



ANNUAL REPORT 2017-2018



VISION, MISSION & CORE VALUES

OUR **VISION**

A point of reference in public utilities regulation that inspires development and confidence

OUR **MISSION**

To build an environment that promotes fair competition and quality of public utility services in a transparent, independent and reliable manner

OUR **VALUES**

- Independency
- Accountability
- Transparency
- Firmness

OUR **MOTO**

Inspiring development

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Abbreviations

AFUR	African Forum for Utility Regulators
AGO	Automotive Gas Oil
AI	Artificial Intelligence
ccTLD	Country Code Top Level Domain
CDMA	Code Division Multiple Access
CoK	City of Kigali
DOA	Digital Object Architecture
DTH	Direct To Home
DTT	Digital Terrestrial Televisions
DVCs	Driver Vocational Cards
EACO	The East African Communications organization
ECOWAS	Economic Community of West Africa States
EDPRS	Economic Development and Poverty Reduction Strategy
EREA	Energy Regulators Association of East Africa
ESAWAS	Eastern and Southern Africa Water and Sanitation Regulators Association
EUCL	Energy Utility Corporation Limited
EVDO	Evolution-Data Optimized
EWTSAN	Electricity, Water and Sanitation
FM	Frequency Modulation
FTTH	Fiber to the home
GDP	Gross Domestic Product
GSM	Global System for Mobile communications
HPP	Hydropower Plant
ICANN	Internet Corporation for Assigned Names and Numbers
ICT	Information communication Technology
IGTVS	International Gateway Traffic Verification System
IPP	Independent Power Producer
ISP	Internet Service Provider
ISPC	International Signalling Point codes
ITU	International Telecommunication Union
KP	Kibuye Power
LPG	Liquefied Petroleum Gas

LTE	Long Term Evolution
LVWATSAN	Lake Victoria Water and Sanitation Programme
m3	Cubic meter
MINAGRI	Ministry of Agriculture and Animal Resources
MoU	Memorandum of Understanding
MPA	Multi-Primary Administrator
MT	Metric Ton
MTN	Mobile Telecommunication Network
MW	Megawatt
NCPD	National Council for Persons with Disabilities
NISR	National Institute of Statistics of Rwanda
OAN	One Africa Network
PMS	Premium Motor Spirit
PPA	Power Purchase Agreement
PwD	People with Disabilities
RADWQ	Rapid Assessment of Drinking Water Quality
RAERESA	Regional Association of Energy Regulators for Eastern and Southern Africa
REG	Rwanda Energy Group
RICTA	Rwanda Information and Communication Technology Association
RINEX	Rwanda Internet Exchange Point
RMB	Rwanda Mines, Petroleum and Gas Board
RRA	Rwanda Revenue Authority
RTN	Rwanda Telecentre Network,
RURA	The Rwanda Utilities Regulatory Authority
TV	Television
UAF	Universal Access Fund
UMTS	Universal Mobile Telecommunications System
UPU	Universal Postal Union
VR	Violating Route
WASAC	Water and Sanitation Corporation.
WASH	Water, Sanitation and Hygiene
WATSAN	Water and Sanitation

Acknowledgment

The Rwanda Utilities Regulatory Authority acknowledges and appreciates the hard work that went into developing this Annual Report. The Authority wishes to thank the following individuals for their dedication, commitment and professionalism in developing this Report.

Mr. Charles Semapondo – Chairperson

Mrs. Jackline F. Mupenzi

Mr. Amani David Rugamba

Mr. Jean Bosco Nsengiyumva

Mr. Vincent Museminali

Mrs. Yvonne Umutoni

Mrs. Clarisse Nibagwire

Mrs. Chantal Gakima

Mrs. Elizabeth Nahimana

Mr. Oscar Ugirashebuja

Mrs. Carine Manirakiza

Mr. Egidius Mbarara

Ms. Janepher Kabarungi

Mr. Pacifique Hirwa

THE REGULATORY BOARD



Dr. GATARE Ignace
Chairperson



Ms. ABABO Peace
Vice-Chairperson



**Ms. MUKANDOLI
Fortune**
Member



**NYIRISHEMA Patrick
Lt Col**
Member/DG



Ms. UMWALI Mireille
Member



Dr. UFITIKIREZI Daniel
Member



**Dr. KAYIHURA Didas
Muganga**
Member

Foreword



I am pleased to present to you the annual report 2017/18 on behalf of the Regulatory Board, the Management and Staff of the Rwanda Utilities Regulatory Authority.

This annual report summarizes the progress we have made over the past year in implementing a range of activities of the Authority.

The Regulatory Board endeavored to work closely with the Management in taking decisions that impacted the regulated sectors positively by encouraging innovation to meet challenges for effective regulation. This year once again saw

the approval of different legal and regulatory instruments that supported the work of the Regulator that were central to the Authority's success.

While we faced different challenges during the past year, we are proud to have made progress and recorded a number of successes in our role as a Regulatory Authority.

My sincere thanks to the Regulatory Board of RURA, the Management, the entire staff and our stakeholders who tirelessly worked hard in implementing most of the activities during this period.

Together with our stakeholders Rwanda Utilities Regulatory Authority shall continue to deliver to the national agenda while transforming the lives of consumers and investors in the regulated sectors.

The Regulatory Board looks forward to working closely once again with the Management, staff and stakeholders with optimism and enthusiasm to be a leading global regulator of public utilities!

Thank You!

Dr. Ignace GATARE

Chairperson of the Regulatory Board

Executive Summary

This annual report describes the work done, achievements and challenges that remain to be tackled considering the authority's mandate in fulfilling a pivotal role between the policy makers, licensed service providers and consumers.

RURA has continued to play a significant role in many aspects of regulations while ensuring fair market competition and that the regulated services are progressively made more accessible and affordable to all the people.

Due to the confidence in the policy, legal and regulatory framework in various regulated sectors, new and existing operators have continued to invest in the Country.

As a result of a conducive Legal and Regulatory Framework in place, the **ICT Sector** continues to experience growth, whereby the mobile telephone subscription increased from 8,819,217 to 9,226,721 subscribers meaning 4.6% increase. The fiscal year ended with a mobile penetration from 76.5% registered in previous year to 78.1%.

Internet service subscription increased from 4,375,016 to 5,475,448 representing an increase of 25%. The increase is mainly attributed to the affordability of smart phone devices and flexible pricing of internet bundles. The equipped international bandwidth capacity increased from 20,582 Mbps to 49,074 Mbps which accordingly reflected an increase of 138.4%.

The Telecommunication market this year was marked by the acquisition of TIGO Rwanda by AIRTEL Rwanda. As of June 2018, Rwanda Telecom market was composed by two main Telecom Operators, five (5) Internet Service Providers (ISPs), one Wholesale Network Service provider, two (2) Network facility providers and twenty-Seven (27) Retailers Internet Service Providers.

Following the approval of Broadcasting Service Regulations, RURA licensed twenty-six (26) FM Radio broadcasters, nine (9) television content providers, four (4) direct to home (DTH) and one terrestrial televisions.

On the other hand, this year was marked by an increase of incoming and outgoing international traffic by 1.82% and 4.84%, respectively.

ICT Services accessibility and affordability programs were implemented and the support through Universal Access Fund was provided to Education, Agriculture sector by connecting schools and providing ICT tools to Ministry of Agriculture for farmers' education. Support also was provided to National Council for People with Disabilities (NCPD) for equal opportunity and access to information and communication.

In Electricity and Renewable Energy, new full Electricity Generation Licenses were issued to five different power plants with a projected aggregated capacity of 6.6 MW. In the framework

of improving the safety of electrical installations in residential, commercial and industrial premises, the Regulatory Authority has so far issued 45 electrical installations permits to both companies and individuals practicing electrical activities.

The number of customers accessing electricity has significantly grown, which increased the electricity access rate to grow from 36.5% recorded by end of 2016/2017 to 46.5% as of June 2018. The national installed capacity for the national grid has slightly increased from 208.3 MW to 208.68 MW, and the network losses have reduced from 21% to 19.92%.

RURA also amended regulation on petrol service station and new regulations for the LPG sub-sector were adopted by the Regulatory Board, and the operators have started to implement new requirements, such as legal refilling, licensing regimes, and compliance to standards.

In Gas and Downstream Petroleum, progresses were made in Liquefied Petroleum Gas (LPG) market where 9 LPG business licenses (importation, transportation, storage, distribution, wholesale, and retail), 3 wholesale licenses, 2 importation licenses, 2 plant operation licenses, 3 cylinders' transportation licenses, and 1 authorization for plant upgrade were issued to LPG operators. LPG imports increased from approximately 5 million kg to 10 million kg according to RRA statistics.

The Regulatory Authority issued 23 installations licenses of new petrol service station projects and one retail license. Rwandan Fuel capacity (Diesel, Gasoline, Kerosene and Jet A-1) has increased from 74, 225 to 84,225 m³.

Under Water and Sanitation Sub-Sector, water production increased by 0.8% from 47,709,233 to 48,113,326 m³/year. A new Water Treatment Plant (Nzove I) with the production capacity of 40,000 m³/day was completed and an upgrade of Nzove II from 25,000 m³/day to 40,000 m³/day was done. Water supply was increased by 5.2% and connections to water supply network were increased by 7.6% to reach 207,408 connected customers by June 2018.

For rural water supply, twelve (12) new licenses were granted to private service providers making a total number of 47 licensed rural water operators. All twenty-seven (27) Districts have established District WASH Boards and twenty (20) Districts have water and sanitation (WATSAN) officers in place to oversee the management of rural water supply schemes.

Rapid Assessment of Drinking Water Quality (RADWQ) was conducted in order to have a baseline data on drinking water quality in rural areas and RURA acquired Water quality monitoring tools for a regular checking of water quality.

In sanitation, the total number of licensed operators is 145 operators for cleaning service provision, 6 for liquid waste management, 28 operators for solid waste collection and transportation and 3 for waste recycling.

Water supply and sanitation sector recorded some improvements like the acquisition of water monitoring tools and extension of water distribution network in Kigali. However efforts are still needed to address high Non-Revenue Water, water demand which is higher than water supply in urban areas, and existing old network with limited capacity.

The Transport Sector's regulations and guidelines coupled with ICT applications and services transformed tremendously the service delivery.

A remarkable accomplishment such as increase of 18% in licensed driving schools operators' fleet and the number of rental vehicles increased by 23% from 483 to 596 compared to the previous financial year. Also licensed Transportation of persons cross-border vehicles were increased by 109% from 76 to 159 vehicles. In the same vein, motorcycle cooperatives fleet were increased to 8.3% from 31,296 to 33,892 motorcycles as a result of awareness campaigns and enforcement.

In the same vein of enhancing professionalism, service delivery and modernization of public transport, ICT applications and services were introduced such as Electronic Ticketing Systems for inter-city buses, Mobile phone-based Booking Systems, Automated Fare Collection System in the City of Kigali buses; Free Wi-Fi internet in Kigali City Buses and Internet services in Taxi parks and Driver Vocational Cards (DVCs) to monitor behaviors of public transport drivers.

In line with the international cooperation and country visibility, RURA witnessed viable relationship and partnership with many Regional and International organizations including ITU, UPU, EACO, EREA, RAERESA, ESAWAS and ICANN aimed at building effective partnerships and exchange of regulatory experiences and public policies within the Regional and International Organizations.

On behalf of Management, I would like to thank the Regulatory Board for their support. To the staff, I also thank you for your team work and contributions. I trust that you will redouble your efforts in 2018-2019 and the years ahead. I thank all stakeholders and the Ministries in charge of regulated sectors for their collaboration which enabled us to address both strategic and tactical issues. The Regulatory Authority benefited enormously from you and I look forward to the future with hope and determination to address challenges and exploit opportunities to the benefit of all Rwandans.

Thank You!

RURA Management



INTRODUCTION

1. INTRODUCTION

1.1 Rwanda in Context

Rwanda is a landlocked country with a surface area of 26,338 km², a population of about 12.09 million (NISR, 2018) and GDP per capita of U\$ 746 as of 2017.

The Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS II] 2013-2018 set the target to achieve a GDP per capita of USD 1,240 by 2020 at an annual growth rate of 11.5%. With a very high tele-density, lower GDP per capita and agrarian economy, the role of the Regulatory Authority in the much-needed transformational development is both crucial and strategic in promoting industry and service sectors.

1.2 RURA's Operational Framework

RURA was initially created by the Law N° 39/2001 of 13th September 2001 as multi-sector regulatory agency with the mission to regulate certain public Utilities. This Law was repealed and replaced by Law N° 09/2013 of 01/03/2013 establishing Rwanda Utilities Regulatory Authority (RURA) and determining its mission, powers, organization and functioning.

RURA has the mandate to regulate:

1. Telecommunications, information technology, broadcasting and converging electronic technologies including the internet and any other audio-visual information and communication technology;
2. Postal services;
3. Renewable and non-renewable energy, industrial gases, pipelines and storage facilities;
4. Water;
5. Sanitation;
6. Transport of persons and goods;
7. Radiation Protection and
8. Other public utilities, if deemed necessary.

RURA has a legal personality, financial and administrative autonomy in the fulfilment of its mandate. The Authority plays a pivotal role between the policy makers, licensed service providers and consumers. It reports to the Office of the Prime Minister and coordinates with line ministries responsible for each regulated sector in executing its functions.

1.3 Mission and Powers

The Law N° 09/2013 of 01/03/2013 gives the Authority the following mission:

- to set up necessary guidelines in order to implement laws and regulations in force;
- to ensure compliance by public utilities with the provisions of laws and regulations governing the regulated sectors in an objective, transparent and non-discriminatory manner;
- to ensure the continuity of service delivery by the licensed or authorized service providers and the preservation of public interest;
- to protect users' and operators' interests by taking measures likely to guarantee effective, sound and fair competition in the regulated sectors within the framework of applicable laws and regulations;
- to protect and promote consumers' interests;
- to promote the availability, accessibility and affordability of regulated services to all consumers including low income, rural and disadvantaged consumers;
- to promote efficient development of regulated sectors in accordance with Government economic and financial policy;
- to promote and enhance general knowledge, sensitization and awareness of the regulated sectors to issue permits, authorizations and licenses required for regulated sectors, in accordance with the relevant laws and regulations;
- to monitor and ensure compliance by regulated network or service providers in line with their licenses, permits and concession obligations;
- to ensure fair competition in all regulated sectors.

For public interest and consumers' protection in particular, and in order to effectively fulfil its mandate, RURA has been vested by the Law with the following powers:

- 1° to carry out investigations including inspections at service delivery sites of the regulated service providers in the purpose of ensuring compliance with their obligations;
- 2° to impose administrative sanctions in case of a violation of this Law and other Laws and regulations governing regulated sectors;
- 3° to settle and facilitate the settlement of disputes related to regulated services;
- 4° to issue directives to the regulated service provider whose license to operate has been cancelled, suspended, modified or revoked, and appoint an administrator

5° to regulate tariffs and charges

6° to obtain information

7° judicial police power and RURA's representation before courts subject to approval by the Minister of Justice.

1.4 Corporate Governance

1.4.1 REGULATORY BOARD

The Regulatory Board is by virtue of the law the supreme management and decision making organ of RURA. The Regulatory Board consists of seven (7) members including the Director General who equally serves as a rapporteur.

1.4.1.1 RESPONSIBILITIES OF THE REGULATORY BOARD

The responsibilities of the Regulatory Board as outlined in the law establishing RURA include:

- a) To participate in developing RURA general policy and monitor its implementation;
- b) To determine the general vision of RURA and ensure its implementation;
- c) To approve RURA's annual budget and action plan;
- d) To approve annual financial statements for the previous financial year;
- e) To adopt the staff statutes, their emoluments, their wage structure, the internal rules and the organizational structure of RURA;
- f) To determine the job descriptions of RURA employees, set related terms and conditions of employment and appoint staff members based on the recommendation of the Director General;
- g) To evaluate the performance of RURA based on its action plan and budget;
- h) To decide on receiving, buying, giving away or selling movable or immovable property and on the use of RURA's property;
- i) To approve the annual activity report of RURA before its submission to the supervisory authority.

1.4.1.2 POWERS OF THE REGULATORY BOARD

The powers of the Regulatory Board include among others:

- 1) To set up the general regulations and directives in accordance with the laws in force;
- 2) To determine at any time tariffs, charges related to networks interconnection or infrastructure shared by public utilities provider
- 3) To take any decision pertaining to the regulation of public utilities, particularly any decision relating to the granting, suspension and withdrawal of a license, authorization or permit;
- 4) To take administrative sanctions in case of violation of legal and regulatory provisions or violation of the contents of permits, licenses, authorization and other directives;
- 5) To take decisions on any disputes referred to it;
- 6) To conciliate parties in dispute upon request.

The Regulatory Board had different briefings on the performance of operators in all sectors, took decisions and resolutions on the same.

The followings are key resolutions/ decisions taken during the period under review per Department:

Corporate Affairs

- Approved the Board paper on writing off some debtors.
- Approved the regulations on unsolicited commercial communication.
- Approved the recruitment process and report from the recruitment committee of new staff.
- Approved a request to establish the Radiation Protection Unit.

ICT Sector

- Approved regulations governing Certification Service Providers (CSPS), Certificate Policy (CP) and Certification Practice Statement (CPS).
- Approved addendum 2 to the License No RURA/2013/0128 for AXIOM Networks.
- Approved the regulations governing SIM Card registration.
- Approved regulations governing e-waste management in Rwanda.

- Approved the regulations governing the management, assignment and usage of telecom numbering resources in Rwanda.
- Approved the Airtel acquisition of TIGO.
- Approved a signal distribution license for PAN AFRICA NETWORK GROUP Ltd.
- Approved the guidelines on minimum bandwidth for Broadband Internet Connectivity in Rwanda.

Energy, Water and Sanitation

- Approved revised Regulations No003/R/GP-EWS/RURA/2017 governing the installation, upgrade and operation of petrol service stations in Rwanda.
- Approved the regulations governing Liquefied Petroleum Gas (LPG) in Rwanda.
- Approved the Kigali Water Limited license to provide bulk water to WASAC.
- Approved the proposed fees for fuel depot permit.

Transport Sector

- Approved regulations governing motorcycle transport services Rwanda.
- Approved the Public Transport Tariff.
- Approved the Motorcycle service tariff.

1.4.2 THE MANAGEMENT

The Director General of RURA is entrusted with executive powers. He coordinates and directs daily activities of the institution and is answerable to the Regulatory Board on how its decisions are implemented. The Director General is assisted by Seven Heads of Departments heading respectively:

- i. Information and Communications Technology Regulation;
- ii. Media and Consumer Affairs;
- iii. Innovation and Cybersecurity;
- iv. Transport Regulation;
- v. Energy, Water & Sanitation Regulation;
- vi. Legal and Economic Regulation;
- vii. Corporate Services.

In addition to the Heads of Departments, there is one Division Manager heading Universal Access and Service Fund.

The Director General, Heads of Departments and Division Manager constitute the senior Management of RURA. The entire organizational structure is in **annex 1**.

1.4.3 ACCOUNTABILITY

The Prime Minister's Office is the supervising organ of RURA. The Prime Minister's Order No 89/03 of 11/09/2014 has determined modalities of which Ministries in charge of regulated sectors shall coordinate activities with RURA in the implementation of their respective mandates.

RURA submits an annual activity report to the Prime Minister's Office and provides copies to the Parliament, both chambers, Ministry in charge of finance and Ministries in charge of regulated services within three (3) months after the close of the budget year.

RURA finances are audited by the Auditor General of the State finances at the end of the budget year and whenever considered necessary.

RURA has also internal control systems that help the organization to achieve its goals in effective, efficient and transparent manner.

1.1. SENIOR MANAGEMENT TEAM



Patrick NYIRISHEMA
Lt Col
Director General



Mr. Anthony KULAMBA
*Head of Media Regulation
& Consumer Affairs
Department*



Eng. Emmanuel Asaba
KATABARWA
*Head of Transport
Regulation Department*



Mr. Charles SEMAPONDO
*Ag. Head of Innovation &
Cybresecurity Department*



Ms. Beata MUKANGABO
*Head of Department Legal &
Economic Regulation
/Ag. Head of Corporate
Services Department*



Mr. Alexis MUTWARE
*Ag. Head of Energy,
Water & Sanitation
Department*



Mr. Protais KANYANKORE
*Ag. Head of ICT
Regulation Department*



CORPORATE PERFORMANCE REVIEW

2. CORPORATE PERFORMANCE REVIEW

This annual report reflects on how the Rwanda Utilities Regulatory Authority (RURA) has delivered against its strategic intentions, as laid out in the Three-year Strategic Plan 2017 to 2020. The Strategic Plan was developed following the strategic direction of the wider regulated sectors.

The department deals with corporate related matters to enhance the governance, improve staff welfare and contribute to national socio-economic development efforts.

For a full regulatory environment, all the departments are sector specific oriented and are complemented in their everyday regulatory activities by the Corporate department to cater for more efficient coordination of activities and administrative duties as well as for consolidating activities from cross-cutting services.

2.1 Workforce

The Authority is an equal opportunity employer which strives to build a broad-based organization in terms of gender balance and qualifications.

The number of RURA staff by June 2018 reached One Hundred and Sixty Two (162) staff members including 1 on fixed term contract.

The percentage of male and female is 67 %, 33 % respectively.

The classification of RURA Staff based on education is as follows:

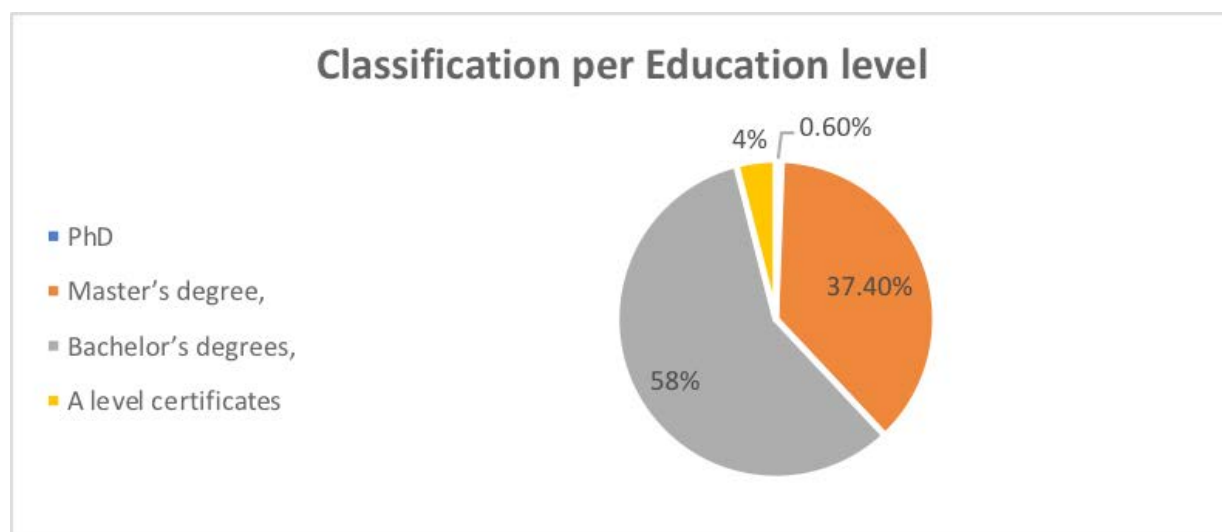


Figure 1: Distribution of RURA staff per qualifications. Source: RURA

RURA through its training policy will continue to equip its staff with the required skills towards the achievement of the Authority's mission and strategic goals.

