

REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE

STANDARD OPERATING PROCEDURES FOR DISTRICT WASH BOARDS

JULY 2020

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FOREWORD

The Government of Rwanda (GoR) recognizes provision of reliable and sustainable WASH services as key to socio-economic and public health development of a country. As such, WASH has been made one of the priorities of the GoR's national development agenda as demonstrated in the national policy documents and planning tools such as; Vision 2050, the National Water Supply and Sanitation Policies and their Implementation Strategies, and the National Strategy for Transformation 1 (NST1). The National Strategy for Transformation (NST1) sets access to drinking water and improved sanitation facilities to 100% whereas the 5th Integrated Household Living Conditions Survey reported that only 87.4% and 86.2% have been achieved for water access and improved sanitation, respectively.

In order to achieve the set targets, it is fundamental that districts own and take lead in the provision of WASH services and therefore establishment of a dedicated team to oversee the planning, design and implementation of WASH activities was essential. It is in this context that districts were empowered through a ministerial (Ministry of Infrastructure) instruction to establish district WASH boards. The overall mission of the district WASH boards as stipulated in the ministerial instruction was to “contribute to the sustainability of water and sanitation service provision through effective management of water supply systems”.

Although district WASH boards have been established, in all districts, they lack tools to facilitate them achieve their mission. It is in that context that Standard Operating Procedures (SOPs) have been

developed. Development of the SOPs followed an assessment, which showed unplanned and poor performance of the district WASH boards.

The developed SOPs consist of four parts namely the; (i) *internal rules* which elaborate the process and procedures for the internal management of district WASH board, (ii) *financing mechanism* which defines board activities that require direct financing and their associated costs as well as how the latter can be financed, (iii) *M&E guidelines* that will enable the board to monitor WASH service provision and finally (iv) *reporting framework* which provides guidance on what, how and where district WASH boards should report.

These SOPs aim to make district WASH boards more productive, by improving their performance. We believe that district WASH board members will find these SOPs useful in facilitating them to achieve their mission and objectives.

For 

Patricie UWASE
Permanent Secretary



ACKNOWLEDGEMENT

The Ministry of Infrastructure together with Water and Sanitation Corporation (WASAC Ltd), on behalf of the Government of Rwanda, would like to express their gratitude to the development partners namely; USAID, CRS, and SNV for technically and financially supporting, through Gikuriro Program, the development of the Standard Operating Procedures (SOPs) for district WASH boards.

Appreciation also goes to the government institutions, agencies and Non-Governmental Organisations, that provided realistic inputs to the development of these SOPs.

Lastly, thanks go to the Water and Sanitation Thematic Working Group who devoted their time to review and suggest improvements to the SOPs until its final approval.

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LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation/ Acronym	Meaning
CRS	Catholic Relief Services
DWASHB	District WASH Board
V/FED	Vice-Mayor in charge of Finance and Economic Development
FEPEAR (French acronym)	Association of Private Water Operators of Rwanda
GoR	Government of Rwanda
JADF	Joint Action Development Forum
M&E	Monitoring and Evaluation
MINECOFIN	Ministry of Finance and Economic Planning of Rwanda
MININFRA	Ministry of Infrastructure of Rwanda
NGO	Non-Governmental Organisations
NST1	National Strategy for Transformation 1
RURA	Rwanda Utilities Regulatory Authority
SNV (Dutch acronym)	Netherlands Development Organization
SOPs	Standard Operating Procedures
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
WASAC	Water and Sanitation Corporation of Rwanda
WASH	Water Sanitation and Hygiene
WASH MIS	Rwanda WASH Management Information System
WATSAN	Water and Sanitation

INTRODUCTION

District WASH Boards (DWASHBs) were established following the ministerial instructions (MININFRA) that outlined their mission, objectives, membership and overall activities. As of now, all Districts in Rwanda have established District WASH Boards.

