



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

**The Seminar on Administration by Competent Authorities for
Better Management of Water Services (B)**

集團研修「水道管理行政（B）」

JFY 2009

<Type: Solution Creation / 類型：課題解決促進型>

NO. J0900862 / ID. 0980715

From September 6, 2009 to September 19, 2009

This information pertains to one of the Training and Dialogue Programs of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

I. Concept

Background

Securing safe drinking water not only constitutes one of the basic human needs essential for improving health and sanitation standards but also contributes to upgrading living standard.

The Third World Water Forum held in Japan in March 2003 pointed out the delay in securing good hygienic drinking water in developing countries and reaffirmed the necessity of continued and strengthened efforts by participating countries and relevant organizations for achieving the UN Millennium Development Goals (MDGs),.

And in the fourth World Water Forum, Japanese government announced Water and Sanitation Broad Partnership Initiative (WASABI), which emphasized the importance of capacity development in the field of water services.

Realization of better water services requires the further development of polices and systems, which enable water service operators to manage their business appropriately as well as fortification of operators capacity.

In this context, this training program is designed for senior administrators in the field of water service management to acquaint themselves with Japanese experience, especially, in betterment of systems and facilities for stable implementation of high quality water services, and future trend. The participants of the seminar ultimately aim at formulating an improvement plan for upgrading water service management in their respective countries.

For what?

This program aims at promoting better management of water services through the seminar for the senior executive officers in respective countries.

For whom?

This program is offered to the authorities in charge of water supply management at national / regional level.

II. Description

1. Title (J-No.): The Seminar on Administration by Competent Authorities for Better Management of Water Services (B) (J09-00862)

2. Period of program:

Duration of whole program: May 2009 to March 2010

Preliminary Phase (in home country): May 2009 to September 2009

Core Phase in Japan: September 6, 2009 to September 19, 2009

Follow-up Phase (in home country): September 2009 to March 2010

3. Target Countries:

Bolivia, Ethiopia, Myanmar, Panama, Fiji, Guyana, Tanzania, Sierra Leone, Sudan, and Zimbabwe

4. Overall Goal

The stability of safe drinking-water supply will be advanced and the public health will be improved in respective countries.

5. Objective

This course aims at achieving consensus for challenges of administrative authorities on water service management among the related persons and sharing the idea of their improvement plans.

6. Eligible / Target Organization

The division / department in charge of administration on management of water services in central / local government

7. Total Number of Participants: 8

8. Language to be used in this project: English

9. Contents: The program consists of the following components:

Preliminary Phase in a participant's home country (May 2009 to September 2009) <i>Participants make required preparation for the Program in the respective country.</i>	
Modules	Activities
For All applicants	
Country Report Outline *	Submission of the presentation file with application form by July 21 , 2009 (See ANNEX 1)
Only for accepted participants	
Country Report *	Submission of the document file by August 21 , 2009 (See ANNEX 2)
Improvement Plan (1 st draft)	Submission of the document file by August 21 , 2009 (See ANNEX 3)

