

**REPUBLIC OF RWANDA**



**RWANDA UTILITIES REGULATORY AGENCY**

## **Guidelines on Required Minimum Service Level for Water Service Provision**

**June 2009**



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## 1. INTRODUCTION

Pursuant to the law N° 39/2001 of September 13<sup>th</sup> 2001 establishing the Agency for the regulation of certain public utilities called the Rwanda Utilities Regulatory Agency (RURA); RURA has, among other responsibilities, to regulate water service provision and protect customer's health and interests. Furthermore, RURA has the responsibility to advise utility providers on the quality of service rendered to customers.

In regulating the Quality of Service (QoS), Guidelines on Minimum Required Service Level in the provision of Water Services are required. It is in this manner that guidelines were developed and contained in this document called MRSL. They set service standards and provide conditions and procedures.

The guidelines on minimum required service level set the basis on which the QoS provided to customers will be assessed. They shall not only serve as indicators of good quality but shall also compel the WSP to improve their performances.

These guidelines shall be enforced and the QoS therefore assessed on regular basis and compliance level timely reported.

Consumers shall be encouraged to participate in the monitoring activities and in complaints handling process.

In relation to these guidelines, the service provider is required to submit to RURA a service level report not later than 31 of January of each year. Reporting requirements are part of these guidelines as **appendices 2**.

RURA can also audit the service provider any time if the information received on service levels seems to be incorrect or is of poor quality.

## 2. DEFINITIONS

In these guidelines, unless otherwise stated:

- (1) **Customer** or **consumer** means a person or group of persons:
  - a) to whom water is supplied by a relevant supplier in the discharge of its duties, or
  - b) applying to be supplied with water, or
  - c) who is liable for payment of any fees or charges for the use of water;
- (2) **Cut off** in relation to water, means to stop the water supply in any way either by disconnecting pipes from the main supply or any other means;



- (3) **Emergency** means any case considered as extreme case beyond the control of the water service provider or over which the water service provider has little control;
- (4) **Guidelines**, in relation to this means Guidelines for Minimum Required Service Level for water service provision (MRSL);
- (5) **Public stand post** means any public fetching point where water consumers get water;
- (6) **Quality of Service (QoS)** means the class of service rendered to consumers by the water service provider;
- (7) **Service level indicators** means any indicator of the quality of service in relation to water quality, pressure, reliability of supply, billing, complaints handling, etc;
- (8) RURA means the Rwanda Utilities Regulatory Agency, the Regulator in charge of regulating certain public utilities including water service provision;
- (9) **Water meter** means any device or apparatus used to measure the amount of water supplied or used from the main pipe and supplied by the water service provider;
- (10) **Water Service Provider (WSP)** means any public or private person or company that supply water to consumers,
- (11) **Water Supply Area**, in relation to a water service provider, means an area designated to be supplied by a specified water service provider;
- (12) **Water supply area**, in relation to a water service provider, means an area designated to be supplied by a specified water service provider;

### 3. OBJECTIVES

The main objectives of the MRSL consist of the following:

- To ensure that water supplied is always of good quality and fit for human consumption and that adequate supply with enough pressure is received by customers,
- To improve reliability through minimizing and managing interruptions and allow customer to plan for them,
- To ensure that water bills are accurate and are received timely,
- To protect consumers against any misconduct from WSPs and continually promote their interests.



## 4. QUALITY OF SERVICE LEVEL INDICATORS

### 4.1 Drinking Water Quality

It is the duty of any Water Service Provider (WSP) to ensure that the water supplied is always of the highest quality and fit requirements for consumption. This requires the WSP to perform permanent analyses of water samples at both the treatment plant and in the distribution network to ensure that water is of sufficient quality.

The WSP is required to take water samples necessary for analysis and check if the samples are within the specified standards (WHO standards and/or national standards).

At least, 95% of samples should meet the required standards.

The WSP shall also comply with the sampling regime established by the WHO, the Rwanda Bureau of Standards or establish a more robust sampling scheme.

