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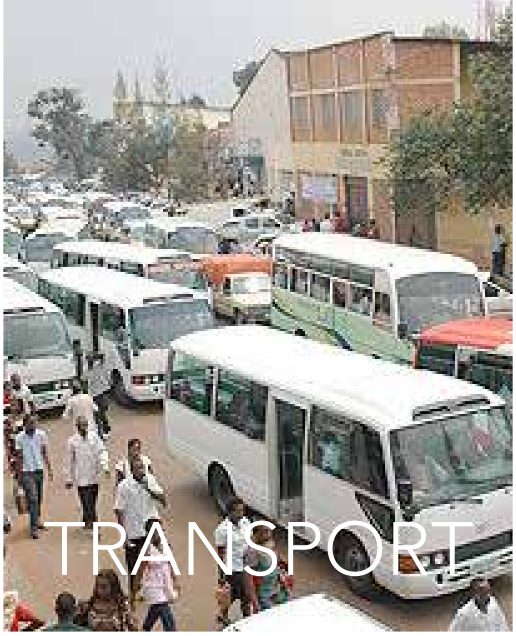
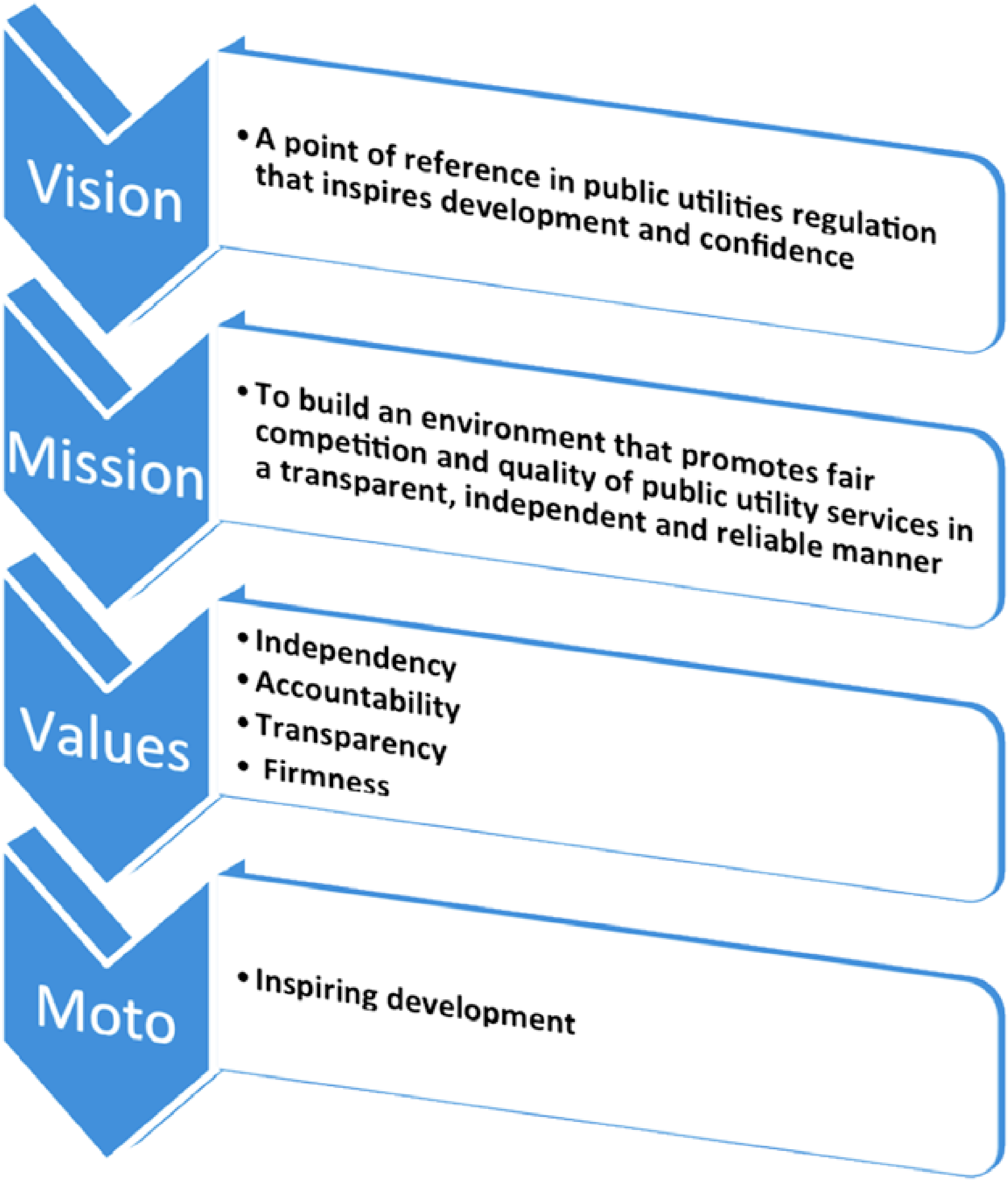
Inspiring development

RWANDA
UTILITIES
REGULATORY
AUTHORITY



RURA ANNUAL REPORT 2013-2014

RURA'S VISION, MISSION AND CORE VALUES



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ABBREVIATIONS

ADECOR	Association Des Consomateurs au Rwanda
ADS	Australian Development Scholarship
AFUR	African Forum for Utility Regulators
ARCT	Agence de Regulation et de Controle des Telecommunications
ATAK	Airport Taxi Drivers of Kigali
ATU	African Telecommunications Union
BOCRA	Botswana Communication Regulatory Authority
BSC	Broadband System Corporation
CA	Certification Authority
ccTLD	Country Code Top Level Domain
CDMA	Code Division Multiple Access
CDR	Call Drop Rate
CHUK	Centre Hospitalier Universitaire de Kigali
COCTAKI	Cooperative des Chauffeurs de Taxi voiture
CODACE	Cooperative de Developpement des Anciens Chauffeurs de l'Etat
CoK	City of Kigali
COKITA	Cooperative Kisimenti taximen-voitures
COMESA	Common Market for Eastern and Southern Africa
COOCHATAVORU	Cooperative de Chauffeurs de Taxi voiture de Rusizi
COTAHAMA	Cooperative des taxi men de l'Hôtel Amahoro
COTAMOGI	Cooperative de Taxi Moto de Gikondo
COTAVOKA	Cooperative de Taxi Men-Voitures-Kacyiru
COTIMIN	Cooperative Taxi Moto Intiganda Nyagatare
COTVK	Cooperative pour Taxi Voiture de Kigali
CREPA	Centre Régional pour l'Eau Potable et l'Assainissement
CSC	Commonwealth Scholarship Commission
CSSR	Call Setup Success Rate
CST	Call Setup Time
CTO	Commonwealth Telecommunication Organization
CTVRB	Cooperative des Taxis-man Voiture Rusizi – Bugarama
EAC	East African Community

EACO	East African Communications Organisation
EAPP	Eastern Africa Power Pool
EARP	Electricity Access Roll-out Program
ECA	Economic Consulting Associates
EDPRS	Economic Development and Poverty Reduction Strategy
EMF	Electromagnetic Field
ERA	Electricity Regulatory Authority
ERC	Electricity Regulatory Commission
EREA	Energy Regulators Association of East Africa
ERF	Enterprise Rutagara Fidele
ERP	Enterprise Resource Planning
ESAWAS	Eastern and Southern Africa Water and Sanitation Regulators Association
ESI	Electricity Supply Industry
ESI	Electricity Supply Industry
EVDO	Evolotion-Data Optimized
FM	Frequency Modulation
FOC	Fiber Optic Cable
G	Generation
GDP	Gross Domestic Product
GoR	Government of Rwanda
GSMA	Global System for Mobile Communications Association
HH	Household
IC3	Internet and Computing Core Certification
ICT	Information and Communications Technology
IER	Institute of Engineers of Rwanda
IGTVS	International Gateway Traffic Verification
IPP	Independant Power Producer
ISO	International Standardisation Organisation
ISP	Internet Service Provider
ITU	International Telecommunications Union
JICA	Japan International Cooperation Agency
Kbps	Kilobit per second
KBS	Kigali Bus Services
KCC	Korea Communication Commission
KISA	Korean Information Society Agency

LPG	Liquefied Petroleum Gas
LTE	Long Term Evolution
MBPS	Megabit per second
MHz	Megahertz
MINADEF	Ministry of Defense
MINALOC	Ministry of Local Government
MINEDUC	Ministry of Education
MoU	Memorandum of Understanding
MW	Megawatt
MYICT	Ministry of Youth & ICT
NICI	National Information Communication Infrastructure
NISR	National Institute of Statistics of Rwanda
OID	Object Identifier
PKI	Public Key Infrastructure
POTRAZ	Postal and Telecommunications Regulatory Authority of Zimbabwe
PURA	Public Utilities Regulatory Authority of Gambia
PV	Photo Voltaic
QoS	Quality of Service
RAERESA	Regional Association of Energy Regulators for Eastern and Southern Africa
RBA	Rwanda Broadcasting Agency
RBS	Rwanda Bureau of Standards
RCIP	Regional Communications Infrastructure Program
RDB	Rwanda Development Board
REG	Rwanda Energy Group
RFTC	Rwanda Federation of Transport Cooperatives
RICTA	Rwanda Information and Communication Technology Association
RINEX	Rwanda Internet Network Exchange
RMC	Rwanda Media Commission
RNP	Rwanda National Police
Root CA	Root Certification Authority
RUB	Rwanda Union of Blinds
RURA	Rwanda Utilities Regulatory Authority
SAP	Software Application Product

TCRA	Tanzania Communications Regulatory Authority
ToU	Time of Use
TV	Television
UAF	Universal Access Fund
UCC	Uganda Communication Comission
UNDP	United Nations Development Programme
USA	United States of America
USAID	United States Agency for International Development
USTTI	United States Telecommunication Training Institute
VHF	Very High Frequency
WIPO	World Intellectual Property Organization (WIPO)
WRC	World Radio Communication Conference
WSIS	World Summit on the Information Society

ACKNOWLEDGEMENT

The Rwanda Utilities Regulatory Authority recognizes and appreciates the hard work that went into developing this Annual Report. For this reason, the Regulatory Board and the Management wish to thank the following individuals for their devotion, dedication and professionalism in developing this Annual Report.

Ms. Beata Mukangabo– Chairperson

Mr. Egidius Mbarara– Vice Chairperson

Ms. Scovia Umulisa

Mr. Deo Muvunyi

Ms. Yvonne Umutoni

Mr. Aaron Ndizeye

Mrs. Annick Muhama

Mrs. Carine Manirakiza

THE REGULATORY BOARD

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Member

Mrs. Fortune Mukandoli
Member

Mrs. Judith Mbabazi
Member

FOREWORD

It is my pleasure on behalf of the RURA Regulatory Board, to present to you the annual report for the fiscal year 2013-2014. It is my hope that you will enjoy reading this annual report and will find it useful and informative.

As a significant Authority whose actions can greatly impact on the livelihoods of the nation and the population at large, we have embraced our responsibilities as each year we learn more about the shared values we create as a multi-sector regulator.

During the year under review, the Authority increased impact on its actions through different programs and projects. In line with the Law No 09/2013 of the 01st March 2013 establishing RURA, the Regulatory Board as the supreme organ of the Authority with recommendation from the RURA Management approved the annual budget and action plans that would guide the authority in implementation of its actions.

With the publication of the Law establishing RURA, the Regulatory Board was given a greater responsibility to be a supreme management and decision making organ of the Authority with full powers and responsibilities to manage the property of RURA in order to fulfill its mission. It is in this regard that during the year under review the Regulatory Board adopted the RURA Staff Statute and the Financial Procedure Manual.

The Regulatory Board has continued to contribute to the development of regulated sectors by taking regulatory decisions that are of paramount importance for the growth of the economy.

In the telecom sector, the Regulatory Board approved the Network Service Provision License for OLLEH Rwanda Ltd for provision of wholesale broadband services and the company was designated as a dominant operator in wholesale mobile broadband access services, wholesale intercity broadband transport services and wholesale international broadband transport services to border international gateways. The initiative was in line with the Government of Rwanda's policy to provide all Rwandan communities with access to broadband networks and services. In order to facilitate the smooth running of the sector, the Regulatory Board also issued radiocommunications licenses to different companies as requested.

In order to fulfill its mandate the Authority canceled different licenses that did not fulfill license obligations as required by Law. The Regulatory Board also approved changes and modifications to granted licenses as required by law.

Additionally, in order to fulfill its assignment to regulate print media, RURA put in place instructions determining the requirements for launching a new print media. RURA also put in place regulations governing Subscription Satellite Television Services for facilitation in any matters pertaining to satellite television in Rwanda and to have an appropriate regulatory framework in the media industry. Other guidelines and regulations were put in place including guidelines for fiber optic underground installation, guidelines on minimum bandwidth and other requirements for Internet connectivity in the hospitality industry and regulations for the use of unlicensed frequency spectrum.

The Energy Sector was also characterized by tremendous changes where RURA set up the Rwanda Grid Code to three companies for electricity generation for a total capacity of 18.36 Mw. address technical, operational, commercial and governance issues related to the Interconnected Power System. In the same vein, the Electricity Licensing Regulations were issued and this resulted into the licensing

In a bid to establish a regulatory framework for the construction, installation and operation of petrol service stations, RURA put in place the regulations for petrol service stations.

The Transport Sector has equally witnessed significant development especially in the City of Kigali due to the route tendering which has had a positive impact on transport service delivery.

RURA has set ambitious targets having seen what was achieved in the past year and we have no doubt that together with our partners we will rise to the challenges set and deliver what is required by our stakeholders and consumers in order to fulfill our mission in line with achieving the country's vision.

Once again enjoy the report and I encourage you to share opinions on where we are performing well and where we need to do more.

Thank You!

Eng. Coletha U. RUHAMYA

Chairperson of the Regulatory Board

EXECUTIVE SUMMARY

This report describes RURA's activities throughout the 12 Months period from July 2013, until June 2014. During this period, RURA continued to play a significant role in many different aspects of regulations Including Corporate, Legal, Industrial and Consumer Affairs, ICT and Media, Transport and Energy, Water and Sanitation

With an increasingly competitive labor market, it was imperative to develop a system to enable the Authority recruit, develop and retain staff. It is in this regard that RURA regularly develops the capacity and trains its staff to meet the needs of a continually changing regulatory environment by providing short and long term trainings, benchmarking and study tours to enhance their skill competencies, exposure and capabilities.

The Authority's employees were also encouraged to actively participate in the study group meetings of the International Telecommunications Union (ITU), and to contribute to the development of the ITU's organizational policies, initiatives and activities. In the same vein, RURA continued to play an important role at regional regulatory associations/forums such the Energy Regulators Association of East Africa (EREA) and the East African Communications Organization (EACO).

To enhance the Authority's productivity, service delivery and operations within the Authority, the main projects aiming at improving the corporate image and service delivery include among others computerization of a number of forms and workflows to be used online; Implementation of E-document Tracking and Workflow Management System; and Implementation of an integrated finance and administration information systems.

During the period under review, the Authority conducted an intensive awareness campaign to educate and empower consumers on digital migration related issues, to sensitize consumers to switch from analogue to digital broadcasting.

As would be spelt out in the body of this Report, experienced a remarkable growth in terms of mobile telephone subscribers growth rate of 7.2%. Similarly, the year recorded growth in mobile penetration rate to reach 68.1% from 60, 9% recorded as at the end of June 30, 2014

The Authority will continue its efforts to create a sustainable and enabling environment for ICT; and as the custodian of the national spectrum assets, it will ensure the efficient management of the nation's scarce resources for the overall benefit of its stakeholders: Government, Investors, Consumers and the general public.

To enable policy makers plan for the use of the expected "digital dividends" 11 analogue transmitters were switched off while the remaining 3 were planned to be switched off by the end of July, 2014

To endure our democracy, the nation today has fifteen (15) Digital TV Stations Broadcasting and 30 FM Radio Broadcasters are licensed to provide services in Rwanda.

During 2014-2015 and the coming years, we shall collaborate with an even wider stakeholder base to ensure that quality, responsibility and efficiency become hallmarks in this sector.

With the licensing of one Network Service Provider (Olleh Rwanda Network Ltd), one Network Facility Provider (IHS Rwanda Ltd) and two Internet Service Provides (Axiom Networks Ltd and Mobile Tech novation Ltd), we expect an even greater degree of price competition, as new entrants provide price offerings to take market share and existing players do same to retain their market positions.

In regard to Electronic Transactions**,** RURA as the controller of Certification Authorities in Rwanda signed a Memorandum of Understanding with Rwanda Development Board (RDB) to partner in designing and implementing the National Public Key Infrastructure (PKI) as a single project comprising of Root Certification Authority (Root CA) and Government CA

Also, in the ICT regulations few among many legal and regulatory instruments were put in place so as to promote the use of ICTs in Rwanda. Those include Regulations governing subscription Satellite Television Services, Regulations on the use of unlicensed Frequency Spectrum for delivery of Telecommunication Services and Regulations on Short Code Allocation and Guidelines for Fiber Optic Cable (FOC) underground installation.

The transport Sector, registered remarkable development where by "Regulations *governing waterways transport services*" were developed, discussed with concerned stakeholders and adopted by the Regulatory Board. RURA in collaboration with the City of Kigali (CoK) embarked on route tendering process of the four (4) zones of operation in the City of Kigali; this route tendering enhanced the public transport in the City of Kigali and brought positive outcomes experienced by both passengers and operators.

The national public transport operators recorded an increase of 15 new entrants. Cross border operators recorded only one new entrant reflecting that market is small compared to the local transport industry. Rental car operators increased by one company while goods transport operators registered a tremendous increase of 23 new companies and cooperatives with a total of 2500 vehicles in addition to only 12 vehicles that were licensed in the previous year.

As a result of country wide sensitization campaigns about operating under Companies or Cooperatives and their related benefits, 5 Companies and 13 Cooperatives emerged and were licensed which shows an increment of 68.18 % to the existing 2012/13 Companies and Cooperatives number. In addition to this, the already existing Companies and Cooperatives increased by 73.9% to their fleet size as some individuals joined them for stronger partnerships.

With regard to waterway transport service provision, RURA carried out several training sessions on "*Waterways Transport Regulations*" for both boats drivers and owners in Karongi, Rwamagana, Rubavu and Rusizi Districts. Consequently, the number of waterways licensees increased from 40 to 83 and the number of registered boats increased from 95 to 172.

The energy sector is currently considered as the backbone of Rwandan economy, the following regulations were adopted by the Regulatory Board in the period under review: Electricity Licensing Regulations, Rwanda Grid Code, and Regulations governing the construction, installation and operation of petrol service stations.

Hence, the Authority regularly monitored the performance of the electricity sector with regard to reliability and quality of the services rendered to consumers. In that framework, outlines of the electricity network performance (power plants production, network peak values, consumption statistics, lake levels, blackouts, accidents, losses) were assessed on a quarterly basis.

Under the Water and Sanitation sub-Sector, "*Regulations governing solid waste collection and transportation in Rwanda*" were amended. These regulations intend to attract more investors in the sector by providing different requirements depending on the area of operation. During the period under review, water subscribers increased by 17% from 118, 393 to 138,728 due to urbanisation.

The number of licensed operators in cleaning services increased from nineteen (19) in July 2013 to hundred (100) in June 2014.

On behalf of Management, I would like to thank the Chairperson and Board of Directors for the counsel and guidance they provide. Their support contributed to the numerous successes achieved.

To the staff, I also thank you for your contribution in advancing the legal and regulatory policy. I trust that you will redouble your efforts in 2014-2015, and the years ahead.

The Authority benefited enormously from the Ministries in charge of regulated sectors co-operative stance on major policy issues, which enabled us to timorously address both strategic and tactical issues.

To the Operators, I thank you for the co-operative stance, contributions and discussions. Though we occasionally viewed positions from different stances, you nonetheless strived to reach workable and amicable solutions. I commit to build an environment that promotes fair competition and quality of public utility services in a transparent, independent and reliable manner which support the Authority's decision-making processes shall continue into the future.

I look forward to the future with hope and determination to address challenges and exploit opportunities to the benefit of the Rwandans. Our mission as always is to build an environment that promotes fair competition and quality of public utility services in a transparent, independent and reliable manner.

Maj. Patrick Nyirishema

Ag. Director General

1. INTRODUCTION

1.1. RWANDA IN CONTEXT

Rwanda, commonly known as the land of thousand hills is a landlocked country within the East Africa Community (EAC) political sphere and has a surface area of 26,338 Square kilometres with a population of about 10.5 million, one of the highest in the world in terms of density (NISR, 2012). In Rwanda, Agriculture employs about 78.8% of the active population, contributing about 36% to the GDP and has a GDP per capita of about U$ 600 (as of 2012).

The documents of the Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS II] 2013-2018 set the target to achieve income status by 2020 with an annual growth rate of 11.5% and the GDP per capita of USD 1,200 by 2020. In line with its policy of economic development and good governance, the Government of Rwanda (GoR) has established the Rwanda Utilities Regulatory Authority (RURA) so that it contributes to the achievement of its socio-economic goals.

1.2. RURA'S OPERATIONAL FRAMEWORK

Rwanda Utilities Regulatory Authority (RURA) is a multi-sector regulatory body with the mandate to regulate four sectors of the economy to wit; ICTs including Media& Postal, Energy, Water & Sanitation and Transport. With a very high tele-density, lower GDP per capita and highly agrarian economy, the role of the Regulatory Authority in the much-needed transformational development is both crucial and strategic. The effective execution and fulfilment of its mandate will to a great extent depend on a clear and effective strategic alignment of its operations.

RURA was initially created by the Law N° 39/2001 of 13th September 2001 as an agency with the mission to regulate certain public Utilities, namely: telecommunications network and/ or Telecommunications services, electricity, water, removal of waste products from residential or business premises, extraction and distribution of gas and transport of goods and persons.

This Law was further reviewed 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. This Law gives RURA 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; and
7. Other public utilities, if deemed necessary.

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

In addition to the law creating RURA, there are a number of other legal and regulatory instruments which help RURA in the discharge of its responsibilities in each specific sector to be regulated.

In the same vein, the Authority has the mission to ensure fair competition, promoting and protecting consumers' interests and rights in regulated sectors.

1.3. MISSION AND POWERS

The Law N° 09/2013 of 01/03/2013 gives the Authority the following missions and power:

- To set up necessary guidelines in order to implement laws and regulations in force;
- To ensure compliance by public utilities with the provisions of laws and regulations governing the regulated sectors in an objective, transparent and non-discriminatory manner;
- To ensure the continuity of service delivery by the licensed or authorized service providers and the preservation of public interest;
- To protect users' and operators' interests by taking measures likely to guarantee effective, sound and fair competition in the regulated sectors within the framework of applicable laws and regulations;
- To protect and promote consumers' interests;
- To promote the availability, accessibility and affordability of regulated services to all

consumers including low income, rural and disadvantaged consumers;

- To promote efficient development of regulated sectors in accordance with Government economic and financial policy;
- To promote and enhance general knowledge, sensitization and awareness of the regulated sectors including but not limited to:
- Promote and protect the rights and obligations of consumers and service providers;
- Issuing permits, authorizations and licenses required for regulated sectors, in accordance with the relevant laws and regulations;
- To monitor and ensure compliance by regulated network or service providers in line with their licenses, permits and concession obligations;
- To ensure fair competition in all regulated sectors.

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

1° To carry out investigations including inspections at service delivery sites of the regulated service providers in the purpose of ensuring compliance with their obligations;

2° To impose administrative sanctions in case of a violation of this Law and other Laws and regulations governing regulated sectors;

3 °To settle and facilitate the settlement of disputes related to regulated services;

4° To issue directives to the regulated service provider whose license to operate has been cancelled, suspended, modified or revoked, and appoint an administrator

5° Power to regulate tariffs and charges

6° Power to obtain information

7° Judicial police power and RURA's representation before courts

As per the Law, RURA may have access to any commercial premises of any natural person or legal entity, at any time, in accordance with the law, either with or without notice, to inspect and obtain any necessary information when there are reasonable grounds to believe that there is a violation of provisions of the law governing the concerned regulated utility or the Law creating the Authority.