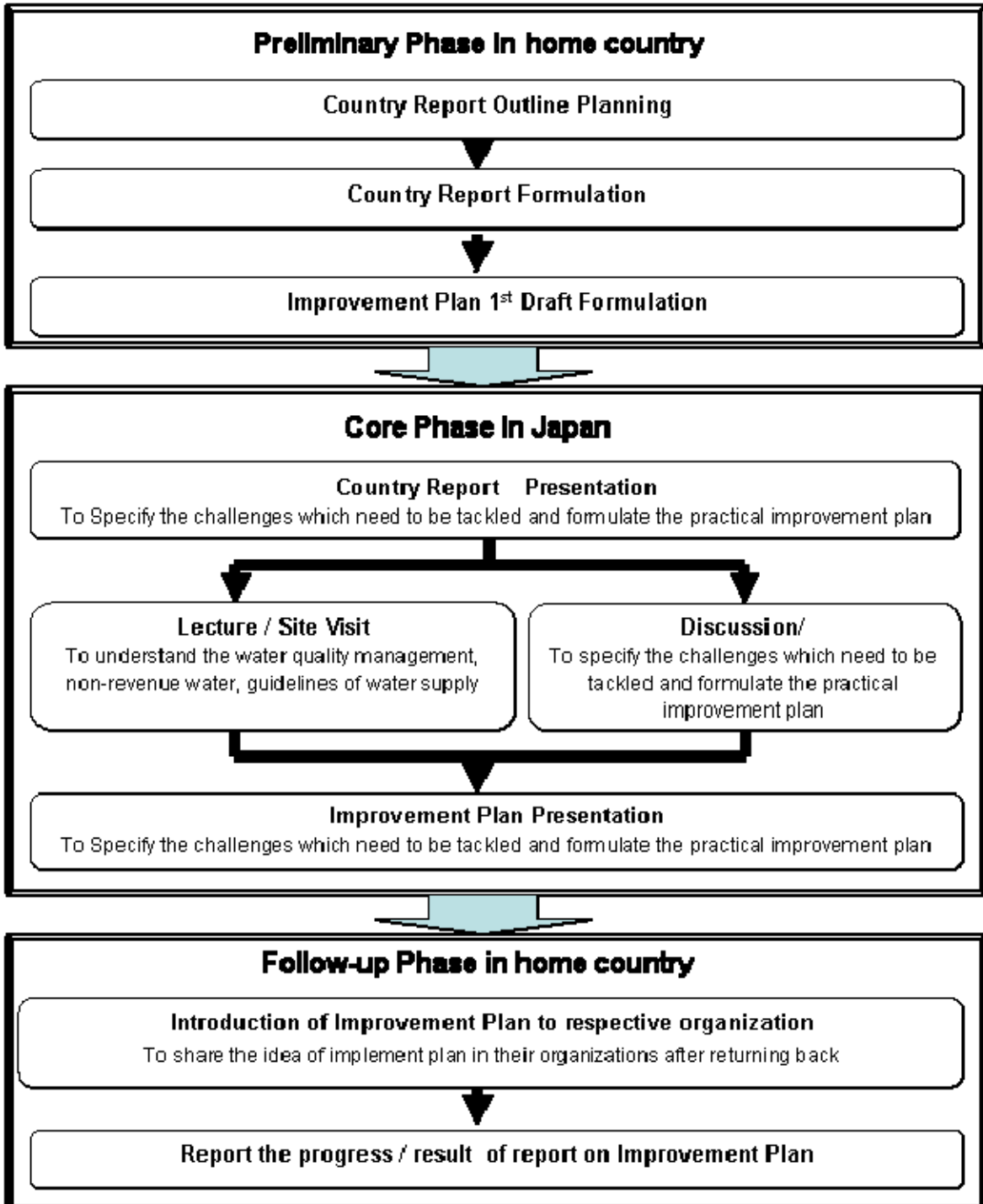
Core Phase in Japan (September 6, 2009 to September 19, 2009) <i>Participants attend the Program implemented in Japan.</i>		
Expected Outputs	Program	Method
To be able to utilize the acquired knowledge on the water quality management, non-revenue water, guidelines of water supply	Water supply administration in Japan ✓ Local Public utilities Law ✓ Water supply system for planning and maintenance	Lecture & Field visit
	Water Quality control ✓ Water safety plan (WHO/WPRO) ✓ Public Health and water supply ✓ Operation & maintenance in a water services ✓ Water and our life	Lecture & Field visit
	Appropriate management of water supply management ✓ Water supply services and guidelines in the world ✓ Guidelines for the management and assessment of drinking water supply services ✓ Application of the guidelines and values of performance indicators ✓ Points for standard preparation ✓ Human Resource development in a training center	Lecture, Field visit
	Measures for non-revenue water ✓ Relation to financial management	Lecture & Field visit
To Specify the challenges which need to be tackled and formulate the practical improvement plan	Country Report Presentation*	Presentation
	Improvement Plan Formulation**	Discussion
	Improvement Plan Presentation**	Presentation

※ **Japanese Participants (officials of water supply service) might attend the program in core phase for the training purpose.**

Follow-up Phase in a participant's home country (September 2009 to March 2010) <i>Participants make required preparation for the Program in the respective countries.</i>	
Expected Outputs	Activities
To share the idea to implement the plan in their organizations	Introduction of the idea of the improvement plan in their organization

after returning back within 6 months	Submission of the report on the result / progress by March 20, 2010 (Detail will be explained in Japan)
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〈Structure of the whole program〉



Important Remarks:

* Participants in this course will make presentations of their Country Reports **at the beginning of the training course**. For this purpose, participants are highly recommended to bring visual materials for their presentation, i.e. M/S Power Point files etc. About 20 minutes including Q&A session are allocated to each participant.

The country report will be the base of an Improvement Plan. For further information of the country report, please see ANNEX 1 and ANNEX 2.