### 4.2 Water Pressure

The WSPs are required to maintain a pressure in the pipes that shall ensure that customers receive adequate water supply. The WSP shall ensure that the pressure of water supplied to customers is in the range of 0.6 to 5.0 bars (6 - 50 m static head) at all the times.

In case of drought conditions or any other circumstance affecting low pressure or no supply, customers should be informed in time and a notification addressed to RURA for the existence of a drought or any other circumstance affecting the supply.

### 4.3 Reliability of Supply

#### **a. Notice of planned work**

Planned Works on treatment plant or distribution network may compromise and force interruption of the water supply. To minimize and manage interruptions to supply for effectively planned work and allowing customers to plan for such events, the WSP is required to inform customers at least 24 hours beforehand when there is a need to turn off the water supply for more than 8 hours and must specify the duration of that outage. Also, the notice should specify the reason for supply cut off and where any alternative supply may be available.

*The required notification should be given for at least in 90% of planned interruptions.*

#### **b. Unplanned interruptions and emergency lock off**

If there is burst water main pipe or other emergency, the WSP may not be able to warn customers that there will be water lock-offs. However, customers must be informed by making announcements at least on one radio station within 4 hours after interruption and supply must be restored within 24 h. If the interruption is to last more than 48 hours, the



WSP shall be required to provide alternative supply to affected customers. In case this is not respected, compensation shall apply.

***The WSP must inform customers of unplanned interruptions within 4 hours after interruption in at least 90% of time and restore supply within 24 hours in 90% of time. Alternative supply must be provided to at least 95% of customers affected.***

**c. Restriction to supply (Rationing)**

If the WSP is unable to cover the demand, it is possible to develop a fair rationing program. The rationing programme shall be published at local offices and in media (Radio, Newspapers, TV, and Website etc) at least 72 hours beforehand and the WSP is required to monitor its compliance. **In 95% of cases, the supply will have to comply with the program.** Any event which may affect the execution of the plan will be treated as interruption of the supply.

The rationing scheme should clearly indicate the time of supply and ***should guarantee supply at least three times a week to every household.*** The program as well as its execution must be timely reported to RURA.

If the programme is not respected without any explanation, compensation shall apply to affected customers.

**d. Unjustified disconnection**

The WSP shall avoid unjustified disconnections and establish a **Compensation Scheme to discourage such event.** In a year, the number of unjustified disconnections will not exceed 0,2 % of the total annual connections.

**4.4 Access to supply**

Considering the universal and fundamental right of people to access adequate water supply services, the WSP is required to connect all new customers where water supply system is available at the property boundary ***within 10 working days.*** In case this is not respected without any reason, compensation shall apply.

The WSP is required to provide all necessary resources (materials and personnel) to connect the customer from the water mains and shall bear the necessary service connection costs (costs for excavation, backfill, removal and replace paving, pipes and fittings, walks, curbs etc). However, the WSP shall own these facilities up to the water meter inside the customer premises.

If, by any means, the customer provides any resource related to this, the WSP is required to compensate any cost incurred.

However, if a customer is required to pay a deposit when introducing his/her demand for service connection, this deposit shall generate interest until it is returned.



The agreement between the WSP and a customer shall provide clear responsibilities that shall be respected by both parties and shall avoid any kind of abuse or misconduct caused to customers.

#### **4.5 Water Meters**

##### **a. Meter installation**

The WSP is required to fit a water meter to every connected customer at the moment of the connection.

##### **b. Repair or replacement of faulty meter**

If a customer's meter is identified by the WSP as faulty, the later shall repair or replace it within 2 working days.

In case of replacement, the WSP shall leave written details of the date of the change, meter readings (of the old and the new meters) on the day and serial numbers of the new meter at all times.

##### **c. Meter readings**

To minimize the number of estimated bills, the WSP shall guarantee meter readings for every bill. For every visit, the meter reader is required to leave written details of the date (day, month, year and index).

