meeting was held remotely on 13th Nov. 2020. The 7th TF meeting was held remotely on 17th Dec. 2020. The 8th TF meeting was held remotely on 21st May 2021.		The Chief Implementer is following the payment of allowances by RAB.													
Submission of Monitoring Sheet	Actual																																	JCC members confirmed the project outputs and activities at the JCC meetings. In the first phase, Monitoring Sheet #01 and #02 were finalized.		JCC members confirmed the project outputs and activities at the 4th JCC meeting. In the meeting, Monitoring Sheet #03 was finalized, and the proposed amendment of Project Indicators were approved.		Monitoring Sheet #04 is being prepared for the 5th JCC meeting.													
Monitoring Mission from Japan	Actual																																																		
Joint Monitoring	Actual																																	JCC members conducted monitoring of the Project based on the Monitoring Sheets.		Biannual joint monitoring was conducted at the 3rd JCC meeting. Biannual joint monitoring was conducted at the 4th JCC meeting.		Biannual joint monitoring will be conducted at the 5th JCC meeting.													
Post Monitoring	Actual																																	In 2027 (3 years after the termination)																	
Reports/Documents	Actual																																																		
Progress Report	Actual																																																		
Project Completion Report	Actual																																																		
Public Relations	Actual																																																		


TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)

Version of the Sheet: Ver.5 (Term: July – October 2021)

[Japanese side] Name: Norio KUNIYASU



Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Emile RUZIBIZA



Title: Project Manager

Submission Date: 12th November 2021

I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Technical inputs remotely and physically provided by the experts: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) Coordinator / Training, (8) Support for IMT Promotion, (9) Nutrition-sensitive Farm Management
- Eight Local Experts (National Staff: NS): (1) Coordinator / IWUO Officer, (2) 2 Irrigation Engineers, (3) 2 Agronomists, (4) 2 Assistant IWUO Officers (at Kigali and Rwamagana), (5) Coordinator of Field Collaborators (as of October 2021)
- Five Field Collaborators (FCs) in each model site of Ngoma, Rwamagana and Gisagara, who will be hired by the IWUOs/Cooperatives as a manager and/or supporting staff in the future. (as of October 2021)
- Local operation cost for counterparts (C/Ps) and Task Force (TF) members who participate in the TF meeting, project training, study tour, evaluation, etc. until the end of the 2nd Phase of the Project (from July 2021 to March 2022)
- Local operation cost (transportation fees) to those who participate in the project training, study tour, etc. at the farmers' level until the end of the 2nd Phase of the Project (from July 2020 to March 2022).

Rwandan side

- Assignment of C/Ps: (1) Project Director, (2) Deputy Project Director, (3) Project Manager, (4) Chief Implementer, (5) TF members at central, station and district level

- Project office at RAB HQ in Rubona / Huye and a temporal office at SPIU/MINAGRI in Kigali.

1-2 Progress of Activities

Activity 1

- Activity 1.1 To identify problems of the current implementation of IMT procedures through baseline survey
- Activity 1.2 To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey
- Activity 1.3 To identify problems of IWUO supporting system through baseline survey
- Activity 1.4 To select model sites upon the approval at JCC
- Activity 1.5 To implement the activities addressing to the above-noted problems
- Activity 1.6 To monitor the progress
- Activity 1.7 To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring
- Activity 1.8 To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order

(Progress) To discuss and confirm the points to be considered for Policy Advice on IWUO and IMT, the Project has organized meetings with PS/MINAGRI, DG/RAB, HoD/RAB and each target District, and encouraged further discussions in the 5th JCC meeting on 23 July 2021.

To promote active collaboration with local government, the Project has started to involve Sectors related to the Project model site as well as District Irrigation Steering Committee (DISC).

As a series of webinars, the 4th webinar on "Irrigation Management by Japanese Paddy Farmers" by Prof. SATOH Masayoshi in charge of (8) Support for IMT Promotion was organized on 11th August 2021.

In partial collaboration with the EU-supported TECAN (Technical Assistance to Enhance the Government of Rwanda's Capacities in the Agriculture Sector for the Sustainable Use of Land and Water Resources, Value Creation and Nutrition Security), also in response to a request to contribute to a review of Irrigation Strategy by MINAGRI, the Project has planned an additional survey for sustainable irrigation model, which is in the process of final consultation.



Activity 2

Activity 2.1 To analyse the current situation in order to identify problems through baseline survey

Activity 2.2 To elaborate the draft improvement plan of IWUO management based on the activity as written 2.1.

(Progress) As reported in the M/S #4, based on the analysis of the existing situation of IWUOs in the model sites, a "9-step IWUO Management Procedure" was proposed together with the above-mentioned policy discussions of *Activity 1*.

Activity 2.3 To train C/Ps as trainers based on the improvement plan

(Progress) Due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO has been continued through NS of the Project and FCs in the model sites with monitoring by C/Ps. Meanwhile, the training for TF members on the IWUO management model has been prepared.

Based on the Improvement Plan, technical support and guidance have been provided to IWUOs in the model sites, i.e. reorganization of IWUO, setting up the Rules and Internal Regulations, appropriate financial management, water fee collection, General Assembly meeting for transparency and accountability exercise, etc.

On the other hand, as part of on-the-job training, the Audit Committee has been engaged in auditing the financial transaction of the IWUO for the first time.

Activity 2.4 To draft IWUO management improvement manuals

Activity 2.5 To conduct IWUO training by C/P trainers in the model sites

Activity 2.6 To improve the draft manuals based on the implementation of activity written as 2.5.

(Progress) As mentioned above, capacity development of IWUO has been continued through NS of the Project and FCs in the model sites with monitoring by C/Ps. The actual scheme management by IWUO has commenced especially in Ngoma and Rwamagana model sites. Based on the insights and issues identified through the actual activities, IWUO management improvement manuals will be updated.

In addition, a manual has been prepared to target the lower level structure of IWUO (i.e. Water Users Team (WUT) including the group leaders who play

an important role in community mobilization under Cooperative.

Activity 2.7 To set up monitoring and evaluation system

Activity 2.8 To implement monitoring and evaluation on relevant activities

(Progress) Since the involvement of DISC in monitoring and evaluation of IWUO is crucial, the Project has supported the reactivation and readjusting of DISC activities and organizing DISC meetings in each target District.

Activity 3

Activity 3.1 To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey

Activity 3.2 To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3.1.

Activity 3.3 To train C/Ps as trainers based on the improvement plan of O&M

Activity 3.4 To draft O&M manuals

Activity 3.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO and training activities have been continued through the NS of the Project and FCs in the model sites with monitoring by C/Ps.

Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows (from July 2021 until October 2021):

- ◆ Training on basic civil in Rwamagana model site as its second round.
- ◆ Training on farm road repair in Nyabuyogera model site.
- ◆ Training on hydrant repair in Ngoma model site.
- ◆ Technical guidance for the construction of night reservoir in Nyabuyogera model site. The cost of materials was covered by the Project as pilot activities.
- ◆ Facility inspection and support of community work in each model site.

Activity 3.6 To improve the draft manuals based on the implementation of activity written as 3.5.

Activity 3.7 To implement monitoring and evaluation on relevant activities

(Progress) As the evaluation of capacity development, by using the Kirkpatrick method, questionnaire surveys and comprehension tests have been conducted for

each training.

Activity 4

- Activity 4.1 To analyse the current situation in order to identify problems of water management through baseline survey
- Activity 4.2 To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4.1.
- Activity 4.3 To train C/Ps as trainers based on the improvement plan of water management
- Activity 4.4 To draft water management improvement manuals
- Activity 4.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO and training activities have been continued through the NS of the Project and FCs in the model sites with monitoring by C/Ps.

Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows (from July 2021 until October 2021):

- ◆ Training on basic water management in Ngoma model site.
- ◆ Training on on-farm water-saving irrigation in Rwamagana and Ngiryi model sites.
- ◆ Monitoring the actual amount of water consumption rate in a paddy field and Alternate Wetting and Dry (AWD) farming has been practiced in the Project demonstration farms of Rwamagana and Ngiryi model sites.
- ◆ Soil moisture condition has been measured and recorded in the Project demonstration farm of Ngoma model site.
- ◆ Pre-training for the formulation of water distribution plan was done.

- Activity 4.6 To improve the draft manuals based on the implementation of activity written as 4.5.
- Activity 4.7 To implement monitoring and evaluation on relevant activities

(Progress) As the evaluation of capacity development, by using the Kirkpatrick method, questionnaire surveys and comprehension tests have been conducted for each training.

Activity 5

- Activity 5.1 To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey
- Activity 5.2 To extract suitable methodologies from lessons learnt through relevant projects
- Activity 5.3 To train C/Ps as trainers based on the suitable methodologies
- Activity 5.4 To elaborate farm management training texts
- Activity 5.5 To conduct training by C/P trainers in the model sites

(Progress) Due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO and training activities have been continued through the NS of the Project and FCs in the model sites with monitoring by C/Ps and partially in collaboration with RAB TF members or Sector Agronomists.

Based on the Improvement Plan / Training Plan, the Project in each model site and conducted a series of activities as follows (from July 2021 until October 2021):

- ◆ Training on making crop calendars in Ngoma and Nyabuyogera model sites.
- ◆ Study tour about contract farming to Ngoma 22 scheme by TF members and a sector agronomist in Gisagara District and beneficiaries in Nyabuyogera model site.
- < Demo farms for rice cultivation in Rwamagana and Ngiryi >
- ◆ Results analysis of farming activities in season 2021B
- ◆ A series of rice cultivation training in season 2021-22A: (1) sowing, (2) transplanting, (3) fertilization and pest control, etc.
- < Demo farms for horticulture cultivation in Ngoma and Nyabuyogera >
- ◆ Results analysis of farming activities in season 2021B
- ◆ A series of horticulture cultivation training in season 2021-22A: (1) sowing and seedling, (2) transplanting, (3) fertilization and pest control, etc.

- Activity 5.6 To implement monitoring and evaluation on relevant activities

(Progress) As the evaluation of capacity development, by using the Kirkpatrick method, follow-up surveys to monitor the behaviour change have been conducted for a series of cultivation training in season 2021B.

1-3 Achievement of Output

Output 1 Irrigation Management Transfer (IMT) procedure, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified

- Discussions on Policy Advice for IWUO and IMT are progressing.
- The functioning of DISCs and the involvement of local authorities at the sector level have been strengthened.
- Until the Project introduced the DISC, each District has focused on the agricultural activities conducted at each cooperative, and issues related to IWUO activities have never been discussed in the meeting, which was not a DISC meeting actually, but a seasonal preparation meeting. For the first time, DISC has started to monitor and evaluate the activities of IWUO through the active participation of General Assembly Meeting and holding DISC meetings focusing on IWUO activities in the District.
- As reported in the M/S #4, to ensure the achievements and improve the added value of the Project, Radio Training Program, a series of Webinars and Online Study Tour are ongoing.

Output 2 IWUO management is enhanced in the model sites.

- The Project has provided technical guidance for IWUO in each model site through the capacity development of FCs, who are working for IWUOs as managers and temporarily hired by the Project, and the following improvements have been observed.
 - ◆ Water fees are being collected in accordance with the Performance Agreement with cooperatives, individual farmers and other water users in the scheme. The collection rate is not yet 100%, and understanding of cooperative and all water users need to be improved, however, discussions between IWUO and water users and sensitization for them are taking place properly.
 - ◆ Proper financial management is in place, including bookkeeping and application of expense orders to the District as prescribed.
 - ◆ Salaries for six operators in Rwamagana model site are covered by IWUO using the collected water fees, and some facility repairs are made in each model site using IWUO's budget, workforce and skill learned in the training by the Project.
 - ◆ Preparation and/or organization of IWUO General Assembly (GA) meeting is progressing for their first experience and practice in each model site under the difficult situation by COVID-19 pandemic.
 - ◆ Registration process of IWUO has progressed slightly; it should be noted that the process, including IMTA, should not be rushed, but should first prioritise the

sufficient capacity development of IWUO as a necessary step.

Output 3 Operation and maintenance are properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.
- The Project has provided technical assistance to IWUO in the model sites for the periodical inspections of facilities, maintenance and repair by community work, etc.
- As mentioned in *Output 2*, it is observed that some facility repairs are made in each model site using IWUO's budget, workforce and skill learned in the training by the Project, showing that ownership is gradually fostered.
- In Nyabuyogera model site, a night reservoir has been constructed by participatory approach through community works. The Project provided technical guidance, necessary equipment and some minimum labour costs. Due to the need for some repairs and finishing works, it will not be properly operated until after the next dry season.

Output 4 Water management is properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.
- In collaboration with *Output 5*, the Project has provided technical assistance in the four demonstration farms (rice cultivation in Cyimpima, Ngiryi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes).

Output 5 Farm management is properly implemented in the model sites.

- A series of training and activities have been conducted according to the Improvement Plan / Training Plan.
- The Project has provided technical assistance in the 4 demonstration farms (rice cultivation in Cyimpima, Ngiryi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes).
- As reported in the M/S #4, to follow-up on the "Sector Policy Loan for the Nutrition Improvement through Agriculture Transformation", the Project has supported RAB to develop nutrition-sensitive cropping calendars targeting Ngoma and Nyabuyogera schemes. In addition to this, the Project conducted interview surveys to collect basic information about nutrition in both schemes and got opinions and feedback from C/Ps and NS on an application of crop calendar developed by JICA HDQs.

1-4 Achievement of the Project Purpose

<i>Project Purpose</i>	The capacity of irrigation scheme management improves in the model sites
------------------------	--

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted.
- As mentioned above in **1-3 Achievement of Output**, there has been an improvement especially in the activities related to IWUO management (Output 2), which is expected to the improvement of other Outputs and interactions between Outputs.

1-5 Changes of Risks and Actions for Mitigation

- For the prevention measures against COVID-19, the Project follows the rules and guidance by the cabinet resolutions. The Project shall continue to take necessary measures as the situation changes.

1-6 Progress of Actions undertaken by JICA

- Under unstable circumstances, to ensure the achievements and improve the added value of the Project, additional works were arranged.
- Regarding the issue of budget for local operation and activity cost affected by COVID-19, JICA Rwanda office and RAB agreed that JICA shall temporarily cover the cost from July 2021 until March 2022.
- A site visit to Ngoma 22 was conducted to confirm the current condition of irrigation facilities and the issues to be addressed. The collected information was shared among the concerned institutions, and further discussions will take place to identify the necessary actions and to clarify the scope of each institution's response.

1-7 Progress of Actions undertaken by Gov. of Rwanda

- The Government of Rwanda, through the Cabinet, Ministry of Health and other responsible authorities, reviewed measures to contain the spread of the COVID-19 pandemic and instructed necessary actions.

1-8 Progress of Environmental and Social Considerations (if applicable)

- Due to the ongoing election process of local government, which began in October 2021, the person in charge of the Project might be changed, which will require to reconfirm the Project framework and activities and to promote a common understanding for the plans / policy of the Project with the newly elected officials.

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

N/A

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs, etc.)

- The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. However, the structure and list of SPIU (Single Project Implementation Unit), to which the Core C/Ps belong, have not been finalized.
- As reported in the M/S #4, as follow-up activities for the "Sector Policy Loan for the Nutrition Improvement through Agriculture Transformation", the policy for future collaboration has been discussed. In conclusion, the Project shall support the basic information collection, supplemental interview survey, etc. in this second phase for the future extension and dissemination of the developed crop calendars.
- As described in 1-2, the Project has planned an additional survey for a sustainable irrigation model, which is in the process of final consultation.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

- There has been a slight delay in the overall progress particularly with regard to cross-cutting and advanced technologies and activities requiring technical assistance from Japanese experts, although as the situation of COVID-19 calms down, the activities are gradually progressing.
- Due to the difficulties and lack of involvement of TF members especially for M&E, the preparations and discussions for the third phase, *Institutionalization and Extension Preparation Phase*, have not been progressed.

2-2 Cause

- In order to follow the necessary measurements and intermittent restrictions against COVID-19, the Project needs to change the implementation timing, scale, method, etc. of the activities from the original plans.
- Administrative procedures such as the signing process are slightly delayed because the RAB HQ and the Project office are irregularly changed due to the measures against COVID-19.
- By a temporal cost-covering by JICA, the situation is being improved. However, as facilitation for the local operation and activities cost had been limited for a long time,

the gaps have not been filled in.

2-3 Action to be taken

- In view of the combined impact of the COVID-19 over a long period of time and the current progress, an extension of the second phase, *Technical Guidance Phase*, is proposed. In addition, the method of implementation and the schedule of activities should be considered flexibly.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Rwanda, etc.)

N/A

3 Modification of the Project Implementation Plan

3-1 PO

N/A

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

N/A

4 Preparation of Gov. of Rwanda toward after completion of the Project

N/A

II. Project Monitoring Sheet I & II as Attached

- Annex I Project Monitoring Sheet I (Revision of PDM)
- Annex II Project Monitoring Sheet II (Revision of PO)
- Annex III Minutes of Memorandum for the 9th TF meeting
- Annex IV Minutes of Memorandum for the 5th JCC meeting
- Annex V Minutes of Memorandum for the 10th TF meeting
- Annex VI Progress Summary of Improvement Plan and Training Plan




Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: Project for Water Management and Capacity Building in Rwanda
Period of Project: Five years (From 2019 to 2024)
Target Area: Rwamagana and Ngoma Districts in Eastern Province and Gisagara District in Southern Province
Project Beneficiaries: RAB, Irrigation Water Users Organizations and Districts
Implementing Agency: Rwanda Agriculture and Animal Resources Development Board (RAB)
Collaborative Agency: Ministry of Local Government (MINALOC), District Authorities, Rwanda Cooperative Authority (RCA), Rwanda Governance Board (RGB)

Version 2

Dated 12th November, 2021

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal The models of scheme management by IWUOs are accepted in the target districts.	There is at least one scheme which follows the scheme management system in the target	Interviewing to district officers in the target areas			
Project Purpose The capacity of irrigation scheme management improves in the model sites.	The level of <u>organizational capacity</u> *1 of IWUOs in the model sites increases to <u>70% or more</u> through the improvement of IMT procedures and the IWUO-Support system. <u>All high-priority agreed plans</u> *2 (organizational operation, operation and maintenance, water management, and farm management) to improve the capacity of IWUOs in the model sites. <small>*1 The Project applies Capacity Assessment Method that classifies capacity into three categories (External Condition, Technical Capacity and Core Capacity) and evaluates multiple question items in each category. Organizational Capacity is defined as the average achievement rate of Technical Capacity and Core Capacity in this method. *2 The agreed plans are selected from the improvement plans and training plans of the Capacity Development Program for Irrigation Scheme Management. Occasional review on the status of IWUOs and necessary training will be conducted even after completion of the Project. See the attachment for the details.</small>	<u>Capacity Assessment of IWUOs in the model sites</u> • Project progress reports (including monitoring and evaluation reports)	There is no drastic changes in officers at district and sector levels, especially for agriculture, irrigation and cooperative subsectors.	- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted. - There has been an improvement especially in the activities related to IWUO management (Output 2), which is expected to the improvement of other Outputs and interactions between Outputs.	
Outputs					
1. Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified.	IMT implementation manuals are approved at JCC.	JCC minutes		- Discussions on Policy Advice for IWUO and IMT are progressing. - the functioning of DISCs and the involvement of local authorities at sector level has been strengthened. - To ensure the achievements and improve the added value of the Project, Radio Training Program, a series of Webinars and Online Study Tour are ongoing.	
2. IWUO management is enhanced in the model sites.	IWUO Management improvement manuals are approved at JCC.	JCC minutes		- The Project has provided technical guidance for IWUO in each model site through the capacity development of FCS, who are working for IWUOs as managers and temporarily hired by the Project, and the some improvements such as organizational management and financial management and have been observed.	
3. Operation and maintenance are properly implemented in the model sites.	Operation and maintenance manuals are approved at JCC.	JCC minutes		- A series of training and activities have been conducted according to the Improvement Plan / Training Plan. - The Project has provided technical assistance to IWUO in the model sites for the periodical inspections of facilities, maintenance and repair by community work, etc. - It is observed that some facility repairs are made in each model site using IWUO's budget, workforce and skill learned in the training by the Project, showing that ownership is gradually fostered. - In Nyabuyogera model site, a night reservoir has been constructed by participatory approach through community works. The Project provided technical guidance, necessary equipment and some minimum labour costs.	
4. Water management is properly implemented in the model sites.	Water management manuals are approved at JCC.	JCC minutes		- A series of training and activities have been conducted according to the Improvement Plan / Training Plan. - In collaboration with Output 5, the Project has provided technical assistance in the four demonstration farms (rice cultivation in Cyimpima, Ngiriyi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes).	
5. Farm management is properly implemented in the model sites.	The extracted farm management methodologies are accepted in the model sites.	Project progress report		- A series of training and activities have been conducted according to the Improvement Plan / Training Plan. - The Project has provided technical assistance in the 4 demonstration farms (rice cultivation in Cyimpima, Ngiriyi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes). - As reported in the M/S #4, to follow-up on the "Sector Policy Loan for the Nutrition Improvement through Agriculture Transformation", the Project has supported RAB to develop nutrition-sensitive cropping calendars targeting Ngoma and Nyabuyogera schemes. In addition to this, the Project conducted interview surveys to collect basic information about nutrition in both schemes.	