1.4. CORPORATE GOVERNANCE

1.4.1 REGULATORY BOARD

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

1.4.2 DIRECTOR GENERAL

The Director General of RURA is entrusted with executive powers. He/she coordinates and directs its daily activities and is answerable to the Regulatory Board on how its decisions are implemented. The Director General is assisted by four Heads of Departments heading respectively 1) Communications & Media Regulation, 2) Transport Regulation, 3) Energy, Water & Sanitation Regulation and 4) Corporate, Legal &Industry Affairs Departments. The Director General and the Heads of Departments constitute the Senior Management of RURA. The entire organizational structure can be found in ***Annex 1***.

1.5. RESPONSIBILITY AND ACCOUNTABILITY

In the conduct of its mission, RURA is supervised by the Prime Minister's Office and it coordinates with line ministries responsible for each regulated sector in executing its functions. The Prime Minister's Order No 89/03 of 11/09/2014 has determined modalities of which Ministries in charge of regulated sectors shall coordinate activities with RURA in the implementation of their respective mandates.

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

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

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

CORPORATE PERFORMANCE REVIEW

2. CORPORATE PERFORMANCE REVIEW

2.1. RURA STAFF STATUTE

Following the enactment of the N° 09/2013 of 01/03/2013 establishing RURA, the Staff Statute was put in place during the year under review. RURA Staff Statute was issued by the Regulatory Board pursuant to Article 35 of RURA Law to regulate the career within the institution.

Equally, the Staff Statute provides for enforcement mechanisms to ensure that RURA keeps the disciplined employees with high level of integrity required for performing the regulatory mandate.

2.2. RURA'S WORKFORCE

Compared to the year 2012/2013, RURA staff has increased from 118 at the end of June 2013 to 131 at the end of June 2014. The continued increase of the staff is not only related to the need of aligning RURA structure with the new mandate as per the law N° 09/2013 of 01/03/2013 but also to the increasing need of RURA services by all stakeholders. By June 2014, the percentage of female and male employees in RURA is 45.4% and 54.6% respectively.

The classification of RURA Staff based on education is as follows: 44% of the staff hold post graduate degrees, 54% hold bachelors' degrees, 0.5% holds Diplomas and 1.5% holds secondary School certificates. The graph below shows RURA staff qualifications;

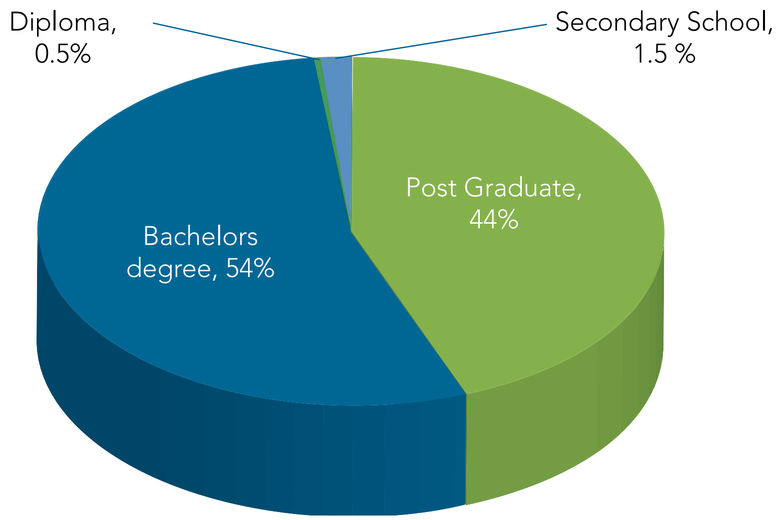


FIGURE 1: DISTRIBUTION OF STAFF PER QUALIFICATIONS

Compared to the year 2012-2013, percentage of post graduate staff increased from 35% to 44%, resulting into the decrease of Bachelor's degree holders by 7% (from 59% to 54%) as shown in figure below:

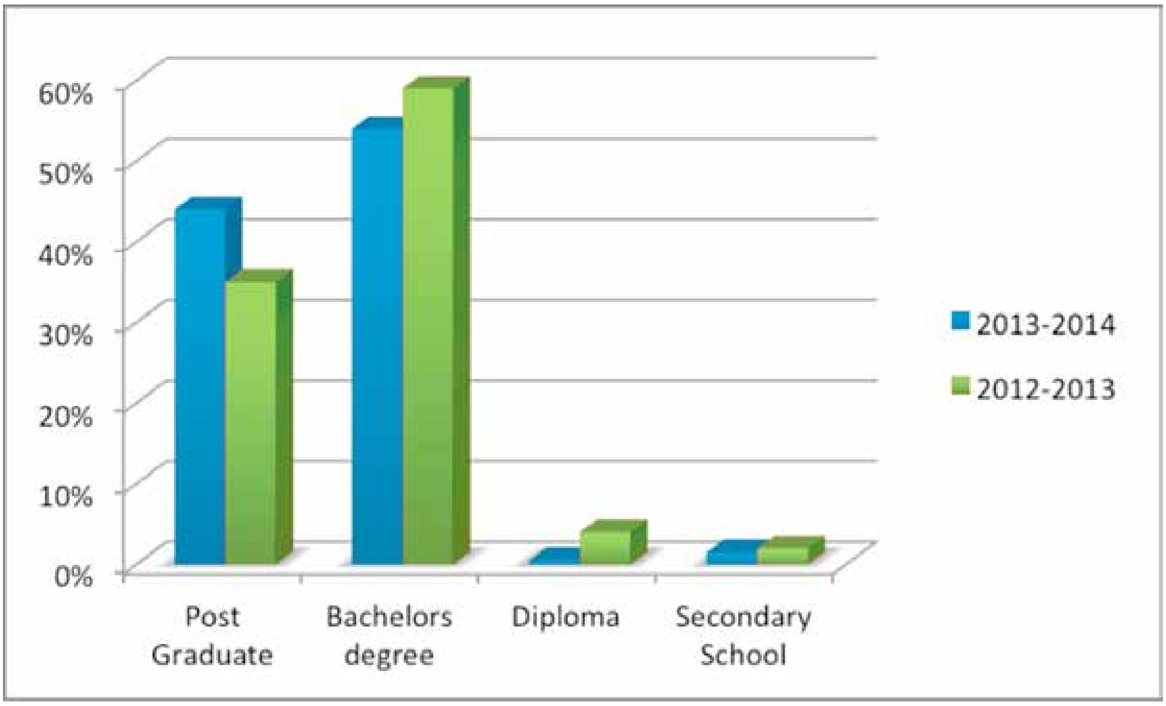


FIGURE 2: EDUCATION QUALIFICATION TREND

RURA is also reputed of having a young and dynamic workforce. Statistics shows that the average age of RURA staff is 35 Years, by June 2014 as highlighted in the following figure.

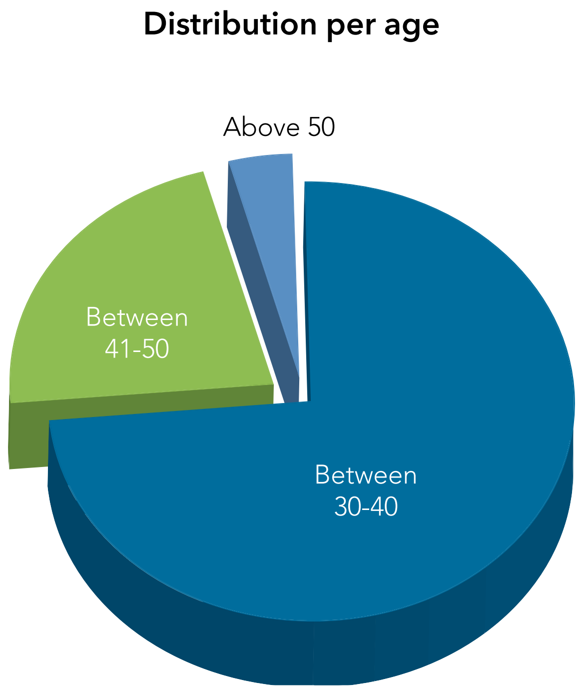


FIGURE 3 DISTRIBUTION OF RURA STAFF PER AGE

From the graph above, the age groups of the RURA staff are as follows: 75% of all staff are between 30 and 40 years, 22% are between 41 and 50 years, and 3% are above 50 years old.

From the above mentioned figures, we can conclude the majority of RURA workforce is still young and can serve for the next 20 years. RURA also has a good number of experienced and senior staff that works hand in hand towards attaining RURA's mission.

2.3. CAPACITY BUILDING

As indicated in Human Resource Development Policy, RURA regularly develops the capacity of its staff and trains them to meet the needs of a continually changing regulatory environment. It is in this regard that RURA invests in the development of its staff by providing short and long term trainings to equip them with skills and knowledge required for the fulfilment of the institution's mandate.

The Authority continued to implement its training policy that is to equip its staff with relevant

regulatory, managerial and operational competencies to enhance their service delivery to the public they serve and execution of regulatory duties effectively and efficiently.

During the period under review RURA staff attended different trainings as per the following statistics. The table below represents the strategic areas of training programmes conducted;

TABLE 1: STRATEGIC AREA OF TRAINNING

TYPE OF TRAINING	NUMBER OF BENEFICIARIES
Long term training	7 Staff
Short term training	20 Staff
Study tours and Attachments	24 Staff
Four(4) in house trainings	

2.4. REGIONAL & INTERNATIONAL PARTNERSHIPS

In this globalization arena, RURA cannot achieve its objectives without building effective partnerships with regional and international organizations. These have so far contributed to its performance by supporting a good number of capacity building initiatives.

During the financial year 2013/2014 RURA has witnessed viable relationship and partnership with the many Regional and international organs including among others International Telecommunications Union (ITU), Commonwealth Scholarship Commission (CSC), Korea Communication Commission (KCC), Common Market for Eastern and Southern Africa (COMESA), African Forum for Utility Regulators (AFUR), Australian Development Scholarship (ADS), Japan International Cooperation Agency (JICA), United States Agency for International Development (USAID), African Telecommunications Union (ATU), East Africa Community (EAC), World Intellectual Property Organization (WIPO), Centre Régional pour l'Eau Potable et l'Assainissement (CREPA), World Bank through WSP/Africa, United States Telecommunication Training Institute (USTTI), Korean Information Society Agency (KISA) and Eastern Africa Power Pool (EAPP).

In addition, the Authority continued to play an active role in regional and international organizations to which it is a member. These include ITU, CTO, EREA, RAERESA, EACO and EAC Air Transport Facilitation Committee, ESAWAS. RURA also continued to enjoy the strong working relationship with sister regulators like UCC, EWURA, TCRA, CA, ERC, ERA, ARCT.

During the period under review, RURA continued to play an important role at regional regulatory associations/forums and also participated actively in the various events as a member of different regional organizations, including the Eastern Africa Power Pool (EAPP) and the Regional Association of Energy Regulators for Eastern and Southern Africa (RAERESA).

RURA, as the current Chair of the Oil and Gas Portfolio Committee of RAERESA, hosted RAERESA-Oil and Gas Portfolio Committee meeting and discussed among other things the status of access to and affordability of oil and gas in RAERESA member countries.

In addition to that, RURA as an active member of regional regulatory bodies continued to play its role and more specifically participated in various activities planned in the framework of ESAWAS, EACO, ITU, EREA and CTO.

During the period under review, RURA continued to represent Rwanda in all ITU activities such as Council Working Groups, ITU Working Groups. Equally RURA participated in the ITU high level events among others the ITU Telecom World 2013, World Telecommunication Development Conference 2014 and WSIS+10 High-Level Event.

RURA also actively participated in African Preparatory meetings for World Telecommunications Development Conference 2014 and ITU Plenipotentiary Conference 2014.

RURA sponsored some ITU events held in Rwanda such as Transform Africa as well as a Workshop on raising awareness on migration from IPv4 to IPv6 in Rwanda.

As RURA strives to become a point of reference in public utilities regulations, a number of regulatory bodies wishing to learn from RURA's experience does not cease to increase. It is in this context that RURA received the delegations from the Gambia, Zimbabwe and Botswana as follows:

- Study visit on ICT Regulation by the Public Utilities Regulatory Authority (PURA) of The Gambia
- Study visit on International Gateway Verification System by Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ)
- Study visit on Universal Service Fund administration and Management by Botswana Communication Regulatory Authority (BOCRA).

2.5. KEY EVENTS AND CORPORATE SOCIAL RESPONSIBILITY

BEFORE

AFTER

Handover of a house built and furnished to a genocide survivor in Rukumberi

In order to commemorate the 20th anniversary of Genocide of Tutsi in Rwanda, RURA handed over a house built in Rukumberi, Ngoma District to a genocide survivor together with some furniture and other basic needs.

During the year under review RURA organised a staff retreat held in Musanze District from 13th-15th March, 2014. The objective of this retreat was to improve the working and social relationship among the employees and between the latter and management. In addition to that, RURA Staff gained knowledge and experience in Customer care services, teamwork and attitude change. During the retreat, RURA Staff Members were equally briefed about the outcome of Leadership Retreat and they were requested to have a spirit of excellence in whatever they do to achieve the Government vision and the institution's objectives.

With regard to the National Program of "Ndi Umunyarwanda", RURA held two sessions on the 4th December 2013 and the 14th March 2014 respectively whereby knowledgeable historians were invited to deliver presentations and led the discussions on "Ndi Umunyarwanda" Program.

On 01st/05/2014, RURA joined other institutions to celebrate Labor Day. During the Labor Day, the best employee of the year 2013-2014 was recognized and received an award for his dedication and his role in the fulfilment of RURA's mandate.

2.6. FINANCIAL PERFORMANCE REVIEW

The review shows the level of performance in terms of collected revenues and how it was allocated to action plan 2013/2014.

All regulated sectors have generated revenues in a different ways in terms of amount. The figures show that all sectors are growing in terms of revenue generation. They increased compared to the previous financial year.

On the expenditure side, the total amount increased compared to the previous one to about 8% due to the expansion of regulatory activities in all sectors especially those related to the enforcement of regulations and sensitization of operators.

The Universal Access Fund revenues have decreased a bit compared to the last year while in RURA, other ICT revenues boosted by the important increase in short codes demand and the frequency fees.

TABLE 2: FINANCIAL PERFORMANCE IN RWF /RURA

ITEM	2013/2014	2012/2013	VARIATION
Income from ICT sector	5,181,261,802	5,033,193,175	148,068,627
Income from Energy, Water and Sanitation Sector	86,471,550	14,373,218	72,098,332
Income from Transport Sector	821,523,976	717,795,308	103,728,668
Other revenues	315,662,192	705,591,798	(389,929,606)
TOTAL REVENUE	**6,404,919,520**	**6,470,953,499**	**(66,033,979)**
TOTAL EXPENDITURE	**5,230,643,259**	**4,850,056,616**	**380,586,643**

TABLE 3: FINANCIAL PERFORMANCE IN RWF /UNIVERSAL ACCESS FUND

Item	2013/2014	2012/2013	VARIATION
Revenue	2,404,898,985	2,998,469,258	(593,570,273)
Expenditure	1,460,430,078	1,229,453,744	(230,976,334)

NOTE: THE FINANCIAL FIGURES ABOVE ARE SUBJECT TO AUDIT CONFIRMATION.

2.7. CORPORATE COMPLIANCE AND ENFORCEMEMT

As required by Law establishing RURA and other legislative frameworks governing the conduct of business in Government institutions, RURA has put in place some tools to ensure the effectiveness, efficiency and transparency in its operations.

It is in this regard that the Financial Procedure Manual as well as the Planning, Monitoring and Evaluation Procedures Manual were prepared and adopted by the regulatory board.

In the same line and in a bid to prevent any litigation in RURA conduct of its business, all contracts and any other documents establishing a relationship with any third party such as Contracts, Memorandum of Understandings, Agreements are regularly and effectively reviewed to protect the institution's interests.

Similarly, litigations born from RURA's relationship with its partners or clients were properly followed up in the courts of law. During the year under review, RURA has followed up the court cases in which it was involved either as a plaintiff or as defendant and RURA won all the four court cases.

2.8. CORPORATE IMAGE AND SERVICE DELIVERY

The main projects aiming at improving the corporate image and service delivery in RURA include among others Computerization of a number of forms and workflows to be used online; Implementation of E-document Tracking and Workflow Management System; and Implementation of an integrated finance and administration information systems.

The following forms have been computerized and automated to help the largest possible audience lodge in complaints, submit various applications and reports. All these forms available on RURA website have facilitated our stakeholders to get quick services.

- Type approval Application,
- Submission of Economic Data for ISPs,
- Submission of Economic Data for Telecom Operators,
- Consumer Complaints Tracking,
- Water and Sanitation Operators Management,
- Application to manage alarms station and
- Application to manage FM Broadcasting Radio

The e-Document Tracking and Workflows Managements System initiated by the Government of Rwanda was customized to fit in RURA internal workflows.

RURA implemented an integrated finance and administration information system. Through this system, the Finance, Payroll and Budget modules of the centralized ERP SAP Business one are already integrated and implemented.

2.9. CONSUMER PROTECTION

One of the key responsibilities of RURA is to promote the consumers' interests and to protect their rights in all regulated sectors.

The focus in 2013-2014 was on empowering consumers through consumer awareness programs and complaint handling.

2.9.1. CONSUMER EMPOWERMENT

RURA used different approaches and strategies to educate consumers of regulated sectors. These included TV/Radio emissions, consumer forums, press conferences, workshops, production of brochures, messages on banners, in TV and radio and communiqués.

RURA conducted an intensive awareness campaign to educate and empower consumers on digital migration related issues to sensitize consumers to switch from analogue to digital broadcasting. In the same vein, two press conferences were organized on the same issue.

Other important activities were to analyse the application for promotion by telecom operators in order to avoid any exploitation or abuse that may occur from some promotions.

RURA reviewed Contracts between operators and consumers in sanitation sector. This aimed at improving the quality of service and at reducing consumer complaints by removing abusive clauses. This exercise is now leading to a model contract.

RURA conducted consumer education workshops in all secondary schools of Musanze District. These workshops focused on consumers' rights and obligations as well as the consumer complaint procedure and the complaint handling process.

Below are some photos of places where these workshops took place

In addition, workshops were conducted with ADECOR's members in Kigali, Musanze, Rubavu and Rusizi).

2.9.2. Complaint handling

During the financial year 2013-2013 RURA received 1670 consumer complaints and requests for assistance and most of them were successfully handled.

TABLE 4: FIGURES OF COMPLAINTS RECEIVED DURING THE YEAR 2013 – 2014.

	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Total
ICT	11	6	34	14	15	7	29	35	52	62	40	31	336
Energy	2	1	1	0	2	1	1	2	5	20	37	2	74
Water &Sanitation	3	6	0	0	0	0	0	3	0	0	6	2	20
Transport	7	34	96	115	62	50	49	47	143	253	141	48	1045
Others	4	2	14	10	4	2	4	13	42	61	12	27	195
Total	27	49	145	139	83	60	83	100	242	396	236	110	1670

From the table above, it can be observed that transport sector has the first position with1045 complaints and the ICT sector follow with 336 complaints.

In Transport sector, it is mainly due to lack of information related to approved tariffs and poor quality of service offered to consumers while in ICT sector, most of the complaints were related to digital migration.

The chart below shows the percentage of complaints by sector:

CONSUMER COMPLAINTS BY SECTOR

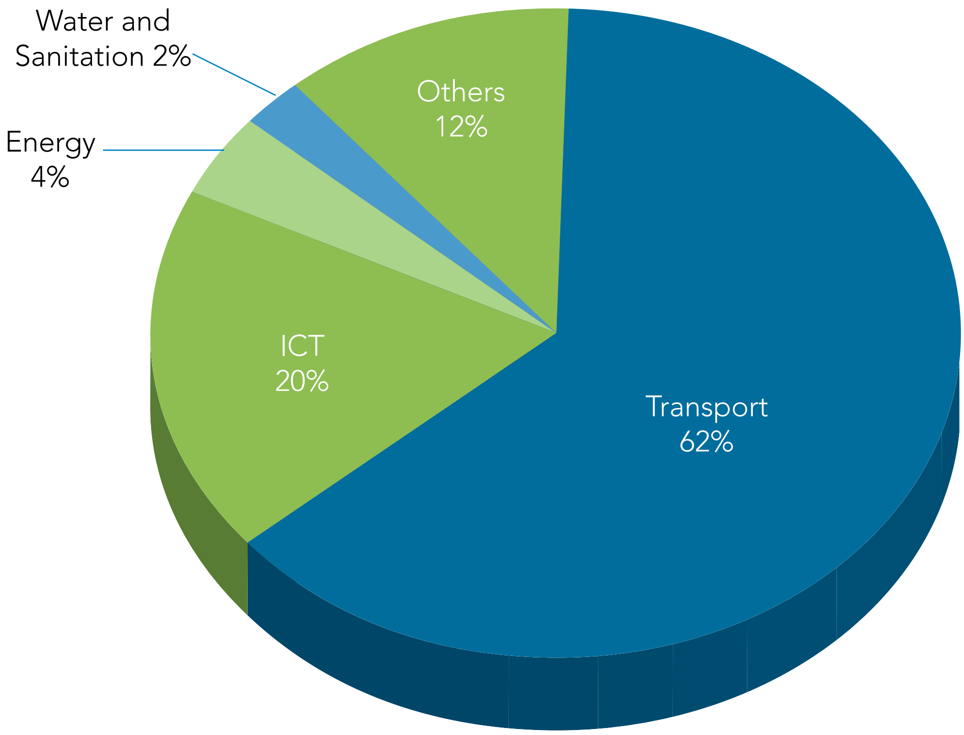


FIGURE 4 CONSUMER COMPLAINTS PER SECTOR

The table below shows the nature of complaints that were received during the period under review in the ICT Sector.

TABLE 5: COMPLAINTS PER NATURE

Service Accessibility/no coverage	Delay in service delivery	Billing problem	Noise made by generators around towel site	Fake products	Lack of information	Misleading advertisement	SIM swap	Theft	Unsolicited SMS
131	25	61	1	14	65	3	3	22	11

ICT SECTOR

3. ICT SECTOR

3.1. SECTOR PROFILE

In the last few years, Information and Communication Technologies were used more and more extensively for the social and economic development. Considering the revolutionary changes that ICTs are bringing to our global society, institutions worldwide continue to develop more sophisticated ways to digitize their operations and processes so that they can offer to the public access to their services in more effective and efficient ways. Enhancement in the use of ICT requires proper regulatory framework to create an environment that promotes public confidence and ensure stability, transparency, competition, investment, innovation, and growth in the ICT sector. In addition to the classic mandate of regulating ICTs, the Government of Rwanda broadened the mandate of RURA by reviewing the media sector and assigning to RURA the mandate of taking overall media regulation.

The Rwandan market in telecommunication is composed by three Mobile Telecom Operators, six Internet Service Providers (ISPs) and one Network Service Provider (wholesaler). The mentioned telecom Operators are MTN Rwanda, TIGO Rwanda & AIRTEL Rwanda while ISPs are Liquid Telecom Ltd, BSC Ltd, New Artel, ISPA Ltd, 4G Networks Ltd and AXIOM. Recently, RURA licensed Olleh Rwanda, a network service provider from South Korea.

The period under review experienced a remarkable growth in terms of mobile telephone subscribers from 6,415,343 to 7,214,385 as of June 2014 which represents a mobile penetration rate of 68.1% from 60. 9% recorded at end of the previous year. This is mainly attributed to a continuous decrease of retail mobile telephone services tariffs coupled with a number of promotional packages from the three licensed telecom companies. As for the Internet, the number of Internet subscriptions increased from 1,282,389 to 2,585,117 as of June 2014 which represents an increase of the internet penetration rate from 12.2 % to 25%.

