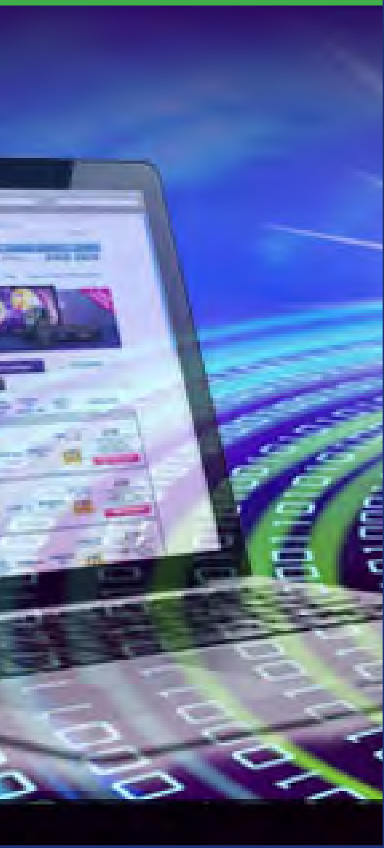

RWANDA UTILITIES REGULATORY AUTHORITY

rura

Inspiring development

ICT

ANNUAL REPORT
2014 - 2015

ENERGY, WATER & SANITATION

TRANSPORT

ANNUAL REPORT

2014 - 2015

RURA'S VISION, MISSION AND CORE VALUES

Vision

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

Mission

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

Values

- Independency
- Accountability
- Transparency
- Firmness

Moto

- Inspiring development

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ABBREVIATIONS

ADECOR	Association Des Consommateurs au Rwanda
AFRINIC	Africain Network Information Center
ARCEP	L'Autorité de régulation des communications électroniques et de la poste
ARCT	Agence de Régulation et de Contrôle des Télécommunications
BBC	British Broadcasting Corporation
CA	Communication Authority of Kenya
CBA	Cost Benefit Analysis
CcTLD	Country Code Top Level Domain
CDMA	Code Division Multiple Access
CDR	Call Drop Rate
COMESA	Common Market for Eastern and Southern Africa
CSSR	Call Setup Success Rate
CST	Calll Setup Time
CTO	Commonwealth Telecommunications organization
DTT	Digital Terrestrial Television
DVC	Drivers Vocational Cards
EAC	East African Community
EACO	The East African Communications organization
EARP	Electricity Access Roll-Out Program
EDPRS	Economic Development and Poverty Reduction Strategy
ERA	Electricity Regulatory Authority
ERC	Electricity Regulatory Commission
EREA	Energy Regulators Association of East Africa
ESAWAS	Eastern and Southern Africa Water and Sanitation Regulators Association
EUCL	Energy Utility Corporation Limited
EWURA	Energy and Water Utilities Regulatory Authority
FM	Frequency Modulation
GDP	Gross Domestic Product
GoR	Government of Rwanda
GVEP	Global Village Energy Partnership
ICANN	Internet Corporation for Assigned Names and Numbers
IER	Institution of Engineers Rwanda
IGTVS	International Gateway Traffic Verification System
IPv	Internet Protocol Version
ISP	Internet Service Provider
ITU	International Telecommunication Union

LPG	Liquefied Petroleum Gas
MDG	Millennium Development Goals
MNP	Mobile Number Portability
MoU	Memorandum of Understanding
MW	Megawatt
NCIP	Northern Corridor Integrated Projects
NGO	Non Governmental Organization
NISR	National Institute of Statistics of Rwanda
NICI	National Information Communication Infrastructure
ORn	Olleh Rwanda Network
QoS	Quality of Service
RAERESA	Regional Association of Energy Regulators for Eastern and Southern Africa
RDB	Rwanda Development Board
REG	Rwanda Energy Group
RICTA	Rwanda Information and Communication Technology Association
RINEX	Rwanda Internet Network Exchange
RNP	Rwanda National Police
RURA	Rwanda Utilities Regulatory Authority
SDG	Sustainable Development Goals
SP	Société Pétrolière
STB	Set Top Boxes
STL	Studio Transmitter Link
SWH	Solar Water Heating
TCRA	Tanzania Communications Regulatory Authority
TVWS	TV White Space
UAF	Universal Access Fund
UCC	Uganda Communication Commission
UITP	Union Internationale des Transports Publics
USAID	United States Agency for International Development
VHF	Very High Frequency
VSAT	Very Small Aperture Terminal
WASAC	Water and Sanitation Corporation
WSIS	World Summit on the Information Society

ACKNOWLEDGMENT

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
Mrs. Consolee Umulisa
Mr. Deo Muvunyi
Mrs Carine Manirakiza
Mrs. Yvonne Umutoni
Mr. Aaron Ndizeye
Mrs. Annick Muhama

THE REGULATORY BOARD

Eng. Coletha U. Ruhamya
Chairperson

Mr. Eugene Kazige
Vice-Chairperson

Maj. Patrick Nyirishema
Ag. Director General

Dr. Etienne Ntagwirumugara
Member

Mrs. Liliane Mupende
Member

Mrs. Fortune Mukandoli
Member

Mrs. Judith Mbabazi
Member

FOREWORD

I have the pleasure to present to you the annual report 2014-15 on behalf of the Regulatory Board, the Management and the Staff of the Rwanda Utilities Regulatory Authority.

This annual report covers the activities of the Authority for the period July 2014 and June 2015.

During the year under review, the Regulatory Board provided a general oversight in activities, set a strategic direction and ensured financial and operational viability. This year saw the approval of different legal and regulatory instruments in each regulated sector to aid the Authority in performing its responsibilities.

With support from the Management and in exercising its powers the Regulatory Board took decisions that impacted the Authority and were central to the Authority's success in particular and the country at large.

RURA continues to play a vital role in ensuring fair competition, promoting and protecting consumers' interests and rights in regulated sectors thus continuously enjoying support from our stakeholders including the government institutions, development partners, regulated sectors, investors, consumers and the general public.

It is worth noting that, this provided transparent stewardship of regulation and safeguarded the public by promoting good practice and preventing poor practice hence inspiring development.

As we move to the new financial year, I wish to extend my sincere appreciation to the Regulatory Board of RURA, the Management and staff and our stakeholders for their dedication and hard work towards better regulation. There were outstanding issues but the Authority recorded several successes along the way!

Thank You!

Eng. **Coletha U. RUHAMYA**

Chairperson of the Regulatory Board

EXECUTIVE SUMMARY

During the fiscal year 2014-2015, RURA has continued to play a significant role in ensuring fair market competition and that the regulated services are progressively made more accessible and affordable to all the people. These efforts have led to an increase in the number of service providers and consumers in the domestic market and thus ultimately, the welfare of our citizens.

Against this background, new and existing operators have continued to invest in the Country due to the confidence in the policy, legal and regulatory framework in various regulated sectors. To enhance the Organization's mandate, a number of secondary legislations have been developed, including the draft Prime Minister Order determining the specific mission of RURA with regard to media as provided for by article 5 of the Law establishing RURA.

The ICT Sector continues to experience remarkable growth, with the mobile telephone subscription annual growth rate of 7.2% from 68.1% to 72.6% in June 2015. Similarly, the internet penetration rate increased to 31.5% as of June 2015 representing a 37% increase as compared to June 2014. Furthermore, with regard to regional and international traffic, both incoming and outgoing traffic have increased by 11.93% and 39.37% respectively due to the adoption of One Network Area by Countries grouped under Northern Corridor Integrated Projects (NCIP).