WASAC Ltd has the mandate to provide technical support to districts in increasing water and sanitation access as well as in ensuring adequate management of water and sanitation infrastructure.

In the framework of fulfilling its mandate, with technical and financial support from Gikuriro program, a five-year Integrated Nutrition and WASH activity that is funded by USAID and implemented through a consortium of two international agencies: Catholic Relief Services (CRS) and Netherlands Development Organisation (SNV), WASAC Ltd plans to strengthen the capacity of District WASH Boards.

In that context, consultations were conducted on performance of District WASH Boards in four districts of Ngoma, Kicukiro, Nyanza and Nyabihu out of eight Districts within the area of intervention of Gikuriro program. Members of the above-mentioned District WASH Boards, relevant government institutions and NGOs like MININFRA, MINECOFIN, RURA, UNICEF, FEPEAR and Water for People were consulted.

Through the consultations, it was found that the performance of District WASH Boards varies from district to district due to lack of appropriate and standard governing tools like; the internal rules,

financing mechanism, monitoring and evaluation guidelines and reporting framework.

The above tools have thus been developed and documented as ***the Standard Operating Procedures (SOPs) of District WASH Boards*** and are expected to contribute to the improvement of overall performance of district WASH boards, thus enhancing provision of water, sanitation and hygiene services in Rwanda.

In the standard operating procedures, the *internal rules* elaborate the process and procedures for internal management of District WASH Board members, and also define the roles and responsibilities of each member. The *financing mechanism* details the District WASH Board activities and their associated costs as well as how the latter can be financed. The *monitoring and evaluation guidelines* provide guidance to monitor and evaluate WASH activities while the *reporting framework* provides guidance on the content, how and where District WASH Boards should report.

CHAPTER 1: INTERNAL RULES GOVERNING OPERATIONS OF DISTRICT WASH BOARDS

1.1: General Provisions

1.1.1: Purpose

The purpose of these internal rules is to supplement the ministerial instructions establishing District WASH Boards by developing a tool stipulating internal organization, activities, code of conducts, roles and responsibilities of DWASHB members to ensure smooth operations of DWASHBs.

1.1.2 Scope

These internal rules shall apply to all members of the District WASH Board unless specified otherwise.

1.2 Organization of District WASH Board

1.2.1 Chairperson of the Board

The Chairperson of the District WASH Board is entrusted with leadership powers. He/she shall coordinate and direct its activities and shall be answerable to the District Council on how its decisions are implemented.

1.2.2 Management committee

The Chairperson, Co-Chairperson, Secretary of the District WASH Board and one representative of each technical sub-committee shall

constitute the management committee. The management committee reserves the right to invite any other person or member of the District WASH board to the meeting.

The Chairperson chairs the meetings of the management committee. The meeting of the management committee shall be held at least once a quarter, two weeks before the general District WASH Board meeting.

The resolutions of the management committee shall be prepared by the DWASHB secretary and duly signed by the Chairperson. The resolutions shall be circulated to all District WASH Board members at least seven (7) days before a general meeting for information and compliance.

The management committee shall, among others, perform the following functions:

- 1) Formulate the strategic plan of the district WASH board and track its performance.
- 2) Support the Chairperson to fulfil the mission of district WASH board.
- 3) Formulate the action plan of district WASH board and monitor its implementation.
- 4) Approve the agenda of the general district WASH board meeting.
- 5) Approve the establishment and monitor the functioning of technical sub-committees.
- 6) Approve and monitor implementation status of resolutions drawn from district WASH board meetings.

1.2.3: Technical sub-committees:

District WASH boards shall have three technical sub-committees. Membership to the technical sub-committees shall adhere to the following:

1. Every district WASH board member shall register in one technical sub-committee except the members of management committee.
2. The management committee checks how members have registered and approves membership to the sub-committee on the basis of; members' preference to the sub-committee, the number of members in each sub-committee, and the responsibilities of the sub-committee, among others.

