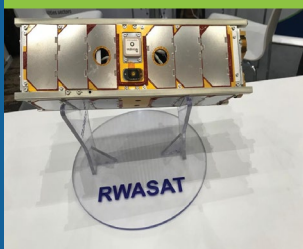




**RWANDA  
UTILITIES  
REGULATORY  
AUTHORITY**



# ANNUAL REPORT 2018-2019



# VISION, MISSION & CORE VALUES

## OUR VISION

To be a leading global regulator of public utilities.

## OUR MISSION

In regulating public utilities, RURA:

- promotes free and fair competition;
- protects the rights of consumers and balances the interests of all stakeholders;
- promotes availability of affordable, quality services to all; and
- leads in the development of the public utilities sectors.

## OUR VALUES

The Authority upholds the following core values:

- Independence
- Transparency and Accountability
- Fairness
- Integrity
- Professionalism
- Innovation
- Sustainability

## OUR MOTO

Inspiring Development





## TABLE OF CONTENT

LIST OF FIGURES.....	VII
LIST OF TABLES.....	IX
ABBREVIATIONS .....	XI
RURA MANAGEMENT .....	XVII
1. INTRODUCTION .....	1
1.1 RURA'S OPERATIONAL FRAMEWORK .....	1
1.2 CORPORATE GOVERNANCE .....	2
2. CORPORATE PERFORMANCE REVIEW .....	5
2.1 WORKFORCE .....	5
2.2 KNOWLEDGE TRANSFER .....	7
2.3 PUBLIC RELATIONS.....	7
2.4 FINANCIAL PERFORMANCE REVIEW.....	13
2.5 UAF FINANCIAL PERFORMANCE OVERVIEW.....	14
2.6 PROCUREMENT .....	15
3. CONSUMER PROTECTION IN REGULATED SECTORS.....	17
3.1 ICT SECTOR.....	17
3.2 ENERGY SECTOR .....	18
3.3 WATER AND SANITATION.....	19
3.4 TRANSPORT SECTOR.....	20
3.5 COMPLAINTS HANDLING IN ALL REGULATED SECTORS.....	22
4. ICT SECTOR.....	24
4.1 SECTOR PROFILE.....	24
4.2 LEGAL AND REGULATORY FRAMEWORK.....	25
4.3 LICENSING .....	25
4.4 MARKET PERFORMANCE.....	28
4.5 MANAGEMENT OF ICT RESOURCES.....	34
4.6 MONITORING AND ENFORCEMENT .....	35
4.7 UNIVERSAL ACCESS .....	38
5. ENERGY SECTOR.....	42
5.1 SECTOR PROFILE.....	42
5.2 LEGAL AND REGULATORY FRAMEWORK.....	43
5.3 LICENSING .....	43
5.4 MARKET PERFORMANCE .....	45
5.5 INSPECTION AND MONITORING .....	51
6. WATER AND SANITATION SECTOR.....	54
6.1 SECTOR PROFILE.....	54

6.2	LICENSING .....	54
6.3	MARKET PERFORMANCE .....	55
6.4	COMPLIANCE MONITORING .....	58
7.	TRANSPORT SECTOR.....	62
7.1	SECTOR PROFILE.....	62
7.2	LICENSING .....	62
7.3	MARKET PERFORMANCE .....	64
7.4	TARIFF STRUCTURE .....	65
7.5	MONITORING AND ENFORCEMENT .....	65
7.6	TRANSPORT INSPECTION .....	65
7.7	E-TICKETING INTEGRATION.....	68
8.	RADIATION PROTECTION SECTOR .....	70
8.1	SECTOR PROFILE.....	70
8.2	LEGAL AND REGULATORY FRAMEWORK.....	70
8.3	MONITORING AND LICENSING.....	71
9.	ANNEXES.....	73

## LIST OF FIGURES

Figure 1: Achievement level by goal (Source: RURA).....	1
Figure 2: Distribution of RURA staff per qualification (Source: RURA).....	5
Figure 3: Distribution of Staff by age (Source: RURA) .....	6
Figure 4: RURA Stakeholder's Day.....	8
Figure 5: Minister of ICT & Innovation, ITU SG and Chairman of PP18 during a Cocktail hosted by RURA in Dubai 28 Oct 2018. ....	9
Figure 6: Participants during a cocktail organized by RURA in Dubai .....	9
Figure 7: Delegates of ESAWAS during the 12th General Assembly Meeting, Rwanda .....	10
Figure 8: RURA signed an MoU with the Moroccan Agency for Nuclear and Radiological Safety and Security .....	11
Figure 9: Delegation of Sri Lanka Defense Force visited RURA.....	12
Figure 10: RURA Management with Senegalese delegation .....	12
Figure 11: Revenue collection per sector (Source: RURA).....	13
Figure 12: Expenditure (Source: RURA).....	14
Figure 13: UAF Financial Performance overview (Source: RURA) .....	14
Figure 14: Lodged Complaints in all Regulated Sectors .....	22
Figure 15: Trends of the mobile-cellular telephone subscriptions from June 2012 to June 2019 .....	29
Figure 16: Trends of fixed telephone subscriptions for the period June 2012-June 2019....	29
Figure 17: Market share for active mobile-cellular telephone subscriptions .....	30
Figure 18: Market share for fixed telephone subscriptions.....	30
Figure 19: Trend of Internet subscription for the period June 2012-June 2019 .....	33
Figure 20: Equipped International Internet bandwidth in Mbps .....	33
Figure 21: Tower constructed and power equipment in place .....	39

Figure 22: Rwasat-1 exhibited during Transform Africa Summit-May 2019 (Source: RURA).	40
Figure 23: Energy mix for electricity generation ( Source: REG-EUCL) .....	45
Figure 24: Trend of on-grid connected customers (Source: REG-EUCL) .....	46
Figure 25: Overall power interruptions duration and occurrence rate (Source: REG-EUCL) ..	47
Figure 26:SP LPG Skid in Musanze District(storage and filling unit) .....	48
Figure 27: Fuel imports (Source: RRA and SP Ltd for Jet A-1) .....	49
Figure 28: Public Pump Price (Source: RURA) .....	51
Figure 29: Jet A1 Retail Price (USD) Per Liter (Source: RURA).....	51
Figure 30: Water Production Vs Supply (Source: WASAC Data) .....	55
Figure 31: Trend in increase of customer connections in urban areas (Source: WASAC).....	56
Figure 32: Trend in Non-Revenue Water over 7 years (Source: WASAC) .....	57
Figure 33: Nzove I water treatment plant (Source: RURA).....	58
Figure 34: Wastewater treatment system at Kigali Golf Club.....	60
Figure 35: Wastewater treatment system at Special Economic Zone (Source: RURA).....	60

## LIST OF TABLES

Table 1: Trainings Attended .....	7
Table 2: Media programs aired to the radio and TV stations .....	17
Table 3: Analysis of Promotions.....	18
Table 4: Inspection of the Lodged Complaints .....	19
Table 5: Articles Published in Newspapers .....	20
Table 6: Inspections carried out in different districts.....	21
Table 7: Licensed Pay TV Providers as of June 2019 .....	26
Table 8: Number of mobile and fixed Telephony service subscribers per telecom operators as of June 2019 .....	28
Table 9: Fixed Voice Telephone Tariff Trend in FRW .....	31
Table 10: Mobile Voice tariff in FRW .....	31
Table 11: Mobile internet tariff in FRW .....	31
Table 12: Trend of interconnection rates in FRW .....	32
Table 13: Radio Spectrum Usage .....	34
Table 14: Number of codes per Telecom Operators .....	35
Table 15: Comparison of the traffic for 2017/2018 and 2018/2019.....	37
Table 16: Traffic at Rwanda Exchange Point .....	38
Table 17: Content Delivery Networks Traffic.....	38
Table 18: List of new Licensed Projects .....	43
Table 19: Licenses and Authorizations .....	44
Table 20: LPG storage facilities, capacity and location .....	48
Table 21: Petroleum storage (m3) depots .....	49
Table 22: Granted and renewed licenses for Sanitation Services .....	55

Table 23: Reviewed Water Tariffs .....	57
Table 24: Number of Licensed vehicles per category in 2018 – 2019 fiscal year .....	64
Table 25: Offenses committed per province in 2018 – 2019 .....	66
Table 26: Other Transport Subsectors .....	67
Table 27: Radiation Protection working tools .....	71

## ABBREVIATIONS

<b>AGO</b>	Automotive Gas Oil
<b>AMSS NUR</b>	Moroccan Agency for Nuclear and Radiological Safety and Security
<b>ccTLD</b>	Country Code Top Level Domain
<b>CoK</b>	City of Kigali
<b>DOA</b>	Digital Object Architecture
<b>EDPRS</b>	Economic Development and Poverty Reduction Strategy
<b>EMF</b>	Electromagnetic Fields
<b>ESAWAS</b>	Eastern and Southern Africa Water and Sanitation Regulators Association
<b>FM</b>	Frequency Modulation
<b>HFO</b>	Heavy Fuel Oil
<b>GSM</b>	Global System for Mobile communications
<b>HPP</b>	Hydropower Plant
<b>ICT</b>	Information communication Technology
<b>IGTVS</b>	International Gateway Traffic Verification System
<b>IK</b>	Illuminating Kerosene
<b>ISP</b>	Internet Service Provider
<b>ISPC</b>	International Signaling Point codes
<b>ITU</b>	International Telecommunication Union
<b>LPG</b>	Liquefied Petroleum Gas
<b>LTE</b>	Long Term Evolution
<b>m<sup>3</sup></b>	Cubic Meter
<b>MNO</b>	Mobile Network Operator
<b>MoU</b>	Memorandum of Understanding
<b>MT</b>	Metric Tonne
<b>MTN</b>	Mobile Telecommunication Network
<b>MW</b>	Megawatt
<b>NORM</b>	Natural Occurring Radioactive Materials
<b>NSPC</b>	National Signalling Point Code
<b>PMS</b>	Premium Motor Spirit
<b>PP</b>	Plenipotentiary (PP) conference
<b>QoS</b>	Quality of Service
<b>RBA</b>	Rwanda Broadcasting Agency
<b>RIB</b>	Rwanda Investigation Bureau
<b>RICTA</b>	Rwanda Information and Communication Technology Association
<b>RURA</b>	The Rwanda Utilities Regulatory Authority
<b>SDG</b>	Sustainable Development Goal

<b>SMMS</b>	Spectrum Management and Monitoring System
<b>TV</b>	Television
<b>UAF</b>	Universal Access Fund
<b>UMTS</b>	Universal Mobile Telecommunications System
<b>WASAC</b>	Water and Sanitation Corporation.
<b>WASH</b>	Water, Sanitation and Hygiene



## THE REGULATORY BOARD



**Dr. GATARE IGNACE**

**Chairperson**

Dr. Ignace GATARE currently serves as the Principal of the College of Science and Technology of the University of Rwanda. Prior to his appointment, he served as the Director General of Rwanda National Commission of Science and Technology (NCST). From November 2009 until April 2012, he served as Minister in Charge of Information and Communications Technology. He is a member of governing bodies for various national and international institutions and projects.



**PEACE ABABO**

**Vice-Chairperson**

Peace is trained in Urban Planning and Environmental Science. She has over 15 years of working experience in Quality Assurance and Quality Management Systems, Compliance and has corporate governance experience of over 5 years. She is currently a consultant in Quality Management Systems implementation schemes.



**FORTUNE MUKANDOLI**

**Member**

Fortune MUKANDOLI is a permanent Lecturer at University of Lay Adventists of Kigali (UNILAK), Faculty of Law with 13 years of experience. She is a researcher in the Field of Law and has previously served in the Ministry of Public Works and Energy for 9 years.



**Dr. DANIEL UFITIKIREZI**

**Member**

Dr. Daniel Ufitikirezi is a Strategic consultant with speciality in Investment. Previously, he has served in different capacities as Director General of Rwanda Social Security Board, Deputy Director General in charge of Funds Management of the same institution, Head of Assets and Investment Management at Rwanda Development Board; Deputy CEO, Head of Business Incubation Services and General Manager Horizon Group.



### **MIREILLE UMWALI**

#### **Member**

Mireille UMWALI, is a regional Project Management Consultant. Previously, Mireille served in different positions such as Chief Operations Officer, Chief Finance Officer and Managing Director of Ultimate Concepts Ltd; Resident Director of Prime Holdings Ltd; National Coordinator in Urban Infrastructure City Management Project – UICMP. Mireille is a registered arbitrator and a member of the Kigali International Arbitration Center (KIAC).



### **Dr. KAYIHURA MUGANGA DIDAS**

#### **Member**

Dr. KAYIHURA is the Rector of the Institute of Legal Practice and Development (ILPD).

He has an experience of over 15 years in Academia, including over 10 years in Academic management positions. Has over 11 years of Practice in Law, and an equivalent number of years of experience in the practice of Arbitration. Didas has over 12 years of Board membership practice, and over 11 years of Law Firm Senior management practice.



### **PATRICK NYIRISHEMA**

#### **Lt. Col**

#### **D G / Member**

Since July 2014, Patrick Nyirishema has been serving as the Director General of Rwanda Utilities Regulatory Authority (RURA) and Counselor to the International Telecommunication Union (ITU). From June 2006 to July 2013, he served as Deputy Director General of Rwanda Information Technology Authority, and later as Deputy CEO in charge of ICT at Rwanda Development Board.



## FOREWORD

Dear Readers,

It is with great pleasure that I present to Rwandans and other stakeholders the annual report of the Rwanda Utilities Regulatory Authority (RURA) for the financial year ended 30<sup>th</sup> June, 2019. The report entails a comprehensive overview of what RURA has achieved, the challenges encountered and how they were overcome.

Being a multi-sector institution, the Authority accomplished a number of milestones and experienced a lot of dynamics in different regulated sectors.

In line with our vision to be a leading global regulator of public utilities, the Regulatory Board approved several regulatory instruments to facilitate the Authority in its regulatory duties.

In the same vein, we have maintained national and international working relations with different institutions including Regulatory bodies of different countries as well as international institutions to which different regulatory bodies subscribe.

For efficient service delivery, the Authority has continued to create a conducive working environment for staff and to implement several human capital development programs ranging from capacity development to wellbeing of its staff. In this regard, the new structure for the Regulatory Authority was approved.

In terms of infrastructure development, the Regulatory Authority pursued the construction of its new premises with 68.15 % of executed works as of June 2019. It is important to note that there were several improvements registered in different regulated sectors. In addition to its mandate, the Regulatory Authority was entrusted with a new sector to regulate the Radiation Protection.

I would like to extend my appreciation to the top Leadership of our country, Fellow Board Members, all staff and other stakeholders for their guidance, support, commitment and dedication to achieve the Regulatory Authority's Vision.

Looking forward to a more exciting 2019-2020 in the different regulated sectors.

Thank You!

**Dr. Ignace GATARE**

**Chairperson of the Regulatory Board**

# EXECUTIVE SUMMARY

Rwanda Utilities Regulatory Authority (RURA) is a legal entity created by Law N° 09/2013 of 01/03/2013 establishing RURA and determining its mission, powers, organization and functioning with the mission to regulate certain public utilities.

In fulfilling its mission and vision, RURA developed a three-year strategic plan inspired by Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS II] 2013-2018 as a tool to guide the Regulatory Authority's activities.

The strategic plan is implemented through annual operational plans and this report is a reflection of the Regulatory Authority's achievements based on the 2018-2019 action plan in different regulated sectors.

**The ICT Sector** continues to experience remarkable changes by creating a conducive environment through legal and regulatory framework. The Telecom market is composed of two main Telecom Operators, one Wholesale Network Service Provider, four (4) Internet Service Providers (ISPs), two (2) Network Facility Providers and twenty-three (23) Retailers Internet Service Providers. On the other hand, in broadcasting services, there are currently twenty-seven (27) licensed FM Radio broadcasters and twenty (20) TV Stations. Two (2) FM Radio broadcasters and nine (9) TV stations were licensed this year.

Internet service subscription increased by 13.9% due to affordable smart phone devices and flexible pricing of internet bundles whereas the equipped international bandwidth capacity increased by 31.5 %.

In order to increase mobile network coverage in remote and underserved areas, RURA, through the Universal Access Fund (UAF), provided a support of Frw 2.7 Billion for the construction of ten (10) telecommunication sites in national parks and financed internet installation in 193 schools.

**Under the Energy Sector**, the power generation installed capacity is currently 225.5 MW. The annual grid electricity generation increased by 9.3% compared to the previous fiscal year and the total number of customers accessing the national grid increased by 17.3%. The countrywide LPG and fuel storage capacity increased from 383 to 482.7 MT and 84,225 to 112,100 m<sup>3</sup> respectively.

**In the Water and Sanitation Sector**, Water production increased by 9.8% from 47,709,233 m<sup>3</sup>/year to 52,388,588 m<sup>3</sup>/year and customers increased by 3.5 %. In addition, the number of licensed sanitation service providers increased by 38%.

**The Transport Sector** registered 0.5% growth in terms of the Public transport fleet capacity, 3.9% in licensed driving schools and 22.6% in rental cars. As a result of awareness campaigns and enforcement in waterway transport, boats increased by 9.45%.

Upon promulgation of Law N°59/2017 of 24/1/2018 Governing Radiation Protection in Rwanda, RURA was entrusted with a mandate to regulate radiation protection. In this vain, different regulatory instruments were drafted and an inventory of radiation sources was conducted in 5 institutions and 7 radiation sources were registered and safely handled.

As a public entity, RURA collaborates with different international organizations where it represents Rwanda. Among such institutions, is the International Telecommunication Union (ITU) where Rwanda was re-elected to the ITU Council for the period 2018 – 2022. Through partnership with ITU and Saudi Arabia, RURA pioneered the Smart ABC Incubator program under Digital Object Architecture (DOA).

This year's achievements were a result of different roles played by operators, staff, the Regulatory Board as well as national and international partners.

On that note, we hereby extend gratitude to all players and look forward to your continued support in 2019-2020.

**RURA Management**



# INTRODUCTION



# 1. INTRODUCTION

This Annual Report is aligned with the RURA strategic plan 2017-2020 and it includes the progress made towards achieving the set goals and objectives. There are six strategic goals and these are elaborated below:

- **Goal 1:** Interests of regulated services users protected
- **Goal 2:** Interests of service providers, investors and other stakeholders protected
- **Goal 3:** RURA contributes to the national, regional and international long-term development goals.
- **Goal 4:** Regulated services sectors' legal framework is strengthened.
- **Goal 5:** RURA research and development function is established and functional
- **Goal 6:** RURA's institutional capacity strengthened.

The chart below shows the level of achievement for each of above mentioned six goals

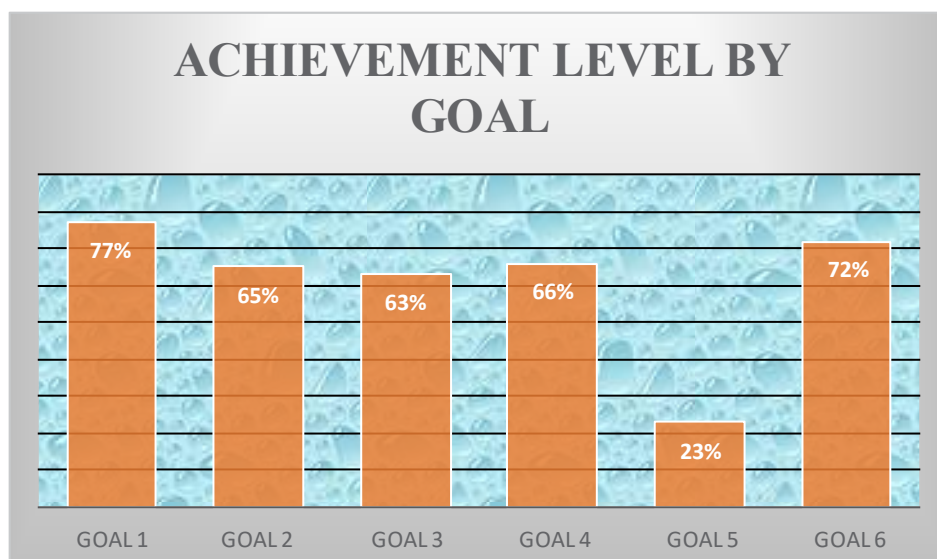


Figure 1: Achievement level by goal (Source: RURA)

## 1.1 RURA's Operational Framework

RURA was initially created by the Law N° 39/2001 of 13<sup>th</sup> September 2001 as a 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 fulfillment 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, the supervising organ of RURA. In executing its duties, RURA also coordinates with line ministries responsible for each regulated sector in accordance with the Prime Minister's Order N° 89/03 of 11/09/2014 determining modalities of which Ministries in charge of regulated sectors shall coordinate their activities with RURA in implementing their Respective Mandate.