Following the deadline of 17th June 2015 set by ITU for analogue to digital migration; Rwanda met the deadline one year in advance and switched over from analogue to digital TV broadcasting on 31st July 2014 and became the second Country in sub-Saharan Africa to do so.

In broadcasting, seven (7) Digital TV Broadcasting Stations, three (3) Pay TVs and twenty five (25) FM Radio Broadcasters were licensed to provide services in Rwanda as of June 2015.

The Transport Sector also registered 13.5% growth in terms of increase of the Public transport fleet capacity. Other developments include introduction of Electronic ticketing system, streamlining students' transportation services, Training of Public transport drivers with the purpose of improving services offered by drivers, among others.

As the result of awareness campaigns conducted and enforcement of rules and regulations in transport of Goods licensing, an increase of 56% in the number of registered individual vehicles was registered. In the same vein, 302 new taxi cabs were licensed which represnts an increment of 55 %, leading to a total fleet of 850 vehicles compared to the 548 licensed vehicles in the previous fiscal year.

The Energy Sector currently has approximately 160 MW installed capacity (including imported power), comprising 50% hydro, 33% heavy/diesel oil, 5% solar, 2% methane gas with the 10% balance coming from imports. RURA issued a 25-year license for electricity generation for an 80MW peat-to-power plant in the Southern Province and six (6) provisional electricity generation licenses were issued; while the total electricity subscribers increased by 19%.

RURA also enforced the Petrol Service Stations Regulations governing the construction, installation and operation of petrol service stations in Rwanda whereby twenty five (25) new developers of petrol service stations were licensed.

On the other hand, as access to improved drinking water and sanitation services is a basic right that every citizen must enjoy, the water supply sub-sector recorded an increase of 2.1 % in water production while total number of customer connections increased by 9.7% as compared to the previous year. The water utility needs to significantly boost water production as well as distribution to meet both the existing and future demand.

In line with the Country visibility, RURA continued to represent Rwanda in regional activities including East African Communication Organization (EACO) and EREA Working Groups and Conferences. At international level, RURA continued to represent Rwanda in International Telecommunications Union (ITU) activities including ITU Telecom World 2014, Study Groups, Council Working Groups, Radio Communication Advisory Group, WSIS Forum, the Rwanda campaign for re-election to ITU Council and was re-elected for the period 2014 – 2018.

During the fiscal year under review, RURA witnessed viable relationship and partnership with many Regional and International organisations including ITU, EACO, EREA, RERESA, ESAWAS and ICANN aimed at building effective partnerships and exchange of regulatory experiences within the Regional and International Organizations.

As this annual report indicates, much has been done over the previous year. The ICT sector is well on its way to achieve Vision 2020 targets by 2017, but much more needs to be done to achieve EDPRS and Vision 2020 targets, particularly in Energy and Water sub-sectors.

Patrick Nyirishema

Maj.

Ag. Director General

INTRODUCTION

Ms Beata Mukangabo
Head of Corporate, Legal & Industrial Affairs Department

1.1. RWANDA IN CONTEXT

Rwanda is a landlocked country within the East Africa Community (EAC) political sphere (commonly known as the land of thousand hills) and has a surface area of 26,338 Square kilometres with a population of about 10.9 million, one of the highest in the world in terms of density (NISR, 2012). And GDP per capita of about U$ 644 (as of 2013)

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 13thSeptember 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; 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 to discharge 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 is 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.

1.4.1.1. RESPONSIBILITIES OF THE REGULATORY BOARD

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

a) To participate in developing RURA general policy and monitor its implementation;

b) To determine the general vision of RURA and ensure its implementation;

c) To approve RURA's annual budget and action plan;

d) To approve annual financial statements for the previous financial year;

e) To adopt the staff statutes, their emoluments, their wage structure, the internal rules and the organizational structure for RURA;

f) To determine the job descriptions of RURA employees, set related terms and conditions of employment and appoint staff members based on the recommendation of the Director General;

g) To evaluate the performance of the RURA based on its action plan and budget;

h) To decide on receiving, buying,

giving away or selling movable or immovable property and on the use of RURA's property;

i) To approve the annual activity report of RURA before its submission to the supervisory authority.

1.4.1.2. POWERS OF THE REGULATORY BOARD

The Regulatory Board shall have the following powers:

1) To set up the general regulations and directives in accordance with the laws in force;

2) To determine at any time tariffs, charges related to networks interconnection or infrastructure shared by public utilities provider

3) To take any decision pertaining to the regulation of public utilities, particularly any decisions relating to the granting, suspension and withdrawal of a license, authorization or permit;

4) To take administrative sanctions in case of violation of legal and regulatory provisions or of the contents of permits, licenses, authorization and other directives;

5) To take decisions on any disputes referred to it;

6) To conciliate, upon request of parties in dispute.

1.4.1.3. REGULATORY BOARD COMMITTEES

In order to effectively perform its responsibilities, the Regulatory Board formed the following committees entrusted with analyzing in depth all issues of the Authority before any decision is taken:

- Audit and Risk Committee: The Committee consists of 4 members of the Regulatory Board and met three (3) times during the period under review mainly to ensure that the financial health of the Authority is in good condition.

- Human Resource Committee: The Committee consists of 3 members of the Regulatory Board and met three (3) times during the period under review mainly to review the human resource issues affecting the Authority.

- Technical Committee: The Technical Committee consists of 3 members of the Regulatory Board.

1.4.1.4. REGULATORY BOARD MEETINGS

The ordinary meetings of the Regulatory Board are held every month and the extra ordinary meetings are held at any time once initiated by the Chairperson/Vice-Chairperson of the Regulatory Board, the supervising Organ of RURA (The Prime Minister's Office), 2/3 members of the Regulatory Board or by the Director General of RURA.

During the period under review, the Regulatory Board held Seven (7) ordinary Board meetings and Three (3) extra-ordinary Board meetings. In addition to this, the Regulatory Board held a session with the Board members of Uganda Communications Commission who paid a study visit to Rwanda for learning from RURA's experience on a number of regulatory issues.

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

- **ICT Sector**

(i) Approval of the signal distributor license for Pan-Africa Network Group

(ii) Approval of additional frequencies for Airtel Rwanda

(iii) Approval of amended schedule to the existing regulations on the International Gateway Traffic Verification System (IGTVS)

(iv) Approval of the network facilities provider license, the network services provider license and content services provider license for "FIBRENET TELECOM LIMITED"

(v) Review of VSAT License fees

(vi) Approval of the change in the shareholding structure of TIGO

(vii) Approval of the request by AIRTEL to sell shareholding in Rwanda towers to IHS Rwanda

(viii) Approval of the network service provider license for "Bandwidth and Cloud Service Group Limited" (BCS)

(ix) Approval of regulations governing Postal and Courier services in Rwanda

(x) Approval of the International Gateway Traffic Verification System (IGTVS) payment plan

- **Energy, Water and Sanitation Sector**

(i) Approval of the regulations on solid waste collection and transportation in Rwanda

(ii) Approval of the generation License for YUMN Ltd

(iii) Approval of the modification of electrical installation regulations

(iv) Approval of the solar water heating regulations

(v) Endorsement the electricity end-user tariff methodology

(vi) Approval of the regulations governing solid waste recycling in Rwanda

(vii) Approval of the regulations governing solid waste recycling in Rwanda

- **TRANSPORT Sector**

(i) Approval of the regulations governing waterways transport services in Rwanda

(ii) Approval of the new public transport tariff

(iii) Approval of passengers road transport regulations

(iv) Review of the code of conduct of public road transport drivers in Rwanda

- **Corporate, Legal and Industry Affairs Department**

(i) Confirmation of staff on different positions

(ii) Approval of the purchase of an extra plot for the construction of the RURA HQ (Twin Towers)

(iii) Approval of the annual activities report for the fiscal year 2013-2014

(iv) Approval of the transfer of the remaining funds from GTV performance bond to the RURA Account

(v) Appointment of an Inquiry Committee on the BBC Documentary "Rwanda's Untold Story"

(vi) Approval of the revised budget for the financial year 2014-2015

(vii) Approval of new positions on the existing RURA Structure

1.4.2. THE MANAGEMENT

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.