Submission of the Country Report and an Improvement Plan to three e-mail address below:

Wakabayashi.Tomonori@jica.go.jp, onishi.hiroko@jice.org and owada@jicwels.or.jp

** Through the course, each participant is required to elaborate an Improvement Plan and make a presentation on it.

Detail of the contents of core phase in Japan (Tentative)

Date		AM(9:30~12:00)	PM(13:30~16:00)
6-Sept.	Sun	Arrival in Tokyo, Japan	
7-Sept.	Mon	Briefing, Program Orientation	
8-Sept.	Tue	10:30- Courtesy call to MHLW	13:00- Water Supply Administration in Japan (MHLW)
9-Sept.	Wed	Public Health and Water supply (DVD Show: [Life and Water])	Presentation of Country Report
		Presentation of Country Report	
10-Sept.	Thu	Water Quality Control 1: Water Safety Plans (WHO/WPRO)	Water Quality Control 2: Water Safety Plans Case Study (Waterworks Bureau)
11-Sept.	Fri	Japan's Local Public Utilities Law (MIC)	Appropriate Management of Water Supply Services: Points for standard preparation of the participating countries (JWRC) (up to 17:00)
12-Sept.	Sat	Holiday	
13-Sept.	Sun	Holiday	
14-Sept.	Mon	Measures for Reduction of Non-Revenue Water 1: Distribution Management	Measures for Reduction of Non-Revenue Water 2: Relation to Financial Management
15-Sept.	Tue	10:00- Human Resources Development Procedures (Study visit to Training Center, Bureau of Waterworks, Tokyo Metropolitan Government)	
16-Sept.	Wed	Technical visits	
17-Sept.	Thu	Establishment and Management of the small scale water supply services	Water Quality Control & Operation and Maintenance in the small scale water supply services
			Preparation for improvement plan (up to 18:00)
18-Sept.	Fri	Improvement Plan Presentation	Improvement Plan Presentation (up to 14:30) Evaluation Meeting (15:30-16:30) Closing Ceremony(17:00-)/Farewell
19-Sept.	Sat	Departure	

III. Conditions and Procedures for Application

1. Expectations for the Participating Organizations

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the program for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the program to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the Preliminary Phase described in section II -9.
- (4) Participating organizations are also expected to make the best use of the results / outputs achieved by their participants.

2. Nominee Qualifications

Applying Organizations are expected to select nominees who meet the following qualifications. Applicants should:

- (1) be nominated by the recipient government in accordance with the procedures mentioned in the section 3 and section 4,
- (2) be executive officers or senior administrative officers in charge of water supply administration,
- (3) be expected to continue their careers in the water supply field,
- (4) have a sufficient command of both discussion and presentation in **English**,
- (5) be in good health, both physically and mentally, to participate in all of the program in Japan*,
- (6) not to be more than fifty (50) years of age, in principle and
- (7) not be serving in any form of military services.

*Pregnancy: Pregnant participants are strictly requested to complete the required procedures before departure in order to minimize the risk for their health. The procedures include; ① letter of the participant's consent to bear economic and physical risks, ② letter of permission from the participant's supervisor, ③ letter of consent from your Embassy in Japan, and ④ medical certificate. Please ask National Staffs in JICA office in respective countries for the details.

3. Required Documents for Application

- (1) Application Form
- (2) Country Report Outline (Annex 1)

4. Procedure for Application and Selection

(1) Submitting the Application Documents

Closing date for application to the JICA Tokyo International Center in JAPAN: **July 21, 2009**

Note: Please confirm the closing date set by the respective countries' JICA offices or Embassies of Japan of your countries to meet the final date in Japan.

(2) Selection

After receiving the document(s) through due administrative procedures in the respective governments, the respective countries' JICA offices or Embassies of Japan shall conduct screenings, and send the documents to the above-mentioned JICA Center in Japan. Selection shall be made by the JICA Center in consultation with the organizations concerned based on submitted documents according to qualifications. The organization with intention to utilize the opportunity of this program will be highly valued in the selection.