#### **4.6 Billing**

##### **a. Delivery bills**

The WSP must issue a bill to a new customer within **60 days** after connection. The WSP has the responsibility to provide **a bill every month**. No customer shall be responsible for the billing system. Any interruption of supply due to the billing problem shall, within 10 working days, be preceded by a prior notice to the customer.

**The Time allowable to pay bills is 2 weeks.**

##### **b. Account status**

If a customer requests an account status and/or service to cease, the WSP is required to read the customer's meter on the day the customer is moving. A notice of five (5) days to move shall be given to the WSP.

If the customer is moving on a weekend, the service provider will read the meter within 2 days of move. ***The WSP is required to provide all relevant bills within 15 working days of customer move.***



#### 4.7 Complaints

A WSP must act ethically, fairly and honestly in all its dealings with consumers and must develop, maintain and implement procedures of dealing with customer complaints in accordance with service standards.

However, it is required that every WSP shall establish a Compensation Scheme to use for paying caused damages to customers when necessary.

***a. Response to complaints not billing related*** (faulty meter, low pressure, poor water quality, interruption of supply)

If a complaint is made in writing to the WSP, it is required to respond to the complaint within five (5) working days after receipt of the complaint. Where necessary, the WSP should also undertake, in the response of the complaint, his intent to conclude its investigation and reply within five (5) working days of the receipt of the complaint.

If the complaint is made by telephone or in person, at the time of the call or visit and requires investigation, conclusion of investigation as well as response to customer should also be within five (5) working days of receipt of the complaint.

***b. Response to complaints related to billing matters***

The WSP is required to acknowledge a complaint within two (2) working days and reply to all complaints whenever written, by telephone or in person regarding bills within a maximum period of five (5) working days.

This is to ensure that customer's complaints (written, by telephone or in person) are dealt with promptly and satisfactorily.

***c. Keeping appointment***

The WSP has the responsibility to satisfy a customer request for a representative to visit the customer's premises to deal with an identifiable problem. The WSPs must guarantee therefore to keep all appointments or notify the customer prior to the appointed time if an emergency prevents them to keep the appointment. The waiting time should not exceed 15 minutes.

#### 4.8 Reconnection

The WSP is required to reconnect customers whose supply has been locked off for debt and who have settled their accounts within 24 hours after debt settlement.

This standard does not apply in those circumstances where the supply has been illegally connected and the WSP has subsequently removed all infrastructures. In these circumstances a request for reconnection will be treated as a new connection.



## 5. PROCEEDINGS

The guidelines for minimum required service level were developed by the Rwanda Utilities Regulatory Agency to serve as a tool for regulating drinking water service provision.

In developing these guidelines, the current urban water service provider (Electrogaz) was consulted and its concern taken in consideration.

It is therefore decided that all WSPs shall be required to implement these guidelines.

Each WSP is responsible for ensuring that it understands and correctly interprets its statutory obligations according to these guidelines. Any WSP may operate a scheme that goes further these guidelines. For example, where a reply to a complaint letter is required in five days under these guidelines, the WSP may raise this standard to three days.

Under no circumstances, a WSP will claim to ignore these guidelines or misinterpret them, and when considering regulatory decisions, particularly in administering disputes, RURA will consider these guidelines as reference regulations until other regulations are set.

The following procedures shall also apply in relation to these guidelines:

- 1) The WSP shall propose, within *a month* after reception of these guidelines, a **Service Level Agreement** indicating intended level for each Service Indicator within a specified period (next 3 years). The proposal shall include a program of measures indicating actions to be undertaken to reach the aimed service levels and their time frame.
- 2) Together with the Service Level Agreement, the WSP shall also submit a **Service Level Guarantee** containing levels of the Service to ensure to consumers within a specified period (three years) after the date of acceptance by the regulator.
- 3) The Service Level Agreement and the Service Level Guarantee shall be agreed upon with RURA and therefore become binding and enforceable.
- 4) The WSP shall be required to publish the Service Level Guarantee (using posters and leaflets) in all stations and offices throughout the entire service areas.
- 5) The WSP shall report yearly the service levels achieved over the period (January to December) not later than January 31<sup>st</sup> of each year.
- 6) RURA will enforce and monitor compliance with these guidelines. In case where the information provided by the WSP on service levels needs to be verified, the WSP will bear the cost related to any counter check of information.
- 7) RURA will publish the service level performances of WSPs against their targets.