To endure our democracy, the nation today has fifteen (15) Digital TV Stations Broadcasting and 30 FM Radio Broadcasters are licensed to provide services in Rwanda.

Additionally, in ICT regulations, few among many legal and regulatory instruments were put in place so as to promote the use of ICTs; Regulations governing subscription Satellite Television Services, Regulations on the use of unlicensed Frequency Spectrum for delivery of Telecommunication Services, Regulations on Short Code Allocation, Guidelines for Fiber Optic Cable (FOC) underground installation and so on.

Following the deadline set by ITU for TV analogue switchover of 17th June 2015, the Government of Rwanda decided to digitalize the whole Rwanda broadcasting Network. During the fiscal year under review, eleven (11) analogue transmitters were switched off while the remaining 3 were planned to be switched off by the end of July, 2014.

3.2. LEGAL AND REGULATORY FRAMEWORK

During the reporting period, RURA put in place regulatory and legal instruments so as to promote the use of ICTs as follows:

a) Regulations governing subscription Satellite Television Services. The purpose of these regulations is to establish a licensing and regulatory framework for undertaking of subscription satellite television activities so as to deliver effective and sustainable services in Rwanda.

b) The Regulations on the use of unlicensed Frequency Spectrum for delivery of Telecommunication Services.

c) Regulations on Short Code Allocation. These regulations aim at establishing short codes fees and allocation procedures.

d) Guidelines for Fiber Optic Cable (FOC) underground installation. These guidelines were developed to avoid damage to existing underground infrastructure such as existing fiber optic cables, sewage or water pipes, electrical cables or other telecommunications cables.

e) Guidelines for Internet connectivity in hotels in partnership with RHA, RDB and other stakeholders. These guidelines shall govern the minimum requirements for Internet connectivity in hospitality industry in Rwanda.

f) MoU between RURA and Rwanda ICT Association was renewed and signed by RURA and RICTA.

g) MoU between RURA and Rwanda Media Commission (RMC), a self regulatory body, was signed as required by Article 4 of the Media Law.

h) MoU between RURA and GSMA was signed in order to access the GSMA database. That GSMA database enables RURA to identify Genuine Mobile Phones and combat counterfeit mobile phones.

i) MoU between RURA and the Ministry of Education for supporting schools Internet Connectivity in rural areas.

j) Board Instructions determining the requirements for starting a new print media.

3.3. MARKET PERFORMANCE AND STATISTICS

The period under review experienced a remarkable growth in terms of mobile telephone subscribers from 6,415,343 to 7,214,385 as of June 2014, which represent a mobile penetration rate of 68.1% from 60. 9% recorded at end of the previous year.

This is mainly attributed to a continuous decrease of retail mobile telephone services tariffs coupled with a number of promotional packages from the three licensed telecom companies.

Fixed telephone subscriptions in the year under review were found to be 46,921 as of June 2014 which represents 0.44% penetration rate.

As for the internet, the number of internet subscriptions increased from 1,282,389 to 2,585,117 as of June 2014 which represents an increase of the internet penetration rate from 12.2 % to 25%.

3.3.1. MOBILE & FIXED TELEPHONE SERVICES

As of June 2014, the major players in mobile telephony included MTN Rwanda Ltd, TIGO Rwanda Ltd and AIRTEL Rwanda Ltd. Then, the major players in fixed telephony were Liquid Telecom Ltd and MTN Rwanda.

The following table gives detailed explanations about active subscribers per operator in Mobile and Fixed Telephony.

TABLE 6: NUMBER OF ACTIVE MOBILE AND FIXED TELEPHONE SERVICE SUBSCRIBERS PER OPERATOR AS OF JUNE 2014

<table>
<tr><th rowspan="2">OPERATORS</th><th colspan="2">Active subscribers</th><th>Fixed Teledensity</th><th>Mobile Teledensity</th><th>General teledensity</th></tr>
<tr><th>Mobile Telephony</th><th>Fixed Telephony</th><td rowspan="6">0.44%</td><td rowspan="6">68.1%</td><td rowspan="6">68.5%</td></tr>
<tr><td>MTN RWANDA LTD</td><td>3,621,063</td><td>15,059</td></tr>
<tr><td>TIGO RWANDA LTD</td><td>2,490,633</td><td></td></tr>
<tr><td>AIRTEL RWANDA LTD</td><td>1,102,689</td><td></td></tr>
<tr><td>LIQUID TELECOM LTD</td><td>-</td><td>31,862</td></tr>
<tr><td>TOTAL</td><td>7,214,385</td><td>46,921</td></tr>
</table>

As highlighted in the figure below, the mobile telephony industry witnessed a spectacular growth. This growth was mainly credited to increased competition on the market which resulted into a continuous decrease of retail mobile telephone services tariffs coupled with a number of promotional packages and daily packs offered by licensed telecom operators.

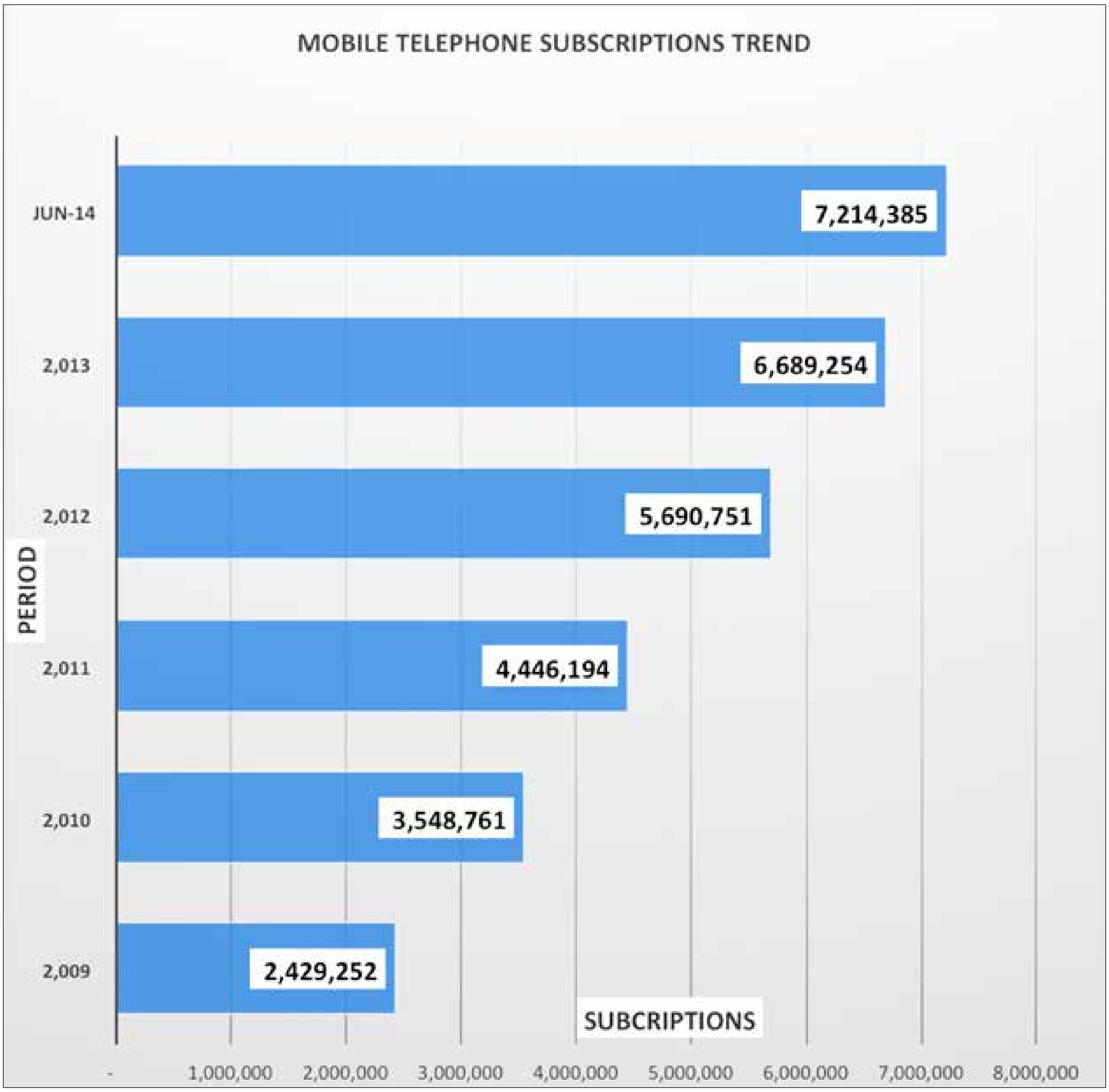


FIGURE 5: MOBILE TELEPHONE SUBSCRIPTION TREND

Fixed telephone subscriptions continued to increase but at almost flat rate compared to mobile telephone subscriptions trend. This is mainly due to rapid growth of mobile telephone penetration rate and their efficiency use compared to the fixed telephones.

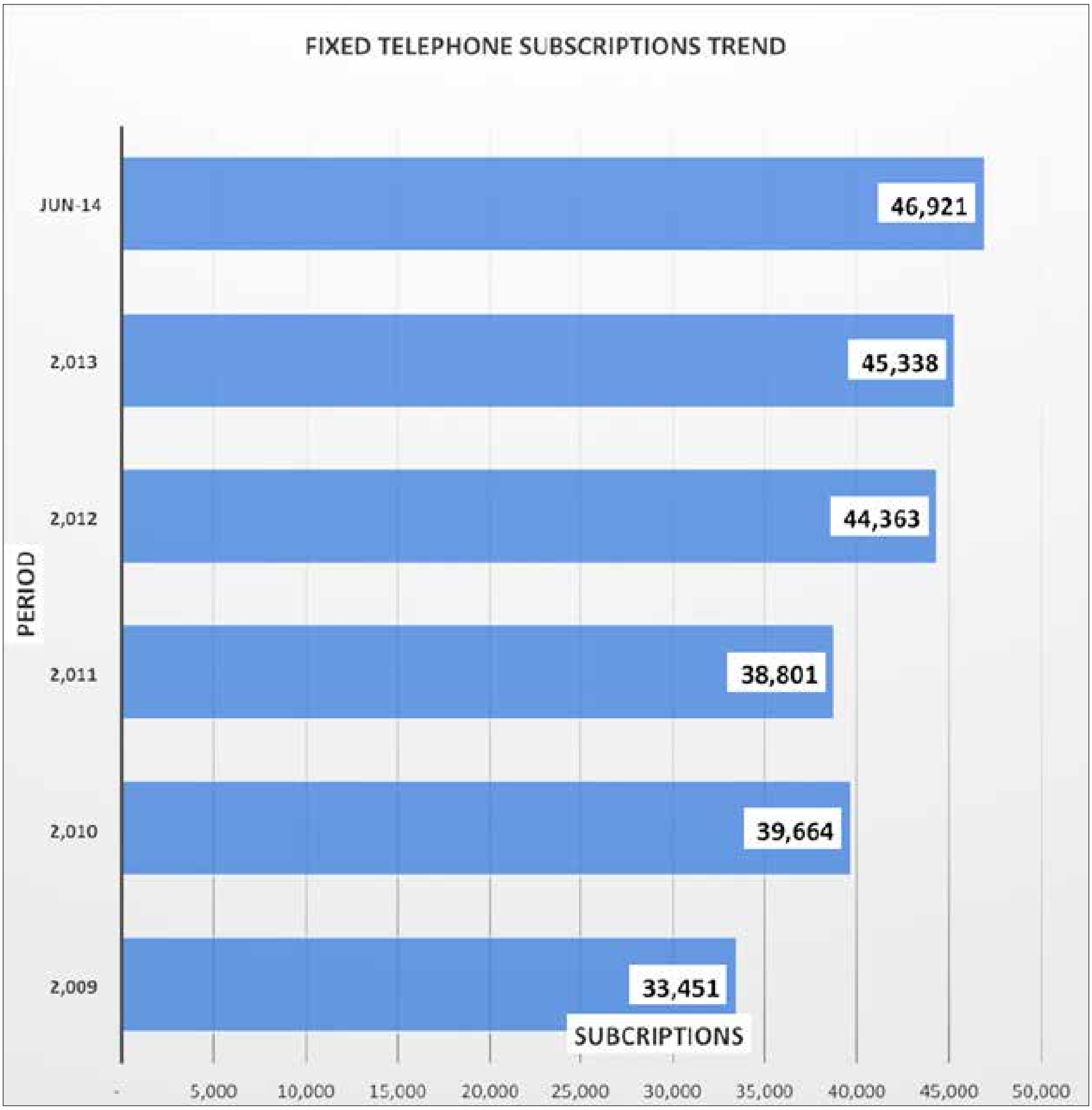
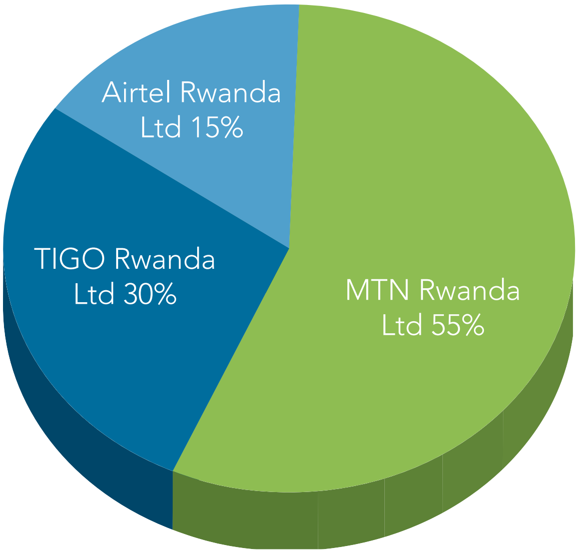


FIGURE 6: TREND IN FIXED TELEPHONE SUBSCRIPTION SINCE 2009

MTN Rwanda is still leading in terms of mobile telephone subscribers' market share but with a decreasing market share of 50% as of June 2014 against 55% by June 2013.

TIGO Rwanda comes second with an increasing market share of 35% as of June 2014 against 30% by June 2013 while AIRTEL Rwanda is the third with the constant market share of 15%.

MOBILE TELEPHONE MARKET SHARE AS OF JUNE 2013



MOBILE TELEPHONE MARKET SHARE AS OF JUNE 2014

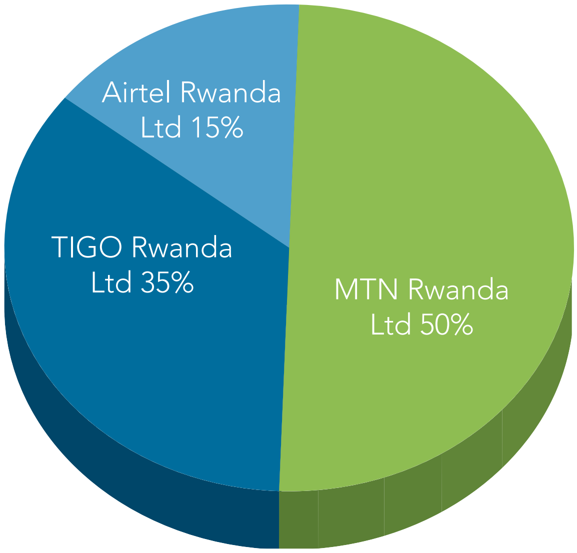


FIGURE 7: EVOLUTION OF MOBILE TELEPHONE SUBSCRIBERS MARKET SHARE PER OPERATOR

3.3.2. MOBILE NETWORK COVERAGE PER OPERATOR

Geographically MTN 2G and 2.5 Network covers 99.08% of the total area, followed by TIGO Rwanda Ltd with 88.75% and 72.60 % for AIRTEL Rwanda. This geographic network gives the opportunity to 99.90% of the population to access 2G and 2.5G networks of MTN 99.72% of Network TIGO and 90.30% of AIRTEL network.

3G and 3.5G mobile technologies were deployed geographically by 54.94% as of June 2014 against 19.07 % of June 2013 by MTN Rwanda. However, the geographical deployment of TIGO Rwanda in 3G and 3.5G mobile technologies increased to 8.89% as of June 2014 against 5.3%. On the AIRTEL side, the coverage of 3G and 3.5G was 6.29% as of June 2014 against 3% June 2013.

The table below illustrates the Mobile network coverage per operator as of June 2014:

TABLE 7: THE MOBILE NETWORK COVERAGE PER OPERATOR AS OF JUNE 2014

	2G	2.5G	3G	3.5G
GEOGRAPHIC COVERAGE				
MTN Rwanda Ltd	99.08	99.08	54.94	54.94
TIGO Rwanda Ltd	88.75	88.75	8.89	8.89
AIRTEL Rwanda Ltd	72.60	72.60	6.29	6.29
POPULATION COVERAGE				
MTN Rwanda Ltd	99.90	99.90	72.07	72.07
TIGO Rwanda Ltd	99.72	99.72	47	47
AIRTEL Rwanda Ltd	90.30	90.30	12.45	12.45

3.3.3. INTERNET SERVICE PROVISION

3.3.3.1. Evolution of the International Internet bandwidth in Mbps

There was an increase in the international Internet bandwidth of 1,057 (in Uplink and Downlink) during this financial year, which is attributed to the increased competition in Internet market, as shown in the table below:

TABLE 8: EVOLUTION OF THE INTERNATIONAL INTERNET BANDWIDTH IN MBPS

International Internet bandwidth (Mbps)	June 2013	June 2014	Variation
Up link	4,054	5,111	1057
Down link	4,056	5,111	1057

3.3.3.2. Evolution of internet subscribers

The Internet penetration rate increased from 12.2% as of June 2013 to 25% as of June 2014. This increase is mainly attributed to the use of mobile Internet segment backed by the use of android devices.

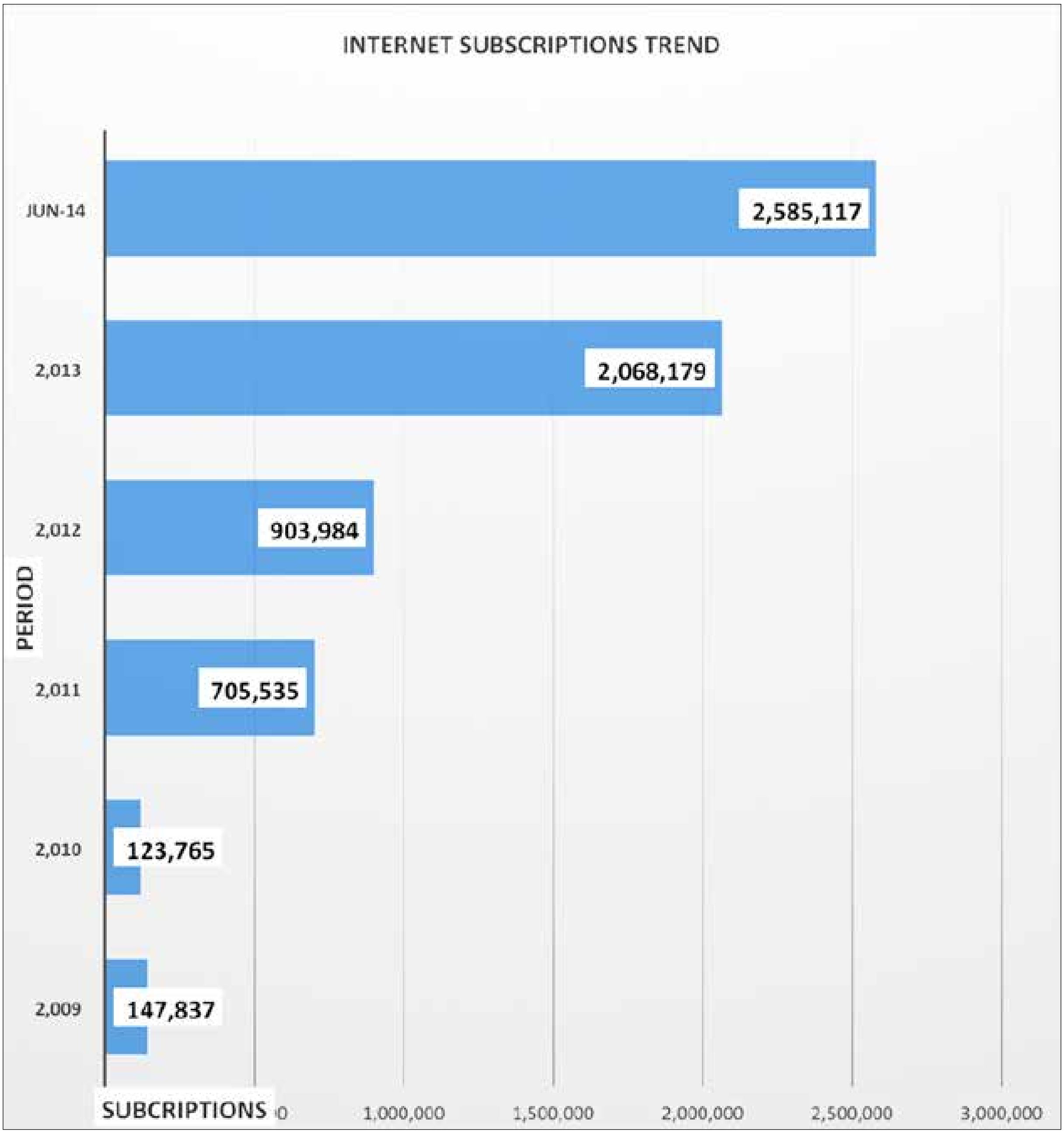


FIGURE 8: DEVELOPMENT OF INTERNET SUBSCRIBERS FOR THE PERIOD 2009-JUNE 2014

3.3.3.3. A supply side survey on Internet usage in Rwanda

During the year under review, RURA conducted a survey on the supply side with aim to evaluate the Internet usage and internet penetration in Rwanda. This survey focussed on the following:

a. Derive an estimate of the number of Internet users in Rwanda as of December 2013;

b. Provide a comparative analysis of the penetration rate based on the subscriptions and the penetration rate based on the number of Internet users.

The outcome of the study showed an estimated number of Internet users of 3,761,192 representing a penetration rate of 35.6% in terms of Internet users.

The figure below illustrates the distribution of the total Internet users per type of User as of December 2013;

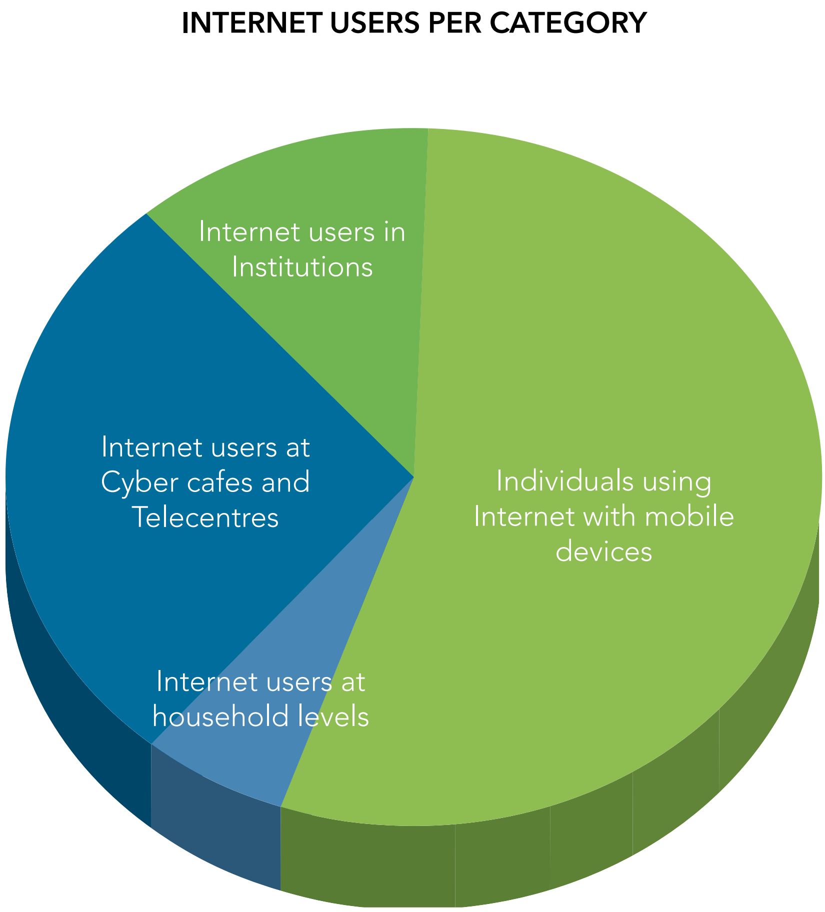


FIGURE 9: DISTRIBUTION OF INTERNET USERS PER CATEGORY OF USERS AS OF DECEMBER 2013

Source: RURA

Among the total Internet users, 55% are individuals using internet with mobile devices, 32% individuals using internet in the cyber café and telecenters, 10% are individuals using internet in their institutions and 3% individuals using internet at household level.