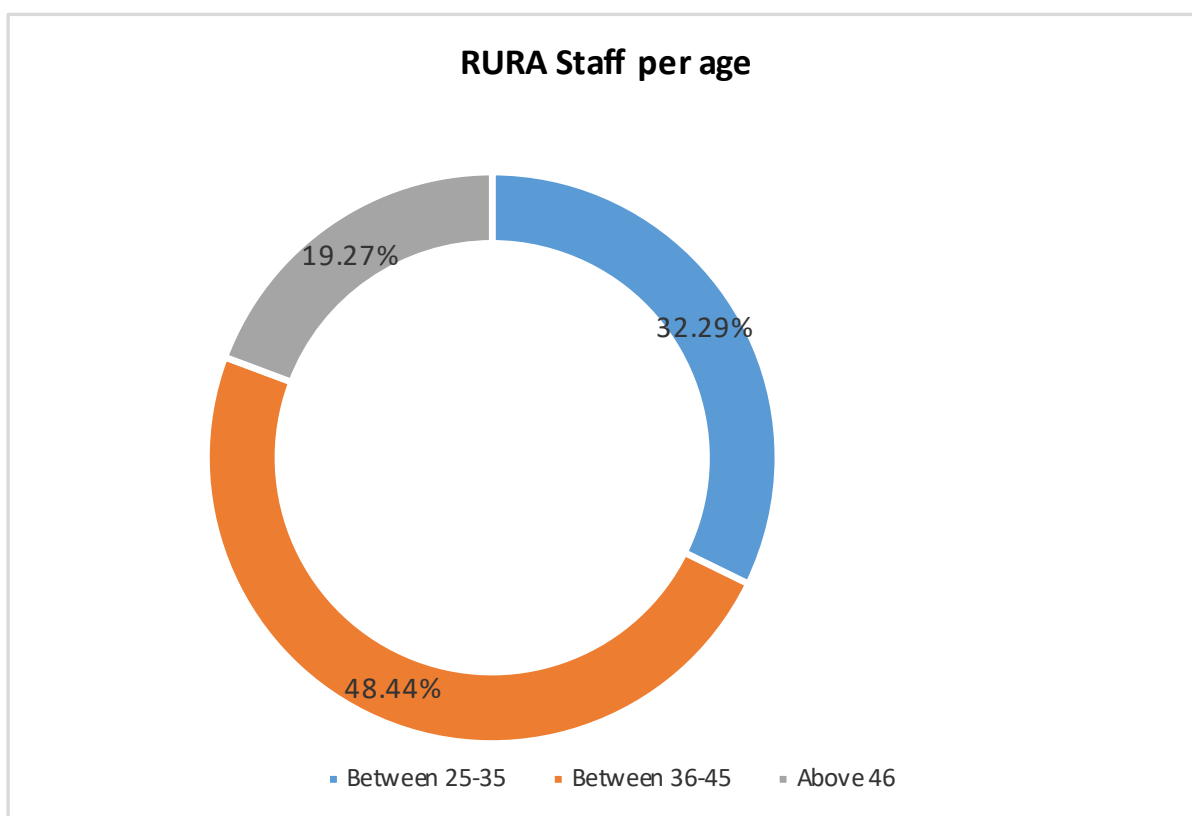


Figure 2: Distribution of RURA staff by age (2017-2018). Source: RURA

On the other side, the statistics on age shows that the majority of RURA staff is between 36 and 45 as illustrated in the figure above.

NEW ORGANISATIONAL STRUCTURE

Following the Parliament approval of Radiation protection law and the attributions given to RURA to regulate radiation sector, the institutional structure is being reviewed. The reviewed structure will improve the whole institution performance and staff motivation.

TRAINING AND DEVELOPMENT

Every year, RURA carries out the needs assessment in capacity building for staff to cope with the overwhelming technology and regulatory/market challenges. According to the identified challenges, the capacity-building plan with its budget established in short or long-term trainings, attachments and study tours. Trainings carried out during the year under review are detailed in the table below:

Table 1: FIGURES OF ATTENDED TRAININGS. Source: RURA

TYPES OF TRAININGS/SECTOR	LONG TERM	SHORT TERM	INHOUSE	BENCHMARKS/STUDY TOURS
Regulatory board	0	1	0	0
DC's office	6	0	0	0
Media regulation & consumer affairs department	3	3	0	0
Innovation & cybersecurity (TDS + IS)	1	9	1	0
ICT regulation		1		2
Transport regulation	1	4	0	0
Energy, water and sanitation (EWATSAN)	1	4	0	4
Legal & economic regulation	2	9	2	1
Corporate services	7	8	3	
TOTAL	21	37	6	7

RECRUITED STAFF MEMBERS 2017/2018.

Table 2: Recruited staff in 2017 - 2018. Source: RURA

S/N	Department	Position	Number of staff members
1	Media Regulation and Consumer Affairs (MCA)	Director Officer	1 1
3	Energy, Water and Sanitation Regulation	Officers	8
4	ICT Regulation	Officers	2
5	Innovation and Cyber Security	Officers	3
6	Legal and Economic Regulation	Officer	1
7	Corporate Services	Officer Secretaries Drivers Messengers	1 4 2 2
TOTAL			25

2.2 Knowledge Transfer

Every year, RURA receives both professionals and academic interns for the knowledge sharing and transfer that will help them to put in practice the acquired academic knowledge.

The year 2017-2018 RURA mentored 50 (professional and academic) internees, representing an increase of 28.2% compared to a total of 39 of last year.

2.3 . Corporate Social Responsibility

The Regulatory Authority joined the Prime Minister's office and Gender Monitoring Office to commemorate the 24th Genocide against the Tutsi.



To ensure the welfare of staff, RURA organized sports activities in different clubs.

RURA rewarded a motorcyclist for returning an injured passenger's cash worth five million and two hundred thousand francs (5,200,000) and urged the public to embrace honesty and integrity.



Figure 3: Photo of rewarded motorcyclist

2.4 Public Relations and International Cooperation

Within the framework of public relations and international cooperation, RURA achieved a lot including:

- Production and dissemination of branding materials for local and international events involving RURA. These include signposts, pull up banners, baskets (uduseke), Rwanda coffee, bags, video clips and note books;
- Production, publication of distribution of 1000 copies of the Regulator Magazine;
- Publication of Seventeen (17) articles in Imvaho Nshya and The New Times;
- Reception of 5 delegations from Kenya, Zambia, Burkina Faso, Ghana and Cameroon on study tours focusing on different regulated sectors;
- Hosting the 14th Annual Conference and General Assembly for African Forum for Utility Regulators (AFUR) attended by 163 local and foreign participants from different countries;
- RURA in partnership with Ministry of Information Technology & Communications contributed to Smart Africa Initiative and organization of Transform Africa Summit was held in May 2018 at Kigali Convention Center;
- Hosting the ITU Regional Standardization Forum on Emerging Economic, Regulatory and Policy Trends in a Fast-Changing Digital World attended by 82 participants from 23 different countries;
- In partnership with EACO, RURA hosted a Regional Workshop on E-waste Management to discuss effective electronic waste management and develop strategies to reach zero negative impact;
- RURA rewarded three (3) journalists who wrote ICT stories in Development Journalism Awards Event.



Participants of 4th Industrial Revolution Forum.



Participants of African Forum for Utility Regulators (AFUR)



Participants of Radiation and Nuclear Safety Training



Participants of World Bank training on Completion in Telecom sector



Regional workshop for Africa Standardization



Regional Standardization Forum workshop



Regional Group for Africa for Standardization



ICT stories in Development Journalism Awards Event

2.5 Financial Performance Review

Context

RURA's performance for the year 2017-2018 remained stable with a slight variation in revenue collection. This report contains a set of information that will help to have a clear picture of the financial results of RURA.

Overview of the financial performance

The general performance has been quite good in comparison of the previous year.

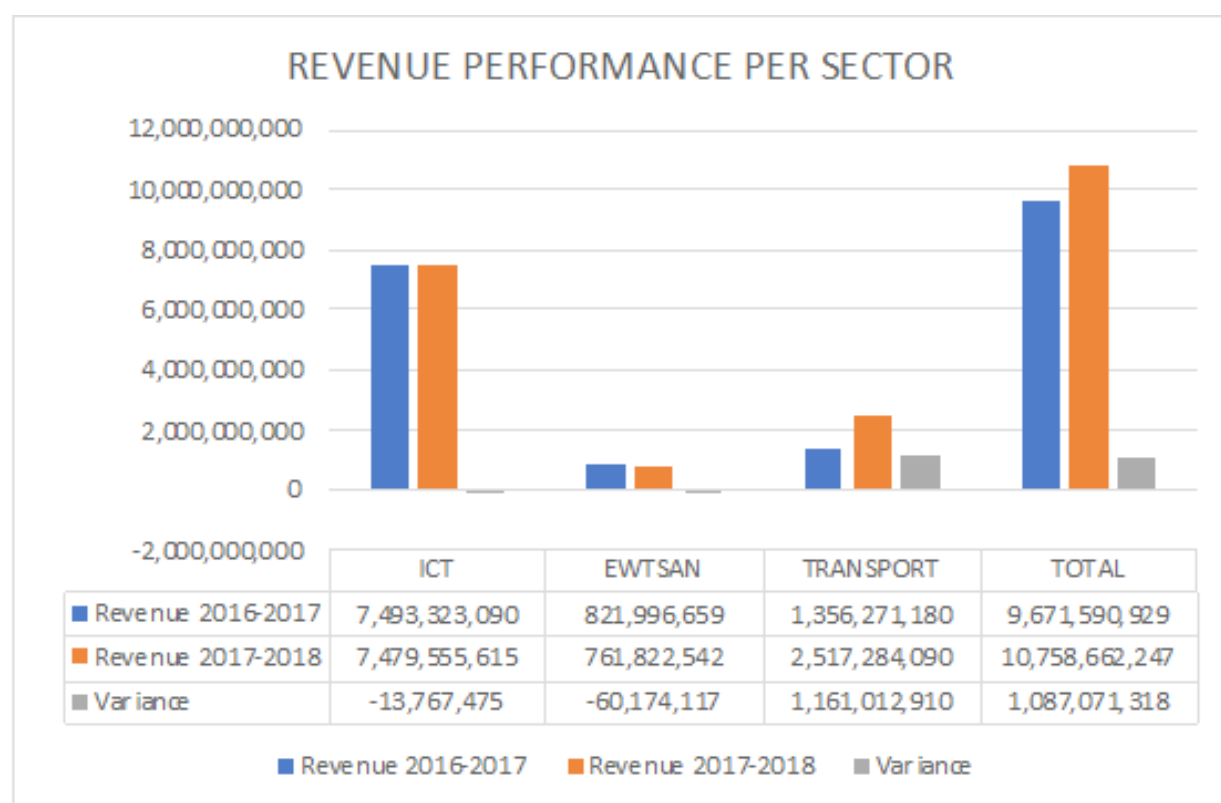


Figure 4: Revenue/Performance per sector. Source: RURA

An increase of 11% is to be noted comparing to last year's general performance. In EWTSAN to efficiently collect the revenues in petroleum, RURA has signed a MoU with RRA to collect the regulatory fees on petroleum product at the customs. This will be effective from 1st July 2018.

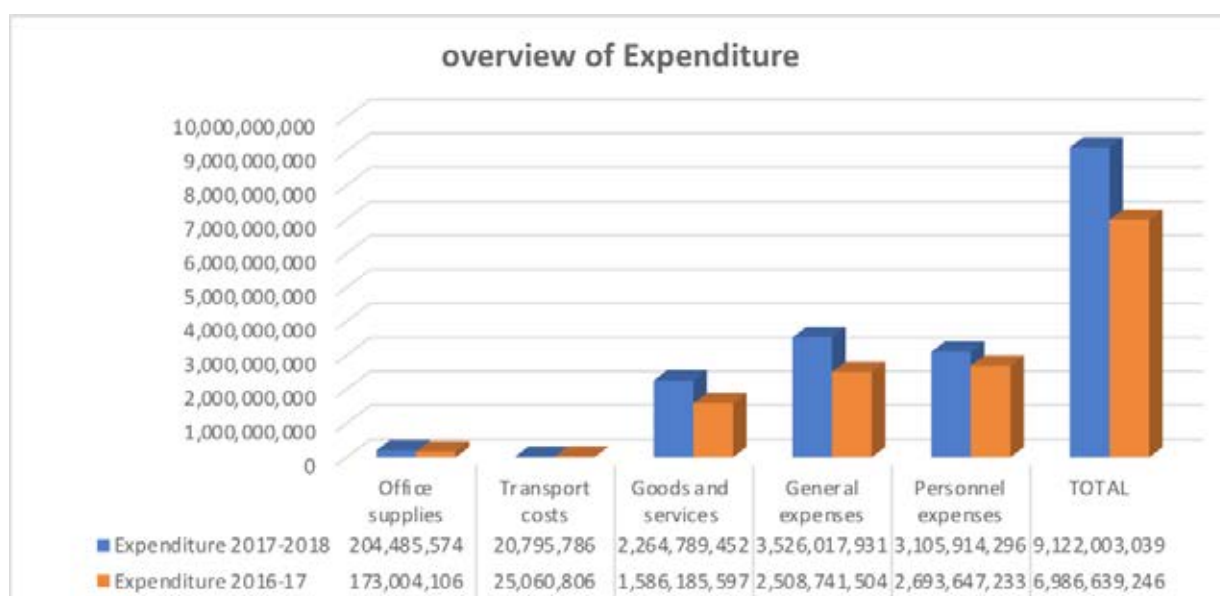


Figure 5: Overview of Expenses. Source: RURA

An increase of 31% compared to last year's expenditure is mainly due to the ongoing of RURA Headquarters construction project and acquisition of equipment tools in technical departments for monitoring and compliance to license obligations.

The number of staff increased from 145 to 162 implying the increase in all the above items.

2.6 . UAF Financial Performance overview

Table 3: UAF Financial Performance overview. Source: RURA

	Expected/Planned	Actual	Variance	Actual 2016-17
Revenue From contributions	7,727,288,930 3,232,627,835	3,185,651,221	46,976,614	2,658,498,467
Expenditure	7,727,288,930	5,826,255,226	1,446,033,704	3,232,627,835

The UAF has performed revenue at 98.5% while expenditure is at 75%. The difference between the annual contributions and total budget was the balance brought forward.

2.7. Procurement

During the year under review, RURA had a total number of sixty-one (61) tenders on Authority's procurement plan. Among those, fifty-three (53) representing 86% were processed and implemented. The remaining 14% were also processed but they are still in the implementation process.

Following the country's vision to have most of the services online, RURA will start implementing its procurement processes through e-procurement government system from July 2018. This will improve the efficiency and effectiveness and will also enhance fair competition since most of the bidders are already registered online.

2.8 . RURA Headquarters' Construction

In the process of ensuring improved working environment, RURA continued a construction project for its own headquarters that is located in Nyarugenge - Kigali. The project started on 28th November 2016 and will be completed on 28th November 2019 as per the contract.

As of June 2018, the progress of works has been reported at 29% and in accordance with the revised work plan, all works will be completed within the contract period

Below are the pictures of current status of construction works and the final once completed



Figure 6: Photos of current status of construction works and after completion. Source: RURA



ICT SECTOR

3. ICT SECTOR

3.1 . SECTOR PROFILE

The Rwanda market for Information and Communication Technologies is characterised by a high evolution and demand for services across the socio-economic spread of the country. Enhancement in the use of ICT requires proper regulatory framework to create an environment that promotes public confidence and ensure stability, transparency, competition, investment, innovation, and growth in the ICT sector. RURA's mandate, among other things, in the ICT sector is to license, monitor and enforce license obligations, manage scarce resources, advise policy makers on ICT, postal and media related issues and represent Rwanda in international organizations on issues pertaining to ICT.

The Telecommunication market this year was marked by the acquisition of TIGO Rwanda by AIRTEL Rwanda. As of June 2018, Rwanda Telecom market was composed by two main Telecom Operators, Five (5) Internet Service Providers (ISPs), one Wholesale Network Service provider, two (2) Network Facility Providers and Twenty-Seven (27) Retailers Internet Service Providers by June 2018.

Following the approval of Broadcasting Service Regulations, RURA licensed Twenty-Six (26) FM Radio broadcasters, Nine (9) Television Content Providers, Four (4) Direct to Home (DTH) and one Digital Terrestrial Televisions.

As a result of a conducive Legal and Regulatory Framework in place, the ICT sector continues to experience a significant growth. Indeed, during the period under review, the mobile telephone subscription increased from 8,819,217 to 9,226,721 meaning 4.6% of increase. The fiscal year ended with a mobile penetration of 78.1%.

Internet service subscription increased from 4,375,016 to 5,475,448 representing an increase of 25%. The increase is mainly attributed to the affordability of smart phone devices and flexible pricing of internet bundles. During this fiscal year, the equipped international bandwidth capacity increased from 20,582 Mbps to 49,074 Mbps which accordingly reflected an increase of 138.4%.

On the other hand, this year was marked by an increase of incoming and outgoing international traffic which equals to 1.82% and 4.84%, respectively from 168,505,749 to 176,624,991 minutes.

3.2 LEGAL AND REGULATORY FRAMEWORK

The ICT sector is governed by the Law N°24/2016 of 18/06/2016. In order to execute this law, secondary legislations are regularly developed and the following regulations were approved by the Regulatory Board, during the fiscal year 2017 – 2018:

- Regulations governing Certification Service Provider in Rwanda: Regulation N° 002/R/TD-ICS/RURA/2017.
- Regulations governing E-Waste Management: Regulation N° 002/R/ICT/RURA/2018.
- Regulations governing the SIM Cards Registration in Rwanda: Regulation N° 004/R/ICT/RURA/2018.
- Regulation governing unsolicited commercial communications in Rwanda: Regulation N° 001/R/STD-CMR/RURA/2018

All the above regulations were translated in the three official languages and published in the Official Gazette.

3.3 LICENSING

3.3.1 Telecommunication And Internet Service Provision

The year under review was marked by the acquisition of TIGO Rwanda by AIRTEL Rwanda. On the other hand, seven (7) Retailer Internet Service Providers were licensed. These are Rwanda Telecentre Network (RTN), Broadband Digitech System Ltd, Afronet, NETPRO Limited, AC Group Limited, Mango Telecom, Off-wire Rwanda Network and Net Link. Furthermore, six (6) Provisional Application Providers namely, Yego Innovation Ltd, DMM HeHe Ltd, Taxirwa Ltd, Jumo Rwanda Ltd, JQuicker Systems Ltd and Panda Online Ltd.

All licensed Operators, Network and Service Providers, as of June 2018, are illustrated in the **annex 2**

3.3.2 Postal and courier service Provision

In postal sector, RURA grants licences to the Public Postal Operator and Courier Operators (International, Regional, Domestic, International in-bound courier and Intra-city courier).

During 2017 – 2018 fiscal year, RURA licensed the following Operators: International Express Ltd, Trinity Transporters and Distributors Company Ltd and Target Today Delivery Ltd.

The licensed postal and courier operators as of June 2018 can be found in the **annex 3**

3.3.3 Media and Broadcasting

During the year under review, RURA licensed the following providers:

- Twenty Six (26) FM radio stations;
- Nine (9)Television Content Providers and 4 digital studio permit holders;
- Four (4) Direct To Home (DTH) and 1 Digital Terrestrial Televisions (DTT);
- Six (6) existing print media authorizations were renewed and one (1) new authorization issued to new applicant;
- Four (4) authorizations were issued to online media outlets.

3.3.3.1 TV Broadcasting

In TV broadcasting four (4) direct to home (DTH) and one Digital Terrestrial Televisions were licensed as of June, 2018.

Table 4: Licensed Pay TV Providers as of June 2018. Source: RURA

Pay TV Licensees	Terrestrial platform	Satellite Platform
Tele 10 Group		✓
Star Africa Media Ltd	✓	✓
Kwese Support Services		✓
AZAM Media		✓

The Table below illustrates the licensed television content providers and permit for building TV studio issued during the year of 2017-2018:

Table 5: Licensed TV Stations and Digital Studio Permit Holders as of June 2018. Source: RURA

S/N	Name of the applicant	Name of TV channel	Current status	
			Permit to Build TV studio	Licensed Year
1	Tele 10 Rwanda	TV 10		2017
2	TV1 Rwanda Ltd	TV 1		2017
3	Isango Stars Ltd	Isango Star TV		2017
4	Goodrich Life Care CO Ltd	Goodrich TV		2017
5	Authentic Radio Ltd	Authentic Tv		2017
6	Big Concept Management Ltd	BTN TV		2017
7	Redeemed Gospel Church	TV7		2017

8	Econet Media Ltd	KFS		2017
9	Ishema Media incorporation Ltd	Ishema TV		2017
10	Adecco	Izuba TV	2017	
11	Brisk Africa Ltd	Lala TV	2017	
12	Rwanda Images Films Ltd	LCN TV	2017	
13	Revival Media Group Ltd	Revival TV	2018	

3.3.3.2 FM Radio Broadcasting

During the year under review, RURA licensed twenty-six (26) FM Radio broadcasters.