A member of a technical sub-committee may shift from one to another upon his/her request or as requested by the management committee.

A. Finance sub-committee

The finance sub-committee shall be composed of at least three (3) members: A Coordinator and two members. The members of the finance sub-committee shall be elected from the members of the board, for a term equivalent to the board's term. A member of the finance sub-committee shall not be a member of another technical sub-committee during the same tenure.

The meeting of the finance sub-committee shall be held at least once a quarter, three weeks before the general District WASH Board meeting and one week before the management committee meeting.

The finance sub-committee shall provide financial oversight to the district WASH board and offer technical guidance to the management committee. In particular, the finance sub-committee shall have the following functions:

- Prepare a draft budget of District WASH Board activities;
- Follow up on the use of District earmarked budget allocated to water, sanitation and hygiene;
- Monitor the collection and use of royalties collected from water and sanitation service providers;
- Follow up on the analysis of financial reports of water and sanitation service providers and provide technical advice accordingly;
- Provide advice on the tenders for construction and management of water supply infrastructure.

B. Water Supply sub-committee

The water supply sub-committee shall be composed of at least four (4) members: A coordinator and three members. The members of the water supply sub-committee shall be elected from the members of the board, for a term equivalent to the board's term. A member of the water supply sub-committee shall not be a member of another technical sub-committee during the same tenure.

The meeting of the water supply sub-committee shall be held at least once a quarter, three weeks before the general District WASH Board meeting and one week before the management committee meeting.

Among other functions, the water supply sub-committee shall:

- Monitor compliance with water tariffs as fixed by the Regulatory Authority;
- Follow up on the quality of service delivered to the community (hours of services, quality of water supplied, complaints handling, response time to repair leakages, times it takes to get new connections)
- Monitor compliance with standard in constructing water supply infrastructure;
- Follow up on the functionality of water supply infrastructure and advise the district accordingly;
- Analyse water supply data provided in the WASH MIS and advise the District on the key priorities in allocating the budget for water supply infrastructure;
- Advocate for increasing water access in schools, health centres and public places;

- Follow up on the compliance of Districts and private operators with contract terms;

C. Sanitation and Hygiene sub-committee

The sanitation and hygiene sub-committee shall be composed of at least four (4) members: A Coordinator and three members. The members of the sanitation and hygiene sub-committee shall be elected from the members of the board, for a term equivalent to the board's term. A member of the sanitation and hygiene sub-committee shall not be a member of another technical sub-committee during the same tenure.

Among other functions, the sanitation and hygiene sub-committee shall:

- Monitor compliance with sanitation tariffs as fixed by competent Authority;
- Follow up on the quality of service delivered to the community (Collection and transportation of solid waste from households, cleaning of health centres and public places) ;
- Monitor compliance with standard in constructing sanitation infrastructure;
- Follow up on the management of waste disposal sites and advise the Districts accordingly;
- Analyse sanitation and hygiene data provided in the WASH MIS and advise the Districts on the key priorities in allocating the budget for sanitation infrastructure;
- Advocate for increasing sanitation access and hygiene in schools, health centres and public places;

- Follow up on the compliance of Districts and service providers with contract terms;

1.3: Membership, Responsibilities, Term of Office and Nomination of Members

1.3.1: Membership

Membership of the District WASH Board shall consist of the following:

1. Vice Mayor FED (Chairperson of the board);
2. JADF committee member in charge of WASH (Co-chairperson);
3. District Water and Sanitation Officer (Secretary);
4. Representative of District council (member);
5. District Support Engineer (member);
6. District Sanitation and Hygiene Officer (member);
7. Representative of water users' committees (member);
8. Dean of Head of Teacher at district level (member);
9. Dean of Directors of health facilities (member);
10. WASAC Branch Manager (member);
11. Army commander in the District (member);
12. DPC in the District (member);
13. Representative of water service providers in the district (member);
14. Representative of sanitation service providers in the district (member).