## **1.2 CORPORATE GOVERNANCE**

### **1.2.1 REGULATORY BOARD**

As the supreme management and decision making organ of the Regulatory Authority, the Regulatory Board is responsible for strategic orientation of RURA and ensures its financial and operational sustainability. The Board is composed of seven Members including the Board Chairperson, Vice Chairperson and Members including the Director General who also acts as rapporteur. Daily activities of the Regulatory Authority are overseen by the Director General.



## **Regulatory Board Meetings**

For ordinary meetings, the Board convenes on a monthly basis. However, if need arises, extra ordinary meetings maybe held upon initiation by the Chairperson/Vice-Chairperson of the Regulatory Board, office of the Prime Minister which is the supervising Organ of RURA, two thirds (2/3) of members of the Regulatory Board or the Director General of RURA.

During its meetings, the Regulatory Board reviews and may approve any regulatory instruments, license applications, tariff changes and the Regulatory Authority's budget and action plan. It may also make administrative decisions like hiring or dismissal of employees and resolution of disputes referred to it among others.

During this year, the Regulatory Board conducted Six (6) ordinary and one (1) extra-ordinary meeting where a number of decisions and resolutions were taken as reflected is this report.

### **1.2.1.1 Board Committees**

For efficiency, the Regulatory Board is made up of specialized committees that meet regularly to deliberate on different administrative and technical issues of the Regulatory Authority. These committees include:

#### **1.2.1.1.1 Corporate Governance and HR Committee**

This Committee oversees issues pertaining to Corporate Governance and Human Resource of the Regulatory Authority. The Committee reviews all human resource policies and makes appropriate recommendation to the Board.

#### **1.2.1.1.2 Economic Regulation, Finance and Audit Committee**

This Committee reviews all matters relating to economic regulation including reviewing of tariffs in all regulated sectors, financial statements and internal control systems of the Authority and makes appropriate recommendations to the Board.

#### **1.2.1.1.3 Technical, Legal and Regulatory Committee**

The Technical Legal and Regulatory Committee is entrusted with reviewing all technical issues from all sectors regulated by the Authority including new regulations to be approved and makes appropriate recommendations to the Board.



# **CORPORATE PERFORMANCE REVIEW**



## 2. CORPORATE PERFORMANCE REVIEW

The Corporate Department deals with governance, staff welfare and contributes to national socio-economic development efforts. It complements all other departments and provide cross-cutting services include planning and procurement, finance and administration among others.

During the Financial Year 2018-2019, Corporate Department focused on the following:

- (i) Adoption of the new staff structure, job classification and related staff benefits
- (ii) Approval of the annual report for the fiscal year 2017/18
- (iii) Approval of the budget and action plan for 2019-2020 Financial Year.
- (iv) Monitoring the Construction Project of RURA Headquarter
- (v) Implementation of the OAG Recommendations.

### 2.1 Workforce

The number of RURA staff as of June 2019 was one hundred and sixty-eight (168) staff members. The percentage of male and female is 69 % and 31% respectively.

This is elaborated in the chart below:

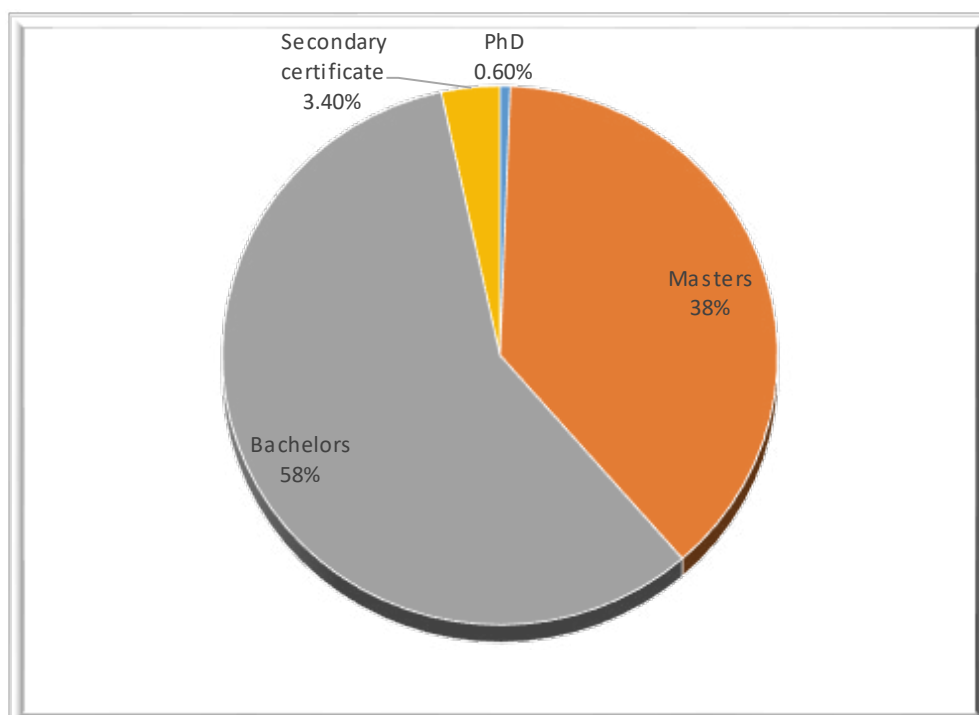


Figure 2: Distribution of RURA staff per qualification (Source: RURA)

## RURA STAFF PER AGE

According to statistics, majority of RURA staff are between 36 and 45 years of age as illustrated in the figure below.

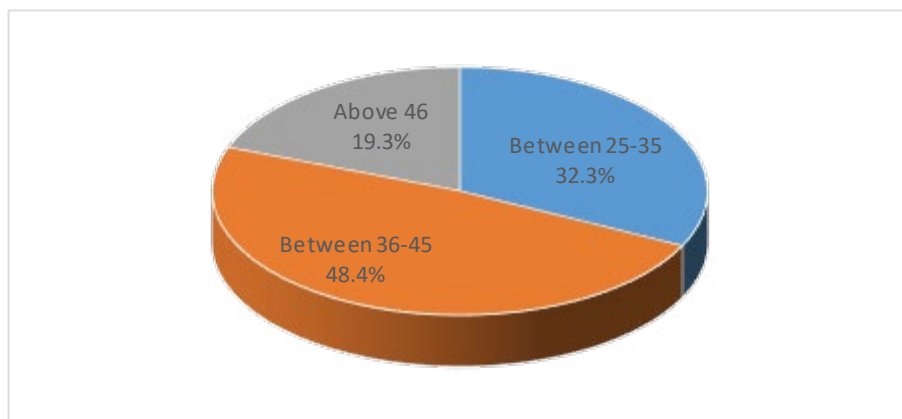


Figure 3: Distribution of Staff by age (Source: RURA)

## NEW ORGANISATIONAL STRUCTURE

During this fiscal year, the Authority reviewed and approved the Organizational Structure and other Human Resource Instruments. The new structure came into force on 1<sup>st</sup> July 2019 and is provided as **Annex 1**.

## TRAINING AND DEVELOPMENT

In order to match the dynamic work demands, RURA regularly supports its staff through capacity building programs. It is in that spirit that every year RURA plans for long- and short-term trainings for its staff. During this period, Seventy-Seven (77) employees and Board Members attended different trainings.

RURA regularly enhances the development of its staff through capacity building programs in order to grasp the rapidly changing environment underpinning both the technology and the regulated markets. It is in that spirit that RURA has been investing in the capacity building as illustrated in the table below.

Table 1: Trainings Attended

TYPES OF TRAININGS/SECTOR	LONG-TERM	SHORT-ERM
Trained Staff in all Departments	12	37
In-house training on leadership and corporate governance and for management team and Board Members		24
Trained Board Members on Regulations and Strategy Leadership		4
GENERAL TOTAL	12	65

Source: RURA

## STAFF RECRUITMENT

In 2018-2019, RURA recruited 5 staff, four in the department of Radiation safety and protection and one in corporate services.

### 2.2 Knowledge Transfer

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

The year 2018-2019, RURA mentored 90 (professional and academic) interns, representing an increase of 80% compared to a total of 50 for the previous year.

### 2.3 Public Relations

Towards creating a good working relationship between the Regulatory Authority and different stakeholders, RURA hosted a stakeholder's dinner bringing together private operators within the regulated utilities, representatives from public institutions and consumer associations. This dinner served as a networking opportunity between consumer representatives, operators and the Regulatory Authority.



Figure 4: RURA Stakeholder's Day

## Rwanda's re-election to the ITU Council

In Nov 2018, ITU Plenipotentiary (PP) conference was held in the United Arab Emirates. Plenipotentiary is the top policy making body of the ITU that decides the four-year roadmap of the organization. During this event, Rwanda was re-elected for the third term following an intensive campaign that involved RURA, the Ministry of ICT and Innovation as well as Ministry of Foreign Affairs and International Cooperation.





(Source: RURA)

Figure 5: Minister of ICT & Innovation, ITU SG and Chairman of PP18 during a Cocktail hosted by RURA in Dubai 28 Oct 2018.



Figure 6: Participants during a cocktail organized by RURA in Dubai

## 12th AGM for ESAWAS

On 26 November 2018, RURA hosted over 80 Member delegates from 11 countries for the 12th Annual General Conference of Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS). Their discussions revolved around effective ways and strategies on joint attainment of the Sixth UN Sustainable Development Goal (SDG) within the region;



Figure 7: Delegates of ESAWAS during the 12th General Assembly Meeting, Rwanda

## MoU between the Moroccan Nuclear Safety Regulator and RURA

On 8<sup>th</sup> May 2019, Rwanda Utilities Regulatory Authority (RURA) signed a Memorandum of Understanding with the Moroccan Agency for Nuclear and Radiological Safety and Security (AMSS NUR) to facilitate cooperation and information sharing on regulatory matters and standards required for the regulation of safety, security, and environmental impact of nuclear facilities.





Figure 8: RURA signed an MoU with the Moroccan Agency for Nuclear and Radiological Safety and Security

## Hosting Delegations

Since a number of regulatory authorities consider RURA role model institution, delegations from different countries visited the institution for benchmarking purposes. These countries include, Sri Lanka, Senegal, and Democratic Republic of the Congo.



Figure 9: Delegation of Sri Lanka Defense Force visited RURA.



Figure 10: RURA Management with Senegalese delegation

## 2.4 Financial Performance Review

RURA's financial performance for the year 2018-2019 was marked by 9.5% increase in revenue collection, from 10,758,662,247 Frw to 11,775,596,828 Frw. This increase was attributed mainly to efficient recovery mechanisms that RURA put in place to ensure compliance by operators in terms of payment of regulatory fees. The implementation of the MOU signed with RRA also contributed much to the collection of revenue from petroleum products.

The chart below shows the revenues collected from the regulated sectors.

### REVENUE COLLECTION PER SECTOR

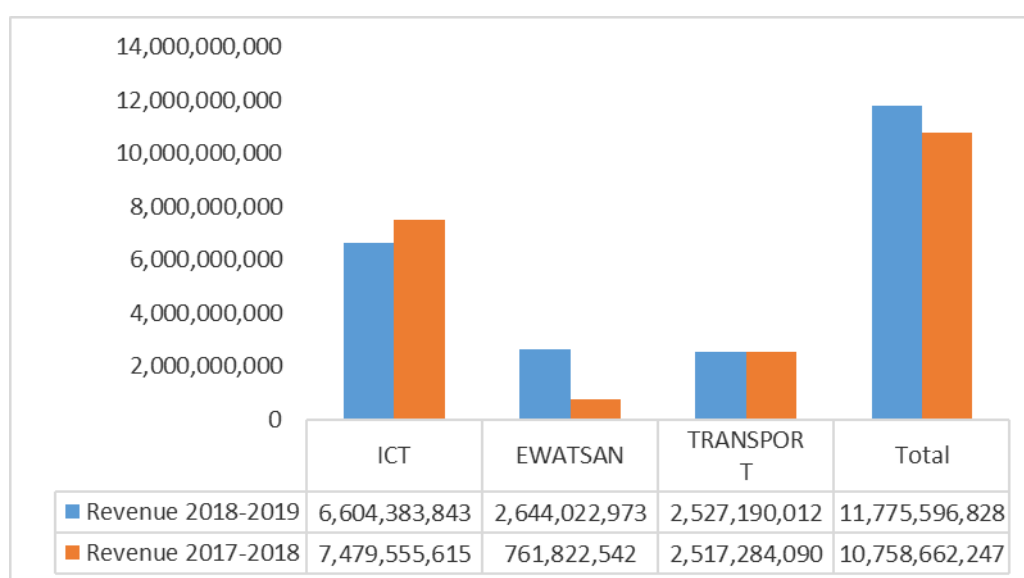
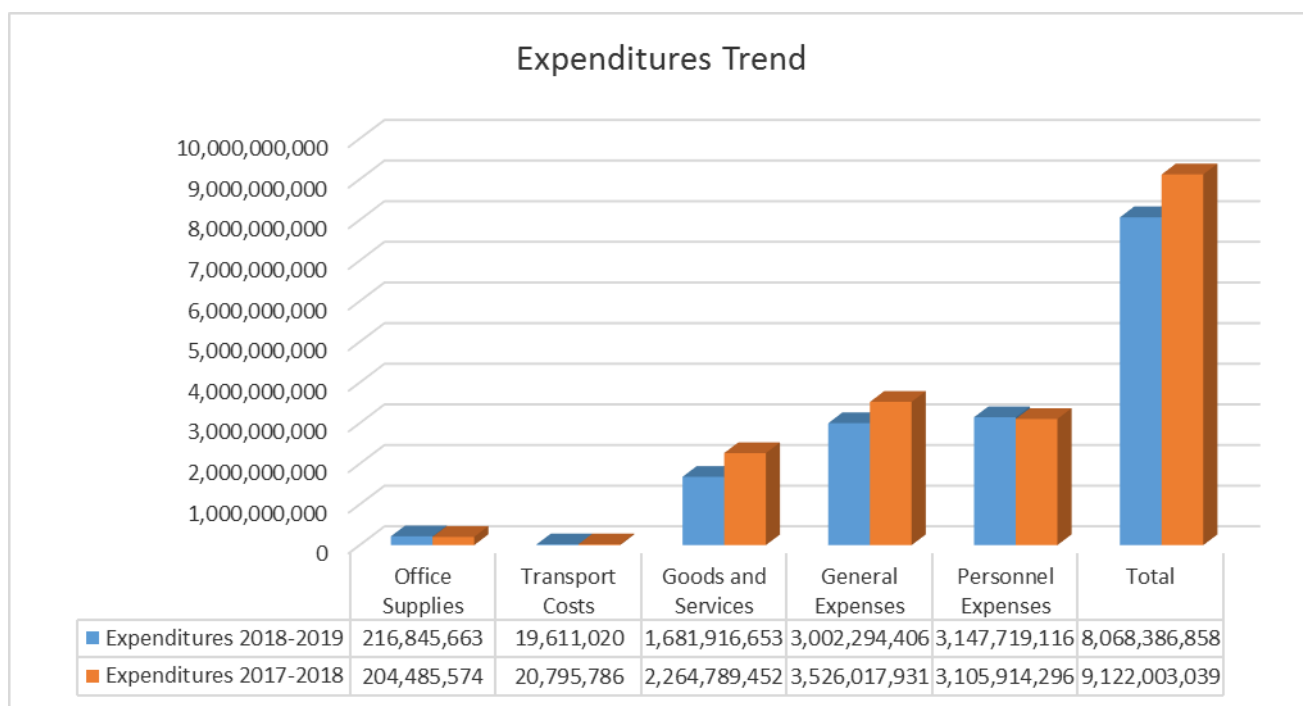


Figure 11: Revenue collection per sector (Source: RURA)

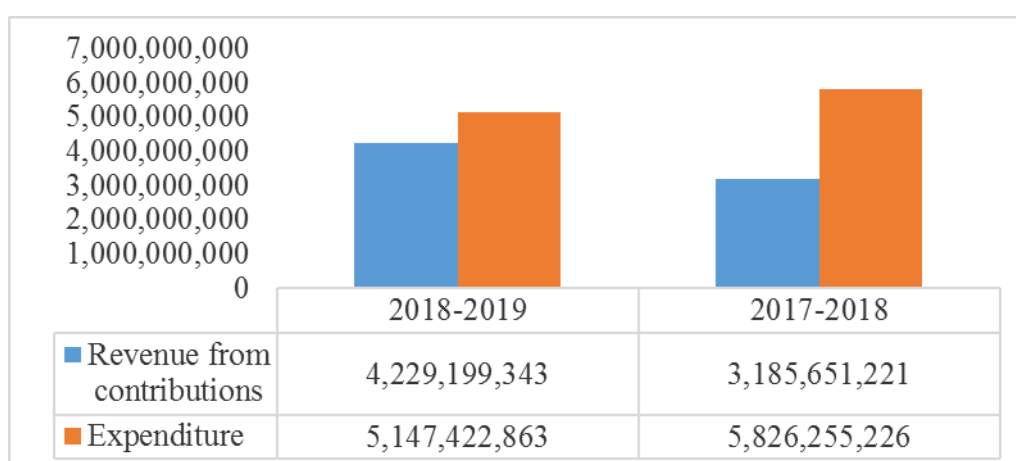
During the reporting period, the expenditures was 8,068,386,858 compared to 9,122,003,039 of last year as illustrated in the figure below and a sum of (3,689,126,852) was spent on the construction works



**Figure 12: Expenditure (Source: RURA)**

## 2.5 UAF Financial Performance overview

During this year, UAF contributions increased from 3,185,651,221 to 4,229,199,343 whereas expenditures were 5,147,422,863 compared to 5,826,255,226 in the previous year as illustrated in the figure below. More than a half of these expenditures, Frw 2,739,929,151 was used to sponsor Telecom sites in order to increase network coverage in underserved areas.



**Figure 13: UAF Financial Performance overview (Source: RURA)**

## 2.6 Procurement

During the year 2018-2019, the Institution had thirty-one (31) tenders on its procurement plan of which twenty-nine (29) were published representing 93.5%. Among all the 29 published tenders 77.4% were fully processed with contracts signed and executed.

RURA has consistently made use of e-procurement Government portal in the management of all its tendering processes. As a result, the platform has improved the efficiency and effectiveness of the procurement function, while ensuring a fair market competition.





# **CONSUMER PROTECTION IN REGULATED SECTORS**

### 3. CONSUMER PROTECTION IN REGULATED SECTORS

As multi-sector Regulatory Authority, consumer protection is a key component of RURA's business and operations. In order to cater for consumer needs, the Regulatory Authority engages in consumer education, complaint handling, drafting regulatory tools related to consumer protection to avoid consumer exploitation.

Towards consumer education, awareness messages were produced, published and aired in online media, print media, radio and TV stations in collaboration with technical units. In this fiscal year, 957 complaints were lodged from different regulated sectors, 92% of them were successfully resolved.

RURA conducted trainings and workshops on consumer protection as follows:

- Local authority staff in thirteen (13) districts;
- ADECOR members in three (3) districts;
- Students from 11 high schools in Rubavu and 10 in Musanze districts;
- Students from three universities: Christian University of Karongi, Muhabura Integrated Polytechnic and UR College of Agriculture, Animal Sciences and Veterinary Medicine.