Table 6: Licensed FM Radio Broadcasting as of June 2018. Source: RURA

S/N	Name of the Company	Name of the station
1	TOP 5 SAI LTD	Energy Fm Radio
2	SMW COMMUNICATIONS LTD	Kiss Fm Radio
3	TV&RADIO FLASH FM LTD	Flash Fm Radio
4	Isango Stars Ltd	Isango Star Radio
5	MOUNT KENYA UNIVERSITY LTD	Royal Fm Radio
6	NATION HOLDINGS (RWANDA) LTD	Kfm
7	GENESIS COMMUNICATIONS LTD	City Radio
8	RADIO MARIA RWANDA	Radio Maria Rwanda
9	ASSOCIATION HUGUKA	Radio Huguka
10	EGLISE DE PENTECOTE DU RWANDA, ADEPR	Life Radio
11	CONSEIL PROTESTANT DU RWANDA	Radio Inkoramutima
12	ISANGANO ORGANIZATION	Radio Isangano
13	ADECCO	Radio Izuba
14	AMAZING GRACE CHRISTIAN RADIO	Amazing Grace Christian Radio
15	RADIO/TV10 LTD	Radio 10
16	KIGALI TODAY LTD	Kt Radio
17	UMUCYO COMMUNITY RADIO STATION LTD	Umucyo Community Radio
18	ASSOCIATION FOR ECONOMIC DEVELOPMENT AND WELFARE (ADEB)	Ishingiro Community Radio
19	RWANDA UNION MISSION OF THE SEVENTH-DAY ADVENTIST CHURCH	Voice Of Hope Radio
20	RADIO 1 RWANDA LIMITED	Radio 1
21	RESTORE RWANDA MINISTRY, R.R.M	Sana Radio
22	AUTHENTIC WORD MINISTRIES	Authentic Radio
23	GLOBAL VENTURES LIMITED	Hot Fm
24	VOICE OF AFRICA KIGALI FM LTD	Voice Of Africa
25	UNIVERSITY OF RWANDA	Salus Radio
26	HOBE-RWANDA LTD	Fine FM

3.3.3.3 Print Media

In 2017 – 2018 fiscal year, six (6) existing Print media namely Umuhuza, Mont Jali, Journal Imena, Ishya n'ihirwe & Panorama Newspapers and Urungano Magazine renewed their authorizations, for providing print media services, while one (1) new authorization was issued to Insight Magazine. The total number of licenced print media organs is in **annex 4**.

3.3.3.4 Online media

During the year under review, four (4) authorizations were issued to the following online media service providers: Menyanibi Ltd, Brightcodes Technologies Ltd, Lamadonne Medical & Fitness Ltd and Wino Ltd. The list of Online Media service providers as of June, 2018 is in **annex 5**.

3.4 MARKET PERFORMANCE AND STATISTICS

3.4.1 MOBILE AND FIXED TELEPHONE SERVICES

3.4.1.1 Mobile and Fixed Subscription

The majority of Rwandan population continuously adopted the use of Mobile Telephony as one of the technology platform to share information rather than Fixed Telephony. In this regard, Mobile Telephony penetration rate recorded at the end of June 2018 was 78.1%, while for Fixed Telephony the penetration rate was still 0.1%.

Table 7: Number of Mobile and Fixed Telephony Service Subscribers per Telecom Operators as of June 2018. Source: RURA operators' returns

Name of Operator	Active Subscribers		Fixed Tele density	Mobile Tele density	General Tele density
	Mobile Telephony	Fixed Telephony			
MTN Rwanda Ltd	4,168,582	2,501	0.1	78.1	78.2
Airtel Rwanda Ltd	5,058,139	9,533			
Liquid Telecom Ltd		701			
Total	9,226,721	12,735			

Mobile telephony subscriptions increased from 8,819,217 to 9,226,721 as of June 2018, which positively affected the penetration rate from 76.5% to 78.1%.

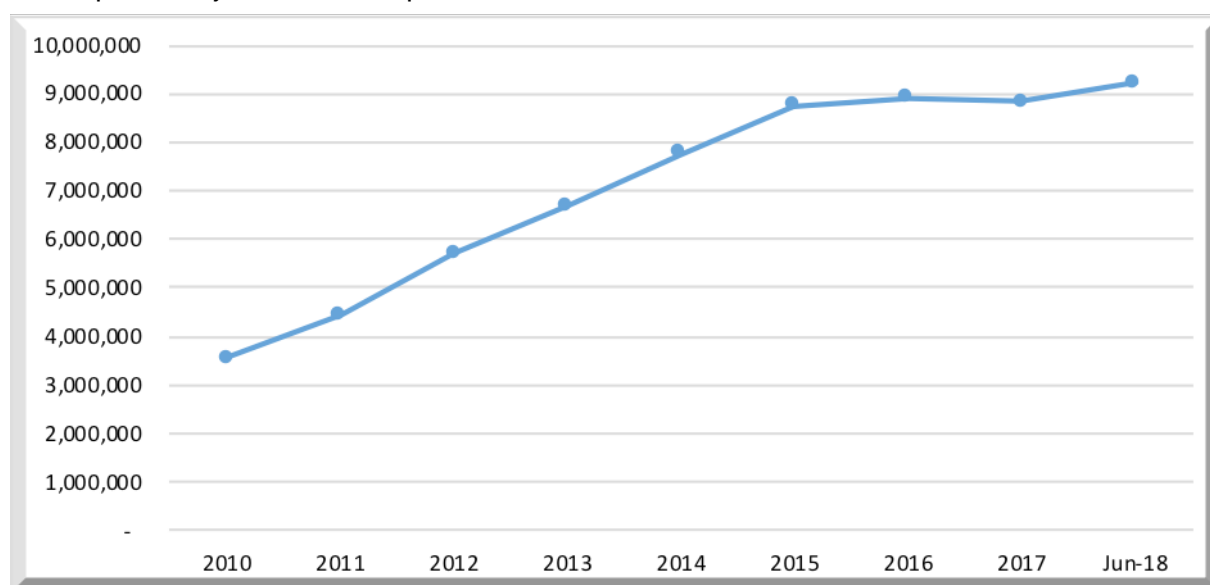


Figure 7: Trends of the Mobile Telephony Subscriptions from December 2010 to June 2018.
Source: RURA

On the other side, the number of fixed telephone subscriptions increased from 6,960 as of June 2017 to 12,735 subscribers as of June 2018.

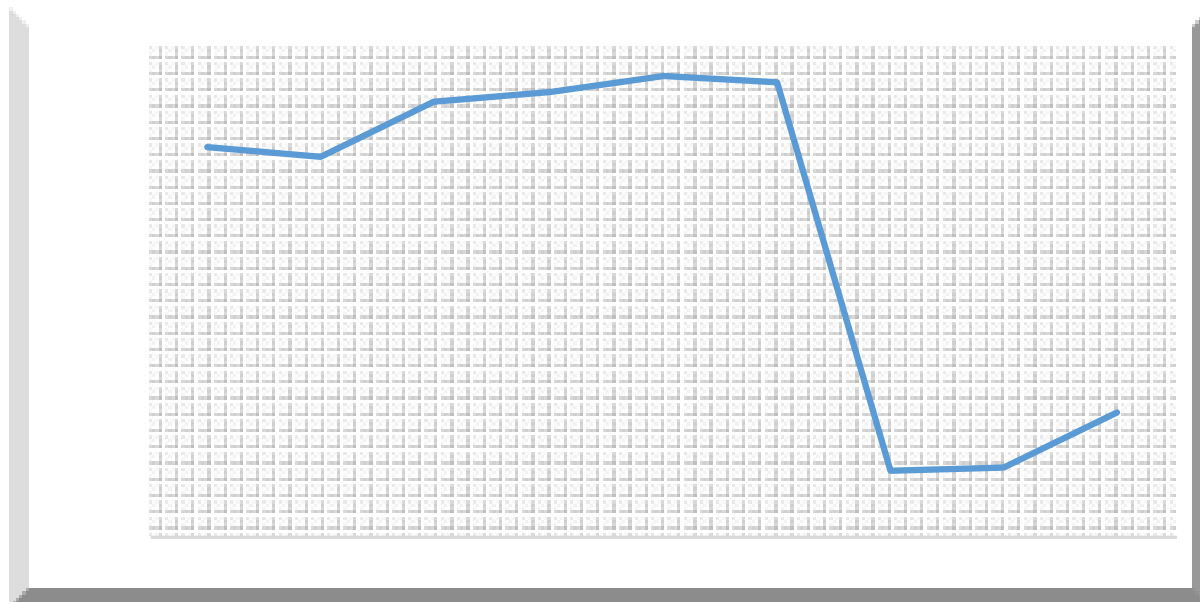


Figure 8: Trends of fixed telephony subscribers for the period 2010-June 2018. Source: RURA

3.4.1.2 Market share

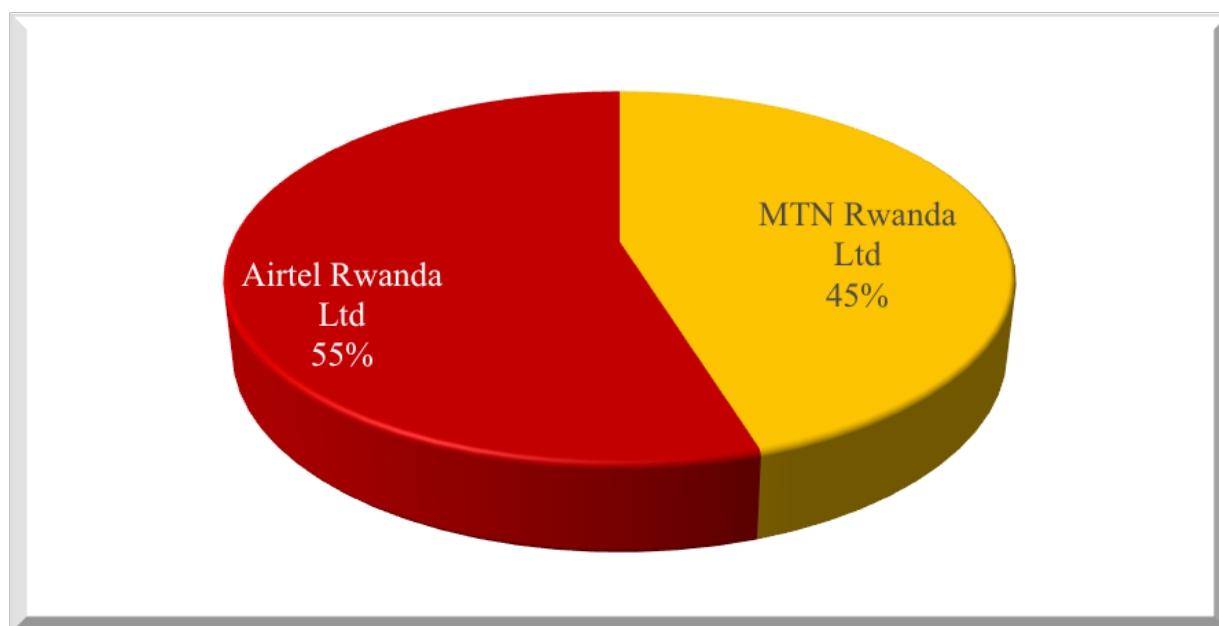


Figure 9: Subscribers Market share. Source: RURA

3.4.1.4 Coverage

4G LTE Technology is deployed on 94.2% of geographic coverage and 96.6% of population coverage.

3.4.1.5 MOBILE AND FIXED TELEPHONY SERVICE RETAIL TARIFFS

The retail prices are freely set by licensed operators and the Regulator continued to monitor tariffs, however operators continued to implement calling packs and internet packs which are convenient for consumers.

Table 8: Fixed Voice Telephone Tariff Trend in FRW. Source: RURA

	MTN Rwanda Ltd		Liquid Telecom Ltd		Airtel Rwanda Ltd	
	Jun-17	Jun-18	Jun-17	Jun-18	Jun-17	Jun-18
On net Tariff	45	45	20	20	46	22
Off net Tariff	39	45	60	60	60	45
Regional Tariff	70	70	135	135	70	45

Table 9: Mobile Voice tariff in FRW. Source: RURA

Destination	MTN Rwanda Ltd		Airtel Rwanda Ltd	
	Jun-17	Jun-18	Jun-17	Jun-18
Onnet Tariff	45	45	30	35
Offnet tariff	39	45	30	35
One Area Network	70	70	70	70
US/Canada/China/India/Belgium	51	51	51	50

3.4.1.6 Interconnection glide path

RURA in collaboration with Marpij consultants reviewed interconnections rates of Mobile, Fixed and SMS and the new glide path is highlighted in the below table. These rates were applied since September 2017 and will end by 2019 and thereafter another review shall be done.

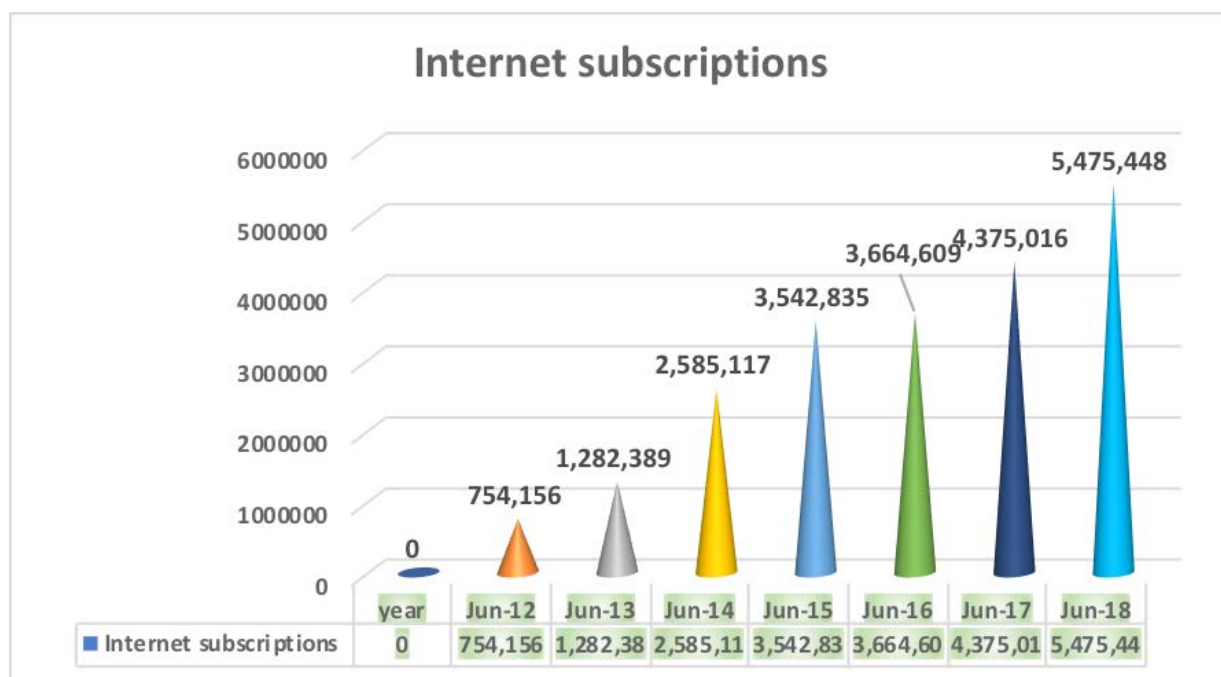
Table 10: Interconnection Rates. Source: RURA

	Sep-17	2018	2019
Mobile Termination Rates (MTR)	15	10	5
Fixed Termination Rates (FTR)	6	4	3
SMS	5	2	1

3.4.2 INTERNET SERVICE PROVISION

Internet service subscribers continued to show a tremendous increase. This increase is mainly attributed to the affordability of smart phone devices and flexible pricing of Internet bundles.

During the year under review, the number of Internet subscriptions has increased from 4,375,016 subscribers recorded at the end of end of June 2017 to 5,475,448 as of June 2018 representing an increase of 25%. The Internet penetration rate at the end of June 2018 was 46.4%.



On the other hand, the total international bandwidth capacity increased from 20,582 Mbps to 49,074 Mbps in fiscal year 2017-2018, reflecting an increase of 138.4% due to the followings:

- 4G LTE deployment countrywide 96.6%
- Modernization of MTN 3G Mobile Network to U-900
- Deployment of Fiber to the home (FTTH) by Liquid Telecom
- Increased usage and adoption of online services as a result of awareness campaigns.

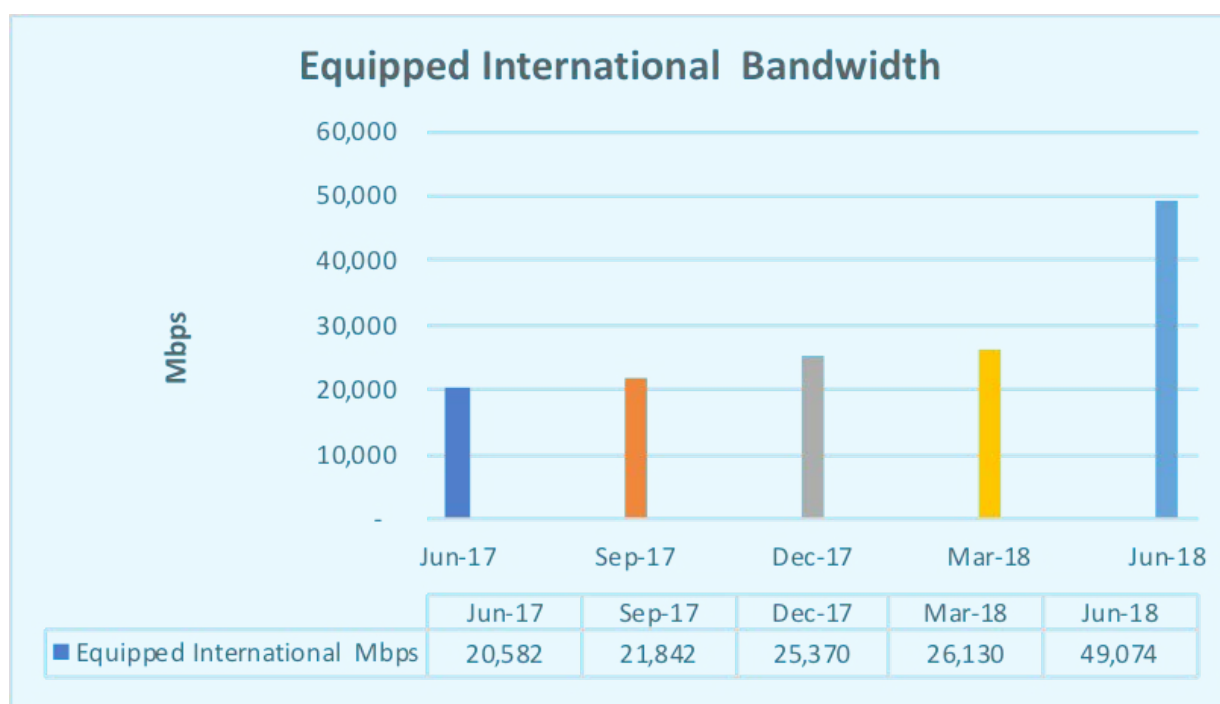


Figure 11: Equipped International Internet bandwidth in Mbps. Source: RURA

3.4.3 MOBILE MONEY SERVICES

Mobile technology continues to play a big role to enhance electronic payments. The mobile money platform transformed from a simple person-to-person money transfer service, to a platform through which an array of financial transactions can be executed. These services include withdrawal, transfers, deposit of cash to bank accounts, getting loans, tax payment, utility payment, purchase of goods and services, payment of school fees etc.

During this year under review, the number of active mobile money subscribers stood at 10.7 million from 9.2 million recorded at the end of the previous fiscal year. The number of Mobile Money number transactions increased by 14.8% from 291,901,031 to 335,006,550 and the transaction value from 2,176,936 to 2,690,694 million FRW, which represents a 23.6% increase.

Table 11: Trend of mobile money subscribers and transactions from 2016–2017 to 2017-2018. Source: RURA

Fiscal year	Mobile money subscribers	Transactions	Transaction Value (Million Rwf)
2016-2017	9,203,399	291,901,031	2,176,936
2017-2018	10,736,836	335,006,550	2,690,694

3.4.4 One Africa Network (OAN)

One Africa Network (OAN) is a Smart Africa Alliance project taken from the East African Community's One Network Area (ONA) experience aiming at rendering international roaming affordable, hence easing communication between African citizens.

So far, after the Northern Corridor Member States, Rwanda has entered into roaming agreement with the Republic Gabon and seven Economic Community of West Africa States (ECOWAS) Member Countries implemented their regional free roaming zone under the Abidjan Protocol.

The Resolution 01/18 Regulating Roaming and International Telecommunications within the Smart Africa Alliance space has been drafted. Besides regulating tariffs of roaming and international telecommunications, the resolution provides for the establishment of a clearinghouse and roaming hub owned by Smart Africa with the mandate of keeping all African traffics in Africa.

3.5 . MANAGEMENT OF ICT RESOURCES

3.5.1 Management Of Frequency Spectrum

During the period under review, RURA conducted the following activities in line with frequency management:

- Cross-border frequency coordination was conducted with neighbouring countries namely, Burundi, Tanzania, Uganda and DRC to solve forced roaming;
- Re-planning and re-assignment of GSM and UMTS bands;
- Planning and channelization of the band VHF-Hi (174-230 MHz) to be shared by Broadcasting and TVWS.

Below table illustrates the usage of radio frequency as of June 2018.

Table 12: Radio Spectrum Usage. Source: RURA

Services	Number of operators June 2017	Licenses issued by June 2018			Withdrawn licenses
		New licenses	Renewed licenses	Temporary	
HF	8	0	4	0	0
VHF	52	4	13	1	0
UHF	17	6	4	0	0
VSAT	17	0	7	0	0
Transportable Earth Station	4	2	0	1	0
SATPHONE	9	4	3	0	1
SOUND BROADCASTING	31	0	4	0	0
ISP	7	The radio spectrum usage is linked to the validity of the Operators' main License.			0
Mobile Operators	2				
AMATEUR RADIO	9	5	1	4	0
Aircraft stations	20	0	20	0	0

3.5.2 Management of Internet Resources

RURA continued to support Rwanda Information and Communication Technology Association (RICTA) for managing Country Code Top Level Domain (ccTLD). Three (3) new registrars were registered namely DMM HEHE Ltd , BB Online UK ltd and safe brands S.A.S during the period under review.

Table 13: Number of Registrars during the year 2017 – 2018. Source: RURA

Registry	Registrars
RICTA	DMM HEHE Ltd
	BB-ONLINE UK Limited
	Safe Brands S.A.S

Further, registered domain names increased from 2,953 to 3,268, which represents an increase of 10.66 %.

3.5.3 MANAGEMENT OF TELECOM NUMBERING RESOURCES

During the year under review, sixty-eight (68) new short codes were assigned to both Government and private institutions while sixty-two (62) institutions renewed their short codes. On the other hand, twenty-one (21) short code users withdrew their assignments.

Furthermore, Twelve (12) International Signalling Point codes (ISPC) were assigned to MTN, seven (7) assigned to AIRTEL and Two (2) assigned to Liquid Telecom.

In order to avoid interference and forced roaming in GSM band between operators on Rwanda border, RURA conducted a cross-border frequency coordination with Burundi, Tanzania, Uganda and DRC to solve these issues. Following the agreement, Rwanda uses 6 as Network Color Code.

3.6 MONITORING AND ENFORCEMENT

3.6.1 Frequency Spectrum Monitoring

RURA is equipped with the Spectrum Management and Monitoring System (SMMS) in order to ensure that the spectrum is efficiently used in compliance with the regulations in place.