2. CORPORATE PERFORMANCE REVIEW

2.1. RURA WORKFORCE

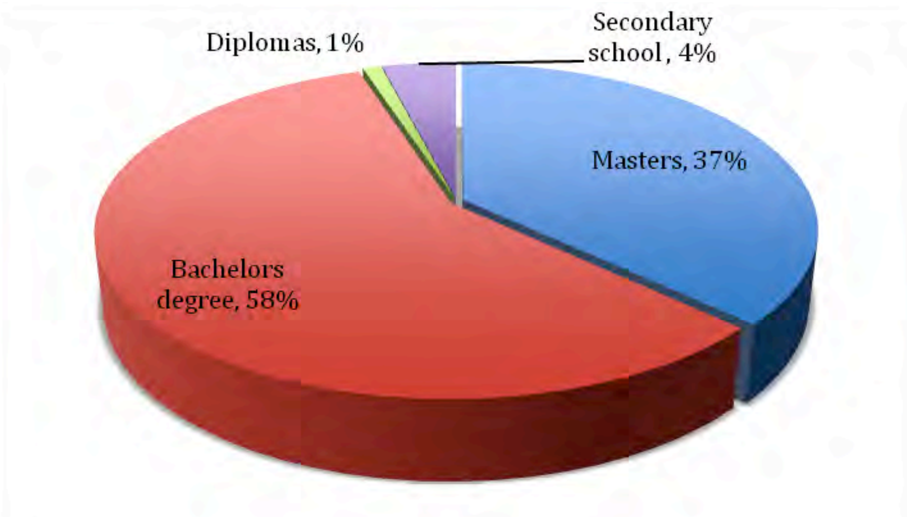
The number of RURA staff by June 2015 reached one hundred and twenty nine (129) including 4 on determined contract, the percentage of male and female counts 65.1% and 34.9% respectively.

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

- 37% of the staff holds master's degree,
- 58% hold Bachelor's degrees,
- 1% hold diplomas and
- 4% hold Secondary certificates.

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

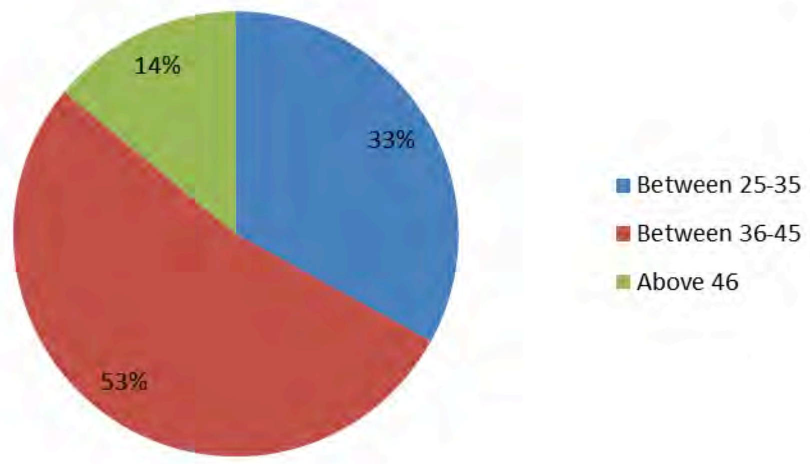
FIGURE 1: DISTRIBUTION OF RURA STAFF PER QUALIFICATIONS



Compared to the previous fiscal year, the number of staff with Bachelors degree increased from 54% to 58% where as those with Diplomas increased from 0.5% to 1% resulting into the decrease of secondary school holders by 0.5% (from 1.5% to 1%).

On the other side, the statistics of average age of RURA Staff is 36 years as illustrated in the following figure.

FIGURE 2: DISTRIBUTION OF RURA STAFF BY AGE (2014-2015)



From the graph above, the composition of RURA staff by age groups are as follows; 33% are between 25 and 35 years, 53% are between 36 and 45 years and 14% are above 46.

2.2. TRAINING AND DEVELOPMENT

During the period under review the Authority continued to implement the capacity building policy. A total number of thirty five (35) employees attended short term training programs in various fields and seven (7) conducted study tours.
The table below represents the strategic areas of training Programmes conducted:

TABLE 1: STRATEGIC AREA OF TRAINING

Type of Training	Number of Beneficiaries
Short term training	35
Study tours and Attachments	7

2.3. KNOWLEDGE TRANSFER

In the ICT Sector, RURA in collaboration with AFRINIC organized training on Migration from IPv4 to IPv6. The participants were from ISPs, Telecom Operators, Academia and Ministries.

In Water and Sanitation Sector, RURA provided trainings to different operators among others, cleaning companies and solid waste collectors. This exercise aimed at equipping them with the basic knowledge of how to prepare financial reports normally submitted to RURA.
In Transport Sector, RURA in colaboration with RDB, City of Kigali and RNP conducted training to 1,166 Public transport operators on Customer care and service delivery, trafic & road safety.

On the side of internship, thirty-six (36) students from different higher institutions of learning were provided with internship opportunities up to 6 months.

At the National and International level, RURA hosted "L'Autorité de régulation des communications électroniques et de la poste (ARCEP)" of Bénin and Nyakinama Military Peace Academy in the framework of sharing knowledge and experience with regards to the regulated sectors.

2.4. CONSUMER EMPOWERMENT

As part of RURA responsibility during the year under review, the Authority put more effort on empowering consumers through consumer awareness programs.

For the purpose of Consumer Empowerment, RURA organized consumer awareness programs including TV/Radio emissions, consumer forums, production of brochures, messages on banners, and other radio/TV communiqués.

In this line, RURA conducted workshops in Rusizi, Huye and Karongi districts' secondary schools on RURA mandate, consumer rights & obligations and complaints handling procedures. In addition, the same workshops were organized for ADECOR members in Karongi and Huye Districts.

On the other hand, due to a big number of complaints received on mobile money theft, RURA educated consumers on how to take appropriate prevention and reporting measures. The consumer education was done through live TV/radio talk show, radio emissions, brochures and display messages on banners as well as on the Authority's website.

Furthermore, RURA organized a consumer forum, which brought together the City of Kigali and its districts, as well as consumer representatives and operators in sanitation sector. The main purpose of the mentioned forum was to improve the quality of service, reduce consumer complaints and enforce compliance of consistency of Service Providers with regards to the collection and transportation of solid waste.