Note 1: The board may invite any other relevant person as needed.

1.3.2: Responsibilities of Members

For the District WASH Board to function efficiently and effectively, it is substantial that members are assigned specific tasks. This section provides the details of responsibilities of each committee member.

1.3.2.1 Responsibilities of the Chairperson of District WASH Board

The Chairperson of district WASH board shall have the following responsibilities:

1. Overall coordination of board activities;
2. Convene and chair management committee and general DWASHB meetings;
3. Monitor implementation of decisions and resolutions of management committee and general DWASHB meetings;
4. Approve reports, minutes and internal decisions.

1.3.2.2 Responsibilities of the Co-Chairperson of District WASH Board

The Co-Chairperson of district WASH board shall have the following responsibilities:

1. Assume interim of the Chairperson in his/her absence
2. Assist the Chairperson of the district WASH board;
3. Monitor closely activities of sub-committees;
4. Perform such other duties of district WASH board falling within his/her responsibilities as deemed necessary.

1.3.2.3 Responsibilities of the Secretary of District WASH Boards

The Secretary of district WASH board shall have the following responsibilities:

1. Compile board members' reports;
2. Present to the board feedback given to private operators' reports;
3. Prepare minutes of board meetings;
4. Draft meeting agenda to be approved by the committee and share them.
5. Perform administrative works of the board.
6. Prepare and submit allowance requests to the chief budget officer of the District;

1.3.2.5 Responsibilities of Other Members

All other members shall:

1. Enrol and participate in technical sub-committee.
2. Contribute to information sharing, problem analysis and solving, provision of advice as well as advocacy on matters of their representation.

1.3.3: Term of Office

District WASH Board members shall have a term in office that conforms to the one of the District Council. The representative of water users' committees shall not serve two consecutive terms to allow rotation. The term of office of other members will be

determined by their functions, thus they may serve more than one term consecutively.

1.3.4: Procedures for nomination/ selection/ election of District WASH Board members

A. Membership by virtue of office.

The following shall be members of the District WASH board by virtue of office:

- Vice Mayor FED (Chairperson of the board)
- JADF committee member in charge of WASH (Co-chairperson of the Board)
- District Water and Sanitation Officer (Secretary)
- District Support Engineer
- District Sanitation and Hygiene Officer
- WASAC Branch Manager
- Dean of Head of Teacher at District level
- Dean of Directors of health facilities
- Army commander in the District
- DPC in the District
- Representative of water service providers in the district
- Representative of sanitation service providers in the district

B. Membership by election

- *Representative of District council*

The representative of the District Council shall be elected by the District Council members.

- *Representative of water users' committees*

The representative of water users' committees at village level shall be elected from the water user committees managing water points within the village. The election shall continue from lower to higher level where one representative will be elected. At village level, the Cell Social Economic Development Officer (SEDO) shall facilitate the election; the District Water and Sanitation Officer (WATSAN) shall facilitate the election of water users' committees at District level.

1.4: District WASH Board Activities

1.4.1: Meetings

The District WASH Board shall hold quarterly meetings at District head office. The minutes of these meetings shall be taken by the board secretary and shall be valid only if the number of meeting participants is at least a half ($\frac{1}{2}$) of the total membership. The Chairperson may call for an urgent meeting when necessary.

1.4.2: Field visits

The District WASH Board shall conduct field visits when necessary. The District shall provide transport to members to conduct field visit.

1.5: Conduct of Board Members

A board member shall accept and be proud of his/her responsibilities in the board.

A board member shall participate in meetings and any other board activities. A Board member shall not come late to meeting or any other relevant activity without reasonable and timely communicated reason. He/ She shall communicate to the Chairperson of the board two days before the activity. A board member must be devoted to the District WASH Board 's service. He/she shall not put his/her own interest before the public interest and should not take decisions in order to gain financial and other personal benefits.