Consequently, the following activities were carried out under below categories:

- Unlicensed band: RURA conducted an audit of the unlicensed bands 2.4 GHz and 5 GHz countrywide.
- Licensed Mobile Operator spectrum band:
 - RURA solved the interference of UMTS services in Rubavu and signal originating from Goma-DRC.
 - Solved interference of GSM signals and WCDMA-EVDOs signals in the frequency range 870-880MHz.
- Broadcasting (FM radio and TV) spectrum:
 - Interference of two FM radios (CPR radio and Radio 10) was solved.
 - Inspection of all FM and TV Transmitters was conducted to check compliance of all licensees.
- Measurement of Electromagnetic Field (EMF): Measurement of human exposure to electromagnetic radiations was conducted on key identified sites:
 - Save-Gisagara District,
 - Muyira-Nyanza District,
 - Gatenga-Kicukiro District,
 - Nyamirambo-Nyarugenge District and
 - Gahara-Kirehe District.

Findings: For all sites visited, the Measurements of Electromagnetic Field (EMF) were found to be in normal range.

3.6.2 Quality Of Service Monitoring

According to ICT Law, RURA has the mandate to ensure that Telecom Operators provide required Quality of Service (QoS) to their customers. It is in this line that RURA conducted QoS monitoring on cellular mobile networks during the fiscal year 2017 – 2018 to verify.

Findings show that, in some places the audited QoS parameters are still below the required thresholds. However, following recommendations made by RURA to Operators, in the last fiscal year:

- MTN has heavily invested in modernisation, refarming, upgrade and optimization under the “Network Transformation” project.
- Airtel has acquired TIGO Rwanda Ltd and since January 2018 is in the process of consolidating the two networks (Airtel and TIGO).

Therefore, the aforementioned QoS audits were conducted while those activities initiated by Operators, were still ongoing, which obviously affected the Quality of Services in some

places.

3.6.3 International Gateway Traffic Verification System (IGTVS)

IGTVS is a system, which allows collection of accurate statistics and helps in detection of illegal call termination.

During the period under review, both incoming and outgoing international traffic registered an increase of 1.82% and 4.84%, respectively.

Table 14: Comparison of the traffic for 2016–2017 vs 2017–2018. Source: RURA

PERIOD	INTERNATIONAL INCOMING TRAFFIC (Minutes)	INTERNATIONAL OUTGOING TRAFFIC (Minutes)
Year 16-17	96,907,231	168,505,749
Year 17-18	98,712,070	176,624,991
INCREMENT	1.82%	4.84%

On the other hand, the IGTVS platform has also the function of detecting illegal routes from 3rd parties through test calls. When detected, RURA transmits information to Operators for identification and blocking of the identified Sim boxes.

During the year under review, RURA in collaboration with other stakeholders detected, located and seized five (5) Sim boxes and their operators were arrested by the competent organ.

3.6.4 Monitoring of Rwanda Internet Exchange Point

As shown in table below, the maximum traffic at the Rwanda Internet Exchange Point increased during the year under review. The statistics show that the traffic at Rwanda exchange point almost doubled over the last year.

Table 15: Rwanda Internet Exchange (RINEX) Traffic. Source: RURA

Direction	ISP/CSP/Route Server			
	30 June 2017		30 June 2018	
	Average	Maximum	Average	Maximum
Inbound	1.41 Gbps ¹	1.65 Gbps	2.5 Gbps	3.1 Gbps
Outbound	1.20 Gbps	1.41 Gbps	2.2 Gbps	3.1 Gbps

3.6.5 Telecom network security

After the establishment of regulations governing telecom network security in Rwanda, the RURA has conducted security audits on annual basis and during this period, a security audit was carried out among all telecom operators and KT Rwanda Networks to assess their level of compliance with established security regulatory frameworks. The results were communicated to Telecom Operators with areas of non-compliance. Telecom operators have submitted timeline for changes and compliance to the regulations.

3.6.6 TELECOM INFRASTRUCTURE INSTALLATION AUTHORIZATION

During the fiscal year under review, RURA issued permits for installing both Towers and Fibers as illustrated below:

- Installation of Towers: Twelve (12) permits for IHS
- Installation of Fiber:
 - Fifteen (15) permits for KTRN
 - Seventeen (17) permits for MTN Rwanda
 - Twenty-three (23) permits for Liquid telecom
 - One (1) permit for Airtel Rwanda

3.6.7 Type Approval

Among eight hundred (800) type approval applications, 750 type approvals and clearance letters were issued. In collaboration with other stakeholders, 40 physical inspections on imported and exported two-way radios were inspected.

3.7 . Emerging technologies

Smart Rwanda Master and ICT Law provisions, constitute the basis for use of emerging technologies in the digital transformation of the country. More and more applications and services are being introduced on Rwanda ICT market. During the year 2017-2018, RURA witnessed new applications in ICT service delivery:

3.7.1 Digital Object Architecture (DOA)

DOA offer solutions that address issues related to security, interoperability of systems and persistence of information. RURA in partnership with Smart Africa, became the first DOA Multi-Primary Administrator (MPA) on the African continent and one of the 9 institutions in the World with that power.

In order to incentivize the local market to adopt the technology, the DOA Community in Rwanda has actively been working to provide proof of concept applications through hackathon.

RURA is also working on “Patient Transfer information” in the health sector.

3.7.2 Artificial Intelligence

The Artificial Intelligence (AI) based solutions have been identified to be implemented in the sectors that RURA regulate. Two AI Models were identified and proposed to Water and Sanitation Corporation (WASAC) and Rwanda Energy Group (REG). The AI based chat bot has also been developed to implement the service charter of RURA. The latter can be extended to different institutions that need to implement service charter based on AI applications.

3.7.3 ICT applications in transport sector

In transport sector, RURA initiated the following activities to improve the service delivery in this sector:

- Establishment of platform for the automatic collection of e-ticketing information
- Approval of applications and platforms related to moto metering, tracking and speed governors.

3.8 . Consumer Protection

3.8.1 Consumer Education

To empower consumers, the Regulatory Authority conducted educational programs through TV, radio, online and print newspapers.

The awareness focused on the following topics:

- SIM Card de-registration;
- New Regulation on type approval;
- E-waste management;
- EMF Radiations.

RURA conducted workshops in 50 secondary schools and distributed brochures with key messages on consumers' issues.

The Regulatory Authority, in collaboration, with telecom operators, introduced customer charters which set service delivery standards.

In line with promotions, 26 applications from telecom companies were approved before any promotion is launched. Approved promotions were 12 for TIGO, 8 for MTN, 2 for AIRTEL and 4 for KT Telecom. Since the Regulations on promotions were introduced, a number of promotions launched by telecom operators were reduced.

3.8.2 Complaints Handling

Out of 383 complaints received, 368 were solved while 15 are still pending waiting for evidences. Most of these complaints are related to billing issues, poor customer care, fraud on mobile money, poor quality of service especially related to data (packs) usage, poor voice quality and on SIM Card de-registration.

3.9. UNIVERSAL ACCESS

The Universal Access and Service Fund (UAF) seeks to ensure that all Rwandans have access to a set of basic telecommunications/ICT services at affordable prices. The fund focuses its assistance on areas which are beyond the reach of telecommunications/ICT services, enabling underserved and unserved communities to connect with other populations and take advantage of the opportunities and benefits that come with access to broadband Internet and other ICT services.

Rwanda Utilities Regulatory Authority (RURA) collaborates with different Government institutions to support “through UAF financing scheme” various initiatives aiming at facilitating access and use of telecommunications/ICT services, on affordable terms, to general public located in unserved or underserved regions.

Initiatives financed by UAF in this fiscal year 2017-2018 are the following:

3.9.1 ICT enabled for agricultural development in rural communities

The Ministry of Agriculture and Animal Resources (MINAGRI) signed a Memorandum of Understanding with RURA. The MoU was designed to facilitate the use of Information and Communication Technologies (ICTs) to enable and accelerate the development of agricultural project in rural communities.

The project is in line with the commitment of Government of Rwanda of transforming the agricultural sector from subsistence-based to fully commercialized farming by 2020.

The project will empower rural farmers in dissemination of Agricultural Knowledge and technical information from central office of the ministry “MINAGRI” to the rural farmers using Farmer Field School (FFS) Facilitators and Agronomists with digital device known as “digital green projector”. This initiative was conducted in 140 villages of local government administrations. Farmer Field School (FFS) Facilitators in each beneficiary village and sector agronomists were trained with basic skills to operate and use the granted digital green projectors to enable them prepare, plan and carryout trainings in their respective villages.

3.9.2 Rural Schools Internet Connectivity

The Government of Rwanda through the Implementation of Smart Rwanda Master plan (SRMP 2015-2020) is committed to transform the country into a knowledge-based society and have universal access to broadband, allowing teachers and students to access the latest information in real-time.

Since 2014, the Ministry of Education (MINEDUC) and Rwanda Utilities Regulatory Authority (RURA) deploy broadband Internet connectivity to rural schools every year.

This initiative aims at:

- Promoting the quality education in the country,
- Increasing the ICT penetration in rural and underserved areas, and,
- Spreading the use of internet in schools and their neighborhoods.

For the year 2017-2018, the total of 97 schools were selected and Broadband Systems Corporation (BSC) was awarded the contract to connect them to 4G LTE Internet via UAF as a financing mechanism.

3.9.3 Supporting people with disabilities (PwDs) to have equal opportunity and access to ICTs.

In the spirit of providing equal opportunity and access to telecommunication/ICT services to all Rwandans, through UAF, the Regulatory Authority supports the National Council for Persons with Disabilities of Rwanda (NCPD) to establish ICT training centers in all provinces of Rwanda. This initiative aims at making significant improvements in the lives of persons with disabilities, allowing them to enhance their social, cultural, political and economic integration in the Rwandan and global society.

During the year under review, five ICT training centers for PwDs were established and implemented in BUGESERA, KICUKIRO, MUSANZE, NYAMAGABE and RUBAVU districts.

3.10 Ongoing Activities in ICT Sector

Some of the ongoing activities in ICT Sector during the year under review are the following:

- Continue 4G LTE deployment countrywide
- Modernization of MTN 3G Mobile Network to U-900
- Deployment of Fiber to the home (FTTH) by Liquid Telecom
- Improvement of quality of service of telecom Network to meet QoS indicators as recommended in RURA survey.
- Consolidation, integration and optimization of former TIGO network in Airtel NETWORK.



ENERGY SECTOR

4. ENERGY SECTOR

4.1 Sector Profile

In Energy sector, RURA has the mandate to regulate four sub-sectors namely, Electricity, Renewable Energy, Gas and Downstream petroleum, with an overall mission to ensure sufficient, reliable, affordable and sustainable energy supply fairly to all consumers. The main regulatory activities include among other things, to establish regulatory tools, advise the government on policies related to the energy sector, dispute and complaints handling, licensing, tariff setting, and monitoring of operations and infrastructure of the licensees to ensure the network reliability and the quality of services delivered.

It is targeted to achieve, by 2024, the electricity universal access, 1% of yearly electricity losses reduction, increase and decrease use of modern cooking means and traditional cooking means respectively, and increase the petroleum strategic reserves. In line with the vision of the country in energy sector, the period under review recorded significant improvements with regard to energy access countrywide and the national power network reliability.

In electricity and Renewable Energy sub-sector; new full Electricity Generation Licenses were issued to five different power plants with an aggregated capacity of 6.6 MW. In the framework to improve the safety of electrical installations in residential, commercial and industrial premises, the Regulatory Authority has in total issued 45 electrical installations permits to both companies and individuals practicing electrical activities. The number of customers accessing electricity has much grown, which increased the electricity access rate from 36.5% recorded by end of 2016/2017 to 46.5% as of June 2018. The national installed capacity for the national grid has slightly increased from 208.3 MW to 208.68 MW, and the network losses have reduced from 21% to 19.92%.

In Gas and Downstream Petroleum sub-sector, progress were made in Liquefied Petroleum Gas (LPG) market where 9 LPG business licenses (importation, transportation, storage, distribution, wholesale, and retail), 3 wholesale licenses, 2 importation licenses, 2 plant operation licenses, 3 cylinders' transportation licenses, and 1 authorization of plant upgrade were issued to LPG operators. LPG imports increased from approximately 5 million kg to 10 million kg according to RRA statistics.

The Regulatory Authority issued 23 installations licenses of new petrol service station projects and one retail license. Rwandan Fuel capacity (Diesel, Gasoline, Kerosene and Jet A-1) has increased from 74, 225 to 84,225 m³.

New regulations for the LPG sub-sector were adopted in January 10th, 2018, and the operators have started to implement new requirements, such as legal refilling, licensing regimes, compliance to standards, etc. the Amended regulations on petrol service station were adopted by the Regulatory Board in September 4th, 2017.

4.2 . Legal and Regulatory Framework

4.2.1 Electricity and Renewable Energy

The electricity sub-sector is mainly governed by the Electricity Law No 21/2011 of 23/06/2011, and there are regulatory instruments (guidelines and regulations) implementing this law. The regulatory instruments in place are available on RURA website.

4.2.2 Gas and Downstream Petroleum

RURA was given the mandate to regulate all petroleum trade operation related activities in Rwanda by the Prime Minister's Order N° 131/03 of 10/05/2016.

In addition, the Regulatory Board adopted two regulations in this period under review:

- Regulations N°001/LPG/R/GP-EWS/2018 of 10/01/2018 governing liquefied petroleum gas business in Rwanda;
- Regulations N°003/R/GP-EWATSAN/RURA/2017, governing the installation, upgrade and operation of petrol service stations in Rwanda.

4.3 Licensing

4.3.1 Electricity and Renewable Energy

The Regulatory Authority has issued in this fiscal year, five (5) full electricity generation licenses, and two (2) provisional licenses. All these projects belong to Independent Power Producers (IPPs).

Therefore, in total there are 26 full licenses, 2 provisional licenses, 1 transmission license, 1 distribution license, 1 domestic trade license and 1 international trade license.

Table 16: List of new Licensed Projects during 2017-2018. Source: RURA

List of fully licensed projects				
SN	Licensee	Project	Capacity (MW)	Duration (Years)
1	Novel Energy Ltd	Gaseke Hydro Power Plant	0.5	25
2	Prime Energy Ltd	Gisenyi	1.2	25
3	Prime Energy Ltd	Rukarara II	2.2	25
4	Prime Energy Ltd	Mukungwa II	2.5	25
5	Prime Energy Ltd	Gashashi	0.2	25
List of Projects with Provisional Licenses				
1	Ngali Energy Ltd	Rwondo, Ntaruka A	2.6	1
2	Ngali Energy Ltd	Base I&II, NGORORERO	2	1

RURA has defined five different classes of electricity installation practitioners based on the type of installation.

To ensure safety electrical installation, the Regulatory Authority conducts on regular basis exams before issuing installation permits to practitioners.

In February 2018, among the examined 55 candidates, 31 passed successfully. In total, 45 electrical installation practitioners were accredited with valid permits as of end June 2018.

4.3.2 Gas & Downstream Petroleum

Field visits were conducted countrywide upon different requests from operators seeking installation licenses to construct petrol service stations. During the year under review, twenty-three (23) projects were licensed for the installation of petrol service station and one retail license. With regard to LPG business, the existing licenses were renewed and new eligible applicants were licensed.

Although regulations on petroleum transportation have not yet been approved, RURA issued temporary authorizations to road tankers that had applied for petroleum transportation licenses.

The list of Gas and Downstream petroleum licensed operators and temporary authorization for road tankers are available on RURA Website.

4.4 . Market Performance

4.4.1 Electricity & Renewable Energy

4.4.1.1 Electricity supply industry

The IPPs were operating 27 power plants out of 37 installed domestic power plants countrywide as of end June 2018. Thus, operating in total 52.31% of the total national grid installed capacity, and the remaining part is operated by the national utility (EUCL). The latter has the monopoly over transmission, distribution and supply of electricity to customers connected to the national grid. All IPPs sell the generated electricity to EUCL under long or short term Power Purchase Agreements (PPAs) signed between the parties.

The electricity installed capacity increased from 208.3 MW in June 2017 to 208.68 MW (imports included) as of end June 2018, and the available capacity was 166.43 MW. This slight increase of installed capacity arisen from the decommissioning of KSEZ thermal plant, commissioning of SOE Energy Masoro and upgrade of Gisenyi HPP (from 1.2 MW to 1.7 MW), Rugezi HPP (from 2.2 MW to 2.6 MW) and Gashashi HPP (from 0.2 MW to 0.28 MW).

The annual peak demand during this year under review was 138.71 MW recorded during the month of June 2018.

The country's electricity generation mix accounts for 55.2% of the total installed capacity from renewable energy resources as of end June 2018.

The total annual electricity generation has been 781,501MWh, resulting to an increase of 9.7% compared to the previous fiscal year.

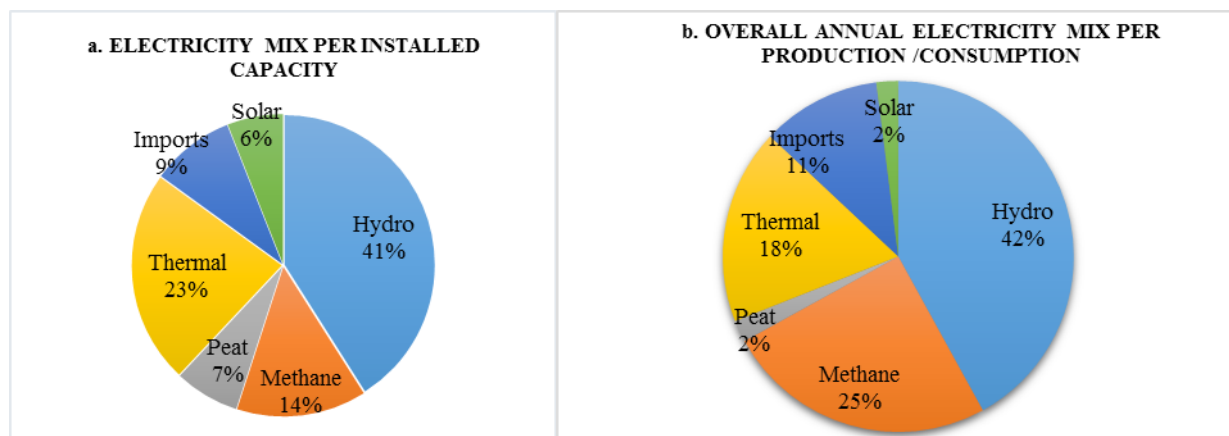


Figure 12: Electric Power Generation Mix & overall annual electricity generation (Consumption) from July 2017 to June 2018

Source: REG/EUCL

The electricity mix per installed capacity as of June 2018, as shown in Figure.12.a, hydropower plants have the highest share of the total installed capacity, followed by thermal generators Methane gas power plant.

Considering the overall annual electricity generation (Consumption), from July 2017 to June 2018, the largest part of generation was produced from hydropower plants followed by Methane gas power plant.

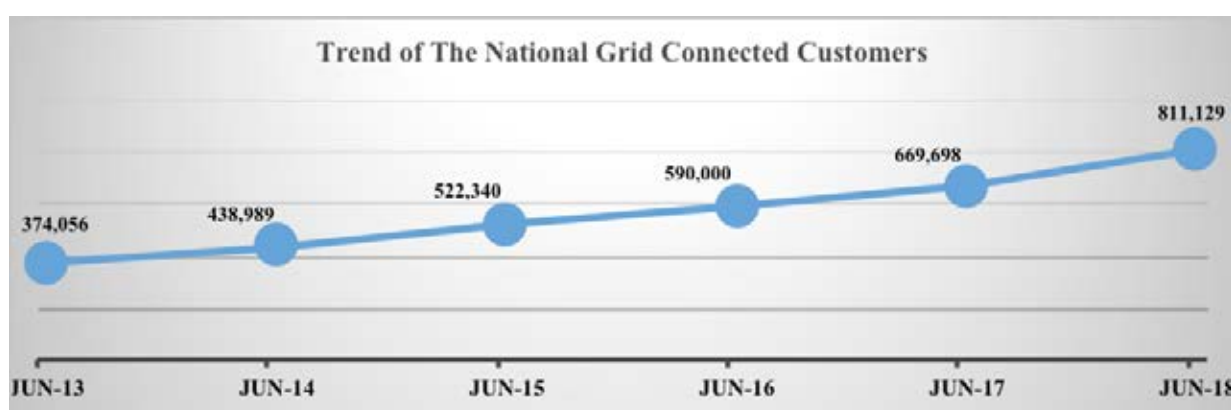
4.4.2 Access to electricity

The electricity access increased from 36.5% recorded by end of June 2017 to an overall electricity access rate of 46.5% as of end June 2018. The electrification in Rwanda is supported by both the grid extension and development of off-grid systems. The on-grid electricity access increased from 28.7% of June 2017 to 35.18% as of end June 2018; and the off grid electricity access increased from 7.7% by June 2017 to 11.33% as of end June 2018.

The national grid was extended by 1614.54km on medium voltage lines and 1557.44 km on low voltage lines. The total number of customers increased from 669,698 to 811,129 customers by the end of June 2018.

Compared to the previous fiscal year, the total grid losses including both commercial and technical losses, have reduced from 21% to 19.92% as of June 2018.

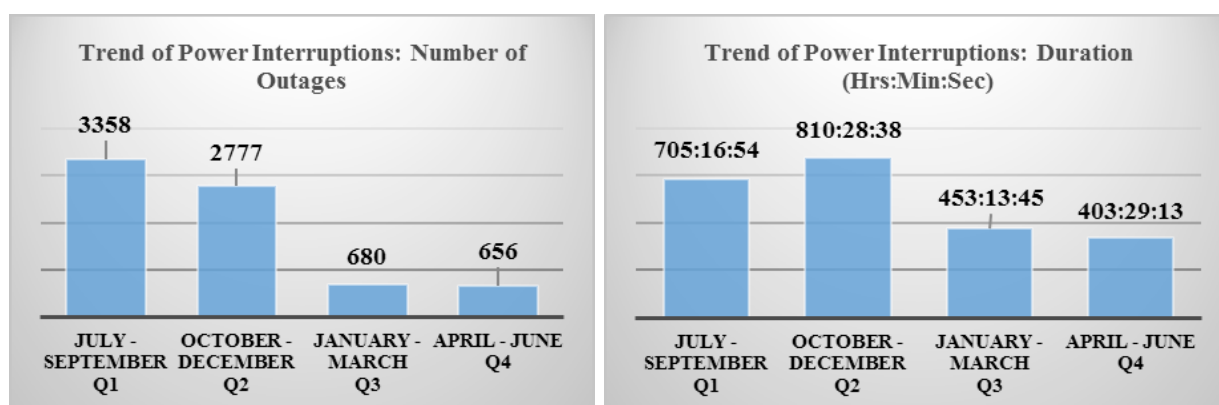
Figure 13: Trend of on-grid connected customers



Source: REG/EUCL Data

During the year, the total experienced outages were 7471, that lasted for 2372.5 hours.

Figure 14: Quarter Power interruptions and their duration



Source: REG/EUCL Data

The rate of power interruptions and their durations have drastically decreased as shown in figure 14 above.