2.5. REGIONAL AND INTERNATIONAL PARTNERSHIP

During the fiscal year under review, RURA continued to play an active role in Regional and International level and witnessed viable relationship and partnership with many regional and international bodies. These include EACO, EREA, RAERESA, CTO, ESAWAS, ICANN and ITU.

The authority also continued to enjoy the strong working relationship with sister regulators such as UCC, EWURA, TCRA, CA, ERC, ARCT - Burundi, ESAWAS and ERA.
RURA represented Rwanda in all EACO and EREA activities to harmonize the legal and regulatory framework in East African Member States.

RURA continued to represent Rwanda in all ITU activities including ITU Telecom World 2014, Study Groups, Council Working Groups, Radio Communication Advisory Group, WSIS Forum World Summit and was re-elected to the ITU Council for the period 2014 – 2018.

2.6. KEY EVENTS AND CORPORATE SOCIAL RESPONSIBILITY

During the Financial year under review, RURA continued its Corporate Social Responsibility actions to Rukumberi Sector, Ngoma District by building two houses for Genocide Survivors. This took place during commemoration of the 21st anniversary of Genocide perpetrated against Tutsi and the above mentioned houses would be handed over by December,2015.

During the same year, RURA continued to put in place efficient mechanism of security system. It is in this regards that RURA organised and conducted inhouse training to give basic skills about the workplace safety and health practices, and the various ways to follow them. RURA staff gained the basic knowledge on how to respond quickly to accidents, to fire alarms, to use fire extinguishers, and to apply other measures to extinguish fire. The acquired knowledge would be helpful in implementation of safer and healthier practices at workplace.

In addition to that, RURA enhanced security issues within and outside RURA premises, this includes installation of security equipment and acquisition of adequate car parking for both RURA staff and its visitors.

On 1 May 2015, RURA like other institutions joined the world and National in celebrating Labour Day. This year's celebrations centred mainly on promoting the culture of professionalism and identifying successful entrepreneurs who can serve as models for other Rwandans. This was a great opportunity for employer and employees to discuss the ways of enhancing efficiency in their day to day tasks. Other topics discussed includes; improving professionalism, hard work, effective service delivery to the public.

2.7. FINANCIAL PERFORMANCE

The review shows the level of performance in terms of collected revenues and how it was allocated to action plan 2014/2015. All regulated sectors have generated revenues in different ways and as per the projections set. The figures shows that all sectors are growing in terms of revenues generation and they have increased compared to previous figures.
During the financial year 2014/2015, the Authority collected a total amount of (8,280,024,388 Frw) from various sources including ICT Sector, Enery sector, Transport sector and other revenues received from penalities charged in different sectors and fees to acquire tender documents. The year under review, RURA marked an increase of its revenues by 23% compared to previous fiscal year. The increase of revenue was due to the increase of the number of licenses issued to operators in both ICT, Transport and Energy Sectors.

On the expenditure side, the total amount increased compared to the previous financial year by 32% due to the expansion of regulatory activities in all sectors especially those related to the awareness campaigns, sensitization of operators and enforcemment of regulations.
Regarding the Universal Access Fund (UAF), an amount of 3,759,457,874 Rwf was collected from annual contribution by Telecom Operators representing an increase of 36% compared to previous financial year. On expenditure side, the total expenditure

increased by 61% and the increase was due to the big number of Projects financed by UAF. The comparison on the revenues collected and expenditure are shown in table below;

TABLE 2: FINANCIAL PERFORMANCE IN RWF/RURA

ITEM	2014/2015	2013/2014	VARIATION
Income from ICT sector	7,161,720,690	5,181,261,802	1,980,458,888
Income from Energy, Water and Sanitation Sector	132,151,470	86,471,550	45,679,624
Income from Transport Sector	877,786,174	821,523,976	56,262,198
Other revenues	108,366,054	315,662,192	(207,296,138)
TOTAL REVENUE	**8,280,024,388**	**6,404,919,520**	**1,875,104,868**
TOTAL EXPENDITURE	**7,684,187,945**	**5,230,643,259**	**2,453,544,686**

TABLE 3: FINANCIAL PERFORMANCE IN RWF/UNIVERSAL ACCESS FUND

ITEM	2014/2015	2013/2014	VARIATION
Revenues	3,759,457,874	2,404,898,985	1,354,558,889
Expenditure	3,744,750,755	1,460,430,078	2,284,320,677

N.B: THE ABOVE MENTIONED FINANCIAL FIGURES ARE SUBJECT TO AUDIT CONFIRMATION

ICT SECTOR

Eng. Mutabazi Jean Baptise
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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.

RURA's mandate, among other things, within the ICT sector is to license, monitor and enforce license obligations, manage scarce resources, advise policy makers on ICT and Media related issues and represent Rwanda in international organizations on issues pertaining to ICT.

The Rwandan market in telecommunications which was composed by three main Operators (MTN, TIGO & AIRTEL) and six Internet Service Providers (ISPs) saw the introduction of a Wholesale only Network Service Provider in the name of Olleh Rwanda Network (oRn). In addition to the existing ISPs, ten (10) other Retailers Internet Service Providers were licensed during the year 2014-2015.

In ICT regulation, RURA developed the draft Prime Minister's Order determining specific missions of RURA with regard to media and some relevant Regulations to promote the use of ICTs.

As a result of a conducive Legal and Regulatory Framework in place, the ICT sector continues to experience a remarkable growth. During the period under review, the mobile telephone subscriptions' increased from 7,214,385 as of June 2014 to 8,181,993 as of June 2015, meaning 7.2 % increase. This portrays a growth in mobile penetration rate to reach 72.6% from 68.1% recorded at end of the previous year. As for the Internet data segment, the number of Internet subscriptions increased from 2,585,117 to 3,542,835 representing a penetration rate of 32.5%. However, due to the disconnection of CDMA telephones in up country by Liquid telecom Ltd, the fixed telephone subscriptions decreased from 46,921 to 46,465.

With regard to regional and international traffic, both incoming and outgoing traffic increased due to the adoption of One Network Area by countries grouped under Northern Corridor Integrated Projects (NCIP) while at the same time the tariff significantly decreased due to the elimination of surcharges on regional traffic.

Following the deadline of 17th June 2015 set by ITU, for migration of Analogue TV Transmission to Digital Broadcasting, the Government of Rwanda decided to digitalize the whole Rwanda broadcasting Network. During the fiscal year under review, the 3 remaining analogue transmitters were switched off on 31st of July, 2014.

Subsequent to the airing of the BBC Documentary entitled "The Rwanda Untold Story", RURA decided to indefinitely suspend the Kinyarwanda programme of BBC on the FM frequency in Rwanda.

3.1. LEGAL AND REGULATORY FRAMEWORK

During the period under review, RURA put in place regulatory instruments so as to promote the use of ICTs as follows;

- Draft Prime Minister Order determining specific mission of RURA in regard to media as per provided by article 5 of RURA Law.
- Regulations governing Postal and Courier Services in Rwanda.
- Board Decision determining the Regulatory Fees for Retailer Internet Service Providers.
- Board Decision repealing the Board Decision N° 05/2007 of 18th July 2007 determining Fees for Satellite Communications Licenses.