3.3.4. TARIFF STRUCTURE

3.3.4.1. Mobile and fixed telephone service retail tariffs trend

During the year under review, all the three Mobile Network Operators i.e MTN Rwanda Ltd, TIGO Rwanda and AIRTEL Rwanda increased their Onnet tariffs. The variation was due to the increase of the applicable excise duty from 8% to 10% during the same period.

From July 2013 to June 2014, the tariff for fixed telephone service remained unchanged for both MTN Rwanda Ltd and Liquid Telecom Ltd.

The table below illustrates the changes in retail tariffs for Mobile voice telephony service during the period under review.

TABLE 9: MOBILE VOICE TELEPHONE TARIFF STRUCTURES PER OPERATOR

SERVICE		MTN RWANDA LT		TIGO RWANDA LTD		AIRTEL RWANDA LTD	
JUNE 2013		June 2014	June 2013	June 2014	June 2013	June 2014	
Onnet Tariff	Prepaid	36	45	25	30	20	27
	Postpaid	30	30	25	30	N/A	27
Offnet Tariff	Prepaid	60	60	60	60	60	60
	Postpaid	50	60	60	60	N/A	60
Regional and International call Tariff							
Kenya		120	120	165	135	120	120
Uganda		120	216				
Burundi		120					
Rest of Africa Tariff Group A		165	165	165	165	-	165
Rest of Africa Tariff Group B		165	390				
USA/Canada/China/India/Belgium		49,8	49.8	40	45	35	32
International Tariff - Group A		250,2	250.2	195	245	240	240
International Tariff - Group B		250,2	690				
Satellite		4,833	4,833	4,500	4,500	5,000	5,000

Source: RURA

The table below illustrates the trend in retail tariffs for fixed voice telephony services during the period under review.

TABLE 10: FIXED TELEPHONE SERVICE TARIFF STRUCTURE

SERVICE	MTN RWANDA LTD		LIQUID TELECOM LTD	
	June 2013	June 2014	June 2013	June 2014
Onnet Tariff	30	30	20	20

OFFNET TARIFF	60	60	90	90
REGIONAL	120	120	135	135
INTERNATIONAL	240	240	155	155

Source: RURA

3.3.4.2. Internet Tariff VAT Inclusive

The tariffs in mobile and fixed Internet remained almost stable during the period under review. The following tables illustrate the applicable rates for both mobile and fixed Internet as of June 2014.

TABLE 11: MOBILE INTERNET TARIFF (RWF/MB) VAT INCLUSIVE AS OF JUNE 2014

MTN RWANDA LTD	TIGO RWANDA LTD	AIRTEL RWANDA LTD
52	50	50

TABLE 12: FIXED INTERNET TARIFFS IN RWF, VAT INCLUSIVE

SERVICE		LIQUID TELECOM LTD	ISPA	NEW ARTEL LTD	BSC	AXIOM NETWORKS LTD	4G NETWORKS LTD
Wireless	128/64 Kbps Residential	64,900	59,000				
	128/64 Kbps Business	64,900					
	128/128 Kbps			59,000			
	256/128 Kbps	236,000	118,000				
	256/256 Kbps			118,000		35,695	
	384/192 Kbps	354,000					
	512/512Kbps					53,543	
	512/256Kbps	743,400					
	1Mbps	1,534,000		360,000		509,229	382,800
	1Mbps dedicated						236,000
	2 Mbps					937,628	
	3Mbps				212,400	1,260,648	
Fiber	64 Kbps	50,150					
	128Kbps	100,300					
	256Kbps	141,600					
	512Kbps	177,000					
	1Mbps	354,000			318,600		
	2Mbps	590,000					
	3Mbps	826,000			743,400		
	4Mbps	1,062,000					
	5Mbps	1,298,000					
	6Mbps	1,534,000					
	7Mbps	1,770,000					
	8Mbps	2,006,000					
	9Mbps	2,242,000					
	10Mbps	2,478,000					

Copper	64 Kbps Data Copper-Kigali	101,511		
	64 Kbps Data Copper-Up country	185,222		
	128 kbps Data Copper-Kigali	147,184		
	128 kbps Data Copper-Up country	268,933		
	256kbps-DATA(Copper-kigali)	213,166		
	256kbps-DATA(copper -Up country)	415,360		
	512kbps DATA(Cooper)	296,405		
	1024kbps DATA(Cooper)	479,117		
	2048kbps DATA(Cooper)	544,079		
	EVDO	35,000		
Fixed	1Mbps	1,058,873	444,565	438,480
	3Mbps			

3.3.4.3. Wholesale price regulation

In 2011, RURA reviewed and projected termination rates to mobile network for the period 2011-2015 based on the principle of cost orientation. According to below figure, termination rates to mobile network decreased from 28.73 to 25.73 Rfw per minute starting from January 2014.

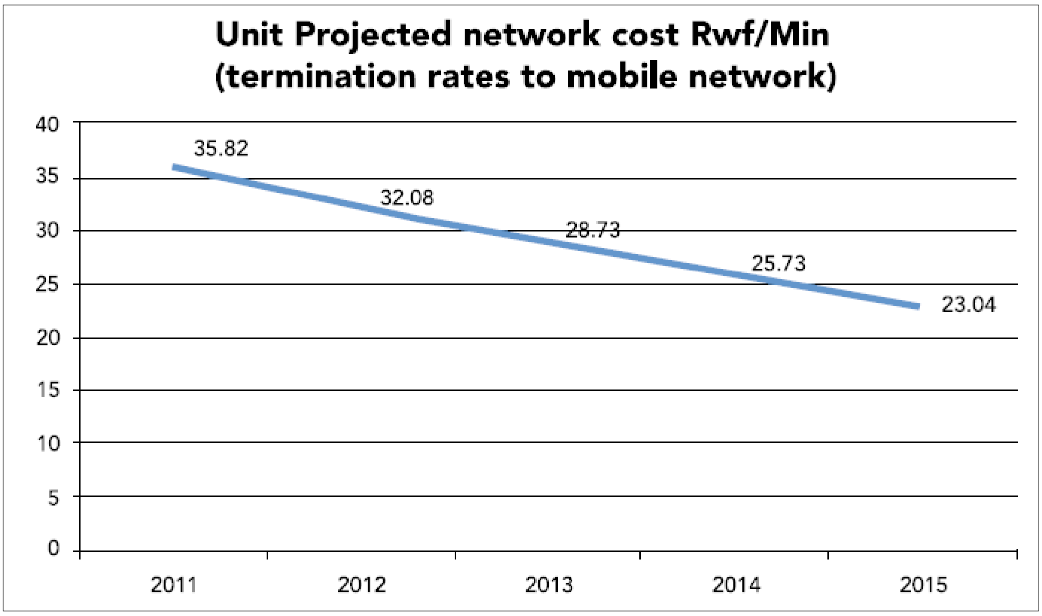


FIGURE 10: INTERCONNECTION RATES GLIDE PATH FOR THE PERIOD 2011-2015

3.4. MANAGEMENT OF ICT SCARCE RESOURCES

3.4.1. MANAGEMENT OF FREQUENCY SPECTRUM

During the period under review, a number of licenses were issued and most of them were for the use of radio frequency spectrum. A series of monitoring and enforcement work was also done which resulted into withdrawal of some licenses due to the licensees' failure to comply with their obligations or upon their request.

RURA also developed and adopted the channelization plans for Digital Dividend in 700 MHz and 800 MHz frequency bands. Likewise, the channelization plan for digital dividend in 700MHz frequency band was proposed and adopted by the ITU Joint Task Group 4, 5, 6 and7, and is now waiting for the final consideration by the WRC-15.

The Frequency Coordination process for the revision of Digital TV frequency plan was completed with the neighbouring countries and a New Frequency Plan for Rwanda is recorded in the Master Frequency Register of the International Telecommunication Union (ITU).

The Table below gives a summary of the radio communication Licenses issued and/or revoked from July 2013 to June 2014:

TABLE 13: RADIO COMMUNICATION LICENSES ISSUED AND REVOKED IN DIFFERENT SERVICES FROM JULY 2013 TO JUNE 2014

Services	Licenses issued	Withdrawn licenses	Total Number of operators
HF	4		7
VHF	19		29
UHF	6		5
VSAT	14	3	11
SATPHONE	5		3
SOUND BROADCASTING	6	3	33
AMATEUR RADIO	2		3

3.4.2. MANAGEMENT OF NUMBERING RESOURCES

During the period of review, short codes application from different entities were managed according to the revised Regulations on short codes allocation that were approved by the RURA Regulatory Board on 12th February 2014. RURA assigned different short codes to various public and private entities operating in Rwanda. Some short codes assignees also requested to cancel their short codes due to reasons that were deemed rational. During this fiscal year under review, 86 short codes were assigned while 6 were cancelled.

Currently, there is an ongoing consultation study on "*Cost Benefit Analysis on the Introduction of Mobile Number Portability in Rwanda*". To this end, RURA conducted a consultative workshop with stakeholders namely Telecom Operators, RDB and Ministry of Youth & ICT (MYICT) on the need of Mobile Number Portability implementation in Rwanda.

3.4.3. MANAGEMENT OF INTERNET RESOURCES

In 2013/14 fiscal year, RURA carried out a study on defining the best model for:

a) Managing Rwanda Internet Network Exchange (RINEX) and facilitate the access to internet exchange point;

b) Enabling domestic bandwidth utilization;

c) Encouraging development of local contents and web hosting,

d) Attracting International content providers and

e) Promoting Internet broadband access and cost affordability.

In the same way, RURA continued to provide support the RICTA for the management of RINEX.

On the other side, RURA monitored and evaluated the performance of Rwanda Information and Communication Technology Association (RICTA) in order to ensure the technical and administrative management of the Internet infrastructure of the Country Code Top Level Domain (ccTLD). The table below highlights the Registry and Registrars under the ccTLD as of June, 2014;

TABLE 14: LIST OF REGISTRY AND REGISTRARS IN RWANDA AS OF JUNE, 2014

REGISTRY	REGISTRARS
RICTA	ESICIA LTD
	AFRIREGISTER
	IMAGINET LTD
	HOSTHOLIK LTD
	BROADBAND SYSTEMS CORPORATION (BSC) LTD
	LEXSYNERGY
	MARK MONITOR
	IGIHE LTD
	MTN RWANDA LTD
	WEB SPACE
	UMUSEKE IT LTD
	PROGRAMAGE LTD
	NETINKA
	MARKMONITOR INC
	LIQUID TELECOM (FORMER RWANDATEL S.A)
	IT NET LTD
	ISPA LTD
	CYUDA LTD

3.5. LICENSING

3.5.1. TELECOMMUNICATION AND INTERNET SERVICE PROVISION

During this period, RURA received different applications for the Internet Service provisions and licenses were awarded after a thorough analysis of the applications.

RURA licensed one Network Service Provider (Olleh Rwanda Network Ltd), one Network Facility Provider (IHS Rwanda Ltd) and two Internet Service Providers (Axiom Networks Ltd and Mobile Technovation Ltd).

The ISP that ceased operations during this fiscal year includes the license of 4G Rwanda that was revoked due to its failure to operate the assigned frequency.

However, the ISP license of Altech Stream Ltd was cancelled, following its merger with Liquid Telecom Ltd.

The figure below shows the current licensed Telecom Operators, Internet Service Providers and wholesaler.

TABLE 15: LICENSED TELECOM OPERATORS, ISPS, INTERNET WHOLESALER AND NETWORK FACILITY PROVISION

List of Licensees	Telecom Operator	Internet Service Provider	Network Service Provider	Network Facility Provider
New Artel Ltd		✓		
ISPA Ltd		✓		
4G Networks Ltd		✓		
Axiom Networks Ltd		✓		
Mobile Technovation Ltd		✓		
Liquid Telecom Ltd		✓		
MTN Rwanda Ltd	✓	✓		
TIGO Rwanda Ltd	✓	✓		
AIRTEL Rwanda Ltd	✓	✓		
Olleh Rwanda Network Ltd			✓	
Rwanda Tower Network Ltd				✓
IHS Rwanda Ltd				✓
Total	3	9	1	2

3.5.2. BROADCASTING

During the period under review, the broadcasting industry recorded tremendous development such as the successful Digital Migration Switch-over, licensing of Signal Distributors and start-up of new digital television stations.

3.5.2.1. Analogue to Digital Migration Process

The International Telecommunication Union (ITU) set the deadline for TV analogue switchover to be on **17th June 2015**. Following this, the Government of Rwanda decided to digitalize the whole Network of Rwanda Broadcasting Agency (RBA).

During the fiscal year under review, 11 analogue transmitters were switched off while the remaining 3 were planned to be switched off by the end of July, 2014 as illustrated in below phases:

- **Phase 1**: 31st January 2014: switch off in Kigali.
- **Phase 2**: 31st March 2014: switch off in North West and East.
- **Phase 3**: 31st May 2014: switch offline North East and South.
- **Phase 4**: 31st July 2014: switch off in West and South West.

3.5.2.2. TV Broadcasting

In TV Broadcasting, fifteen (15) digital television stations were licensed to provide services in Rwanda.

TABLE 16: LIST OF OPERATIONAL AND NON-OPERATIONAL TV AS OF JUNE, 2014

OPERATIONAL TV	NON OPERATIONAL TV
Rwanda Broadcasting Agency (RBA)	Super TV
TV10	Contact TV
TV1	DMP TV
Lemigo TV	Light House TV

Family TV	KTV
	Capital TV
	Max TV
	Isango Star TV
	Yego TV
	Flash TV

3.5.2.3. FM Radio Broadcasters

The table below shows a list all FM Radio Broadcasters that were registered to operate in Rwanda, by the end of the fiscal year.

TABLE 17: LIST OF FM RADIO BROADCASTERS

S/N	Radios	FM frequencies	STL frequencies
1	Radio 10	87.6 MHZ,93.6 MHz	413.4 MHz, 306, 400MHz
2	Flash FM	89.2 MHz, 90.4MHz, 95.7 MHz	865.8 MHz, 302.8, 303.2 & 305.2MHz
3	City Radio	88.3 MHz	413.8 MHz
4	Voice of Africa	94.7 MHz	866.2 MHz
5	Contact FM	89.7 MHz	866.6 MHz
6	Radio Maria RWANDA	88.6, 97.3, 99.4, 99.8 MHz	300.4, 305.6 MHz
7	Voice of hope	106.4 MHz	404.6 MHz,
8	Umucyo Radio	102.8 MHz	300.8MHz
9	Isango Stars	91.5 MHz	405.4 MHz
10	National Holding Media	98.7 MHz	301.6MHz
11	Isangano	89.4 MHz	302MHz
12	Rwanda Broadcasting Agency (RBA)	88, 90.7, 100.7, 92.4, 89.4, 92.9, 89.8, 93.5, 95.5, 94.6, 96.1, 95.1, 98.4, 96, 96.5, 97.6, 106.9, 100.4, 103.9, 101.1, 105.7, 103.2, 99.7, 104.7, 102.7, 90.1, 106.8, 101.5 MHz	410.2, 410.6, 411, 411.4, 411.8, 412.2 412.6 MHz

13	Huguka	105.9 MHz	413MHz
14	Amazing Grace Radio	105.1 MHz,90.2 MHz	862.2 MHz
15	Salus Radio	97.0, 101.9 MHz	865, 865.4 MHz
16	Ishingiro	107.5 MHz	302.4 MHz
17	Deustche Welle	96 MHz	N/A
18	RFI	91.9 MHz	N/A
19	Authentic Radio	92.8 MHz	304.8
20	BBC	93.3, 93.9, 106.1 MHz	N/A
21	Sana radio	98 MHz	303.6
22	Izuba radio	100 MHz	N/A
23	Voice of America	104.3 MHz	N/A
24	Radio One	91.1 MHz	304MHz
25	CPR	107.1 MHZ	304.4 MHz
26	Mount Kenya University	107.9 MHz	N/A
27	Radio One	89.8	
28	Transformation radio	96.4	
29	KT Radio	96.7, 102, 107.9	306.8, 307.2, 307.6
30	Kiss FM	102.3	306.4

3.5.2.4. Internet and Print Media

With the new mandate of RURA to regulate media industry, and following the enactment of the Media Law of 2013, RURA licensed Internet and Print Media organs.

The following tables illustrate the licensed media organs as of June, 2014

TABLE 18: INTERNET MEDIA LICENSED BY RURA AS OF JUNE, 2014

Applicant	**Online Newspaper**		**Internet Radio**		**Internet TV**	
	Licensed	Status	Licensed	Status	Licensed	Status
Umuryango Ltd		Operational		Not operational		Not operational

Inyarwanda Ltd						Not operational
Holy Multimedia Ltd						Operational

TABLE 19: LIST OF PRINT MEDIA COMPANIES AS OF JUNE 2014

Company	Name of print media	Permit Number	Date of Issue
Ihema Media Group Ltd	Ihema	RURA/PM/001/2013	19/11/2013
Ishya n'Ihirwe Ltd	Ishya n'Ihirwe	RURA/PM/002/2013	13/11/2013
Mont Jali News Company Ltd	Mont Jali News	RURA/PM/003/2013	13/11/2013
Watoto smile Ltd	Watoto smile	RURA/PM/004/2013	28/11/2013
Umuryango Company Ltd	Umuryango	RURA/PM/005/2013	28/11/2013
Ijwi rya bose publications Ltd	Ijwi rya bose	RURA/PM/007/2014	4/02/2014
Pax Ltd	Pax news paper	RURA/PM/006/2014	4/02/2014

3.5.3. ELECTRONIC TRANSACTIONS

RURA started the process of developing a framework for licensing Certification Authorities (CAs) /service providers. In this regard, RURA as the controller of Certification Authorities in Rwanda signed a Memorandum of Understanding with Rwanda Development Board (RDB) to partner in designing and implementing the National Public Key Infrastructure (PKI) as a single project comprising of Root Certification Authority (Root CA) and Government CA.

This project is designed to guarantee the confidentiality, integrity and authenticity of electronic communication and transactions. The Root CA is operated by RURA and Government CA is operated by RDB.

The implementation of Root CA has been successfully completed. RURA in consultation with stakeholders have developed Regulations that set forth the rules governing the licensing, Certifying, Monitoring and Overseeing of Certification Authorities' activities.

As part of the Implementation of PKI project, there was a need to establish a Registration Authority for Object Identifier (OID) in Rwanda. This was a requirement set by ITU, for any nation to establish a Registration Authority. Accordingly, a joint agreement was signed between RURA and RBS as administrations representing both ITU and ISO (International Standardisation Organisation) respectively.

RURA is the OID Registration Authority for Rwanda that will be assigning and recording OIDs at the National level.

3.6. MONITORING AND ENFORCEMENT

3.6.1. FREQUENCY SPECTRUM MONITORING

RURA conducted a countrywide monitoring and inspections of all radio-communication users to verify compliance with license obligations. With the help of Spectrum Monitoring System, illegal users of the spectrum in the VHF band were identified and advised to comply with the laws and regulations in force.

In addition, using the radiation meter the measurement of human exposure to Electromagnetic Fields around the high power broadcasting transmitters was conducted in Kigali.

3.6.2. QUALITY OF SERVICE MONITORING

According to the Law N° 44/2001 (Telecom Law), RURA has the mandate to ensure that Telecom Operators provide required Quality of Service (QoS) to their customers.

It is in this line that RURA conducted countrywide QoS measurement campaigns on cellular mobile networks to verify the compliance of the QoS targets by Telecom Operators (MTN and TIGO). The evaluated QoS parameters are Call Setup Success Rate (CSSR) and Call Drop Rate (CDR).

The status of the voice service QoS of MTN Rwanda and TIGO Rwanda from July, 2013 to June, 2014 is highlighted in the following table:

TABLE 20: STATISTICS OF QOS OF MTN RWANDA AND TIGO RWANDA

Area	**Measurement Period**	**Telecom Operator**	**Quality of Service Parameters**				
			Call Attempts	Call Successful Attempt	Call Completed	Call Setup Success Rate (CSSR): **Threshold value:** ≥95%	Call Drop Rate (CDR): **Threshold value:**≤2%
Western Province	5th - 10th August, 2013	MTN	768	727	718	**94.66%**	1.24%
		TIGO	916	864	845	**94.32%**	**2.20%**
Southern Province	12th - 17th August, 2013	MTN	828	807	796	97.46%	1.36%
		TIGO	819	778	762	**94.99%**	**2.06%**
City of Kigali	19th - 30th August, 2013	MTN	1226	1211	1209	98.78%	0.17%
		TIGO	1218	1172	1151	96.22%	1.79%
Northern Province	2nd - 7th September, 2013	MTN	912	878	868	96.27%	1.14%
		TIGO	890	862	842	96.85%	**2.32%**

Eastern Province	9th - 14th September, 2013	MTN	701	668	661	95.29%	1.05%
		TIGO	706	693	689	98.16%	0.58%
Northern Province	19th – 21st March, 2014	MTN	691	666	658	96.38%	1.20%
City of Kigali	10th - 12th May, 2014	MTN	669	637	634	95.22%	0.47%
		TIGO	670	635	624	**94.78%**	1.73%
Eastern Province	13th – 15th May, 2014	MTN	494	483	478	97.77%	1.04%
		TIGO	491	489	477	99.59%	**2.45%**
Northern Province	15th – 20th May, 2014	MTN	524	510	506	97.33%	0.78%
		TIGO	521	516	513	99.04%	0.58%
Western Province	19th – 21st May, 2014	MTN	428	427	421	99.77%	1.41%
		TIGO	422	368	365	**87.20%**	0.82%
Southern Province	21st – 22nd May, 2014	MTN	480	472	466	98.33%	1.27%
		TIGO	496	460	458	**92.74%**	0.43%

3.6.3. INTERNATIONAL GATEWAY TRAFFIC VERIFICATION SYSTEM

During the fiscal year 2013-2014, the International Gateway Traffic Verification (IGTVS) focussed on fraud management in order to prevent further traffic drop as it was the case during the last two months of the preceding business year.

With the help of Fraud Management System, RURA identified 332 fraudulent SIM cards used to terminate international calls including 313 on MTN network, 16 on AIRTEL network and 3 on LIQUID network, by June 2014.

With regard to international traffic, the incoming traffic was 82,523,546 minutes against 78,172,261 minutes of outgoing traffic during the period under review.

3.6.4. INSPECTIONS AND AUTHORIZATIONS TO TELECOM OPERATORS

3.6.4.1. Telecom Infrastructure installation authorization

During the fiscal year 2013-2014, RURA issued a good number of authorizations/permits to Telecom Operators and ISPs operating in Rwanda for "Tower & Rooftop site installation" and "Fiber Optic installation" as shown in the tables below:

TABLE 21: TOWER AND ROOFTOP AUTHORIZATION

Operators/ISP	Sites Requested	Sites Authorized
MTN	13	13
TIGO	19	18
AIRTEL	35	35
Amazing Grace	1	0

TABLE 22: FIBER OPTIC INSTALLATION AUTHORIZATION

Operators/ISP	Sites Requested	Sites Authorized
ORN	91	91
MTN	17	16
Liquid Telecom	21	21

3.6.4.2. TYPE APPROVAL

During the course of 2013-2014 year 1,700 type approval applications were processed and 1,696 type approval and clearance letters were issued for ICT equipment imported to Rwanda while 4 applications were rejected.