Activities	Inputs		Important Assumption	
	(1) Input by Japanese side	(2) Input by Rwandan side		
1-1. To identify problems of the current implementation of IMT procedures through baseline survey	1. Dispatch of Experts (1) Regular Team Experts 1) Chief Advisor / Irrigation Policy 2) Deputy Chief Advisor / Irrigation Policy 3) IWUO Management 4) O&M / Water Management 5) O&M / Water Management / Capacity Development 6) Farm Management 7) Coordination/Training 8) Nutrition-sensitive Farm Management (2) Short-term Experts • Support for IMT Promotion 2. Counterpart Training • Japan • Third country KCCP programs are currently postponed due to COVID-19. 3. Provision of Equipment • Equipment needed for project implementation 4. Local Operation / Activity Cost (temporary arrangement) • Transportation costs of C/Ps • Allowances for C/Ps and farmers • Cost for Communication	1. Assignment of C/Ps (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Chief Implementor (5) Core C/Ps to work with the Japanese Expert Team at central, station, and district levels 2. Project Office (RAB in Kigali, and Station Offices in the two provinces) 3. Local Operation / Activity Cost (arrangement based on R/D) • Electricity / Water fees in offices • Internet environment • Transportation costs of C/Ps • Cost for Communication	Basic agreement is made between MINAGRI and MINALOC for the expected collaboration in the project.	
1-2. To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey				
1-3. To identify problems of IWUO supporting systems through baseline survey				
1-4. To select model sites upon the approval at JCC				
1-5. To implement the activities addressing to the above-noted problems				
1-6. To monitor the progress				
1-7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring				
1-8. To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order				
2-1. To analyse the current situation in order to identify problems (e.g. IWUO registration, by-laws and regulations, IMTA conditions, collaboration with cooperatives, water rights and etc.) through			Pre-Conditions  <Issues and countermeasures> • As JICA has suspended all overseas business trip of JICA experts engaged in JICA's technical cooperation projects affected by the COVID-19 outbreak, the JICA Headquarters and Chief Advisor agreed on that all Japanese assignments shall be conducted remotely from Japan. However, following the lifting of travel restrictions to Rwanda by JICA on 24th November 2021, the JICA HQ and Chief Advisor agreed to resume the dispatch of Japanese experts from the middle of January 2021. • Under these circumstances, to ensure the achievements and improve the added value of the Project, additional work such as i) radio broadcasting, ii) webinar and iii) video study tour have been implemented. • Regarding the issue of budget for local operation and activity cost affected by COVID-19, JICA Rwanda office and RAB agreed that JICA shall temporarily cover the cost from July 2021 until March 2022. • The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. However, the structure and list of SIPU (Single Implementation Project Unit), to which the Core C/Ps belong, have not been finalized. • There has been a slight delay in the overall progress particularly with regard to cross-cutting and advanced technologies and activities requiring technical assistance from Japanese experts, although as the situation of COVID-19 calms down, the activities are gradually progressing. Also, due to the difficulties and lack of involvement of TF members especially for M&E, the preparations and discussions for the third phase, Institutionalization and Extension Preparation Phase, have not been progressed. In view of the combined impact of the COVID-19 over a long period of time and the current progress, an extension of the second phase, Technical Guidance Phase, is proposed. In addition, the method of implementation and the schedule of activities should be considered flexibly.	
2-2. To elaborate the draft improvement plan of IWUO management (e.g. leadership, accounting, general assembly & executive committees, collaboration with cooperatives, and etc.) based on the				
2-3. To train C/Ps as trainers based on the improvement plan				
2-4. To draft IWUO management improvement manuals				
2-5. To conduct IWUO training by C/P trainers in the model sites				
2-6. To improve the draft manuals based on the implementation of activity written as 2-5				
2-7. To set up monitoring and evaluation system for IWUO management				
2-8. To implement monitoring and evaluation on relevant activities				
3-1. To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey				
3-2. To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3-1				
3-3. To train C/Ps as trainers based on the improvement plan of O&M				
3-4. To draft O & M manuals				
3-5. To conduct IWUO training by C/P trainers in the model sites				
3-6. To improve the draft manuals based on the implementation of activity written as 3-5				
3-7. To implement monitoring and evaluation on relevant activities				
4-1. To analyse the current situation in order to identify problems of water management through baseline survey				
4-2. To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4-1				
4-3. To train C/Ps as trainers based on the improvement plan of water management				
4-4. To draft water management improvement manuals				
4-5. To conduct IWUO training by C/P trainers in the model sites				
4-6. To improve the draft manuals based on the implementation of activity written as 4-5				
4-7. To implement monitoring and evaluation on relevant activities				
5-1. To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey				
5-2. To extract suitable methodologies from lessons learnt through relevant projects				
5-3. To train C/Ps as trainers based on the suitable methodologies				
5-4. To elaborate farm management training texts				
5-5. To conduct training by C/P trainers in the model sites				
5-6. To implement monitoring and evaluation on relevant activities				

Project Monitoring Sheet II (Revision of Plan of Operation)

Project Title: Project for Water Management and Capacity Building in Rwanda

31st October 2021

Inputs	Year	2019												2020												2021												2022				Remarks	Monitoring	
		Month												Month												Month												Month					Issue	Solution
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr						
Japanese Expert		2018/2019												2019/2020																														
1) Chief Advisor / Irrigation Policy	Plan																																						9 Japanese Experts have conducted project activities in accordance with the Work Plan and PO. An expert in charge of "Nutrition-sensitive Farm Management" has been added to promote and collaborate with Sector Policy Loan for Nutrition Improvement through Agriculture Transformation.	Due to the global pandemic of COVID-19, Japanese experts are restricted to travel to Rwanda. Due to lockdown of Kigali ordered by the Cabinet Resolutions on 18th January 2021, travel of Japanese experts after that date is temporarily suspended by JICA HQ. The travel suspension after 18th January 2021 was lifted on 26th February 2021 by JICA HQ.	JICA HQ and Chief Advisor agreed on that all Japanese assignments until the end of June are conducted remotely from Japan (as of 24 April). JICA HQ and Chief Advisor agreed on that all Japanese assignments until the end of September are conducted remotely from Japan. Besides, to ensure the achievements and improve the added value of the Project, additional works such as radio broadcasting, webinar and online study tour will be implemented remotely. (as of 13 May). JICA HQ and Chief Advisor agreed on that all Japanese assignments until the end of March 2021 are conducted remotely from Japan. (as of 15 September). JICA HQ and Chief Advisor agreed on that the dispatch of Japanese experts will be resumed from the middle of January 2021. Besides, additional works such as webinar and online study tour will be continued. (as of 24 December). After suspension period, the dispatch of Japanese experts was resumed from 10th March 2021.			
2) Deputy Chief Advisor / Irrigation Policy	Actual																																											
3) IWUO Management	Plan																																											
4) O&M / Water Management	Actual																																											
5) O&M / Water Management / Capacity Development	Plan																																											
6) Farm Management	Actual																																											
7) Coordination / Training	Plan																																											
8) Support for IMT Promotion	Actual																																											
9) Nutrition-sensitive Farm Management	Plan																																											
Rwandan Expert																																												
9) Project Director / Deputy Project Director	Plan																																					Deputy Project Director was assigned by Project Director on 9 April 2019. Project Manager was recruited on 12 April 2019. Chief Implementer and core C/Ps at RAB HQs were assigned on 9 April 2019. Core C/Ps at station and district level were fully assigned in June 2019. One of the C/Ps was put in charge of making cropping calendar for the Sector Policy Loan for Nutrition Improvement through Agriculture Transformation. The official nomination letter will be issued by RAB.	The Project is considering practical cascade training system with the assigned C/Ps. The DG/RAB (Project Director) was temporarily leaving his duty until 27th January 2021. Due to another assignment for a new project, the involvement of Chief Implementer (Mr. Emmanuel) will be considerably limited from May 2021.	During the absence of the DG/RAB, the DDD/RAB is acting on his behalf. (Originally, DDG is the Acting Project Director.) Reassignment of TF members including the Chief Implementer will be discussed by Rwandan side where necessary.				
10) Project Manager	Actual																																											
11) Chief Implementer	Plan																																											
12) Central C/P for Operation and Maintenance	Actual																																											
13) Central C/P for Water Management	Plan																																											
14) Central C/P for Farm Management	Actual																																											
15) C/Ps at station and district level	Plan																																											
Equipment																																												
Copy machine	Plan																																					1 copy machine and 4 laptop computers were procured.						
Laptop computer	Actual																																					To increase the operating ability, the Project put an additional memory (RAM), and confirmed its operational improvement.						
Tensiometer	Plan																																					4 tensiometers including display and 1 current meter were procured in March 2021.						
Tensiometer Data Display	Actual																																											
Current meter	Plan																																											
Training in Japan																																												
In-country/Third country Training																																												
Knowledge Co-Creation Program on Irrigation Water Management and Nutrition Improvement Policy is planned to be held in the end of April to the beginning of May 2020.																																												
Training in Tanzania for Water Management and O&M is being planned.																																												
Due to the global pandemic of COVID-19, the KCPCP in Japan has been postponed.																																												
Considering the continued current situation, the possible date shall be discussed with C/Ps.																																												

Activities Sub-Activities	Japanese Expert					Rwandan Expert					Year	2019												2020												2021												2022				Responsible Organization		Achievements	Issue & Countermeasures
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)		(11)	(12)	(13)	(14)	(15)	Month	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	Japan	GoR											
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual												
1.3. To identify problems of IWUO supporting systems through baseline survey	*	*	*					*	*							Plan																																							
(1) Collecting data reviewing regarding IWUO supporting system	*	*	*					*	*							Plan																																							
(2) Setting baseline survey items regarding IWUO supporting system	*	*	*					*	*							Plan																																							
(3) Planning and implementation of baseline survey	*	*	*					*	*							Plan																																							
(4) Analyze the result of baseline survey and identify the current problems	*	*	*					*	*							Plan																																							
(5) Summarizing the current problems and obstacles	*	*	*					*	*							Plan																																							
1.4. To select model sites upon the approval at JCC	*	*						*	*	*						Plan																																							
(1) Considering the possible candidates for model sites	*	*						*	*	*						Plan																																							
(2) Preparing a shortlist of model sites	*	*						*	*	*						Plan																																							
(3) Setting the criteria for selecting model sites	*	*						*	*	*						Plan																																							
(4) Determination of the model sites	*	*						*	*	*						Plan																																							
(5) Preparing document for the JCC	*	*						*	*	*						Plan																																							
1.5. To implement the activities addressing to the above-noted problems	*	*		*				*	*	*						Plan																																							
(1) Setting a direction of activity against the current obstacles	*	*		*				*	*	*						Plan																																							
(2) Setting a series of the activities and schedule	*	*		*				*	*	*						Plan																																							
(3) Setting the responsible and expenditure in accordance with each activity	*	*		*				*	*	*						Plan																																							
(4) Implementing a series of the activities	*	*		*				*	*	*						Plan																																							
(5) Summarizing the series of the activities	*	*		*				*	*	*						Plan																																							
1.6. To monitor the progress	*	*		*				*	*	*						Plan																																							
(1) Setting a direction of monitoring activity	*	*		*				*	*	*						Plan																																							
(2) Setting a series of the activity and schedule	*	*		*				*	*	*						Plan																																							
(3) Setting the responsible and expenditure in accordance with each activity	*	*		*				*	*	*						Plan																																							
(4) Implementing a series of the activities	*	*		*				*	*	*						Plan																																							
(5) Summarizing the series of the activities	*	*		*				*	*	*						Plan																																							
1.7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring	*	*						*	*	*						Plan																																							
(1) Setting a direction of preparation of IMT implementation manuals	*	*						*	*	*						Plan																																							
(2) Formulating drafts of the manuals	*	*						*	*	*						Plan																																							
(3) Improving the drafts	*	*						*	*	*						Plan																																							
1.8. To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order	*	*		*				*	*	*						Plan																																							
(1) Setting a direction of preparation of proposal of amendment	*	*		*				*	*	*						Plan																																							
(2) Supporting formulation of draft proposal	*	*		*				*	*	*						Plan																																							
(3) Supporting improvement of the draft	*	*		*				*	*	*						Plan																																							

Activities	Japanese Expert					Rwandan Expert					2019				2020				2021				2022				Responsible Organization		Achievements	Issue & Countermeasures	
	Sub-Activities															Month															Japan
Duration / Phasing	Plan	First Phase: Survey/Planning Phase										Second Phase: Technical Guidance Phase										First Phase finished and Second Phase starts one month ahead of the schedule.		The planned activities in 2020 have had some difficulties on operation due to the COVID-19 pandemic.		Revised program has been discussed between C/P and the Project.					
	Actual																														
Monitoring Plan	Year	2019				2020				2021				2022				Remarks		Achievements		Issue & Countermeasures									
Monitoring		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr					
Joint Coordinating Committee	Plan																										In the first phase, 1st and 2nd JCC meetings were organized. Gisagara district was selected as one of the three model areas at the 1st JCC meeting. Based on the result of the 1st JCC meeting and the subsequent discussion, RGB shall be an observer of JCC.		The 3rd JCC meeting was held on 13th August 2020. The 4th JCC meeting was held remotely on 18th Dec. 2020. The 5th JCC meeting was held remotely on 23rd July 2021.		
Set-up the Detailed Plan of Operation	Plan																										Detailed Plan of Operation for the first Phase was approved at the 1st JCC.		Detailed Plan of Operation for the second Phase was approved at the 3rd JCC.		
Task Force Meeting	Plan																										In the first phase, 1st to 4th TF meetings were organized.		The 5th TF meeting was held remotely on 10th July 2020. The 6th TF meeting was held remotely on 13th Nov. 2020. The 7th TF meeting was held remotely on 17th Dec. 2020. The 8th TF meeting was held remotely on 21st May 2021. The 9th TF meeting was held on 10th Sep. 2021. The 10th TF meeting was held on 21st Oct. 2021.		
Submission of Monitoring Sheet	Plan																										JCC members confirmed the project outputs and activities at the JCC meetings. In the first phase, Monitoring Sheet #01 and #02 were finalized.		JCC members confirmed the project outputs and activities at the 4th JCC meeting. In the meeting, Monitoring Sheet #03 was finalized, and the proposed amendment of Project Indicators were approved. JCC members confirmed the project outputs and activities at the 5th JCC meeting, and Monitoring Sheet #04 was approved.		
Monitoring Mission from Japan	Plan																														
Joint Monitoring	Plan																										JCC members conducted monitoring of the Project based on the Monitoring Sheets.		Biannual joint monitoring was conducted at the 3rd JCC meeting. Biannual joint monitoring was conducted at the 4th JCC meeting. Biannual joint monitoring was conducted at the 5th JCC meeting.		
Post Monitoring	Plan																										in 2027 (3 years after the termination)				
Reports/Documents																															
Progress Report	Plan																														
Project Completion Report	Plan																														
Public Relations																															

TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)

Version of the Sheet: Ver.6 (Term: November 2021 – April 2022)



[Japanese side] Name: Norio KUNIYASU

Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Emile RUZIBIZA

Title: Project Manager

Submission Date: 27th May 2022



I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Technical inputs remotely and physically provided by the experts: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) Coordinator / Training, (8) Support for IMT Promotion, (9) Nutrition-sensitive Farm Management
- Eight Local Experts (National Staff: NS): (1) Local Coordinator / IWUO Officer, (2) 2 Irrigation Engineers, (3) 2 Agronomists, (4) Assistant IWUO Officer, (5) Coordinator of Field Collaborators, and (6) Logistic / Monitoring and Evaluation
- Five Field Collaborators (FCs) in each model site of Ngoma, Rwamagana and Gisagara, who will be hired by the IWUOs/Cooperatives in the future as a manager and/or supporting staff
- Local operation cost for counterparts (C/Ps) and Task Force (TF) members who participate in the TF meeting, project training, study tour, evaluation, etc. until the end of Fiscal Year (FY) 2022/2023 (from July 2021 to June 2023)
- Local operation cost (transportation fees) to the farmers who participate in the project training, study tour, etc. until the end of FY 2022/2023 (from July 2020 to June 2023).

Rwandan side

- Assignment of C/Ps: (1) Project Director, (2) Deputy Project Director, (3) Project Manager, (4) Chief Implementer, (5) TF members at central, station and district level
- Project office at RAB HQs in Rubona / Huye and a temporal office at SPIU/MINAGRI

in Kigali.

1-2 Progress of Activities

Activity 1

- Activity 1.1 To identify problems of the current implementation of IMT procedures through baseline survey
- Activity 1.2 To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey
- Activity 1.3 To identify problems of IWUO supporting system through baseline survey
- Activity 1.4 To select model sites upon the approval at JCC
- Activity 1.5 To implement the activities addressing to the above-noted problems
- Activity 1.6 To monitor the progress
- Activity 1.7 To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring
- Activity 1.8 To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order

(Progress) As a series of webinars, the 5th webinar on "Establishment and Management of Land Improvement Districts in Japan" by Prof. SATOH Masayoshi in charge of Support for IMT Promotion was organized on 25th November 2021. The manuscript preparation and recording of the "Radio Training Program (Part II)," covering 10 themes, was completed, and a total of 10 broadcasts began in March 2022.

The Project gathered information on the conditions and procedures for creation of a federation / umbrella of IWUOs from RGB, and initiated discussions with each target District and RAB Station regarding the concept. To promote active collaboration with local government, the Project continues to involve Sectors related to the Project model site as well as District Irrigation Steering Committee (DISC).

As reported in the M/S #5, in partial collaboration with the EU-supported TECAN¹, also in response to a request to contribute to a review of Irrigation Strategic Plan by MINAGRI, the Project conducted a desk survey and sample field survey in 50 irrigation schemes to examine survey methodology for the development of irrigation scheme inventory in the future.

¹ TECAN: Technical Assistance to Enhance the Government of Rwanda's Capacities in the Agriculture Sector for the Sustainable Use of Land and Water Resources, Value Creation and Nutrition Security




In addition to the above-mentioned surveys, based on discussions among MINAGRI, the Mid-term Monitoring Team from JICA HQs and the Project team in November 2021, it was agreed that the Project will support to develop the "Irrigation Strategic Plan" by managing the sub-contract and directly implementing part of the field surveys, which will promote and contribute to policy discussion and recommendation by WAMCAB. After the Terms of Reference (TOR) for this work were finalized by MINAGRI in April 2022, the Project initiated the process for the sub-contract.

To encourage the involvement of TF members, the Project continues to discuss the inclusion of project activities in the TF members' *Imihigo* (Performance Contract) or Action Plans for the next Rwanda fiscal year beginning in July 2022.

Activity 2

Activity 2.1 To analyse the current situation in order to identify problems through baseline survey

Activity 2.2 To elaborate the draft improvement plan of IWUO management based on the activity as written 2.1.

(Progress) As reported in the M/S #4 and #5, based on the analysis of the existing situation of IWUOs in the model sites, the IWUO Management Model consisting of 9 steps is proposed and examined in each model site.

Activity 2.3 To train C/Ps as trainers based on the improvement plan

(Progress) As reported in the M/S #5, due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO is mainly conducted by NS and FCs with monitoring by C/Ps. Meanwhile, the first training for TF members on IWUO management model was conducted on 4th November 2021.

Based on the Improvement Plan, technical support and guidance for IWUOs continues. (e.g. appropriate financial management, water fee collection, strengthening of lower level structure of IWUO, securing an office, General Assembly meeting for transparency and accountability exercise, etc.)