(3) Notice of Acceptance

Notification of the results of the selection shall be made by the respective countries' JICA offices or Embassies of Japan to the respective Governments by **no later than August 5, 2009.**

5. Conditions for Attendance:

- (1) to observe the schedule of the program,
- (2) not to change the program subjects or extend the period of stay in Japan,
- (3) not to bring any members of their family,
- (4) to return to their home countries at the end of the program in Japan according to the travel schedule designated by JICA,
- (5) to refrain from engaging in political activities, or any form of employment for profit or gain,
- (6) to observe the rules and regulations of their place of accommodation and not to change the accommodation designated by JICA

IV. Administrative Arrangements

1. Organizer: JICA Tokyo International Center (JICA Tokyo)

Contact: Mr. WAKABAYASHI Tomonori
(Wakabayashi.Tomonori@jica.go.jp)

2. Implementing Partner:

Japan International Corporation of Welfare Services (JICWELS)

Address: Shinjuku Takasago Building 10F, 16-5 Tomihisa-cho, Shinjuku-ku, Tokyo,
162-0067, Japan

Tel: 81-3-3225-6591, Fax: 81-3-3225-6590

URL: <http://www.jicwels.or.jp>

3. Special Cooperation Organization

Ministry of Health, Labour and Welfare

URL: <http://www.mhlw.go.jp/english/index.html>

World Health Organization / Western Pacific Region (WHO/WPRO)

URL: <http://www.wpro.who.int/about/about.htm>

4. Travel to Japan

(1) Air Ticket

The cost of a round-trip ticket between an international airport designated by JICA and Narita Airport in Japan will be borne by JICA.

(2) Travel Insurance

Term of Insurance: From arrival to departure in Japan. The traveling time outside Japan shall not be covered.

5. Accommodation in Japan

JICA will arrange the following accommodations for the participants in Japan:

JICA Tokyo International Center (JICA Tokyo)

Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan

TEL: 81-3-3485-7051 FAX: 81-3-3485-7904

(where "81" is the country code for Japan, and "3" is the local area code)

If there is no vacancy at JICA Tokyo, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of JICA Tokyo at its URL,

<http://www.jica.go.jp/english/contact/domestic/pdf/welcome.pdf>

6. Expenses

The following expenses will be provided for the participants by JICA:

- (1) Allowances for accommodation, living expenses, outfit, and shipping
- (2) Expenses for study tours (basically in the form of train tickets.)
- (3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)
- (4) Expenses for program implementation, including materials

For more details, please see p. 9-16 of the brochure for participants titled "KENSU-IN GUIDE BOOK," which will be given to the selected participants before (or at the time of) the pre-departure orientation.

7. Pre-departure Orientation

A pre-departure orientation will be held at the respective countries' JICA offices or Embassies of Japan to provide participants with details on travel to Japan, conditions of the program, and other matters.

V. Annexes

Country Report Outline

This document will be used as one of the applicants' screening materials.

Each applicant must submit a M/S Power Point file with less than 10 slides which cover the following 5 topics about the individual water supply company/public water supply authority to which the applicant belongs with the application form.

5 topics:

1. Management of water quality

- 1-1. Current situation and major challenges
- 1-2. Current actions against challenges

2. Reduction of non-revenue water

- 2-1. Current situation and major challenges
- 2-2. Current actions against challenges

3. Water supply service standards

- 3-1. Current situation and major challenges
- 3-2. Current actions against challenges

4. Management of water supply service on a self-supporting basis

- 4-1. Current situation and major problems
- 4-2. Current actions against problems

5. Major recent achievement in improvement of water supply services management

This file will also be used for Country Report Presentation Session on September 9, 2009. Each participant is requested to make a 20-minute presentation including a 5-minute discussion. An OHP and a projector, M/S Power Point will be available as presentation aids.

Country Report

Through this training course, each participant is required to elaborate an Improvement Plan and make a presentation on it. This country report will be the base of an Improvement Plan.

- 1 Please describe **your organizational profile** by mentioning the following topics.
 - 1.1 Official name of your organization
 - 1.2 The work of your organization and the service it provides
 - 1.3 Type of your organization (e.g. National government, Branch office of Central government, Local government, Local public corporation etc.)
 - 1.4 Your official position and your own job
 - 1.5 Please attach your organizational chart

- 2 Please describe the current situation of **water resources** in your country (in your organization) by mentioning the following topics.
 - 2.1 The geographical background (The proportion of forest, residential land, river, etc.)
 - 2.2 The precipitation per one month and/or one year. Please attach the last 10 years data.
 - 2.3 The type of available water resources and those situations
 - 2.4 The intake water volume per one day, per one year
 - 2.5 The type of water resources for the future

- 3 Please describe the current situation of **policy and regulations** in your country

- 4 Please describe the current situation of water rates and bill collection system in your country by mentioning the following topics.
 - 4.1 The water rates system
 - 4.2 The bill collection system