In order to ensure the quality of imported radio communication and electronic communication equipment, random inspections were conducted to ensure that clearance issued or type approval letters reflect the physical inspection.

In view of ensuring quality of imported ICT equipment, RURA embarked on the process of banning importation of sub-standards and counterfeit products. In this line, different activities such as meetings with ICT stakeholders (Importers and Public Sector Federation) and public awareness campaign were convined.

3.7. UNIVERSAL ACCESS

The Government of Rwanda (GoR) through its Law No 44/2001 of 30th November 2001 governing telecommunications established the Universal Access Fund (UAF) to accelerate the use of ICT in the country. The functioning and the source of funding of UAF are determined by the Presidential Order No 05/01 of 15/03/2004.

The fund is financed by contributions from licensed operators who contribute 2% of their annual turnover. The Regulatory Board has the mandate to manage this fund in a way that favours the spread and take-up of ICTs in designated remote and under-served areas of the country. Projects under Universal Access complement and integrate the overall NICI policy framework for Rwanda.

In this fiscal year 2013-2014, implemented projects using UAF are the following:

a) Joint project with MINEDUC to connect schools in rural and underserved areas to broadband internet. Sixty Seven (67) schools were selected, 18 of which were connected to BSC fiber optic while 49 were connected to TIGO wireless network.

b) Supporting ICT literacy in rural and remote areas of Rwanda: This project aimed to build-up nation`s ICT skills and bring ICT literacy to the critical mass by promoting the ICT literacy in rural areas of the country. This project is funded by UAF and implemented by E-ICT with the support of the main stakeholders namely MINADEF, MINEDUC and MINALOC. Ninety five (95) teachers from "*Groupe Scolaire de Gahengeri*" and "*Groupe Scolaire de Rubona*" were trained as per June, 2014.

c) Subsidy support to Rwanda National Police (RNP) for the establishment of Emergency Call Center countrywide. The aim of this project is to ensure efficient functionality and free access for emergency public services.

d) Supporting ICT for the Blind and Visually Impaired in Rwanda. This project aimed to promote the equal opportunity access and usage of ICTs support to people with disability as a tool for social integration. This project is now in its second phase of implementation and an MoU was signed between Rwanda Union of Blinds (RUB) the focal point of the project and RURA.

e) Project for Connecting Higher learning Institutions to UbuntuNet Alliances: This project is now providing to high learning schools:

- The access to World Libraries
- Promotion of research and collaboration between Universities.

3.8. CHALLENGES

The ICT sector challenge recorded so far is mainly the delay in the adoption of ICT Bill as well as some monitoring tools which are not yet acquired by RURA.

TRANSPORT SECTOR

4. TRANSPORT SECTOR

4.1. SECTOR PROFILE

The Rwanda's Vision 2020 gives a special importance to the transportation sector due to its strategic role in boosting the socio-economic sectors by stimulating economic growth. This is achieved by facilitating access to domestic and international markets on one hand, and increasing internal growths of production and services by improving accessibility and mobility of people and goods on the other hand.

There was therefore a need to put in place a solid regulatory framework to spearhead the development of the sector. It is in this line that RURA was established to regulate among other utilities, the three modes of transport namely; air, road and waterways.

The law establishing RURA gives it a mandate to ensure that transport services are available throughout the Country to meet, in transparency all reasonable demands of all natural persons and organizations. The law also requires RURA to ensure that the interests of both present and future potential beneficiaries of transport services are catered for without compromising the utility provider's compliance with laws and regulations in force.

4.2. SECTOR COMPONENTS

As mentioned above, the transport sector regulation involves regulation of all the three modes of transport which are road, waterways and air. In Road Transportation mode, RURA regulates all providers of commercial transport services on Rwandan roads, as follows:

a) Public bus and minibus Companies and Cooperatives,

b) Taxi cabs Companies and Cooperatives,

c) Rental Transport Service Companies (Jeeps & Pick-ups)

d) Motorcycle Companies and Cooperatives,

e) Driving schools,

f) Goods transportation services.

The Air Transport sub-sector covers the regulation of tertiary service providers such as Freight forwarders, Travel Agencies and General sales representations in the air transport industry and the protection of consumers in the entire industry.

On the other hand, the Waterways transport sub-sector covers the regulation of inland waterways transportation of goods and persons. The sector encompasses vessels ranging from simple non-motorized boats to highly automated pushers, operating on all waterways ranging from small tributaries to major rivers and lakes.

4.3. LEGAL AND REGULATORY FRAMEWORK

During the fiscal year under review, the "*Regulations governing waterways transport services*" were developed, discussed with concerned stakeholders and eventually adopted by the Regulatory Board. They provide a legal and regulatory framework in waterways transport regulation and are expected to bring a significant change in services delivered to Rwandans, using national water bodies as their transport mode in daily activities.

4.4. ROAD TRANSPORT

During the year under review, RURA undertook a number of road transport regulation programs aiming at implementing the National Public Transport Policy and Strategy that was adopted by the Cabinet in October 2012. These programs and their implimentation status are described hereunder:

4.4.1. Route Tendering

During the reporting period, RURA in collaboration with the City of Kigali (CoK) embarked on route tendering process of the four (4) zones of operation in the City of Kigali. The reorganization had four major objectives which are:

- **a)** Redesigning public transport routes in order to reduce distances walked by passengers to the nearest bus stop within the City of Kigali;
- **b)** Increasing reliability of public transport services through establishment of scheduled Public Transport Services;

c) Encouraging the use of modern, smart and bigger buses appropriate for public transport along congested trunk roads in the City of Kigali; and

d) Putting in place a clear and favourable regulatory framework that encourages investment in public transport as a lucrative sector in the City of Kigali.

The route tendering process that was conducted saw three (3) successful operators signing a five year contract to exclusively provide public transport services in the City of Kigali.

TABLE 23: PUBLIC TRANSPORT OPERATORS IN CITY OF KIGALI

OPERATOR	ZONE NUMBER	AREA OF OPERATION
Kigali Bus Services Ltd	1	Remera, Kanombe, Kabeza Kabuga and Masaka.
Royal Express Ltd	2	Gikondo, Niboye, Kagarama, Gatenga and Kicukiro Centre
Rwanda Federation of Transport Cooperatives (RFTC)	3	Kimironko, Kibagabaga, Kagugu and Gisozi
	4	Gatsata, Karuruma, Nyamirambo, Kimis-agara and Mageragere

Buses operating in each of these zones were assigned different colours and numbers to differentiate them from one zone to another.

By June 2014, the re-organization of public transport in the City of Kigali brought positive outcomes experienced by both passengers and operators.

The table below compares the previous situation (before the route tendering process and) with the progress so far recorded after the introduction of the new system:

TABLE 24: IMPACT ANALYSIS OF ROUTE TENDERING IN THE CITY OF KIGALI

S/N	Before Route Tendering	After Route Tendering
1	Passenger service vehicles used to operate only on major routes which required most passengers to walk or use other means of transport to reach residential areas or to the nearest bus stop.	24 new routes were created and the existing ones extended to reach residential areas in a bid to reduce walking distances to the nearest bus stop. Urban peripherals like Rusheshe, Gikomero, Jali, Mageragere, e.t.c, have been given public transport services.
2	It was difficult to hold any operator accountable for poor service delivery as they all shared routes and were free to switch between routes.	Each transport zone has a dedicated operator who is accountable for poor service delivery.
3	Most operators worked fewer hours especially in the late hours creating long queues of passengers. The average waiting time was 45 minutes during peak hours.	Working hours were set to start from 5AM to 11PM and inspectors for both Operators and Government institutions (RURA, CoK and RNP) ensure that the set working hours are observed. The average waiting time was reduced to 15 minutes during peak hours.
4	Splitting of routes forcing passengers to pay twice or more for a single trip. Most buses were overloaded along trunk routes and drivers could charge more than the set fare.	Regular Inspections have minimised these malpractices. Overloading was addressed by reducing the carrying capacity such as KBS Buses from 80 passengers to 60 passengers.
5	Passengers struggling to enter buses in a disorganised way that could cause chaos, insecurity and theft of their belongings.	Queuing system based on arrival time (first come, first served) was introduced which enhanced passengers' safety and security.
6	The number of vehicles that were used in public transport was very low (711 vehicles) compared to the demand and in bad technical conditions.	The number of vehicles with the required standard increased to 951.

7	Due to uncoordinated operations, it was difficult for operators to project their return on investment and put in place concrete risk management measures to guarantee profit on investment.	An operator in a public transport zone can now easily project his returns and put in place measures to minimize operating costs.
8	Banks had lost trust in giving loans to operators for purchasing public service vehicles as the sector was deemed not economically reliable.	A five year contract was signed with successful bidders which increased their trust to obtain loans and renewed their fleet.

4.4.2. LICENSING

During the year under review a number of licenses were issued, some to new operators, others renewed and given license addendum. These licenses were issued to different subsectors such as, taxi cabs, rental cars, motorcycles, driving schools, national and cross border public operators.

4.4.2.1. NEW AND RENEWED LICENSES

The number of Road transport operators increased significantly which shows that the business environment was conducive to facilitate Road transport investors, as illustrated in the figure below:

FIGURE 11: NEW AND RENEWED LICENSES IN PUBLIC BUSES

Based on this figure above, the financial year under review, the national public transport operators recorded an increase of 15 new entrants. The list of public transport operators licensed as of June 2014 is in ***Annex 2.***

Cross border operators recorded only one new entrant reflecting that market is small compared to the local transport industry. A list of licensed cross border operators is in ***Annex 3***. This is the same with rental car operators which increased by one company as shown in ***Annex 4*** while goods transport operators registered a tremendous increase of 23 new companies and cooperatives with a total of 2500 vehicles in addition to the only 12 vehicles that were licensed in the previous year as illustrated in ***Annex 5*** of this report.

The drastic increase in goods transport was due to many initiatives put in place to encourage the goods transport operators to apply for operational licenses. Some of these initiatives included organising public campaigns to encourage the concerned operators to comply with the regulations in place, as well as increased enforcement measures.

During the reporting period, RURA's target was to group all motorcycle operators under cooperatives and companies. After conducting countrywide campaigns, the fiscal year ends with a record of about 109 new cooperatives formed replacing the former individual motorcycle operators.

In the same period, out of sixty four (64) licensed driving school operators, 46 secured their license renewals, whereas THREE new driving schools namely NYANZA TECHNICAL DRIVING SCHOOL, STEP DRIVING SCHOOL and SION DRIVIND SCHOOL were licensed.

4.4.2.2. Taxi Cabs Market Evolution

Following the adoption of Rwanda's Public Transport Policy and Strategy adopted by the Cabinet in October 2012, there was a need to create awareness amongst operators about the policy and what was packaged therein.

It is in that context that RURA conducted countrywide sensitization campaigns about operating under Companies or Cooperatives and their related benefits. The campaign took three months from 1st October 2013 until 31st December 2013 when authorization issuance to individuals was stopped and replaced by licensing only Companies/Cooperatives.

As a result, 5 Companies and 13 Cooperatives emerged and were licensed which shows an increment of 68.18 % to the existing members of Companies and Cooperatives while the already existing Companies and Cooperatives increased their fleet size by 73.9% as individuals joined them for stronger partnerships as shown in ***Annex 6***. The resultant increasing trend from the year 2013 to the year 2014 is clearly shown by the taxi cabs fleet evolution graphs here below:

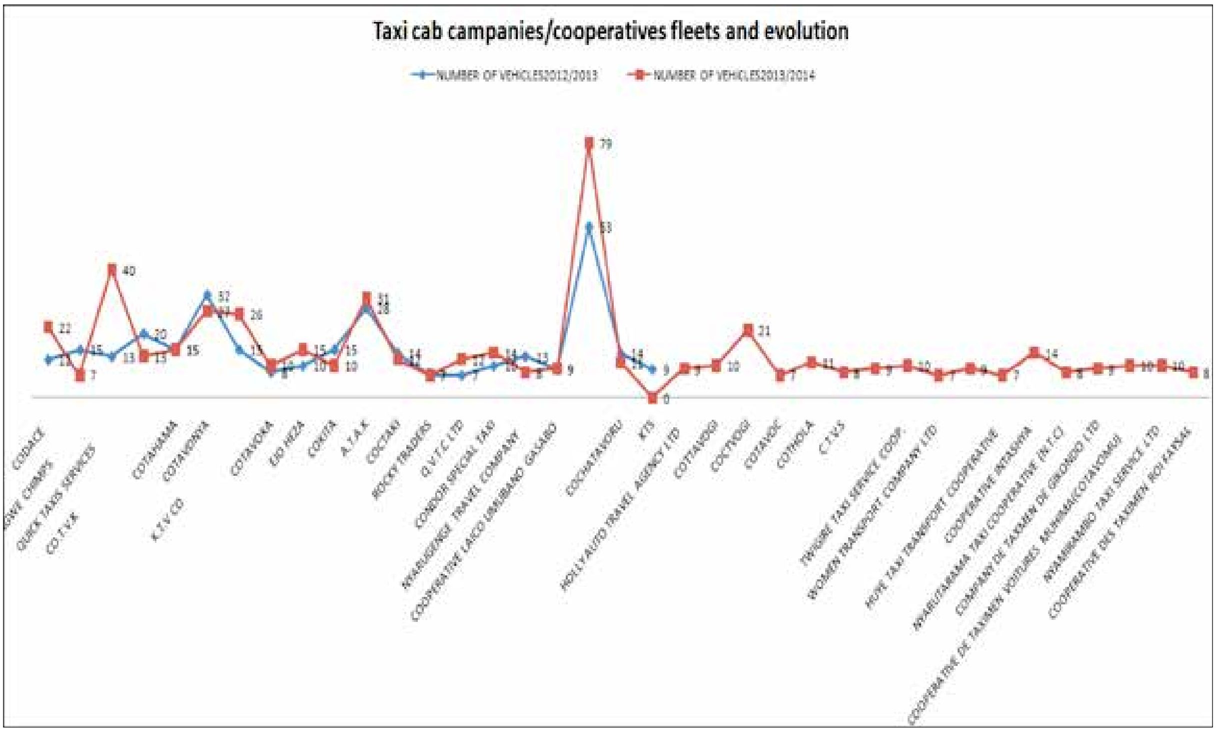


FIGURE 12: FLEET EVOLUTION IN TAXI CABS

4.4.3. MONITORING AND ENFORCEMENT

4.4.3.1. Inspection of Public Transport Services

During fiscal year 2013-2014, RURA planned to carryout inspections to monitor the operator's compliance with transport regulations and where necessary apply enforcement measures against the persistent providers of substandard services. In that line, RURA carried out regular inspections in all the four (4) zones of public transport operations in the City of Kigali and in all the major public transport corridors of the entire Country. Below is the list of the routes and zones monitored:

a) Muhanga-Ruhango-Nyanza-Huye

b) Huye-Nyanza-Nyaruguru

c) Huye-Nyamagabe-Nyamasheke-Rusizi

d) Karongi-Nyamasheke-Rusizi

e) Bugesera-Ngoma

f) Muhanga-Ngororero-Nyabihu-Rubavu

g) Gakenke-Musanze-Rubavu

h) Rwamagana-Kayonza-Nyagatare

i) Zones I, II, III & IV of the City of Kigali.

4.4.3.2. Inspection of Driving School Operators

During the Inspection and enforcement, four driving schools; NYAMIRAMBO DRIVING SCHOOL, SAFETY ROAD DRIVING SCHOOL, UNITED DRIVING SCHOOL COOPERATIVE and FRATERNITY DRIVING SCHOOL were penalized for using vehicles without driving school authorization and eleven (11) driving schools were not operational due to failure to renew their license.

4.4.4. USE OF TAXIMETERS IN TAXI CABS

Taximeters were non existent on Rwandan market and therefore public notices were issued calling for interested suppliers to submit their proposals. In this regard, three (3) suppliers were selected based on set standards; NDEGO ENTERPRISES LTD, SECURAF and 3A Trading &Technology Co. Ltd.

RURA then reviewed the decision No 011/TR-RURA/2012 of September 13/2012 determining ordinary and airport taxicab fares after considering the recommendations from the consultative meeting which proposed slight fare increases due to the usage of taximeters.

About 548 taxi cabs were fitted with taxi meters and thereafter, an official launching of their usage was organized in conjunction with the City of Kigali and the MYICT in a framework dubbed (Smart Kigali).

4.5. WATERWAYS AND AIR TRANSPORT

During the fiscal year 2013-2014, RURA conducted five consultative and sensitization meetingsin Waterways transport sub sector. These meetings took place in Rubavu, Musanze, Rwamagana, Karongi and Rusizi. The stakeholders included Army & Police Marines, Rwanda Cooperatives Agency as well as Local Government Authorities having waterways transport activities in their Districts. In addition, several training sessions on "*Waterways Transport Regulations*" for both boats drivers and owners were carried out in Karongi, Rwamagana, Rubavu and Rusizi districts.

Consequently, the number of waterways licensees increased from 40 to 83 and the number of registered boats increased from 95 to 172. The detailed list of licensed waterways transport operators can be found in the ***Annex 7.***

The Monitoring and evaluation done during the year 2013/14 on Lakes Kivu, Muhazi, Mugesera, Burera and Ruhondo and that led licensed operators to comply with license obligations.

With regard to Air Transport, the licensed freight forwarders are listed below:

a) EAST AFRICA CARGO

b) RAPID FREIGHT INTERNATIONAL

c) SWIFT FREIGHT

d) PAN- AFRICAN LOGISTICS

e) FREIGHT REACH SERVICES LTD

f) CMA CGM RWANDA LTD

g) SPEDAG INTERFREIGHT

h) IMA RWANDA LTD

i) FAST FORWARD INTERNATIONAL LTD

j) FRAMEG CARGO SERVICES

4.6. CHALLENGES

Though the sector performed well during this fiscal year, a number of challenges are still rampant and these include:

- Lack of Transport law;
- Some routes are not well serviced because of insufficient fleet;
- Non- complying operators still exist;

- In Taxi Cabs, the use of Taxi meters has not reached the desired objective because Consumers have not adopted the culture of asking travel receipts issued by the taxi meter.
- Non-compliance with the established travel schedules especially in the Intercity services

In Waterways and Air Transport, there is lack of legal tools (sub-sector laws) that would serve as a foundation for better regulating the unregulated subsectors.

ENERGY SECTOR

5. ENERGY SECTOR

5.1. PROFILE OF THE SECTOR

Rwanda's economy grew at an annual average rate of 8.3% over the past 5 years and the Government is targeting to achieve 11.5% annual average growth over the second Economic Development and Poverty Reduction Strategy (EDPRS II) period (2013-2017). Access to affordable and modern sources of energy is essential to the achievement of EDPRS II objectives.

Presently, 85% of the overall primary energy consumption in Rwanda is from biomass, 11% from petroleum products and a meagre 4% from electricity. The annual average per capita consumption of electricity in the developing world is 1,155 kWh compared to 10,198 kWh in high income countries. Sub-Saharan Africa averages 457 kWh, and that figure falls to 124 kWh if South Africa is excluded. In Rwanda the per capita energy consumption is only 41 kWh which explains the overdependence on wood-fuel.

However, with a more prudent energy mix including peat, geothermal, hydro, and solar, methane gas and increased use of Liquefied Petroleum Gas (LPG), biogas and improved cook stoves, the above reliance on biomass is expected to significantly fundamentally reduce to 55% by 2017 and to 50% by 2020.

The country's installed capacity has slightly increased over the last year from 109 MW to 119MW. The national electricity generation mix is currently composed of mostly hydro (57%), thermal (40%) with a small percentage from methane and Solar (3%).

5.2. LEGAL AND REGULATORY FRAMEWORK

The Law N°21/2011 of 23/06/2011, Governing Electricity in Rwanda, is the cornerstone of electricity regulation in Rwanda. It governs the activities of electricity power production, transmission, distribution and trading, and clearly states, among other things, that these activities shall be subject to a license issued by the Regulatory Authority.

In line with the above law, the following regulations were adopted by the Regulatory Board during the period under review:

a) **Electricity Licensing Regulations:** These regulations provide a licensing framework for the undertaking of electricity related activities in Rwanda.

b) **Rwanda Grid Code:** The Grid Code covers a range of technical, operational, commercial and governance issues related to the Interconnected Power System.

c) **Regulations governing the construction, installation and operation of petrol service stations**: The tariffs for the electricity remained unchanged since July 2012. The table below indicates service stations the applicable rates per category of customer.

5.3. ELECTRICITY

Electricity is an important input into industrial growth and business productivity and a key driver of economic development and socioeconomic transformation. The Electricity Supply Industry (ESI) is still vertically integrated, with REG (former EWSA) through EUCL (Energy Utility Corperation Limited) owning a large part of generation facilities and is responsible for bulk transmission, distribution and supply of electricity up to the end consumers. Five independent power producers (IPPs) are selling bulk electricity to EWSA under long-term contracts (PPAs) and two emergency power plants on short-term contracts.

5.3.1. MARKET PERFORMANCE AND STATISTICS

5.3.1.1. Electricity Subscribers

During the period under review, the total electricity subscribers increased by 17%. This is mainly due to EARP programme of increasing access to electricity in rural areas. The table below illustrates the trend in electricity subscribers per region.

TABLE 25: TREND IN ELECTRICITY SUBSCRIBERS JUNE 2013-JUNE 2014

REGION	JUN-13	JUN-14	INCREASE
Eastern Province	90,329	98,211	9%
City of Kigali	144,963	157,970	9%
Western Province	47,049	69,212	32%
Northern Province	36,982	46,589	26%
Southern Province	54,733	67,007	22%
Total	374,056	438,989	17%

Source: EWSA

5.3.1.2. Electricity tariff structure

The tariffs for the electricity remained unchanged since July 2012. The table below indicates the applicable rates per category of customer:

TABLE 26: APPLICABLE ELECTRICITY END USER TARIFFS FROM JULY 2012

CUSTOMER CATEGORIES	TIME	TARIFF (RWF/KWH – VAT INCLUSIVE)
Domestic		158
Industrial	23hoo - 7hoo	113
	7-hoo – 17hoo	149
	17hoo – 23hoo	198

A. Impact of Time of Use Tariffs

In 2013, one year after the introduction of electricity tariff based on the time of use for industrial customers, RURA initiated a study to assess the impact of the Time of Use (ToU) tariff structure on the cost of electricity for the Industrial Sector.

In general, all contacted industries demonstrated constraints faced in adhering to the time of use new tariff structure. Some of the constraints are technical in nature and others are related to the safety or quality requirements of products. In most cases though, economic criteria determined the decision to shift or not the operations to the lower priced hours/off-peak hours.

In fine, the industrial customers have not benefited from the implementation of ToU tariff as they have not changed their electricity consumption behaviour.

B. Review of the current electricity end-user tariffs and customer categories

In line with the electricity sector reform undertaken by the Government, RURA conducted an electricity tariff review and elaborated the electricity tariff methodology. The main objectives of the study among others were to establish electricity categories and set a tariff which is cost reflective while minimizing the level of Government subsidy and at the same time maximizing the utility efficiency level.