4.4.3 Electricity tariff

The process of reviewing the electricity end-user tariffs aims at ensuring the financial sustainability of the utility. RURA monitors the electricity end-user tariff and initiate the review if need be.

During the reported period, the applied electricity end-user tariff was under review, and by the time of reporting, the new electricity end-user tariffs were approved and published.

The detailed list of Electricity end-user Tariffs is provided in **annex 6**.

4.5 Gas & Downstream Petroleum

The downstream Petroleum industry in Rwanda comprises importation, transportation, distribution and retail of petroleum products as well as infrastructure of fuel storage facilities/fuel terminals, petrol service stations and petroleum retail sites.

The current storage facilities have a capacity of 84,225 m³ with six (6) fuel depots, and the demand is expected to increase to 65,965 m³ per month by 2024.

Twenty-six (26) Oil marketing companies are involved in importation, distribution and retail of petroleum products (Gasoline, Diesel and kerosene) and 256 Petrol service stations are in operation countrywide.



Figure 15: Fuel Depot (Left side) & LPG Storage & Filling Plant (Right side)

The uptake of LPG increased with the entry of new LPG importers and distributors on the market. The total capacity of LPG storage plants increased from 298 MT to 383 MT representing an increase of 28.5%. The plants are owned by the following operators;

Table 17: LPG storage facilities, their capacity and location

District	LPG storage facilities	Sector	Capacity (metric tone)
Gasabo	Kobil	Gatsata	40
	Abbarci	Jabana	75
	Rwanda Oxygen	Ndera	86
Kicukiro	Sulfo Rwanda	Gatenga	54
	Societe Petroliere	Gikondo	81
Nyarugenge	Rucsa	Muhima	47
	Total		383

A new LPG plant is under construction in Rugarika sector of Kamonyi district, with total water storage capacity of 40 m³ (20.5MT).

Comparing the annual downstream petroleum importation of 2016 and 2017, LPG importation increased at 104.7%, Jet A-1 at 46.6%, PMS at 1.5% and AGO at 0.2%; except illuminating kerosene which reduced by 39.4%. The trend of downstream petroleum importation since 2010 to 2017 is shown in figure below.

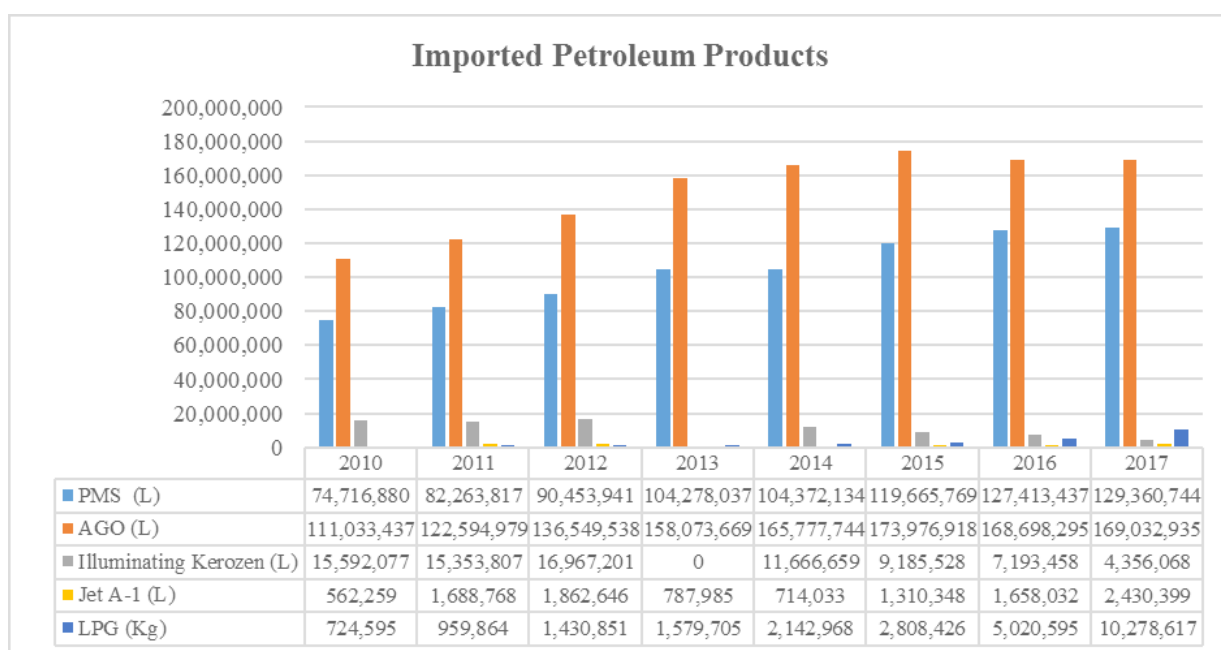


Figure 16: Imported petroleum product. Source: Rwanda Revenue Authority (RRA) Data

Following that the reporting period considered in imported petroleum products is calendar year, the figure 16 illustrates the annual imported petroleum products from January to December of the corresponding year.

The domestic fuel prices are mainly influenced by international oil prices as well as exchange rate fluctuations. The fuel prices in Rwanda are reviewed every two months for Super and Gasoil, while the price for Jet A1 is reviewed on monthly basis. The trend of fuel prices from July 2017 to June 2018 is illustrated in figures below:

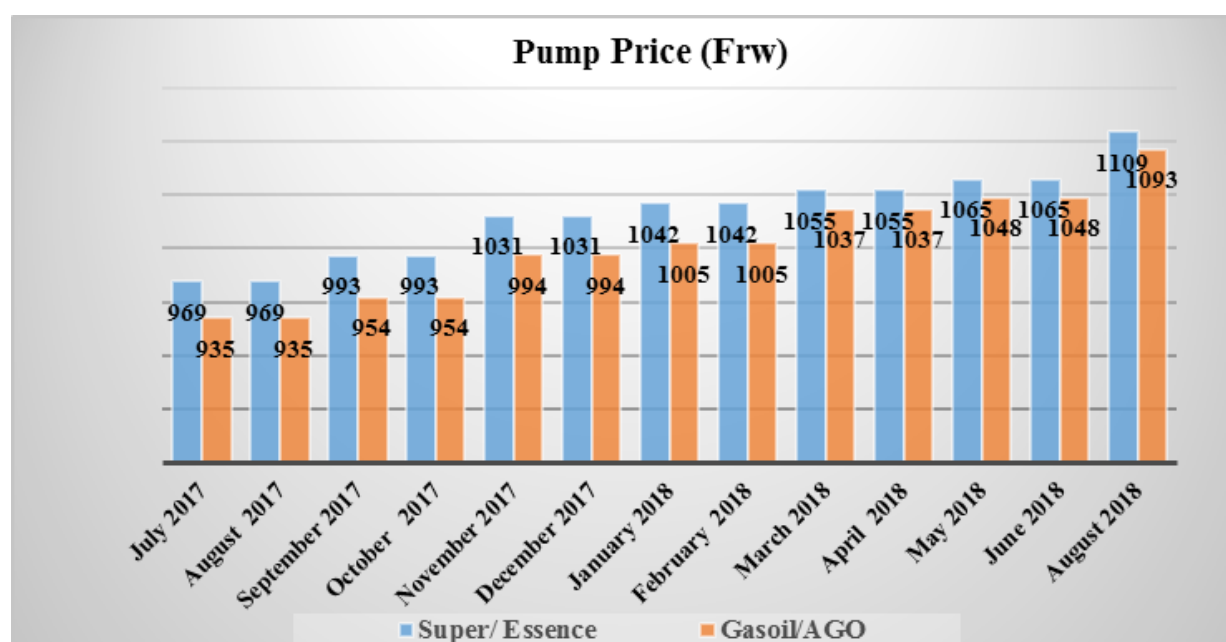


Figure 17: Trend in essence and gasoil pump prices. Source: RURA

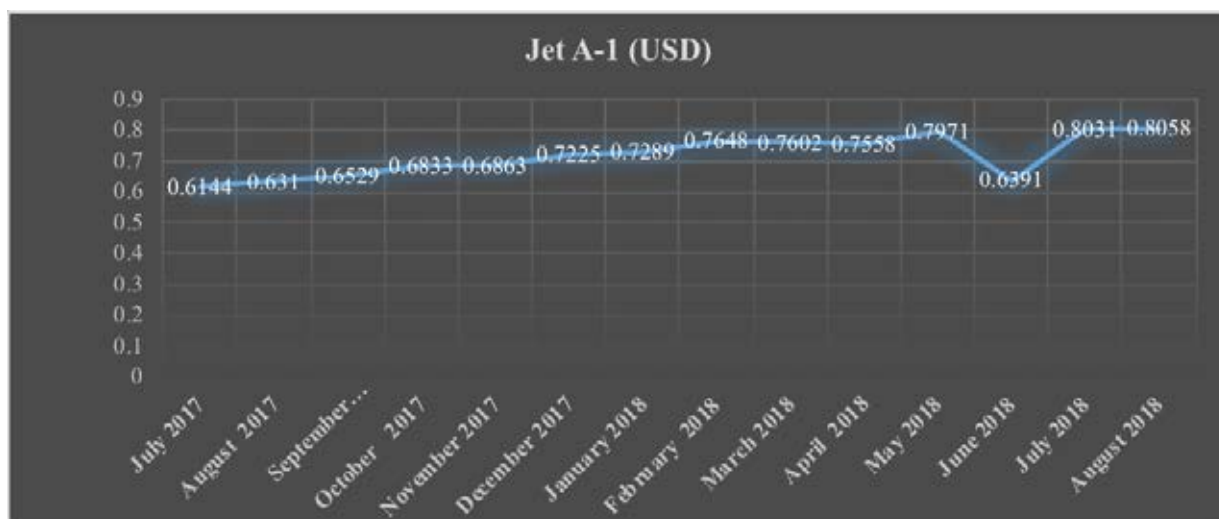


Figure 18: Trend in Jet A1 Price (US\$/liter). Source: RURA Data

4.6 . Inspection and Monitoring

4.6.1 Electricity and Renewable Energy

The Regulatory Authority continuously monitors and evaluates the performance of the national grid and off grid systems, in a bid to ensure their compliance with regulations and the grid code in place.

Twelve (12) power plants were inspected in this year, namely; Rukarara I HPP, Rukarara II HPP, Janja HPP, Rugezi HPP, Ntaruka HPP, Gisenyi HPP, Gihira HPP, Keya HPP, Gashashi HPP, Nkora HPP, GigaWatt Solar power plant and Rukarara V HPP that was under construction. These inspections were planned based on the results of the National Power Network Performance Evaluation report that proved repetitive technical issues that were hindering the performance on these power plants.

The National Power Network Performance (demand, generation, reserve margin, power generation mix, grid losses, power interruptions, etc.) is evaluated both on monthly basis and quarterly basis.

The findings of both the national grid performance and the inspections results were shared with EUCL, and a way forward to enhance the network reliability and the data reporting process was agreed.

4.6.2 Gas and Downstream Petroleum

4.6.2.1 Lake Kivu methane gas and industrial gases

RURA with a team of Energy Experts from different stakeholders (MININFRA, RMB and EDCL/REG) was tasked to evaluate a feasibility study submitted by Symbion Power Ltd upon acquisition of KP1 pilot project. The capacity of KP1 pilot plant was 3.6 MW whereby an upgrade to 50 MW is planned by Symbion Lake Kivu Power project. The above mentioned team provided recommendations before a concession agreement is awarded pursuant to the visit which was conducted at the plant.

4.6.3 Downstream Petroleum: Mapping Exercise on Fuel depot and LPG facilities

RURA conducted an exercise of mapping all fuel depot and LPG facilities countrywide. A database of all geographical data and technical information related to fuel depot and LPG facilities as well as their operation processes is available.

4.6.3.1 Countrywide LPG penetration assessment

Inspections were conducted countrywide to assess the status of LPG market. Information gathered on LPG penetration through the supply chain of importation, storing, wholesale and distribution by retail sites as well as LPG tariff, management of LPG cylinders and challenges encountered in the LPG sub-sector revealed that LPG market penetration has progressed in districts. This was mainly due to incentives that were put in place by the Government to promote clean cooking technologies. However, it was observed that the penetration rate in some areas is still very low due to the following challenges:

- Lack of refilling sites countrywide specifically at districts level
- High costs of LPG accessories including cylinders and cookers
- Effect of heavy transportation cost to remaining province and districts except Kigali which allocate storage facilities and allow better accessibility and affordability to consumers.
- No revalidation center is established in the country to allow proper testing and certification of LPG cylinders
- Insufficient awareness on the benefits of LPG
- Limited number of investors into this business affect LPG supply chain and fluctuation of tariffs.

4.6.3.2 Inspections carried out to petrol service stations countrywide

Additional inspections were conducted on petrol stations services to assess the compliance with petrol service stations regulations. The inspections were carried out to 276 petrol service stations out of 294 existing in the country.

It was found that there are petrol service stations which do not comply with the regulations. This required common approach with other stakeholders to address the identified issues.

4.7 Consumer Protection

4.7.1 Consumer Education

Awareness campaigns were conducted through print media such as Imvaho and New times on the following topics: advantages of using LPG, how to efficiently use electricity and why people have to use qualified electricians while installing electricity in their houses. Furthermore, students from 50 schools were trained on consumer protection in general via awareness campaign.

4.7.2 Complaints Handling

There have been twenty-seven (27) complaints received in energy sector. 15 complaints were related to high LPG retail tariffs, and consumers were clearly explained that the tariff is not set by the Regulatory Authority, but by the market competition.

The other 12 complaints were correlated to electricity customer categorization for electricity end-user tariffs and electricity meter tempering. Seven out of twelve complaints were handled and by the time of reporting, the remaining 5 complaints were handled via the new set electricity end-user tariffs.

4.8 . The ongoing in Energy Sector

The Gas and Downstream Petroleum sub-sectors are some ongoing amongst which:

- Work with all stakeholders to sensitize on LPG strategic stock which can be used in case of serious shortage and to stabilize LPG prices.



WATER AND SANITATION SECTOR

5. WATER AND SANITATION SECTOR

5.1 . Sector profile

Water supply and sanitation services play a significant role in human welfare and is a pre-requisite for socio economic development. The National Strategy for Transformation (NST) sets the target of reaching 100% of access to potable water and sanitation by 2024 from 85% and 84% respectively as of 2017.

The responsibility of RURA in achieving the NST targets is to regulate water supply and sanitation services which include water supply in urban and rural areas, liquid waste collection and transportation, decentralized wastewater treatment systems, cleaning, solid waste collection and transportation, hazardous waste management as well as waste recycling.

During the period under review, water production increased by 0.8% from 47,709,233 to 48,113,326 m³/year. A new Water Treatment Plant (Nzove I) with the production capacity of 40,000 m³/day was completed and an upgrading of Nzove II from 25,000 m³/day to 40,000 m³/day was done. Water supply was increased by 5.2% and connections to water supply network were increased by 7.6% to reach 207,408 connected customers by June 2018.

For rural water supply, twelve (12) new licenses were granted to private service providers making a total number of 47 licensed rural water operators. All 27 Districts have established District WASH Boards and twenty (20) Districts have in place WATSAN officers to oversee the management of rural water supply schemes.

Rapid Assessment of Drinking Water Quality (RADWQ) was conducted in order to have a baseline data on drinking water quality in rural areas. During this year under review, RURA acquired Water quality monitoring tools for a regular checking of water quality.

In sanitation, the total number of licensed operators is 145 operators for cleaning service provision, 6 for liquid waste management, 28 operators for solid waste collection and transportation and 3 for waste recycling.

Water supply and sanitation sector recorded improvement however efforts are still needed to address high Non-Revenue Water, water demand higher than water supply in urban areas, existing old network with limited capacity.

5.2 . Legal and regulatory Framework

Water supply and sanitation service provision is currently governed by water policy and sanitation policy and various regulations established by the Regulatory Authority, the drafted water law and sanitation law were submitted to MININFRA.

5.3. Licensing

5.3.1 Water

Water supply licenses are in three categories namely Water Utility license; Water Supply Infrastructure Management license and Bulk Water Supply license.

During the period under review, 12 new licenses were granted making a total of forty-nine (49) licensed operators in water supply service provision.

The detailed list of licensed operators is provided in **annex 7**.

5.3.2 Sanitation

Three (3) operators were licensed for liquid waste collection and transportation service provision, and one license was issued for the installation of wastewater treatment systems. The total number of licensed operators in liquid waste management is provided in **annex 8**.

In cleaning service provision, 46 new licenses were granted and 46 licenses were renewed. As of June 2018, the total number of operators with valid licenses was 145 operators.

In solid waste management, five (5) operators were licensed for solid waste collection and transportation and one (1) license was issued for waste recycling. This makes a total of twenty-eight (28) licensed operators for solid waste collection and transportation and three (3) licensed operators for waste recycling.

5.4 Market performance

The market performance in water is provided by the below chart on the trend of water production and water supply over the period of 4 years

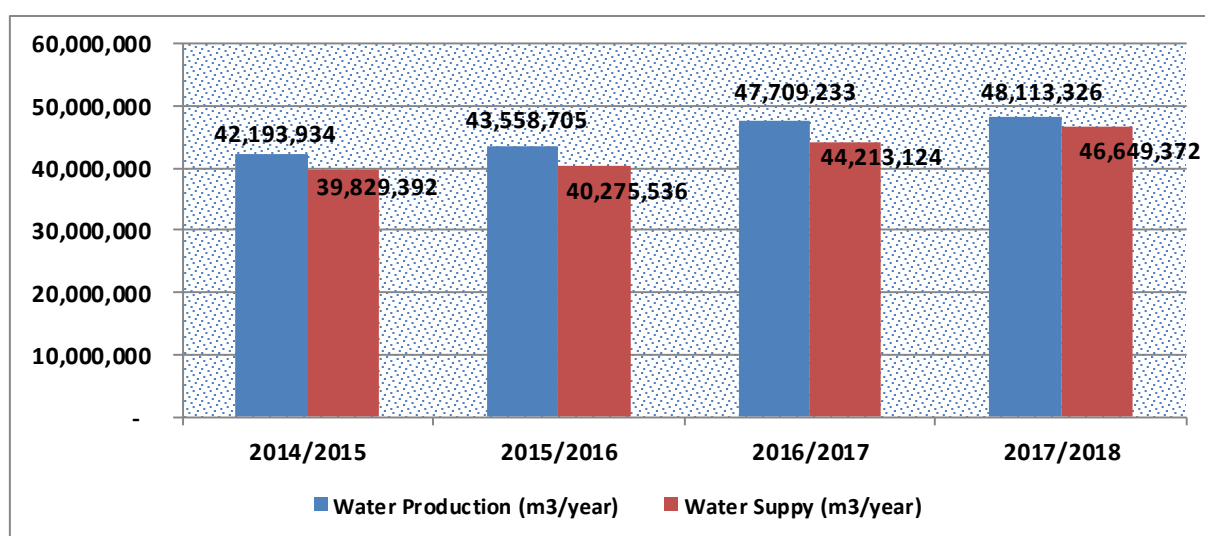


Figure 19: Volume of water produced and supplied by WASAC Ltd. Source: WASAC

The number of customers has increased by 7.6 % from 191,684 (2016-2017) to 207,408 (2017-2018).

In Kigali, water distribution network was extended by 56,677 Km.

Non-Revenue Water

In contrast with the above improvements, Non-Revenue Water (NRW) in urban water service provision remains a serious challenge to WASAC Ltd. Compared to the previous fiscal year, Non-Revenue Water slightly increased from 38.3% to 38.9%. The figure below shows the trend in Non-Revenue Water over the last 6 years.

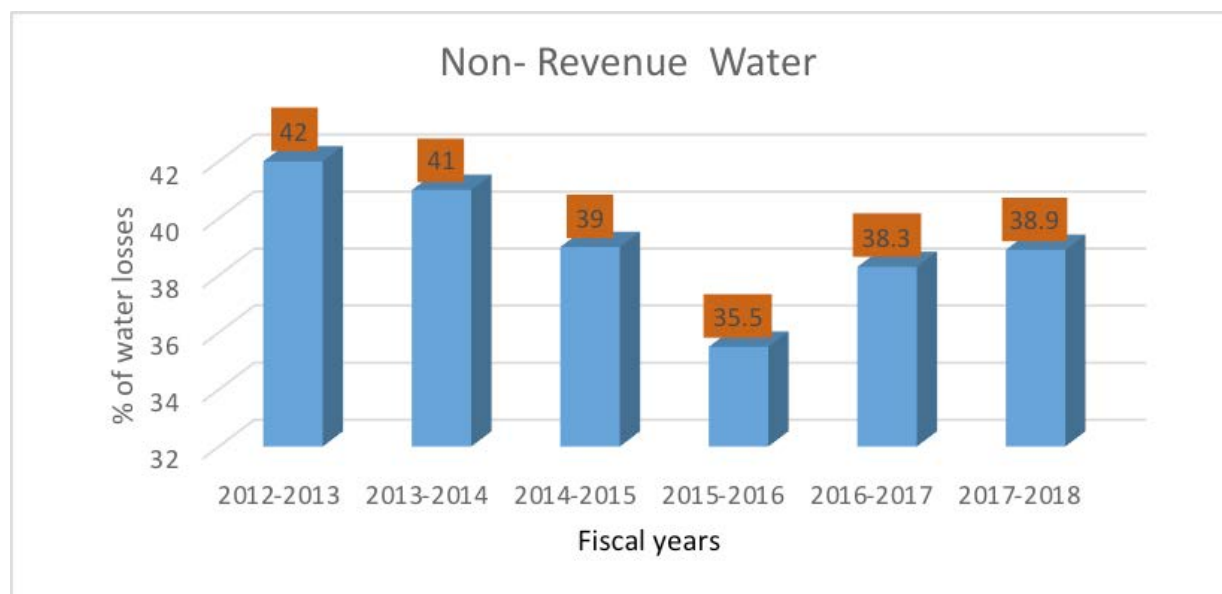


Figure 20: Trend in Non-Revenue Water over 6 years. Source: WASAC

Since 2015/2016 there has been an increase in Non-Revenue Water, there is a need to identify the reasons behind this increase and address them.

5.5 Monitoring and inspections

In the framework of ensuring adequate water supply and sanitation service delivery and compliance with regulations, planned and ad-hoc audits and inspections were conducted to water and sanitation service providers during the fiscal year 2017-2018.

5.5.1 Water

Audits and inspections were conducted to all 16 Water Treatment Plants and Branches (20) under WASAC Ltd management. These inspections revealed that most water treatment plants (WTPs) are well operated and branches are well managed. Major improvement was specifically noted in water production, number of customers' connections as well as the water distribution network extension and upgrade.

In rural areas, audits and inspections were conducted to twenty-seven (27) licensed operators in the period under review. Improvement was noticed on water systems clustering from 23 to 27.