3.2. LICENSING

3.2.1. TELECOMMUNICATION AND INTERNET SERVICE PROVISION

Further to the licensing of the Wholesale Network Service Provider in the course of the previous fiscal year, RURA licensed 10 Retailer Internet Service Providers in addition to existing Telecom Operators/ ISPs, during the fiscal year 2014 - 2015. In addition, RURA licensed a new Network Facility Provider entitled "Fibernet Telecom Ltd" while "IHS Ltd" acquired "Rwanda Tower Ltd".

The Table below shows the licensed Telecom Operators, Internet Service Providers, Wholesaler and Retailer Internet Service Providers.

TABLE 4: LICENSED NETWORK AND SERVICE PROVIDERS AS OF JUNE 2015

Operators	Licensed From (Year)
MTN Rwanda Ltd	2006
TIGO Rwanda Ltd	2008
AIRTEL Rwanda Ltd	2011
Liquid Telecom Ltd	2014
New Artel Ltd	2004
ISPA Ltd	2006
4G NETWORKS Ltd	2009
BSC Ltd	2010
AXIOM	2014
Wholesale Network Service Provider	
Olleh Rwanda Network (ORN)	2013
Retailer Internet Service Providers	
GMAX	2014
Intercom Technologies	2014
Telecom Network Solution Provider	2014
4NetAfrica Ltd	2014
Piramie Inc	2014
Twinning in Corporation	2015
Simba Supermarket	2015
TRUCONNECT LTD	2015
POPCONN LTD	2015
SUKU NSA LTD	2015
Network Facility Providers	
IHS Rwanda Ltd	2014
Fibernet Telecom Ltd	2015

3.2.2. BROADCASTING

3.2.2.1. TV BROADCASTING

During the year under review, RURA received twelve (12) applications for television broadcasting whereas 10 were received in the previous year. So far, seven (7) local television channels are now on air. Below is the status of the received TV Broadcasting applications as of June 2015:

TABLE 5: THE LIST OF TELEVISION BROADCASTING APPLICANTS AS OF JUNE 30TH, 2015

N°	Name of The Applicant	Name of Tv Channel	Current Status	
			Building TV Studio	On Air
1	Tele 10 Rwanda	TV 10		✓
2	Green Media Ltd	Super TV	✓	
3	AKLS Lemigo TV Ltd	Lemigo TV		✓
4	Beat Entertainment	Family TV		✓
5	Contact TV	Contact TV	✓	
6	Digital Media Professionals Ltd	DMP TV	✓	
7	Light House Ltd	Light House TV	✓	
8	National holdings Ltd	KTV	✓	
9	Capital TV Rwanda Ltd	Capital TV	✓	
10	Broadway Communications Ltd	Max TV	✓	
11	TV1 Rwanda Ltd	TV 1		✓
12	Isango Stars Limited	Isango Star TV	✓	
13	Yego Network Limited	Yego TV		✓
14	TV& Radio Flash Limited	Flash TV	✓	
15	Goodrich Life Care CO.LTD	Goodrich TV		✓
16	Sparks Ltd	Cloud TV	✓	
17	Mak media Limited	Mak media TV		✓
18	Sparks media Limited	Spark TV	✓	
19	Ishema media incorporation Ltd	Ishema TV	✓	
20	Big concept management Ltd	BTN TV	✓	
21	Exalto Limited	Exalto TV		✓
22	Shungu Rwanda Ltd	TV PLUS	✓	

Furthermore, one Pay TV (AZAM TV) was licensed in addition to the existing Pay TVs, namely Tele10 and Star Africa Media.

3.2.2.2. FM RADIO BROADCASTERS

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

TABLE 6: LIST OF NEW ASSIGNED FM FREQUENCIES

Applicant name	Status	Assigned Frequency (MHz)		Transmitter location
		New	Existing	
Hobe Rwanda Ltd	New licensee	93.1	-	Jari
Top 5Sai Ltd	New licensee	88.8	-	Mugogo
Radio Maria Rwanda	Existing licensee	96.4		Byumba
			97.3	Jari
			88.6	Huye
			99.8	Karongi
			99.4	Rusizi
Radio 10	Existing licensee	99.0		Nyarupfubire
		102.9		Kinanira
			87.6	Jari
			93.6	Rubavu
KT radio	Existing licensee	101.1		Mugogo
		103.3		Karongi
			96.7	Jari
			107.9	Huye
			102.0	Nyarupfubire
Isango Star	Existing licensee	105.5		Mugogo
		106.5		Kinanira
			91.5	Jari

3.2.2.3. 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 during fiscal year 2014-2015.

TABLE 7: NEW INTERNET RELATED MEDIA APPLICATIONS AND LICENSES PROVIDED BY RURA

N°	Applicant	Online Newspaper		Internet Radio		Internet Tv-Ott	
		applied	Licensed	applied	Licensed	applied	Licensed
1	Inyarwanda Ltd	✓		✓			
2	Igihe Ltd	✓		✓		✓	✓
3	Nonaha Ltd	✓		✓			
4	Kumugaragaro Ltd	✓					
5	Ibyishimo byacu Ltd	✓					
6	Intyoza Ltd	✓					
7	Ulamb Complex Arts Ltd.	✓					
8	Ibaruwa tech and media Ltd	✓					
9	DEMESO Ltd	✓					
10	Gorilla Entertainment Group Ltd	✓					

TABLE 8: NEW PRINT MEDIA ORGANS THAT HAVE THE PERMIT IN FISCAL YEAR 2014-2015

N°	Company	Name of print media	Permit Number
1	Umuhuza media Limited	Umuhuza newspaper	RURA/PM/008/2014
2	Glance Media Limited	The Diva magazine	RURA/PM/009/2014
3	Twiga Media Corporate Limited	Panorama newspaper	RURA/PM/010/2014
4	Nation Holdings Rwanda	Rwanda Today Newspaper	RURA/PM/011/2014
5	Journal Imena Ltd	Imena newspaper	RURA/PM/012/2014
6	Angels ubuto n'ubukuru newspaper		RURA/PM/013/2014
7	Igisabo Media Ltd	Igisabo newspaper	RURA/PM/014/2014
8	Kampemu ltd	Urungano magazine	RURA/PM/015/2014
9	Hi Rwanda for you Ltd	Rwanda for you magazine	RURA/PM/016/2014
10	Focus media Ltd	The Rwanda Focus	RURA/PM/017/2014
11	Butuyu Media House Ltd	Butuyu Newspaper	RURA/PM/018/2014
12	Construction Rwanda Magazine Limited	Construction Magazine	RURA/PM/021/2015
13	The Service Mag Limited	The Service Mag Magazine	RURA/PM/022/2015

3.3. MARKET PERFORMANCE AND STATISTICS

The period under review experienced a remarkable growth in terms of mobile telephone subscriptions' from 7,214,385 as of June 2014 to 8,181,993 as of June 2015 meaning 7.2 % increase. This portrays a growth in mobile penetration rate to reach 72.6% from 68.1% recorded at end of the previous year.

Fixed telephone subscriptions in the year under review were found to be 46,465 as of June 2015 from 46,921 as of June 2014. This decrease in fixed telephone subscribers is attributed to CDMA telephones in up country disconnected by Liquid Telecom Ltd.

As for the internet data segment, the number of internet subscriptions increased from 2,585,117 as of June 2014 to 3,542,835 as of June 2015 representing a penetration rate of 31.5% demonstrating a 37% increase as compared to the previous fiscal year. This increase is mainly brought about by the widespread use of mobile internet.