The achievements of regulated sectors towards consumer protection are as elaborated below:

#### 3.1 ICT Sector

##### 3.1.1 Consumer education and awareness campaign

Consumer education and awareness requires partnership with different media channels to reach an audience scattered in remote areas. The following media programs were aired to the radio and TV stations as per the table below.

Table 2: Media programs aired to the radio and TV stations

S/N	Radio/TV	Topic
1	Flash FM	SIM card de-activation
2	Isango	
3	Radio 10	
4	RBA	Fraud on mobile money
		Consumer Rights Day
		SIM card de-activation
5	Community Radio (Izuba and Isangano)	Consumer Rights

### 3.1.2 Complaint Handling

In the ICT sector, 237 of the complaints were received and 87 % were completely addressed. Most of the complaints are related to billing issues, poor customer care, fraud on mobile money and poor quality of service especially related to data packs usage. The 13% complaints were not resolved due to lack of evidences.

### 3.1.3 Analysis of promotions

The analysis of promotions from Telecom operators is meant to protect consumers against exploitation. During this year, 13 promotions from telecom operators were analyzed and approved as illustrate in the table below:

Table 3: Analysis of Promotions

Number of promotions analyzed and approved	Telecom Company & Number of Promotions			
	Airtel/Tigo	MTN	KT Telecom	Total
	3	8	2	13

## 3.2 Energy Sector

### 3.2.1 Consumer Education

In collaboration with gas and petroleum, brochures on advantages of using LPG were developed and seven thousand copies were printed and are being distributed. In addition to that, one (1) article on advantages of using LPG for cooking was published in a newspaper (Imvaho Nshya).

### 3.2.2 Complaints Resolution

In energy sector, 21 complaints were received and 85.7% handled. The complaints lodged were mainly related to right of way, end user tariff customer categorization and quality of service.



### 3.3 Water and Sanitation

#### 3.3.1 Complaints Resolution

Under water and sanitation, 121 complaints were received and 84.2% were handled. In water 98 complaints were received and 84.6% were handled. Most of these complaints were related to billing, water shortage and rationing challenges.

In the sanitation sector, 23 complaints were lodged and 82.6% were handled. All complaints were related to non-respect of the schedule of collecting and transporting solid waste. Due to the above complaints, inspections and investigations were organized together with technical units to monitor the quality of service and evaluate compliance with the required standards as presented in the table below

Table 4: Inspection of the Lodged Complaints

Complaints	Location
Water	
Disconnection of water service	WASAC Nyarugenge Branch
Water Shortage	Kimironko kwa Nayinzira Kanombe umudugudu w'urukundo
Disconnection of water service and higher than expected bills	Jali (Wasac/ Nyarugenge Branch and Headquarters)
Inspection on water service provision	Rutsiro and Ngororero
Sanitation	
Sanitation Services	Nyakabanda and Kicukiro
Inspection on sanitation In the sanitation sector, all complaints are related to non-respect of the schedule of collecting and transporting solid waste.	Rulindo, Gakenke, Musanze, Rubavu Districts

### 3.4 Transport sector

#### 3.4.1 Consumer education and awareness campaign

Five articles on customer care and service delivery, drivers conduct and advantages of cashless payment system in public transport were published in newspapers as illustrated in the table below:

Table 5: Articles Published in Newspapers

Newspapers	Topics
Imvaho Nshya	Customer Care in public Transport
	Drivers conduct
	EMF Effects
	Advantages of Tap & Go in Public Transport/cashless
	Service Delivery in public Transport

#### 3.4.2 Complaints Resolution

In transport sector, RURA received 584 lodged complaints and 95.2% were resolved. These complaints are mainly related to poor quality in transport services including:

- Not respecting the departure time;
- Not respecting tariffs set by RURA especially in peak hours and during the opening and closing of schools and
- Loss of passengers' luggage.

#### 3.4.3 Inspection

In collaboration with Transport Regulation Department, seven (7) inspections were carried out in different districts to monitor the quality of service and evaluate compliance with the standards set by RURA as illustrated in the table below.

Table 6: Inspections carried out in different districts

<b>Transport services (Corridor 6: Musanze-Rubavu.)</b>	<b>Gakenke-Base-Musanze, Burera, Cyanika, Janja-Kabaya-Kinigi, Mukamira, Ngororero, Rubavu, Butaro, Vunga , Nyabikenke, Mahoko, Brasserie</b>
<b>Transport services (Corridor 3: Muhanga-Huye, Nyamagabe)</b>	<b>Nyamagabe-Huye-Ruhango-Nyanza, Muhanga, Kamonyi – Nyabugogo</b>
<b>Public Transport Services Karongi, Nyamasheke and Rusizi Districts</b>	Kivumu, Mushubi, Buringa, Nyange, Rubengera, Ryaruhanga, Rutsiro Gishyita, Gitesi, Ruragwe, Mbanza, Gisiza, Nkomero, Rusizi, Nyamasheke, Rwamatamu, Gisovu, Gatare, Kirambo, Mugonero, Bisesero, Kamembe, Gisuma and Bugarama
<b>Monitor Transport services (Southern Province)</b>	Nkoto, Rugobagoba, Muhanga, Huye and Nyamagabe
<b>Monitor Transport services in Karongi, Nyamasheke and Rusizi Districts</b>	Kivumu, Mushubi, Buringa, Nyange, Rubengera, Ryaruhanga, Rutsiro, Gishyita, Gitesi, Ruragwe, Mbanza, Gisizi, Nyamasheke, Rwamatamu, Gisovu, Gatare, Kirambo, Mugonero, Bisesero, Kamembe, Gisuma, and Bugarama
<b>Inspection on public transport services in Kigali City</b>	Nyarugenge, Gasabo and Kicukiro
<b>Public Transport Services</b>	Kamonyi, Ruhango and Nyanza

### 3.5 COMPLAINTS HANDLING IN ALL REGULATED SECTORS

The total complaints received from all regulated sectors were 963 and 883 (92%) were solved as illustrated in the figure below:

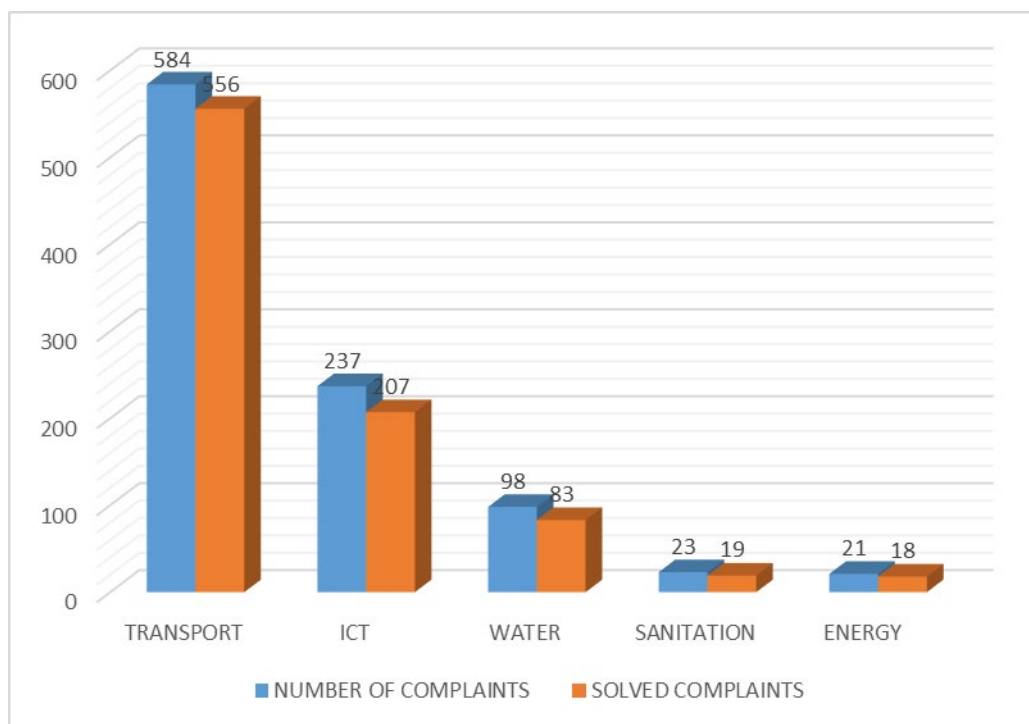


Figure 14: Lodged Complaints in all Regulated Sectors

The causes of unsolved complaints were mainly lack of evidence and delays of submitting evidence.

# ICT SECTOR



## 4. ICT SECTOR

### 4.1 SECTOR PROFILE

The Government of Rwanda recognizes the role played by ICT in transforming the country into an information and knowledge-based economy. The core mandate of RURA in the ICT sector is to create an enabling regulatory environment for various players such as telecom service, broadcasting and postal services operators and ensuring protection of consumer rights. RURA also plays an advisory role to policy makers to ensure that ICT contributes to the growth of other sectors in the country.

In this fiscal year, RURA approved the acquisition of Tigo Rwanda Ltd by Airtel Rwanda Ltd. This was done in the spirit of ensuring stability, improvement of quality of service, scalability of services and innovation in the Telecom industry. Rwanda Telecom market is now composed by two (2) Telecommunication Operators that include MTN Rwanda Ltd and Airtel Rwanda Ltd, four (4) Internet Service Providers (ISPs), one (1) Wholesaler Network Service Provider, two (2) Network Facility Providers and twenty-three (23) Retailer Internet Service Providers.

With regard to broadcasting sector, RURA licensed two FM Radio Broadcasters and nine Television Content Providers. In addition, eighteen (18) new FM frequencies were assigned to radio broadcasters following the revision of the entire FM frequencies plan.

The active mobile-cellular telephone subscriptions are 9,040,327 which implies the mobile penetration rate<sup>1</sup> to be 74.8. The number of internet subscriptions increased from 5,475,448 to 6,234,520 representing an increase of 13.9%. In addition, the capacity of international bandwidth increased from 49,074 Mbps to 64,548 Mbps, which accordingly reflected an increase of 31.5%. The increase in internet subscriptions and capacity of international bandwidth is mainly attributed to the affordability of smart phone devices and flexibility of internet bundles.

In Space technologies, RURA partnered with the University of Tokyo to develop a microsatellite equipped with cameras and antennas that will be used for prediction of crops yield and collection of useful data for disaster management.

RURA in collaboration with Rwanda Investigation Bureau, Rwanda National Police and other stakeholders took measures in preventing crimes and frauds committed while using SIM Cards.

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<sup>1</sup> Mobile penetration rate: Mobile-cellular telephone subscriptions per 100 inhabitants.



Through the Universal Access Fund, RURA provided a support of Frw 2.7 Billion for the construction of ten (10) Telecommunication sites in Akagera (4), Virunga National Parks (3) and Nyungwe Forest (3) in order to improve the coverage in National Parks.

## 4.2 LEGAL AND REGULATORY FRAMEWORK

In line with the law N°24/2016 of 18/06/2016 governing ICT, the Regulatory Board approved the revised Regulations No 006/R/STD-QoS/ICT/RURA/2019 of 30/01/2019 governing the Quality of Service of Cellular Mobile Network Services and Regulations No 005/R/MR-MCA/RURA/2019 of 27/06/19 governing digital terrestrial television services in Rwanda.

The Regulatory Authority in collaboration with the Ministry of ICT and Innovation analyzed the *“African Union convention on cyber security and data protection”* adopted at Malabo, Equatorial Guinea, in 2014 and recommended the ratification of the convention.

Consequently, the Cabinet on June 24, 2019 approved the ratification of the convention with Rwanda becoming the fifth country to ratify the framework after Senegal, Mauritius, Namibia, and Guinea.

## 4.3 LICENSING

### 4.3.1 Telecommunication and Internet Service Provision

The Regulatory Authority approved the acquisition of Tigo Rwanda Ltd by Airtel Rwanda Ltd, and issued a new license to Airtel Rwanda. With this decision, the Rwandan mobile network market remained with two operators and those are MTN Rwanda Ltd and Airtel Rwanda Ltd.

The Regulatory Authority issued provisional licenses to AC Group Limited and Pascal Technology for Application Services Provider (ASP). Seven (7) provisional licenses for managed service providers were also issued to Ericsson AB Rwanda, Reime Rwanda Limited, Lifetree Rwanda Ltd, Comviva Technologies Ltd, LeadCom Integrated Solutions Rwanda, Nokia Solutions and Networks and iSON Technologies Rwanda Ltd.

All licensed Telecom Operators, Network and Service Providers, Application service Providers as of June 2019 are in **Annex 2**.

### 4.3.2 Media and Broadcasting

Following the ICT Law and the approved Regulation governing broadcasting services, the Regulatory Authority licensed the following media and broadcasting services providers:

- Two (2) FM radio stations;
- Nine (9) television content providers;
- Two (2) print media authorizations were renewed;

#### i. TV and FM Radio Broadcasting

In accordance with the "digital terrestrial television services" and "Subscription satellite television services" Regulations, the licensed pay TV providers as of June 2019 are illustrated in table below.

Table 7: Licensed Pay TV Providers as of June 2019

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

On the other hand, this year nine television content service providers were licensed namely Izuba TV, Prime TV, France 24 Français, France 24 English, TV 5 Monde, Contact TV, BTN TV Plus, TV 1 Prime, Buryohe TV. The list of licensed television content providers as of June 2019 is presented in **Annex 3**.

In FM radio broadcasting, the Regulatory Authority Licensed Contact FM and RFI this fiscal year making a total of twenty-seven (27) licensed FM Radio broadcasters, as illustrated in **Annex 4**.



## **ii. Print Media**

In this fiscal year, the Regulatory Authority renewed the permits of Pax Press and Imena newspaper. As of June 2019, there are twenty-seven (27) Print Media. The list of print media licensees is available in **Annex 5**.

## **iii. Postal and courier service Provision**

The Regulatory Authority grants licenses to the Public Postal Operator and Courier Operators (International, Regional, Domestic, International in-bound courier and Intra-city courier). As of June 2019, RURA licensed 28 Operators as presented in the **Annex 6**.

## 4.4 MARKET PERFORMANCE

### 4.4.1 MOBILE AND FIXED TELEPHONE SERVICES

#### 4.4.1.1 Mobile and fixed subscriptions

In this fiscal year, the number of active mobile-cellular telephone subscriptions was 9,040,327. The mobile-cellular telephone subscriptions per 100 inhabitants was 74.8% while for fixed telephone subscriptions per 100 inhabitants was 0.1%.

Table 8: Number of mobile and fixed Telephony service subscribers per telecom operators as of June 2019

Name of Operator	Active subscriptions <sup>2</sup>		Fixed-telephone subscriptions per 100 inhabitants <sup>3</sup>	Mobile-cellular subscriptions per 100 inhabitants <sup>4</sup>
	Mobile-cellular telephone	Fixed-telephone	0.1	74.8
MTN Rwanda Ltd	4,874,797	-		
Airtel Rwanda Ltd	4,165,530	9,521		
Liquid Telecom Ltd	-	654		
Total	9,040,327	10,175		

Source: Operators' reports, June 2019

The mobile-cellular telephone subscriptions decreased from 9,226,721 to 9,040,327 as of June 2019 which resulted to a decrease of mobile penetration rate (mobile-cellular telephone subscriptions per 100 inhabitants) from 78.1% to 74.8%.

<sup>2</sup> Active subscriptions mean the number of SIM cards or fixed telephone lines that generated revenues to the operator within 90 days.

<sup>3</sup> Fixed-telephone subscriptions per 100 inhabitants are computed with reference to the sum of active number of analogue fixed-telephone lines over the Rwandan population as projected by National Institute of Statistics of Rwanda.

<sup>4</sup> Mobile-cellular telephone subscriptions per 100 inhabitants are computed with reference to the sum of active SIM cards over the Rwandan population as projected by National Institute of Statistics of Rwanda.

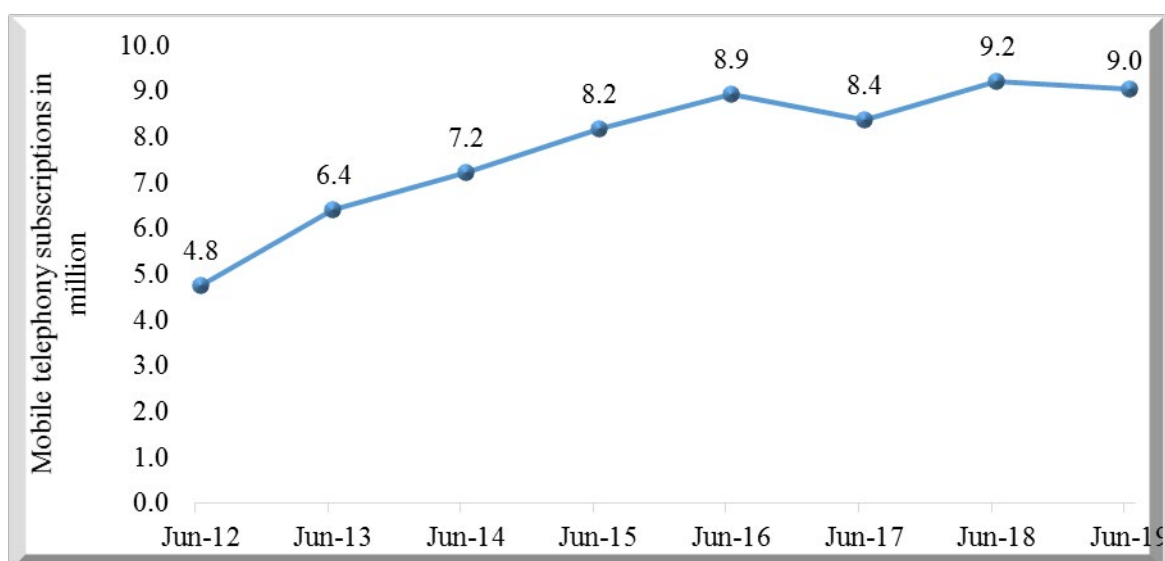


Figure 15: Trends of the mobile-cellular telephone subscriptions from June 2012 to June 2019

On the other side, the number of fixed telephone subscriptions decreased from 12,735 as of June 2018 to 10,175 subscriptions as of June 2019. This is in line with the normal trend in fixed telephone subscriptions which continues to go down.

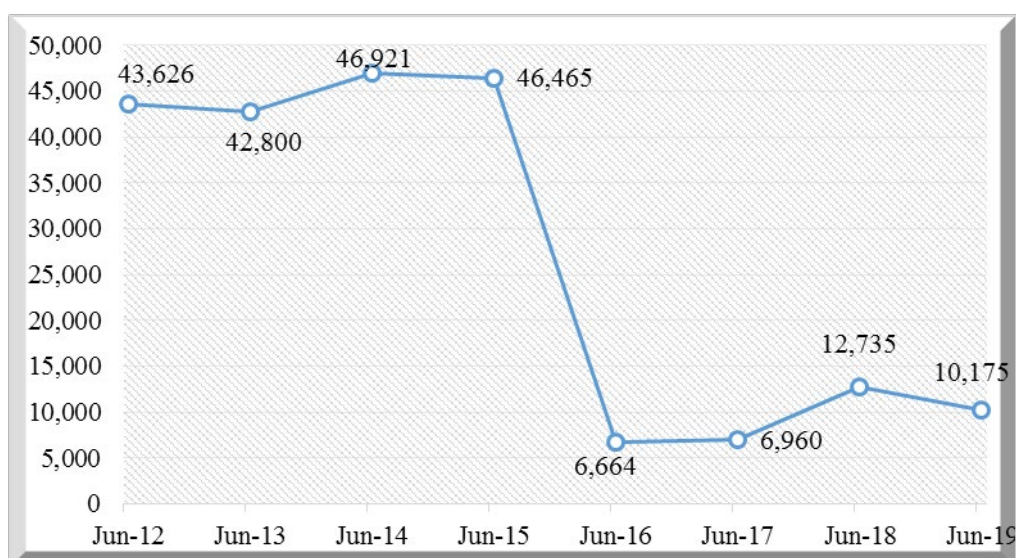


Figure 16: Trends of fixed telephone subscriptions for the period June 2012-June 2019

#### 4.4.1.2 Market share for active mobile-cellular subscriptions

As of June 2019, MTN Rwanda Ltd recorded the highest market share of 54 percent in active mobile-cellular telephone subscriptions whereas Airtel Rwanda Ltd had 46 percent.