Figure 21: Newly completed water treatment plant at Nzove.

Assessment of drinking water quality was conducted and the results shared with operators for quality improvement. The following monitoring tools were acquired: two spectrophotometers HT 1000; two pH meters; two conductivity meters, two bacteriological testing kits.

5.5.2 Sanitation

In cleaning service provision, audits and inspections were conducted to 57 operators: 29 in the City of Kigali and 28 in other Provinces. The purpose of the exercise was to monitor the compliance of operators with regulations and the following were the key findings:

- The clients are satisfied with the service provided;
- Most of personal protective equipment were provided to workers and there is an improvement in safety, insurance and follow up of instructions in handling various products and equipment;
- Compliance with reporting requirement is still an issue where out 57 visited operators only 17 operators were found fully compliant.

Inspections carried out to sanitation facilities constructed by WASAC Ltd under its project “Lake Victoria Water and Sanitation Programme (LVWATSAN II)” in Kayanza, Nyagatare and Nyanza Districts revealed that these facilities present technical defaults. The recommendations were officially submitted to the concerned stakeholders.

In solid waste collection and transportation, audits and inspections were conducted to twelve (12) operators in the City of Kigali and three (3) operators in Provinces. The following are the key findings:

- An average of 91% of the households have contracts with operators
- Operators have clear plans and schedules for waste collection and transportation and these are communicated to their client

- Household weekly waste collection efficiency increased from 79% (2016/2017) to 79.3% (2017/2018);
- Waste sorting at source is still at a rate of 39% on average;
- Operators continued to acquire appropriate trucks for waste collection and transportation.

Also waste disposal sites were visited throughout the country and the following are the findings:

- (i) 10 out of 30 Districts possess improved waste disposal facilities with fences and various compartments/hangars for waste sorting, drying, collection etc.;
- (ii) The operation and management of six waste disposal sites were delegated to private operators;
- (iii) Lack of weigh bridge at waste disposal facilities to estimate the weight of waste disposed;
- (iv) Employees protection still needs to be improved especially the provision of safety gears.

5.6 . Consumer protection

5.6.1 Consumer education

Awareness campaign to Local Authorities and operators on water and sanitation regulations was held at Provincial level and the City of Kigali.

In addition, through workshops, meetings and TV/Radio programs the following were discussed:

- functionality and clustering of rural water supply schemes;
- results of the assessment on drinking water quality in rural areas;
- findings from audits and inspections conducted in water and sanitation,
- water safety plan, water quality monitoring and financial compliance;
- talk shows on TV and radio and articles in newspapers on solid waste collection and transportation and cleaning services

5.6.2 Consumer complaints handling

During the period under review, consumer complaints were mainly related to water rationing issues, irregular collection of meter indexes and non-compliance with waste collection schedule.

Table 18: Consumer complaints related to water rationing, irregular collection of meter indexes and non-compliance with waste collection schedule. Source: RURA

Sector	Number of complaints received	Number of complaints solved	Pending complaints
Water	18	15	3
Sanitation	15	14	1

5.7 Water Sector on goings

Sector on goings within the year under review consist of the following:

- To balance the water supply and demand especially in urban areas which requires the implementation of water rationing;
- To repair water distribution network up to the size required to convey the current and future demand;
- Budget for construction and rehabilitation of old and non-functional rural water supply systems;
- Treatment facilities and laboratories to perform water quality analyses in rural areas;
- Reduce High Non-Revenue Water.



TRANSPORT SECTOR

6. TRANSPORT SECTOR

6.1 Sector Profile

The law No. 09/13 of 01/03/2013 gives RURA the mandate to regulate transportation services of goods and persons both on road and inland waterways;

RURA's Responsibility is to set up regulations and guidelines and ensures the compliance by operators leading to enabling environment and sector development. These regulations and guidelines coupled with ICT applications have transformed tremendously the service delivery in the transport sector.

The period under review experienced remarkable accomplishments, these include increase of 18% in licensed driving schools operators' fleet and the number of rental vehicles increased by 23% from 483 to 596 compared to the previous financial year. Also licensed Transportation of persons Cross- border vehicles were 109%. Motorcycle cooperatives fleet were increased to 8.3% as a result of awareness campaigns and enforcement.

ICT application in the transport sector led to:

- Electronic Ticketing Systems for inter-city buses, Mobile phone-based Booking Systems, Automated Fare Collection System use in the City of Kigali buses,
- Free Wi-Fi Internet in Kigali City Buses and Internet services in Taxi parks are some of the IT based initiatives that has modernized public transport
- Driver Vocational Cards (DVCs) were used to monitor behaviors of public transport drivers.

6.2 Legal and Regulatory Framework

The transport Sector is regulated in line with the following:

- ✓ Public Transport Policy and Strategy for Rwanda 2012;
- ✓ Presidential Order N° 25/01 of 25/02/2015 Modifying and Complementing Presidential Decree N° 85/01 of 02/09/2002 Regulating General Traffic Police and Road Traffic as Modified and Complemented to Date;
- ✓ Code of Conduct for Boat Drivers of Public Passenger and Cargo Boats in the Republic of Rwanda;
- ✓ Passengers Road Transport Regulations N°007/TRANS/RT/RURA/2015 of 01/06/2015

- ✓ Code of Conduct of Public Road Transport Drivers in Rwanda;
- ✓ Board Decision No 13/TR-RURA/2009 of 4 September 2009 Regarding the Functioning of Driving Schools in Rwanda.

In a bid to implement the law No. 09/13 of 01/03/2013 giving RURA the mandate to regulate transport services, secondary legislations are under development and the following regulations were adopted:

- ✓ Regulations governing motorcycles transport services in Rwanda.

6.3 Licensing

6.3.1 Passengers Transport

In transportation of persons, there are two types of licenses issued namely local and cross boarders' licenses.

In this financial year, two new operators were licensed which are SHALOM TRANSPORTATION LTD and STAR EXPRESS Ltd.

The list of all 50 licensed passenger buses transport Operators is in **annex 9**.

6.3.2 Transportation of Goods Services

In transport of goods, 3 new licenses were issued to 3 companies and cooperative namely Remote Paterners, J.A.K Safaris Ltd and Mema Ltd. also a total of 5,710 individual transportation of goods authorizations were issued.

The table of all 32 licensed transportation of goods operators is in **annex 10**.

6.3.3 Motorcycle Taxi Services

During the year 2017-2018, the number of new authorized motorcycles in cooperatives increased by 8.3% equal to 2,596 as a result of awareness campaigns and enforcement.

The list of cooperatives (142) and motorcycles (33,892) are in **annex 11**.

6.3.4 Taxi Cab Services

RURA has set regulations for taxi cabs operators and set tariffs for ordinary and airport taxi cabs it ensures also that taxi cabs operators comply with the regulations, license obligations and other laws in place.

During the year under review, four new taxi cab operators were licensed and eleven (11) taxi cab operators were not renewed their licenses leading to 7.4% total decrease of taxi cab operator's fleet. This is due to new operators joining the rental vehicles sub sector.

See Licensed Taxi Cabs operators and area of operation in **annex 12**.

6.3.5 Car Rental Services

Enforcement mechanism of public transport regulations together with sensitizations campaigns carried out by RURA led to the licensing of six new operators and car rental fleet increased by 23% from 483 to 596.

The list of licensed Car Rental Companies/Cooperatives is in **annex 13**.

6.3.6 Driving Schools

Periodic and consistent inspections and enforcement of regulations and monitoring of both theory and practical exams for driving schools contributed to the raising of performance.

During the year eight new driving schools operators were licensed and the driving schools fleet increased by 18% from 866 to 1,021

The list of licensed Driving Schools Companies/Cooperatives is in **annex 14**.

6.3.7 Freight Forwarders Services

These are companies that organize shipments for individuals or companies to get goods from the manufacturers or producers to a market, customer or final point of distribution.

The number of licensed freight forwarders operators remained the same as all operators renewed their licenses during this financial year which lead to a total number of 12 licensed freight forwarders operators in Rwanda.

6.3.8 Waterway transport Services

Waterway transport Services, in this year experienced evolutions in terms of the increase in number of operation area and the increase in terms of number of boats used.

Waterway transport Services boats increased by 55.05% from 198 to 307 in 2017-2018. This increment is backed by enforcement mechanisms together with sensitization campaigns carried out by RURA to encourage waterway transport services providers to operate legally.

6.4 Market Performance

In this year the transport sector experienced increase in new licensed operators in transportation of goods, rental cars and waterways except in motorcycles, taxi cabs and driving schools;

Except in local public transport of persons and taxi cabs there was an increase in fleet and boats in other categories.

Transport services operators have to work in cooperatives or companies but according to Regulations governing motorcycles transport services, individual authorizations will also be issued to motorcycle individual operator. That kind of authorization were only possible for transportation of goods and waterways.

Table 19: Details of Operators and Fleets. Source: RURA

Category: New Lcenses	Newly licensed operators	Total Number of Operators
Transportation of goods	3	32
Transportation of persons local	2	44
Car rental operators	6	30
Driving schools	8	85
Taxi cab	1	48

CATEGORY	2016-2017	2017-2018	Change (%)
Transportation of goods	25	32	28%
Transportation of persons local	41	44	7.3%
Transportation of persons Cross- border	6	6	0%
Motorcycles cooperatives	146	142	-2.7%
Car rental operators	29	30	3.4%
Driving schools	91	85	-6.5%
Taxi cab	53	48	-9.4%
Freight forwarders	14	12	-14%

CATEGORY	2016-2017	2017-2018	Change (%)
Transportation of goods	478	496	3.80%
Transportation of persons local	3,974	3,350	-16%
Transportation of persons Cross- border	76	159	109%
Motorcycles cooperatives	31,296	33,892	8.30%
Car rental operators	483	596	23%
Driving schools	866	1,021	18%
Taxi cab	1,285	1,189	-7.40%
Waterways	198	307	55%

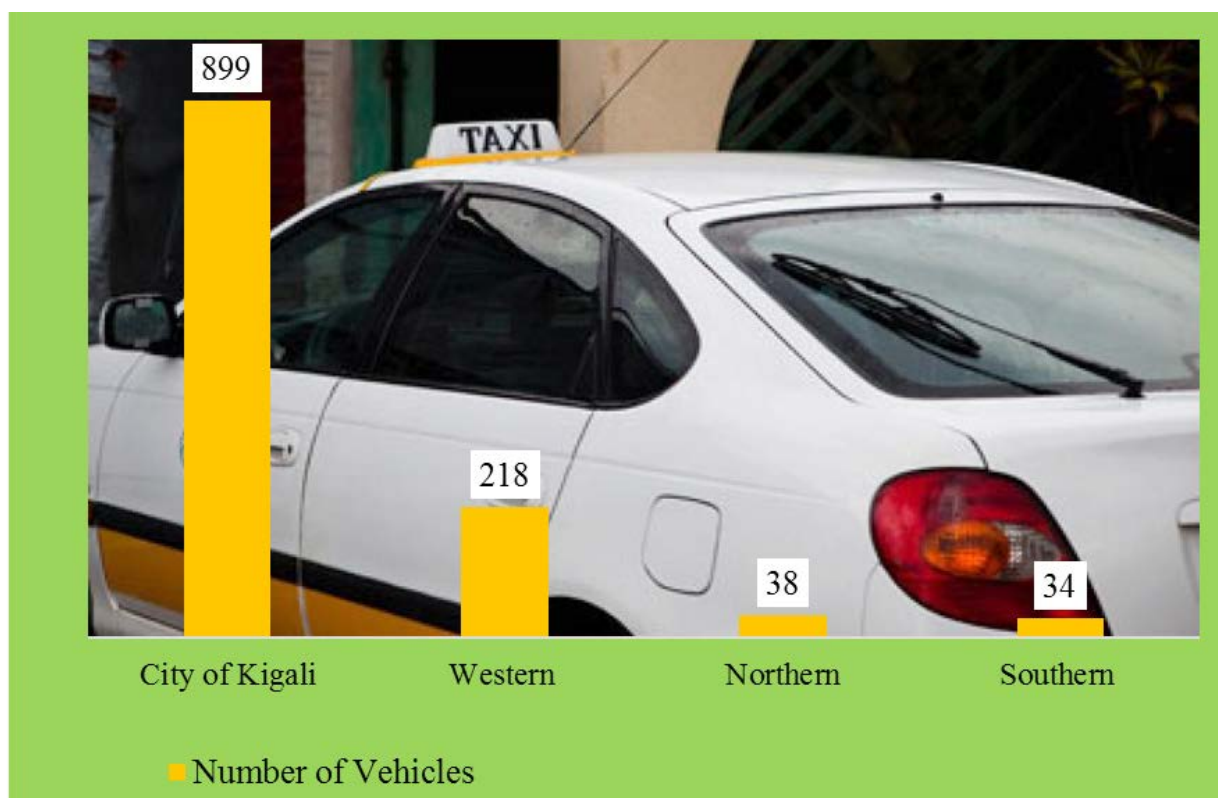


Figure 22: Distribution of taxi cabs fleets per province.

As indicated in the above figure, the City of Kigali has the highest number of taxi cabs with a fleet of 899 vehicles, followed by the Western Province that has 218 Vehicles.

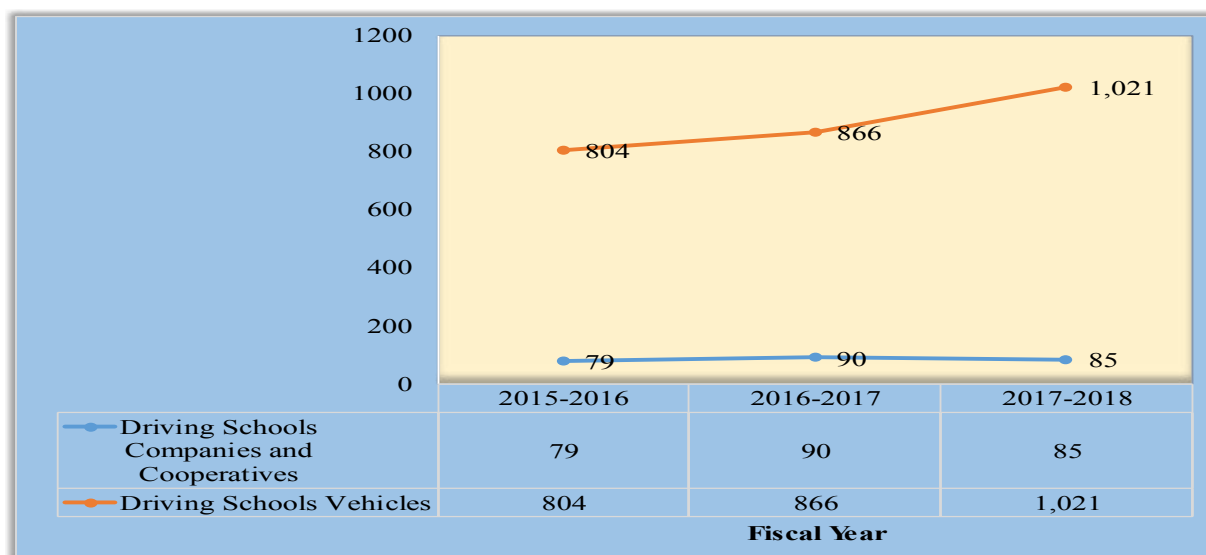


Figure 23: Three-year trend in driving school companies and cooperative with their fleets' capacity. Source: RURA

The chart below summarizes the number of boats authorized during this financial year, Kivu Lake has many boats compared to other lakes and rivers.



Figure 24: Trend in waterway operator's boats

TARIFF STRUCTURE

In line with RURA mandate, during this fiscal year public transport fares were reviewed pursuant to the increase of fuel price beyond the pre-set margin of variation.

The tariff were reviewed in May 2018 and there were an increase of 5% from 20 Rfw to 22 Rfw per Kilometer in the City of Kigali public transport and an increase of 7% from 19 Rfw to 22 Rfw per kilometer in intercity public transport.

6.5 Monitoring and Enforcement

6.5.1 Enforcement in public transport

RURA ensures that all public transport operators comply with the regulations, license obligations and other applicable laws. In this context field inspections are always organized and sanctions are given to non-compliant operators.

During this financial year the following offenses were recorded in public transport;

Table 20: Offense committed in public transport by corridor in 2017-2018. Source: RURA

Offences	South-West	North-West	Eastern	City of Kigali	Total
Driving Without Required Document (D.W.R.D)	11	42	31	113	197
Violating Route (V.R)	34	61	25	107	227
Failure To Use E-Ticketing(F.U.E.T)	52	29	46	0	127
Without Uniform (W-Uniform)[1]	61	67	37	59	224
Loading at unappropriated place (LO.P.P)	4	2	5	61	72
Bus overloading (Bus .Overl.)	5	10	4	33	52
Failure to issue ticket (F.T.I.T)	5	6	11	0	22
Refusal to avail document at the demand R.A.D.D	0	0	0	5	5
Failure to operate to time table (F.T.O.time)	0	0	0	35	35
Failure to charge correct fare(F.T.C.F)	10	26	7	0	43
Without Emergency Call (W.EM.CALL)	14	36	14	42	106
Use of brokers	1	1	5	7	14
Use of bus without authorization	2	1	0	6	9
Driving Without Driver Vocational cards (W.DVC)	4	14	4	30	52
Without Speed Governor (W/S.G)	1	3	17	46	67
Speed Governor and GPS Offline	14	64	11	0	89
Using unlicensed Vehicles	3	3	3	0	9
Without Griff (w.griff)	0	1	1	3	5
Failure to observe the set bus schedule and headways (Frequencies)	0	0	0	112	112
Total	221	366	221	659	1,466

The most repetitive offences are violating route (V.R) and working without uniform (W-Uniform) which were committed in City of Kigali (CoK) and North-West corridor respectively. The use of E-ticketing was not respected in upcountry.

In areas of transport other than public transport offences the table 24 below highlight recorded offences per operators' categories.

Table 21: Recorded Transport Offences per Operators' Categories. Source: RURA

S/N	CATEGORIES	RECORDED	OFFENCES
1	Taxi Cabs Operators	110	<ol style="list-style-type: none"> 1. Driving Without Required Documents (D.W.R.D/ AUTH) 2. Loading at Unauthorized Place (Lo. U.P) 3. Failure to Use Meter 4. Without Authorization (W/ AUTH) 5. Use of Unlicensed Vehicle (Unlic.Veh.)
2	Motorcyclists Operators	262	<ol style="list-style-type: none"> 1. Driving Without Required Documents (D.W.R.D/ AUTH) 2. Without Authorization (W/ AUTH) 3. Use of Unlicensed Vehicle (Unlic.Veh.)
3	Transportation of Goods Operators	395	<ol style="list-style-type: none"> 1. Driving Without Required Documents (D.W.R.D/ AUTH) 2. Without Authorization (W/ AUTH) 3. Speed Governor and GPS Offline (SP. G/ GPS OFF) 4. False tonnage 5. Without Speed Governor (W/AUTH)
4	Driving School Operators	31	<ol style="list-style-type: none"> 1. Violating Route (V.R) 2. Driving Without Required Documents (D.W.R.D/ AUTH) 3. Use of Unlicensed Vehicle (Unlic.Veh.)
5	School Bus Operators	18	<ol style="list-style-type: none"> 1. Driving Without Required Documents (D.W.R.D/ AUTH) 2. Without Authorization (W/ AUTH)
6	Rental Cars Operators	5	<ol style="list-style-type: none"> 1. Driving without Required Documents (D.W.R.D/ AUTH) 2. Without Authorization (W/ AUTH)

6.5.2 SPEED GOVERNORS IN PUBLIC AND GOODS TRANSPORT VEHICLES

During this fiscal year, RURA in collaboration with stakeholders conducted inspections and approved speed governor¹ gadgets of Sieco 2020 Ltd and new gadget of Sator Rwanda Ltd.

6.5.3 TRAINING OF DRIVERS AND DRIVERS VOCATION CARDS

In order to increase road safety, RURA implemented the system of recording and monitoring drivers' conduct in public transport.

By end of June 2018, 754 drivers' vocational cards (DVS) were delivered after training on professional behavior, customer care and first aid.

6.6 Consumer Protection

RURA conducted a nationwide awareness campaign for motorcyclists' cooperatives and water-way transporters to educate them on quality of service. The campaign also collected and solved many of the issues they were facing.

An awareness campaign was also conducted on the advantages of cashless in public transport as well as on the ways of avoiding the loss of passenger luggage in public transport. The campaign was done through talk shows on TV and radio, articles in Imvaho and New Times Newspapers, through distributed brochures as well as workshops conducted in secondary schools.

1. Speed governor: is high-tech device that limits vehicles to a set maximum speed and has the capacity to trim down the speed every time the vehicle attempts to exceed the set maximum velocity. The set maximum speed in Rwanda is 60 kilometers per hour.

Table 22: Complaints. Source: RURA

Complaints received per sector	Solved complaints	Pending complaints
634	612	22

A big percentage of complaints (80%) is made of minor issues which can be stopped through regular inspections and awareness.

Complaints are mainly related to poor quality of service including but not limited to :

- not respecting said departure time by almost all public transport companies;
- increase in tariffs set by RURA, lost of passengers's luggage;
- poor treatment of passengers by brokers working on behalf of some transport companies;

The Regulatory Authority carried out many inspections to monitor the quality of service offered to consumers of regulated services and evaluate compliance with standards set by RURA.

The objectives for inspections were as follows:

- To verify compliance with standards set by RURA especially respect of departure time that appears on tickets, and respect of fares set by RURA
- To monitor the quality of service in general and compliance with regulations governing public transport
- To check on some transport operators who use brokers
- To check on increased fares reported by consumers

It was found that all concerns of the Regulatory Authority as expressed in the objectives were true. Therefore, public passengers' transporters were requested to comply with standards, to stop bad practices and avoid increasing fares.

Due to the frequency of complaints on baggage lost, the Regulatory Authority developed Guidelines on safety transportations of passenger luggage.

6.7 Transport Sector on goings

- Integration with IREMBO to provide online services in transport sector
- Integration of emerging technologies and applications in the modernization and management of public transport (e-ticketing)
- Introduction of GPS tracking system in Motorcycle transport services



CONCLUSIONS AND WAY FORWARD

7. CONCLUSIONS AND WAY FORWARD

The Authority's achievements to date reflect the dedication and tireless efforts that have been demonstrated by the Board, Management and Staff. A good number of programs in all regulated sectors have been achieved in terms of improving regulatory framework, licensing and monitoring, fair competition, consumer protection, consumer education, regional and international partnerships as well as building capacity of staff.

The ICT sector continues to experience a remarkable growth with Mobile penetration of 78.1%. Data Services registered an increase in capacity and usage where international internet bandwidth exceeded the double to reach 49,074 Mbps (an increase of 138.4 %).