A board member must:

1. not use his/her position to advance his/her private interests or those of a family member, relative, friend, business associate, or organization with which she/he is affiliated or connected to through a relative;
2. not participate in paid or unpaid activity that may detract him/her from the judicious performance of his/ her official duties;
3. not receive or accept advantages, rewards, remunerations or gifts from anyone that may influence improperly the DWASH Board activities and decisions;
4. not be absent from District WASH Board activities without prior notice;
5. not breach confidentiality.

CHAPTER 2: FINANCING MECHANISM

This chapter details the District WASH Board financing needs, provides an estimate of the board's annual budget and highlights possible sources of funding.

2.1. DWASHB financial needs

Meetings (quarterly-planned and non-planned) and field visits are the activities that require direct financing. The finances are required for allowances (sitting and communication), transportation to field visits, refreshments and office stationery.

The meetings shall be held at the district premises and therefore no financial need related to hiring of meeting venue.

2.2. DWASHB allowances for members

A DWASHB member who attends a general and (or) committee and (or) technical meeting or participates in field visit shall be entitled to an allowance except if he/she has other laws prohibiting him/her to receive sitting allowances. The stipulated amount is Rwf 25,000, however, the district council reserves the right to modify this amount.

A DWASHB member shall be paid communication allowance. The stipulated amount is Rwf 5,000 per month, however, the district council reserves the right to modify this amount.

A board member shall not be paid communication allowance:

- if he/she is paid communication allowance by virtue of his/her office;
- if he/she has other laws prohibiting him/her to receive communication allowances.

2.3. DWASHB annual budget

This sub-section estimates the annual budget for district WASH boards. The estimate considers the following:

- (a) quarterly ordinary meetings are attended by all members,
- (b) monthly communication allowances are paid to only eligible board members,
- (c) transportation cost for possible field visits (maximum twice a year),
- (d) quarterly meetings are held for the management and technical committees.

The table below shows the estimated annual budget for District WASH Board activities.

Table 1: Estimated annual budget for activities of each District WASH Board

		Refreshments	Comm allowance	Sitting allowance	Vehicle hire	Office stationery	Total
Meetings allowances	Management committee	19,200		600,000			619,200
	Finance sub-committee	9,600		300,000			309,600
	Water Supply sub-committee	12,800		200,000			212,800
	Sanitation and hygiene sub-committee	12,800		400,000			412,800
	General Meeting	44,800		1,200,000			1,244,800
Field visits allowance (max. 2)		22,400		600,000	160,000		782,400
Communication allowance			120,000				120,000
Office stationery						50,000	50,000
Total		121,600	120,000	3,300,000	160,000	50,000	3, 751,600

The total estimated annual budget is **three million seven hundred fifty-one thousand, six hundred Rwandan Francs**.

In order to ease the communication for DWASHB members and in case the District has subscribed to a Call User Group (CUG) scheme, it is recommended that District WASH Board members be integrated into the scheme.

2.4. Proposed financial resources

Districts shall finance WASH board annual budget 100% from own revenues. The own revenues refer to all revenues of the district that include but not limited to domestic taxes, fees (which include among others royalty fees from water supply private operators and solid waste management), fines, etc.

Although Districts shall cover 100% of the DWASHB budget, any contribution or support from other WASH partners is welcome.

CHAPTER 3: MONITORING AND EVALUATION GUIDELINES

3.1. Introduction

District WASH Boards have the mandate to oversee development of water, sanitation and hygiene at the district level and for them to fulfil their mandate, they require monitoring and evaluation guidelines.

The M&E guidelines will facilitate the District WASH Board to identify specific sectors within the district that are lagging behind in water, sanitation and hygiene and subsequently prioritize allocation of resources.

Also, the M&E guidelines shall assist District WASH Boards to understand performance of projects, draw lessons from projects' successes and failures. This process of learning will lead and shape an informed decision making during the process of planning, implementing water, sanitation and hygiene projects.