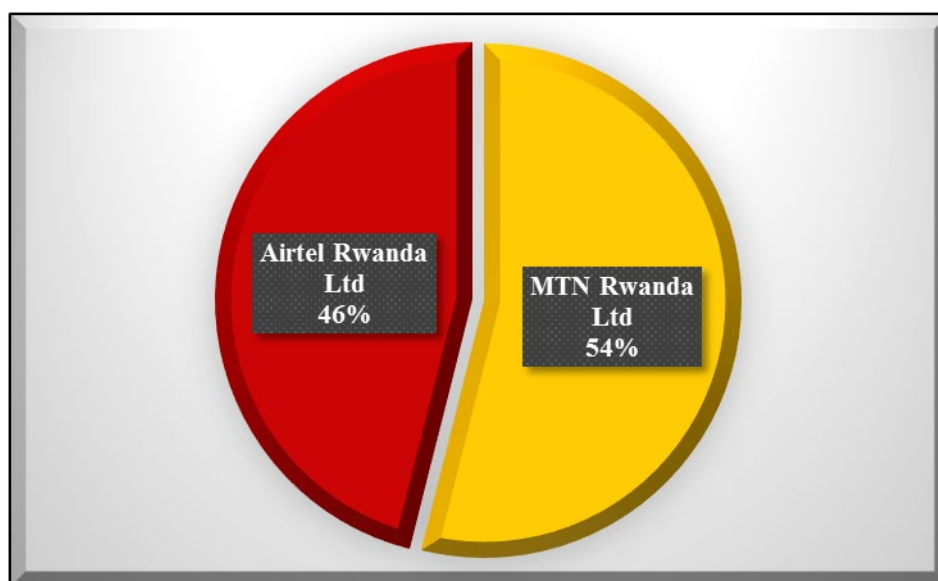


Figure 17: Market share for active mobile-cellular telephone subscriptions

#### 4.4.1.3 Market share for fixed telephone subscriptions

In this fiscal year, Airtel Rwanda Ltd recorded the largest market share of 94 percent in fixed telephone subscriptions, whereas Liquid Telecom Ltd had 6.0 percent.

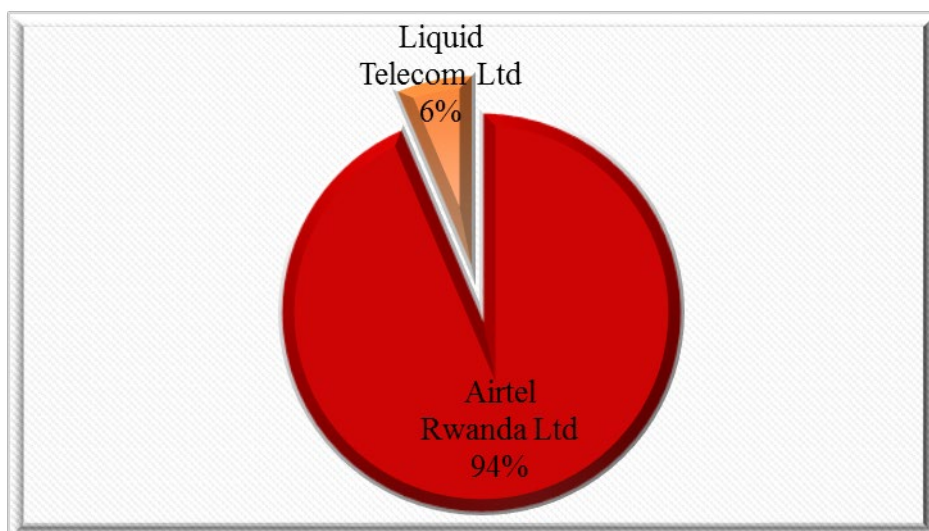


Figure 18: Market share for fixed telephone subscriptions

#### 4.4.2 MOBILE AND FIXED TELEPHONE SERVICE RETAIL TARIFFS

The retail prices are freely set by licensed operators and the Regulatory Authority continued to monitor tariffs. During the period under review, operators continued to implement calling and internet packs which are convenient for consumers.

Table 9: Fixed Voice Telephone Tariff Trend in FRW

	MTN Rwanda Ltd			Liquid Telecom Ltd			Airtel Rwanda Ltd		
	Jun-17	Jun-18	Jun-19	Jun-17	Jun-18	Jun-19	Jun-17	Jun-18	Jun-19
On net Tariff	45	45	-	20	20	20	46	22	22
Off net Tariff	39	45	-	60	60	60	60	45	22
Regional Tariff	70	70	-	135	135	135	70	45	70

Source: RURA

Table 10: Mobile Voice tariff in FRW

Destination	MTN Rwanda Ltd			Airtel Rwanda Ltd		
	Jun-17	Jun-18	Jun-19	Jun-17	Jun-18	Jun-19
Onnet Tariff	45	45	45	30	35	35
Offnet tariff	39	45	45	30	35	35
One Area Network	70	70	70	70	70	70
US/Canada/China/India/Belgium	51	51	51	51	50	50

Source: RURA

Table 11: Mobile internet tariff in FRW

Operator	Jun-17	Jun-18	Jun-19
MTN Rwanda Ltd	56	10	10
Airtel Rwanda Ltd	51	51	51
Tigo Rwanda Ltd	51	-	-

Source: RURA

##### 4.4.2.1 Interconnection rates

The Regulatory Authority monitors the interconnection rates of mobile, fixed, and SMS as reviewed in 2017. These rates are effective since September 2017 to December 2019.

Table 12: Trend of interconnection rates in FRW

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

Source: RURA

#### 4.4.3 INTERNET SERVICE PROVISION

The internet subscriptions<sup>5</sup> increased from 5,475,448 subscriptions by June 2018 to 6,234,520 as of June 2019 equivalent to an increase of 13.9 %.

The internet subscriptions per 100 inhabitants<sup>6</sup> increased from 46.4 as of June 2018 to 51.6 in June 2019. In addition, the total international bandwidth capacity increased from 49,074 Mbps to 64,548 Mbps in the fiscal year 2018-2019, reflecting an increase of 31.5 %.

This increase is driven by affordability of smart phone devices, flexible pricing of Internet bundles as well as the extension of 3G and 4G coverage around the country.

<sup>5</sup> Internet subscriptions combine the number of SIM cards (mobile internet) connected to the internet at least once within 90 days and active fixed internet connections.

<sup>6</sup> Internet subscriptions per 100 inhabitants are computed with reference to the total internet subscriptions over the Rwandan population as projected by National Institute of Statistics of Rwanda.

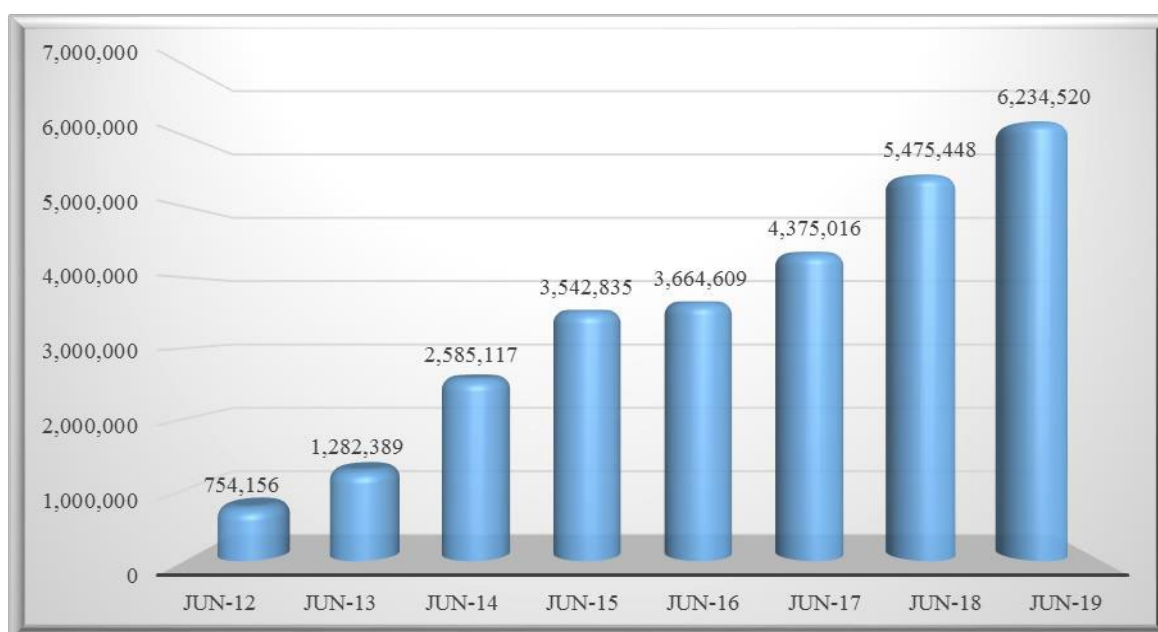


Figure 19: Trend of Internet subscription for the period June 2012-June 2019

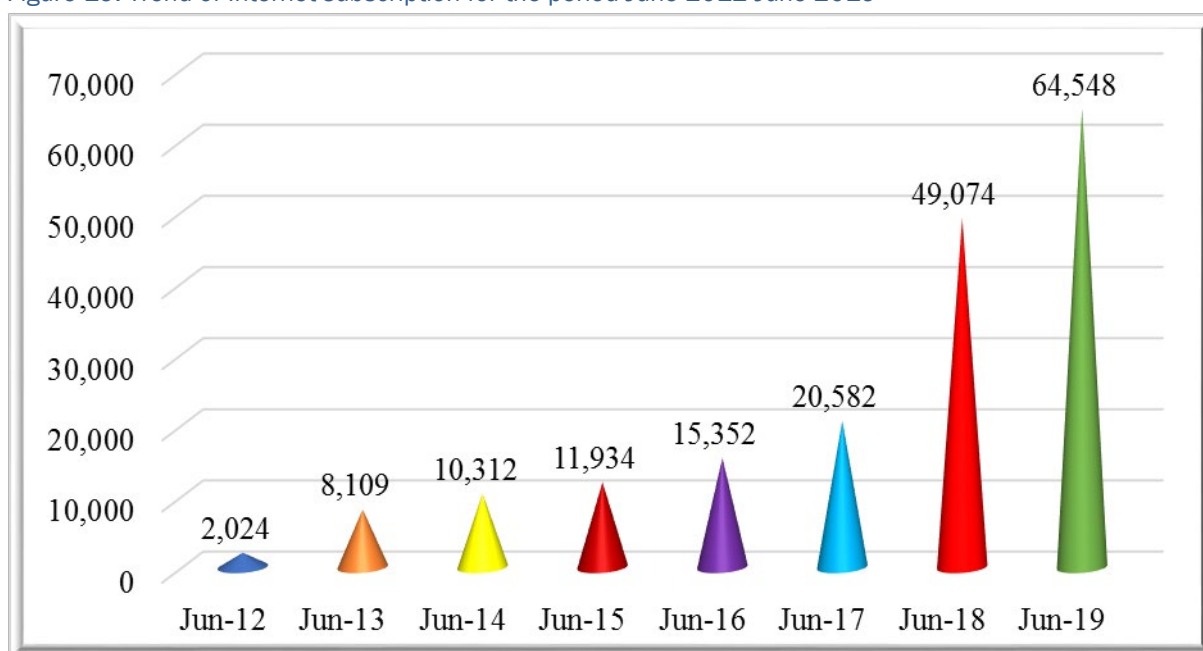


Figure 20: Equipped International Internet bandwidth in Mbps



## 4.5 MANAGEMENT OF ICT RESOURCES

### 4.5.1 Management of Frequency Spectrum

Frequency is considered as key element in the ICT sector and it is a scarce resource that requires efficient utilization.

During the year under review, the Regulatory Authority reviewed the FM frequencies plan based on ITU recommendations so as to respond to a high demand in FM radio broadcasting. This exercise required long negotiations with neighboring countries and as a result 18 new FM frequencies were identified and assigned to FM radio broadcasters.

More details on Spectrum usage can be found in the following table:

Table 13: Radio Spectrum Usage

Services	Number of operators June 2018	Licenses issued by June 2019			Withdrawn licenses
		New licenses	Renewed licenses	Temporary	
HF	8	0	2	0	0
VHF	56	0	19	1	0
UHF	23	1	5	1	
VSAT	17	1	5		0
Transportable Earth Station	4	3	4	3	0
SATPHONE	13	1	6	0	0
Sound broadcasting	31	0	1	0	0
ISP	5	The radio spectrum usage is linked to the validity of the Operators' main License.			0
Mobile Operators	2				
Amateur Radio	1	6	1	6	0
Aircraft stations	27	2	27	0	0

Source: RURA

### 4.5.2 Management of Internet Resources

The Regulatory Authority continued to financially support Rwanda Information and Communication Technology Association (RICTA) for managing Country Code Top Level Domain (ccTLD). Two (2) registrars namely Legibrar solutions and Nameweb were registered during the fiscal year. The total number of registrars is 39 as of June 2019. Further, registered domain names increased from 3,268 as of June 2018 to 3,897 as of June 2019 equivalent to an increase of 19%.

### 4.5.3 Management of Telecom Numbering Resources

Private and public institutions require short codes for customer care services, awareness campaigns and other services that allow them connect with their stakeholders and service beneficiaries. RURA plays a critical role in making sure that those resources are efficiently managed.

In order to improve the management of short codes and service delivery to applicants, RURA developed an online platform whereby an applicant applies and is assigned a short code. In addition, the system helps in monitoring the usage of short codes and allows the Authority to plan ahead.

In this fiscal year, 65 new short codes were assigned to public and private institutions while 472 short codes were renewed.

On the side of the International Signalling Point codes (ISPC) and National Signalling Point Code (NSPC), RURA assigned codes to three Telecom Operators as shown in the table below.

Table 14: Number of codes per Telecom Operators

	MTN	Airtel	Liquid
International Signaling Point code	8	6	2
National Signaling Point code	3	6	4

Source: RURA

## 4.6 MONITORING AND ENFORCEMENT

### 4.6.1 Frequency Spectrum Monitoring

Frequency Spectrum being an important and limited resource, RURA carried out various audits in order to ensure that service providers operate in an interference free environment.

This year, RURA conducted an audit and detected Interferences on WIMAX in Musanze District and on FM Radio in the City of Kigali; and the detected interferences were resolved accordingly.

RURA carried out an audit on satellite service usage in Rwanda and five illegal satellite-service users were detected. For compliance purposes, RURA requested the identified users to apply for Licenses to operate in Rwanda.

Following two complaints received on Electromagnetic radiations, RURA conducted assessment campaigns to test human exposure in Kagugu, Gasabo District and Nyarugano in Nyaruguru District. The assessment revealed that the level of EMF radiations detected in both Kagugu and Nyarugano cells were respectively **1.6727 V/m** and **366 mV/m** which are acceptable in accordance with the threshold (**29.73 V/m**) set by RURA based on international standards.

Consequently, RURA informed the complainants that the Telecommunication Towers in their respective locations were very safe.

#### 4.6.2 Quality of Service Monitoring

According to ICT Law, RURA has the mandate to ensure that Telecom Operators provide acceptable Quality of Service (QoS) to their customers. It is in this line that RURA conducted country wide QoS measurements on cellular mobile networks to verify their compliance in regards with the quality of service targets. The QoS assessment focused on the mobile services that include voice and SMS services in dual mode (GSM and UMTS) and data services of both UMTS and 4G LTE networks.

The findings of QoS measurements shows that:

- MTN, Airtel and former TIGO did not meet the QoS certain requirements especially call setup time for voice service while in data services, all Operators (MTN, Airtel, former TIGO and KTRN) performed well in terms of 3G & 4G Application Throughput parameter.
- On the side of network coverage, MTN Rwanda has higher coverage compared to other operators in both 2G and 3G mobile technologies. However, none of Operator met the thresholds set by RURA for geographic coverage in 2G, 3G and 4G Networks.

Accordingly, RURA requested all Operators to rectify all QoS and Coverage issues identified in their networks. Following recommendations and enforcements made by RURA, MTN invested deeply in modernization, upgrade and optimization under the “Network Transformation” project. As result, 3G geographical coverage of MTN highly increased to 89.4%. On the other hand, Airtel<sup>7</sup> was in the phase of consolidating both Airtel & former TIGO networks and optimizing the merged parts of its networks.

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<sup>7</sup> As mentioned in the sector profile, during this fiscal year Airtel Rwanda got approval of acquiring TIGO Rwanda and RURA issued a new license to Airtel Rwanda. However, the QoS measurement campaign conducted by RURA in February & March 2019 was done on both Airtel and former TIGO (now Airtel) networks because both networks belonging to Airtel were not consolidated.

#### 4.6.2.1 Type Approval

In order to ensure quality of imported electronic communication equipment in terms of safety, interoperability as well efficient use of spectrum:

- RURA have approved 820 requests for type approval and clearance letters were issued for the equipment to be used harmlessly in Rwanda.
- RURA and stakeholders conducted 45 inspections on imported and exported workie-talkies (two way radios).

#### 4.6.2.2 International Gateway Traffic Verification System (IGTVS)

The IGTVS is used by RURA for collecting call traffic data in real time. The system also helps in detection of illegal call termination.

During this year, International incoming traffic registered an increase of 16.5% while International Outgoing Traffic decreased by 1.5%.

Table 15: Comparison of the traffic for 2017/2018 and 2018/2019

Period	International Incoming Traffic (Minutes)	International Outgoing Traffic (Minutes)
2017-2018	98,712,070	176,624,991
2018-2019	115,017,661	173,936,453
Variation	16.5%	-1.5%

Source: RURA

On the other hand, Regulatory Authority detected 3,793 frauds out of 242,398 test calls. As a result, two (2) Sim boxes were identified, seized and users thereof arrested. Furthermore, a joint awareness campaign on telecom fraud was organized by RURA in collaboration with Telecom Operators, Rwanda Investigation Bureau (RIB) and Local Authorities.

Compared to last fiscal year, the number of frauds decreased from 10,789 to 3,793 which is equivalent to 65%.

#### 4.6.2.3 Monitoring of Rwanda Internet Exchange Point

As shown in table below, the maximum traffic at the Rwanda Internet Exchange Point decreased during the year under review.

Table 16: Traffic at Rwanda Exchange Point

Direction	ISP/CS ISP/CSP/Route Server			
	30 June 2018		30 June 2019	
	Average	Maximum	Average	Maximum
Inbound	2.5 Gbps	3.1 Gbps	1.89 Gbps	2.43 Gbps
Outbound	2.2 Gbps	3.1 Gbps	1.89 Gbps	2.38 bps

Source: RURA

Table 17: Content Delivery Networks Traffic

CDN (2018-2019)	ISP	Average	Max Inbound
Facebook	BSC	-	1.3 Gbps
GGC	BSC	-	905 Mbps
Netflix	MTN	-	150 Mbps
Akamai	BSC	118.91 bps	295 bps

Source: RURA

### 4.7 UNIVERSAL ACCESS

Rwanda Utilities Regulatory Authority (RURA) “through the Universal Access and Service Fund (UAF) collaborates with different public and private institutions to support various initiatives aiming at facilitating access and use of telecommunications/ICT services, on affordable terms, to citizens located in unserved or underserved regions.

Initiatives financed by RURA through UAF during the fiscal year 2018-2019 are Network coverage and broadband connectivity and Digital Object Architecture (DOA).

#### 4.7.1 Network and broadband connectivity

Towards improvement of network coverage and access to broadband services the following projects were implemented:

- Internet installation in 193 Schools located in rural and underserved areas.