This was made possible through following actions:

- 4G LTE Deployments countrywide to reach 96.6% coverage
- Modernization of MTN 3G Mobile network with U-900 to allow mode data capacity delivery
- Deployment of Fiber Optic to the home (FTTH) by Liquid Telecom
- Increased usage and adoption of online services

ICT sector is changing rapidly and this year, RURA recorded an acquisition of Tigo by Airtel.

Emerging technologies are increasingly being introduced on the market, especially in the Financial Sector (Fin Tech) and Transport sector.

The universal access fund continued to spearhead enabling underserved and unserved communities to connect with other populations and take advantage of the opportunities and benefits that come with access to broadband Internet and other ICT services

However due these changes and modernization of telecommunications infrastructures, quality of services for data and voice remains a big challenge.

With the increase of information and data exchange on the network, protection of information, data, and people on the network is very critical.

In Electricity and Renewable Energy, the production capacity was stable at 208.68 MW and the national grid was extended by 1,614.4 km on medium voltage and by 1,557.44 km on low voltage. The electricity losses both technical and commercial were reduced from 21% to 19.9%.

In Gas and Downstream Petroleum notable progress were made in Liquefied Petroleum Gas (LPG) with new entrants on the market. New regulations for the LPG were also adopted.

The total electricity access both on grid and off-grid registered a penetration rate of 46.5%

However, high costs of LPG accessories including cylinders and cookers remain a barrier for adoption.

In water and sanitation, there are continuous efforts to increase water production in main cities of the country and the connections increased by 7.6% to reach 207,408. Improvement have been registered in the supply and management of rural water with the establishment of District WASH Boards and hiring of WATSAN officers

In the transport sector, regulations and guidelines coupled with ICT applications and services transformed tremendously the service delivery by enhancing professionalism, service delivery and modernization of public transport, ICT applications and services were introduced such as Electronic Ticketing Systems for inter-city buses, Mobile phone-based Booking Systems, Automated Fare Collection System in the City of Kigali buses; Free Wi-Fi internet in Kigali City Buses and Internet services in Taxi parks and Driver Vocational Cards (DVCs) to monitor behaviors of public transport drivers.

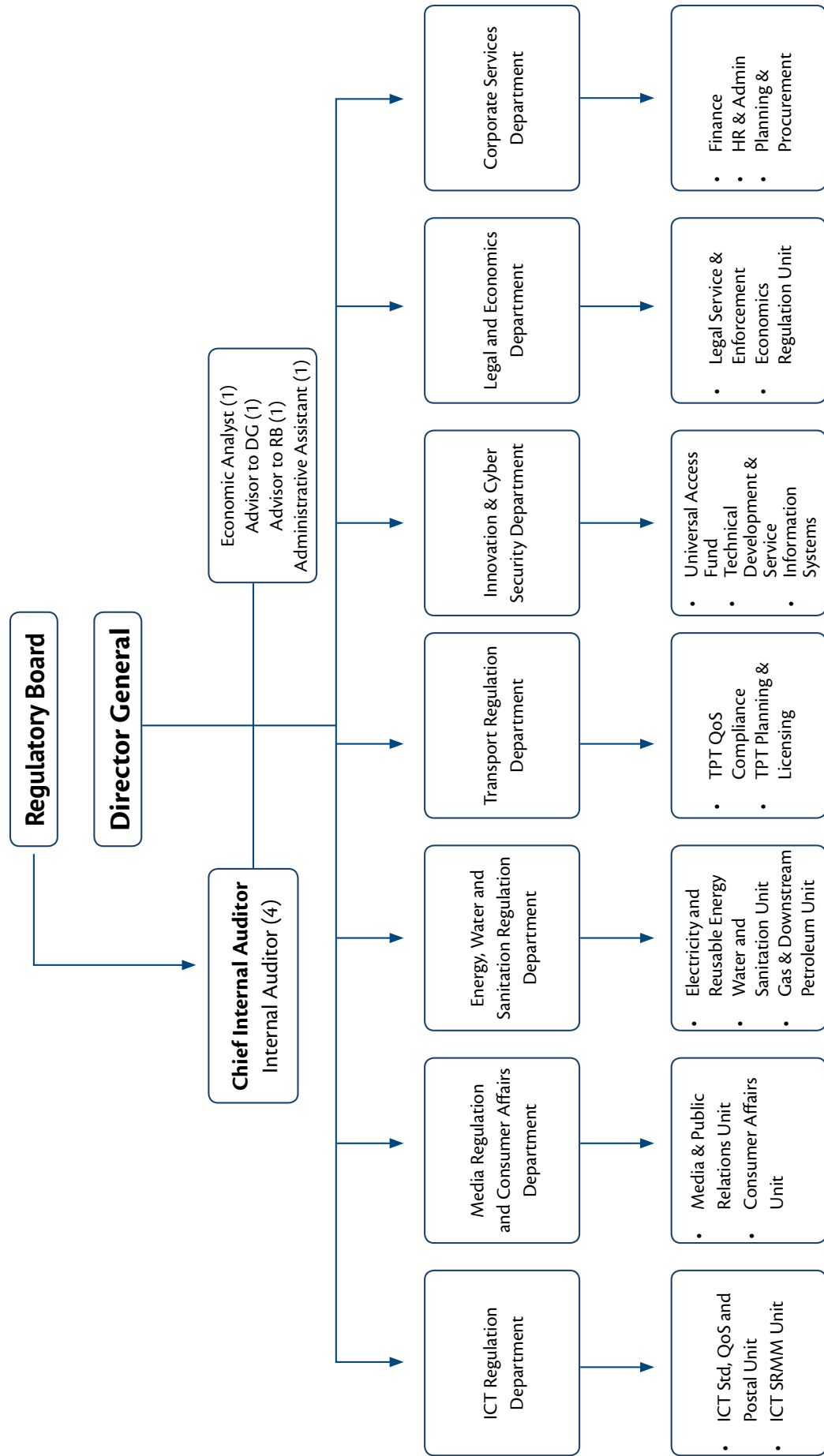
However, more actions and means are still needed to satisfy the increasing demand and modernization of the infrastructure.

Going forward, RURA shall continue to create opportunities that will facilitate and expand the diversity of choices and quality of services for the public utilities and enhancing collaboration with wider stakeholders.

ANNEXES

8. NNEXES

Annex 1: Organizational structure



Annex 2: Licensed Network and Service Providers as of June 2018

Operators	Year of issuance
Telecom Operators	
MTN Rwanda Ltd	2006
AIRTEL Rwanda	2011
Internet Service Providers	
Liquid Telecom Ltd	2014
ISPA Ltd	2006
4G Networks Ltd	2009
BSC Ltd	2010
AXIOM	2014
Wholesale Network Service Provider	
KT Rwanda Networks	2013
Retailer Internet Service Providers	
4NET AFRICA	2014
GMAX	2014
INTERCOM	2014
PIRAMIE	2014
TNSP	2014
WIRECELL	2014
ECOORPONE	2014
TWINNING IN CORPORATION	2015
SIMBA SUPERMARKET	2015
TRUCONNECT LTD	2015
POPCONN LTD	2015
SUKU NSA	2015
BK TELECOM LTD	2015
ISCO LTD	2015
UNIVERSAL LINKS GROUP	2015
Zoomnet Ltd	2016
Fastnet Ltd	2016
CBNET Ltd	2016
Smart Broadband Ltd	2016
RWANDA TELECENTRE NETWORK (RTN)	2017
Broadband Digitech System Ltd	2018
Afronet	2018
NETPRO Limited	2018
AC Group Limited	2018
Mango Telecom	2018
Offwire Rwanda Network	2018
Net Link	2018
Network Facility Providers	
IHS Rwanda Ltd	2014
Fibernet Telecom Ltd	2015
Provisional Application Service Providers	
Yego Innovision Ltd	2018
DMM HeHe Ltd	2018
Taxirwa Ltd	2018
Jumo Rwanda Ltd	2018
JQuicker Systems Ltd	2018
Panda Online Ltd	2018

Annex 3: Licensed Postal and Courier operators.

No	LICENSED POSTAL AND COURIER OPERATORS
1	PANORAMA Ltd
2	DOVE Forwarding And Supply Company Ltd
3	SHAFT Ltd
4	DHL Express
5	PAN AFRICA EXPRESS TRANSPORT LTD (Licensee Of Fed EX)
6	STELLA Express Ltd
7	SKYNET WORLDWIDE EXPRESS LTD
8	SOTRA TOUR & TRAVEL AGENCY Ltd
9	I&T INVESTMENT & SUPPLY COMPANY Ltd
10	NATIONAL POST OFFICE
11	SOFAST Ltd
12	HORIZONTAL Ltd
13	KIGALI COACH TOURS & TRAVEL Ltd
14	UKINE Ltd
15	EAGLE NET LTD
16	ALPHA EXPRESS COMPANY LTD
17	EXCEL TRAVEL & TOURS AGENCY LTD
18	ISCO INTERSEC SECURITY
19	KIGALI SAFARI EXPRESS
20	MODERN COAST EXPRESS UGANDA LTD
21	OMEGA LTD
22	VURUNGA COURIER EXPRESS LTD
23	MATUNDA EXPRESS LTD
24	COMMON ROCK LTD
25	FAST RWANDA COURIER LTD
26	INTERNATIONAL EXPRESS LTD
27	TRINITY TRANSPORTERS AND DISTRIBUTORS COMPANY LTD
28	TARGET TODAY DELIVERY LTD

Annex 4: Licensed Print Media Organs

S/N	Company	Name of print media
1	Ihema Media Group Ltd	Ihema
2	Ishya n'Ihirwe Ltd	Ishya n'Ihirwe
3	Mont Jali News Company Ltd	Mont Jali News
4	Watoto smile Ltd	Watoto smile
5	Umuryango Company Ltd	Umuryango
6	Ijwi rya bose publications Ltd	Ijwi rya bose
7	Pax Ltd	Pax newspaper
8	Umuhuza media Ltd	Umuhuza newspaper
9	Glance Media limited	The Diva magazine
10	Twiga Media Corporate Ltd	Panorama newspaper
11	Nation Holdings Rwanda	Rwanda Today Newspaper
12	Journal Imena Ltd	Imena newspaper

13	Ubuto n'ubukuru channels media group Ltd	Angels ubuto n'ubukuru newspaper
14	Igisabo Media Ltd	Igisabo newspaper
15	Kampemu Ltd	Urungano magazine
16	Hi Rwanda for you Ltd	Rwanda for you magazine
17	Focus Media Ltd	The Rwanda Focus
18	Gorilla Entertainment Group Ltd	Gorilla24 Ad magazine
19	Butuyu Media House Ltd	Butuyu Newspaper
20	Link Cube Ltd	Yambi Magazine
21	Construction Rwanda Magazine Ltd	Construction Magazine
22	The Service Mag Ltd	The Service Mag Magazine
23	Intambwe Newspaper Ltd	Intambwe newspaper
24	Umuyenzi media group Ltd	Umuyenzi newspaper
25	Master Hand Company Ltd	Novella newspaper
26	The Business Mag Ltd	The Business Mag
27	Exposure Ltd	Exposure Magazine
28	Light Publications Ltd	The Light Magazine
29	Insight Media Ltd	Insight Magazine

Annex 5: The list of online media, as of June 2018

S/N°	Company	Name of website
1	Umuryango Company Ltd	www.umuryango.com
2	Kumugaragaro Ltd	www.kumugaragaro.com
3	Nonaha Ltd	www.nonaha.com
4	Ibyishimo Byacu Ltd	www.ibyishimo.com
5	Intyoza Ltd	www.intyoza.com
6	Ibaruwa Tech and Media Ltd	www.ibaruwa.com
7	Demeso Ltd	www.isange.com
8	Gorilla Entertainment Group Ltd	www.gorilla24news.com
9	Igihe Ltd	www.igihe.com
10	Bwiza Media Ltd	www.bwiza.com
11	Gusenga Info Ltd	www.gusenga.org
12	Umuyenzi Media Group Ltd	www.umuyenzi.com
13	Infotime Ltd	www.rwandasport.com
14	Touch Rwanda Ltd	www.touchrwanda.com
15	Zari Media Ltd	www.muhabura.rw
16	Aquila Group Ltd	www.aquilatimes.com
17	Agasaro Publishing Ltd	www.agasaro.com
18	Menyanibi Ltd	www.menyanibi.com
19	Brightcodes Technologies Ltd	www.sobanukirwa.com
20	Lamadonne Medical & Fitness Ltd	www.umurobyi.rw
21	Wino Ltd	FataStori mobile application

Annex 6: New Electricity end-user Tariffs

The tariffs have been reviewed as follows:

- **Residential:** Monthly consumption between 0-15 kWh the price remains same (89 Rwf) per kWh, 15-50 kWh the price remains at 182 Rwf per kWh. Customers consuming more than 50 kWh, the price increased from 189 Rwf to 210 Rwf;
- **Non Residential:** Monthly consumption between 0-100 kWh, the price increased from 189 Rwf to 204 Rwf per kWh, while customers consuming more than 100 kWh per month, the price increased from 199 Rwf to 222 Rwf per kWh;
- **Telecom towers:** The price increased from 126 Rwf to 185 Rwf per kWh;
- **Water Treatment Plants & Water Pumping Stations:** The price remains the same at 126 Rwf per kWh;
- **Hotels:** The price remains the same at 126 Rwf per kWh;
- **Health Facilities:** will be charged a flat rate of 192 Rwf per kWh.
- **Broadcasters:** will be charged a flat rate of 184 Rwf per kWh.
- **Industries**

Electricity industrial customers are categorized based on their level of consumption as follows:

Industry category	Annual Consumption (kWh/Year)
Small	≤ 22,000
Medium]22,000 - 660,000]
Large	> 660,000

Source: RURA

Industrial customers will be charged in accordance with Time of Use during the day (Peak, Shoulder and Off-Peak) as follows:

Category of industry					
	Energy charge (FRW/kWh)	Maximum Demand Charge (FRW/kVA/month)			Customer Service Charge (FRW/Month)
		Peak	Shoulder	Off-Peak	
Small	110	11,017	4,008	1,691	10,000
Medium	87	10,514	3,588	1,292	10,000
Large	80	7,184	2,004	886	10,000

Source: RURA

Annex 7: List of Licensed Operators in Water Supply sub sector as of June 2018

S.N	Licensee	Address		License Number
		Province	Service Area	
I. Urban Water Supply (Water Utility- Wu)				
1.	Wasac Ltd	Country Wide	Urban And Peri-Urban Areas	001/ Wu/Lic/Wat-Ews/Rura/2016
II. Bulk Water Supply License (Bws)				
1	Kigali Water Ltd	Eastern Province	Ntarama Sector, Bugesera District,	001/Bw/Lic/Wat-Ews/Rura/2018
III. Rural Water Supply				
A. Water Supply Infrastructure Management-Wsim				
1	Cowbe	South	Nyaruguru	001/ Wsim/Lic/Wat-Ews/Rura/2016
2	Cfgae	North	Gakenke	002/ Wsim/Lic/Wat-Ews/Rura/2016
3	Seegh Ltd	South	Kamonyi	003/Wsim/Lic/Wat-Ews/Rura/2016
4	Paak Kam	North	Gicumbi	004/ Wsim/Lic/Wat-Ews/Rura/2016
5	Cofo	North	Gicumbi	005/ Wsim/Lic/Wat-Ews/Rura/2016
6	Ndundimana Jmv	South	Nyamagabe	006/ Wsim/Lic/Wat-Ews/Rura/2016
7	Ageoh	West	Nyamasheke	007/ Wsim/Lic/Wat-Ews/Rura/2016
8	Ageoh	North	Rulindo	008/ Wsim/Lic/Wat-Ews/Rura/2016
9	Ageoh	West	Rutsiro	009/ Wsim/Lic/Wat-Ews/Rura/2016
10	Coperema	East	Kirehe	010/ Wsim/Lic/Wat-Ews/Rura/2016
11	Redec Ltd	South	Huye	011/ Wsim/Lic/Wat-Ews/Rura/2016
12	Redec Ltd	North	Musanze	012/ Wsim/Lic/Wat-Ews/Rura/2016
13	Entragrepco	North	Gicumbi	013/ Wsim/Lic/Wat-Ews/Rura/2016
14	Edepres	South	Gisagara	014/Wsim/Lic/Wat-Ews/Rura/2016
15	Egipres Ltd	South	Gisagara	015/Wsim/Lic/Wat-Ews/Rura/2016
16	Regie Associatives Des Usagers Des Points D'eau Gasabo Ltd	City Of Kigali	Gasabo	016/ Wsim/Lic/Wat-Ews/Rura/2016
17	Ayateke Star	East	Kirehe	017/ Wsim/Lic/Wat-Ews/Rura/2016
18	Ayateke Star	East	Kayanza	018/ Wsim/Lic/Wat-Ews/Rura/2016
19	Ayateke Star	South	Nyaruguru	019/ Wsim/Lic/Wat-Ews/Rura/2016
20	Aquavirunga Ltd	West	Nyabihu	020/ Wsim/Lic/Wat-Ews/Rura/2016
21	Aquavirunga Ltd	North	Musanze	021/ Wsim/Lic/Wat-Ews/Rura/2016
22	Socotrim	South	Kamonyi	022/ Wsim/Lic/Wat-Ews/Rura/2016
23	Cooperative Coogepo	East	Kirehe	023/Wsim/Lic/Wat-Ews/Rura/2016
24	S.T.E.F Ltd	South	Huye	024/Wsim/Lic/Wat-Ews/Rura/2016
25	Regep	North	Burera	025/Wsim/Lic/Wat-Ews/Rura/2016
26	Aquarwanda	South	Kamonyi	026/Wsim/Lic/Wat-Ews/Rura/2016
27	Ubuzima Bwiza Mkm	East	Rwamagana	027/Wsim/Lic/Wat-Ews/Rura/2016
28	Rusawaco-Urubogobogo	West	Rutsiro	028/Wsim/Lic/Wat-Ews/Rura/2016
29	Watresco	East	Ngoma	029/Wsim/Lic/Wat-Ews/Rura/2017

30	Koperative Icunga Amazi (Kia)	West	Karongi	030/Wsim/Lic/Wat-Ews/Rura/2017
31	Koperative Mazi Soko Y'ubuzima Karongi	West	Karongi	031/Wsim/Lic/Wat-Ews/Rura/2017
32	Mpanga Urubogobogo Company Ltd	Eastern	Kirehe	032/Wsim/Lic/Wat-Ews/Rura/2017
33	Vision Work Company Ltd	Eastern	Kirehe	033/Wsim/Lic/Wat-Ews/Rura/2017
34	Neep Company Ltd	North	Gakenke	034/ Wsim/Lic/Watews/Rura/2017
35	Ajh Ltd	West	Ngororero	035/Wsim/Lic/Wat-Ews/Rura/2017
36	Ayateke Star Company Ltd	East	Rwamagana	036/Wsim/Lic/Wat-Ews/Rura/2017
37	Ayateke Star Company Ltd	East	Gatsibo	037/Wsim/Lic/Wat-Ews/Rura/2017
38	Ayateke Star Company Ltd	North	Gicumbi	038/Wsim/Lic/Wat-Ews/Rura/2017
39	Redec Ltd	West	Nyabihu	039/Wsim/Lic/Wat-Ews/ Rura/2017
40	Bes Ltd	South	Nyanza	040/Wsim/Lic/Wat-Ews/ Rura/2017
41	Ayateke Star Company Ltd	North	Rulindo	041/Wsim/Lic/Wat-Ews/ Rura/2017
42	Megacos Ltd	West	Ngororero	042/Wsim/Lic/Wat-Ews/ Rura/2017
43	Societe De Commerce Et De Protection De L'environnement	West	Ngororero	043/Wsim/Lic/Wat-Ews/ Rura/2017
44	Saeb Ltd	West	Rusizi	044/Wsim/Lic/Wat-Ews/ Rura/2018
45	Nibwobuzima Ltd	West	Rusizi	045/Wsim/Lic/Wat-Ews/ Rura/2018
46	Corebiki Ltd	West	Rusizi	046/Wsim/Lic/Wat-Ews/ Rura/2018
B. Management Of Complex Water Supply Infrastructure-Mcws				
1	Aquavirunga	West	Rubavu	001/Mcws/Lic/Wat-Ews/Rura/2016

Source: RURA

Annex 8: The licensed operators in liquid waste management

S/N	Operator	License Number
Installation of Wastewater Treatment Systems		
1	Ecoprotection Ltd	001/Wwts/Lic/San-Ews/Rura/016
2	Kenluxury Rwanda Ltd	002/Wwts/Lic/San-Ews/Rura/017
3	Star Construction And Consultancy Ltd	003/Wwts/Lic/San-Ews/Rura/017
Liquid Waste Collection And Transportation		
1	Sewage Technology Ltd	001/Lwct/Lic/San-Ews/Rura/017
2	Kanguka Business Company Ltd	002/Lwct/Lic/San-Ews/Rura/018
3	Midas Spare Parts And Service Ltd	003/Lwct/Lic/San-Ews/Rura/018

Source: RURA

Annex 9: PASSENGER BUS TRANSPORT OPERATORS

1. Local transport of persons companies and cooperatives

S/N	Companie/Cooperative Name	Number Of Vehicles 2017-2018
1	Alpha Express Ltd	39
2	Camel Tours And Travel Agency Ltd	16
3	Capital Express Ltd	23
4	City Center Transport Cooperative	266
5	City Express Ltd	60
6	Different Express Ltd	22
7	Excel Tours & Travel Agency Ltd	43
8	Fidelity Express	20
9	Gicumbi Transport Cooperative	45
10	Horizon Express Ltd	86
11	Huye Transport Cooperative	83
12	International Express Ltd	83
13	Kayonza Transport Cooperative	50
14	Kigali Bus Services Ltd	129
15	Kigali Coach Agency Ltd	39
16	Nile Safaris Express Ltd	35
17	Kivu Belt Express Ltd	40
18	La Colombe Express Ltd	40
19	Matunda Express Ltd	31
20	Muhanga Transport Cooperative	136
21	Musanze Transport Cooperative	298
22	Ngoma Transport Cooperative	54
23	Nyabugogo Transport Cooperative	382
24	Nyagatare Transport Cooperative	76
25	Omega Express Ltd	39
26	Remera Transport Cooperative	357
27	Royal Express Ltd	107
28	Rubavu Transport Cooperative	142
29	Star Express Ltd	13
30	Ruhire Express Ltd	28
31	Rusizi Transport Cooperative	72
32	Rwanda School And Students Transport Cooperative	68
33	Select Express Ltd	24
34	Stella Express Ltd	63
35	Tripartite Tours Ltd	15
36	Ugusenga Express Ltd	49
37	Virunga Express Ltd	51
38	Volcano Express Ltd	62
39	Yahoo Car Express Ltd	33
40	Shalom Transportation Ltd	23
41	Volcano School Bus Ltd	20
42	Students Safety Bus Ltd	16
43	Hope School Bus Cooperatives	41
44	East African Bus & Travel Ltd	31
Total		3,350