- Activity 2.4 To draft IWUO management improvement manuals
 Activity 2.5 To conduct IWUO training by C/P trainers in the model sites
 Activity 2.6 To improve the draft manuals based on the implementation of activity written as 2.5.

(Progress) As mentioned above, capacity development of IWUO has been continued mainly by NS and FCs with monitoring by C/Ps.

The actual scheme management by IWUO or Scheme Management Committee (SMC) under Cooperative is ongoing in each model site. Based on the insights and issues identified through the actual activities, IWUO management improvement manuals will be updated.

The composition of IWUO management improvement manuals that have been prepared (or are planned to be prepared) and the progress of each are as follows.

- ◆ IWUO strengthening for leaderships (Ver.1)
- ◆ Sensitization to WUT (Ver.1)
- ◆ Financial Management (Ver.1)
- ◆ IWUO Irrigation Management Model (Ver.1)
- ◆ Monitoring and Evaluation (M&E) (Ver.0)

- Activity 2.7 To set up monitoring and evaluation system
 Activity 2.8 To implement monitoring and evaluation on relevant activities

(Progress) As the evaluation of capacity development, by using the Kirkpatrick method, follow-up surveys to monitor the behaviour change (level-3) were conducted in February 2022 for the training on IWUO strengthening and Financial Management.

Since the involvement of DISC in M&E of IWUO is crucial, the Project continues to support the reactivation and readjusting of DISC activities and organizing DISC meetings in each target District.

Concerning the Online Study Tour to Ngiryi and Nyabuyogera model sites, video materials were distributed to TF members in March 2022. On the other hand, with the relaxation of restrictive measures under COVID-19 and in order to accelerate the ownership by the TF members, the 10th to 12th TF meetings were held on a rotating basis in the target Districts, together with the physical study tour to each model site.




Activity 3

- Activity 3.1 To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey
- Activity 3.2 To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3.1.
- Activity 3.3 To train C/Ps as trainers based on the improvement plan of O&M
- Activity 3.4 To draft O&M manuals
- Activity 3.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO and training activities are mainly conducted by the NS of the Project and FCs in the model sites with monitoring by C/Ps. Meanwhile, training for TF members is gradually increasing.

Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows (from November 2021 until April 2022):

- ◆ Training on advance civil work in Nyabuyogera in January 2022
- ◆ Workshop for TF members on formulating O&M plan and water distribution plan in February 2022
- ◆ Facility inspection and support of community work in each model site.

- Activity 3.6 To improve the draft manuals based on the implementation of activity written as 3.5.
- Activity 3.7 To implement monitoring and evaluation on relevant activities

(Progress) The list of manuals that have been prepared (or are planned to be prepared) and the progress of each are as follows.

- ◆ Basic civil work (Ver.1)
- ◆ Advance civil work (Ver.0)
- ◆ Formulating O&M plan (Ver.1)

Activity 4

- Activity 4.1 To analyse the current situation in order to identify problems of water management through baseline survey
- Activity 4.2 To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4.1.
- Activity 4.3 To train C/Ps as trainers based on the improvement plan of water management
- Activity 4.4 To draft water management improvement manuals
- Activity 4.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO and training activities are mainly conducted by the NS of the Project and FCs in the model sites with monitoring by C/Ps. Meanwhile, training for TF members is gradually increasing.

Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows (from November 2021 until April 2022):

- ◆ Training on on-farm water management and water-saving irrigation in Rwamagana and Ngiryi in December 2021
- ◆ Workshop for TF members on formulating O&M plan and water distribution plan in February 2022
- ◆ Monitoring the actual amount of water consumption rate in a paddy field and Alternate Wetting and Dry (AWD) farming is practiced in the Project demo farms of Cyaruhogo and Ngiryi.
- ◆ Soil moisture condition has been measured and recorded in the Project demo farm of Ngoma.

- Activity 4.6 To improve the draft manuals based on the implementation of activity written as 4.5.
- Activity 4.7 To implement monitoring and evaluation on relevant activities

(Progress) The list of manuals that have been prepared (or are planned to be prepared) and the progress of each are as follows.

- ◆ On-farm water management (Ver.0)
- ◆ On-farm water-saving irrigation (Ver.1)
- ◆ Formulating water distribution plan (Ver.1)




Activity 5

- Activity 5.1 To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey
- Activity 5.2 To extract suitable methodologies from lessons learnt through relevant projects
- Activity 5.3 To train C/Ps as trainers based on the suitable methodologies
- Activity 5.4 To elaborate farm management training texts
- Activity 5.5 To conduct training by C/P trainers in the model sites

(Progress) Due to difficulties in the cascading implementation structure including TOT training for C/Ps, capacity development of IWUO and training activities are mainly conducted by the NS of the Project and FCs in the model sites with monitoring by C/Ps and partially in collaboration with RAB TF members or Sector Agronomists.

Based on the Improvement Plan / Training Plan, the Project has conducted a series of activities as follows (from November 2021 until April 2022):

- ◆ Training on cooperative management and gender mainstreaming in Nyabuyogera in November 2021, Cyaruhogo in December 2021, Ngoma and Ngiryi in February 2022

< Demo farms for rice cultivation in Rwamagana and Ngiryi >

- ◆ A series of rice cultivation training in season 2021-22A: (1) harvesting in Cyaruhogo in December 2021

- ◆ Results analysis of farming activities in season 2021-22A

- ◆ A series of rice cultivation training in season 2022B: (1) sowing and seedling in Cyaruhogo in January 2022, (2) transplanting in Cyaruhogo in February 2022

< Demo farms for horticulture cultivation in Ngoma and Nyabuyogera >

- ◆ A series of horticulture cultivation training in season 2021-22A: (1) pest control in Ngoma in November 2021, (2) post harvesting in Ngoma in January 2022

- ◆ Results analysis of farming activities in season 2021-22A

- Activity 5.6 To implement monitoring and evaluation on relevant activities

(Progress) As the evaluation of capacity development, by using the Kirkpatrick method, i) follow-up surveys to monitor the behaviour change (level-3) were conducted in January 2022 for the training on cooperative management and

gender mainstreaming, and ii) satisfaction questionnaire surveys (level-1) were conducted in April 2022 for the series of cultivation training both of rice and horticulture.

1-3 Achievement of Output

Output 1 Irrigation Management Transfer (IMT) procedure, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified

- Discussions on the creation of a federation / umbrella of IWUOs are progressing. As a first step towards this, "Coordinating Committee of Rwamagana (CCR)" was established in Rwamagana District at the extraordinary DISC meeting on 26th March 2022.
- Functioning of DISCs and involvement of local authorities at the sector level are strengthened. As seen in the above-mentioned activity, the involvement of Rwamagana District is expanding such as periodical DISC meetings and monitoring activities by the team consisting of District officials, IWUO, Cooperatives, etc.
- To ensure the achievements and improve the added value of the Project, Radio Training Program, a series of Webinars and Online Study Tours were conducted.
- The Project hosted the press tour to Cyaruhogo model site by seven Rwandan media companies on 16th February 2022, which was organized by the Embassy of Japan in Rwanda. Also, Cyaruhogo model site have received a press tour by the Eastern Province, a site visit by delegations of the parliament, and another site visit by the Minister of MINALOC.

Output 2 IWUO management is enhanced in the model sites.

- As reported in the M/S #5, the Project has provided technical guidance for IWUO in each model site through the capacity development of FCs, who are working for IWUOs as managers and temporarily hired by the Project, and the following improvements are observed.
 - ◆ Water fees are being collected in accordance with the Performance Agreement with cooperatives, individual farmers and other water users in the scheme.
 - ◆ After April 2022, IWUOs in Ngoma, Cyaruhogo and Ngiriyi has started to employ the Manger by cost-sharing with the Project. In particular, the Cyaruhogo IWUO is proactive from the beginning of the hiring process and covering full salaries for six operators and temporary irrigators as well as the half of the IWUO manager's salary.

- ◆ All IWUOs or SMC under Cooperative has secured their own office. Ngiriyi IWUO and Nyabuyogera SMC covered the labour cost to repair the office, while the Project supported the material cost.
- ◆ Preparation and/or organization of IWUO General Assembly (GA) meeting is progressing.

Output 3 Operation and maintenance are properly implemented in the model sites.

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted for a total of 64 beneficiaries.
- Workshop for TF members on formulating O&M plan for TF member was conducted.
- The Project has provided technical assistance to IWUO in the model sites for the periodical inspections of facilities, maintenance, construction (drainage crossing canal in Nyabuyogera) and repair by community work (road drainage in Cyimpima), etc.

Output 4 Water management is properly implemented in the model sites.

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted for a total of 50 beneficiaries.
- Workshop for TF members on formulating water distribution plan for TF member was conducted.
- In collaboration with *Output 5*, the Project has provided technical assistance in the four demonstration farms (rice cultivation in Cyaruhogo and Ngiriyi, and horticulture cultivation in Ngoma and Nyabuyogera).

Output 5 Farm management is properly implemented in the model sites.

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted for a total of 421 beneficiaries.
- The Project has provided technical assistance in the 4 demonstration farms (rice cultivation in Cyaruhogo and Ngiriyi, and horticulture cultivation in Ngoma and Nyabuyogera).

1-4 Achievement of the Project Purpose

Project Purpose The capacity of irrigation scheme management improves in the model sites

- Based on the Improvement Plan / Training Plan, a series of training and activities are conducted.
- As mentioned above in **1-3 Achievement of Output**, there has been an improvement

especially in the activities related to IWUO management (Output 2), which is expected to the improvement of other Outputs and interactions between Outputs.

1-5 Changes of Risks and Actions for Mitigation

- For the prevention measures against COVID-19, the Project follows the rules and guidance by the cabinet resolutions. The Project shall continue to take necessary measures as the situation changes.

1-6 Progress of Actions undertaken by JICA

- Under unstable circumstances, to ensure the achievements and improve the added value of the Project, additional works (1) Webinar, (2) Online Study Tour, (3) Radio Training Program were conducted.
- Mid-term Monitoring by JICA HQs was conducted from 4th November 2021 to 13th November 2021.
- As reported in the M/S #4, regarding the functionalization of irrigation facilities in Ngoma 22, necessary actions and the scope of each institution's response were identified. After April 2022, the restoration work by the Japanese side (consultant at that time of construction), installation / replacement of irrigation equipment by IWUO with the support of WAMCAB and their capacity development are ongoing.
- As described in 1-2, based on discussions among MINAGRI, the Mid-term Monitoring Team and the Project team, it was agreed that the Project will support to develop the "Irrigation Strategic Plan" by managing the sub-contract and directly implementing part of the field surveys, which will promote and contribute to policy discussion and recommendation by WAMCAB. After the TOR for this work were finalized by MINAGRI in April 2022, the Project initiated the process for the sub-contract.
- Regarding the issue of budget for local operation and activity cost affected by COVID-19, JICA Rwanda office and RAB had agreed that JICA should temporarily cover the cost from July 2021 until March 2022. In addition, considering the prolonged impact by COVID-19, they discussed and agreed again on 20th April 2022 to extend this temporary measures up until June 2023.

1-7 Progress of Actions undertaken by Gov. of Rwanda

- The Government of Rwanda, through the Cabinet, Ministry of Health and other responsible authorities, periodically reviews the restrictive measures to contain the spread of the COVID-19 pandemic and instructs necessary actions.



1-8 Progress of Environmental and Social Considerations (if applicable)

- As a result of the election of the local government that started in October 2021, some of the persons in charge of the Project were changed. Thus, to promote a common understanding for the plans / policy of the Project with the newly elected officials, the Project team organized a meeting in each target District in February 2022. For the reactivation of DISC activities and realization of appropriate management of IWUO, continued support and follow up by the District are necessary.

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

N/A

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs, etc.)

- As reported in the M/S #4 and #5, the new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. However, the structure and list of SPIU (Single Project Implementation Unit), to which the Core C/Ps belong, have not been finalized.
- As reported in the M/S #4 and #5, as follow-up activities for the "Sector Policy Loan for the Nutrition Improvement through Agriculture Transformation", the Project supported the basic information collection, supplemental interview survey, dietary survey, etc. for the future extension and dissemination of the developed crop calendars. Activities after April 2022 shall be taken over by the JICA Nutrition Policy Advisor, National Child Development Agency.
- Nyabuyogera model site is one of the rehabilitation targets in CDAT (Commercialization and De-Risking for Agricultural Transformation Project) by World Bank. Collaboration and demarcation between WAMCAB and CDAT need to be discussed.
- To avoid the duplication of similar activities in the same schemes, Ngoma and Nyabuyogera model site were shifted from the scope of HoReCo.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

- As reported in the M/S #5, there has been a slight delay in the overall progress particularly with regard to cross-cutting and advanced technologies and activities requiring direct technical assistance by the Japanese experts, although as the situation




of COVID-19 calms down, of which the activities are gradually progressing.

- As reported in the M/S #5, due to the difficulties and lack of involvement of TF members especially for M&E, the preparations and discussions for the third phase "*Institutionalization and Extension Preparation Phase*" have not been progressed. However, increased involvement can be seen in the participation in the training for TF members, implementation of training and/or training evaluation, activation of monitoring activities through DISC, etc.

2-2 Cause

- As reported in the M/S #5, in order to follow the necessary measurements and intermittent restrictions against COVID-19, the Project needs to change the implementation timing, scale, method, etc. of the activities from the original plans.
- As reported in the M/S #5, by a temporal cost-covering by JICA, the situation is being improved. However, as facilitation for the local operation and activities cost had been limited for a long time, the gaps have not been filled in.

2-3 Action to be taken

- As reported in the M/S #5, in view of the combined impact of the COVID-19 over a long period of time and the current progress, an extension of the second phase "*Technical Guidance Phase*" was proposed and approved at the 6th JCC meeting in November 2022. The Project duration was also modified from five years to six years.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Rwanda, etc.)

N/A

3 Modification of the Project Implementation Plan

3-1 PO

- As described below, following the modification of PDM, the target duration and activity schedule of the PO shall be updated accordingly.

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

- Based on the discussions and consensus at the 6th JCC meeting, the PDM and PO were amended as follows:




PDM: Considering the disruption of the Project activities by the spread of COVID-19, it was agreed to extend the Project duration from five (5) years (2019 – 2024) to six (6) years (1 April 2019 – 31 March 2025). The extended duration is the minimum required to complete the planned activities and achieve the Project purpose.

PO: Following the modification of PDM explained above, the target duration of the PO shall be extended until March 2025 and actively bar shall be updated accordingly.

- Minutes of Meetings to confirm the above-mentioned amendment was signed between RAB and JICA on 4th March 2022.

4 Preparation of Gov. of Rwanda toward after completion of the Project

N/A

II. Project Monitoring Sheet I & II *as Attached*

Annex I Project Monitoring Sheet I (Revision of PDM)

Annex II Project Monitoring Sheet II (Revision of PO)

Annex III Progress Summary of Improvement Plan and Training Plan (as of April 2022)



Project Monitoring Sheet 1 (Revision of Project Design Matrix)

Project Title: Project for Water Management and Capacity Building in Rwanda


Version 3.0

Period of Project: Six years (From 1 April, 2019 to 31 March, 2025)Target Area: Rwamagana and Ngoma Districts in Eastern Province and Gisagara District in Southern ProvinceProject Beneficiaries: RAB, Irrigation Water Users Organizations and DistrictsImplementing Agency: Rwanda Agriculture and Animal Resources Development Board (RAB)

Dated 27th May 2022

Collaborative Agency: Ministry of Local Government (MINALOC), District Authorities, Rwanda Cooperative Authority (RCA), Rwanda Governance Board (RGB)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The models of scheme management by IWUOs are	There is at least one scheme which follows the scheme management system in the target	Interviewing to district officers in the target areas			
Project Purpose					
The capacity of irrigation scheme management improves in the model sites.	<p>The level of organizational capacity*1 of IWUOs in the model sites increases to 70% or more through the improvement of IMT procedures and the IWUO-Support system.</p> <p>All high-priority agreed plans*2 (organizational operation, operation and maintenance, water management, and farm management) to improve the capacity of IWUOs in the model sites are implemented.</p> <p>*1 The Project applies Capacity Assessment Method that classifies capacity into three categories (External Condition, Technical Capacity and Core Capacity) and evaluates multiple question items in each category. Organizational Capacity is defined as the average achievement rate of Technical Capacity and Core Capacity in this method.</p> <p>*2 The agreed plans are selected from the improvement plans and training plans of "the Capacity Development Program for Irrigation Scheme Management". Occasional review on the status of IWUOs and necessary training will be conducted even after completion of the Project. See the attachment for the details.</p>	<ul style="list-style-type: none"> Capacity Assessment of IWUOs in the model sites Project progress reports (including monitoring and evaluation reports) 	There is no drastic changes in officers at district and sector levels, especially for agriculture, irrigation and cooperative subsectors.	<ul style="list-style-type: none"> Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted. There has been an improvement especially in the activities related to IWUO management (Output 2), which is expected to the improvement of other Outputs and interactions between Outputs. 	
Outputs					
1. Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified.	IMT implementation manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> Discussions on Policy Advice for IWUO and IMT are progressing. The functioning of DISCs and the involvement of local authorities at sector level has been strengthened. To ensure the achievements and improve the added value of the Project, Radio Training Program, a series of Webinars and Online Study Tour have been conducted. To examine the survey methodology for the irrigation scheme inventory, the Project conducted a desk review/survey and sample field survey at 50 irrigation schemes. 	In collaboration with MINAGRI and the Advisor, WAMCAB will support to develop the "Irrigation Strategic Plan" by managing the sub-contract and directly implementing part of the field surveys, which will promote and contribute to policy discussion and recommendation by WAMCAB.
2. IWUO management is enhanced in the model sites.	IWUO Management improvement manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> The Project has provided technical guidance for IWUO in each model site through the capacity development of FCs, who are working for IWUOs as managers and temporarily hired by the Project, and the some improvements such as organizational management and financial management and have been observed. Since April 2022, FCs in Cyaruhogo, Ngoma and Ngiriyi has started to be employed by IWUO by cost-sharing with WAMCAB. All IWUOs or Cooperative in model sites secured and rehabilitated their office with the support of WAMCAB. 	
3. Operation and maintenance are properly implemented in the model sites.	Operation and maintenance manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> A series of training and activities have been conducted according to the Improvement Plan / Training Plan. The Project has provided technical assistance to IWUO in the model sites for the periodical inspections of facilities, maintenance and repair by community work, etc. It is observed that some facility repairs are made in each model site using IWUO's budget, workforce and skill learned in the training by the Project, showing that ownership is gradually fostered. In Nyabuyogera model site, a night reservoir has been constructed by participatory approach through community works. The Project provided technical guidance, necessary equipment and some minimum labour costs. 	
4. Water management is properly implemented in the model sites.	Water management manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> A series of training and activities have been conducted according to the Improvement Plan / Training Plan. In collaboration with Output 5, the Project has provided technical assistance in the four demonstration farms (rice cultivation in Cyimpima, Ngiriyi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes). 	
5. Farm management is properly implemented in the model sites.	The extracted farm management methodologies are accepted in the model sites.	Project progress report		<ul style="list-style-type: none"> A series of training and activities have been conducted according to the Improvement Plan / Training Plan. The Project has provided technical assistance in the 4 demonstration farms (rice cultivation in Cyimpima, Ngiriyi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes). As reported in the M/S #4, to follow-up on the "Sector Policy Loan for the Nutrition Improvement through Agriculture Transformation", the Project has supported RAB to develop nutrition-sensitive cropping calendars targeting Ngoma and Nyabuyogera schemes. In addition to this, the Project conducted interview surveys to collect basic information about nutrition in both schemes. 	