The following key performance indicators shall be used by the DWASHB in monitoring and evaluation of water, sanitation and hygiene:

1. Water access rate;
2. Basic sanitation access rate;
3. Identification and exploitation of unexploited water sources / resources;
4. Functionality of water supply systems;

5. Water supply complaints management
6. Number of households with hand washing facilities
7. Management of waste disposal sites
8. Royalty fees management

3.2. Objectives

The main objective of the monitoring and evaluation guidelines is to help District WASH Boards members focus on result-based management of water, sanitation and hygiene services in the district. Specific objectives of the monitoring and evaluation guidelines are:

1. Help District WASH Board members know and target main indicators from data banks such as WASH MIS and District One Stop Centre Office
2. Highlight the need of every sector within the district on (on a ranking approach)
 - a. safely managed and basic water supply services
 - b. safely managed and basic sanitation facilities
 - c. functional handwashing facilities with water and soap
3. Promote preparedness concerning water sources data for exploitation in their advocacy
4. Help District WASH Board members focus on the Board's objectives in their daily operations

3.3. Indicators description

The following M&E guidelines specify eight key indicators DWASHB should monitor to evaluate the performance of the Districts in improving water, sanitation and hygiene. These indicators are:

Indicator	1. Water access rate per village, cell, sector and District
Definition	A person is said to have access to water when s/he can fetch water in a distance requiring not more than 30 min go and back including queuing time. The water source should be safe for example a protected spring, a borehole or a piped water supply scheme (NWSP, 2016).
Data source	WASH MIS
Rationale	<p>The ministerial instructions establishing District WASH Board highlights efficient planning for water and sanitation as one activity of the boards. Budget allocation is envisaged take into consideration key WATSAN priorities of the district. Furthermore, Rwanda aims at increasing access to basic water service to 100% by 2024 (NWSP, 2016).</p> <p>To prioritize the neediest villages of the district, the WASH Board should have data from WASH MIS highlighting the ranking of every village on water accessibility.</p>

Indicator	2. Basic sanitation access rate per village, cell, sector, and District
Definition	A person is said to have access to basic sanitation when s/he has a basic latrine (pit covered with an appropriate slab, well roofed with functional handwashing facility in not more than 5 meters using water and soap and a door for privacy purpose).
Data source	WASH MIS
Rationale	<p>The ministerial instructions establishing District WASH Board highlight efficient planning for water and sanitation as one of activities of the boards. Budget allocation is envisaged take into consideration key WATSAN priorities of the district. Furthermore, Rwanda aims at increasing access to basic sanitation service to 100% by 2024 (NWSP, 2016).</p> <p>To prioritize the neediest villages of the district, the WASH Board should have data from WASH MIS highlighting the ranking of every village on basic sanitation accessibility.</p>
Indicator	3. Identification and exploitation of unexploited water sources / resources
Definition	An unexploited water source is a source providing water in a permanent mode but that

	is not channelled in way that allow people to fetch water from it.
Data source	Water users' committee reports.
Rationale	District WASH Board members have a coordination role of WATSAN stakeholders' interventions in the district. To support stakeholders in water supply, the District WASH Board should coordinate and have a bank of unexploited water sources that can be used in its advocacy and planning events.
Indicator	4. Functionality of water supply systems per village, cell, sector, and District <ol style="list-style-type: none"> a. Water piped schemes b. Protected springs c. Boreholes
Definition	<p>A functional water system is a water system that provides water to fetch with a low and accepted loss. It should have all its parts working appropriately.</p> <p>Water supply systems functionality per an administrative entity will be highlighting the number of both functional and non-functional water systems in a village, cell, sector, and District.</p>
Data source	WASH MIS
Rationale	Functionality of water supply systems is a bold activity highlighted in the activities of the board.