Source: RURA

2. List of Licensed Cross border companies

S/N	Company Name	Number Of Vehicles
1	Modern Coast Express Uganda Ltd	17
2	Jakobu Entreprises Ltd	42
3	Mash Bus Services Limited	10
4	Trinity Transporters & Distributors Company Ltd	29
5	Cross Country Transport Company Ltd	42
6	Volcano Express Ltd	19
Total Vehicles		159

Source: RURA

Annex 10: List of Licensed transportation of goods Companies and cooperatives

S/N	Cooperative/Company	Number Of Vehicles 2017-2018
1	Umoja Wa Madereva	22
2	Coctramavk	31
3	Nyampinga Drivers Ltd	8
4	Rwabukummba J.P Trasnport Ltd	10
5	Stippag-Rwanda Ltd	3
6	Top Services Enterprise Ltd	6
7	Kaurwa Ltd	16
8	Soft Service	7
9	Khalfan Transporters Ltd	9
10	Isano Pick Up And Truck Drivers Cooperative Kicukiro	8
11	Glevo Co Ltd	7
12	Kamo And Sons Ltd	17
13	Ubumwe Transport Gahanga	5
14	Sugira Ltd	3
15	East African Cooperative Of Transporters	46
16	Gorilla Motors Ltd	2
17	Societe Rwandaise De Distribution Et Service	5
18	Huye Transport Cooperative	21
19	Cooperative Des Transporteurs De Marchandises De Rubavu	22
20	Cooperative Des Transporteurs Et De Solidarite De Mahoko	9
21	Cooperative Des Transporteurs Des Marchandises De Gisenyi	31
22	Cooperative Des Transporteurs De Marchandises De Kavumu	38
23	Cooperative Des Taxisman Voiture Rusizi-Bugarama	12
24	Ntivuguruzwa Business Company Ltd	3
25	Business & Transport Trading Company Ltd	25
26	Remote Paterners	29
27	Mema Ltd	4
28	Musanze Transportation Support Service Company	62
29	Delta Gakinjira Drivers Cooperative	11
30	J.A.K Safaris Ltd	4
31	Intersec Security Company Ltd	12
32	Sdc Interlogistic Ltd	8
Total		496

Source: RURA

Annex 11: List of licensed motorcycles companies and cooperatives

S/n	Cooperative name	Number of motos 2017-2018
1	Cooperative des motards rusizi (comoru)	268
2	Koperative terimbere motard rusizi (kotemoru)	215
3	Cooperative des motards de gihundwe rusizi (comogiru)	343
4	Cooperative des motards de mashyuza-rusizi (comomaru)	192
5	Cooperative de transport au moyen de moto- kamembe	215
6	Cooperative des transporteurs a motos de nyamasheke (cotramonya)	283
7	Cooperative de motard de nyamasheke-kinyaga (comnyaki)	128
8	Cotemo cooperative terimbere taxi motos ngororero	223
9	Cooperative de taxis motos de kabatwa-nyabihu	170
10	Amajyambere iwacu (kamigi)	146
11	Cooperative de chauffeurs de taxis motos de l'ouest (coctmo)	164
12	Cooperative pour le transport des personnes a moto (cotrapmo)	261
13	Cooperative de taxi motards rubavu	142
14	Koperative aguka motards rubavu	150
15	Cooperative de taxi moto entraidons-nous de rubavu	126
16	Cooperative urumuri motard gisenyi	192
17	Cooperative des chauffeurs taxi moto de kabari	139
18	Cooperative de transport au moyen de moto de karongi	96
19	Cooperative de transport au moyen de taxi moto karongi	193
20	Koperative taximen motos terimbere karongi (kotamoteka)	144
21	Cooperative de taxi-moto de gakeri/rutsiro	153
22	Cooperative des taximen-motos de rutsiro-icyizere	144
23	Cooperative de motards de gahengeri	111
24	Cooperative ubumwe motard-kigabiro	133
25	Cotamogi twitezimbere gishari	146
26	Cooperative taximen moto kigabiro	95
27	Cooperative de taximen motos de rukira	147
28	Cooperative twihute karambi	96
29	Cooperative dutabarane rukara	125
30	Cooperative de taxi moto de mukarange	201
31	Cooperative des taximen moto de rwinkwavu dufatanye	144
32	Cooperative de taxi moto de kabarondo	275
33	Cooperative de taxi moto de kirehe twitezimbere	243
34	Cotamoru ingobokabagenzi rusizi	137
35	Kotmn/nyarubuye	96
36	Motos cooperative .as general benefit	85
37	Cooperative taxis moto ngoma	311
38	Cooperative de taxi moto de remera	144
39	Cooperative des taxi moto de sake	134
40	Le professionnel ngoma	230
41	Cooperative des motars de gatsibo/comoga	382
42	Co.ta.mo-kiramuruzi	179
43	Cooperative taxis motos de rugarama/gatsibo	323
44	Comorwi-rwimbogo	177
45	Cooperative des taximen moto icyerekezo ruhuha	63
46	Karangazi rapid motorcyclist cooperative	156
47	Koperative motari rwimiyaga	150
48	Intasumbwa taxi moto cooperative	132

49	Cooperative y'abamotari mimuli duterimbere (coamidu)	174
50	Cooperative pour le developpement des motards de katabagemu	91
51	Cooperative des chauffeurs de taxis motos de kamonyi (cooctamoka)	312
52	Kamonyi motorcycle transporter's cooperative(kamotraco)	238
53	Cooperative de taxis motos de muhanga sud	227
54	Cooperative de transport des velos moteurs de muhanga (cootravemomu)	724
55	Cotrapamoru	153
56	Cooperative taxi moto buhanda kinihira (cotamobuki)	130
57	Cooperative de taxi moto de nyamagabe	154
58	Cooperative des motards de nyamagabe (coomonya)	152
59	Cooperative de transporteur de tout genre nyamagabe (cotranya)	106
60	Cooperative intambwe motard (cim/huhe)	650
61	Cooperative de transporteurs de taxi moto en district de huye (cottamohu)	520
62	Motorbike drivers cooperative nyanza (modriconya)	188
63	Cooperative des taximen moto nyanza	210
64	Koperative imena taixi moto nyanza	112
65	Cooperative dufashe abagenzi gisagara (koduagi)	207
66	Koperative trimbere motari nyaruguru (kotemonya)	188
67	Cooperative des motards de cyamutara (comocya)	140
68	Cooperative des chauffeurs de taxi-motos base (cooctamob)	191
69	Cooperative de transport de personnes au moyen de moto de musanze (cootramo)	226
70	Cooperative des taxis motos du nord (cootamono-ubumwe)	571
71	Covatramo-musanze	124
72	Cooperative des propriétaires de taxi motos de gicumbi cptmg	166
73	Cooperative de transport au moyen de mini moto de gicumbi	145
74	Cooperative de service de transport au moyen de motos	152
75	Cooperative de transporteurs des taxis moto nyarugenge (cotratamonya)	388
76	Cooperative de taxis moto de gitikinyoni (cotamogi cyinyoni)	406
77	Cooperative des taxis motos zone nyabugogo (cotamonya)	343
78	Koranimucyo motari/kabuguru ii	324
79	Muhima cooperative of motorcyclists	578
80	Cooperative kora ndebe motard	699
81	Koperative twiyubake motard	325
82	Nyarugenge motard cooperative	574
83	Imbaraga motard muhima	413
84	Ibakwe motard nyarugenge	290
85	Cooperative de transporteurs taxi moto kabuga (cotamoka)	314
86	Kacyiru cooperative for development of motorcyclist (kcdm)	281
87	Jabana cooperative for development of motorcyclist ejo heza	379
88	Gasabo motocyclists cooperative of remera	674
89	Gasabo motocyclist services cooperative (gmtsc)	631
90	Cooperative dufatanye motard gasabo	180
91	Gatsata cooperative of motorcyclists	317
92	Koperative kora wigire motari (kokowimo)	621
93	Gasabo east cooperative moto	1163
94	Cooperative taxi moto de rusororo	464
95	Cooperative taxi moto de jabana	180
96	Gasabo center motorcyclists coopetrative	585

97	Kinyinya motorcyclists cooperative	638
98	Cooperative terimbere motard	421
99	Gisozi cooperative for vision motocyclist	811
100	Cooperative tubanehafi	958
101	Cooperative des taxis motos de mulindi (cootamomu)	210
102	Cooperative of professional motorist for transportation kagarama (coopromotraki)	167
103	Cooperative ubumwe taxi moto gatenga	483
104	Abahuza cooperative	903
105	Cotamogi gikondo	34
106	Cooperative de taxi moto de kicukiro/cotamotoki	203
107	Cooperative de transport umuseke mwiza	423
108	Cooperative kundumurimo taba	440
109	Koperative umurava rubavu	66
110	Kwisungana no kugoboka abajyambere	52
111	Moto transport cooperative	166
112	Cooperative des taximen-moto de busasamana	43
113	Karenge taxi moto cooperative	75
114	Cooperative tuzamurane gahini	24
115	Mukarange motorcycle cooperative turahiriwe	192
116	Cooperative de transport au moyen de taxis moto de kiziguro	62
117	Cooperative des taxis motos de ndatemwa-gatsibo	53
118	Cotamogi imbaraga	187
119	Cooperative des motards de gitoki	120
120	Cooperative des taxi moto de bugesera	173
121	Cooperative des taximen moto intego rilima	63
122	Cooperative taxi moto intiganda nyagatare	186
123	Ngege motorist transporters cooperative	117
124	Koperative kundumurimo motar tabagwe	72
125	Cooperative des jeunes motards de karama	79
126	Koperative motari nyagatare	91
127	Kundumulimo motar cooperative	83
128	Safe taxi moto cooperative nyagatare	88
129	Safe taxi motor cooperative musheri	65
130	Cooperative des motardsde ryabega	81
131	Koperative dukorer hamwe matimba	37
132	Safe taxi moto cooperative rwimiyaga	70
133	Unity motocyclists cooperative (umc)	52
134	Cooperative de taxis moto de byimana (cootamob)	44
135	Cooperative de taxi moto de busoro	68
136	Cooperative des taximen moto de murambi	40
137	Cooperative des taximen moto de gakenke (cooptamoga)	49
138	Cotramo icyizere cooperative kimisagara	133
139	Kora taxi moto nyarugenge cooperative	98
140	Cooperative de transport icyerekezo	115
141	Mbahafi cooperative	401
142	Sun city taxi moto cooperative	74
motorcycle total number		33,892

Source: RURA

Annex 12: List of licensed taxi cabs companies and cooperatives

S/N	Cooperative/Company Name	Operation Area	Number Of Vehicles 2017-2018
1	Airport Taxi Drivers Of Kigali(A.T.A.K)	Kicukiro District	38
2	Atavo Transport Company	Nyarugenge District	15
3	Company De Taxmen De Gikondo Ltd	Kicukiro District	14
4	Condor Special Taxicompany Ltd	Nyarugenge District	20
5	Cooperative Des Chauffeurs De Taxi-Voitures De Louest(Coactvo-Gi)	Rubavu District	38
6	Cooperative Tunyaruke Musanze De Taxi Voitures	Musanze District	38
7	Cooperative De Chauffeurs De Taxi Voitures De Rusizi (Coochatavoru)	Rusizi District	18
8	Cooperative De Developement Des Anciens Chauffeur De L'etat(Codace)	Nyarugenge District	14
9	Cooperative De Taxi Voiture De Kicukiro (Coctaki)	Kicukiro District	19
10	Cooperative De Taxi Voiture Hopital Militaire	Kicukiro District	20
11	Cooperative De Taximen Voiture De Gacuriro (Cotavoga)	Gasabo District	36
12	Cooperative De Taximen Voitures Muhima(Cotavomu)	Nyarugenge District	15
13	Cooperative De Taxis Voitures De La Capitale (Cotavoc)	Nyarugenge District	18
14	Cooperative De Transport Par Taxis Voitures De Gisenyi (Cottavogi)	Rubavu District	40
15	Cooperative Des Taximans De L'hotel Amahoro (Cotahama)	Gasabo District	22
16	Cooperative Des Taximen Roi Faysal	Gasabo District	15
17	Cooperative Des Taximen Voiture De Nyabugogo(Cotavonya)	Nyarugenge District	30
18	Cooperative Des Taximen Voitures De Kibagabaga(Cotavoki)	Gasabo District	20
19	Cooperative Des Taximens De L'hotel Chez Lando (Cothola)	Gasabo District	16
20	Cooperative Des Taxisman Voiture Rusizi-Bugarama(C.T.V.R.B)	Rusizi District	85
21	Cooperative Intashya	Nyamasheke District	37
22	Cooperative Kisimenti Taximen-Voitures (Cokita)	Gasabo District	17
23	Cooperative Laico Umubano Gasabo	Gasabo District	14
24	Cooperative Pour Taxi Voiture De Kigali (Co.T.V.K)	Nyarugenge District	26
25	Cooperative Taxi Voitures Gare Remera (Cotavogar)	Gasabo District	36
26	Cosmos Taxi Service Ltd	Nyarugenge District	19
27	Glory Coach Ltd	Gasabo District	47
28	Holly Auto Travel Agency Ltd	Nyarugenge District	28
29	Huye Taxi Transport Cooperative (H.T.T.C)	Huye District	34
30	Intego Transport Company Ltd	Nyarugenge District	26
31	Kigali Taxi Voiture Cooperative(K.T.V Co)	Gasabo District	33
32	Kimironko United Taxi Cooperative (K.U.T.C)	Gasabo District	19
33	Nyabugogo Small Taxi Driver Cooperative(Nyastadrico)	Nyarugenge District	27
34	Nyamirambo Taxi Service Ltd	Nyarugenge District	22
35	Nyarutarama Taxi Cooperative (N.T.C)	Gasabo District	18
36	Taxi Services Company Ltd (Tase Company Ltd)	Nyarugenge District	21

37	Taxi Town Service Center Cooperative (T.T.S.C.C)	Nyarugenge District	32
38	Twigire Taxi Service Cooperative (T.T.S.C)	Nyarugenge District	40
39	Unity Cooperative Taxi Service Kacyiru	Gasabo District	21
40	Cooperative Des Taximen Voiture Gakinjiro-Gisozi	Gasabo District	17
41	City Service Cooperative Of Transport	Gasabo District	26
42	Access Transport Company	Gasabo District	29
43	Amarembo City Taxi Service Ltd (A.C.T.S)	Nyarugenge District	18
44	Jyambere Transport 2000 Company Ltd	Nyarugenge District	16
45	Muhi Transport Company Ltd	Nyarugenge District	13
46	Women Transport Cooperative	Nyarugenge District	3
47	Kicukiro Taxi Voiture Cooperative	Kicukiro District	17
48	Rocky Traders Ltd	Nyarugenge District	2
Total			1,189

Source: RURA

Annex 13: List of licensed rental cars companies and cooperatives

S/N	Company /Cooperative Name	Number Of Vehicles 2017-2018
1	Tours Des Pays Des Grand Lac	62
2	Miracle General Trading And Supply Ltd	16
3	Quick Taxis Services (Q.T.S)	22
4	Codace	42
5	Cooperative De Taximen-Voitures-Kacyiru (Cotavoka)	24
6	Oxygen Travel & Tours Ltd	15
7	Rocky Traders Ltd	23
8	Gisenyi Transport Services Ltd	22
9	Kigali Multiservice Cooperative (K.M.C)	15
10	Sosergi Ltd	7
11	Premier Transport Services Ltd	15
12	Comfortable Kicukiro Services Ltd (C.K.S Ltd)	14
13	Rwanda Tourism And Travel Agency	15
14	Women Transport Company Ltd	17
15	Kigali Rental Car Cooperative	35
16	Taxi Service Company Td	15
17	Euroworld Rent-A-Car Ltd	17
18	Limo Rwanda Ltd	21
19	Techno Stars Ltd	19
20	Nyungwe Investment Group Ltd	15
21	Gad House Ltd	15
22	Ntambch Transport Service Ltd	15
23	Muhi Transport Ltd	15
24	Volkswagen Mobility Solutions Rwanda Ltd	21
25	Horse Tourism And Travel Agency Ltd	15
26	United Transparency Company Ltd	19
27	Gorilland Safari Ltd	20
28	Proland Safari Ltd	15
29	Sges/Att Ltd (Partnership)	15

30	Buganza Transport Ltd	15
Total Number Of Vehicles		596

Source: RURA

Annex 14: List of licensed driving schools companies and cooperatives

S/N	Cooperative/Company Name	Operation Area	Number Of Vehicles 2017-2018
1	Agaciro Driving School Ltd	Nyagatare District	3
2	Amahirwe Driving School	Kirehe District	3
3	Apaforme Driving School Ltd	Kicukiro District, Rubavu District, Rulindo District, Rusizi District	32
4	Ateliers Economat General De Ruhengeri Ltd	Musanze District	6
5	Auto Ecole G & Associates Ltd	Nyarugenge District	5
6	Auto Ecole Isimbi Ltd	Musanze District	14
7	Auto Ecole Kabarondo Ltd	Kayonza District, Kirehe District	10
8	Auto Ecole La Charite Ltd	Bugesera District	9
9	Auto Ecole La Connaissance	Gicumbi District	6
10	Auto Ecole La Difference Ltd	Nyamasheke District, Rusizi District	7
11	Auto Ecole La Preference Ltd	Nyarugenge District	5
12	Auto Ecole La Reference Ltd	Nyarugenge District	4
13	Auto Ecole Le Bon Conducteur Ltd	Muhanga District	7
14	Auto Ecole Maranatha Ltd	Gasabo District	10
15	Auto Ecole Sainte Famille Ltd	Nyarugenge District	11
16	Better Driving School Ltd	Muhanga District, Ruhango District	15
17	Blessings Driving School Ltd	Nyamagabe District, Nyamasheke District	4
18	Centre De Formation Professionnelle De Ruhango (C.F.Pro.Ru)	Ruhango District	3
19	Cootelru-Vtc Ruhango	Ruhango District	4
20	Cotrascus Ltd/Alpha Driving School	Kayonza District, Kirehe District And Rwamagana District	27
21	Don Bosco Driving School	Nyamagabe District	4
22	Don't Worry Driving School	Nyarugenge District, Muhanga District, Nyanza District And Karongi District	36
23	Driving School Ikaze Ltd	Rubavu District	8
24	Fraternity Driving School Ltd	Nyarugenge District	16
25	Hero Driving School Ltd	Gatsibo District	4
26	Hirwa Driving School Ltd	Rubavu District	7
27	Honest Driving School Gatuna Ltd	Gicumbi District	2
28	Imanzi Driving School Ltd	Rwamagana District	2
29	Imena Driving School Ltd	Kayonza District	6
30	Ineza Driving School Ltd	Kicukiro District And Rwamagana District	9
31	Intego Driving School Ltd	Ngoma District	2

32	Intiganda Nyagatare(Co.T.M.In)	Nyagatare District	7
33	Iwawa Driving School	Rubavu District	5
34	Kamonyi Driving School Ltd	Kamonyi District	2
35	Karibu Driving School Ltd	Rubavu District	2
36	Karongi Nice Driving School Ltd	Karongi District	15
37	Kicukiro Driving School Ltd	Kicukiro District	12
38	Kurujyejuru Regional Driving School	Nyarugenge District	24
39	La Star Confidante Ltd	Musanze District	12
40	Midland Ltd	Nyarugenge District	12
41	Nature Driving School Ltd	Musanze District	3
42	Ndizeye Karangazi Driving School Ltd	Nyagatare District	2
43	New Dream Driving School Ltd	Gasabo District	6
44	New Hope Driving School Ltd (N.H.D.S)	Huye District , Muhanga District	9
45	New Plan Driving School Ltd	Gasabo District, Ngororero District	12
46	New Right Driving School Ltd	Nyarugenge District	4
47	New Vision Driving School Ltd	Gasabo District	33
48	Nice Driving School Ltd	Rwamagana District	4
49	Nyagatare Driving School Ltd	Gatsibo District ,Nyagatare District	10
50	Nyamata Driving School Ltd	Bugesera District	9
51	Nyanza Technical Driving School Ltd	Nyanza District	3
52	Nyarugenge Driving School Cooperative	Nyarugenge District	33
53	Nyarutarama Driving School Ltd	Gasabo District	4
54	Professional Driving School Cooperative	Nyarugenge District	32
55	Reoboth Driving School Ltd	Gasabo District	7
56	Rusizi Driving School Ltd	Rusizi District	6
57	Safety Road Driving School Ltd	Gatsibo District, Kicukiro District, Rubavu District	19
58	Sainte Ritha V.T.C Ltd Driving School	Kayanza District	5
59	Shilo Driving School Ltd	Nyarugenge District	13
60	Sinayi Driving School Ltd	Kicukiro District	4
61	Sion Driving School Ltd	Kicukiro District	10
62	Star Driving School Ltd	Ngoma District	2
63	Superior Driving School	Kicukiro District	12
64	Umuco Driving School Ltd	Rubavu District	4
65	Umuganda Driving School Ltd	Karongi District ; Rubavu District;	30


66	United Driving School Cooperative(U.D.S.C)	Bugesera District, Gakenke District,Gasabo District, Gicumbi District,Huye District,Kayanza District, Kicukiro District,Kirehe District, Muhanga District, Musanze District, Ngoma District,Nyagatare District, Nyamagabe District,Nyanza District,Nyaruguru District,Rubavu District And Rusizi District	209
67	Unity Driving School Ltd	Gasabo District , Huye District, Kicukiro District, Musanze District, Rwamagana District And Rutsiro District	21
68	Urumuri Driving School Ltd	Ngoma District, Rwamagana District	7
69	Welcome Driving School Ltd	Kicukiro District	7
70	Youth Driving School Ltd	Gisagara District, Huye District And Nyaruguru District	17
71	Zion Driving School Ltd	Gasabo District, Muhanga District, Musanze District And Rulindo District	32
72	Sibo Driving School Ltd	Nyarugenge District	15
73	Rebero Driving School Ltd	Kicukiro District	11
74	Hanika Anglican Integrated Polytechnic	Nyanza District	2
75	Akagera Driving School Ltd	Nyagatare District And Ngoma District	6
76	Alphonse Driving School Ltd	Nyagatare District	1
77	International Driving School & Association Ltd	Nyarugenge District	6
78	Diaspora Driving School Ltd	Nyarugenge District	8
79	Francis Driving School Ltd	Gasabo District	4
80	Omega Star Driving School Ltd	Gatsibo District	6
81	Reliance Driving School Ltd	Kamonyi District	2
82	United Training Services Ltd (U.T.S Driving School)	Nyagatare District	3
83	Bicon Driving School	Nyagatare District	8
84	Expert Driving School Ltd	Gasabo District	4
85	Asifiwe Driving School Ltd	Huye District	4
Total			1,021

Source: RURA



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