- 8) The WSP is required to make any necessary adjustments within two months before the expiring date of the Service Level Agreement. The adjustments made shall indicate the achieved levels and intended levels to reach within a specified timeframe.

## **6. MONITORING TOOLS FOR THE ASSESSMENT OF THE MINIMUM SERVICE LEVEL**

In order to generate the information required to assess the performance, the following tools shall be introduced by every WSP if they do not exist.

Tools for data collection and justification will consist of:

- Register of tests carried out on water quality, (raw and drinking water)
- Register of complaints comprising at least the details lined out in the guidelines
- Register of written complaints
- Register for water meter demand (demand and installation)
- Register of meter testing (demand and result)
- Register of new connections (demand, payment and construction)
- Register of network repair
- Register of failures on treatment plants and storage tanks
- Register of disconnections carried out

Additionally, the WSP has to dispose of:

- Socio-economic data concerning the average number of persons living in a household, the number of households sharing one connection and the average number of persons served by a public stand post;
- Yearly testing program for drinking water for rural WSP;
- Yearly action program to support water bills collection (public institutions and private connections);



## APPENDICES 1. TABLE: PERFORMANCE MEASURE (TARGETS)

The following table summarises the standards targets

N°	Service indicator focus	DESCRIPTION	PERFORMANCE MEASURE (targets)
WSI1.	Water Quality	Testing samples for impurities	<b>No. of tests</b> carried out and <b>tests results (bacteriological and chlorine residual)</b> to ensure that water is within required standards as specified by WHO & Rwandan standards. <b>95%</b> should meet the standards for <b>chlorine</b> and <b>99%</b> for <b>bacteriological standards</b> . However, <b>100%</b> should meet standards for <b>pathogens</b> .
WSI.2.	Connection to supply or Access	Connection to supply	Maximum time of <b>10</b> working days; Number of news connections recorded
WSI.3.	Water Pressure	Minimum/Maximum water pressure	Must maintain a pressure ranging from <b>0.6 to 5.0</b> bars.
WSI.4.	Reliability of supply	<p>Interruption of Water Supply</p> <p>Unjustified Disconnections</p> <p>Notify the public of intention to interrupt supply – planned interruptions</p> <p>Restoration after emergency lock –off</p>	<p>Average daily water supply <b>at connection in town &gt; 100 000 inhabitants is 24 h.</b></p> <p>In the reporting time, the <b>% of connected properties</b> subjected to an unannounced supply interruption of :</p> <ul style="list-style-type: none"> <li>▪ <b>20-36 hours &lt; 15%</b>,</li> <li>▪ <b>36-48 hours &lt; 8%</b> and</li> <li>▪ <b>&gt; 48 hours &lt; 3%</b></li> </ul> <p>Maximum of <b>0,2 %</b> of total connections in a year</p> <p>Minimum notification time of <b>12 hours</b> for short interruptions (less than 4 hours) and <b>24 hours for longer</b> interruptions (more than 4 hours) in <b>90% of time.</b></p> <p>Maximum time of <b>24 hours</b> to restore supply in urban areas <b>in 90% of time. Alternative supply must be provided to at least 95% of customers affected.</b></p>
WSI.5.	Water meters	<p>Meter installation</p> <p>Changing meters</p>	<p>Every connected customer should be equipped with a water meter.</p> <p>The WSP must provide consumers with details of the date of the change, meter readings and the serial numbers of the new meter on the same day in</p>