- Construction and operationalization of 10 sites in national parks of Akagera, Virunga, and Nyungwe Forest following a survey conducted by RURA in collaboration with MNOs to increase network coverage.

The figure below is an illustration of one of the sites constructed under this initiative.



Figure 21: Tower constructed and power equipment in place

#### 4.7.2 Supporting Space program

During the Transform Africa Summit held in May 2018, an MoU was signed between RURA, Space Edge Lab and University of Tokyo for cooperation in Space Science, Earth Science, Satellite development and geospatial data processing. The MoU led to agreement for the University of Tokyo to assist in designing, building, launching and operating Rwanda's first satellite (Rwasat-1) in 2019.

The main objective of the partnership was to develop Rwandan human capacity in Space technology. As a result, the Rwasat-1 satellite is equipped with cameras and antennas which will assist in prediction of crops yield and collecting data for disaster management. This year, Rwasat-1 satellite is finalized and will be launched soon via the International Space Station (ISS). Rwasat-1 was firstly exhibited during the Transform Africa Summit in May 2019, as shown in figure below.

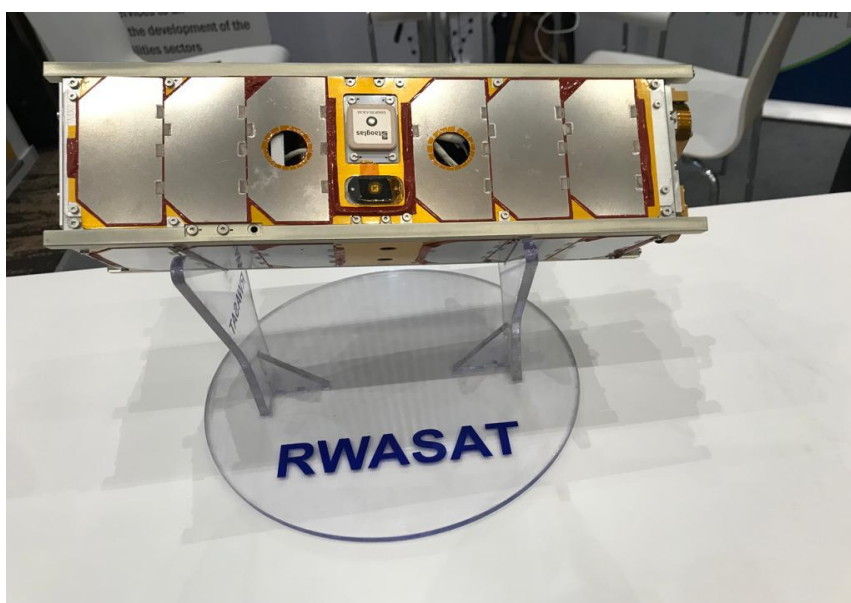


Figure 22: Rwasat-1 exhibited during Transform Africa Summit-May 2019 (Source: RURA)

#### 4.7.3 Digital Object Architecture DOA

Digital Object Architecture (DOA) is a general architecture for a distributed information storage, location and retrieval system running over the internet.

RURA in partnership with the International Telecommunication Union and Saudi Arabia, pioneered Smart ABC Incubator program. Under this program, three Rwandan ICT startup companies have been technically and financially supported to develop the following DOA based applications:

1. **DOCREP:** This is a general-purpose customer relationship platform developed to solve workflow and bureaucracy challenges in institutions.
2. **Casual Payroll:** This is a payroll platform developed to facilitate payment of casual laborers for companies.
3. **Fair-Dist:** This is a distribution platform that was developed to help government monitor and fairly distribute resources among citizens in different government pro-poor programmes.



# ENERGY SECTOR



# 5. ENERGY SECTOR

## 5.1 SECTOR PROFILE

The Regulatory Authority has the mandate to regulate energy sector, specifically Electricity, Renewable Energy, Gas and Downstream petroleum sub-sectors. The main regulatory activities include, establishment of regulatory tools, advising 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 sufficient, reliable, affordable and sustainable energy supply to all consumers.

The Government of Rwanda has set an ambitious target to reach universal access to electricity by 2024 and to meet the energy demand that is imperative for the country's economic development through the provision of sufficient, reliable, affordable and sustainable energy.

During the period under review, the Electricity Supply Industry registered significant progress on accessibility, availability and reliability of power supply. The number of customers with access to electricity from the main grid electricity increased from 811,129 to 951,613 while the total grid installed power generation capacity increased by 8% to reach 225.5 MW at the end June 2019. Furthermore, the total annual main grid electricity generation increased by 9.3% compared to the previous fiscal year to reach 854,183.87 MWh. The share of renewable energy resources in the generation mix was 52.8% of the above total energy generated, which shows the Government commitment to promote sustainable energy that is crucial to achieving Sustainable Development Goals.

In the Petroleum Industry, the main objective of the Government of Rwanda is to ensure safe, sufficient, reliable, sustainable and affordable supply of petroleum products. This entails boosting investments in supply and storage infrastructure. In that regard, the total fuel storage increased from 84 to 112 million liters, representing an increase of 33.1%. In the LPG market, the total storage capacity expanded by 26% from 383 to 482.7 Metric Tons (MT) while the total LPG imports increased by 46% compared to the previous year. This significant increase in the LPG consumption is mainly due to Government incentives, awareness programs as well as a conducive regulatory framework that was put in place to promote the use of LPG and thus reducing the use of biomass for cooking.

## 5.2 Legal and Regulatory Framework

In line with the Electricity Law N° 21/2011 of 23/06/2011 governing electricity in Rwanda, the Regulatory Board approved the Revised Regulation N° 03/R/EL-EWS/RURA/2019 governing the Simplified Electricity Licensing Framework for Rural Electrification in Rwanda, along with the associated Guidelines on Minimum Technical Requirements for Rwanda.

The revision of this important regulatory tool for the electricity sector aims at encouraging private investment in mini-grids and ensure safety and reliability of electricity supply to customers connected through isolated systems. The revised regulation is expected to play a key role in achieving the Government target of 100% access to electricity with off-grid systems contributing 48% of the set target.

## 5.3 Licensing

### 5.3.1 Electricity and Renewable Energy

The Regulatory Authority issued generation licenses to six (6) power plants as elaborated in the table below. Among the 6 licensed power plants, Giciye III and Nyundo projects are currently under construction and expected to add a combined capacity of 11.7MW to the grid once completed.

Table 18: List of new Licensed Projects

SN	Licensee	Project	Capacity (MW)
1	Amahoro Energy Ltd	Musarara	0.4
2	Rwanda Mountain Tea Ltd	Gihira	1.8
3	Rwanda Mountain Tea Ltd	Rugezi	2.6
4	RMT – Energy Development Ltd	Giciye III	7.2
5	Amahoro Energy	Nyundo	4.5
6	Stadtwerke Mainz AG	Jali Solar Power Plant	0.25

Source: RURA

By end June 2019, the total number of licenses issued by the Authority were 31 generation licenses, 1 transmission license, 1 distribution license, 1 domestic trade license, 1 international trade license, and 2 provisional licenses. The Regulatory Authority also registered 50 operational mini-grids.

In a bid to improve safety of electrical installations, the Regulatory Authority has continued to sensitize the public to use licensed electricians. This resulted in an increase of the number of licensed electrical installation practitioners with valid electrical installation permits from 45 in June 2018 to 75 in June 2019.

In order to monitor the usage of individual power systems, the Regulatory Authority has initiated the assessment of captive power systems. By the end of the year under review, eleven (11) captive power systems were registered.

### 5.3.2 Gas and Downstream petroleum

During the year under review, the LPG sub-sector registered a sharp rise in the number of licensed LPG operators with a total of 91 licenses issued. This increase is due to awareness programs and enforcement mechanisms that were put in place after the adoption of the new regulations governing LPG business in Rwanda in January 2018.

The interest from the private sector to invest in petrol service stations continued to be high as shown by the 12 licenses for installations of petrol stations issued.

The type and total number of licenses issued in the gas and downstream petroleum sub-sector is illustrated in the figure below:

Table 19: Licenses and Authorizations

S. N	Type of License / Authorization	Number
1.	License for construction and installation of new petrol service stations projects	12
2.	License for retailing fuel at petrol service stations	2
3.	Authorization for Importation and Wholesale of fuel	3
4.	Temporary authorization for transportation of fuel using road tankers / petroleum trucks	29
5.	License for Liquefied Petroleum Gas (LPG) Plants/Skids installation	5
6.	License for Liquefied Petroleum Gas (LPG) Plant Operation	7
7.	License for importation of Liquefied Petroleum Gas (LPG)	9
8.	License for Wholesale of Liquefied Petroleum Gas (LPG)	12
9.	License for Transportation of Liquefied Petroleum Gas (LPG)	58

Source: RURA

## 5.4 Market Performance

### 5.4.1 Electricity & Renewable Energy

#### 5.4.1.1 Electricity supply

During the year under review, the Regulatory Authority continued to put efforts in increasing electricity generation to meet present and future demand by supporting both private and public investments in the electricity sector. As a result, the installed capacity of the national grid increased from 208.68 MW in the previous fiscal year to 225.5 MW by the end of June 2019. This capacity encompasses domestic power plants, regional shared power plants and imports. This increase was a result of commissioning of 4 power plants namely Rwaza-Muko with 2.6 MW, Rukarara V with 2 MW, Rubagabaga with 0.45 MW and SO Energy Birembo with 10 MW as well as upgrade of Mukungwa II from 2.2 MW to 3.6 MW.

The annual grid electricity generation increased by 9.3% from 781,501 MWh in the previous fiscal year to 854,183.87 MWh. This increase is mainly due to the country's economic development as electricity is a critical input in the production of goods and services. The rapid increase of households' access to electricity both in urban and rural areas also constitutes one of the drivers that contribute to the increase in electricity generation.

Encouraging greater private participation in the energy sector constitutes a major pillar of the Government's energy policy. As a result, the private sector continued to play a key role in electricity generation as 53.4% of the annual domestic electricity generation was generated from power plants operated by Independent Power Producers.

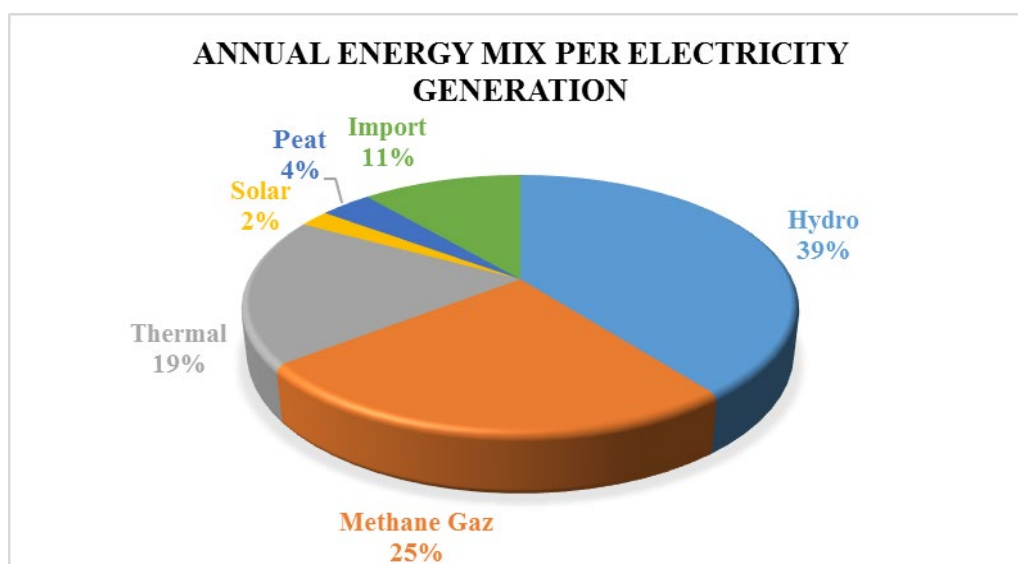


Figure 23: Energy mix for electricity generation ( Source: REG-EUCL)

As illustrated above, hydro power generation was the major source of electricity in the country with a share of 39% in the generation mix, followed by Methane Gas and Thermal (Diesel and HFO) which accounted for 25% and 19% respectively. The share of renewable energy resources in the generation mix was 52.8% of the total energy generated.

The peak month was February with a demand of 140.6 MW, which represents an increase of 1.37% compared to the previous fiscal year peak demand of 138.71 MW in June 2018.

#### 5.4.1.2 Access to electricity

The national grid was extended to a total of 15,252 km on low voltage lines and to 8,794km on medium voltage lines at the end of June 2019. The number of active customers connected to the grid has increased from 811,129 in the previous fiscal year to 951,613 by end June 2019, representing an increase of 17.3%.

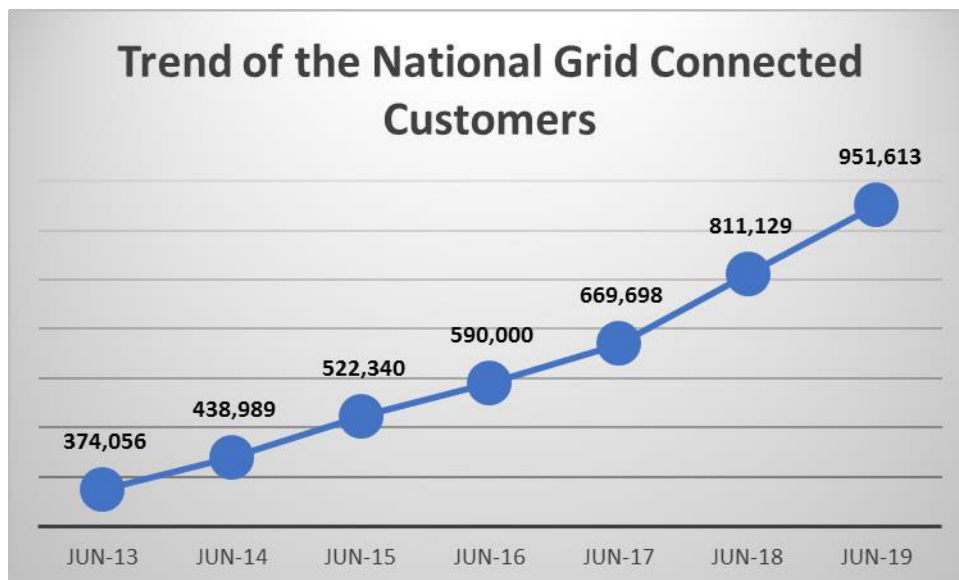


Figure 24: Trend of on-grid connected customers (Source: REG-EUCL)

This growth in customer base is mainly due to an effective program, the Electricity Access Scale-Up Roll-out Program (EARP) that was set up to finance and implement most of the rural electrification projects since it came into operation in 2010. This program started from an extremely low base but the growth in customer numbers increased by 254 % between June 2013 and June 2019 as indicated in the chart above.

The lifeline electricity tariff that was set up by the Regulatory Authority in January 2017 to support low income households to afford electricity also played a key role in this increase of customers with access to electricity.



### 5.4.1.3 Efficiency and reliability

The overall grid losses, covering both commercial and technical reduced from 19.92% in the previous fiscal year to 19.4% in the year under review.

In terms of reliability, considerable improvement was made compared to the previous year. The total number of outages reduced from 7,471 that lasted for 2,372.5 hours in the previous fiscal year to 2,687 that lasted for 1,632.1 hours during this fiscal year.

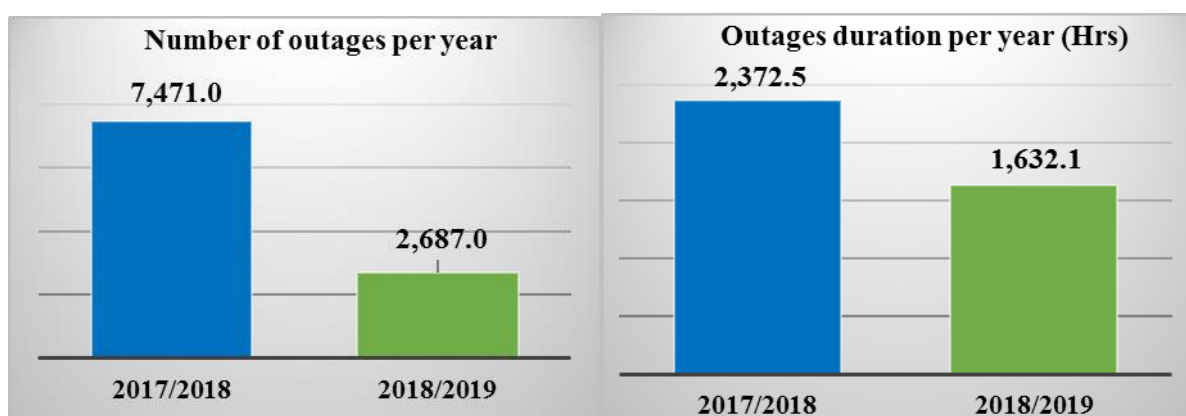


Figure 25: Overall power interruptions duration and occurrence rate (Source: REG-EUCL)

### 5.4.1.4 Electricity tariff

The current electricity end-user electricity tariffs approved in August 2018 are published in the official gazette N° 34 of 20<sup>th</sup> August 2018 and are also accessible on RURA website. It is important to note that the electricity tariffs for small, medium and large industries were reduced by 14.5%, 3.5% and 4% respectively to attract investment in manufacturing and processing industries and to make them competitive in the region.

## 5.4.2 Gas & Downstream petroleum

### 5.4.2.1 LPG plants

The uptake of LPG products increased with the entry of new LPG operators on the market that boosted LPG importation and storage capacity. The total capacity of LPG storage plants increased from 383 MT to 482.7 MT during this year.

The accessibility of LPG has improved compared to the previous year due to the introduction of new LPG facilities known as LPG Skids (small gas filling units) that have been installed in different areas of the country. This approach has also reduced transportation challenges of LPG cylinders across the country.



Table 20: LPG storage facilities, capacity and location

District	Operators	Sector, cell, and village	Capacity (MT)
Gasabo	Kobil Petroleum Rwanda	Gatsata, Nyamugari, Akisoko	103
	Abbarci Petroleum Marketing	Jabana, Akamatamu, Cyeyere	95.2
	Rwanda Oxygene	Ndera, Kibenga, Ururembo	100
Kicukiro	Sulfo Rwanda Industries	Gatenga, Karambo, Ihuriro	28.5
	Societe Petroliere	Gikondo, Kinunga, Ruganwa II	42
	Standard Gas	Kicukiro, Kicukiro, Gasave	51
Kamonyi	Lake Petroleum Rwanda	Rugarika, Sheli, Ntebe	23
Muhanga	Societe Petroliere	Nyamabuye, Gitarama, Nyarutovu	10
Rusizi	Societe Petroliere	Kamembe, Kamashangi, Badura	10
Musanze	Societe Petroliere	Muhoza, Mpenge, Gikwege	10
Rwamagana	Societe Petroliere	Muhazi, Nyarusange, Plage	10
Total			482.7

Source: RURA



Figure 26:SP LPG Skid in Musanze District(storage and filling unit)

#### 5.4.2.2 Fuel Depots

The upgrade of Rusororo fuel depot contributed to an increment of 33.1% in fuel storage capacity from 84,225 to 112,100 m<sup>3</sup>. The table below illustrates the current fuel storage depots in the country.