	<p>The WASH Board should advise the district on how to have a sustainable water service provision system; and, ensuring full functionality of already built water supply systems is important for this end. For this, District WASH Boards should retrieve water supply systems functionality data from WASH MIS and use them in their daily operations.</p>
Indicator	5. Water supply complaints management
Definition	<p>Complaints management from the complaint book are all objections written by clients in a register book looking for a satisfaction regarding service delivery from private operators. Addressing appropriately clients' complaints is an indicator of good operations of the private operator. The DWASHB should be provided with statistics of all raised and addressed complaints during the reporting period.</p>
Data source	<p>Private operator reports: private operators' reports should be a source of raised and addressed complaints during the reporting period.</p> <p>Water users' committee reports: water users committees raised and addressed complaints during the reporting period using both protected springs and boreholes. These reports should be compiled at all levels.</p>

Rationale	<p>Ensuring customer satisfaction and regular management of private operators are two of many objectives set by the ministerial instructions establishing District WASH Boards. In addition, private operators are required to have complaint logbooks that are filled every time it is necessary.</p> <p>To fulfil this, District WASH Boards should get and analyse complaints from logbooks and advise the district accordingly.</p>
Indicator	6. Number of households with hand washing facilities
Definition	<p>A handwashing facility is any facility that allows people to wash their hands with water and soap without being in contact with the water container.</p> <p>To monitor hygiene best practices in the community, the DWASHB should track how many hand washing facilities are in the community. At least one hand washing facility located near a basic latrine will be counted per household.</p>
Data source	WASH MIS
Rationale	The national sanitation policy implementation strategy has set this indicator to be achieved at 90% by 2020. In order to help districts in tracking

	how they are achieving hygiene, DWASHB should analyse data on the percentage of households having functional hand washing facilities with water and soap near basic latrines.
Indicator	7. Management of waste disposal sites
Definition	Waste disposal sites are areas where wastes are dumped after their generation. To protect both the environment and public health, waste disposal sites are constructed with engineering skills to contain not only wastes but also leachate and gases that are further generated by micro-biological interactions of disposed wastes.
Data source	WASH MIS
Rationale	<p>The ministerial instructions establishing District WASH Board highlight regular management of private operators' contracts as one of the objectives of establishing District WASH Boards; and, efficient planning for water and sanitation services as one activity of the boards.</p> <p>In this regard, District WASH Boards will follow up the management of waste disposal sites pertaining to the objective of managing private operators' contracts. This will help District WASH Boards plan and advocate for sanitation in the district.</p>

Indicator	8. Royalty fees management
Definition	Royalty fee is a fixed percentage of amount of money collected for water or sanitation services delivered, which is paid to the District by a private operator.
Data source	Private operators' reports
Rationale	The Rwanda national water supply policy implementation strategy highlights the need of mobilizing private investments in water supply services especially in rural areas. To bring in synergy, district WASH boards should advocate for the royalty's collection maximization and its efficient use. In this regard, the DWASHB should know the total collected royalty fees and their subsequent management.

CHAPTER 4: REPORTING FRAMEWORK

4.1. Introduction

For the District WASH Boards to realize their mandate, as established by the ministerial instruction establishing them, they need to have reliable, updated and accurate information that will help in making the right decisions. It is, therefore, substantial to have an effective reporting framework. High quality data need to be taken as a precondition for the district WASH board to generate confidence in the performance report.

Reporting information shall be in relation with targets or benchmarks in order to allow the district WASH board to evaluate how well the district is performing in terms of improving water supply, sanitation and hygiene.

4.2. Purpose of the reporting framework

The purpose of the reporting framework is to provide district WASH boards with a framework of reporting which highlights the procedures, frequency and contents of the reports to allow easy monitoring of the performance of the Districts.

4.3. Procedure for reporting

To ensure accurate and high quality data, reporting procedures should be in place. The reporting procedure for District WASH Boards shall consist of the following three steps:

Step 1: Data collection and analysis.