3.3.1. MOBILE AND FIXED TELEPHONE SERVICES

As of June 2015, the major players in mobile telephony included MTN Rwanda Ltd, TIGO Rwanda Ltd and AIRTEL Rwanda Ltd while the major players in fixed telephony remained Liquid Telecom Ltd and MTN Rwanda.

a) Mobile and Fixed Telephone Subscribers

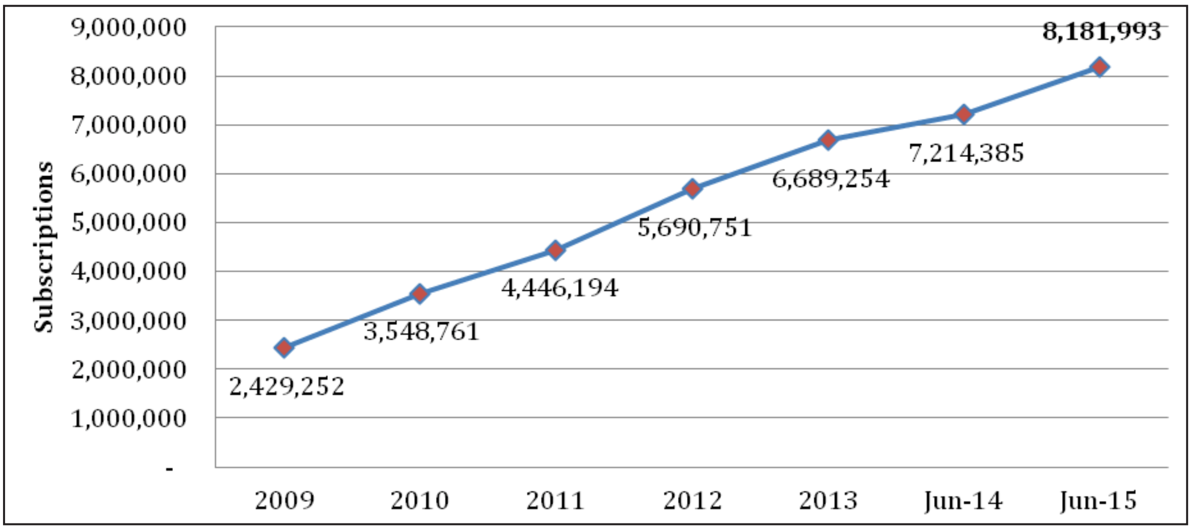
The following table gives detailed explanations about active subscribers per Telecom Operator in Mobile and Fixed Telephony:

TABLE 9: NUMBER OF MOBILE AND FIXED TELEPHONE SERVICE SUBSCRIBERS PER TELECOM OPERATOR

Operators Name	Active Subscribers		Fixed Teledensity	Mobile Teledensity	General Teledensity
	Mobile subscribers	**Fixed Telephony**	0.4%	72.6%	73%
MTN Rwanda Ltd	3,957,986	15,497			
TIGO Rwanda Ltd	2,887,328	N/A			
Airtel Rwanda Ltd	1,336,679	N/A			
Liquid Telecom Ltd	N/A	30,968			
TOTAL	**8,181,993**	**46,465**			

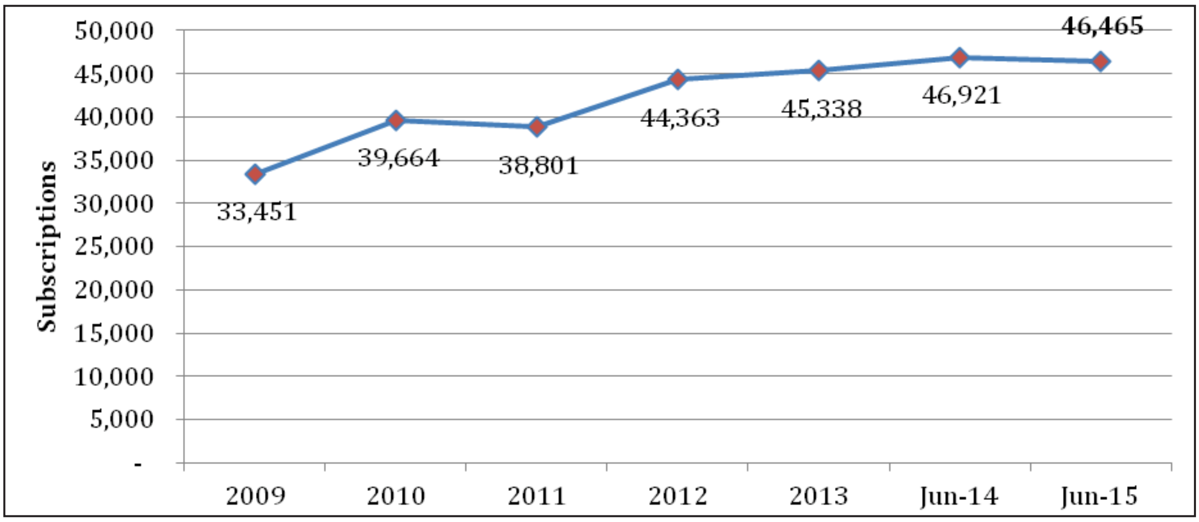
Source: RURA operators' returns

FIGURE 3: DEVELOPMENT OF THE MOBILE TELEPHONE SUBSCRIBER BASE FOR THE PERIOD 2009-JUNE 2015.



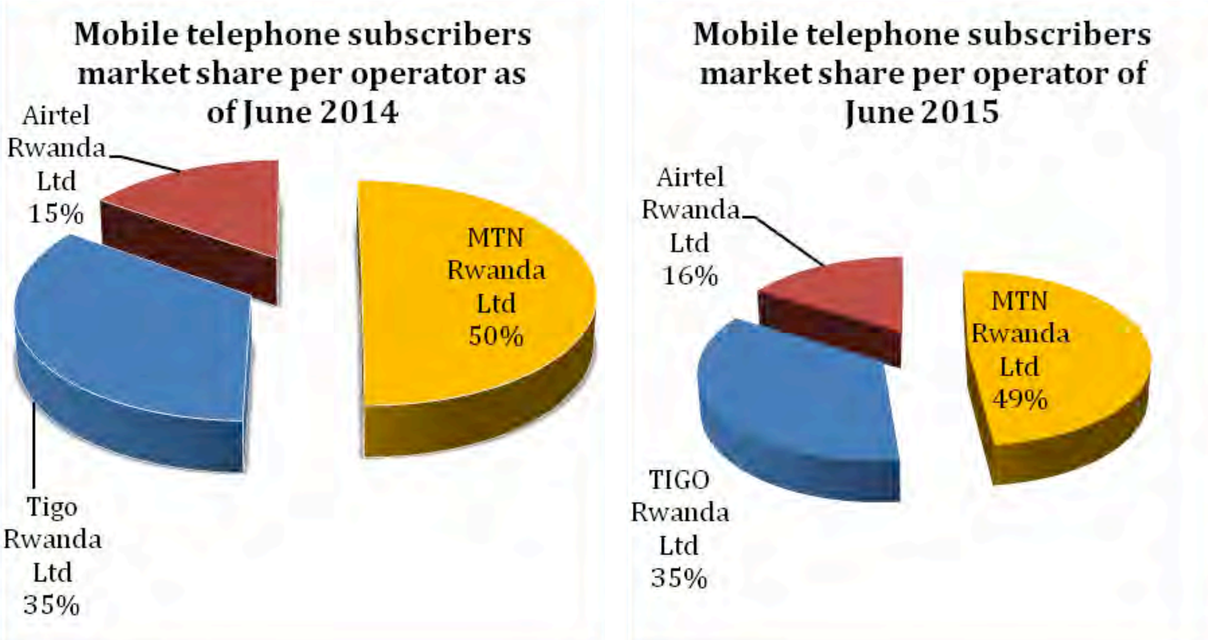
The mobile telephony industry witnesses a spectacular growth. This growth has been mainly attributed to increased competition in the market which resulted into a continuous decrease of retail mobile telephone services tariffs coupled with a number of promotional packages and daily packs offered by the licensed telecom operators.