5.3.2. LICENSING

Following the adoption of the Electricity Licensing Regulations by the Regulatory Board in July 2013, RURA started issuing long-term licenses. In that regard, RURA issued three licenses for electricity generation to the following companies:

TABLE 27: LICENSED IPPs

N°	PLANT NAME	OWNER	CAPACITY (MW)	LICENSE DURATION
1	**RWAMAGANA SOLAR**	GIGAWATT GLOBAL Ltd	8.5	25 YEARS
2	**RUKARARA I HPP**	NGALI ENERGY Ltd	9.5	20 YEARS
3	**KAVUMU MHHP**	REGREPOWER Ltd	0.38	15 YEARS

The regulations also provide for a provisional license which can be issued to developers for the purpose of carrying out assessments, studies and any other activities necessary for conducting electricity generation activities. In that line, provisional licenses were issued to 10 IPPs as indicated in the following table:

TABLE 28: IPPs WITH PROVISIONAL LICENSES

N°	IPP NAME	SITES	SOURCE OF GENERATION	CAPACITY(MW)
1	NGALI ENERGY LTD	1. BASE I	HYDRO	6
		2. BASE II	HYDRO	6
		3. NGORORERO	HYDRO	4
		4. NTARUKA A	HYDRO	2
		5. RWONDO	HYDRO	2.3
2	RWANDA MOUNTAIN TEA	GICIYE II	HYDRO	4
3	MASHYIGA TRUST LTD	MASHYIGA	HYDRO	0.18
4	NOVEL ENERGY	NYAGATARE BIO-MASS	BIOMASS	0.07
		GASEKE	HYDRO	0.58

5	LED SOLUTIONS & GREEN ENERGY LTD	KIGASA	HYDRO	0.195
6	MPENGE ENERGY SUPPLY LTD	MPENGE II	HYDRO	0.36
7	DC HYDROPOWER	RWAZA	HYDRO	2.6
8	GREAT LAKES CEMENT	MPENGE I	HYDRO	0.2
		MPENGE III	HYDRO	0.775
9	SOLRTEK RWANDA LTD	NET METERING (Remera-Rukoma Hospital)	SOLAR	0.05
10	PRIME ENERGY LTD	RUKARARA VI	HYDRO	6.7

5.3.3. Inspection and Monitoring

RURA regularly monitored the performance of the electricity sector with regard to reliability and quality of the services rendered to consumers. In that framework, outlines of the electricity network performance (power plants production, network peak values, consumption statistics, lake levels, blackouts, accidents, losses) were assessed on a quarterly basis.

Furthermore, two site inspections were carried out to selected centers in all provinces to inspect the quality of electricity supply and services rendered to electricity customers.In a bid to monitor the infrastructure development and evaluate the progress of ongoing projects, site inspections were carried out on a quarterly basis to various power projects (Nyabarongo, Giciye I, Mukungwa II, Gashashi, Janja, Nyabahanga, Nshili, Musarara, Rwamagana Solar).

Furthermore, site inspections were undertaken to eight (8) substations (Karongi, Kilinda, Kigoma, Mont Kigali, Jabana, Birembo, Gasogi, Musha, Kabarondo and Rwinkwavu) to assess the status of facilities used by the operators in the provision of electricity services.

The national power demand peaked at 86.3MW in 2013 (July – December) while in 2014 (January – June) it raised to 92.641MW with an increase of 6MW. Initially this peak demand was associated with various load shedding that was reduced with the injection to the National Grid of 10MW Aggreko thermal power. The City of Kigali still has a high percentage of power consumption estimated over 60% in both 2013(July – December) and 2014(January – June). The average network losses were estimated at 21% for 2013 (July – December) and 2014 (January – June).

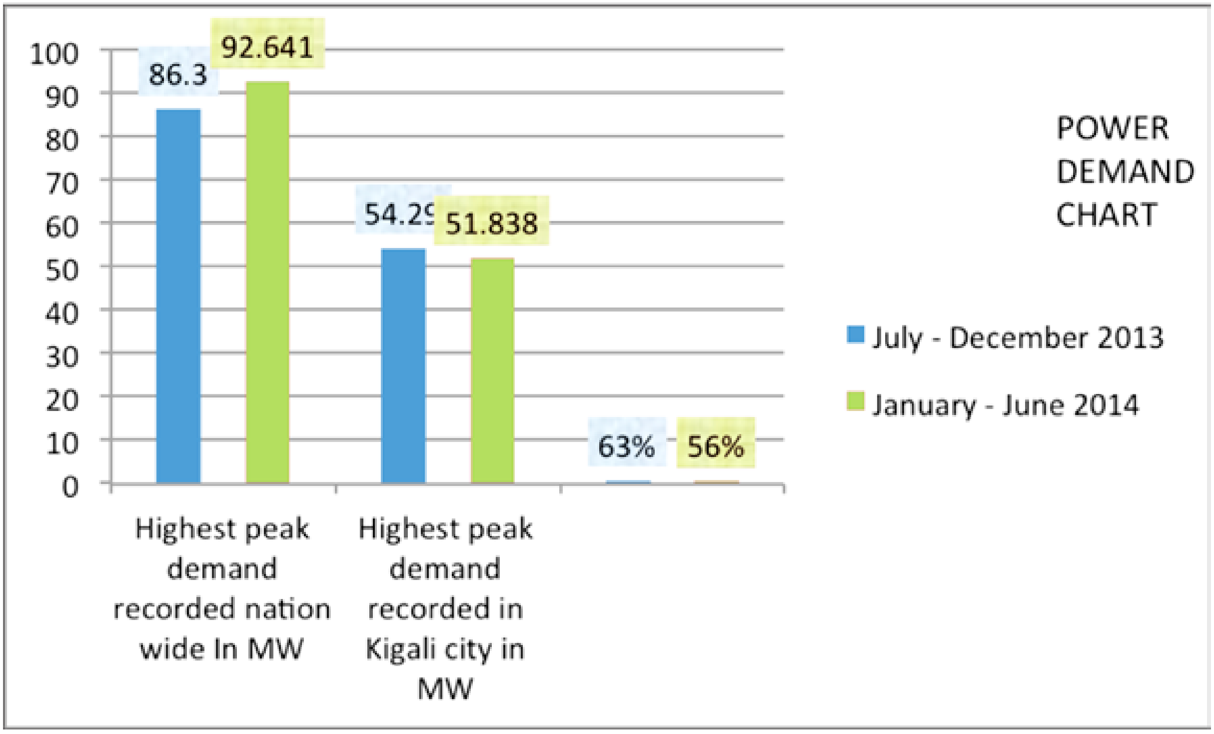


FIGURE 13: POWER DEMAND (2013-2014)

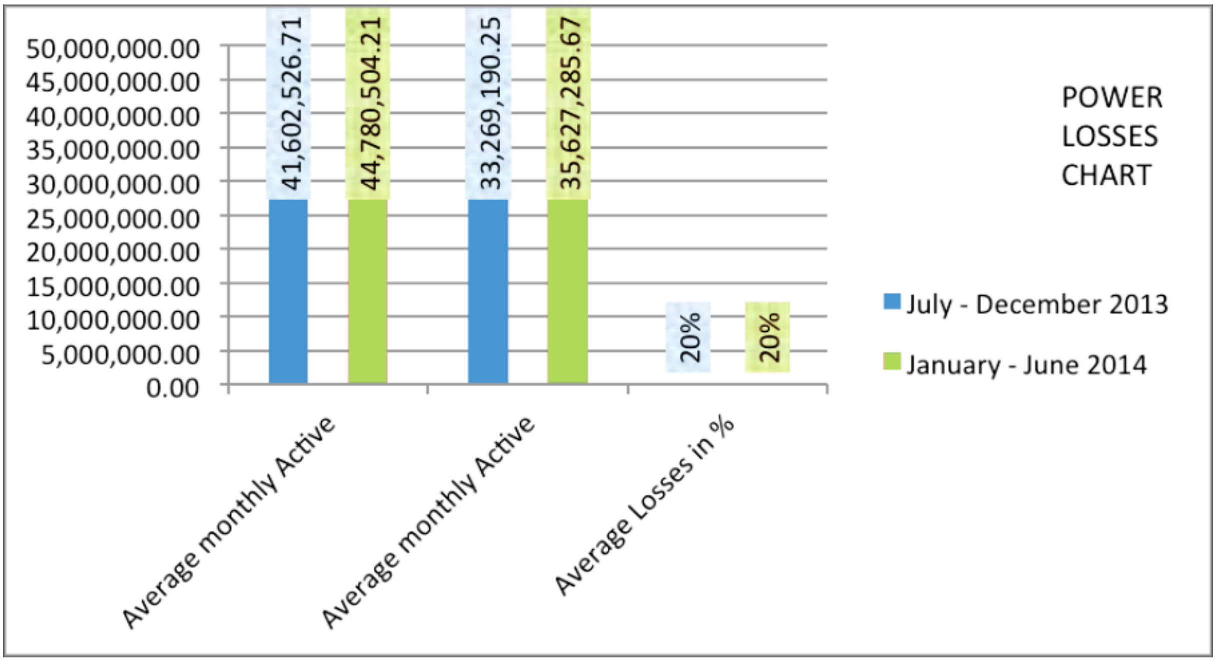


FIGURE 14: POWER LOSSES (2013-2014)

The number and duration of incidents/ faults occurring at the power plants and substations has increased considerably and remains very high. The fiscal year 2014 recorded 51 technical incidents compared to 149 grid incidents recorded in the previous year.

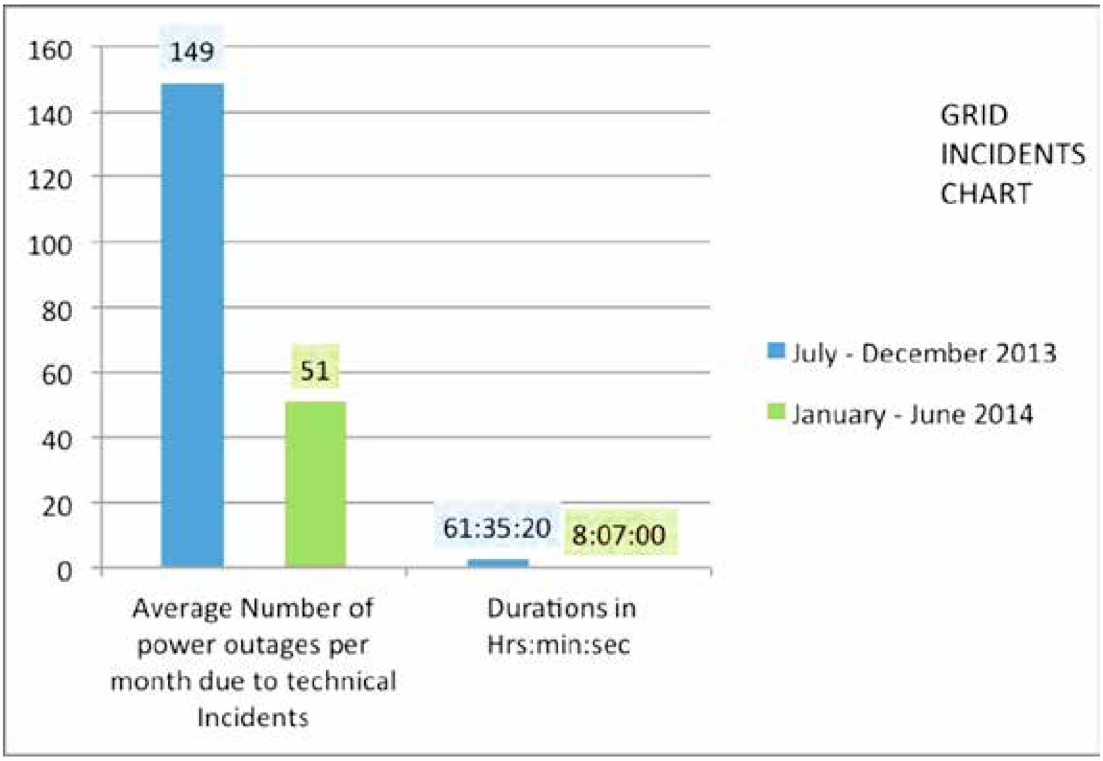


FIGURE 15: GRID INCIDENTS (2013 – 2014)

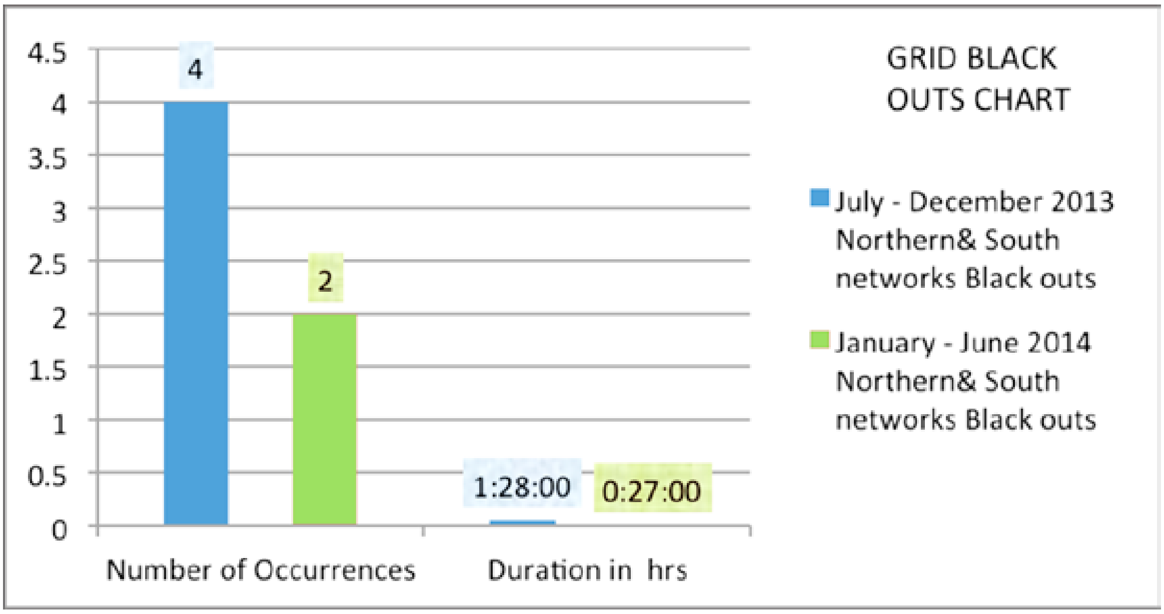


FIGURE 16: GRID BLACK OUTS (2013-2014)

Furthermore the former Northern and Southern network was very unreliable but this was addressed during the year under review and both Northern and Southern networks have now been interconnected and are currently operational as synchronized networks with less network failures as compared to previous years.

Following of the approval of Electrical Installations Regulations by the Regulatory Board in October 2012, RURA started the process of registering and certifying electrical installations practitioners. During the year under review, RURA registered 146 practitioners and signed an MoU with the Institute of Engineers of Rwanda (IER) for conducting examinations for all applicants before they can be issued permits.

5.4. GAS, PETROLEUM AND RENEWABLE ENERGY

During the year under review, RURA activities in "*Gas, Petroleum and Renewable*" mainly forcused on the Licensing, Inspection and Monitoring.

5.4.1. Licensing

Seven (7) licenses were issued for the importation, storage, transportation, wholesale and retail of Liquefied Petroleum Gas (LPG).

TABLE 29: LICENSED LPG OPERATORS

N°	Company Name
1	KOBIL Petroleum Rwanda Ltd
2	Société Pétrolière (SP)
3	ABBARCI Petroleum
4	SULFO Industries Ltd
5	Rwanda Oxygen
6	MEREZ Petroleum
7	LAKE Petroleum Rwanda Ltd

5.4.2. Inspection and Monitoring

During the year under review, inspections were conducted to collect relevant data related to off-grid solar Photo Voltaic (PV) installations and operations in the country. One hundred eighty five (185) institutions equipped with off-grid solar PV systems were inspected and findings were shared with key stakeholders for necessary action to ensure compliance with applicable regulations and international standards. Out of these 185 systems, only 14% were found to comply with applicable standards. In order to increase the performance of solar PV systems, RURA plans to organise awareness campaigns and provide basic trainings in installation and maintenance of solar PV.

In the same vein, field inspections were conducted to 43 institutional biogas plants (33 in secondary schools, 9 in penitentiaries and one in a hospital). The overall aim was to assess the compliance with adopted technical guidelines and international standards so as to ensure the best service delivery in renewable energy. The gas yield was very poor in 65% of the schools with biogas plants while the gas yield in prisons was relatively higher with satisfactory savings on firewood usage of up to 95%.

Four site inspections were also conducted to LPG operators in Kigali City and upcountry with the aim of assessing the status of infrastructure and operations with respect to the applicable standards and regulations. During the year under review, RURA inspected 162 petrol service stations against 52 inspected during the fiscal year 2012.

The construction of Petrol Service Stations was monitored on quarterly basis. As a result, a database containing accurate information on the status of mechanical infrastructure for 151 petrol stations visited was developed to guide during the enforcement of petrol service stations regulations.

5.5. CHALLENGES

Three major challenges facing the energy sector are:

a) The demand-supply balance, inadequate financing and expensive thermal power generation. Currently, the power demand is almost equal to the available capacity which leaves hardly any reserve margin.

b) The system grid stability and reliability remains unsatisfactory, as there are still a significant number of outages and technical incidents that affect the grid performance.

c) Lack of a clear legal and regulatory framework is still handicapping expected regulatory functions in the methane gas sub-sector. The draft Gas Law is yet to be enacted.

WATER AND SANITATION SECTOR

6. WATER AND SANITATION SECTOR

6.1. SECTOR PROFILE

The provision of adequate water supply and sanitation services plays a crucial role in the development of the country due to its impact on environment and public health. Access to improved drinking water and sanitation services is also a basic need that every citizen must have.

Improved water supply alone can have serious impacts on public health if not coupled with proper hygiene practices and sanitation services and therefore sustainable management of liquid and solid waste is a prerequisite for improved environment and public health.

Rwanda acknowledges the importance of adequate water supply and sanitation services in social and economic development, poverty reduction and public health. This was clearly stated in various Government's flagship policy documents and political goals with an ambitious target to achieve 100% service coverage by 2017.

The water supply sub-sector has shown great achievements during this reporting period as a result of new investments recorded in the construction of water schemes and rehabilitation of those in need specifically in rural areas. Further achievements recorded are related to the network extensions and the number of new connections mainly in urban areas. New customers recorded during the year under review are 138,728 which represent an increase of 15.4% compared to the previous fiscal year (118,393).

6.2. LEGAL AND REGULATORY FRAMEWORK

During the fiscal year under review, RURA amended the "*Regulations governing solid waste collection and transportation in Rwanda*" in the sanitation sector. These regulations intend to attract more investments in the sector by providing different regulatory instrument/ incentives based on the area of operation.

6.3. WATER

6.3.1. MARKET PERFORMANCE AND STATISTICS

Under this financial year, water subscribers increased by 17% from 118, 393 to 138,728 due to urbanisation as depicted in the table below:

TABLE 30: WATER SUBSCRIBERS

Region	**Jun-13**	**Jun-14**	**Increase**
City of Kigali	67,110	77,177	13.0%
Eastern Province	16,517	20,333	16%
Northern Province	9,073	10,943	17.1%
Southern Province	13,806	16,017	13.8%
Western Province	11,887	14,258	17 %
Total	118,393	138,728	17%

Water production registered a considerable increase of 8.12% from 36,985,222 m3 (2012) to 39,990,799 m3 (2013).

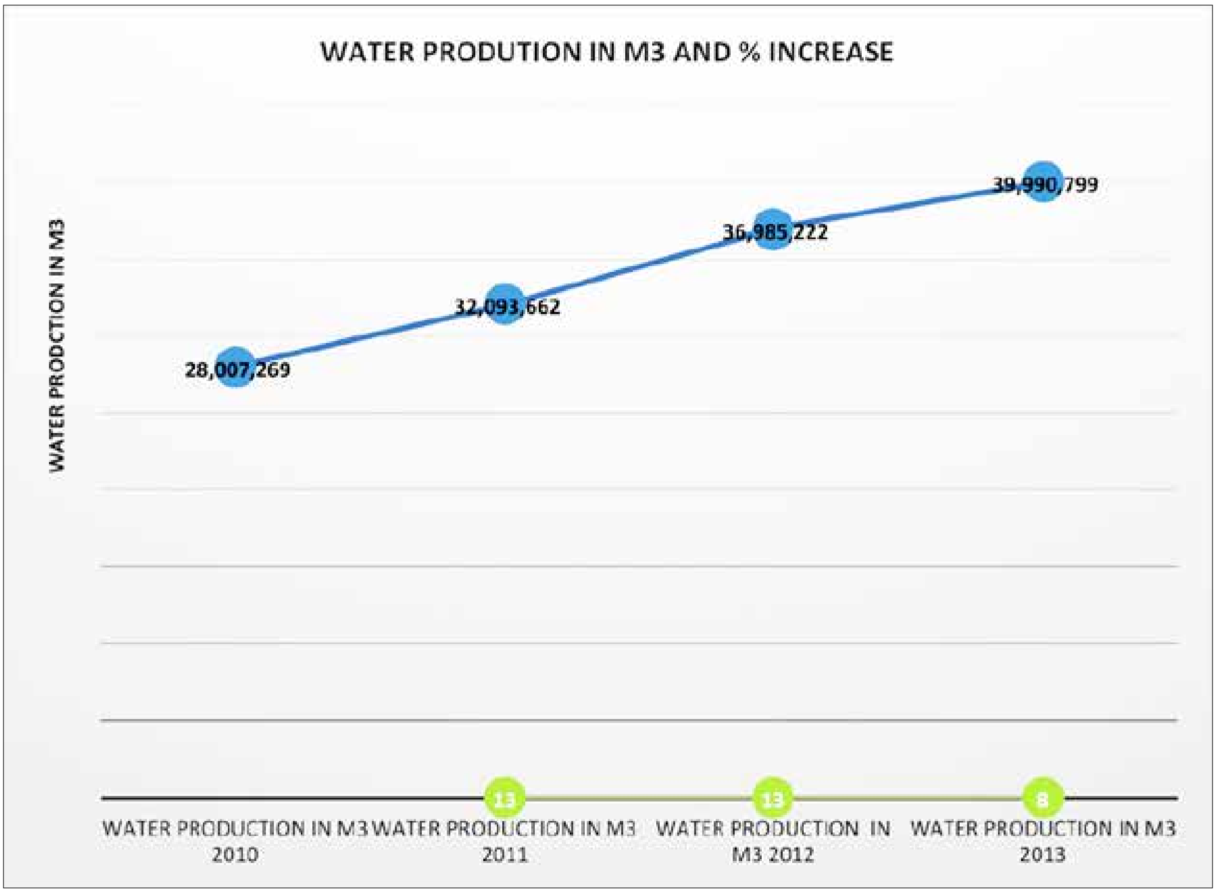


FIGURE 17: TREND IN WATER PRODUCTION

6.3.2. INSPECTION AND MONITORING

Activities performed during the course of the fiscal year were mainly related to the monitoring of the quality of service provided by operators as well as sensitisation workshops targeting rural water supply systems. In this regard, audits and site inspections were conducted to various water treatment facilities and distribution networks both in urban and rural areas to monitor improvements in terms of infrastructures, operation and management, quality of service as well as implementation of recommendations previously provided.

Furthermore, four workshops were organized in Provinces for Local leaders in regard to management of rural water schemes. Audits and site inspections in urban areas were conducted to eighteen (18) water treatment plants and twenty-one branches in Kigali as well as in Provinces as presented in the table below:

TABLE 31: AUDITED WASTEWATER TREATMENT PLANTS

Province	District	Name of Water Treatment Plant	Name of Branch
City of Kigali	Nyarugenge Gasabo Kicukiro	Kimisagara Nzove	Kigali (combining the Branches of Nyarugenge, Muhima, Nyamirambo, Kacyiru, Remera, Kanombe, Gikondo)
Southern	Muhanga	Gihuma	Muhanga
	Ruhango Nyanza	Mpanga	Ruhango Nyanza
	Huye	Kadahokwa	Huye
	Nyamagabe	Gisuma	Nyamagabe
Western	Rusizi	Cyunyu	Rusizi
	Karongi	Kanyabusage	Karongi
	Rubavu	Gihira	Rubavu
Northern	Musanze	Mutobo	Musanze
	Gicumbi	Nyamabuye	Gicumbi

Eastern	Rwamagana	Muhazi	Rwamagana
		Karenge	
	Ngoma	Rwasaburo	Ngoma
	Nyagatare	Cyondo	Nyagatare
		Gihengeli	
		Nyabwishongwezi	
	Bugesera	Ngenda	Bugesera

In urban areas, audits and inspections showed improvements in terms of laboratories' equipment for some water treatment plants, acquisition and installation of water meters, extensions of networks and increase of customer connections, reduction of water used for filter washing among others.