Activities	Inputs		Important Assumption		
	(1) Input by Japanese side	(2) Input by Rwandan side			
1-1. To identify problems of the current implementation of IMT procedures through baseline survey	<p>1. Dispatch of Experts</p> <p>(1) Regular Team Experts</p> <p>1) Chief Advisor / Irrigation Policy</p> <p>2) Deputy Chief Advisor / Irrigation Policy</p> <p>3) IWUO Management</p> <p>4) O&M / Water Management</p> <p>5) O&M / Water Management / Capacity Development</p> <p>6) Farm Management</p> <p>7) Coordination/Training</p> <p>8) Nutrition-sensitive Farm Management</p> <p>(2) Short-term Experts</p> <ul style="list-style-type: none"> • Support for IMT Promotion <p>2. Counterpart Training</p> <ul style="list-style-type: none"> • Japan • Third country <p>KCCP programs are currently postponed due to COVID-19.</p> <p>3. Provision of Equipment</p> <ul style="list-style-type: none"> • Equipment needed for project implementation <p>4. Local Operation / Activity Cost (temporary arrangement)</p> <ul style="list-style-type: none"> • Transportation costs of C/Ps • Allowances for C/Ps and farmers • Cost for Communication 	<p>1. Assignment of C/Ps</p> <p>(1) Project Director</p> <p>(2) Deputy Project Director</p> <p>(3) Project Manager</p> <p>(4) Chief Implementer</p> <p>(5) Core C/Ps to work with the Japanese Expert Team at central, station, and district levels</p> <p>2. Project Office (RAB in Kigali, and Station Offices in the two provinces)</p> <p>3. Local Operation / Activity Cost (arrangement based on R/D)</p> <ul style="list-style-type: none"> • Electricity / Water fees in offices • Internet environment • Transportation costs of C/Ps • Cost for Communication 	Pre-Conditions		
1-2. To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey					Basic agreement is made between MINAGRI and MINALOC for the expected collaboration in the project.
1-3. To identify problems of IWUO supporting systems through baseline survey					
1-4. To select model sites upon the approval at JCC					 <p><Issues and countermeasures></p> <ul style="list-style-type: none"> • As JICA has suspended all overseas business trip of JICA experts engaged in JICA's technical cooperation projects affected by the COVID-19 outbreak, the JICA Headquarters and Chief Advisor agreed on that all Japanese assignments shall be conducted remotely from Japan. However, following the lifting of travel restrictions to Rwanda by JICA on 24th November 2021, the JICA HQ and Chief Advisor agreed to resume the dispatch of Japanese experts from the middle of January 2021. • Under these circumstances, to ensure the achievements and improve the added value of the Project, additional work such as i) radio broadcasting, ii) webinar and iii) online study tour have been implemented. • Regarding the issue of budget for local operation and activity cost affected by COVID-19, JICA Rwanda office and RAB agreed that JICA shall temporarily cover the cost from July 2021 until March 2022. In addition, considering the prolonged impact by COVID-19, they discussed and agreed again to extend this temporary measures up until June 2023. • The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. However, the structure and list of SIPU (Single Implementation Project Unit), to which the Core C/Ps belong, have not been finalized. • There has been a slight delay in the overall progress particularly with regard to cross-cutting and advanced technologies and activities requiring technical assistance from Japanese experts, although as the situation of COVID-19 calms down, the activities are gradually progressing. Also, due to the difficulties and lack of involvement of TF members especially for M&E, the preparations and discussions for the third phase, Institutionalization and Extension Preparation Phase, have not been progressed. In view of the combined impact of the COVID-19 over a long period of time and the current progress, an extension of the second phase, Technical Guidance Phase, is proposed. In addition, the method of implementation and the schedule of activities should be considered flexibly.
1-5. To implement the activities addressing to the above-noted problems					
1-6. To monitor the progress					
1-7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring					
1-8. To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order					
2-1. To analyse the current situation in order to identify problems (e.g. IWUO registration, by-laws and regulations, IMTA conditions, collaboration with cooperatives, water rights and etc.) through					
2-2. To elaborate the draft improvement plan of IWUO management (e.g. leadership, accounting, general assembly & executive committees, collaboration with cooperatives, and etc.) based on the					
2-3. To train C/Ps as trainers based on the improvement plan					
2-4. To draft IWUO management improvement manuals					
2-5. To conduct IWUO training by C/P trainers in the model sites					
2-6. To improve the draft manuals based on the implementation of activity written as 2-5					
2-7. To set up monitoring and evaluation system for IWUO management					
2-8. To implement monitoring and evaluation on relevant activities					
3-1. To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey					
3-2. To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3-1					
3-3. To train C/Ps as trainers based on the improvement plan of O&M					
3-4. To draft O & M manuals					
3-5. To conduct IWUO training by C/P trainers in the model sites					
3-6. To improve the draft manuals based on the implementation of activity written as 3-5					
3-7. To implement monitoring and evaluation on relevant activities					
4-1. To analyse the current situation in order to identify problems of water management through baseline survey					
4-2. To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4-1					
4-3. To train C/Ps as trainers based on the improvement plan of water management					
4-4. To draft water management improvement manuals					
4-5. To conduct IWUO training by C/P trainers in the model sites					
4-6. To improve the draft manuals based on the implementation of activity written as 4-5					
4-7. To implement monitoring and evaluation on relevant activities					
5-1. To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey					
5-2. To extract suitable methodologies from lessons learnt through relevant projects					
5-3. To train C/Ps as trainers based on the suitable methodologies					
5-4. To elaborate farm management training texts					
5-5. To conduct training by C/P trainers in the model sites					
5-6. To implement monitoring and evaluation on relevant activities					




Progress Summary of Improvement Plan / Training Plan (Agreed Plans)

As of 30th April 2022

*Red-highlighted parts indicate the updated activities of the month.

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb	
2-1	○	2	M	M	M	M	Understanding the scheme	[Step 1] • Undertake preliminary survey and define the scheme service area	Phase 1: completed	Phase 1: completed	Apr 2020: completed	Apr 2020: completed *supplemental survey is ongoing	IWUO members
2-2	○	2	M	M	M	M	Database organization	[Step 2] • Database preparation and organizing the management structure	Phase 1: preparation of basic scheme information 15-26 Jun 2020: completed	Phase 1: completed	Apr 2020: preparation of basic scheme information	Apr 2020: Completed *supplemental survey is ongoing	IWUO members
2-3	○	2	H	H	H	H	Reorganization of IWUO and election of leaders	[Step 2] • Database preparation and organizing the management structure	Phase 1: preparation of organization structure 15 Jun 2020: completed	2-16 Jul 2020: completed	Aug 2020: Completed (reorganization of Ngiriyi and Nyiramageni was separately done) Nov 2020: Overall IWUO was established by combining two schemes (Ngiriyi and Nyiramageni) Jul 2021: Merging with two schemes into one IWUO was cancelled for the demarcation with another project in Nyiramageni. Aug 2021: re-election of IWUO members were supported.	Sep 2020: Completed	IWUO members
2-4	○	2	M	M	M	M	Explanation of scheme layout to IWUO	[Step 3] • Conduct initial training and explain the scheme layout and how IWUO is organized	19-30 Jun 2020: completed	2-16 Jul 2020: completed			IWUO members
2-5	○	2	H	H	H	H	Establishment of Internal Regulation	[Step 4] • Prepare the Rules and Internal Regulations (by-law) • Prepare role and responsibility of stakeholders [Step 5] • Hold general meeting for approval of the Rules and Internal Regulations and Action Plan • Prepare future Action Plan	19-15 Jun 2020: preparation of draft internal regulations Dec 2020 - Jan 2021: preparation of draft internal regulations for hillside 10 Aug 2020: trial leadership training Sep 2021: discussion with IWUO leadership for organizing GA meeting 29 Oct: General Assembly was held. Action Plan was presented and the amendment of Rules and Internal Regulations was approved.	2-16 Jul 2020: preparation of draft internal regulations Aug-Oct 2020: discussion with IWUO members, and finalization 11 Aug 2020: trial leadership training Oct 2020: preparation of the Performance Contract Agreement, the first IWUO and Coop. meeting 12 Nov 2020: General Assembly meeting to approve the internal regulations 31 Dec 2020: Performance Contract Agreement was signed. Sep 2021: discussion with IWUO leadership for organizing GA meeting	Dec 2020 - Jan 2021: preparation of draft internal regulations 17, 18 Feb 2021: General Assembly meeting about merging two IWUOs (Ngiriyi and Nyiramageni) Jul 2020: Draft internal regulation is being prepared focusing only Ngiriyi scheme. Sep 2021: discussion with IWUO leadership for organizing GA meeting Mar 2022: GA meeting preparation is undergoing. Apr 2022: Rehabilitation of IWUO office is at 90%.	Dec 2020 - Jan 2021: preparation of draft internal regulations Aug 2021: General Assembly meeting was planned, but postponed due to COVID-19. Sep 2021: discussion with SMC and Cooperative leadership for organizing GA meeting Mar 2022: GA meeting of the cooperative was conducted.	IWUO members
2-6	○	2	H	H	H	H	Strengthening of IWUO	[Step 6] • Capacity development on Leadership • Promotion of participation • Transparency and accountability • Conflict management • Preparation of Action Plan	Oct 2020: discussed on the IWUO's office with District and World Bank, and agreed to secure an office by Nov Nov 2020: An office was secured at Ngoma 22 inside a storage built by WB project 8-12 Mar 2021: IWUO strengthening training Hillside water users list is prepared for Maize Kotungu cooperative is deducting water fee from Chia seed farmers 2 Nov 2021: The first General Assembly was held, and approval of Action Plan, Rules and Internal Regulations, and replacement of Vice President was conducted. Jan 2022: Preparation of training on sensitization of scheme features and roles and responsibility of WUT including cooperative leaderships for Ngoma Feb 2022: A solar power was set at the office of IWUO and Kotungu cooperative. A simple training on the Excel was given to a Kotungu accountant to identify members who pays and not pay for water fee. Mar 2022: The training material for WUT/IWUO was prepared. 28 Apr 2022: IWUO GA meeting was organized.	Oct 2020: An office with furniture was secured for Rwamagana IWUO at Bugugu site. / the first IWUO and Coop. meeting / the process of legalizing IWUO has started. 22-25 Mar 2021: IWUO strengthening training was conducted. June 2021: DISC meeting was conducted and IWUO present its activity, financial report and action plan of IWUO. / Preparation of special training to WUT (Sensitization on Responsibility of WUT leadership), it is being translated into Kinyarwanda. 29 Oct: General Assembly was held. Executive Committee presented the IWUO activities and Audit Committee presented the auditing of IWUO, etc. Nov 2021: Training for lower level IWUO on responsibility of WUT leaders were given. The lower level cooperative were leaders also included in the training. Dec 2021: Evaluation of water distribution problem was conducted, and the problem was discussed among all stakeholders at District, RAB, Union and Coop. Feb 2022: A solar panel was installed at the IWUO office to help smooth the activity. / IWUO executive committee decided to make annoucemnet to hire its own FC (future manager) so that they can share the salary with WAMCAB. Mar 2022: Preparation of the GA meeting is undergoing. 1 Apr 2022: IWUO GA meeting was organized.	Dec 2021: IWUO office space is provided by Cooperative with the consent of District. The rehabilitation of the office is being processed (BoQ is being prepared). Feb 2022: The preparation for rehabilitation of office was continued. IWUO executive committee held a meeting to approve the covering the labor cost for the rehabilitation of the office. 23 Mar 2022: IWUO GA meeting was organized.	8-12 Feb 2021: financial management training 22-26 Feb 2021: IWUO strengthening training A system of water fee collection was discussed among zonal leaders of the scheme. Dec 2021: Rehabilitation of office provided by District is completed. The process of electrification is being processed. 29 Mar 2022: Cooperative GA meeting was organized.	IWUO members Cooperative

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target	
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb		
2-7	○	2	H	H	H	H	Financial Management	[Step 6] • Outline of financial management • Establishment of the O&M fund • Establishment of the O&M fee management mechanism	21-25 Sep 2020: financial management training Sep 2020: the first IWUO and Coop. meeting about the roles and responsibility of each entity and the Performance Contract Agreement to be signed between them Oct 2020: preparation of draft book-keeping format Apr-May 2021: The first financial statement is being prepared May 2021: Financial statement was prepared. A system of expense order is created to create a controlling mechanism of income and create a link with DISC (it has never been implemented) Jul 2021: Financial statement from Jan up to Jul 2021 is being prepared. Feb 2021: Executive committee meeting has decided to the cost sharing of the FC beginning of April. They also want to hire two support staff that help the FC in collecting data for water fee collection since the scheme is big and can't be covered by one person alone. Discussion with local leaders is being made to collaborate in collecting water fee from hillside farmers who failed to pay after harvest and sell there product by themselves Mar 2022: Water fee collection of 2022 Season B for marshland was done. Water fee collection in hillside is undergoing.	16-20 Nov 2020: financial management training Additional source of fund (fish farming) is being initiated. Book keeping material and format is prepared and submitted to be used by IWUO. Apr-May 2021: The first financial statement is being prepared. Jul 2021: Financial statement from Jan 2021 up to April 2021 was prepared and it will continue to be updated. The scheme is in good condition. Oct 2021: Auditing of IWUO was done. Feb 2022: Collection of water fee from hillside farmers is designed in such a way, the responsibility shall be given to volunteer farmers who shall receive 10% of what is collected from the farmers. The trial shall be done starting from March 2022. Apr 2022: IWUO has started to hire its own manager (FC) by cost-sharing with WAMCAB (50% of each) through official recruitment procedures in collaboration with District and Cooperative. Apr 2022: RAB provided and released fish fingerings in three reservoirs for fish farming, which can be an additional income source of IWUO.	May-June 2021: The financial statement is being prepared. Dec 2020: financial management training Jul 2021: Financial statement from Jan up to Jul 2021 is being prepared. Sep 2021: Short training given to FC on how to prepare financial statement using Excel. Oct 2021: Auditing of IWUO was done. Feb 2022: A meeting was conducted with the executive committee to discuss on the cost sharing of FC which was agreed during the GA of Nov 2021. Due to unexpected flood in the production of this season, they failed to pay from Jan 2022. Now the committee has agreed to start the cost sharing of FC from April 2022. WAMCAB helps IWUO to speed-up the approval of expense order by Sector/District so that the rehabilitation of office and other irrigation facilities can start asap before the end of preparation for the next season.	May-June 2021: The financial statement is being prepared. Feb 2021: Financial management training Jul 2021: Financial statement from Jan up to Jul 2021 is being prepared. Sep 2021: Short training given to FC on how to prepare financial statement using Excel. Oct 2021: Auditing of Cooperative was done. Feb 2022: A meeting was done with the executive member to discuss about the failure to pay for FC half of his salary as agreed during GA meeting. With simple estimation on water fee collected and expected expenses in a year, we have found that the financial capacity of the scheme is unable to cover salary of any supporting staff. The main reason is that the water fee rate agreed by GA is so small (70RwF per are, one third of the minimum paid by other scheme) due to lack of any irrigation structure in the scheme that help in distribution or managment of water source. This shows that without properly designed and installed irrigation structure in the scheme that help achieve proper distribution of water to all farm land the beneficiaries are not willing to pay for water fee.	IWUO members Cooperative	
2-8	○	2	M	M	M	M	Monitoring and Evaluation Method by DISC & RAB	[Step 6] • Role and function of M&E • Establishment of M&E system • Implementation of M&E	Feb 2022: Although M&E system is not yet established, for the first time local leaders at village and cell level have started to involve in the activity of IWUO through helping in the collection of water fees.	Jan 2022: In Rwamagana, a technical team was formed to monitor the activity of the IWUO and Cooperatives and to solve the issue of misunderstanding between the two. The team includes Sector Agronomist, District officials and leaders of the IWUO and Cooperatives. Feb 2022: The first technical team meeting was held and the activity progress agreed in Jan 2022 by each stakeholder were discussed. Very encouraging involvement from the District and other stakeholdres (Sector, Cooperative, etc.) can be seen.	28 Sep: Gisgara DISC meeting was held as part of monitoring and evaluation.	28 Sep: Gisgara DISC meeting was held as part of monitoring and evaluation.		
2-9	○	2	H	H	H	H	Commencement of the scheme activity	[Step 7] Commencement of scheme • Prepare and provide O&M manual • Start the scheme operation and management activities • Establish the system of collection water fee and member fee • Prepare financial management system • Establish performance agreement between IWUO and cooperative or other water users	Jan 2021: Office arrangement is being strengthening. Scheme operation for Season B is being discussed. Office of IWUO is secured and arranged. Scheme operation and the activity of IWUO have started. Feb 2021: For the first time since the establishment of IWUO, water fees from hillside farmers that are member of Kotungo cooperative were collected. A differnet method is being designed to collect the remaining water fees from non-member farmers. Feb 2022: The planned DISC meeting was postponed twice. There is a need to discuss the importance of DISC meeting with the District official in collaboration with C/P	Dec 2020: the operation of the scheme has began.GS46 Jan 2021: Discussion on financial management system is done. After Jan 2021: The involvement of other water users of the scheme such as mining, car wash and hillside irrigator is conducted. Scheme operation has already started, IWUO members are increasing by day. Other water users are registering and paying water fee according to the internal rules and regulations. Feb 2022: DISC meeting was held. A proposal to create coordinating committee is proposed by the District, but the detailed role and responsibility will be discussed in the future.	IWUO is actively implementing activities related to the scheme Sand extraction as a source of additional income has given to a private company Broken intake structures are being fixed by IWUO own fund.	The organized Scheme Management Committee under the cooperative has began its activity related to scheme management. Apr-Jul 2021: Community mobilization for night storage has been conducted.		
2-10	○	2	H	H	H	L	Support in the registration of the organization and IMTA agreement	[Step 8] • Apply for registration of IWUO and water permit • Registration and performance contract agreement [Step 9] • IMTA and M&E system • Prepare a follow up mechanism • IMTA with MINAGRI • Routine Training	Jan 2021: Hillside database is being prepared, and performance agreement both with rice coop and horticulture coop for 2020-21B was signed. June 2021: Performance Agreement both with rice coop and horticulture coop for 2021A was signed. Jul 2021: Collaboration letter from the District is being prepared as registration process. Sep 2021: Collaboration letter from the District is collected and sent to RAB for Registration Process.	June 2021: Performance Agreement with 4 coops for 2021A was signed. Jul 2021: Performance agreement with private hillside farmers has been signed. Jul 2021: Registration process has started, application is already made to RAB. Jul 2021: Document for the application of water permit is being processed. Mar 2022: All document for legal status is prepared and application is made at RGB.	June 2021: Performance Agreement with rice coop for 2021A is being prepared. Sep 2021: Support for the Registration of IWUO is requested by the president and WAMCAB start to follow the status of the application at RDB.			
2-11		2		M			Construction of secondary canal in Rwamagana	Support for the construction of secondary canal in Rwamagana		Dec 2020: construction of the secondary canal by community work is supported. Jan 2021: Follow-up on the correction of the slope of secondary canal made by the community was started. Part of the incomplete secondary canal (Due to the presence of old masonry structure that need to be removed) was conducted. The completion of the secondary canal shall be done by community work soon) Oct 2021: Completion and adjustment of secondary canal at unfinished location				IWUO members
2-12		2	M	M	M	M	Make TF understand How the lower level IWUO is formed		4 Nov. 2021: Training on IWUO management model was conducted for TF members.	Same as on the left	Same as on the left	Same as on the left		
2-13	○	2	M	M	M	M	To improve the draft manuals	Discussion and updating the manuals	Draft Manuals (IWUO strengthening, financial management and M&E) are prepared.	Same as on the left	Same as on the left	Same as on the left		
3&4-1	○	3,4	H	H	H	H	Establishment of implementation structure for O&M and water management at the scheme level	•To organize the O&M Team and Farmers' Repair Team •To organize the Water Users Team	27-31 Jul 2020: basic civil work training, 10-12 Aug 2020: follow-up training	14-17, 21-24 Sep 2020: basic civil work training	14-18 Sep 2020: basic civil work training	20-24 Oct 2020: basic civil work training	Farmer's Repair Team, O&M Team	