		<p>Repair or replacement of faulty meters</p> <p>Meter reading</p>	<p><b>100% of case</b></p> <p>Maximum time of <b>2 working days</b> to repair or replace meter after being informed of the defect.</p> <p><b>Every month</b> % of <b>metered connections</b> shall be <b>100%</b>.</p>
WSI.6.	Billing	Water billing	<p>Minimum of <b>one bill per month</b> for all customers, with minimum of <b>meter read once in 2 months</b>. Maximum period for <b>payment after bill delivery is 2 weeks</b>.</p>
WSI.7.	Client Contact	<p>Response to complaints not bill related</p> <p>Response to billing complaints</p> <p>Keeping appointment</p>	<p>Maximum of <b>2 working days to acknowledge</b> customer complaints, after receipt. Maximum time of <b>5 working days to complete</b> investigation and respond from the date of receipt of complaint.</p> <p>Maximum of <b>2 working days to acknowledge</b> customer complaints, after receipt. Maximum time of <b>5 working days to complete</b> investigation and respond, from the date of receipt of complaint.</p> <p>Waiting time should not exceed <b>15 minutes</b>.</p>
WSI.8.	Reconnection	Reconnection after payment of overdue amount	<p>Maximum of <b>12 hours</b> to restore supply in urban areas and of <b>24 hours</b> in town with inhabitants &lt; 100 000.</p> <p>This is not applicable in situations where the WSP has removed infrastructure as a consequence of illegal connections.</p>



## APPENDICES 2: DETAILS ON THE SERVICE INDICATORS RECORDING

### 1. Coverage of the service area

The coverage of the service area by a WSP is considered as a significant indicator for the service level when considering the access to adequate water supply services.

It is required that the WSP provides services to every customer willing to pay for it in its service area.

The total population in that particular area must be well known and the number of public stand posts, institutional and private household connections must also be reported and hence, the number of persons served. The service area coverage shall be reported as follows:

Year... ...	Population			Connections	
Town or area	Total Population	Population served	% of the population served	Number of connections (Households & others private connections)	Number of Public stand posts

### 2. Drinking Water Quality

The water quality is essential parameter to guarantee public health. Therefore, water tests shall be performed continually to guarantee that customers are supplied with wholesome drinking water.

The WSP is required to report on water quality and his attention should be mainly focused on microbiological quality and the regulator will exercise his responsibility of monitoring compliance with the set standards.

An adequate report of the testing program linked to the water quantity produced and the population served can provide adequate information for this indicator.

Additionally, it is of the greatest interest to the WSP to collect information on water tests in order to optimize the use of chemical products necessary to reach the required water quality and quantity and consequently restrain wastage and save costs.

The WSP shall define yearly program of tests to guarantee the quality of water supplied to consumers.

Any test results not meeting the requirements set in accordance with standards set by the Rwanda Bureau of Standards and the WHO which have implications to public health shall have to be reported to RURA within 24 hours together with actions taken to deal with the situation.



The testing program for the following year as well as a statistic on testing results for the reporting year is part of the “**Service Level Report (SLR)**”.

(i) Microbiological

Year...	Water Quality Program				
		Planned for N		Carried out in N-1	
Town or Area	Water produced in m <sup>3</sup>	N° of bacteriological tests per month	N° of tests on chlorine residual/month	N° of bacteriological tests / month	N° of tests on chlorine residual / month

(ii) Heavy metals

Year ...	Water Quality Program				
		Planned for N		Carried out in N-1	
Town or Area	Water produced in m <sup>3</sup>	N° of Heavy metals (Lead, Iron, Mn) tests per month	N° of Heavy metal (Arsenic) tests /month	N° of Heavy metals (Lead, Iron, Mn) tests / month	N° of Heavy metals (Arsenic) tests / month

(iii) Microbiological tests Out of Norms

Year....	Water Quality – Test Results (yearly)			
Town or Area	N° of tests carried out - Bacteriological	N° of tests out of norm – Bacteriological	N° of tests carried out – Chlorine residual	N° of tests out of norm – Chlorine residual

**3. Connection to supply**

It is required that the WSP provides water services to every customer who is willing to pay for it in their specific supply areas.

It should be noted that supply should be well planned and connection of a new customer should not take longer than 10 working days.