FIGURE 4: DEVELOPMENT OF FIXED TELEPHONE SUBSCRIBERS FOR THE PERIOD 2009-JUNE 2015



Fixed telephone subscriptions dropped during the financial year under review. This decrease is attributed to CDMA telephones in up country that were disconnected by Liquid telecom Ltd.

FIGURE 5: EVOLUTION OF MOBILE TELEPHONE SUBSCRIBERS MARKET SHARE PER OPERATOR



b) Mobile Network Coverage per Operator

Geographically MTN 2G and 2.5G Network covers 99.08% of the total land area, followed by Airtel Rwanda Ltd with 89.73 % and 88.98% for TIGO Rwanda Ltd. This geographic network gives the opportunity to 99.9% of the population to access 2G and 2.5G networks of MTN Rwanda Ltd, 99.83% of TIGO Network and 91.56% of AIRTEL Network.

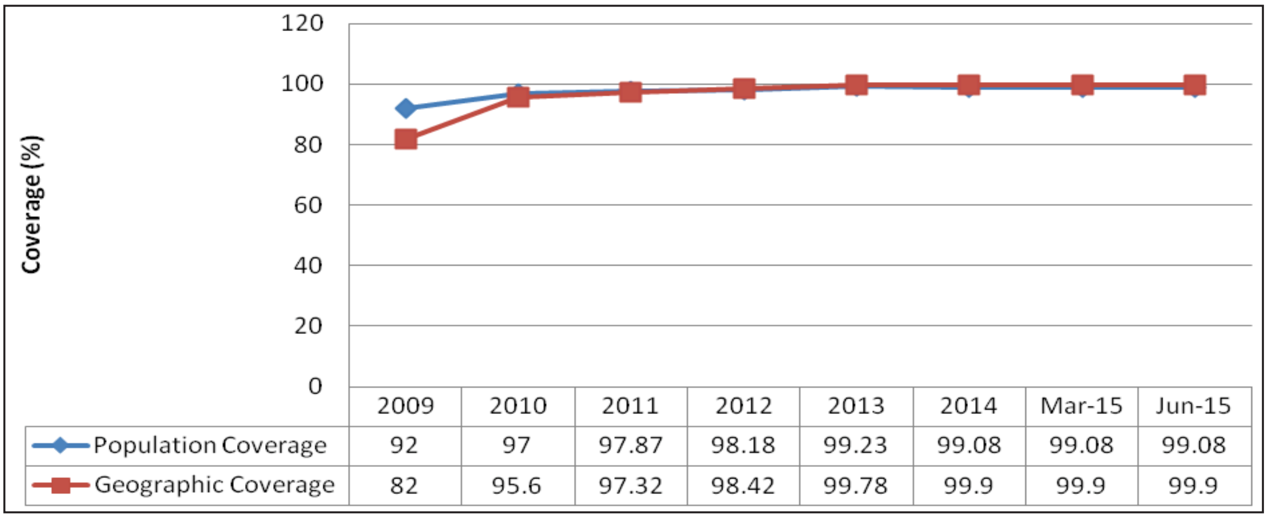
TABLE 10: MOBILE TELEPHONE NETWORK COVERAGE PER TYPE OF TECHNOLOGY AND OPERATORS AS OF JUNE 2015

	2G	2.5G	3G	3.5G
GEOGRAPHIC COVERAGE				
MTN Rwanda Ltd	99.08	99.08	64.49	64.49
TIGO Rwanda Ltd	88.98	88.98	12.35	13.85
AIRTEL Rwanda Ltd	89.73	89.73	15.36	15.36
POPULATION COVERAGE				
MTN Rwanda Ltd	99.9	99.9	85.07	85.07
TIGO Rwanda Ltd	99.83	99.83	49.54	49.54
AIRTEL Rwanda Ltd	91.56	91.56	22.19	22.19

Source: RURA operators' returns

3G and 3.5G mobile technologies were deployed geographically by MTN Rwanda Ltd at the level of 64.49%, TIGO Rwanda Ltd at the level of 12.35%, and by Airtel Rwanda at the level of 15.36% Ltd as of June 2015. The following figure describes the geographical and population network coverage trend from 2009 to June 2015.

FIGURE 6: MOBILE TELEPHONE NETWORK COVERAGE TREND UP TO JUNE 2015



c) Tariff Structure

The Retail Services Prices are in principle freely set by licensed operators. However, the Regulatory Authority has the powers to intervene in the tariff setting if it is established that the operator with Significant Market power abuses its market position or for the purpose of consumer protection.

TABLE 11: FIXED VOICE TELEPHONE TARIFF TREND

SERVICE	MTN Rwanda Ltd			Liquid Telecom Ltd		
	June 2013	June 2014	June 2015	June 2013	June 2014	June 2015
On net Tariff	30	30	30	20	20	20
Off net Tariff	60	60	90	90	90	90
Regional	120	120	140	135	135	135
International	**240**	**240**	**255**	**155**	**155**	**245**

TABLE 12: MOBILE VOICE TELEPHONE TARIFF TREND

SERVICE	MTN			TIGO			AIRTEL		
	June 2013	June 2014	June 2015	June 2013	June 2014	June 2015	June 2013	June 2014	June 2015
On Net Tariff									
Pre-paid	45	36	46	30	25	34	27	20	28
Post-paid	30	30							
Off Net Tariff									
Pre-paid	60	60	60	60	60	60	60	60	62
Post-paid	50	60	60	60	60	60	60	60	62
Regional and International Tariff									
Kenya	120	120	60	135	165	68	120	120	59
Uganda	216	120	60	135	165	60	120	120	59
Burundi	216	120	158	165	165	165	-	165	169
Rest of Africa Tariff Group A	165	165	158	165	165	165	-	165	169
Rest of Africa Tariff Group B	390	165	158	165	165	165	-	165	169
USA /Canada / China /India / Belgium	49.8	49.8	51	45	40	40	32	35	29
International Tariff Group A	250.2	250.2	168	245	195	169	240	240	240
International Tariff Group B	690	250.2	398	245	195	169	240	240	240
Satellite	4,833	4,833	4,930	4,500	4,500	4,500	5,000	5,000	5,000

Generally the on net tariff for all operators increased in this financial year and the off net tariff which was supposed to decrease following the decrease in interconnection tariffs remained the same due to an increase in the excise duty from 8% to 10%.
Regional tariffs for Uganda and Kenya decreased remarkably due to the implementation of one Area Network Protocol of Telecom operators between Rwanda, Kenya and Uganda.