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb	
3&4-2	○	3,4	H	H	H	H	O&M and Water Management Basic Training •Sharing the basics and current issues of irrigation facility utilization •PIM (Participatory Irrigation Management) training •To promote activities of water management and O&M at block level •Study tour to good practice schemes	31 Aug-2 Sep 2020: water management training & hydrant repair training (3-6, 4-7) 25-26 April 2022: Sensitization workshop to lower level of local government on Operation and maintenance of irrigation facilities and its security in Ngoma 22 hillside	17-19, 24-26 May 2021: water management training for IWUO leaders was conducted. 31 May 2021: water management training for WUT leaders has been started.			Farmer's Repair Team, O&M Team	
3-3	○	3,4	M	M	M	M	O&M Training 1 (lecture) Basic training on O&M to foster the ownership	27-31 Jul 2020: basic civil work training, 10-12 Aug: follow-up training	14-17, 21-24 Sep 2020: basic civil work training	14-18 Sep 2020: basic civil work training Aug 2021: 3 turnouts were repaired by IWUO with support from WAMCAB.	20-24 Oct 2020: basic civil work training	Farmer's Repair Team, O&M Team	
3-4	○	3,4	M	M	M	M	Survey / inspection and analysis of current facility condition •To prepare irrigation and drainage system map in the scheme •To prepare facility location map •Facility survey to grasp the current condition	Mar 2021: Draft map has been prepared Apr 2021: Facility Survey for pipeline was started in Ngoma22 Nov. 2021: Facility inspection for repair work was conducted	Mar 2021: Draft map has been prepared	Nov 2021: Facility map in Ngiriyi was prepared 11-20 Nov 2020: Trial of Facility check was conducted by WAMCAB engineer 15-16 Mar 2021: Facility check was conducted in Nyiramageni.	Mar 2021: Draft map has been prepared Oct 2021: Function of weir was tested. Nov. 2021: Inspection of flood damage was conducted		
3-5	○	3,4	M	M	M	M	O&M Training 2 (lecture) •To prepare the annual O&M plan of IWUO •To evaluate and consider the appropriate water fee setting	Feb. 2022: training for formulation of O&M plan was conducted to TF members.	Feb. 2022: training for formulation of O&M plan was conducted to TF members.	Feb. 2022: training for formulation of O&M plan was conducted to TF members.	Feb. 2022: training for formulation of O&M plan was conducted to TF members.		
3-6	○	3,4	M	M	M	M	O&M Training 3 (field practice) Basic / Advanced level •Basic civil work (masonry, plain concrete) •Advanced civil work (Reinforced concrete) •Participatory simple maintenance and cleaning activity •Countermeasures against soil erosion •Maintenance of hydrants/pipe/valve •Demonstration on typical facility maintenance •Farm road repair	27-31 Jul 2020: basic civil work training, 10-12 Aug 2020: follow-up training 31 Aug-2 Sep 2020: water management training & hydrant repair training (Common 2, 4-7) 28 Sep-2 Oct 2020: farm road repair training in collaboration with Core Rwanda Sep 2021: Water management training & hydrant repair training Nov. 2021: Countermeasure for for Slope collapse was conducted. 27, 29 Apr 2022: Training on installation of valves for secondary canal in Ngoma 22 hillside	14-17, 21-24 Sep 2020: basic civil work training 22-27 Feb 2021: Advanced civil work training 1-12 Mar 2021: Road repair training including prevention of erosion 19-23 Jul 2021: Canal repair work was conducted. 20 Apr 2022: Establishment of road drainage by community work in Cyimpima scheme.	14-18 Sep 2020: basic civil work training 27-30 Oct 2020: farm road repair training 11 Dec 2020: Field visit with Musha sector agronomist 23 Dec 2020: Field practice for maintaining secondary canal Oct 2021: Canal cleaning was conducted	20-24 Oct 2020: basic civil work training 14 Dec 2020: Field visit to confirm the situation 24 Dec 2020: Field practice for maintaining main canal Sep 2021: farm road repair training Nov. 2021: Rehabilitation of irrigation canal was conducted Jan. 2022: Advanced civil work training was conducted for repair work of canal crossing drain.	Farmer's Repair Team, O&M Team	
4-7	○	3,4	H	M	M	H	Water management training 1 (lecture) Lectures on efficient water use and irrigation methods mainly for hillside irrigation	31 Aug-2 Sep 2020: water management training & hydrant repair training (Common 2, 3-6) Apr 2021: Three tensiometers were installed at demo plot in Ngoma 22.					
4-8	○	3,4	M	M	M	M	Water management training 2 (lecture / field practice) •Lectures on efficient water use and irrigation methods •Monitoring of the amount of available water resources and water use •Water management at the time of drought •Measurement of discharge and water level at dam reservoir •Rainfall observation by using simple rain gauge •Measurement of water consumption rate in paddy field	Jan 2021: Simple rain gauge was procured and it will be installed for each dams soon.	17-19, 24-26 May: water management training for IWUO leaders (O&M Team and Farmers' repair team) was conducted. 31 May-3 Jun: Water Management training for WUT leaders has been started. Jan 2021: Simple rain gauge was procured and it will be installed for each dams soon. Apr 2021: Measurement trial was started at demo plot.	Apr 2021 Measurement trial was started at demo plot	Feb 2020: Measurement of rainfall and spring discharge has been started.		
4-9	○	3,4	H	H	H	H	Water management training 3 (lecture / field practice) On-farm water management and water use mainly for hillside irrigation •Appropriate irrigation using soil moisture monitoring data •Trial of treadle pump •Trial installation of shallow well for dry season (• Trial of foot pump) (• To install water storage)	Jan 2021: Four tensiometers were procured. Apr 2021: Three tensiometers were installed and the measurement of soil moisture has been started. Oct 2021: Explanation of demo plot was done to O&M team and FRT	9 Nov-4 Dec 2020: Secondary canal creation 29-30 Dec 2021: Explanation and practice for on-farm water management	11-20 Dec 2020: Field practice for installing secondary canal 30 Dec 2021: Explanation and practice for on-farm water management			
4-10	○	3,4	M	M	M	M	Field practice of on-farm level water-saving irrigation •Land levelling of the plot •Maintenance of levee at the leakage point and improvement of ridge preparation method •Installation of on-farm drainage (improvement of drainage condition) •Trial of water saving method for paddy rice (AWD: Alternate Wetting and Drying) •Adjustment of irrigation according to the growing stage •To promote the installation of secondary/tertiary canal		14-16 Dec: Preparation for hand leveler and AWD tube Oct 2021: Training for water saving irrigation	14-16 Dec: Preparation for hand leveler and AWD tube Feb: Monitoring of the progress Oct 2021: Training for water saving irrigation			
4-11	○	3,4	H	H	H	H	Water management training 4 (lecture / field practice) •To prepare annual water distribution plan •To evaluate and consider the appropriate water fee setting	Feb. 2022: training for formulation of water distribution plan was conducted to TF members.	Jan. 2022: training for formulation of water distribution plan was conducted. Feb. 2022: training for formulation of water distribution plan was conducted to TF members.	Feb. 2022: training for formulation of water distribution plan was conducted to TF members.	Feb. 2022: training for formulation of water distribution plan was conducted to TF members.		
3&4-12	○	3,4	H	H	H	H	Monitoring & Feedback Monitoring and feedback on the implementation of the O&M plan (3-5) and water distribution plan (4-11)						
3-a		3,4	yes	yes	yes	yes	Others Support for the development/ rehabilitation plan of irrigation scheme, incorporating an O&M perspective from the planning stage						
3-b		3,4	H	H	H	H	Daily technical guidance on O&M 1 Facility O&M		7-24 Dec 2020: Handover stop log Apr 2021: Trial for improving stop log was practiced.				
3-c		3,4	H	H	H	H	Daily technical guidance on O&M 2 Practice of O&M along the plan (3-5)						
3-d		3,4	Yes				Repair/rehabilitation work Dredging of Chinese old dam at Mwanbu and utilization of borrow materials					Farmer's Repair Team, O&M Team	
3-e		3,4		H			Construction •Intake structure at Cyaruhogo scheme •Night Reservoir at Nyabuyogera scheme				Apr-Jul 2021: complementary lining work is on going. Aug-Sep 2021: supplemental correction work is ongoing.		
4-f		3,4			M	M	Daily technical guidance on water management 1 Installation and operation of intake structure						
4-g		3,4	H	H	H	H	Daily technical guidance on water management 2 Practice of water distribution along the plan (4-11)						
5-1	○	5	H	H	H	H	Establishment and reinforcement of Cooperative organizational To establish the implementation structure for farm management at scheme level	18-21, 24-29 Aug 2020: Reorganization of hillside cooperative & preparation of internal regulation	Well organized	Well organized	Sep 2020: Reorganization of cooperative & preparation of internal regulation	Cooperative	

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb	
5-2		5	M	L	L	M	Soil improvement	·Conducting soil analysis in the schemes ·Compost training	Jul-Aug 2020: compost training & follow-up Apr 2021: compost training	Jul-Aug 2020: compost training & follow-up	Jul-Aug 2020: compost training & follow-up	Apr 2021: compost training & follow-up	Cooperative
5-3	○	5	H	H	H	H	Profitability analysis	To analyze the profitability of each crop based on production record and BLS	Sep 2020: Preparation of documents	Sep 2020: Preparation of documents	Sep 2020: Preparation of documents	Sep 2020: Preparation of documents	
5-4		5	H	M	M	H	Relationship with IWUO	Consideration of performance contract with IWUO	3 Jan 2022: Performance Contract Agreement was signed.	31 Dec 2020: Performance Contract Agreement was signed.			
5-5	○	5	H	H	H	H	Coop management training	Training on strengthening Coop management, gender main streaming, and accounting	17-18 Nov 2020: coop management and gender mainstreaming training 14-15 Feb 2022: coop management and gender mainstreaming training (with partner, invited woman trainer)	9-12 Nov 2020: coop management and gender mainstreaming training 13-17 Dec 2021: coop management and gender mainstreaming training	5-6 Nov 2020: coop management and gender mainstreaming training 23-24 Feb 2022: coop management and gender mainstreaming training (with partner, invited woman trainer)	22-23 Oct 2020: coop management and gender mainstreaming training 9-10 Aug 2021: Workshop on rules and internal regulations 23-24 Nov 2021: coop management and gender mainstreaming training	Cooperative
5-6		5	M	M	M	M	Coop management training	Study tour to good practice cooperatives	31 Jul 2020: study tour to Nasho irrigation scheme in Kirehe District to learn about contract farming			30-31 Aug 2021: study tour to Ngoma22 irrigation scheme to learn about contract farming in cooperation with C/Ps	IWUO members Cooperative
5-7	○	5	H	L	L	H	Marketing training	→Training on marketing and market-oriented agriculture →Training on market research and analysis	9-10 Dec 2020: Marketing training	7 May 2021: rice variety workshop (visit to Indatwa Kayonza coop)	2 Dec 2020: rice variety workshop (visit to RAB demo farm)	25-26 Nov 2020: Marketing training	
5-8	○	5	H	H	H	H	Marketing training	→Selection of crop/variety based on the analysis of profitability, making crop calendar	Jan 2021: Done with cooperative 22 Sep 2021: Making crop calendar	7 May 2021: Selection of the varieties	2 Dec 2020: Selection of the varieties	Jan 2021: Done with cooperative 24 Sep 2021: Making crop calendar	
5-9		5	L	L	L	L	Rice cultivation and Horticulture training	Management of demonstration plots in the schemes		From Dec 2020	From Dec 2020		
5-10	○	5		M	M		Rice Cultivation training 1 (FFS)	→1: Field training on nursery sowing practice and soil improvement		11, 14-16 Dec 2020: sowing and nursery preparation 7-8 Jul 2021: sowing and nursery preparation 11 Jan 2022 : Nursery preparation and sowing	29-31 Dec 2020: sowing and nursery preparation 29-30 Jun 2021: sowing and nursery preparation (second time)		
5-11	○	5		M	M		Rice Cultivation training 2 (FFS)	→2: Field training on transplanting		19-22 Jan 2021: Land leveling and transplanting training (only for land owner due to covid-19 prevention) 4-5 Aug 2021: training on transplanting 4 Feb 2022: training on land leveling and transplanting	4-8 Jan 2021: Land leveling and transplanting training (only for land owner due to covid-19 prevention) 26-30 Jul 2021: Land leveling and transplanting		
5-12	○	5		M	M		Rice Cultivation training 3 (FFS)	→3: Field training on fertilization and pest control	30 Nov 2021 : Disease and pest control	18-19 Feb 2021: Field training on fertilization and pest control 24 Mar 2021: 2nd Top dressing 8-9 Sep 2021: Training on top dressing and weeding 22-Oct 2021: Training on 2nd topdressing	2-Feb 2021: Field training on fertilization and pest control 18-19 Aug 2021: Training on top dressing and weeding		
5-13	○	5		M	M		Rice Cultivation training 4 (FFS)	→4: Field training on harvesting and post-harvesting		25-26 May 2021: Harvesting	5 May 2021: Harvesting 13 Dec 2021: Harvesting		
5-14	○	5	M			M	Horticulture training 1 (FFS)	→1: Field training on seed sowing and seedling preparation	10 Feb 2021: sowing and nursery preparation 28 Sep 2021: sowing maize and chia seed and nursery of tomato, cabbage and beetroot			4 Feb 2021: sowing and nursery preparation 29-30 Sep 2021: sowing preparation of maize and chia seed 22 Mar 2022: sowing soybean and applying rhizobium	
5-15	○	5	M			M	Horticulture training 2 (FFS)	→2: Field training on transplanting and land preparation	6 Apr 2021: transplanting and land preparation 3 Nov 2021: Transplanting and top dressing			1 Apr 2021: transplanting/sowing and land preparation 23-24 Jun 2021: Planting for irish potato	
5-16	○	5	M			M	Horticulture training 3 (FFS)	→Field training on fertilization, rice husk charcoal and compost making	6 May 2021: weeding and fertilization 13 May 2021: compost making.			14-23 Apr 2021: compost making for all zones, 22 Apr 2021: fertilization	
5-17	○	5	M			M	Horticulture training 4 (FFS)	→4: Training on pest control and IPM	30 Nov 2021: Diseases and pest control			21 Jun 2021: Making organic pesticide for chili	
5-18	○	5	M			M	Horticulture training 5 (FFS)	→5: Field training on harvesting and post-harvesting	29 Jun 2021: Harvesting for green pepper 17 Jan 2022 : Harvesting and post-harvest			1-Oct 2021: harvesting irish potato	
5-19		5	L	L	L	L	Horticulture training 6 (FFS)	Field training on farm machine and tools (winnowing, planting machine, etc.)		23 Apr 2021: Repair work of damaged winnowing machine of cooperatives with technicians. (20 machines are repaired)			
5-20	○	5		L	M		Field training on field-level water-saving paddy irrigation	Training on water management at on-farm level		Feb 2021: preparation of training	Feb 2021: preparation of training		
5-21	○	5	M			M	Field training on field-level water-saving upland irrigation	Training on water management at on-farm level	Feb 2021: preparation of training			Feb 2021: preparation of training	
5-22		5	M	M	M	M	Knowledge Co-Creation Program in the third country	Knowledge Co-Creation Program regarding farming (SHEP, CARD) in the third country					
5-23		5	L	L	L	L	Improvement of nutrition	Improvement of nutrition through farming package	Jul 2021: Field survey Jan 2022 : Dietary Diversity Survey			Jul 2021: Field survey Jan 2022 : Dietary Diversity Survey	
5-24		5	M	M	M	M	Post-harvest training	→Training on post-harvesting, collecting and shipment					
5-25		5	M	M	M	M	Post-harvest training	→Training on operation and maintenance of agricultural facility (Drying yard, storage, etc.)					
5-26		5	L				Post-harvest training	→Training on operation and maintenance of cold storage					
5-27		5	M			L	Marketing training (option)	Introduction of contract farming and certificates	July-Aug 2020: consultation contract farming with cooperatives and private companies Sep 2020-Feb 2021: Consultation farming of chia seed and chili			July 2021: consultation contract farming with cooperative and private company. 30-31 Aug 2021: Study Tour to Ngoma 22 Sep 2021: consultation of making contract	Cooperative
5-28		5	M	L	L	M	Coop management training (option)	Introduction of credit services for commercial farming					
5-29		5		L	L		Marketing training (option)	Trial introduction of parboiling technique					

TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)

Version of the Sheet: Ver.7 (Term: May 2022 – October 2022)

[Japanese side] Name: Norio KUNIYASU

Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Emile RUZIBIZA

Title: Project Manager

Submission Date: 25th November 2022

I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Technical inputs remotely and physically provided by the experts: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) Coordinator / Training, (8) Support for IMT Promotion, (9) Nutrition-sensitive Farm Management, (10) Irrigation Strategy Plan
- Eight Local Experts (National Staff: NS): (1) Local Coordinator / IWUO Officer, (2) 2 Irrigation Engineers, (3) 2 Agronomists, (4) Assistant IWUO Officer, (5) Coordinator of Field Collaborators, and (6) Logistic / Monitoring and Evaluation
- Five Field Collaborators (FCs) in each model site of Ngoma, Rwamagana and Gisagara, who will be hired by the IWUOs/Cooperatives in the future as a manager and/or supporting staff
- Local operation cost for counterparts (C/Ps) and Task Force (TF) members who participate in the TF meeting, project training, study tour, evaluation, etc. until the end of Fiscal Year (FY) 2022/2023 (from July 2021 to June 2023)
- Local operation cost (transportation fees) to the farmers who participate in the project training, study tour, etc. until the end of FY 2022/2023 (from July 2020 to June 2023).

Rwandan side

- Assignment of C/Ps: (1) Project Director, (2) Deputy Project Director, (3) Project Manager, (4) Chief Implementer, (5) TF members at central, station and district level
- Project office at RAB HQs in Rubona / Huye and a temporal office at SPIU/MINAGRI

in Kigali.

1-2 Progress of Activities

Activity 1

- | | |
|--------------|---|
| Activity 1.1 | To identify problems of the current implementation of IMT procedures through baseline survey |
| Activity 1.2 | To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey |
| Activity 1.3 | To identify problems of IWUO supporting system through baseline survey |
| Activity 1.4 | To select model sites upon the approval at JCC |
| Activity 1.5 | To implement the activities addressing to the above-noted problems |
| Activity 1.6 | To monitor the progress |
| Activity 1.7 | To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring |
| Activity 1.8 | To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order |

(Progress) After completion of the “Radio Training Program (Part II)” covering 10 themes from March to June 2022, re-broadcasting by community radio in Eastern and Southern Provinces has been discussed with the 3 target Districts.

As a part of preparation phase to formulate umbrella of IWUOs in the 3 target Districts, “Coordinating Committee of Rwamagana (CCR)” has been established at the District Irrigation Steering Committee (DISC) meeting on 26 April 2022 which consists of related IWUOs, Cooperatives and the District in the Rwamagana District.

To promote active collaboration with local government, the Project continues to involve Sectors related to the Project model site as well as DISC. DISC meetings have been periodically organised as indicated in the following table.

Year	Ngoma	Rwamagana	Gisagara
2019	-	28/03 & 31/12	21/02
2020	29/01 & 02/05	02/07 & 26/11	03/03
2021	-	04/11	28/09
2022	08/06	18/03, 26/04 & 09/06	15/06

As reported in the M/S #6, in response to a request to contribute to a development of “Irrigation Strategic Plan” by MINAGRI, the Project has supported to develop this exercise by managing the sub-contract and directly

implementing part of the field surveys, which will promote and contribute to policy discussion and recommendation by WAMCAB. The Project conducted the sub-contract on 6 June, kick-off meeting of sub-contract on 8 June and validation meeting of the inception report on 29 July 2022.

To encourage the involvement of TF members, the Project has supported the inclusion of project activities in the TF members' *Imihigo* (Performance Contract) or Action Plans in the Rwanda FY 2022/2023.

Activity 2

Activity 2.1 To analyse the current situation in order to identify problems through baseline survey

Activity 2.2 To elaborate the draft improvement plan of IWUO management based on the activity as written 2.1.

(Progress) In accordance with the result of baseline survey, draft manual for IWUO Management Model and training manual is prepared and elaborated to the TF member in workshop conducted in 2021.

Activity 2.3 To train C/Ps as trainers based on the improvement plan

(Progress) The proposed IWUO Management Model is explained and discussed with the TF member. A workshop for verification of the draft manuals will be held in November 2022.

Activity 2.4 To draft IWUO management improvement manuals

Activity 2.5 To conduct IWUO training by C/P trainers in the model sites

Activity 2.6 To improve the draft manuals based on the implementation of activity written as 2.5.

(Progress) The occurrence of COVID-19 has made the implementation of some of the activity to be delayed. The proposed IWUO Management Model and training manuals are explained and discussed with the TF member. A workshop for verification of the draft manuals will be held in November 2022. The implementation of the training by C/P to model sites is planned for December 2022.

Activity 2.7 To set up monitoring and evaluation system

Activity 2.8 To implement monitoring and evaluation on relevant activities

(Progress) Manual for monitoring and evaluation (M&E) system is developed and

discussed with the C/P. Trial implementation of M&E is planned to be undertaken in December 2022.

Activity 3

- | | |
|--------------|---|
| Activity 3.1 | To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey |
| Activity 3.2 | To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3.1. |
| Activity 3.3 | To train C/Ps as trainers based on the improvement plan of O&M |
| Activity 3.4 | To draft O&M manuals |
| Activity 3.5 | To conduct IWUO training by C/P trainers in the model sites |

(Progress) Introduction workshop for TF members about the draft manual for output 3 was held in May 2022 to explain the content of the manual, discuss its contents and formulate a training schedule using the manual from June to December 2022.