Table 21: Petroleum storage (m3) depots

Product	Gatsata	Kabuye	Rwabye	Bigogwe	Jabana	Rusororo	Kigali Airport	Total
PMS	6,600	3,000	1,800	3,000	8,000	20,000		42,400
AGO	6,700	2,700	1,800	2,000	13,000	36,000		62,200
Kerosene	1,500							1,500
Jet A1						4,000	2,000	6,000
Total	14,800	5,700	3,600	5,000	21,000	60,000	2,000	112,100

Source: RURA

#### 5.4.2.3 Petroleum products importation

During the year under review, the downstream petroleum industry recorded growth in fuel demand except for Kerosene which slightly decreased due to the progress made on households' access to electricity as illustrated in the figure below:

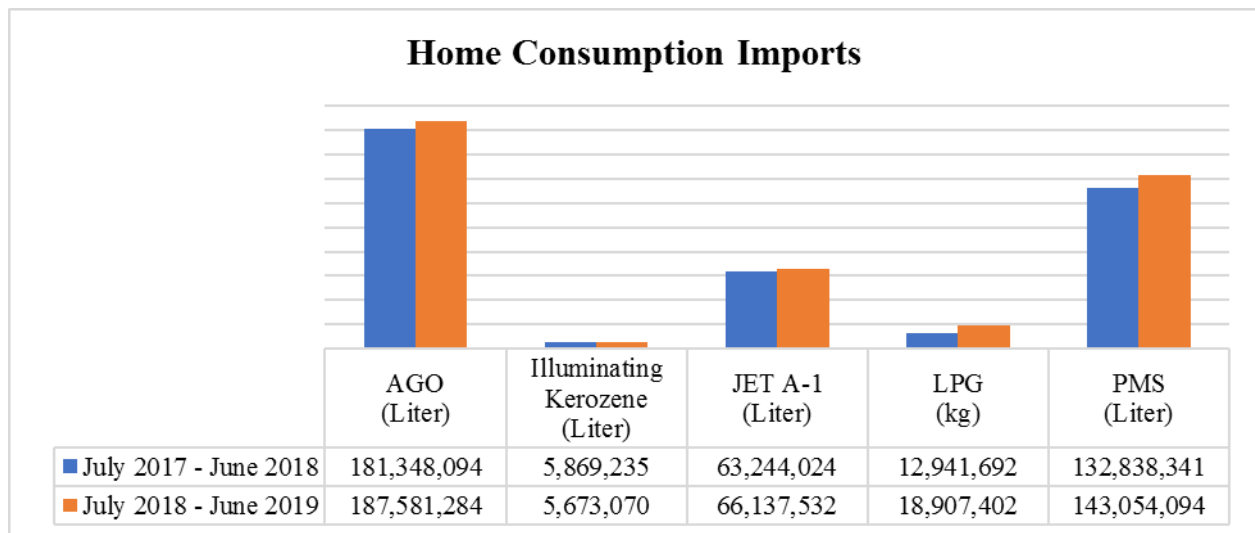


Figure 27: Fuel imports (Source: RRA and SP Ltd for Jet A-1)

Imports on diesel and gasoline have slightly increased to meet the growth of demand of fuel used in transport. The same trend was observed for Jet A-1 supply mainly due to the fast expansion of Rwandair with new routes such as Abuja, Addis Ababa, Cape Town, Kinshasa and Guangzhou this year.

In addition, high demand of Heavy Fuel Oil in thermal plants for electrical generation also contributed to the current annual increase of 8% in demand of all petroleum products. The same level of increase is projected in the next 5 years, resulting in a requirement of 198 million liters in reserve by 2024 stipulated in the Energy Sector Strategic Plan 2018/19 - 2023/24.

It is in this line that the total fuel storage capacity was expanded from 84 in June last year to the current 112 million liters.

The Liquefied Petroleum Gas product recorded very high increase on importation with home consumption amounting to 18,907,402 Kg from 12,941,692 Kg last year, representing an increase of 46%. This was partly due to the conducive environment created by the revised regulations of 2018 governing LPG business in Rwanda which addressed some of the challenges such as poor management of cylinders that were hindering LPG penetration in Rwanda. This increase is also due Government incentives as well as massive awareness and sensitization programs being conducted jointly by different stakeholders with the aim to substantially reduce the use of biomass for cooking. These efforts led to the expansion of the total storage capacity by 26% from 383 to 482.7 Metric Tons (MT).

#### **5.4.2.4 Fuel Pump Price**

The set up and publication of fuel pump price is among responsibilities of the Regulatory Authority. The pump price is reviewed every two months while the price of Jet A1 is reviewed on monthly basis. The price review takes into consideration various cost parameters, mainly international oil price fluctuations. Besides, RURA is a subscriber to S&P Global Platts as the sole provider for global prices information related to the downstream petroleum sector in the region.

The period with the highest prices was November-December 2018 with 1,132 Frw/liter and 1,148 Frw/liter for Gasoline and Diesel respectively, while the lowest prices were registered in January-February 2019 with 1,013 Frw/liter and 1,039 Frw/liter for Gasoline and Diesel respectively.

The following charts describe monthly variations of public pump price and Jet A1 retail prices.

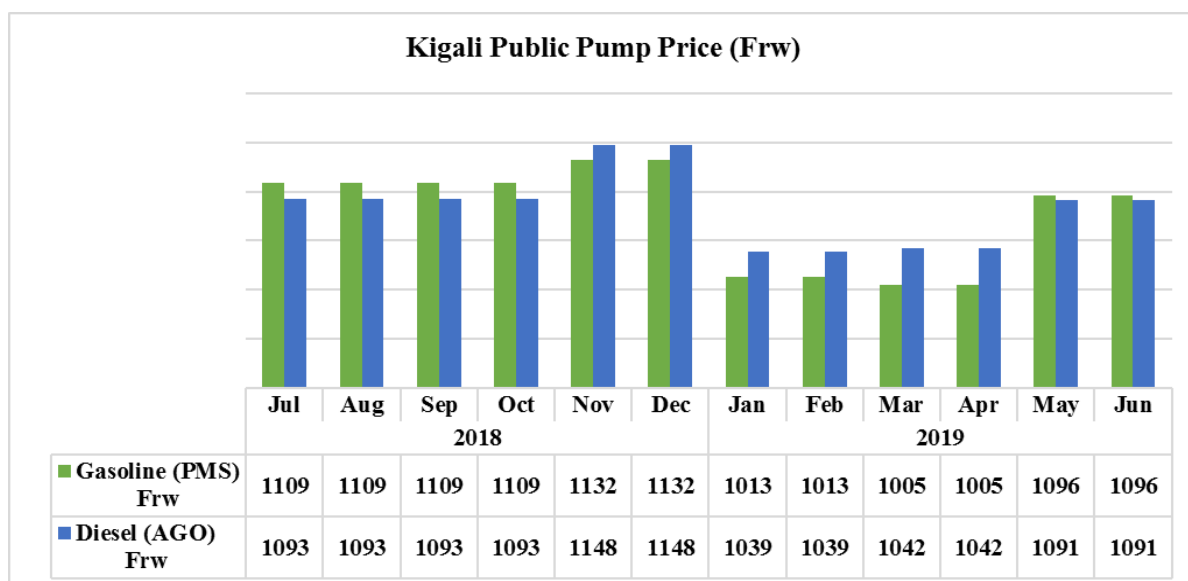


Figure 28: Public Pump Price (Source: RURA)



Figure 29: Jet A1 Retail Price (USD) Per Liter (Source: RURA)

## 5.5 Inspection and Monitoring

### 5.5.1 Electricity and Renewable Energy

The Regulatory Authority continued to conduct inspections to ensure compliance of operators to regulatory instruments in place, and the quality of services to end users.

The national grid performance was evaluated on quarterly basis and inspections conducted to make a follow up on identified issues.

In addition, inspections on quality of service were conducted on a sample of thirty-eight (38) grid customers and fourteen (14) substations. Generally, the performance of the power network has improved as shown by the number and duration of outages reported above (fig.17) that were reduced considerably.

Furthermore, sixteen (16) operational power plants and six (6) under construction power plants were inspected for compliance and progress monitoring purposes. In this inspection, 5 Operators were found operating without licenses and obtained them upon recommendation from the Regulatory Authority.

### **5.5.2 Gas & Downstream petroleum**

During the year under review, the Regulatory Authority conducted regular inspections on the LPG supply chain. These inspections were mainly conducted in Kigali since 87% of the country LPG storage facilities, wholesale, distribution and retail sites are located in the City. The purpose of this exercise was to monitor safety, raise awareness and enforce regulations. As a result, 40 unlicensed Vehicles used in LPG transportation were found operating without licenses and therefore requested to comply with regulations. By the end of June 2019, 60 vehicles were licensed for LPG transportation, and 7 LPG plants were licensed.

Furthermore, RURA undertook a countrywide survey to assess current status of LPG prices. The survey was conducted in all provinces on 236 LPG retail sites. The survey revealed that there was a healthy competition in the LPG prices across the country and that the LPG prices are gradually reducing as the demand increases. The main recommendation from the survey was to continue allowing market forces to dictate the LPG price and the Regulatory Authority to closely monitor this subsector so as to intervene in case there is a market failure.

# **WATER & SANITATION**





## 6. WATER AND SANITATION SECTOR

### 6.1 SECTOR PROFILE

Considering that access to clean water and sanitation services is a basic need and right for citizen, the Government of Rwanda committed to reach 100% access to potable water and sanitation services by 2024. The Regulatory Authority is expected to play a key role in achieving this target by ensuring that *'no one is left behind'* when it comes to enjoy the multiple benefits and opportunities that water and sanitation provides.

Regulated water and sanitation services include: water supply, wastewater treatment, solid and liquid waste collection and transportation, waste recycling, hazardous waste management as well as cleaning services.

During the period under review, the water sub-sector has realized some improvements. In urban and peri-urban areas, water production increased by 9.8% from 47,709,233 m<sup>3</sup>/year in 2017/2018 to 52,388,588 m<sup>3</sup>/year for 2018/2019 and the number of customers increased by 3.5 % from 207,408 to 214,637.

The mapping of all rural water supply systems was completed and 1016 systems were identified of which 40.5% were found fully functioning, 47.5% partially functioning and 12% not functioning. Following these findings, Districts were advised to prepare investment plans and budget for repair of faulty systems. As a result, 44 systems were repaired under the support of WASAC.

### 6.2 Licensing

In 2018-2019, 15 new licenses were granted for rural water infrastructure management, making a total of 70 licensed operators in water supply sector. In addition, 81 new licenses were granted and 23 renewed for sanitation services making a total of 251 licensed sanitation service providers. This increase is mainly due to enforcement and awareness programs conducted by the Regulatory Authority. The table below illustrate the licensed operators in Sanitation services.



Table 22: Granted and renewed licenses for Sanitation Services

Services	2018/2019 licensing achievement		Total number of licensed operators (New and/or Existing)
	New licenses	Renewed licenses	
Cleaning	61	16	201
Decentralized wastewater treatment	4	-	7
Hazardous waste management	1	-	1
Liquid waste collection and transportation	3	-	6
Solid waste collection and transportation	12	7	32
Waste recycling	-	-	4
<b>TOTAL</b>	<b>81</b>	<b>23</b>	<b>251</b>

Source: RURA

### 6.3 Market Performance

During this fiscal year, water production increased from 47,709,233 m<sup>3</sup>/year to 52,388,588 m<sup>3</sup>/year making a 9.8% increase. On the other hand, water supply increased from 46,649,372 m<sup>3</sup> to 51,397,843 m<sup>3</sup>/year making an increase of 9.2%. The increase in production was due to completion of Kanyonyombya project with production capacity of 1,500 m<sup>3</sup>/day, Nzove I Water Treatment plant with a production capacity of 40,000 m<sup>3</sup>/day and upgrade of Nzove II Water Treatment plant from 25,000 m<sup>3</sup>/day to 40,000 m<sup>3</sup>/day production capacity.

The above details are presented in the chart below:

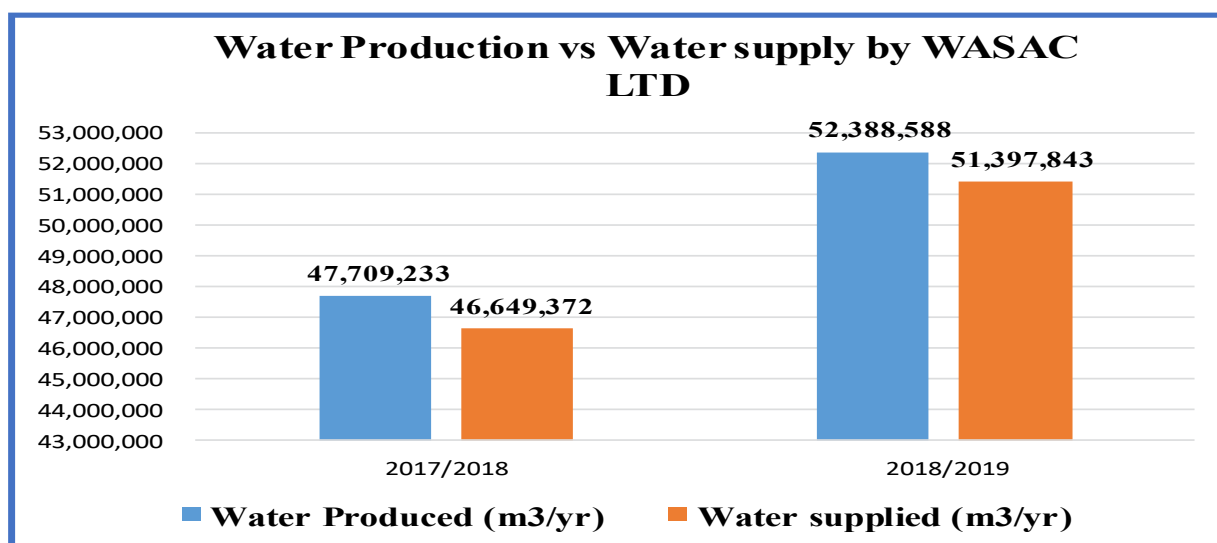


Figure 30: Water Production Vs Supply (Source: WASAC Data)

The number of customers in urban areas has also increased compared to the previous year. As shown in the figure below, the number of connected customers increased by 3.5 % from 207,408 to 214,637 mainly due to urban areas expansion hence requiring the expansion and upgrading of water distribution network. This year, water distribution network was expanded by 286.65 Km while 20.2 Km of existing network were rehabilitated. (Source: WASAC)

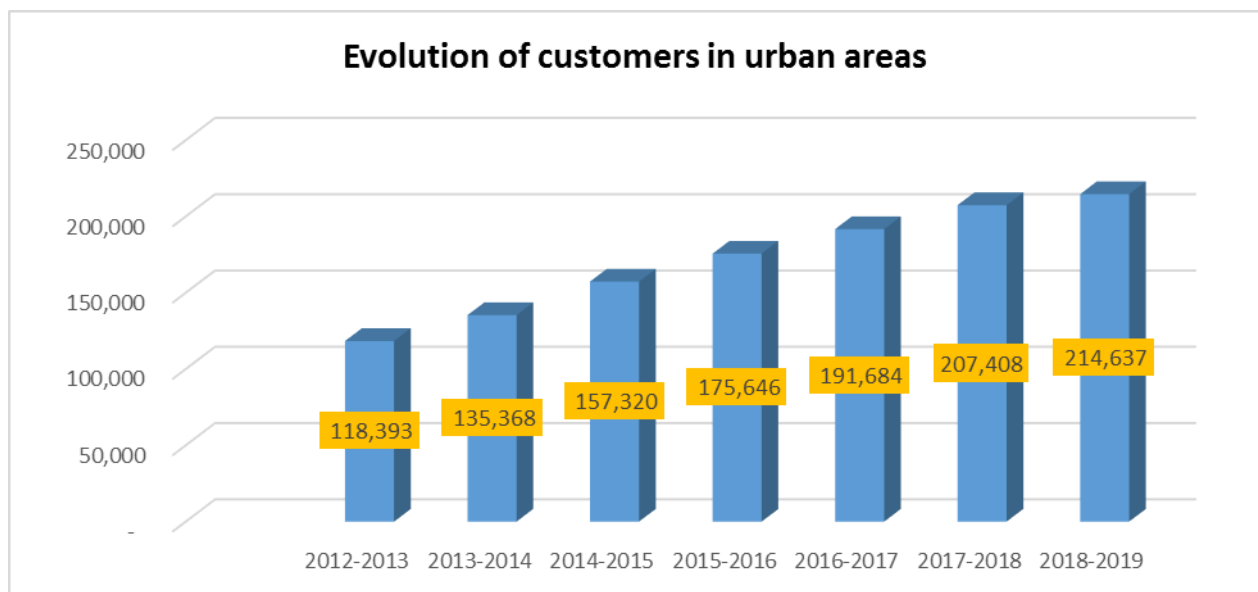


Figure 31: Trend in increase of customer connections in urban areas (Source: WASAC)

As demonstrated in the figure 24, Non-Revenue Water (NRW) remains an issue for urban water service provision. Compared to previous year's record, there is no significant improvement in the reduction of non-revenue water as this indicator is still 38.8% against the set standard of 25%.

To address the issue of Non-Revenue Water, WASAC was requested to implement the following projects not later than June 2020:

- Extension, rehabilitation and upgrading of existing water distribution network;
- Installation of new bulky meters at Water Treatment Plants;
- Introduction of smart meters and replacement of consumers' faulty meters;
- Establishment of District Meter Area (DMA) to know input and output of water supply for specific area eventually identifying water losses per area;
- Acquisition of new billing system.

In addition, WASAC was requested to avail required logistics for quick intervention on technical problems like breakage of water pipes.

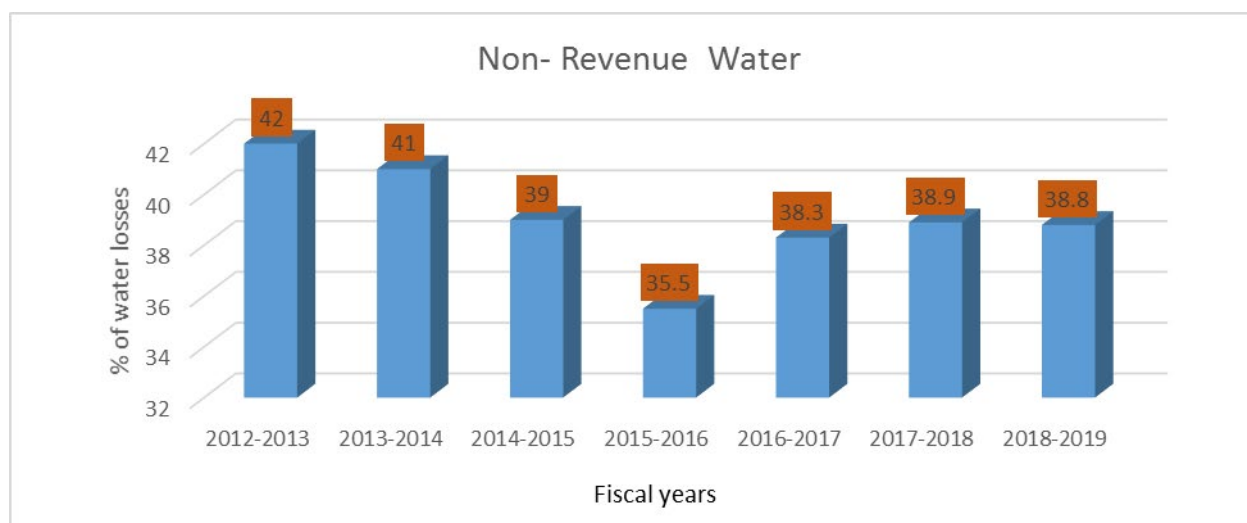


Figure 32: Trend in Non-Revenue Water over 7 years (Source: WASAC)

In order to meet the production, cost and ensure financial sustainability of the Water Utility, water tariffs for consumers were reviewed and became effective from February 2019. The table below illustrates the changes in urban water tariffs.

Table 23: Reviewed Water Tariffs

Customer category	Monthly consumption block	Existing tariffs (FRW/m <sup>3</sup> (VAT exclusive))	Approved tariffs FRW/m <sup>3</sup> (VAT exclusive)	Percentage increase (%)
Public taps	N/A	323	323	0%
Residential	0-5m <sup>3</sup>	323	340	5%
	6-20m <sup>3</sup>	331	720	118%
	21-50m <sup>3</sup>	413	845	105%
	> 50 m <sup>3</sup>	736	877	19%
Non Residential	0-50m <sup>3</sup>	736	877	19%
	> 50 m <sup>3</sup>	847	895	6%
Industries	N/A	736	736	0%

Source: RURA

## 6.4 Compliance Monitoring

In order to ensure compliance with regulations and proper service delivery, water and sanitation service providers were inspected. Details per sector are as discussed below;

### 6.4.1 Water

The Regulatory Authority inspected 18 Water Treatment Plants and 20 Branches in Urban areas. These inspections revealed that most water treatment plants (WTPs) are well operated and branches are well managed. Major improvements were specifically noted in water production, number of customers as well as the water distribution network extension and upgrade.