Each technical committee shall collect and analyse relevant data from WASH MIS. Analysis of WASH data shall be done in reference to the national flagships notably the National Strategy for Transformation 1 (NST1) and identified gaps shall be highlighted and reported to the management committee of the district WASH board.

Step 2: Data compilation

Upon receipt of reports from the technical committees, the board secretary shall consolidate them and prepare a consolidated report which will be reviewed by the district WASH board management committee and approved by the Chairperson of the district WASH board prior to submission to the district council.

Step 3: Report approval and submission

Once the district WASH board's report is approved, it shall be submitted to the District, which in turn will share it with government institutions notably MININFRA, MINALOC, WASAC Ltd and RURA.

District shall receive an original copy of the District WASH Board report together with the resolutions drawn for its implementation. District shall respond to the resolutions of the District WASHB by providing the implementation strategy and shall provide the implementation status update on a quarterly basis to both District WASH Board and District Council.

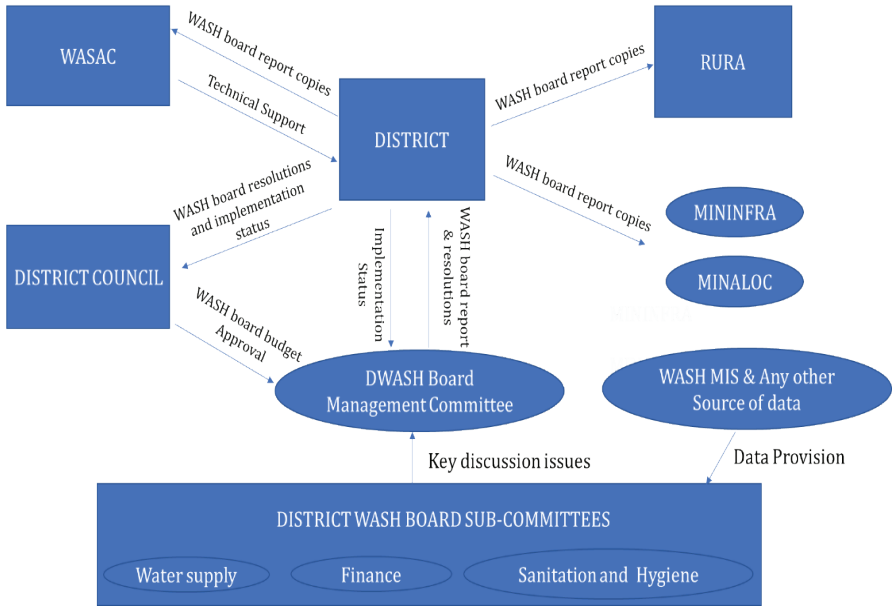


Figure 1: Reporting framework for District WASH Board

4.4. Reporting time and frequency

a) **Annual report:** The annual report shall be submitted to the District within 3 months after the end of financial year and not later than September 30th of each fiscal year.

b) **Quarterly reports:** The quarterly report shall be submitted to the District and the deadline for submission shall be as follows:

- Quarter I: 15th October
- Quarter II: 15th January
- Quarter III: 15th April
- Quarter IV: 15th July

4.5. Contents of District WASH Board Report

District WASH board report shall comprise of issues identified from the WASH MIS as raised by technical committees and remedial actions taken during the general meetings or advocacy needed to improve the water, sanitation and hygiene in the District. Technical committees shall analyse the data and report on the issues/gaps related to:

- Access to water, sanitation and hygiene both in households, health centres, schools and other public places;
- Management of WASH infrastructure;
- Ongoing projects for improving water supply, sanitation and hygiene;
- Management of royalty fees.

CHAPTER 5: FINAL PROVISIONS

5.1: Repealing provisions

All prior provisions contrary to these standard operating procedures are hereby repealed.

5.2: Commencement

These standard operating procedures shall come into force on the day of its signature by the Permanent Secretary of the Ministry of Infrastructure

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