Based on the Improvement Plan / Training Plan using draft manual for output 3, the Project and TF members conducted a series of activities to IWUO and FCs in the model sites with the support by the NS of the project as follows (From May to October 2022):

- ◆ Training for Facility inspection in Ngoma in May, Rwamagana and Nyabuyogera in September 2022
- ◆ Training for Participatory Irrigation Management in Ngiryi in August and Nyabuyogera in October 2022.
- ◆ Training for formulating O&M plan in Ngoma and Ngiryi in August, Rwamagana in September and Nyabuyogera in October 2022
- ◆ Facility inspection and support of community work in Ngoma in May, Rwamagana in September and Ngiryi in August 2022.
- ◆ Rehabilitation and construction of weir was conducted by IWUO with the assistant by the Project in June to September 2022.
- ◆ Five turnouts are rehabilitated and three new turnouts are constructed by IWUO under the initiative of the IWUO and technical advice from the Project in Ngiryi from May to October 2022.

Activity 3.6	To improve the draft manuals based on the implementation of activity written as 3.5.
--------------	--

Activity 3.7	To implement monitoring and evaluation on relevant activities
--------------	---

(Progress) The list of manuals that have been prepared and the progress of each are as follows.

- ◆ Participatory Irrigation Management (Ver.0)
- ◆ Basic Civil Work (Ver.1)
- ◆ Advance Civil Work (Ver.0)
- ◆ Formulating O&M Plan (Ver.1)

Activity 4

- Activity 4.1 To analyse the current situation in order to identify problems of water management through baseline survey
- Activity 4.2 To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4.1.
- Activity 4.3 To train C/Ps as trainers based on the improvement plan of water management
- Activity 4.4 To draft water management improvement manuals
- Activity 4.5 To conduct IWUO training by C/P trainers in the model sites

(Progress) Introduction workshop for TF members about the draft manual for output 4 was held in May 2022 to explain the content of the manual, discuss its contents and formulate a training schedule using the manual from June to December 2022.

Based on the Improvement Plan / Training Plan using draft manual for output 4, the Project and TF members conducted a series of activities to IWUO and FCs in the model sites with the support by the NS of the project as follows (From May to October 2022):

- ◆ Training on formulating Water Distribution Plan in Ngiryi in August 2022.
- ◆ Soil moisture condition has been measured and recorded in the Project demo farm of Ngoma from June to August 2022.
- ◆ Technical assistance to establish of on-farm canal and appointment of SWDs for better water management in Ngiryi in July 2022.
- ◆ Irrigated paddy cultivation area was increased from 65 to 112 ha in season A through the promotion of on-farm canal installation and field water saving irrigation (AWD: Alternate Wetting and Drying) in Ngiryi.

- Activity 4.6 To improve the draft manuals based on the implementation of activity written as 4.5.
- Activity 4.7 To implement monitoring and evaluation on relevant activities

(Progress) The list of manuals that have been prepared (or are planned to be prepared) and the progress of each are as follows.

- ◆ On-farm Water Management (Ver.0)
- ◆ On-farm Water-saving Irrigation (Ver.1)
- ◆ Formulating Water Distribution Plan (Ver.1)

Activity 5

- Activity 5.1 To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey
- Activity 5.2 To extract suitable methodologies from lessons learnt through relevant projects
- Activity 5.3 To train C/Ps as trainers based on the suitable methodologies
- Activity 5.4 To elaborate farm management training texts
- Activity 5.5 To conduct training by C/P trainers in the model sites

(Progress) Based on the Improvement Plan / Training Plan, the Project, TF members and FCs conducted a series of activities to Cooperative members in the model sites with the support by the NS of the project as follows (From May to October 2022):

- ◆ Training on disease and pest control in Cyaruhogo and Ngiryi in May 2022.
- ◆ Cooperative management and gender mainstreaming in Nyabuyogera in September 2022.
- ◆ SHEP workshop for TF member and Sector agronomists Gisagara, Rwamagana and Ngoma Districts in August 2022.
- ◆ TF member participated SHEP online training of Knowledge Co-Creation Program in May 2022.

Activity 5.6 To implement monitoring and evaluation on relevant activities

(Progress) As additional evaluation of training evaluation by Kirkpatrick, collected data which consists productivity and profitability by hearing trained farmers and referring their accounting book in September 2022.

1-3 Achievement of Output

Output 1 Irrigation Management Transfer (IMT) procedure, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified

- Discussions on the creation of an umbrella of IWUOs are progressing. As a first step towards this, CCR was established in Rwamagana District at the extraordinary DISC meeting on 26th March 2022.
- Functioning of DISCs and involvement of local authorities at the sector level are strengthened. As seen in the above-mentioned activity, the involvement of Rwamagana District is expanding such as periodical DISC meetings and monitoring activities by the team consisting of District officials, IWUO, Cooperatives, etc.

Output 2 IWUO management is enhanced in the model sites.

- The proposed IWUO management model is being implemented in the model sites. The model is being discussed and updated together with the TF members and C/Ps. The TF members are trained on the proposed model and expected to implement in the target District during the extension phases of the project.
- Since the implementation of this model, IWUO in the model sites could be able to hire support staffs (Cyaruhogo model site hire 10 staffs (irrigator and operators)), the Cooperatives and IWUO members have agreed to increase water fee from 200 to 300RwF/are/season at Cyaruhogo and to 400RwF/are/season in Nyigiri model site.

Output 3 Operation and maintenance are properly implemented in the model sites.

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted for a total of 52 beneficiaries.
- Workshop on formulating O&M plan for TF members was conducted.
- The Project has provided technical assistance to IWUO in the model sites for the periodical inspections of facilities, maintenance, construction (drainage crossing canal in Nyabuyogera) and repair by community work (road drainage in Cyimpima), etc.

Output 4 Water management is properly implemented in the model sites.

- Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted for a total of 64 beneficiaries.




- Workshop on formulating water distribution plan for TF members was conducted.
- In collaboration with *Output 5*, the Project has provided technical assistance in the four demonstration farms (rice cultivation in Cyaruhogo and Ngiryi, and horticulture cultivation in Ngoma and Nyabuyogera).

Output 5 Farm management is properly implemented in the model sites.

- Based on the Improvement Plan / Training Plan, a series of training and activities has been conducted for a total of 233 beneficiaries.
- In collaboration with *Output 4*, the Project has provided technical assistance in the four demonstration farms (rice cultivation in Cyaruhogo and Ngiryi, and horticulture cultivation in Ngoma 22 and Nyabuyogera).
- Improvement of productivity and income by applying appropriate cultivation techniques and considering market situation in part of trained farmers are confirmed according to result of training evaluation.
- Participation of TF member in SHEP online training of Knowledge Co-Creation Program in May 2022.

1-4 Achievement of the Project Purpose

Project Purpose The capacity of irrigation scheme management improves in the model sites

- Based on the Improvement Plan / Training Plan, a series of training and activities are conducted.
- As mentioned above in **1-3 Achievement of Output**, there has been an improvement especially in the activities related to IWUO management (Output 2), which is expected to the improvement of other Outputs and interactions between Outputs.

1-5 Changes of Risks and Actions for Mitigation

- For the prevention measures against COVID-19, the Project follows the rules and guidance by the Cabinet Resolutions. The Project shall continue to take necessary measures as the situation changes.

1-6 Progress of Actions undertaken by JICA

- In collaboration with MINAGRI, the Irrigation Strategy Plan is under preparation. The task is commissioned to a local consultant, and WAMCAB is managing the task given to the consultant. The task has commenced in August 2022, the field survey, key

informant interview (KII), interview with farmers and its analysis have been conducted. The draft strategy report shall be readied in December 2022.

1-7 Progress of Actions undertaken by Gov. of Rwanda

- The Government of Rwanda, through the Cabinet, Ministry of Health and other responsible authorities, periodically reviews the restrictive measures to contain the spread of the COVID-19 pandemic and instructs necessary actions.

1-8 Progress of Environmental and Social Considerations (if applicable)

N/A

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

N/A

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs, etc.)

- In order to conduct the Project activities in Ngoma and Gisagara Districts effectively and efficiently, communication and collaboration with the WB-supported SAIP¹ and the EU-supported TECAN² have been conducted respectively.
- In order to improve irrigation system of the Cyaruhogo scheme, the Rwamagana District has prepared application documents of the Grant Assistance for Grassroots Human Security Projects (KUSANONE/ GGP) in cooperation with WAMCAB, and submit its application to the Embassy of Japan in Rwanda on 27 June. The Embassy dispatched its preparatory evaluation mission to the proposed field on 17 August 2022.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

2-2 Cause

2-3 Action to be taken

- As reported in the M/S #5&6, there has been a slight delay in the overall progress mainly due to the situation of COVID-19 pandemic, an extension of the second phase

¹ SAIP: Sustainable Agricultural Intensification and Food Security Project

² TECAN: Technical Assistance to Enhance the Government of Rwanda's Capacities in the Agriculture Sector for the Sustainable Use of Land and Water Resources, Value Creation and Nutrition Security

“*Technical Guidance Phase*” was approved at the 6th JCC meeting in November 2021. The Project duration was also modified from five years to six years.

- As reported in the M/S #5&6, due to the difficulties and lack of involvement of TF members especially for M&E, the preparations and discussions for the third phase “*Institutionalization and Extension Preparation Phase*” have not been progressed. Since July 2021, by a temporal cost-covering arrangement by JICA, the situation has been improved. However, as facilitation for the local operation and activities cost had been limited for a long time, the gaps have not been filled in.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Rwanda, etc.)

N/A

3 Modification of the Project Implementation Plan

3-1 PO

N/A

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of RID and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of RID and PDM, the team may propose the draft.)

N/A

4 Preparation of Gov. of Rwanda toward after completion of the Project

N/A

II. Project Monitoring Sheet I & II as Attached

Annex I Project Monitoring Sheet I (Revision of PDM)

Annex II Project Monitoring Sheet II (Revision of PO)

Annex III Progress Summary of Improvement Plan and Training Plan (as of October 2022)



Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: Project for Water Management and Capacity Building in Rwanda

Version 3.0

Period of Project: Six years (From 1 April, 2019 to 31 March, 2025)

Target Area: Rwamagana and Ngoma Districts in Eastern Province and Gisagara District in Southern Province

Project Beneficiaries: RAB, Irrigation Water Users Organizations and Districts

Implementing Agency: Rwanda Agriculture and Animal Resources Development Board (RAB)


Dated 31st October 2022

Collaborative Agency: Ministry of Local Government (MINALOC), District Authorities, Rwanda Cooperative Authority (RCA), Rwanda Governance Board (RGB)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
The models of scheme management by IWUOs are accepted in the target districts.	There is at least one scheme which follows the scheme management system in the target districts.	Interviewing to district officers in the target areas			
Project Purpose					
The capacity of irrigation scheme management improves in the model sites.	<p>The level of organizational capacity*1 of IWUOs in the model sites increases to 70% or more through the improvement of IMT procedures and the IWUO-Support system.</p> <p>All high-priority agreed plans*2 (organizational operation, operation and maintenance, water management, and farm management) to improve the capacity of IWUOs in the model sites are implemented.</p> <p>*1 The Project applies Capacity Assessment Method that classifies capacity into three categories (External Condition, Technical Capacity and Core Capacity) and evaluates multiple question items in each category. Organizational Capacity is defined as the average achievement rate of Technical Capacity and Core Capacity in this method.</p> <p>*2 The agreed plans are selected from the improvement plans and training plans of "the Capacity Development Program for Irrigation Scheme Management". Occasional review on the status of IWUOs and necessary training will be conducted even after completion of the Project. See the attachment for the details.</p>	<ul style="list-style-type: none"> Capacity Assessment of IWUOs in the model sites Project progress reports (including monitoring and evaluation reports) 	There is no drastic changes in officers at district and sector levels, especially for agriculture, irrigation and cooperative subsectors.	<ul style="list-style-type: none"> Based on the Improvement Plan / Training Plan, a series of training and activities have been conducted. There has been an improvement especially in the activities related to IWUO management (Output 2), which is expected to the improvement of other Outputs and interactions between Outputs. 	
Outputs					
1. Irrigation Management Transfer (IMT) procedures, support system (including the roles of stakeholders), and contents of support to IWUO and procedures of monitoring are identified.	IMT implementation manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> Discussions on Policy Advice for IWUO and IMT are progressing. The functioning of DISCs and the involvement of local authorities at sector level has been strengthened. To ensure the achievements and improve the added value of the Project, Radio Training Program, a series of Webinars and Online Study Tour have been conducted. To examine the survey methodology for the irrigation scheme inventory, the Project conducted a desk review/survey and sample field survey at 50 irrigation schemes. In collaboration with MINAGRI, WAMCAB has supported to develop the "Irrigation Strategic Plan" by managing the sub-contract and directly implementing part of the field surveys, which will promote and contribute to policy discussion and recommendation by WAMCAB. 	- Policy discussion and recommendation, improvement of IMT procedures and IWUO support system have been continuously conducted in cooperation with related stakeholders.
2. IWUO management is enhanced in the model sites.	IWUO Management improvement manuals are approved at JCC.	JCC minutes	<ul style="list-style-type: none"> DISC and RAB should be involved in IWUO activity IWUO should be part of Imihigo of District Irrigation related staffs should be recruited for each District and RAB Proper implementation of Ministerial Order is secured 	<ul style="list-style-type: none"> The Project has provided technical guidance for IWUO in each model site through the capacity development of FCs, who are working for IWUOs as managers and temporarily hired by the Project, and the some improvements such as organizational management and financial management have been observed. Since April 2022, FCs in Cyaruhogo, Ngoma and Ngiryi has started to be employed by IWUO by cost-sharing with WAMCAB. All IWUOs or Cooperative in model sites secured and rehabilitated their office with the support of WAMCAB. 	- The Cooperative of Cyaruhogo model site have conducted thorough discussion on IWUO activities and the need for increasing the water fee. They have agreed to increase water fee from 200 to 300RwF per are. This is a huge change of beneficiaries on the importance of IWUO in the O&M of the scheme.

3. Operation and maintenance are properly implemented in the model sites.	Operation and maintenance manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> - A series of training and activities have been conducted according to the Improvement Plan / Training Plan. Especially, trainings are conducted by the TF members using the draft manual and it contributes to understanding the content of the manual and fosters ownership. - O&M plan (Ver.0) has been developed together with IWUO and TF members. - The Project has provided technical assistance to IWUO in the model sites for the periodical inspections of facilities, maintenance and repair by community work, etc. - Water distribution plan (Ver.0) has been developed together with IWUO and TF members. - It is observed that some facility repairs are made in each model site using IWUO's budget, workforce and skill learned in the training by WAMCAB, showing that ownership is gradually fostered. - In Ngiriyi model site, a old weir has been rehabilitated by IWUO with the assistant by the Project. The Project provided technical guidance, necessary equipment and materials for construction. - In Cyaruhogo model site, a weir has been newly constructed by IWUO with the assistant by the Project. The Project provided technical guidance, necessary equipment and materials for construction. - In Ngoma model site, facility rehabilitation was conducted by the consultant and the Project, and establishment of rules for use of facilities for better operation and maintenance is conducted by the Project. 	- In Ngoma model site, facility rehabilitation was conducted by the consultant at the time of Grant aid project.
4. Water management is properly implemented in the model sites.	Water management manuals are approved at JCC.	JCC minutes		<ul style="list-style-type: none"> - A series of training and activities have been conducted according to the Improvement Plan / Training Plan. Especially, training are conducted by the TF members using the draft manual and it contributes to understanding the content of the manual and fosters ownership. - Water distribution plan (Ver.0) has been developed together with IWUO and TF members. - In collaboration with Output 5, the Project has provided technical assistance in the four demonstration farms (rice cultivation in Cyimpima, Ngiriyi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes). 	
5. Farm management is properly implemented in the model sites.	The extracted farm management methodologies are accepted in the model sites.	Project progress report		<ul style="list-style-type: none"> - A series of training and activities have been conducted according to the Improvement Plan / Training Plan. - The Project has provided technical assistance in the 4 demonstration farms (rice cultivation in Cyaruhogo, Ngiriyi schemes and horticulture cultivation in Ngoma 22, Nyabuyogera schemes). - Improvement of productivity and income by applying appropriate cultivation techniques and considering market situation in some parts of trained farmers are confirmed according to the result of training evaluation. - Participation of TF member in SHEP online training of Knowledge Co-Creation Program (May, 2022) 	It was confirmed that District agronomist has important responsibility to supervise cooperative and support their activity, however Gisagara District agronomist was transferred to other department. Also, in Ngoma District, no agronomist is elected as TF member, so one new TF member from agronomist shall be replaced in Gisagara and Ngoma, respectively.



Activities	Inputs		Important Assumption
	(1) Input by Japanese side	(2) Input by Rwandan side	
1-1. To identify problems of the current implementation of IMT procedures through baseline survey 1-2. To identify problems of division of roles for the promotion of IMT and supports of IWUOs through baseline survey 1-3. To identify problems of IWUO supporting systems through baseline survey 1-4. To select model sites upon the approval at JCC 1-5. To implement the activities addressing to the above-noted problems 1-6. To monitor the progress 1-7. To draft IMT implementation manuals for IMT procedures, support system (including division of roles), support contents and monitoring 1-8. To help C/Ps to draft proposal of amendment of the IWUO Policy and Strategy, and the Ministerial Order	1. Dispatch of Experts (1) Regular Team Experts 1) Chief Advisor / Irrigation Policy 2) Deputy Chief Advisor / Irrigation Policy 3) IWUO Management 4) O&M / Water Management 5) O&M / Water Management / Capacity Development 6) Farm Management 7) Coordination/Training 8) Nutrition-sensitive Farm Management (2) Short-term Experts • Support for IMT Promotion 2. Counterpart Training • Japan • Third country KCCP programs are currently postponed due to COVID-19. 3. Provision of Equipment • Equipment needed for project implementation	1. Assignment of C/Ps (1) Project Director (2) Deputy Project Director (3) Project Manager (4) Chief Implementer (5) Core C/Ps to work with the Japanese Expert Team at central, station, and district levels 2. Project Office (RAB in Kigali, and Station Offices in the two provinces) 3. Local Operation / Activity Cost (arrangement based on R/D) • Electricity / Water fees in offices • Internet environment • Transportation costs of C/Ps • Cost for Communication	Basic agreement is made between MINAGRI and MINALOC for the expected collaboration in the project. <div style="text-align: center;">  </div> <Issues and countermeasures> • Regarding the issue of budget for local operation and activity cost affected by COVID-19, JICA Rwanda office and RAB agreed that JICA shall temporarily cover the cost from July 2021 until March 2022. In addition, considering the prolonged impact by COVID-19, they discussed and agreed again to extend this temporary measures up until June 2023. • The new organizational structure of RAB has been announced by the Prime Minister's Order No. 096/03 on 14th August 2020. However, the structure and list of SPIU (Single Project Implementation Unit), to which the Core C/Ps belong, have not been finalized. • There has been a slight delay in the overall progress mainly due to the situation of COVID-19 pandemic, an extension of the second phase "Technical Guidance Phase" was approved at the 6th JCC meeting in November 2022. The Project duration was also modified from five years to six years.
2-1. To analyse the current situation in order to identify problems (e.g. IWUO registration, by-laws and regulations, IMTA conditions, collaboration with cooperatives, water rights and etc.) through baseline survey 2-2. To elaborate the draft improvement plan of IWUO management (e.g. leadership, accounting, general assembly & executive committees, collaboration with cooperatives, and etc.) based on the 2-3. To train C/Ps as trainers based on the improvement plan 2-4. To draft IWUO management improvement manuals 2-5. To conduct IWUO training by C/P trainers in the model sites 2-6. To improve the draft manuals based on the implementation of activity written as 2-5 2-7. To set up monitoring and evaluation system for IWUO management 2-8. To implement monitoring and evaluation on relevant activities	4. Local Operation / Activity Cost (temporary arrangement) • Transportation costs of C/Ps • Allowances for C/Ps and farmers • Cost for Communication		
3-1. To analyse the current situation in order to identify problems of operation and maintenance (O&M) through baseline survey 3-2. To elaborate the draft improvement plan of O&M in the model sites based on the activity as written 3-1 3-3. To train C/Ps as trainers based on the improvement plan of O&M 3-4. To draft O & M manuals 3-5. To conduct IWUO training by C/P trainers in the model sites 3-6. To improve the draft manuals based on the implementation of activity written as 3-5 3-7. To implement monitoring and evaluation on relevant activities			
4-1. To analyse the current situation in order to identify problems of water management through baseline survey 4-2. To elaborate the draft improvement plan of water management in the model sites based on the activity as written 4-1 4-3. To train C/Ps as trainers based on the improvement plan of water management 4-4. To draft water management improvement manuals 4-5. To conduct IWUO training by C/P trainers in the model sites 4-6. To improve the draft manuals based on the implementation of activity written as 4-5 4-7. To implement monitoring and evaluation on relevant activities			
5-1. To analyse the current situation in order to identify problems of agricultural extension and farm management through baseline survey 5-2. To extract suitable methodologies from lessons learnt through relevant projects 5-3. To train C/Ps as trainers based on the suitable methodologies 5-4. To elaborate farm management training texts 5-5. To conduct training by C/P trainers in the model sites 5-6. To implement monitoring and evaluation on relevant activities			