Figure 33: Nzove I water treatment plant (Source: RURA)

In rural areas, 19 licensed operators were inspected and findings are elaborated below:

- Clustering of water systems was completed in 27 Districts with the aim to improve the management of rural water systems and benefit from economies of scale;
- District Water Boards are established in all 27 Districts and WASH officers deployed in 24 Districts.
- Some rural water operators still do not have adequate treatment facilities and laboratories to test water quality on a regular basis.

RURA will continue to follow up with operators on the recommendation to have the required facilities.

## 6.4.2 Sanitation

The Regulatory Authority inspected 37 cleaning service providers, 19 operators in solid waste collection and transportation, 9 waste disposal sites and 6 wastewater treatment systems. The key findings are as follows:

### a. Cleaning service

Compared to the previous year where some of the inspected operators could not avail the required documents, the 37 cleaning service providers inspected this year provided all the required documents.

Employees' safety is still an issue. A number of companies were found not providing adequate personal protective equipment. Defaulting operators were urged to comply with this requirement and further enforcement measures were taken.

In addition, out of 27 Districts visited, 8 employed non licensed service providers. Upon the Regulatory Authority recommendations, 6 of these operators applied and were issued licenses.

### b. Solid waste collection and transportation

The percentage of households having contracts with operators increased from 91% to 91.8% whereas compliance with waste collection frequency slightly increased from 79.3% to 79.8 %.

However, compliance with waste sorting at household level is still low. This is mainly due to lack of awareness and emphasis from operators and local authorities. It was also found that the existing waste disposal sites do not have facilities to measure the volume and type of waste and to limit unauthorized access. Currently, discussions are ongoing with all the concerned institutions to improve the management and modernize the existing waste disposal facilities.

### c. Wastewater treatment systems

The Regulatory Authority visited wastewater treatment systems located at Centenary House, Kigali Golf Club, Kigali Heights, KIM, Special Economic Zone and UNILAK. According to the physical inspection, all sites were functioning well except those at Kigali Heights and Special Economic Zone. In that regard, recommendations were provided to the management of both Kigali Heights and Special Economic Zone to address issues that were observed.





Figure 34: Wastewater treatment system at Kigali Golf Club



Figure 35: Wastewater treatment system at Special Economic Zone (Source: RURA)



# TRANSPORT SECTOR





# 7. TRANSPORT SECTOR

## 7.1 SECTOR PROFILE

The law establishing RURA gives it a mandate to ensure that transport services are available throughout the country.

The regulated transport services in Rwanda consist of road transportation of persons and goods with focus on public transport services using buses, motorcycles, school buses, taxi cabs, rental vehicles, goods transport vehicles. Inland waterways transportation of persons and goods, driving schools as well as freight forwarders are also regulated.

The Regulatory Authority issues licenses and authorizations, plans and allocates routes and monitors compliance with transport service regulations.

In the year 2018-2019, the fleet increased by 3.9% in licensed driving schools and 22.6% in rental cars from 1021 to 1,058 and 596 to 731 respectively. In driving schools, the increase was due to the growth of the market as a result of increased demand for drivers' licenses. On the other hand, the increase in rental cars was a result of efficiency in enforcement of regulations which led to those who were operating without licenses to comply.

As a result of awareness campaigns and enforcement in waterway transport, boats increased by 9.45% from 307 to 336.

## 7.2 Licensing

### 1. Passengers Transport

In transportation of persons, the three types of license issued are school bus, local and cross border.

In this financial year, no new operators were licensed, the list of all 47 licensed passenger buses transport Operators is in **Annex 7**.

### 2. Transportation of Goods

In transport of goods, one new license was issued to NTAMBACH Company. In addition, 515 new individual authorizations were issued.

The list of 32 licensed operators in transportation of goods is in **Annex 8**.

### 3. Motorcycle Taxi Services

Before the amendment of the Regulations governing motorcycle transport services in Rwanda, RURA was issuing motorcycles licenses through cooperatives. However, upon the amendment of aforementioned regulations, from January 2019, RURA started allowing the issuance of individual licenses through Irembo Online platform. It is therefore worth noting that RURA no longer licenses motorcycles through cooperatives.

During the first half of the fiscal year, the number of motorcycles licensed by RURA under cooperatives increased from 33,892 to 34,080, which is equivalent to 0.6 %. However, starting from January to June 2019, RURA issued 12,502 authorizations to individual motorcycle applicants.

The list of licensed motorcycles companies and cooperatives is in **Annex 9**.

### 4. Taxi Cab Services

RURA licensed five new taxi cab operators namely Cooperative de Taxi Voiture de Niboye, Ubumwe Solution Transport Company Ltd, Innovation Transport Agency Ltd, Abahuriyehamwe Company Ltd and Taxi Transport Cooperative Kimironko with a total fleet of 89 new taxi cab vehicles.

In the process of enhancing the service delivery in the Taxi Cab industry, RURA introduced Intelligent Connected Fare Meter, which allows passengers to pay according to the distance travelled.

The licensed Taxi Cab operators are in **Annex 10**.

### 5. Car Rental Services

Enforcement mechanism of public transport regulations and sensitization campaigns carried out by RURA led to the licensing of the following operators:

- Mountain Transport Motor Service Ltd,
- Special Driver's United Ltd and;
- Car Rental Transport Cooperative.

The car rental fleet increased from 596 to 731 reflecting 22.6%.

The list of licensed Car Rental Companies/Cooperatives is in **Annex 11**.

## 6. Driving Schools

In the framework of implementation of driving school regulations, Forever TVET Institute and Auto Ecole Carmel Lt driving schools were licensed with 6 vehicles.

The list of licensed Driving Schools Companies/Cooperatives is in **Annex 12**.

## 7. Waterway transport Services

RURA issued new authorization to 29 boats, hence increasing from 307 to 336. This increment is due to the inspection done on waterways in collaboration with National Police.

### 7.3 Market Performance

As a result of transport regulatory tools, there were a number of changes that occurred in the transport sector in this financial year.

Details of are as illustrated in the table below;

Table 24: Number of Licensed vehicles per category in 2018 – 2019 fiscal year

Category	Licensed Cooperatives	Fleet Capacity in Licensed Cooperatives	Individually Licensed fleet
Transportation of goods	29	279	5,230
Transportation of persons local	43	2,892	N/A
Transportation of persons Cross-border	6	193	N/A
Motorcycles	71	34,081	12,502
Car rental operators	29	731	N/A
Driving schools	70	1,058	N/A
Taxi cab	42	1,052	N/A
Freight forwarders	12	N/A	N/A

**Source: RURA**

There was a general decrease in licensed operators due to:

- Non-renewal of licenses by operators which led to reduction of fleet,
- Shifting of some taxi cab operators to rental vehicles services
- An amendment of regulations governing motorcycle transport in Rwanda permitting individual authorization of motorcycle operators.

## 7.4 Tariff Structure

During this fiscal year, ordinary and airport taxi cab transport fares were reviewed pursuant to the increase of fuel price beyond the pre-set margin of variation.

The fares for ordinary taxi cabs were reviewed as follows:

- The first one kilometer travelled remained charged at one thousand five hundred (1,500) Rwandan francs;
- The additional distance travelled between one (1) and thirty (30) kilometers will be charged at seven hundred (700) Rwanda Francs per kilometer;
- The distance travelled above thirty kilometers also remained charged at five hundred (500) Rwanda francs per kilometer;
- The free waiting time remained fifteen (15) minutes while each extra fifteen (15) minutes of waiting time remain charged at one thousand five hundred (1500) Rwandan francs.

The changes took into consideration the cost of providing transport service including the modernization of the sector.

## 7.5 Monitoring and Enforcement

In a bid to promote transport development and good service delivery, in 2018 – 2019, countrywide inspections were carried out for checking compliance with Regulatory instruments. The exercise covered all transport subsectors including public transport, goods transport, taxi cabs, and rental cars, driving schools, school buses and motorcycles.

## 7.6 Transport Inspection

During public transport inspection assignment, different offenses were identified which included use of expired authorization and delays by buses especially in the CoK among others.

Table 25: Offenses committed per province in 2018 – 2019

Offenses	Provinces	City of Kigali	Overall offenses
Driving Without Uniform;	105	48	153
Violating Route	84	52	136
Loading at inappropriate place	107	40	147
Drive without all required documents	74	113	187
Use of Expired Authorization	476	252	728
Failure to use e ticketing	154		154
Failure to Use Taxi Meter	60	263	323
Without Emergence call	66	24	90
Operating Ungiven Route	6		6
Lack Of Operator's indicator	3		3
Fare Overcharging	6	26	32
Use of Brokers:	86	16	102
Bus Overloading:	15	72	87
Use of Unlicensed Vehicle	181	195	376
Not issuing Ticket to passenger	139		139
Refuse to avail documents on demand	4	10	14
Failure to observe the set bus schedule departure time		460	460
Failure to display correct passenger service information		20	20
Total	1,566	1,591	3,157

Source: RURA

Table 26: Other Transport Subsectors

	Operators Categories	Recorded Offenses	Offenses
1	Taxi Cabs Operators	440	<ol style="list-style-type: none"> <li>1. Drive without all required documents;</li> <li>2. Refuse to avail document at the demand;</li> <li>3. Use of Unlicensed Vehicle</li> <li>4. Use of Expired Authorization</li> <li>5. Taxi Overloading</li> <li>6. Failure to Use Taxi Meter.</li> </ol>
2	Motorcyclists Operators	176	<ol style="list-style-type: none"> <li>1. Using expired Authorization</li> <li>2. Use of Unlicensed Vehicle</li> </ol>
3	Transportation of Goods Operators	137	<ol style="list-style-type: none"> <li>1. Driving Without Required Documents</li> <li>2. Use of expired authorization</li> <li>3. Use of Unlicensed vehicle</li> <li>4. Refuse to avail document on demand</li> </ol>
4	Driving School Operators	10	<ol style="list-style-type: none"> <li>1. Violating Route</li> <li>2. Use of expired authorization</li> <li>3. Use of Unlicensed Vehicle</li> <li>4. Lack of operator indicator</li> </ol>
5	School Bus Operators	22	<ol style="list-style-type: none"> <li>1. Driving Without Required Documents</li> <li>2. Without Authorization</li> <li>3. Use of unlicensed vehicle</li> </ol>
6	Rental Cars Operators	51	<ol style="list-style-type: none"> <li>1. Driving Without Required Documents</li> <li>2. Use of expired authorization</li> <li>3. Use of Unlicensed vehicle</li> </ol>

Source: RURA

Based on the above tables, the identified faults are still many. However, RURA in collaboration with other stakeholders, managed to set some mechanisms to ensure service improvement. The following are some of the positive outcomes towards quality of service:

- Transport service availability and affordability,
- Increase of fleet capacity,
- Reduced the bus waiting time in the City of Kigali,
- Improvement of Taxi cabs services through use of smart taximeter,
- Enforcement of vehicle speed governor that led to safety of passengers through reduced accidents,
- Trained 370 drivers on professional ethics including but not limited to; customer service delivery, behavioral change, road safety and fast aid tips.

- Public transport enforcement activities had increased the awareness of passenger rights.
- Improvement of internet connectivity in the public bus.

## 7.7 E-Ticketing Integration

In fostering transparency and accountability in public transport, RURA created a real-time dashboard that collects and visualizes data from e-Ticketing systems. The system allows data visualizations for transport planning purposes.

The six E- ticketing providers are currently integrated and new entrants are required to integrate before starting operations.





# **RADIATION SAFETY SECTOR**



## 8. RADIATION PROTECTION SECTOR

### 8.1 SECTOR PROFILE

Radiation protection is the protection of people, biodiversity and environment from harmful effects of exposure to ionizing radiations, and the means for achieving this.

Upon promulgation of Law N°59/2017 of 24/1/2018 governing Radiation Protection in Rwanda, RURA was entrusted with a mandate to regulate radiation protection.

Towards fulfilling this mandate, the Regulatory Authority has established a department that deals with safety of all use of nuclear and radiation sources as well as security pertaining to these sources.

Among major responsibilities, RURA is assigned to develop regulations regarding Radiation and Nuclear Safety and Security, assessing submitted documents by service providers, issuing licenses pertaining to radiation use in transport, import and export, industry, medicine, agriculture and mining, and any other related activities. In addition, RURA maintains and updates national register of ionizing radiations sources and identifies ionizing radiation places, material or sources available in the country.

### 8.2 Legal and Regulatory framework

During this year, the Regulatory Authority advised the Government of Rwanda the ratification and accession of the Vienna Convention on civil liability for nuclear damage and provided technical support in the ratification process.

Radiation protection being a new regulated sector in Rwanda, the Regulatory Authority needed to establish regulatory tools for the sector. Based on the Law N°59/2017 of 24/1/2018 Governing Radiation Protection in Rwanda, the following Regulatory tools are under development:

- Code of Radiation safety in Rwanda
- Regulation governing Transport of radioactive materials
- Regulation governing import and export of radioactive materials
- Regulation governing radiotherapy
- Regulation governing industrial radiography

In order to facilitate activities under this sector, the Regulatory Authority has developed working tools as illustrate in the table below:

Table 27: Radiation Protection working tools

Classification	Developed documents in use
Application forms	<ol style="list-style-type: none"> <li>1. Accreditation</li> <li>2. Importation of radiation/radioactive source</li> <li>3. Transport and Transit of radioactive material</li> <li>4. License of use</li> <li>5. Import and Export of radiation device</li> <li>6. Authorization to use unsealed source in Medicine</li> <li>7. Authorization to use x-ray machine and Facilities</li> </ol>
Inspection Checklists	<ol style="list-style-type: none"> <li>1. Diagnostic x-ray</li> <li>2. Nuclear Medicine</li> <li>3. Radiotherapy</li> <li>4. CT scan machine</li> <li>5. Industrial use</li> <li>6. Medical radiography</li> <li>7. Import and export of radioactive materials</li> <li>8. Transport of radioactive materials</li> <li>9. Nuclear gauges</li> </ol>

Source: RURA

### 8.3 Monitoring and Licensing

As part of licensing process, the Regulatory Authority carried out inspections in different areas involving Radiation. In medical and industrial facilities, 4 inspections were carried out for 2 applicants from each field. RURA recommended fulfilling the requirements for license issuance.

In the mining industry, inspections for assessing safety, environmental monitoring were conducted in 5 districts where 6 sites were inspected for Natural Occurring Radioactive Materials (NORMs). Generally, no radiation safety issues were found, however there is a need to ensure security for mining workers, neighborhood and other biodiversity in vicinity.

Three security scanners were inspected and two of them were licensed upon fulfillment of the Regulatory requirements. On the other hand, one scanner was not licensed due to the non-conformity of the procured machine with the terms of reference. As a result, the Regulatory Authority recommended the license applicant to accept the equipment only if it complies with the requirements for optimum safe use. Furthermore, it was recommended to return the mentioned equipment to the manufacturer.

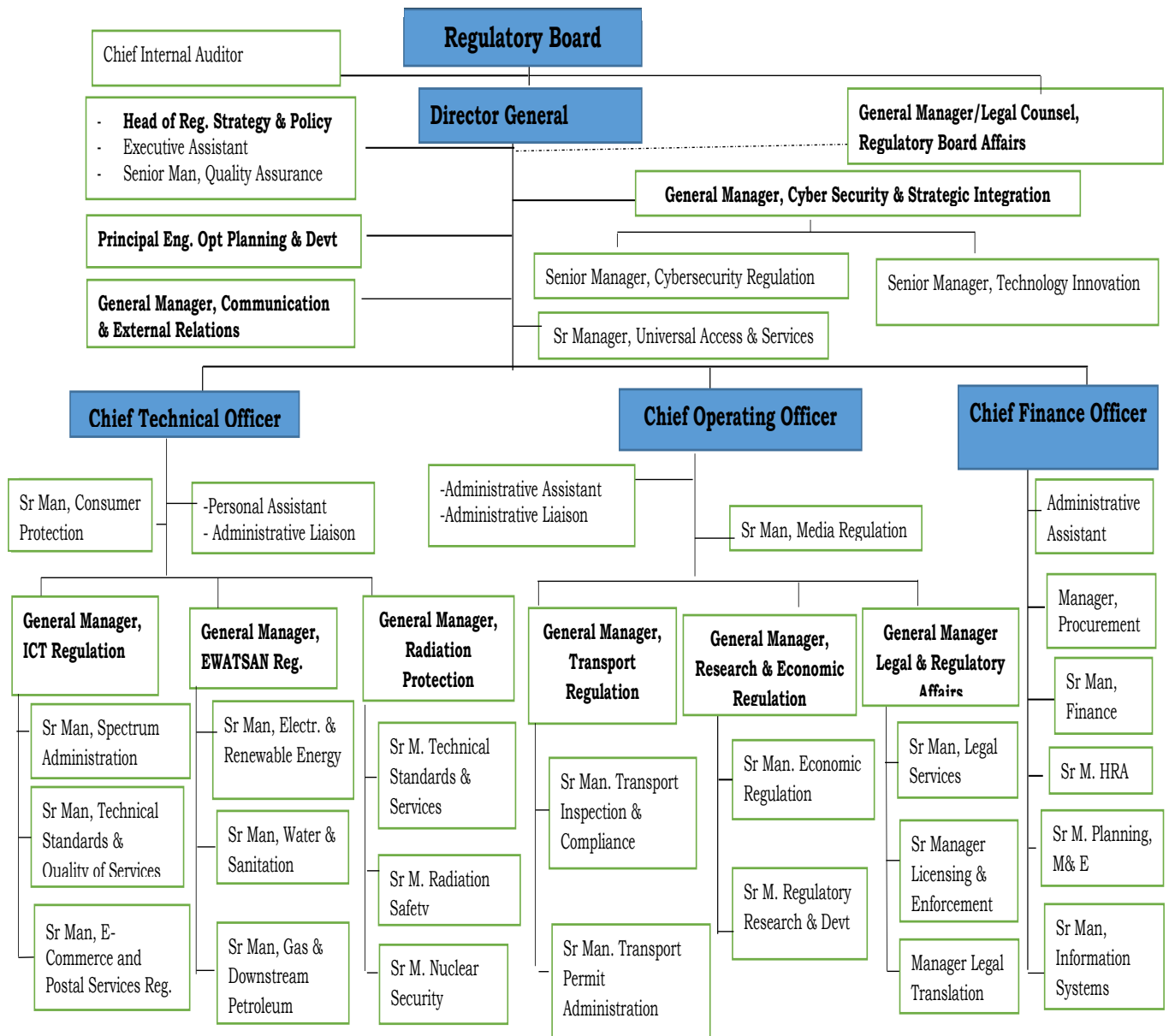


# ANNEXES



# 9. ANNEXES

## Annex 1: Organizational structure



## Annex 2: Licensed Operators, Network Service Providers, Internet Service Providers and Retailer Internet Service Providers