- 5 Please describe the current situation of **water supply services** in your country by mentioning the following topics.
 - 5.1 The population ratio to be served and not to be served drinking water
 - 5.2 Proportion of consumers with 24 hours supply, average number of hours per day of water availability to most people
 - 5.3 Does the distribution water use for the potable water directly?
 - 5.4 Non revenue water (NRW)
 - 5.5 Please fill in the attached form “**Form on Present Situation of the Water Supply and Management**”
 - 5.6 Please fill in the attached Questionnaire “**Questionnaire on Major**

Constraints in Water Supply Sector”

- 6 Please describe the current situation of **Private Sector Participation** in your country by mentioning the following topics.
 - 6.1 The status of Private Sector Investment and its area (e.g. Water resource development, Water treatment, Water distribution, Organization management, Bill collection, leakage repair, etc.)
 - 6.2 The current situation of involvement of national government in water supply services (e.g. Water rates, Personnel employment, O/M budgeting, Capital investment, etc.)

- 7 Please describe the current situation of **Privatization** in your country by mentioning the following topics.
 - 7.1 The current situation of Privatization
 - 7.2 Type of Privatization (e.g. concession, BOOT, BOT, State Owned Company, etc.)
 - 7.3 Future direction of Privatization

- 8 Other
 - 8.1 If citizen cannot get sufficient water from public water supply system, how do they get water actually? (From private well, rain?)
 - 8.2 The way of assuring secure water for the largest building, for example, the hotel facility
 - 8.3 Sewage system concerned:
 - 8.3.1 Existing situation (1) Coverage ratio (several population), (2) Organization of the implementation
 - 8.3.2 Future plan
 - 8.4 Maintenance situation of solid waste disposal:
 - 8.4.1 Existing situation
 - 8.4.2 Future plan

- 9 In view of its situations now in your country (in your organization), please describe what are the biggest problems. Please prioritize 3 of them.

Form on Present Situation of the Water Supply and Management

Instructions for completing the form

1. All information provided should be for the fiscal year 2008 or most recent data if 2008 year's data is unavailable (please indicate the year of the data available).
2. Please ensure that all information is provided for the same period (e.g. financial year).
3. For all financial information, please specify in the local currency with equivalent US dollars.
4. When the answer to a question is unknown, please leave blank. Blank cells will be treated as "not available" data.
5. When a value is zero, please enter '0'.

I. Service Area

- 1 Size of Utility's area of Responsibility: (sq. km)
- 2 Size of Utility's present service area: (sq. km)
- 3 Population of Utility's area of responsibility: ()
- 4 Population of Utility's present service area: ()
- 5 Population served by the Utility with piped water supply: ()
- 6 Number of towns served with piped water: ()

II. Infrastructure Description

- 1 Source of raw water (*please tick relevant boxes*)
 - bulk water from another utility / company
 - storage reservoir / impoundment
 - direct river abstraction
 - groundwater
 - other, please specify _____
- 2 What are the main methods of treatment used? (*please tick relevant boxes*)
 - none
 - disinfection
 - filtration
 - flocculation and sedimentation
 - aeration
 - desalination
 - other, please specify _____
- 3 Capacity of production systems: (m³ / day)

7 Number of tests of treated water for residual chlorine passed: (# / year)

V. Staff

1 Who does the work in your company: (please tick relevant boxes)

- permanent staff . salaried Government employees
- permanent staff . with contract
- casual / part-time . contract staff
- casual / part-time . wages
- contracted out to outside company / agency
- other, please specify

2 Number of FTE* staff in the company: *please specify how many in each category*

Corporate Services (Management, Admin, Finance, Technical, etc.)	Water Supply (O&M, Customer Services, Support Services, etc)	Other non water supply (e.g. wastewater, drainage, environment services)	TOTAL

* FTE = Full Time Equivalent staff (i.e. convert part-time and casual staff to equivalent full time staff)

3 Number of staff that participated in at least one training event during the year:
(staff)

4 Total number of training days ($\sum(\text{participants} \times \text{training event duration})$) in the
year: (days)

5 Proportion of total operating budget used for Human Resource Development
(HRD): (%)

VI. Customers

1 Number of new customers connected to water supply system during the year:
(# / year)

2 Number of customer complaints recorded during the year: (# / year)

3 Means by which customer can make a recorded complaint (*please tick relevant boxes*)

- in person
- by telephone
- by email
- by letter
- other method, please specify

4 How does the Utility find out the views of its customers? *(please tick relevant boxes)*

- from customer interactions (letters, telephone calls, enquiry counter, etc.)
- by responding to customer complaints
- from customer surveys, questionnaires, etc.
- by market research
- other method