Progress Summary of Improvement Plan / Training Plan (Agreed Plans)

As of 31st October 2022

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb	
2-1	○	2	M	M	M	M	Understanding the scheme [Step 1] • Undertake preliminary survey and define the scheme service area	Phase 1: completed	Phase 1: completed	Apr 2020: completed	Apr 2020: completed *supplemental survey is ongoing	IWUO members	
2-2	○	2	M	M	M	M	Database organization [Step 2] • Database preparation and organizing the management structure	Phase 1: preparation of basic scheme information 15-26 Jun 2020: completed	Phase 1: completed	Apr 2020: preparation of basic scheme information	Apr 2020: Completed *supplemental survey is ongoing	IWUO members	
2-3	○	2	H	H	H	H	Reorganization of IWUO and election of leaders [Step 2] • Database preparation and organizing the management structure	Phase 1: preparation of organization structure 15 Jun 2020: completed	2-16 Jul 2020: completed	Aug 2020: Completed (reorganization of Ngiriyi and Nyiramageni was separately done) Nov 2020: Overall IWUO was established by combining two schemes (Ngiriyi and Nyiramageni) Jul 2021: Merging with two schemes into one IWUO was cancelled for the demarcation with another project in Nyiramageni. Aug 2021: re-election of IWUO members were supported.	Sep 2020: Completed	IWUO members	
2-4	○	2	M	M	M	M	Explanation of scheme layout to IWUO [Step 3] • Conduct initial training and explain the scheme layout and how IWUO is organized	19-30 Jun 2020: completed	2-16 Jul 2020: completed			IWUO members	
2-5	○	2	H	H	H	H	Establishment of Internal Regulation [Step 4] • Prepare the Rules and Internal Regulations (by-law) • Prepare role and responsibility of stakeholders [Step 5] • Hold general meeting for approval of the Rules and Internal Regulations and Action Plan • Prepare future Action Plan	19-15 Jun 2020: preparation of draft internal regulations Aug-Sep 2020: discussion with IWUO members, and finalization Dec 2020 - Jan 2021: preparation of draft internal regulations for hillside 10 Aug 2020: trial leadership training Sep 2021: discussion with IWUO leadership for organizing GA meeting 29 Oct: General Assembly was held. Action Plan was presented and the amendment of Rules and Internal Regulations was approved.	2-16 Jul 2020: preparation of draft internal regulations Aug-Oct 2020: discussion with IWUO members, and finalization 11 Aug 2020: trial leadership training Oct 2020: preparation of the Performance Contract Agreement, the first IWUO and Coop. meeting 12 Nov 2020: General Assembly meeting to approve the internal regulations 31 Dec 2020: Performance Contract Agreement was signed. Sep 2021: discussion with IWUO leadership for organizing GA meeting	Dec 2020 - Jan 2021: preparation of draft internal regulations 17, 18 Feb 2021: General Assembly meeting about merging two IWUOs (Ngiriyi and Nyiramageni) Jul 2020: Draft internal regulation is being prepared focusing only Ngiriyi scheme. Sep 2021: discussion with IWUO leadership for organizing GA meeting Mar 2022: GA meeting of the cooperative was conducted.	Dec 2020 - Jan 2021: preparation of draft internal regulations Aug 2021: General Assembly meeting was planned, but postponed due to COVID-19. Sep 2021: discussion with SMC and Cooperative leadership for organizing GA meeting Mar 2022: GA meeting of the cooperative was conducted.	IWUO members	
2-6	○	2	H	H	H	H	Strengthening of IWUO [Step 6] • Capacity development on Leadership • Promotion of participation • Transparency and accountability • Conflict management • Preparation of Action Plan	Oct 2020: discussed on the IWUO's office with District and World Bank, and agreed to secure an office by Nov Nov 2020: An office was secured at Ngoma 22 inside a storage built by WB project-8-12 Mar 2021: IWUO strengthening training Hillside water users list is prepared for Malze Kotungo cooperative is deducting water fee from Chia seed farmers 2 Nov 2021: The first General Assembly was held, and approval of Action Plan, Rules and Internal Regulations, and replacement of Vice President was conducted. Jan 2022: Preparation of training on sensitization of scheme features and roles and responsibility of WUT including cooperative leaderships for Ngoma Feb 2022: A solar power was set at the office of IWUO and Kotungu cooperative. A simple training on the Excel was given to a Kotungo accountant to identify members who pays and not pay for water fee. Mar 2022: The training material for WUT/IWUO was prepared. 28 Apr 2022: IWUO GA meeting was organized. June 2022: Discussion is made on adjustment of water fee for OMM of the scheme. Decision is not yet made. Preparation of Action plan for the coming season Discussion with SAIP local coordinator on the activity sharing on the intervention for hillside irrigation Training on Office Management is conducted	Oct 2020: An office with furniture was secured for Rwamagana IWUO at Bugugu site. / the first IWUO and Coop. meeting / the process of legalizing IWUO has started. 22-25 Mar 2021: IWUO strengthening training was conducted. June 2021: DISC meeting was conducted and IWUO present its activity, financial report and action plan of IWUO. / Preparation of special training to WUT (Sensitization on Responsibility of WUT leadership), it is being translated into Kinyarwanda. 29 Oct: General Assembly was held. Executive Committee presented the IWUO activities and Audit Committee presented the auditing of IWUO, etc. Nov 2021: Training for lower level IWUO on responsibility of WUT leaders were given. The lower level cooperative were leaders also included in the training. Dec 2021: Evaluation of water distribution problem was conducted, and the problem was discussed among all stakeholders at District, RAB, Union and Coop. Feb 2022: A solar panel was installed at the IWUO office to help smooth the activity. / IWUO executive committee decided to make announcement to hire its own FC (future manager) so that they can share the salary with WAMCAB. Mar 2022: Preparation of the GA meeting is undergoing. 1 Apr 2022: IWUO GA meeting was organized. June 2022: Discussion is made on adjustment of water fee for OMM of the scheme. Decision is not yet made. Training on office management is conducted A ten year IWUO budget expense plan is prepared and presented in the workshop Workshop on water fee adjustment is held and the participant agree to increase water fee from 200 to 300RwF per season	Dec 2021: IWUO office space is provided by Cooperative with the consent of District. The rehabilitation of the office is being processed (BoQ is being prepared). Feb 2022: The preparation for rehabilitation of office was continued. IWUO executive committee held a meeting to approve the covering the labor cost for the rehabilitation of the office. 23 Mar 2022: IWUO GA meeting was organized. Activation of Lower level IWUO structure is initiated. Seasonal Water Distributors were identified and given the task of irrigating (water distribution) for each plots in the field. As initiative each farmers will give them one kg of rice per plot. This trial shall be applied to other model sites if successful	8-12 Feb 2021: financial management training 22-26 Feb 2021: IWUO strengthening training A system of water fee collection was discussed among zonal leaders of the scheme. Dec 2021: Rehabilitation of office provided by District is completed. The process of electrification is being processed. 29 Mar 2022: Cooperative GA meeting was organized.	IWUO members Cooperative	

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb	
2-7	○	2	H	H	H	H	Financial Management	<p>[Step 6]</p> <ul style="list-style-type: none"> Outline of financial management Establishment of the O&M fund Establishment of the O&M fee management mechanism 	<p>21-25 Sep 2020: financial management training</p> <p>Sep 2020: the first IWUO and Coop. meeting about the roles and responsibility of each entity and the Performance Contract Agreement to be signed between them</p> <p>Oct 2020: preparation of draft book-keeping format</p> <p>Apr-May 2021: The first financial statement is being prepared</p> <p>May 2021: Financial statement was prepared. A system of expense order is created to create a controlling mechanism of income and create a link with DISC (it has never been implemented)</p> <p>Jul 2021: Financial statement from Jan up to Jul 2021 is being prepared.</p> <p>Feb 2021: Executive committee meeting has decided to the cost sharing of the FC beginning of April. They also want to hire two support staff that help the FC in collecting data for water fee collection since the scheme is big and can't be covered by one person alone.</p> <p>Discussion with local leaders is being made to collaborate in collecting water fee from hillside farmers who failed to pay after harvest and sell their product by themselves</p> <p>Mar 2022: Water fee collection of 2022 Season B for marshland was done. Water fee collection in hillside is undergoing.</p> <p>May 2022: Internal auditing was conducted and found out that mismanagement of fund by IWUO leadership. District is requested to conduct an external auditing (date not yet fixed)</p> <p>July 24-25 WUT leader training on role and responsibility and sensitization of the Irrigation scheme, O&M, layout of the scheme etc</p>	<p>16-20 Nov 2020: financial management training</p> <p>Additional source of fund (fish farming) is being initiated. Book keeping material and format is prepared and submitted to be used by IWUO.</p> <p>Apr-May 2021: The first financial statement is being prepared.</p> <p>Jul 2021: Financial statement from Jan 2021 up to April 2021 was prepared and it will continue to be updated. The scheme is in good condition.</p> <p>Oct 2021: Auditing of IWUO was done.</p> <p>Feb 2022: Collection of water fee from hillside farmers is designed in such a way, the responsibility shall be given to volunteer farmers who shall receive 10% of what is collected from the farmers. The trial shall be done starting from March 2022.</p> <p>Apr 2022: IWUO has started to hire its own manager (FC) by cost-sharing with WAMCAB (50% of each) through official recruitment procedures in collaboration with District and Cooperative.</p> <p>Apr 2022: RAB provided and released fish fingerlings in three reservoirs for fish farming, which can be an additional income source of IWUO.</p> <p>Visit to Gacaca Irrigation scheme for experience sharing, especially on raising the water fee rate where Gacaca pays 500RwF per are but Cyaruhogo pays only 200RwF per are. The experience of Gacaca IWUO and Cooperative gives the leaders of Cyaruhogo model to think about increasing water fee rate</p>	<p>May-June 2021: The financial statement is being prepared.</p> <p>Dec 2020: financial management training</p> <p>Jul 2021: Financial statement from Jan up to Jul 2021 is being prepared.</p> <p>Sep 2021: Short training given to FC on how to prepare financial statement using Excel.</p> <p>Oct 2021: Auditing of IWUO was done.</p> <p>Feb 2022: A meeting was conducted with the executive committee to discuss on the cost sharing of FC which was agreed during the GA of Nov 2021. Due to unexpected flood in the production of this season, they failed to pay from Jan 2022. Now the committee has agreed to start the cost sharing of FC from April 2022.</p> <p>WAMCAB helps IWUO to speed-up the approval of expense order by Sector/District so that the rehabilitation of office and other irrigation facilities can start asap before the end of preparation for the next season.</p> <p>Training on office management is conducted</p>	<p>May-June 2021: The financial statement is being prepared.</p> <p>Feb 2021: Financial management training</p> <p>Jul 2021: Financial statement from Jan up to Jul 2021 is being prepared.</p> <p>Sep 2021: Short training given to FC on how to prepare financial statement using Excel.</p> <p>Oct 2021: Auditing of Cooperative was done.</p> <p>Feb 2022: A meeting was done with the executive member to discuss about the failure to pay for FC half of his salary as agreed during GA meeting. With simple estimation on water fee collected and expected expenses in a year, we have found that the financial capacity of the scheme is unable to cover salary of any supporting staff. The main reason is that the water fee rate agreed by GA is so small (70RwF per are, one third of the minimum paid by other scheme) due to lack of any irrigation structure in the scheme that help in distribution or management of water source. This shows that without properly designed and installed irrigation structure in the scheme that help achieve proper distribution of water to all farm land the beneficiaries are not willing to pay for water fee.</p> <p>Training on office management is conducted</p>	IWUO members Cooperative
2-8	○	2	M	M	M	M	Monitoring and Evaluation Method by DISC & RAB	<p>[Step 6]</p> <ul style="list-style-type: none"> Role and function of M&E Establishment of M&E system Implementation of M&E <p>Manual for Participatory Monitoring and Evaluation of Irrigation Scheme is finalized to be applied by IWUO, District, RAB etc</p>	<p>Feb 2022: Although M&E system is not yet established, for the first time local leaders at village and cell level have started to involve in the activity of IWUO through helping in the collection of water fees.</p> <p>Jan 2022: In Rwamagana, a technical team was formed to monitor the activity of the IWUO and Cooperatives and to solve the issue of misunderstanding between the two. The team includes Sector Agronomist, District officials and leaders of the IWUO and Cooperatives.</p> <p>Feb 2022: The first technical team meeting was held and the activity progress agreed in Jan 2022 by each stakeholder were discussed. Very encouraging involvement from the District and other stakeholders (Sector, Cooperative, etc.) can be seen.</p> <p>As part of monitoring exercise, technical meeting was conducted to check the progress of season preparation and problem occurred during the previous season. District, Sector, Cooperative and IWUO participated</p> <p>DISCT meeting was held on September 2022</p> <p>Manual for Participatory Monitoring and Evaluation of Irrigation Scheme is finalized to be applied by IWUO, District, RAB etc</p>	<p>28 Sep: Gisgara DISC meeting was held as part of monitoring and evaluation.</p> <p>DISCT meeting was held on September 2022.</p> <p>Manual for Participatory Monitoring and Evaluation of Irrigation Scheme is finalized to be applied by IWUO, District, RAB etc</p>	<p>28 Sep: Gisgara DISC meeting was held as part of monitoring and evaluation.</p> <p>DISCT meeting was held on September 2022.</p> <p>Manual for Participatory Monitoring and Evaluation of Irrigation Scheme is finalized to be applied by IWUO, District, RAB etc</p>	The preparation of training manual is being processed, Targeting C/P, District staffs and TF	
2-9	○	2	H	H	H	H	Commencement of the scheme activity	<p>[Step 7]</p> <ul style="list-style-type: none"> Commencement of scheme Prepare and provide O&M manual Start the scheme operation and management activities Establish the system of collection water fee and member fee Prepare financial management system Establish performance agreement between IWUO and cooperative or other water users 	<p>Jan 2021: Office arrangement is being strengthening. Scheme operation for Season B is being discussed.</p> <p>Office of IWUO is secured and arranged. Scheme operation and the activity of IWUO have started.</p> <p>Feb 2021: For the first time since the establishment of IWUO, water fees from hillside farmers that are member of Kotungo cooperative were collected. A different method is being designed to collect the remaining water fees from non-member farmers.</p> <p>Feb 2022: The planned DISC meeting was postponed twice. There is a need to discuss the importance of DISC meeting with the District official in collaboration with C/P.</p> <p>Held DISC meeting to discuss the issue of IWUO with local leader (Remera side by the initiative of Sector Agronomist). Its first kind to held such a meeting. Conduct study tour to Gacaca scheme to share experience on water fee increase.</p> <p>Prepared financial statement and financial record as part of OJT to the Field Collaborator.</p> <p>IWUO has started paying electricity bill of Hillside scheme (Ngoma 22). RAB appreciated the change and also agree to settle the unpaid bill until July 2022.</p>	<p>Dec 2020: the operation of the scheme has began.</p> <p>Jan 2021: Discussion on financial management system is done.</p> <p>After Jan 2021: The involvement of other water users of the scheme such as mining, car wash and hillside irrigator is conducted.</p> <p>Scheme operation has already started, IWUO members are increasing by day. Other water users are registering and paying water fee according to the internal rules and regulations.</p> <p>Feb 2022: DISC meeting was held. A proposal to create coordinating committee is proposed by the District, but the detailed role and responsibility will be discussed in the future. Prepared financial statement and financial record as part of OJT to the Field Collaborator. Preparation of workshop to discuss about increasing water fee. 10 year action plan of IWUO that will be the guide used in increasing the fee (Convincing method of Cooperatives and farmers). Technical advise in the preparation of gates in applying irrigation rotation.</p> <p>General assembly of the four cooperative was held, A new leadership is elected, A new Water fee rate is approved (Increase from 200 to 300RwF/are/season)</p> <p>The IWUO has hired additional 3 irrigator to support the irrigation rotation of the system (a total of 10 support staffs hired by IWUO)</p>	<p>IWUO is actively implementing activities related to the scheme</p> <p>Sand extraction as a source of additional income has given to a private company</p> <p>Broken intake structures are being fixed by IWUO own fund.</p> <p>Give advise to IWUO on New office arrangement. Technical advise in financial planning in rehabilitating an old weir.</p> <p>Prepared financial statement and financial record as part of OJT to the Field Collaborator.</p> <p>The general assembly has approved New water fee rate (from 200 to 400 RwF/are/season). The beneficiaries are eager to install new wier by themselves, the good result of WAMCAB project</p>	<p>The organized Scheme Management Committee under the cooperative has began its activity related to scheme management.</p> <p>Apr-Jul 2021: Community mobilization for night storage has been conducted.</p> <p>Advising the IWUO to use its fund to construct additional night storage (Technical advise given). Prepared financial statement and financial record as part of OJT to the Field Collaborator.</p>	