In rural areas, inspections were conducted to 21 water systems in Rwamagana (Mwurire-Kigabiro-Munyaga and Byimana); Kayonza (Kamushikuzi I & II, Gikombe and Gatare); Ngoma (Gasoko, Kayanja-Nyinya, Kagoma-Kazo-Mutendeli, Nyamuhinda-Kazo and Rwarutene-Karembo-Zaza-Mugesera); Kirehe (Muguruka, Gashanga I, Nyakiziba and Cyanyiranyonza); Huye (Ibisi bya Huye, Tare-Cyarumbu, Kabyira-Rugarama and Kabona) and Gisagara (Murambi-Save and Nyabuhoro).

INSPECTIONS TO FORMER EWSA WATER TREATMENT UNITS AND DELEGATED RURAL WATER SYSTEMS

It was further noted that some districts started clustering water systems that can help attract more professional operators for the management of rural water systems.

Other activities consisted of workshops organized in all Provinces for local leaders to assess the management status of rural water supply systems in Districts and the level of implementing the clustering of water systems (gravity and pumping) and hiring professional operators.

WORKSHOPS ON RURAL WATER SUPPLY WITH LOCAL LEADERS AT PROVINCES LEVEL

6.4. SANITATION

The Sanitation sub-sector also recorded valuable achievements mostly in regard to licensing new operators both in solid waste collection and transportation and cleaning services. New landfill sites were constructed in some Districts (Kamonyi, Ngoma, Nyamagabe, etc) and others embarked on detailed studies and construction of modern landfills.

RURA recorded developments in terms of the number of licensed operators and enforcement of regulatory tools in solid waste collection and transportation, cleaning as well as decentralized wastewater treatment services.

5.4.1. Licensing

5.4.1.1. Solid waste

The arrangement of one operator per Sector in the City of Kigali for solid waste collection and transportation increased the service coverage as well as the cleanliness of the city. The number of licensed operators in cleaning services increased from nineteen (19) in July 2013 to hundred (100) in June 2014.

In the same line, different Companies / Cooperatives providing waste collection and transportation services were granted licenses and conditional permits. The licensed operators and their operational areas are presented in the following tables:

TABLE 32: LICENSED OPERATORS IN SOLID WASTE COLLECTION AND TRANSPORTATION SERVICES

Nº	OPERATOR	PROVINCE	AREA OF OPERATION
1	ISUKU KINYINYA	CoK	Kinyinya (Gasabo District)
2	Real Environmental Protectors	CoK	Kagarama (Kicukiro District)
3	Umurimo Mwiza Ltd	CoK	Air Port, Inyange Industries, Bralirwa (Kicukiro District)
4	UBUMWE CLEANING SERVICES	CoK	Kicukiro, Gatenga, Niboye and Gikondo (Kicukiro District)
5	COPED	CoK	Nyarugenge, Kacyiru and Remera (Nyarugenge and Gasabo Districts)
6	AGRUNI LTD	CoK	Nyarugunga, Kanombe, Kimihurura, Rwezamenyo, Kimironko, Nyamirambo &Gatsata (Gasabo, Kicukiro, & NyarugengeDistrict)
7	BAHEZA General Services	CoK	Kigarama (Kicukiro District)

8	COCEN	CoK	Nyakabanda, Kimisagara (Nyarugenge District)
9	KOPIBO	Western Province	Rubavu District

TABLE 33: OPERATORS WITH CONDITIONAL PERMITS FOR SOLID WASTE COLLECTION AND TRANSPORTATION SERVICES

Nº	OPERATOR	PROVINCE	OPERATING AREA
1	COODUGI	City of Kigali	Gisozi (Gasabo District)
2	INZIRA NZIZA	City of Kigali	Muhima (Nyarugenge District)
3	CESCO COMPANY	City of Kigali	Masaka (Kicukiro District)
4	Cooperative Indatwa	City of Kigali	Gitega (Nyarugenge District)

5.4.1.2. Cleaning services

Within the framework of enforcing Regulations on Cleaning Service Provision, 81 operators were licensed against 19 licensed operators recorded in 2012/2013. The list of new Cleaning Service Providers licensed during the period under review is in ***Annex 8.*** The Cleaning Service Providers are distributed all over the country but the majority are based in the City of Kigali.

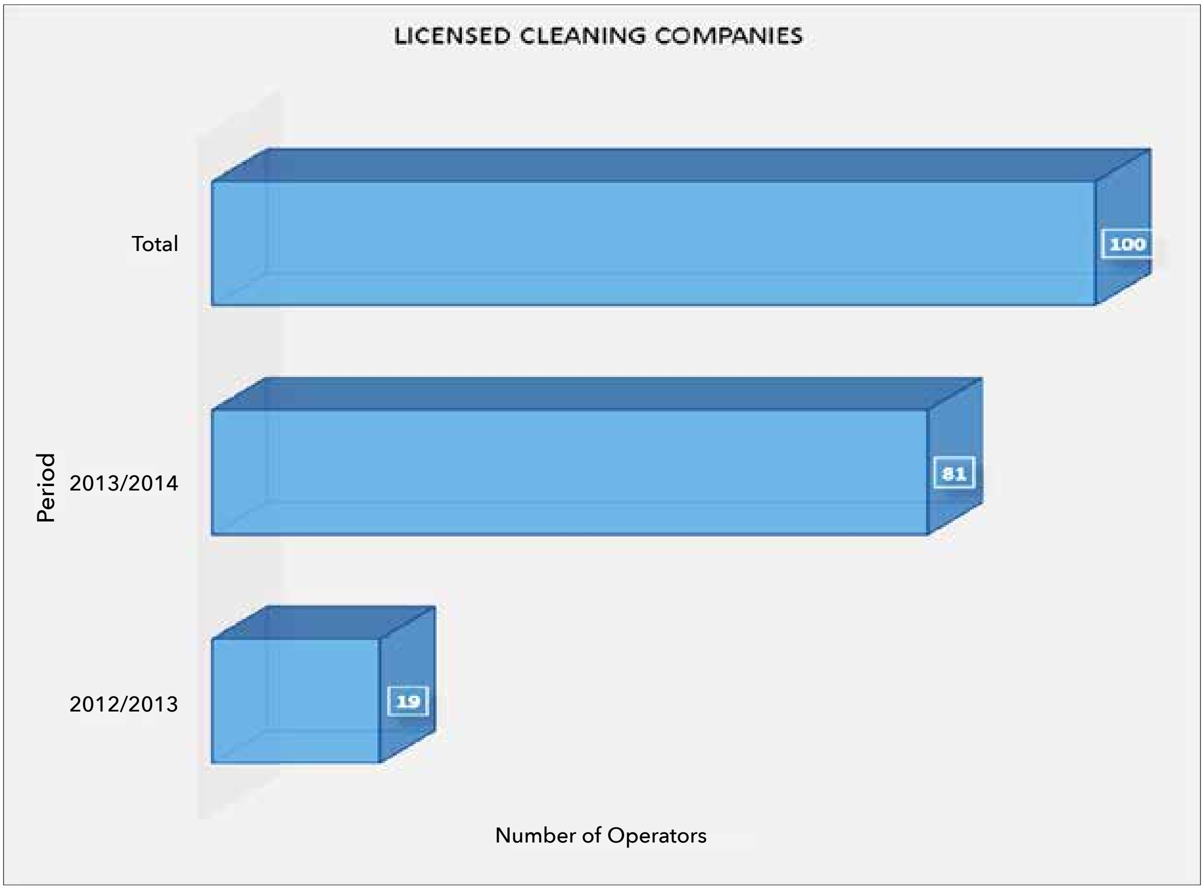


FIGURE 18: LIST OF OPERATORS LICENSED

FROM JULY 2013 TO JUNE 2014

DISTRIBUTION OF CLEANING OPERATORS PER REGION

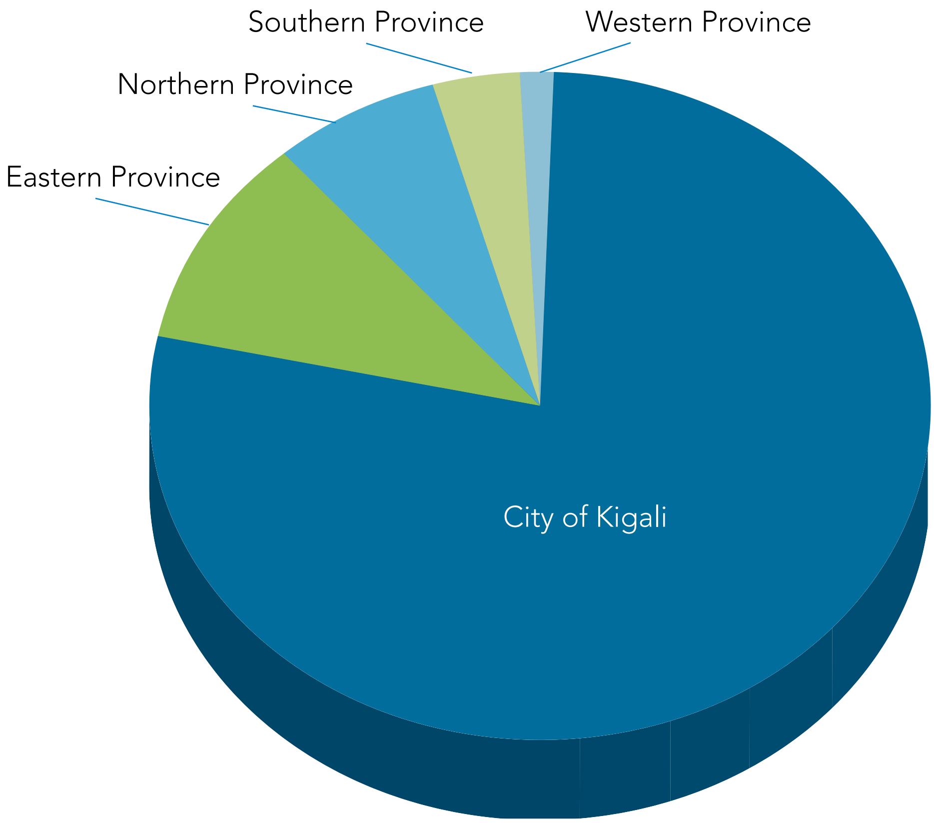


FIGURE 19: DISTRIBUTION OF OPERATORS LICENSED BY JUNE 2014

Detailed list of licensed operators as of June 2014 is in ***Annex 7***.

6.4.2. Inspection and monitoring

6.4.2.1. Solid waste

Audits and site inspections were conducted to licensed operators and waste disposal sites and thereafter recommendations were given to operators mainly in regard to improving service delivery. It is important to note that the introduction of one operator per Sector in the City of Kigali for solid waste collection and transportation services has recorded tremendous improvement. Operators are more conscious and responsible for the quality of service and the level of accountability has significantly increased.

Also 18 districts waste disposal sites across the country were visited to assess the operational status and the compliance with regulations as well as the progress on the construction and management of new waste disposal sites. It was noted that, most Districts have embarked on putting up improved waste disposal facilities and some have already completed the construction activities.

A workshop was organized for both operators and local authorities in the City of Kigali on how to improve the service delivery, RURA explain and shared reporting requirements and share the outputs of audits and inspections. Similarly, four stakeholders' consultation workshops were organized to seek inputs from key stakeholders on updated regulations on solid waste collection and transportation in all Provinces.

6.4.2.2. Cleaning services

Two workshops with licensed operators were conducted in the framework of improving awareness in regard to Regulations governing cleaning service provision as well as their responsibility in terms of compliance.

Audits and inspections were also conducted to 20 licensed cleaning service providers to check the compliance with regulations but also to identify any potential weaknesses/ gaps that require Regulatory intervention. It was noted that some operators have different experiences and knowledge with regard to cleaning services but others need a close follow up to enhance the quality of the service provided.

6.4.2.3. Decentralized wastewater treatment

The reporting period focussed on identifying the installers and owners/operators of decentralized wastewater treatment systems. Two companies were identified as locally based installers and have already installed about 100 decentralized wastewater treatment systems in different institutions mostly in hotels.

Audits and inspections were also conducted to 42 owners of decentralized wastewater treatment systems to assess the operation and management of these systems and the compliance with related regulations. Most of the visited systems did not present any kind of nuisance. However, owners were recommended to regulary carry out further analyses to check the quality of effluent discharged to ensure environmental protection.

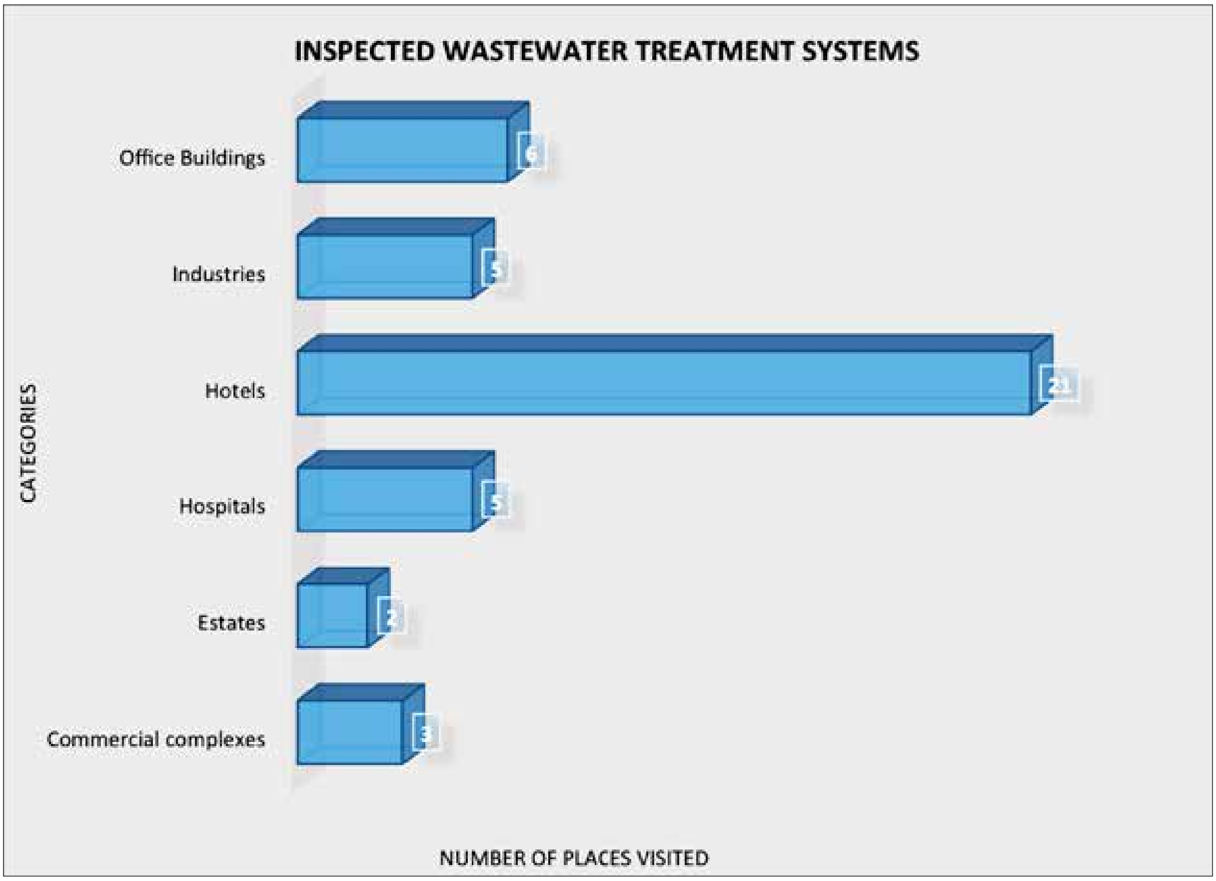


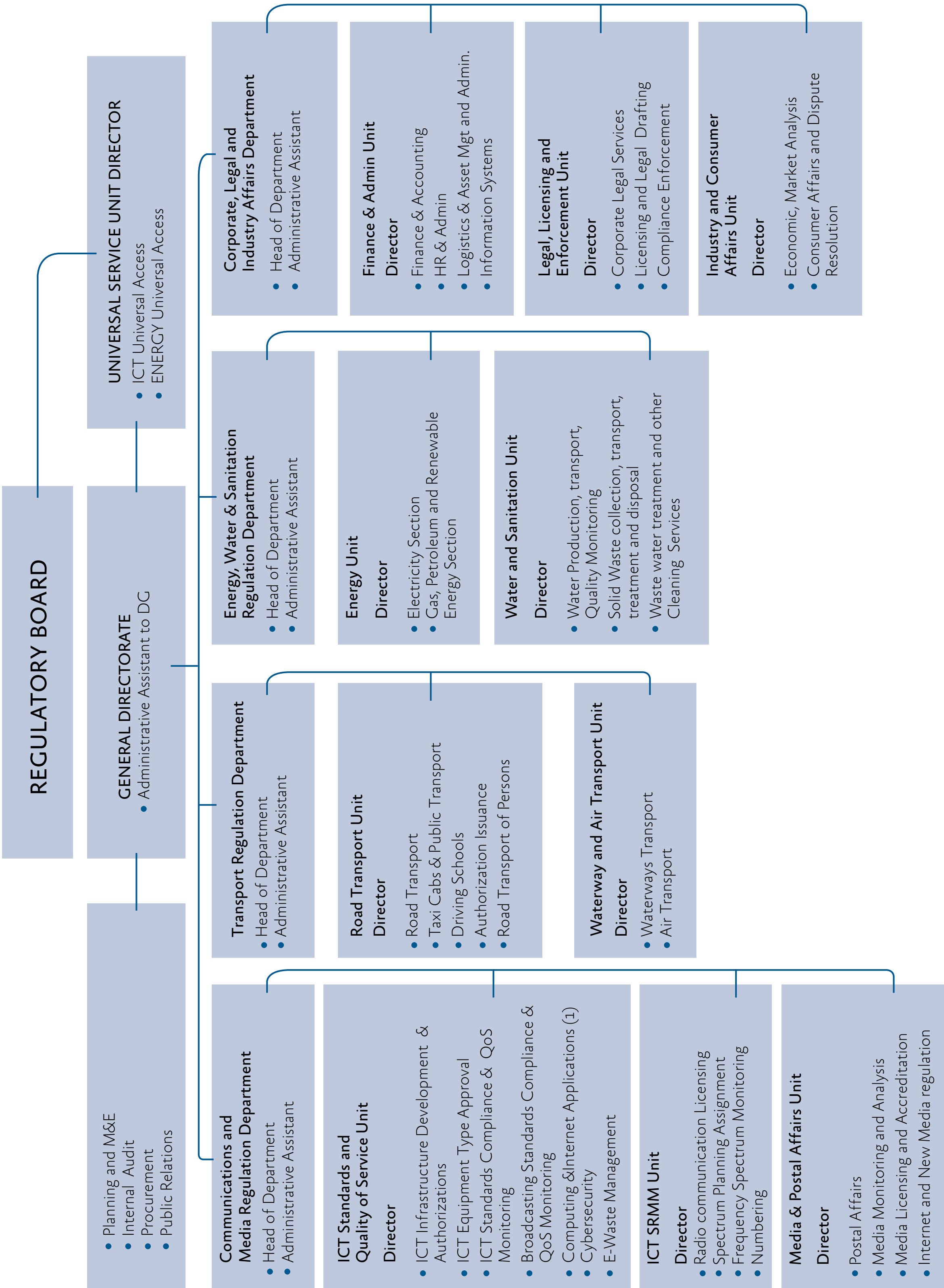
FIGURE 20: INSPECTED WASTEWATER TREATMENT SYSTEMS

6.5. CHALLENGES

Sector challenges recorded so far are similar to last year's and mainly consist of the following:

- absence of water supply and sanitation law;
- inadequate management of water supply systems that contribute to high infrastructure rehabilitation costs in rural areas.
- very limited private sector investments in the sector;
- inadequate water quality control in rural areas.

ANNEX 1: RURA ORGANIZATIONAL STRUCTURE



ANNEX 2: PUBLIC TRANSPORT OPERATORS

COMPANY NAME		STATUS as of 2013/2014	Number of Vehicles
	HORIZON EXPRESS LTD	Renewed	66
	VOLCANO S.A.R.L	Renewed	74
	IMPALA GROUP LTD	Renewed	19
	OMEGA S.A.R.L	Renewed	24
	AFRICAN TOURS EXPRESS LTD	Renewed	14
	KIGALI BUS SERVICES LTD	Renewed	113
	KIGALI SAFARI S.A.R.L	Renewed	25
	VIRUNGA EXPRESS LTD	Renewed	45
	INTERNATIONAL EXPRESS LTD	Renewed	81
	STELLA EXPRESS LTD	Renewed	46
	YAHOO CAR EXPRESS LTD	Renewed	26
	RUGALI TRAVEL	Renewed	38
	MATUNDA EXPRESS LTD	Renewed	23
	EXCEL TOURS &TRAVEL AGENCY LTD	Renewed	55
	ROYAL EXPRESS LTD	Renewed	66
	CAPITAL EXPRESS LTD	Renewed	14
	SOTRA TOURS &TRAVEL AGENCY LTD	Renewed	37
	PRINCE EXPRESS	Renewed	6
	GASABO TRAVEL	Renewed	6
	COOPERATIVE URUGENDO RWIZA	Renewed	32
	RWINYANA LTD	Renewed	11
	CITY CENTER T/COOPERATIVE	Renewed	378
	RUBAVU T/COOPERATIVE	Renewed	87
	NGOMA T/COOPERATIVE	Renewed	104
	RUSIZI T/COOPERATIVE	Renewed	114
	KAYONZA T/COOPERATIVE	Renewed	90
	NYAGATARE T/COOPERATIVE	Renewed	114

	MUSANZE T/COOPERATIVE	Renewed	146
	HUYE T/COOPERATIVE	Renewed	96
	MUHANGA T/COOPERATIVE	Renewed	144
	REMERA T/COOPERATIVE	Renewed	325
	NYABUGOGO T/COOPERATIVE	Renewed	311
	GICUMBI T/COOPERATIVE	Renewed	63
	RUHIRE EXPRESS LTD	New	13
	KIGALI COACH AGENCY LTD	New	22
	CRANERWA	New	6
	CAMEL TOURS AND TRAVEL AGENCY LTD	New	20
	SELECT EXPRESS	New	23
	COSERGI	New	7
	CITY EXPRESS	New	48
	UGUSENGA LTD	New	10
	FIDELITY EXPRESS LTD	New	6
	SIMBA EXPRESS LTD	New	20
	LA COLOMBE EXPRESS LTD	New	23
	BISOKE EXPRESS LTD	New	6
	KARENGE-KIGALI TRANSPORT SERVICES (K.K.T.S) LTD	New	8
	TRIPARTITE TOURS LTD	New	9
	KABUGA-RWAMAGANA TRANSPORT SERVICES COMPANY LTD	New	6

ANNEX 3: LICENSED CROSSBORDER COMPANIES

COMPANY NAME	STATUS
1. TRINITY TRANSPORTERS & DISTRIB-UTERS COMPANY LTD	Licensed in previous Year
2. Jakobu Enterprises ltd	Renewed
3. Kampala Coaches Ltd	Renewed
4. GAAGA Coach	Licensed in previous Year
5. CROSS COUNTRY TRANSPORT COMPANY LTD	Licensed in previous Year
6. BABY COACH	Licensed in previous Year
7. SIMBA COACHES LTD	Newly Licensed