5 Typically* what is the connection charge for new customers? *Please specify how much in each category*

Domestic (Households)	Non Domestic (Industrial, commercial, Institutional, other)	Bulk water sales	AVERAGE of all categories

6 Typically* what is the fixed water supply charge / month? *Please specify how much in each category*

Domestic (Households)	Non Domestic (Industrial, commercial, Institutional, other)	Bulk water sales	AVERAGE of all categories

7 Typically* what is the water tariff for metered consumption? *Please specify how much in each category*

Tariff Block	Domestic			Non Domestic			Bulk water sales		
	From	To	Cost/m ³	From	To	Cost/m ³	From	To	Cost/m ³
1.	0			0			0		
2.									
3.**									

Notes:

* Where the Water Utility supplies multiple towns each with their own water charge schedules, please specify the typical tariff schedule nominally for the principal town supplied by the company

** Where there are more than 3 blocks in the tariff schedule please specify the approximate average tariff rates for consumptions above tariff block 2.

8 What would be the monthly water bill for a household consuming 6 m³ of water /

month? ()

VII. Questionnaire on Major Constraints in Water Supply Sector

The constraint factors listed may prevent the participant's sector from accelerated development. Mark the appropriate boxes so that they will show whether these factors represent a very severe, severe or moderate impediment to the overall development of the entire sector. Constraints are usually inter-related. Also, constraints ranking is subjective and will vary depending on the agency that makes the evaluation. However, it may be possible to determine the relative importance among them.

The purpose of ranking the constraints is to identify what kind of efforts should be made to remove or reduce the most severe ones. If the ranking changes appreciably in 5 or 10 years, it means that a certain degree of success has been achieved in the constraint-reduction endeavor.

If changes occurred between 1998 and 2008, all constraints, including those that have not changed, should be entered in the table to give a full picture of the situation at the end of 2008.

Please indicate with the mark (✓) for the situation of major constraints in the table below.

Constraints	Rating of constraints		
	Very Severe	Severe	Moderate
1. Lack of definite government policy for the sector			
2. Funding limitations			
3. Inadequate or Outmoded legal framework			
4. Inappropriate institutional framework			
5. Inadequate water resources			
6. Insufficient knowledge of water resources			
7. Inadequate cost-recovery framework			
8. In sufficiency of trained personnel			
(1) Professional			
(2) Sub-professional			
9. Lack of planning and design criteria			
10. Inappropriate technology			
11. Intermittent water service			
12. Operation and maintenance			
13. Logistics			
14. Import restrictions			
15. Non-involvement of communities			
16. Insufficient health education efforts			

17. Others (specify):			
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Format of the first draft of an Improvement Plan

Please do not extract from existing national plans/ on-going plans when you prepare for this first draft of improvement plan. Participants are kindly requested to make a newly written small scale plan.

1. Title, subtitles, target group of the plan :

- Title & Subtitle: Include the following items; (1) management of water quality, (2) reduction of non-revenue water and (3) water supply services standards
- Target group: Not wide but focused and specific

2. Reasons for your plan (rationale):

2.1 Background and present situation of the problems to which your plan should address.

2.2 Necessity of your plan

2.3 How you can be involved in the plan

3. Details of the plan (Please use attached sheet)

3.1 Overall Goal:

3.2 Project Purpose:

3.3 Organization and responsibility

- What agencies are responsible for the plan and which is the leading agency?
- How will the project be managed and who will oversee the project?
- What agencies in the other sectors will the project be linked with?

3.4 Improvement Plan Worksheet

No	Activity to be carried out	Resources required	Person Responsible	Due Date	Estimated costs (USD)	Expected Outcome	Objectively verifiable indicators
	List activities needed for the achievement of project purpose from the viewpoint of domestic level, international level, and regional countries cooperation scheme.	List inputs from your countryside, and Japanese side, e.g. Manpower, Place, Equipment, Training, etc.			Describe estimated cost of the plan with its concrete base (unit) for the estimates.	Describe the expected outcomes of the project and set up appropriate indicators to measure whether these outcomes are being achieved	Set up appropriate indicators to measure whether these outcomes are being achieved



CORRESPONDENCE

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

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