SN	Name of operator	Year
<b>Mobile Telecom Operators</b>		
1	MTN	2006
2	Airtel	2011
<b>Network Service Provider</b>		
1	KT Rwanda Network	2013
<b>Network Facility Providers</b>		
1	IHS Rwanda Ltd	2014
2	Fibernet Telecom Ltd	2015
<b>Internet Service Providers</b>		
1	BSC	2004
2	ISPA	2006
3	Axiom Networks	2013
4	Liquid Telecom	2013
<b>Retailer Internet Service Providers</b>		
1	4NET AFRICA	2014
2	GMAX	2014
3	INTERCOM	2014
4	PIRAMIE	2014
5	TNSP	2014
6	SIMBA SUPERMARKET	2015
7	TRUCONNECT Ltd	2015
8	POPCONN Ltd	2015
9	SUKU NSA	2015
10	BK TELECOM Ltd	2015
11	ISCO Ltd	2015
12	Zoomnet Ltd	2016
13	Fastnet Ltd	2016
14	CBNET Ltd	2016
15	Smart Broadband Ltd	2016
16	NET LINK Ltd	2017
17	Rwanda Telecentre Network (RTN)	2017
18	Broadband Digitech System Ltd	2018
19	Afronet	2018
20	NETPRO Limited	2018
21	AC Group Limited	2018
22	Mango Telecom	2018

23	Offwire Rwanda Network	2018
<b>Application Service Provider</b>		
1	Yego Innovision	2018
2	Pascal Technology	2018
3	AC Group Limited	2019

Source: RURA

### Annex 3: Licensed TV stations as of June 2019

SN	Name of the Company	Name of TV channel
1	Tele 10 Rwanda	TV 10
2	TV1 Rwanda Ltd	TV 1
3	Isango Stars Ltd	Isango Star TV
4	Goodrich Life Care Co Ltd	Goodrich TV
5	Authentic Radio Ltd	Authentic TV
6	Big Concept Management Ltd	BTN TV
7	Redeemed Gospel Church	TV7
8	Econet Media Ltd	KFS
9	The Beat Entertainment Limited	Family TV
10	TV&Radio Flash FM Limited	Flash TV
11	Victory TV Ltd	Victory TV
12	ADECCO	Izuba TV
13	Prime TV Ltd	Prime Tv
14	France Médias Monde	France 24 (French)
15	France Médias Monde	France 24 (English)
16	TV5 Monde	TV5 Monde
17	Rwanda Broadcasting Operators Ltd	Contact TV
18	Big Concept Management Ltd	BTN Tv Plus
19	TV1 Rwanda Ltd	TV1 Prime
20	Dubbing Rwanda Industry Ltd	Buryohe TV

Source: RURA

### Annex 4: Licensed FM Radio Broadcasting as of June 2019

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	Radio/TV10 Ltd	Radio 10
15	Kigali Today Ltd	KT Radio
16	Umucyo Community Radio Station Ltd	Umucyo Community Radio
17	Association For Economic Development And Welfare (ADEB)	Ishingiro Community Radio
18	Rwanda Union Mission Of The Seventh-Day Adventist Church	Voice of Hope Radio
19	Radio 1 Rwanda Limited	Radio 1
20	Restore Rwanda Ministry, R.R.M	Sana Radio
21	Authentic Word Ministries	Authentic Radio
22	Global Ventures Limited	Hot FM
23	Voice Of Africa Kigali FM Ltd	Voice of Africa
24	University of Rwanda	Salus Radio
25	Hobe-Rwanda Ltd	Fine FM
26	Contact FM Ltd	Contact FM
27	France Médias Monde	Radio France Internationale (RFI)

Source: RURA

#### Annex 5: Licensed Print Media houses as of June 2019

SN	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 Ltd	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 Limited	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

Source: RURA

## Annex 6: Licensed Postal and Courier Operators

SN	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 FedEx)
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	VIRUNGA 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

Source: RURA

**Annex 7: Public Transport Bus and Minibuses including cross Borders and school Buses companies /Cooperatives**

SN	Companies/Cooperative Name	Number of vehicles 2018-2019
1	Alpha Express Limited	37
2	Capital Express Limited	27
3	City Center Transport Cooperative	249
4	City Express Limited	63
5	Different Express Limited	25
6	Ea Bus &Travel Limited	31
7	Excel Tours &Travel Agency	53
8	Fidelity Express Limited	19
9	Gicumbi Transport Cooperative	33
10	Hope School Bus Cooperative	60
11	Horizon Express Limited	89
12	Huye Transport Cooperative	62
13	International Express Limited	78
14	Jakobu Enterprises Ltd Jaguar (Cross Border)	42
15	Kayonza Transport Cooperative	44
16	Kigali Bus Services Limited	132
17	Kigali Coach Agency Limited	38
18	Kivu Belt Express Limited	45
19	La Colombe Express Limited	37
20	Mash Bus Services Limited (Cross Border)	10
21	Matunda Express Limited	30
22	Modern Coast Express Uganda Limited (Cross Border)	17
23	Muhanga Transport Cooperative	78
24	Musanze Transport Cooperative	202
25	Ngoma Transport Cooperative	59
26	Nile Safaris Express Limited	34
27	Nyabugogo Transport Cooperative	267
28	Nyagatare Transport Cooperative	57
29	Omega Express Limited	39
30	Remera Transport Cooperative	150
31	Royal Express Limited	103
32	Rubavu Transport Cooperative	144
33	Ruhire Express Limited	30
34	Rusizi Transport Cooperative	76
35	Rwanda School And Students Transport Cooperative	65

36	Select Express Limited	23
37	Star Express Limited	37
38	Stella Express Limited	62
39	Students Safety Bus Ltd	28
40	Trinity Transporters & Distributors Co. Ltd (Cross Border)	39
41	Tripartite Tours Limited	25
42	Ugusenga Express Limited	40
43	Virunga Express Limited	51
44	Volcano Express Limited	62
45	Volcano Ltd (Cross Border)	19
46	Volcano Ltd School Bus	20
47	Yahoo Car Express Limited	38
48	Shalom Transportation Ltd	21
49	East African Bus & Travel Ltd	31
50	Cross County Transport Company Ltd	66
<b>Total vehicles</b>		<b>3,085</b>

Source: RURA

#### Annex 8: List of Licensed Transportation of Goods Companies and Cooperatives

SN	Cooperative/Company	Number of vehicles 2018-2019
1	CO.TA.LI.CA.NYA	15
2	COCTRAMAVK	29
3	Cooperative Des Transporteurs De Marchandises De Rubavu	19
4	Cooperative Des Transporteurs Des Marchandises De Gisenyi	24
5	Delta Gakinjira Drivers Cooperative	11
6	Glevo CO Ltd	5
7	Intersec Security Company Ltd	31
8	Isano Pick Up And Truck Drivers Cooperative Kicukiro	11
9	J.A.K Safaris Ltd	4
10	Kamo & Sons Ltd	17
11	Kaurwa Ltd	16
12	Khalfan Transporters Ltd	8
13	Mema Ltd	6
14	Ntivuguruzwa Business Company Ltd	3
15	Nyampinga Drivers Ltd	10
16	Societe Rwandaise De Distribution Et Services	4
17	Soft Services Company Ltd	7
18	Sugira Ltd	4
19	Supatec International Ltd	24

29	Techno Stars Ltd	6
21	Ubumwe Transport Gahanga	5
22	Umoja Wa Madereva	16
23	Ntambch Transport Service Ltd	4
<b>Total</b>		<b>279</b>

Source: RURA

#### Annex 9: List of licensed motorcycles companies and cooperatives

Sn	Cooperative Name	Number Of Motos 2018-2019
1	Cooperative Des Motards De Mashyuza-Rusizi (COMOMARU)	206
2	Cooperative De Transport Du Moyen De Moto- Kamembe	238
3	Cooperative Des Transporteurs A Motos De Nyamasheke (COTRAMONYA)	139
4	Cooperative De Motard De Nyamasheke-Kinyaga (COMNYAKI)	162
5	Cooperative Terimbere Taxi Motos Ngororero	169
6	Cooperative De Taxis Motos De Kabatwa-Nyabihu	145
7	Cooperative Pour Le Transport Des Personnes A Moto (COTRAPMO)	291
8	Koperative Aguka Motards Rubavu	179
9	Cooperative De Taxi Moto Entraidons-Nous De Rubavu	129
10	Cooperative Urumuri Motard Gisenyi	239
11	Cooperative Des Chauffeurs Taxi Moto De Kabari	155
12	Cooperative De Transport Au Moyen De Moto De Karongi	117
13	Cooperative De Transport Au Moyen De Taxi Moto Karongi	192
14	Koperative Taximen Motos Terimbere Karongi (KOTAMOTEKA)	160
15	Coperative De Taxi-Moto De Gakeri/Rutsiro	150
16	Cooperative Ubumwe Motard-Kigabiro	119
17	Cotamogi Twitezimbere Gishari	156
18	Cooperative Taximen Moto Kigabiro	138
19	Cooperative Twihute Karambi	82
20	Cooperative Dutabarane Rukara	102
21	Cooperative De Taxi Moto De Kabarondo	321
22	Cooperative De Taxi Moto De Kirehe Twitezimbere	263
23	Cotamoru Ingobokabagenzi Rusozi	128
24	Cooperative De Taximen Motos De Rukira	158
25	Cooperative De Taxi Moto De Remera	175
26	Le Professionnel Ngoma	253
27	Co.Ta.Mo-Kiramuruzi	215
28	Comorwi-Rwimbogo	203
29	Intasumbwa Nyagatare Taxi Moto Cooperative	82
30	Cooperative Y'abamotari Mimuli Duterimbere (COAMIDU)	189

31	Cooperative Des Chauffeurs De Taxis Motos De Kamonyi (COOCTAMOKA)	306
32	Kamonyi Motorcycle Transporter's Cooperative (KAMOTRACO)	265
33	Cooperative De Taxis Motos De Muhanga Sud	242
34	Cooperative De Transport Des Velos Moteurs De Muhanga (COOTRAVEMOMU)	567
35	Cotrapamoru	168
36	Cooperative Taxi Moto Buhanda Kinihira (Cotamobuki)	126
37	Cooperative De Taxi Moto De Nyamagabe	124
38	Cooperative Des Motards De Nyamagabe (COOMONYA)	171
39	Cooperative Intambwe Motard (CIM/Huye)	681
40	Cooperative De Transporteurs De Taxi Moto En District De Huye (COTTAMOHU)	469
41	Cooperative Dufashe Abagenzi Gisagara (KODUAGI)	226
42	Koperative Terimbere Motari Nyaruguru (KOTEMONYA)	202
43	Cooperative Des Motards De Cyamutara (COMOCYA)	155
44	Cooperative Des Chauffeurs De Taxi-Motos Base (COOCTAMOB)	237
45	Cooperative De Transport De Personnes Au Moyen De Moto De Musanze (COOTRAMO)	226
46	Cooperative Des Taxis Motos Du Nord (COOTAMONO-Ubumwe)	624
47	COVATRAMO-Musanze	124
48	Cooperative Des Proprietaires De Taxi Motos De Gicumbi (Cptmg)	164
49	Cooperative De Transport Au Moyen De Mini Moto De Gicumbi	120
50	Cooperative De Service De Transport Au Moyen De Motos	151
51	Cooperative De Transporteurs Des Taxis Moto Nyarugenge (COTRATAMONYA)	293
52	Cooperative De Taxis Moto De Gitikinyoni (COTAMOGI Cyinyoni)	554
53	Cooperative Des Taxis Motos Zone Nyabugogo (COTAMONYA)	410
54	Korandumucyo Motari	444
55	Cooperative Kora Ndebe Motard	944
56	Ibakwe Motard Cooperative Nyarugenge	324
57	Cooperative De Transporteurs Taxi Moto Kabuga (COTAMOKA)	379
58	Kacyiru Cooperative For Development Of Motorcyclist (KCDM)	446
59	Jabana Cooperative For Development Of Motorcyclist Ejo Heza	390
60	Gasabo Motocyclists Cooperative Of Remera	914
61	Cooperative Dufatanye Motard Gasabo	461
62	Cooperative Taxi Moto De Rusororo	522
63	Cooperative Taxi Moto De Jabana	256
64	Kinyinya Motorcyclists Cooperative	797
65	Cooperative Terimbere Motard	333
66	Gisozi Cooperative For Vision Motorcyclist	945
67	Cooperative Des Taxis Motos De Mulindi (COOTAMOMU)	231

68	Cooperative Ubumwe Taxi Moto Gatenga	632
69	Abahuza Cooperative	973
70	Cooperative De Taxi Moto De Kicukiro/Cotamotoki	268
71	Cooperative De Transport Umuseke Mwiza	459
<b>Total Number of cooperative motorcycles</b>		<b>21,578</b>
	Individual Licensed Motorcycles Via Irembo	12,502
<b>Total motorcycles</b>		<b>34,080</b>

Source: RURA

#### Annex 10: List of licensed Taxi Cabs Companies and Cooperatives

SN	Cooperative/Company Name	Number Of Vehicles 2018-2019
1	Access Transport Company	41
2	Airport Taxi Drivers Of Kigali (A.T.A.K)	39
3	Amarembo City Taxi Service Ltd (A.C.T.S)	26
4	City Service Cooperative Of Transport	36
5	Company De Taxmen De Gikondo Ltd	18
6	Condor Special Taxi Company Ltd	19
7	Cooperative De Chauffeurs De Taxi Voitures De Rusizi (COCHATAVORU)	18
8	Cooperative De Taxi Voiture De Kicukiro (COCTAKI)	17
9	Cooperative De Taxi Voiture Hopital Militaire	18
10	Cooperative De Taximen Voiture De Gacuriro (COTAVOGA)	40
11	Cooperative De Taximen Voitures Muhima (COTAVOMU)	20
12	Cooperative De Taxis Voitures De La Capitale (COTAVOC)	22
13	Cooperative De Transport Par Taxis Voitures De Gisenyi (COTTAVOGI)	27
14	Cooperative Des Chauffeurs De Taxi-Voitures De L'ouest (COCTVO-GI)	42
15	Cooperative Des Taximans De L'hotel Amahoro (COTAHAMA)	16
16	Cooperative Des Taximen Roi Faysal	18
17	Cooperative Des Taximen Voiture De Nyabugogo (COTAVONYA)	24
18	Cooperative Des Taximen Voiture Gakinjiro-Gisozi	22
19	Cooperative Des Taximen Voitures De Kibagabaga (COTAVOKI)	19
20	Cooperative Des Taximens De L'hotel Chez Lando (COTHOLA)	15
21	Cooperative Des Taxisman Voiture Rusizi-Bugarama (C.T.V.R.B)	49
22	Cooperative Kisimenti Taximen-Voitures (COKITA)	24
23	Cooperative Laico Umubano Gasabo	21
24	Cooperative Pour Taxi Voiture De Kigali (CO.T.V.K)	19
25	Cooperative Taxi Voitures Gare Remera (COTAVOGAR)	22
26	Cooperative Tunyaruke Musanze De Taxi Voitures	32
27	Huye Taxi Transport Cooperative (H.T.T.C)	40
28	Intego Transport Company Ltd	13



29	Jyambere Transport 2000 Company Ltd	20
30	Kigali Taxi Voiture Cooperative (K.T.V CO)	27
31	Kimironko United Taxi Cooperative (K.U.T.C)	28
32	Nyabugogo Small Taxi Driver Cooperative (NYASTADRICO)	29
33	Nyamirambo Taxi Service Ltd	18
34	Nyarutarama Taxi Cooperative (N.T.C)	17
35	Taxi Services Company Ltd (Tase Company Ltd)	26
36	Taxi Town Service Center Cooperative (T.T.S.C.C)	30
37	Twigire Taxi Service Cooperative (T.T.S.C)	27
38	Unity Cooperative Taxi Service Kacyiru	24
39	Cooperative De Taxi Voiture De Niboye	17
40	Ubumwe Solution Transport Company Ltd	16
41	Innovation Transport Agency Ltd	23
42	Abahuriyehamwe Company Ltd	17
43	Taxi Transport Cooperative Kimironko	16
<b>Total</b>		<b>1,052</b>

Source: RURA

#### Annex 11: List of licensed rental cars companies and cooperatives

Sn	Name Of Company Or Cooperative	Number of Fleet
1	Buganza Transport Ltd	29
2	Access Transport Company (A.T.CO) Ltd	19
3	CODACE	47
4	Comfortable Kicukiro Services Ltd (C.K.S Ltd)	23
5	Cooperative De Taximen-Voitures-Kacyiru (COTAVOKA)	35
6	Euroworld Rent-A-Car Ltd	19
7	Gad House Ltd	21
8	Gisenyi Transport Services Ltd	22
9	Gorilland Safari Ltd	20
10	Kigali Multiservice Cooperative (K.M.C)	17
11	Kigali Rental Car Cooperative	55
12	Limos Rwanda Ltd	33
13	Muhi Transport Ltd	21
14	Ntambich Transport Service Ltd	18
15	Nyungwe Investment Group Ltd	17
16	Oxygen Travel & Tours Ltd	12
17	Premier Transport Services Ltd	18
18	Quick Taxis Services (Q.T.S)	24
19	Rocky Traders Ltd	22

20	Taxi Service Company Ltd	18
21	Techno Stars Ltd	26
22	Tours Des Pays Des Grand Lac	69
23	United Transparency Company Ltd	19
24	Volkswagen Mobility Solutions Rwanda Ltd	21
25	Women Transport Company Ltd	21
26	Mountain Transport Motor Service Ltd	15
27	Special Drivers United Ltd	16
28	Car Rental Transport Cooperative	38
29	Cooperative Des Taximen Voiture De Nyabugogo (COTAVONYA)	16
<b>Total</b>		<b>731</b>

Source: RURA

#### Annex 12: List of licensed driving schools' companies and cooperatives

SN	Cooperative/Company Name	Number Of Vehicles 2017-2018
1	Agaciro Driving School Ltd	4
2	Akagera Driving School Ltd	9
3	Alphonse Driving School Ltd	5
4	Apaforme Driving School Ltd	37
5	Asifiwe Driving School Ltd	4
6	Auto Ecole Isimbi Ltd	13
7	Auto Ecole Kabarondo Ltd	9
8	Auto Ecole Carmel Ltd	2
9	Auto Ecole La Charite Ltd	10
10	Auto Ecole La Connaissance Ltd	8
11	Auto Ecole La Preference Ltd	5
12	Auto Ecole La Reference Ltd	5
13	Auto Ecole Le Bon Conducteur Ltd	10
14	Auto Ecole Maranatha Ltd	10
15	Auto Ecole Sainte Famille Ltd	11
16	Better Driving School Ltd	17
17	Bicon Driving School	10
18	Blessings Driving School Ltd	8
19	Centre De Formation Professionnelle De Ruhango (C.F.PRO.RU)	4
20	Cootelru-Vtc Ruhango	4
21	Cotrascus Ltd/Alpha Driving School	32

22	Diaspora Driving School Ltd	10
23	Don Bosco Driving School	4
24	Don't Worry Driving School	37
25	Driving School Ikaze Ltd	9
26	Francis Driving School Ltd	4
27	Fraternity Driving School Ltd	16
28	Gisenyi Driving School Ltd	3
29	Hanika Anglican Integrated Polytechnic	2
30	Hero Driving School Ltd	4
31	Hirwa Driving School Ltd	9
32	Ineza Driving School Ltd	10
33	International Driving School & Association Ltd	5
34	Intiganda Nyagatare(Co.T.M.In)	7
35	Kamonyi Driving School Ltd	1
36	Karongi Nice Driving School Ltd	15
37	Kicukiro Driving School Ltd	13
38	Kurujyejuru Regional Driving School	32
39	La Star Confidante Ltd	12
40	Midland Ltd	11
41	Narada Driving School Ltd	6
42	New Dream Driving School Ltd	14
43	New Hope Driving School Ltd (N.H.D.S)	9
44	New Plan Driving School Ltd	13
45	New Vision Driving School Ltd	40
46	Nice Driving School Ltd	5
47	Nyamata Driving School Ltd	10
48	Nyanza Technical Driving School Ltd	3
49	Nyarugenge Driving School Cooperative	31
50	Nyarutarama Driving School Ltd	4
51	Omega Star Driving School Ltd	5
52	Professional Driving School Cooperative	32
53	Rebero Driving School Ltd	12
54	Reoboth Driving School Ltd	6
55	Rusizi Driving School Ltd	6
56	Safety Road Driving School Ltd	20
57	Sainte Ritha V.T.C Ltd Driving School	5
58	Shilo Driving School Ltd	13





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