The WSP shall also report on these connections as follows:



Year ...	Connections		
Town or Area	N° of requests made	N° of connected customers	% of connected Customers

#### 4. Water Pressure

The pressure of water supplied to consumers is one indicator considered for evaluating the QoS delivered by the WSP. Water pressure is evaluated according to the amount of water that can be drawn from a tap within an acceptable time. Consequently, the number of customers not receiving regularly a certain pressure at their taps has to be monitored, reported and gradually reduced.

The indicator for pressure includes all connections where within the reference period the water pressure has not reached the required minimum level of 0.6 bars for two weeks. If the main pipes leading to consumers' properties do not reach this pressure, it shall be concluded that the pressure at the connections served by the main is not sufficient.

The provider has the responsibility to repair all leakages on the mains and connections leading up to the premise boundary of the customer and to the meter. However, circumstances beyond the provider's control leading to a lower pressure shall be mentioned also in the report.

The WSP is required to report low and/or high pressure and shall also include the number of customer complains due to insufficient pressure at the connections and towns/areas concerned.

The information concerning the water pressure in the network shall be presented in the **SLR** as follows:

Year...	Insufficient water pressure (for more than 2 weeks)				
Town / service area	N° of private connections	N° public stand posts (BF)	N° of private connection complaints for low pressure	N° of public stand posts complaints for low pressure	Remarks



**5. Reliability of Supply**

**5.1 Service Hours**

The degree of customer satisfaction depends largely on the time water is supplied to consumers (hours per day in a year), the services offered by a provider and the behavior of provider personnel.

Service hours are defined as hours per day a consumer can draw drinking water from the tap from household connection or public stand post. These numbers of hours are not necessarily equivalent with the operation time of treatment plants or wells, tanks.

Service hours must be clearly indicated and easily readable for customers at pay stations, public stand posts, etc. and at local offices.

The information on service hours shall comprise the following: Average daily water supply through the network in the service areas, Opening hours for public stand posts and office hours.

The information concerning the service hours shall be presented in the **SLR** as follows:

Year...	Service hours (in hours per day)				
Town or Area	Month	Average daily water supply hours for households	Average daily water supply hours for public stand posts	Average N° of working hours for Pay stations	Average N° of working hours for Offices with consumer services



### 5.2. Interruption of water supply

Interruption of services due to a burst of water pipes or a failure in the treatment plant, etc. is not only a nuisance to the customer because of non availability of drinking water but constitutes also an important health hazard to public health.

Therefore, all interruptions water supply exceeding four hours have to be reported to the regulator.

For Interruptions caused by planned maintenance, customers should be informed in advance through local media or on-the-ground information 48 hours beforehand.

In cases where interruption of services exceeds 48 hours, the WSP shall provide emergency alternative supply services such as water supply with water browsers etc.

Consequently, the WSP is required to maintain a Register for Interruption of Services covering the entire service areas and containing the following information: Interruption of water supply, Classification of interruption per hours (<12hours, 24hours, >48 hours), No. of customers concerned, Towns and area affected, Reason (Pipe burst, treatment plant failure, etc.) and Date.

This register has to be accessible at any time and reported. The summarized report is presented as follows:

Year...		Statistics on interruption of services				
Month	Classification per hour	Towns and areas affected	N° of Interruptions	N° of customers affected	% of customers affected	Reasons of Interruption
	< 12 hours					
	12-24 hours					
	24-48 hours					
	>48 hours					

### 5.3. Justified Disconnection

If customers do not pay the amount due for the services received, the WSP can disconnect the premise from the water supply network until the amount due has been paid.

The same applies if the customer did not also satisfied requirements agreed upon.

The WSP shall ensure that the agreed conditions are not fulfilled before proceeding with the disconnection and this should be preceded at least by two written warnings.

The information concerning justified disconnection shall also be presented in the **SLR** as follows:



Year...	Justified disconnections			
Town or area	Month	Number of disconnections	Number of Hours of disconnection	Reason of disconnection

#### 5.4. Unjustified Disconnection

The WSP has no right to disconnect a customer if agreed conditions have been met (bills have been paid and the installations belonging to the provider i.e. water meter intact). If unjustified disconnection takes place, the customer shall receive a compensation payment and services must be restored within 24 hours.