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target	
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb		
2-10	○	2	H	H	H	L	Support in the registration of the organization and IMTA agreement	[Step 8] • Apply for registration of IWUO and water permit • Registration and performance contract agreement [Step 9] • IMTA and M&E system • Prepare a follow up mechanism • IMTA with MINAGRI • Routine Training	Jan 2021: Hillside database is being prepared, and performance agreement both with rice coop and horticulture coop for 2020-21B was signed. June 2021: Performance Agreement with private hillside farmers has been signed. Jul 2021: Performance Agreement with rice coop and horticulture coop for 2021A was signed. Jul 2021: Collaboration letter from the District is being prepared as registration process. Sep 2021: Collaboration letter from the District is collected and sent to RAB for Registration Process.	June 2021: Performance Agreement with 4 coops for 2021A was signed. Jul 2021: Performance agreement with private hillside farmers has been signed. Jul 2021: Registration process has started, application is already made to RAB. Jul 2021: Document for the application of water permit is being processed. Mar 2022: All document for legal status is prepared and application is made at RGB.	June 2021: Performance Agreement with rice coop for 2021A is being prepared. Sep 2021: Support for the Registration of IWUO is requested by the president and WAMCAB start to follow the status of the application at RDB.			
2-11		2		M			Construction of secondary canal in Rwamagana	Support for the construction of secondary canal in Rwamagana		Dec 2020: construction of the secondary canal by community work is supported. Jan 2021: Follow-up on the correction of the slope of secondary canal made by the community was started. Part of the incomplete secondary canal (Due to the presence of old masonry structure that need to be removed) was conducted. The completion of the secondary canal shall be done by community work soon) Oct 2021: Completion and adjustment of secondary canal at unfinished location				IWUO members
2-12		2	M	M	M	M	Make TF understand How the lower level IWUO is formed		4 Nov. 2021: Training on IWUO management model was conducted for TF members.	Same as on the left	Same as on the left	Same as on the left		
2-13	○	2	M	M	M	M	To improve the draft manuals	Discussion and updating the manuals	Draft Manuals (IWUO strengthening, financial management and M&E) are prepared.	Same as on the left	Same as on the left	Same as on the left		
3&4-1	○	3,4	H	H	H	H	Establishment of implementation structure for O&M and water management at the scheme level	•To organize the O&M Team and Farmers' Repair Team •To organize the Water Users Team	27-31 Jul 2020: basic civil work training, 10-12 Aug 2020: follow-up training	14-17, 21-24 Sep 2020: basic civil work training	14-18 Sep 2020: basic civil work training	20-24 Oct 2020: basic civil work training	Farmer's Repair Team, O&M Team	
3&4-2	○	3,4	H	H	H	H	O&M and Water Management Basic Training	•Sharing the basics and current issues of irrigation facility utilization •PIM (Participatory Irrigation Management) training •To promote activities of water management and O&M at block level •Study tour to good practice schemes	31 Aug-2 Sep 2020: water management training & hydrant repair training (3-6, 4-7) 25-26 April 2022: Sensitization workshop to lower level of local government on Operation and maintenance of irrigation facilities and its security in Ngoma 22 hillside	17-19, 24-26 May 2021: water management training for IWUO leaders was conducted. 31 May 2021: water management training for WUT leaders has been started.	31 August 2022: PIM training using draft manual	19 October 2022: PIM training using draft manual	Farmer's Repair Team, O&M Team	
3-3	○	3,4	M	M	M	M	O&M Training 1 (lecture)	Basic training on O&M to foster the ownership	27-31 Jul 2020: basic civil work training, 10-12 Aug: follow-up training	14-17, 21-24 Sep 2020: basic civil work training	14-18 Sep 2020: basic civil work training Aug 2021: 3 turnouts were repaired by IWUO with support from WAMCAB.	20-24 Oct 2020: basic civil work training	Farmer's Repair Team, O&M Team	
3-4	○	3,4	M	M	M	M	Survey / inspection and analysis of current facility condition	•To prepare irrigation and drainage system map in the scheme •To prepare facility location map •Facility survey to grasp the current condition	Mar 2021: Draft map has been prepared Apr 2021: Facility Survey for pipeline was started in Ngoma22 Nov. 2021: Facility inspection for repair work was conducted May 2022: Facility inspection was conducted for secondary pipeline and Hydrants	Mar 2021: Draft map has been prepared 14-16 September 2022: Facility inspection training using draft manual	Nov 2021: Facility map in Ngiryl was prepared 11-20 Nov 2020: Trial of Facility check was conducted by WAMCAB engineer 15-16 Mar 2021: Facility check was conducted in Nyiramageni. 3 August 2022: Facility inspection training using draft manual	Mar 2021: Draft map has been prepared Oct 2021: Function of weir was tested. Nov. 2021: Inspection of flood damage was conducted		
3-5	○	3,4	M	M	M	M	O&M Training 2 (lecture)	•To prepare the annual O&M plan of IWUO •To evaluate and consider the appropriate water fee setting	Feb. 2022: training for formulation of O&M plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held	Feb. 2022: training for formulation of O&M plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held 29-30 September 2022: O&M plan formulation training using draft manual	Feb. 2022: training for formulation of O&M plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held 24-25 August 2022: O&M plan formulation training using draft manual	Feb. 2022: training for formulation of O&M plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held 13-14 October 2022: O&M plan formulation training using draft manual		
3-6	○	3,4	M	M	M	M	O&M Training 3 (field practice) Basic / Advanced level	•Basic civil work (masonry, plain concrete) •Advanced civil work (Reinforced concrete) •Participatory simple maintenance and cleaning activity •Countermeasures against soil erosion •Maintenance of hydrants/pipe/valve •Demonstration on typical facility maintenance •Farm road repair	27-31 Jul 2020: basic civil work training, 10-12 Aug 2020: follow-up training 31 Aug-2 Sep 2020: water management training & hydrant repair training (Common 2, 4-7) 28 Sep-2 Oct 2020: farm road repair training in collaboration with Core Rwanda Sep 2021: Water management training & hydrant repair training Nov. 2021: Countermeasure for Slope collapse was conducted. 27, 29 Apr 2022:Training on installation of valves for secondary canal in Ngoma 22 hillside	14-17, 21-24 Sep 2020: basic civil work training 22-27 Feb 2021: Advanced civil work training 1-12 Mar 2021: Road repair training including prevention of erosion 19-23 Jul 2021: Canal repair work was conducted. 20 Apr 2022: Establishment of road drainage by community work in Cyimpima scheme. On July 23 the establishment of weir at Cyaruhogio scheme is commenced through the participation of O&M team (as part of training)	14-18 Sep 2020: basic civil work training 27-30 Oct 2020: farm road repair training 11 Dec 2020: Field visit with Musha sector agronomist 23 Dec 2020: Field practice for maintaining secondary canal Oct 2021: Canal cleaning was conducted	20-24 Oct 2020: basic civil work training 14 Dec 2020: Field visit to confirm the situation 24 Dec 2020: Field practice for maintaining main canal Sep 2021: farm road repair training Nov. 2021: Rehabilitation of irrigation canal was conducted Jan. 2022: Advanced civil work training was conducted for repair work of canal crossing drain.	Farmer's Repair Team, O&M Team	

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target	
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb		
4-7	○	3,4	H	M	M	H	Water management training 1 (lecture)	Lectures on efficient water use and irrigation methods mainly for hillside irrigation	31 Aug-2 Sep 2020: water management training & hydrant repair training (Common 2, 3-6) Apr 2021: Three tensiometers were installed at demo plot in Ngoma 22.					
4-8	○	3,4	M	M	M	M	Water management training 2 (lecture / field practice)	<ul style="list-style-type: none"> Lectures on efficient water use and irrigation methods Monitoring of the amount of available water resources and water use Water management at the time of drought Measurement of discharge and water level at dam reservoir Rainfall observation by using simple rain gauge Measurement of water consumption rate in paddy field 	Jan 2021: Simple rain gauge was procured and it will be installed for each dams soon. 17-19, 24-26 May: water management training for IWUO leaders (O&M Team and Farmers' repair team) was conducted. 31 May-3 Jun: Water Management training for WUT leaders has been started. Jan 2021: Simple rain gauge was procured and it will be installed for each dams soon. Apr 2021: Measurement trial was started at demo plot.	Apr 2021 Measurement trial was started at demo plot	Feb 2020: Measurement of rainfall and spring discharge has been started.			
4-9	○	3,4	H	H	H	H	Water management training 3 (lecture / field practice)	On-farm water management and water use mainly for hillside irrigation ·Appropriate irrigation using soil moisture monitoring data ·Trial of treadle pump ·Trial installation of shallow well for dry season (·Trial of foot pump) (·To install water storage)	Jan 2021: Four tensiometers were procured. Apr 2021: Three tensiometers were installed and the measurement of soil moisture has been started. Oct 2021: Explanation of demo plot was done to O&M team and FRT	9 Nov-4 Dec 2020: Secondary canal creation 29-30 Dec 2021: Explanation and practice for on-farm water managemnet	11-20 Dec 2020: Field practice for installing secondary canal 30 Dec 2021: Explanation and practice for on-farm water managemnet 2 September: On-farm water management training using draft manual			
4-10	○	3,4	M	M	M	M	Field practice of on-farm level water-saving irrigation	On-farm water management and water use mainly for marshland irrigation ·Land levelling of the plot ·Maintenance of levee at the leakage point and improvement of ridge preparation method ·Installation of on-farm drainage (improvement of drainage condition) ·Trial of water saving method for paddy rice (AWD: Alternate Wetting and Drying) ·Adjustment of irrigation according to the growing stage ·To promote the installation of secondary/tertiary canal		14-16 Dec: Preparation for hand leveler and AWD tube Oct 2021: Training for water saving irrigation	14-16 Dec: Preparation for hand leveler and AWD tube Feb: Monitoring of the progress Oct 2021: Training for water saving irrigation Jul 2022: Technical assistance for establishment of on-farm canal and appointment of SWDs			
4-11	○	3,4	H	H	H	H	Water management training 4 (lecture / field practice)	<ul style="list-style-type: none"> To prepare annual water distribution plan To evaluate and consider the appropriate water fee setting 	Feb. 2022: training for formulation of water distribution plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held	Jan. 2022: training for formulation of water distribution plan was conducted. Feb. 2022: training for formulation of water distribution plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held	Feb. 2022: training for formulation of water distribution plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held 4 August 2022: training for formulation of water distribution plan was conducted using draft manual	Feb. 2022: training for formulation of water distribution plan was conducted to TF members. May 2022:Workshop for draft manual for T/F member and FC was held 20 October: Training for fair water distribution was conducted using draft manual		
3&4-12	○	3,4	H	H	H	H	Monitoring & Feedback	Monitoring and feedback on the implementation of the O&M plan (3-5) and water distribution plan (4-11)						
3-a		3,4	yes	yes	yes	yes	Others	Support for the development/ rehabilitation plan of irrigation scheme, incorporating an O&M perspective from the planning stage						
3-b		3,4	H	H	H	H	Daily technical guidance on O&M 1	Facility O&M		7-24 Dec 2020: Handover stop log Apr 2021: Trial for improving stop log was practiced.				
3-c		3,4	H	H	H	H	Daily technical guidance on O&M 2	Practice of O&M along the plan (3-5)						
3-d		3,4	Yes				Repair/rehabilitation work	Dredging of Chinese old dam at Mwanbu and utilization of borrow materials						Farmer's Repair Team, O&M Team
3-e		3,4		H			Construction	<ul style="list-style-type: none"> Intake structure at Cyaruhogo scheme Night Reservoir at Nyabuyogera scheme 					Apr-Jul 2021: complementary lining work is on going. Aug-Sep 2021: supplemental correction work is ongoing.	
4-f		3,4			M	M	Daily technical guidance on water management 1	Installation and operation of intake structure						
4-g		3,4	H	H	H	H	Daily technical guidance on water management 2	Practice of water distribution along the plan (4-11)						

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb	
5-1	○	5	H	H	H	H	Establishment and reinforcement of Cooperative organizational structure	To establish the implementation structure for farm management at scheme level	18-21, 24-29 Aug 2020: Reorganization of hillside cooperative & preparation of internal regulation Jul 2021: Cooperative has started hiring an accountant.	Well organized	Well organized	Sep 2020: Reorganization of cooperative & preparation of internal regulation	Cooperative
5-2		5	M	L	L	M	Soil improvement	Conducting soil analysis in the schemes Compost training	Jul-Aug 2020: compost training & follow-up Apr 2021: compost training	Jul-Aug 2020: compost training & follow-up	Jul-Aug 2020: compost training & follow-up	Apr 2021: compost training & follow-up	Cooperative
5-3	○	5	H	H	H	H	Profitability analysis	To analyze the profitability of each crop based on production record and BLS	Sep 2020: Preparation of documents	Sep 2020: Preparation of documents	Sep 2020: Preparation of documents	Sep 2020: Preparation of documents	
5-4		5	H	M	M	H	Relationship with IWUO	Consideration of performance contract with IWUO	3 Jan 2022: Performance Contract Agreement was signed.	31 Dec 2020: Performance Contract Agreement was signed.			
5-5	○	5	H	H	H	H	Coop management training	Training on strengthening Coop management, gender main streaming, and accounting	17-18 Nov 2020: coop management and gender mainstreaming training 14-15 Feb 2022: coop management and gender mainstreaming training (with partner, invited woman trainer)	9-12 Nov 2020: coop management and gender mainstreaming training 13-17 Dec 2021: coop management and gender mainstreaming training	5-6 Nov 2020: coop management and gender mainstreaming training 23-24 Feb 2022: coop management and gender mainstreaming training (with partner, invited woman trainer)	22-23 Oct 2020: coop management and gender mainstreaming training 9-10 Aug 2021: Workshop on rules and internal regulations 23-24 Nov 2021: coop management and gender mainstreaming training 22-23 Aug 2022 : coop management and gender mainstreaming training for new executive committee and audit committee 1-2 September: coop management and gender mainstreaming training for new FPG leaders	Cooperative
5-6		5	M	M	M	M	Coop management training	Study tour to good practice cooperatives	31 Jul 2020: study tour to Nasho irrigation scheme in Kirehe District to learn about contract farming			30-31 Aug 2021: study tour to Ngoma22 Irrigation scheme to learn about contract farming in cooperation with C/Ps	IWUO members Cooperative
5-7	○	5	H	L	L	H	Marketing training	→Training on marketing and market-oriented agriculture →Training on market research and analysis	9-10 Dec 2020: Marketing 22-23 June 2022 : Market survey and Interviewing companies/investors in Kigali by cooperative 8-9 July 2022 : Interviewing companies and have linkage between companies and cooperative in Agri-show	7 May 2021: rice variety workshop (visit to Indatwa Kayonza coop)	2 Dec 2020: rice variety workshop (visit to RAB demo farm)	25-26 Nov 2020: Marketing training	
5-8	○	5	H	H	H	H	Marketing training	→Selection of crop/variety based on the analysis of profitability, making crop calendar	Jan 2021: Done with cooperative 22 Sep 2021: Making crop calendar 24-25 Aug 2022 : SHEP WS (ToT)	7 May 2021: Selection of the varieties 17-18 Aug 2022 : SHEP WS (ToT)	2 Dec 2020: Selection of the varieties 11-12 Aug 2022 : SHEP WS (ToT)	Jan 2021: Done with cooperative 24 Sep 2021: Making crop calendar 11-12 Aug 2022 : SHEP WS (ToT)	
5-9		5	L	L	L	L	Rice cultivation and Horticulture training	Management of demonstration plots in the schemes		From Dec 2020	From Dec 2020		
5-10	○	5		M	M		Rice Cultivation training 1 (FFS)	→1: Field training on nursery sowing practice and soil improvement		11, 14-16 Dec 2020: sowing and nursery preparation 7-8 Jul 2021: sowing and nursery preparation 11 Jan 2022 : Nursery preparation and sowing	29-31 Dec 2020: sowing and nursery preparation 29-30 Jun 2021: sowing and nursery preparation (second time)		
5-11	○	5		M	M		Rice Cultivation training 2 (FFS)	→2: Field training on transplanting		19-22 Jan 2021: Land leveling and transplanting training (only for land owner due to covid-19 prevention) 4-5 Aug 2021: training on transplanting 4 Feb 2022: training on land leveling and transplanting 27-30 June 2022 : training on land preparation for beginners who started cultivation of paddy rice	4-8 Jan 2021: Land leveling and transplanting training (only for land owner due to covid-19 prevention) 26-30 Jul 2021: Land leveling and transplanting		
5-12	○	5		M	M		Rice Cultivation training 3 (FFS)	→3: Field training on fertilization and pest control	30 Nov 2021 : Disease and pest control	18-19 Feb 2021: Field training on fertilization and pest control 24 Mar 2021: 2nd Top dressing 8-9 Sep 2021: Training on top dressing and weeding 22-Oct 2021: Training on 2nd topdressing 16-17 May 2022 : Training on disease and pest control by TF member	2-Feb 2021: Field training on fertilization and pest control 18-19 Aug 2021: Training on top dressing and weeding 19-20 May 2022 : Training on disease and pest control by TF member		
5-13	○	5		M	M		Rice Cultivation training 4 (FFS)	→4: Field training on harvesting and post-harvesting		25-26 May 2021: Harvesting	5 May 2021: Harvesting 13 Dec 2021: Harvesting		
5-14	○	5	M			M	Horticulture training 1 (FFS)	→1: Field training on seed sowing and seedling preparation	10 Feb 2021: sowing and nursery preparation 28 Sep 2021: sowing maize and chia seed and nursery of tomato, cabbage and beetroot			4 Feb 2021: sowing and nursery preparation 29-30 Sep 2021: sowing preparation of maize and chia seed 22 Mar 2022: sowing soybean and applying rhizobium 23 Sep 2022: spacing and fertilizer application of maize	

S/N	Agreed Plans	Output	Priority for model sites				Contents of activity / training	Details	Progress				Target	
			N22	Rw	Nr	Nb			N22	Rw	Nr	Nb		
5-15	○	5	M				Horticulture training 2 (FFS)	→2: Field training on transplanting and land preparation	6 Apr 2021: transplanting and land preparation 3 Nov 2021: Transplanting and top dressing				1 Apr 2021: transplanting/sowing and land preparation 23-24 Jun 2021: Planting for Irish potato	
5-16	○	5	M				Horticulture training 3 (FFS)	→Field training on fertilization, rice husk charcoal and compost making	6 May 2021: weeding and fertilization 13 May 2021: compost making.				14-23 Apr 2021: compost making for all zones, 22 Apr 2021: fertilization	
5-17	○	5	M				Horticulture training 4 (FFS)	→4: Training on pest control and IPM	30 Nov 2021: Diseases and pest control				21 Jun 2021: Making organic pesticide for chili	
5-18	○	5	M				Horticulture training 5 (FFS)	→5: Field training on harvesting and post-harvesting	29 Jun 2021: Harvesting for green pepper 17 Jan 2022 : Harvesting and post-harvest				1-Oct 2021: harvesting Irish potato	
5-19		5	L	L	L	L	Horticulture training 6 (FFS)	Field training on farm machine and tools (winnowing, planting machine, etc.)		23 Apr 2021: Repair work of damaged winnowing machine of cooperatives with technicians. (20 machines are repaired)				
5-20	○	5		L	M		Field training on field-level water-saving paddy irrigation	Training on water management at on-farm level		Feb 2021: preparation of training	Feb 2021: preparation of training			
5-21	○	5	M				Field training on field-level water-saving upland irrigation	Training on water management at on-farm level	Feb 2021: preparation of training				Feb 2021: preparation of training	
5-22		5	M	M	M	M	Knowledge Co-Creation Program in the third country	Knowledge Co-Creation Program regarding farming (SHEP, CARD) in the third country	9-27 May : TF member participated "Market-Oriented Agriculture Promotion (Planning and Management)(A)" as an observer and prepared action plan.					
5-23		5	L	L	L	L	Improvement of nutrition	Improvement of nutrition through farming package	Jul 2021: Field survey Jan 2022 : Dietary Diversity Survey				Jul 2021: Field survey Jan 2022 : Dietary Diversity Survey	
5-24		5	M	M	M	M	Post-harvest training	→Training on post-harvesting, collecting and shipment						
5-25		5	M	M	M	M	Post-harvest training	→Training on operation and maintenance of agricultural facility (Drying yard, storage, etc.)						
5-26		5	L				Post-harvest training	→Training on operation and maintenance of cold storage						
5-27		5	M			L	Marketing training (option)	Introduction of contract farming and certificates	July-Aug 2020: consultation contract farming with cooperatives and private companies Sep 2020-Feb 2021: Consultation farming of chia seed and chili 26 May 2022 : Interviewing quinoa company				July 2021: consultation contract farming with cooperative and private company. 30-31 Aug 2021: Study Tour to Ngoma 22 Sep 2021: consultation of making contract	Cooperative
5-28		5	M	L	L	M	Coop management training (option)	Introduction of credit services for commercial farming						
5-29		5		L	L		Marketing training (option)	Trial introduction of parboiling technique						

[Handwritten signature]

[Handwritten signature]

TO CR of JICA RWANDA OFFICE

PROJECT MONITORING SHEET

Project Title: Project for Water Management and Capacity Building (WAMCAB)

Version of the Sheet: Ver.9 (Term: November 2023 – April 2024)

[Japanese side] Name: Norio KUNIYASU

Title: Chief Advisor / Irrigation Policy

[Rwandan side] Name: Jérôme HITAYEZU

Title: Project Manager

Submission Date: 30th June 2024



I. Summary

1 Progress

1-1 Progress of Inputs

Japanese side

- Technical inputs remotely and physically provided by the experts: (1) Chief Advisor / Irrigation Policy, (2) Deputy Chief Advisor / Irrigation Policy, (3) IWUO Management, (4) Water Management / O&M, (5) Water Management / O&M / Capacity Development, (6) Farm Management, (7) 2 Coordinators / Training, (8) Support for IMT Promotion, (9) Nutrition-sensitive Farm Management, (10) Irrigation Strategy Plan
- Eight Local Experts (National Staff: NS): (1) Local Coordinator / IWUO Officer, (2) 2 Irrigation Engineers, (3) 2 Agronomists, (4) Assistant IWUO Officer, (5) Coordinator of Field Collaborators, and (6) Logistic / Monitoring and Evaluation
- Five Field Collaborators (FCs) in each model site of Ngoma, Rwamagana and Gisagara, who will be hired by the IWUOs/Cooperatives in the future as a manager and/or supporting staff
- A part of local operation cost for counterparts (C/Ps) and Task Force (TF) members who participate in the TF meeting, project training, study tour, evaluation, etc. until the end of Fiscal Year (FY) 2023/2024 (from July 2023 to June 2024)
- Local operation cost (transportation fees) to the farmers who participate in the project training, study tour, etc. until the end of FY 2022/2023.

Rwandan side

- Assignment of C/Ps: (1) Project Director, (2) Deputy Project Director, (3) Project Manager, (4) Chief Implementer, (5) TF members at central, station and district level.
- Project office at RAB HQs in Rubona / Huye and a temporal office at SPIU/MINAGRI