ANNEX 4: RENTAL CARS TRANSPORT OPERATORS

COMPANY NAME	STATUS
GORILLAND SAFARIS LTD	Licensed in previous Year
SM TRANSPORT LTD	Licensed in previous Year
TOURS DES PAYS DES GRANDS LACS (TPGL)	Licensed in previous Year
SGES/ATT	Licensed in previous Year
RWANDA TOURISM AND TRAVEL AGENCY (RTTA)	Licensed in previous Year
NTIVUGURUZWA BUSINESS COMPANY LTD	Licensed in previous Year
GASABO TRAVEL	Licensed in previous Year
TECHNO STARS LTD	Newly licensed

ANNEX 5: NEWLY LICENSED GOODS COMPANIES/COOPERATIVES

GOODS TRANSPORT OPERATORS	NUMBER OF VEHICLES
1. MEMA LTD	3
2. BUSINESS & TRANSPORT TRADING COMPANY LTD	12
3. COOPERATIVE DE TRANSPORT DE HUYE	18
4. COMECA Ltd	4
5. NYAMPINGA DRIVERS	10

6. MUSANZE TRANSPORTATION SUPPORT SERVICES COMPANY LTD	89
7. DISTRIBUTION CENTRE LTD	10
8. ISANO PICK UP AND TRUCK DRIVERS COOPERATIVE KICUKIRO	7
9. NEW HOPE TEXTILE LTD	4
10. COCKTRAMAVK	24
11. COOPERATIVE UMOJA WA MADEREVA PICK UP	19
12. ERI-RWANDA IMPORTER & DISTRIBUTER	11
13. TOP SERVICES ENTERPRISE LTD	15
14. PFUNDA TEA COMPANY LTD	15
15. UWIM LTD	5
16. COOPERATIVE DE TRANSPORTEURS DE MARCHANDISES DE KAVUMU	30
17. RWABUKAMBA J.P TRANSPORT LTD	6
18. KHALIFAN ALI	5
19. COOPERATIVE DES TRANSPORTEURS DE MARCHANDISES DE RUBAVU	29
20. COOPERATIVE DES TRANSPORTEURS DE MARCHANDISES DE GISENYI	74
21. ENAF LTD	2
22. TECHNO STAR LTD	4
23. NTIVUGURUZWA BUSINESS COMPANY LTD	2

ANNEX 6: LICENSED TAXI CAB OPERATORS

No	D.S. COMPANIES OR COOPERATIVES	NUMBER OF VEHICLES 2012/2013	NUMBER OF VEHICLES 2013/2014	AREA OF OPERATION
1	CODACE	12	22	NYARUGENGE DISTRICT
2	NYUNGWE CHIMPS	15	7	RDB
3	QUICK TAXIS SERVICES	13	40	NYARUGENGE DISTRICT/ MUHIMA ZONE
4	CO.T.V.K	20	13	NYARUGENGE DISTRICT/ CHUK;
5	COTAHAMA	15	15	GASABO DISTRICT/AIRTEL REMERA;
6	COTAVONYA	32	27	NYARUGENGE DISTRICT/NYA-BUGOGO;
7	K.T.V CO	15	26	GASABO DISTRICT/KIM-IRONKO;
8	COTAVOKA	8	10	GASABO DISTRICT (KACYIRU)
9	EJO HEZA	10	15	GASABO DISTRICT(REM-ERA-GIPOROSO)
10	COKITA	15	10	GASABO DISTRICT(REM-ERA-GISIMENTI)
11	A.T.A.K	28	31	GASABO DISTRICT(KANOMBE/ AIRPORT)
12	COCTAKI	14	12	KICUKIRO DISTRICT(SONA-TUBES)
13	ROCKY TRADERS	7	7	NYARUGENGE DISTRICT
14	Q.V.T.C LTD	7	12	KICUKIRO DISTRICT(KANOMBE MILITARY HOSPITAL)
15	CONDOR SPECIAL TAXI	10	14	NYARUGENGE DISTRICT/NYA-BUGOGO;
16	NYARUGENGE TRAVEL COMPANY	13	8	NYARUGENGE DISTRICT/LA SIERRA(BCR)
17	COOPERATIVE LAICO UMUBANO GASABO	9	9	GASABO DISTRICT(HOTEL LAI-CO UMUBANO)
18	COOPERATIVE DES TAXISMAN VOITURE RUSIZI-BUGARA-MA(C.T.V.R.B)	53	79	RUSIZI DISTRICT

19	COCHATAVORU	14	11	RUSIZI DISTRICT(KAMEMBE)
20	KTS	9	0	
21	HOLLY AUTO TRAVEL AGENCY LTD		9	NYARUGENGE DISTRICT/ RUBANGURA HOUSE;
22	COTTAVOGI		10	RUBAVU DISTRICT;
23	COCTVOGI		21	RUBAVU DISTRICT;
24	COTAVOC		7	NYARUGENGE DISTRICT/ RUBANGURA HOUSE;
25	COTHOLA		11	GASABO DISTRICT(REMERA-HOTEL CHEZ LANDO)
26	C.T.V.S		8	GASABO DISTRICT(REMERA-STADE AMAHORO)
27	COOP.DES TAXIMEN-VOITURES DE L'HOPITAL LA CROIX DU SUD		9	GASABO DISTRICT(NYIRINKWAYA HOSPITAL)
28	TWIGIRE TAXI SERVICE COOP.		10	NYARUGENGE DISTRICT(NYAMIRAMBO/STATION SP)
29	WOMEN TRANSPORT COMPANY LTD		7	NYARUGENGE DISTRICT
30	COOPERATIVE DES TAXIMEN VOITURES DE KIBAGABAGA(COTAVOKI)		9	GASABO DISTRICT(KIBAGABAGA HOSPITAL)
31	HUYE TAXI TRANSPORT COOPERATIVE		7	HUYE DISTRICT
32	COOPERATIVE INTASHYA		14	NYAMASHEKE DISTRICT
33	NYARUTARAMA TAXI COOPERATIVE (N.T.C)		8	GASABO DISTRICT(NYARUTARAMA/MTN)
34	COMPANY DE TAXMEN DE GIKONDO LTD		9	KICUKIRO DISTRICT(GIKONDO/MEREZ2)
35	COOPERATIVE DE TAXIMEN VOITURES MUHIMA(COTAVOMU)		10	NYARUGENGE DISTRICT(MUHIMA HOSPITAL)
36	NYAMIRAMBO TAXI SERVICE LTD		10	NYARUGENGE DISTRICT(NYAMIRAMBO/ERP)
37	COOPERATIVE DES TAXIMEN ROI FAYSAL		8	GASABO DISTRICT(ROI FAYSAL)
38	GROLY COACH LTD		13	GASABO DISTRICT/KIMIRONKO;

ANNEX 7: LIST OF WATERWAYS TRANSPORT OPERATORS

LIST OF WATERWAYS TRANSPORT OPERATORS REGISTERED AND LICENSED (AUTHORIZED) FROM JULY 2012 TO JUNEN 2013			
S/N	**OPERATOR' NAME**	**BOAT'S REGISTRATION NUMBER**	**ISSUANCE DATE**
1	Coop. COSERGI	001A	26/11/2012
2	Coop. COTRALAC	002A	30/11/2012
3	Coop. DUKUNDUMURIMO	003A	27/11/2012
4	Coop. CODUSA RUHUNDA	004A	27/11/2012
5	Coop. CODUSA / RUHUNDA	004A	19/12/2012
6	Coop. KOYAMU	005A	30/11/2012
7	Coop. KOYAMU	005A	5/11/2013
8	Coop. KOYAMU	006A	12/12/2012
9	Coop. KOYAMU	006A	5/11/2012
10	Coop. KOYAMU	007A	
11	Coop. KOYAMU	007A	5/11/2013
12	Coop.CPTLAK	008A,009A,010, 011A,012A	13/12/2012
13	Coop. ABAJYAMBERE	013A	12/12/2012
14	Coop. COTRAKI	014A	13/12/2012
15	Coop. CODUSA RUHUNDA	015A; 016A	13/12/2012
16	Coop. DUHARANIRUBUMWE	017A	13/12/2012
17	NDAYAMBAJE Léopord	018A	17/12/2012
18	NDENGEJEHO Simon	019A	18/12/2012
19	KOPEABANKA	020A	18/12/2012
20	KALINDA Valens	021A	20/12/2012
21	UGIRASHEBUJA Remy	022A	21/12/2012
22	UGIRASHEBUJA Remy	023A	21/12/2012
23	NYABYENDA Deo	024A	21/12/2012
24	HABYARIMANA Joseph	025A	24/12/2012
25	NZARORA Etienne	026A	24/12/2012

26	NGENDAHIMANA Thacien	027A	27/12/2012
27	MUNYARUGENDO Thacien	028A	27/12/2012
28	Coop. COVATRASA	029A	27/12/2012
29	Coop. AMBUKANEZA	030A	27/12/2012
30	DUKUNDUMURIMO	031A	27/12/2012
31	DUKUNDUMURIMO	032A	27/12/2012
32	Coop. INGOBOKABAGENZI	033A	28/12/2012
33	HAVUGINTWARIJ Baptiste	034A	02/01/2013
34	KANAMUGIRE Fidele	035A	02/01/2013
35	Coop. TWAMAMAZE AMAHORO TWITEZA IMBERE	036A	02/01/2013
36	KIVU ISLAND TOURISM COMPANY	037A	03/01/2013
37	Coop. ABISHYIZE HAMWE	038A	03/01/2013
38	Coop. ABISHYIZE HAMWE	039A	03/01/2013
39	Coop. ABISHYIZE HAMWE	040A	03/01/2013
40	Coop. AMBUTSABAGENZI	041A	09/01/2013
41	Coop. COTRALAKI	042A, 043A, 044A, 045A, 046A, 047A, 048A, 049A, 050A, 051A	02/01/2013
42	NSENGIYUMVA Alphonse	052A	09/01/2013
43	NIRAGIRE N. Elphaz	053A	14/01/2013
44	KABAYIZA Dieudonnee	054A	14/01/2013
45	NAMBAJE Fidele	055A	15/01/2013
46	BIZIMANA Michel	056A	17/01/2013
47	HABYARIMANA J Bosco	057A	18/01/2013
48	HABYARIMANA J Bosco	058A	18/01/2013
49	HAKIZIMANA Florien	059A	18/01/2013
50	Coop. UBUMWE BWIZA	060A	21/01/2013
51	HABYARIMANA Jerome	061A	21/01/2013
52	SOTRACOGE Ltd	062A	25/01/2013

53	SOTRACOGE Ltd	063A	25/01/2013
54	TWIZEYIMANA Vincent	064A	25/01/2013
55	Coop. TWOROSHYE URUGENDO	065A	28/01/2013
56	NYIRAMBARUSHIMANA Berina	066A	28/01/2013
57	TWIZEYIMANA Vincent	067A	30/01/2013
58	TWAGIRAMUNGU Alphonse	068A	30/01/2013
59	ICYOBANZILIYE Cebastien	069A	14/02/2013
60	UMUHOZA Ratifa	070A	15/02/2013
61	NYABYENDA Theobard	071A	25/02/2013
62	MBARUSHIMANA Pascal	072A	25/02/2013
63	KAYIRANGA Vedaste	073A	07/03/2013
64	HITABATUMA Sylvain	074A	07/03/2013
65	NYIRAMONGI Odette	075A	11/03/2013
66	Coop. HUZABAGENZI	076A	15/03/2013
67	RUSAKE Modeste	077A	15/03/2013
68	Ass. DUSANGIRAMATA	078A	15/03/2013
69	Coop. COTRALAC	079A	18/03/2013
70	TUYIZERE Idesbard	080A	20/03/2013
71	MBARUSHIMANA Edouard	081A	22/03/2013
72	MUKARUGWIZA Beatrice	082A	22/03/2013
73	MUKAMUGANGA Anastasie	083A	22/03/2013
74	MAYERI J Damascene	084A	22/03/2013
75	NAVIGATORS' TOURS Ltd	085A	20/03/2013
76	CO.T.L.S	086A	20/03/2013
77	NGABONZIZA Jacque	087A	20/03/2013
78	KANZAYIRE Cartas	088A	22/03/2013
79	Coop. COTRALAK	089A	25/03/2013
80	RUMAZIMINSI P. Celestin	090A	26/03/2013
81	NTAKIRUTIMANA Uziel	091A	26/03/2013

82	Coop. TURENGERUBUZIMA KIRAMBO	092A	27/03/2013
83	Coop. TURENGERUBUZIMA KIRAMBO	093A	27/03/2013
84	NARAMBE Eric	094A	27/03/2013
85	Coop. CTLM - ISONGA	095A	28/03/2013
86	Coop. CTLM - ISONGA	096A	28/03/2013
87	KAREGE Jonas	097A	28/03/2013
88	TWAGIRAMAHORO Theo-gene	098A	28/03/2013
89	IYAKAREMYE Andre	099A	28/03/2013
90	NGOGA Jonathan	100A	28/03/2013
91	Coop. ABATIGANDA B' ABASARE	101A	28/03/2013
92	Coop. ABASHYIZEHAMWE	102A	01/04/2013
93	Coop.NTMLS	103A	01/04/2013
94	Coop. INTAMBWE Y' ITER-AMBERE	104A	03/04/2013
95	UWEMEYE Celestin	105A	04/04/2013
96	NKUNZINGOMA Jacques	106A	11/04/2013
97	VAGOTRA sarl	107A	12/04/2013
98	HAKIZIMANA Bosco	108A	17/04/2013
99	NIYONSENGA Ignas	109A	17/04/2013
100	Coop. IMPARIRWA GUTEBU-KA	110A	17/04/2013
101	HAVUGIMANA Claude	111A	06/05/2013
102	Coop. COPAUU	112A	29/04/2013
103	Coop. TURENGERUBUZIMA KIRAMBO	113A	09/05/2013
104	Coop. TURENGERUBUZIMA KIRAMBO	114A	09/05/2013
105	RWAGASANA F. XAVIER	115A	10/05/2013
106	Coop. AMBUKA	116A	09/05/2013

107	KABUTO Emmanuel	117A	20/05/2013
108	Coop. CTLM - ISONGA	118A	4/06/2013
109	Coop. CTLM - ISONGA	119A	4/06/2013
110	NGABONZIZA Jacques	120A	12/06/2013
111	Coop. TURWANE KU BUZI-MA GASANGE	121A	12/06/2013
112	SEMUCOKO Appolinaire	122A	18/06/2013
113	MBARUSHIMANA Ibrahim	123A	18/06/2013
114	Coop. COTWIFU	124A	19/06/2013
115	Coop. COTWIFU	125A	19/06/2013
116	Coop. COTWIFU	126A	19/06/2013
117	Coop. TURENGERUBUZIMA	127A	25/06/2013

ANNEX 8: DETAILED LIST OF LICENSED CLEANING SERVICE PROVIDERS

No	Licensee	License Number	Date of issuance	Expiry date
1	SHELTER INTERNATIONAL	022/CSP/ RURA/2013	09 July 2013	09 July 2015
2	ENTREPRISE IKITEGETSE M. ROSE LA VIE SAINE	023/CSP/ RURA/2013	29 July 2013	29 July 2015
3	ECO GENE RAL SERVICES LTD	024/CSP/ RURA/2013	29 July 2013	29 July 2015
4	CLEAN WORLD ENTERPRIS-ES	025/CSP/ RURA/2013	13 August 2013	13 August 2015
5	HORIZON ART	026/CSP/ RURA/2013	13 August 2013	13 August 2015
6	HOSEA GENERAL COMPA-NY	027/CSP/ RURA/2013	13 August 2013	13 August 2015
7	NYAKANA SHOP LTD	028/CSP/ RURA/2013	13 August 2013	13 August 2015
8	KPC GENERAL SERVICES	029/CSP/ RURA/2013	14 August 2013	14 August 2015
9	KELIFA CLEANING SER-VICES LTD	030/CSP/ RURA/2013	21 August 2013	21 August 2015
10	DALIN LTD	031/CSP/ RURA/2013	21 August 2013	21 August 2015
11	EGIPRO RWANDA LTD	032/CSP/ RURA/2013	22 August 2013	22 August 2015
12	PRONET INTERNATIONAL LTD	033/CSP/ RURA/2013	23 August 2013	23 August 2015
13	MISEC 2020 LTD	034/CSP/ RURA/2013	27 August 2013	27 August 2015
14	RELIANCE CLEANING SER-VICES LTD	035/CSP/ RURA/2013	28 August 2013	28 August 2015
15	TWATHEBIFRA LTD	036/CSP/ RURA/2013	28 August 2013	28 August 2015
16	DIRECT SERVICES LTD	037/CSP/ RURA/2013	30 August 2013	30 August 2015
17	REBERAHO UKORE LTD	038/CSP/ RURA/2013	05 September 2013	05 September 2015
18	COMELEC TECHNOLOGIES LTD	039/CSP/ RURA/2013	09 September 2013	09 September 2015

19	N.D.M CLEANING LTD	040/CSP/ RURA/2013	09 September 2013	09 September 2015
20	ENTREPRISE NDIBWAMI SOSTHENE	041/CSP/ RURA/2013	09 September 2013	09 September 2015
21	ENTREPRISE MUTETERI AL-PHONSINE	042/CSP/ RURA/2013	09 September 2013	09 September 2015
22	WORKS SERVICES ENTER-PRISE LTD	043/CSP/ RURA/2013	09 September 2013	09 September 2015
23	KADONA'S BUSINESSES LTD	044/CSP/ RURA/2013	12 September 2013	12 September 2015
24	TECHNO STARS LTD	045/CSP/ RURA/2013	12 September 2013	12 September 2015
25	BUSHOZI CONSTRUCTION & CLEANING COMPANY LTD	046/CSP/ RURA/2013	17 September 2013	17 September 2015
26	NET RIGHT SERVICE LTD	047/CSP/ RURA/2013	17 September 2013	17 September 2015
27	DRN LTD	048/CSP/ RURA/2013	19 September 2013	19 September 2015
28	MATAZA PRODUCTS LTD	049/CSP/ RURA/2013	20 September 2013	20 September 2015
29	BETASEC INVESTMENT LTD	050/CSP/ RURA/2013	23 September 2013	23 September 2015
30	HAKI CLEANING COMPANY LTD	051/CSP/ RURA/2013	26 September 2013	26 September 2015
31	M J ADVANCED SERVICES LTD	052/CSP/ RURA/2013	30 September 2013	30 September 2015
32	DADISE LTD	053/CSP/ RURA/2013	16 October 2013	16 October 2015
33	FIFO COMPANY LTD	054/CSP/ RURA/2013	16 October 2013	16 October 2015
34	PROMINENT GENERAL SER-VICES	055/CSP/ RURA/2013	22 October 2013	22 October 2015
35	GICUMBI BEST CLEANERS (GIBEC) LTD	056/CSP/ RURA/2013	22 October 2013	22 October 2015
36	GUMA GENERAL SERVICES & SUPPLIERS LTD	057/CSP/ RURA/2013	25 October 2013	25 October 2015
37	COOPERATIVE BAHEZA MUNYARWANDA	058/CSP/ RURA/2013	25 October 2013	25 October 2015
38	CFD BUSINESS LTD	059/CSP/ RURA/2013	28 October 2013	28 October 2015

39	RWANDA GENERAL SUPPLY LTD	060/CSP/ RURA/2013	20 November 2013	20 November 2015
40	ENTREPRISE WISDOM	061/CSP/ RURA/2013	03 December 2013	03 December 2015
41	HIGH PROSPER SERVICES LTD	062/CSP/ RURA/2013	06 December 2013	06 December 2015
42	ESPINA LTD	063/CSP/ RURA/2013	06 December 2013	06 December 2015
43	E.M.J CLEANING SERVICES LTD	064/CSP/ RURA/2013	06 December 2013	06 December 2015
44	DECISION CLEANING LTD	065/CSP/ RURA/2013	10 December 2013	10 December 2015
45	MAKE IT LIFE LTD	066/CSP/ RURA/2013	09 December 2013	09 December 2015
46	DISOS LTD	067/CSP/ RURA/2013	10 December 2013	10 December 2015
47	AMAZING RWANDA IN-VESTMENT LTD	068/CSP/ RURA/2013	12 December 2013	12 December 2015
48	M.ZI LTD	069/CSP/ RURA/2013	13 December 2013	13 December 2015
49	ANCRE COMPANY LTD	070/CSP/ RURA/2013	24 December 2013	24 December 2015
50	M.B.L COMPANY LTD	071/CSP/ RURA/2013	24 December 2013	24 December 2015
51	CAREMAX LTD	072/CSP/ RURA/2014	06 January 2014	06 January 2016
52	EXEMPLARY CLEANERS & SUPPLIES LTD	073/CSP/ RURA/2014	07 January 2014	07 January 2016
53	ENDSCO LTD	074/CSP/ RURA/2014	17 January 2014	17 January 2016
54	S.C.H.A LTD	075/CSP/ RURA/2014	20 January 2014	20 January 2016
55	IKONDERA COMPANY LTD	076/CSP/ RURA/2014	24 January 2014	24 January 2016
56	ICYIZERE KIREHE COOPER-ATIVE	077/CSP/ RURA/2014	06 February 2014	06 February 2016
57	SWIFT AND CLEAN COMPA-NY LTD	078/CSP/ RURA/2014	17 February 2014	17 February 2016
58	SAINT MICHEL CLEANERS LTD	079/CSP/ RURA/2014	25 February 2014	25 February 2016

59	TRESOR COMPANY LTD	080/CSP/ RURA/2014	27 February 2014	27 February 2016
60	MUBIDU LTD	081/CSP/ RURA/2014	06 March 2014	06 March 2016
61	INEMA COMPANY LTD	082/CSP/ RURA/2014	12 March 2014	12 March 2016
62	CLASSIC CLEANING & GENERAL SUPPLY LTD	083/CSP/ RURA/2014	25 March 2014	25 March 2016
63	BENKAR SOLUTION CO. LTD	084/CSP/ RURA/2014	25 March 2014	25 March 2016
64	NU & C INVESTMENT LTD	085/CSP/ RURA/2014	25 March 2014	25 March 2016
65	RTG RWANDA LTD	086/CSP/ RURA/2014	25 March 2014	25 March 2016
66	COOPERATIVE D.U.T.I	087/CSP/ RURA/2014	25 March 2014	25 March 2016
67	JUPITER GENERAL DEALERS LTD	088/CSP/ RURA/2014	26 March 2014	26 March 2016
68	AHAVA COMPANY LTD	089/CSP/ RURA/2014	04 April 2014	04 April 2016
69	NGABO M. CO LTD	090/CSP/ RURA/2014	17 April 2014	17 April 2016
70	JESUS IS THE ANSWER INVESTMENT LTD	091/CSP/ RURA/2014	24 April 2014	24 April 2016
71	N.M KEZA CLEANERS COMPANY LTD	092/CSP/ RURA/2014	24 April 2014	24 April 2016
72	WORLDWIDE CLEANERS AGENCY LTD	093/CSP/ RURA/2014	16 May 2014	16 May 2016
73	SHEMA GENERAL SERVICES LTD	094/CSP/ RURA/2014	22 May 2014	22 May 2016
74	ENTREPRISE AMIE DE LA NATURE ET ENVIRONNEMENT LTD	095/CSP/ RURA/2014	03 June 2014	03 June 2016
75	MUNGIRA GENERAL SERVICES AND SUPPLY LTD	096/CSP/ RURA/2014	04 June 2014	04 June 2016
76	ISHEJA MULTI ACTIVITIES CO. LTD	097/CSP/ RURA/2014	09 June 2014	09 June 2016
77	M T J COMPANY LTD	098/CSP/ RURA/2014	13 June 2014	13 June 2016
78	UMURIMO MWIZA LTD	099/CSP/ RURA/2014	20 June 2014	20 June 2016

79	E.K.G LTD	100/CSP/ RURA/2014	20 June 2014	20 June 2016
80	STRONG SUPPLY AND BUSINESS COMPANY LTD	101/CSP/ RURA/2014	20 June 2014	20 June 2016
81	ATLAS GENERAL LOGISTICS AND SUPPLIES LTD	102/CSP/ RURA/2014	25 June 2014	25 June 2016

Inspiring development

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