The compensation level shall be based on agreement between the regulator and the WSP and stated in the Service Level Guarantee.

Compensation for unjustified disconnection shall be credited on the customer's bill within the following billing period.

Information concerning unjustified disconnection shall be presented in the **SLR** as follows:

Year...	Unjustified disconnections			
Town or area	Month	N° of total unjustified disconnection	N° of hours for the disconnection	Reason

#### 6. Water Meters

The WSP is required to fit water meters to customer premises at the time of connection to the network.

If a customer's meter is verified by the WSP as faulty, He will repair or replace it within two (2) working days and meter reading should be every month.

The information concerning water meter shall be presented in the **SLR** as follows:

Year ...	Water Meters			
Town or area	Month	Total N° of existing meters	Total N° of connected meters	Sequence of reading / N° of meter readings



Year ...	Water Meter testing and new connection			
Town or Area	Total No. of metered clients	No. of meters tested	No. demands for new connections	No. new connections established

## 7. Billing for Services

Most customer complaints are related directly or indirectly to the billing system, unjustified tariff applications, faulty meter readings, late dispatching of bills or no bills at all during a given period, cumulative billing etc. However, the WSP shall pay every effort to resolving these issues.

The WSPs shall provide sufficient time for bills payment and this time should not be less than two weeks from the date of the bill delivery. Bills and payments have to be checked before distribution to avoid wrong billing.

No customer can be charged for the consumption of another customer under a different contract.

The information concerning billing shall be presented in the **SLR** as follows:

Year...	Billing for Services				
Town / service area	Month	Sequence of billing and reading	Payment Period after bill delivery	N° of bills / meter readers	N° of bills corrections/tot billing

The WSP is required to put in place a plan to improve collection of bills for public institutions as well as private customers. Collection rate should be  $\geq 95\%$ . The report on outstanding bills will be part of SLR in the following format.

Year	Category				
Indicators*	Total	Public Institutions	%	Other Clients	%
Consumption in m <sup>3</sup>					
Billing in million Frw					
N° non-metered connections if any					
Outstanding bills in MFrw					
Delay of payment in days					

\*Attach a list of the biggest debtors with the outstanding amount



### 8. Client Contacts

The treatment that a client receives when approaching the WSP’s personnel and the response time to customer’s requests or complaints is an essential part of the QoS. Therefore, the monitoring of indicators of client contacts should be given a particular attention.

The following **indicators** should be considered under client contacts:

- Complaints (billing related, insufficient time for payment, unjustified disconnection, insufficient pressure, water quality, service hours, No or late response on inquiries and complaints, interruption of water supply, wrong metering, unjustified delay on new connection, undue behavior of providers’ personnel, etc.);
- Response time on billing such as change of address, request for alternative payment arrangements etc.
- Response time on written complaints and the quality of answers linked with the complaint;
- Ease of telephone contacts indicating the time calls are answered by the WSP and linked to the responsible department;
- Ease of access to pay bills and file complaints comprising the waiting time to pay bills, make enquiries and file complaints;
- Response time on demand on meter installation and meter testing;
- Response time on establishing new connection;

At pay stations and customer service offices, easily noticeable signs shall be provided indicating at which counters different services are accessible to consumers.

In order to collect necessary data, the WSP shall introduce and maintain a **Register of Complaints**. Complaints have to be numbered chronologically and the register shall indicate the type of complaint, the date and hour, the name and contacts of the person filing the complaint as well as the way and date the complaint has been settled.

Complaints from costumers which are not resolved by the WSP within reasonable and defined period can be passed to RURA.

The information concerning customer contacts shall be presented in the **SLR** as follows:

Year...	N° of customer complaints registered in the reporting period N			
Town or Area	Total complaints in year N	Total complaints in year N-1	Type of complaints	N° of complaints resolved within the response time