3.3.2. INTERNET SERVICE PROVISION

a) Evolution of the International Internet Bandwidth

The international Internet bandwidth increased by 856 Mbps (in uplink and Downlink) during this financial year due to the increased competition in Internet market, as shown in the table below:

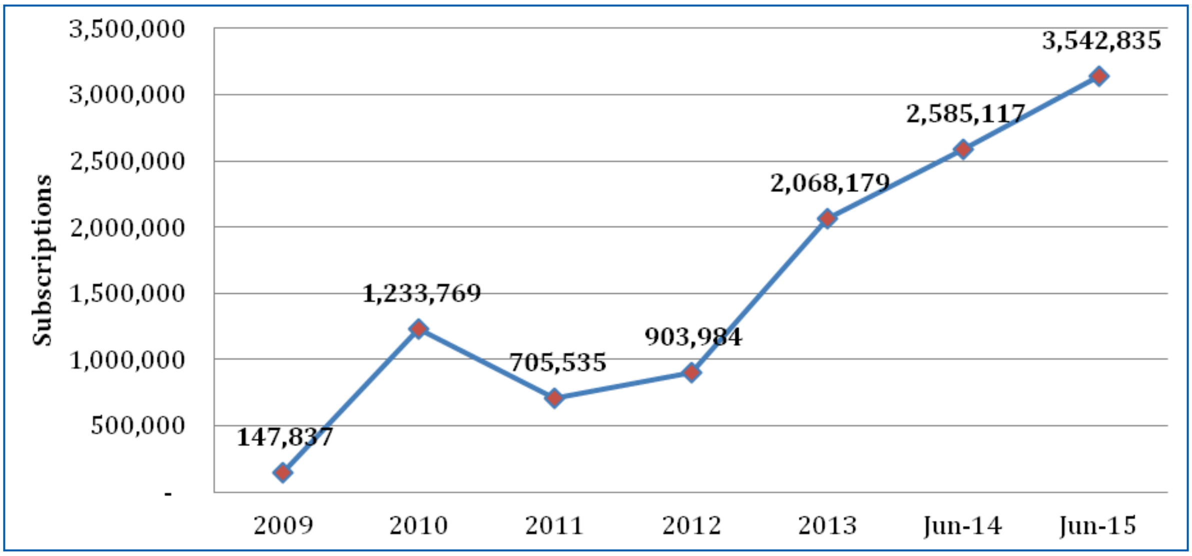
TABLE 13: INTERNATIONAL INTERNET BANDWIDTH IN MBPS

International Internet bandwidth (Mbps)	Jun-12	Jun-13	Jun-14	June-15
Up link	2024	4,054	5,111	5,967
Down link	2140	4,056	5,111	5,967

b) Evolution of Internet Subscribers and Penetration

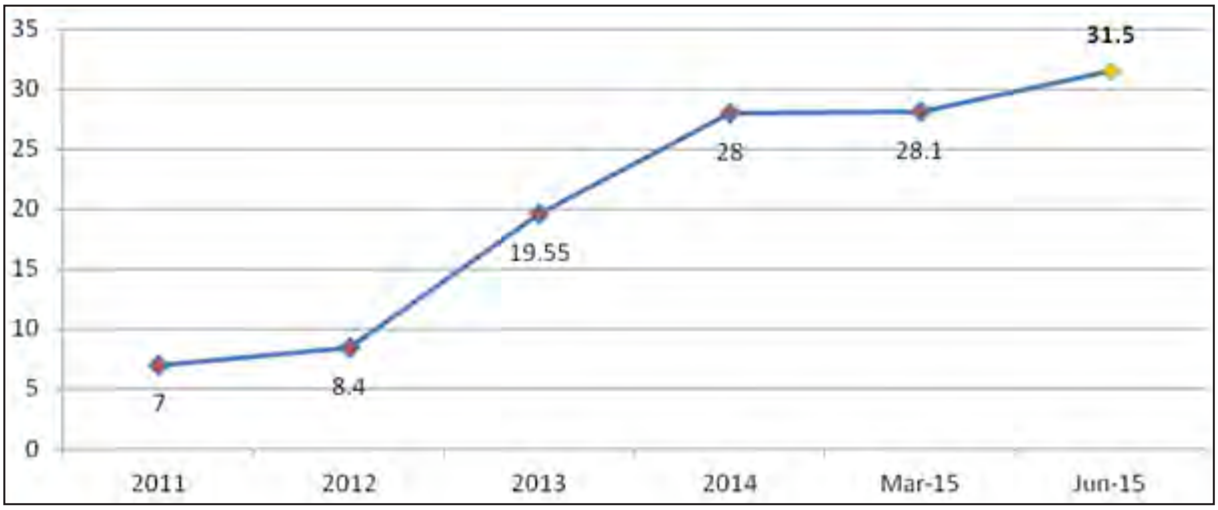
Internet service subscribers continued to show a remarkable increase mainly due to the use of mobile Internet segment backed by the use of smart phones and tablets. The two figures below

FIGURE 7: DEVELOPMENT OF INTERNET SUBSCRIBERS FOR THE PERIOD 2009-JUNE 2015



Source: RURA operators' returns

FIGURE 8: INTERNET PENETRATION RATE TREND AS OF JUNE 2015



The two tables below illustrate the breakdown of both Internet subscribers and Smart Devices' Users per Operator.

TABLE 14: INTERNET SUBSCRIBERS PER CATEGORY PER OPERATOR AS OF JUNE 2015

ISPs	Fixed Internet		Mobile Internet	Total internet subscribers
	Narrowband (≤256 kbps)	Broadband (≥256 kbps)		
Liquid Telecom Ltd	39	533		572
MTN Rwanda Ltd	372	18,162	1,490,117	1,508,651
TIGO Rwanda Ltd		102	1,505,786	1,505,888
New Artel Ltd	16	45		61
ISPA Ltd	37	95		132
4G Networks Ltd		45		45
BSC Ltd		1,463		1,463
Axiom Networks Ltd		89		89
Airtel Rwanda Ltd		14	525,920	525,934
Total	**464**	**20,548**	**3,521,823**	**3,542,835**

Source: RURA operators' returns

TABLE 15: SMART DEVICES[2] USERS IN THE LAST TWO QUARTERS

OPERATOR	Mar-15	Jun-15
MTN Rwanda Ltd	256,140	349,358
Tigo Rwanda Ltd	125,925	129,155
Airtel Rwanda Ltd	37,824	109,844
Total	**419,889**	**588,357**

2 Smart Devices include Smart Phones and Tablets

3.4. MANAGEMENT OF ICT RESOURCES

3.4.1. MANAGEMENT OF FREQUENCY SPECTRUM

During the period under review, a number of licenses were issued and most of them are for the use of radio frequency spectrum. The Table below gives a summary of the Licenses issued and

TABLE 16: LICENSES ISSUED AND REVOKED IN DIFFERENT SERVICES

Services	Licenses issued by June 2015			Total as per June 2015	Withdrawn licenses
	New licenses	Renewed licenses	Temporary		
HF	0	3	-	3	-
VHF	2	19	-	21	-
UHF	2	9	1	12	-
VSAT	1	8	1	10	2
SATPHONE	1	3	-	4	-
SOUND BROADCASTING	6	8	-	14	-
AMATEUR RADIO	1	1	1	3	-

In addition, a study was carried out to review the usage and availability of the frequency spectrum especially in the bands with a very high demand. Thus, the 11 GHz dedicated for microwave link with bandwidth of 40 MHz for telecoms were split and a sub-band with channels of 20 MHz of bandwidth shall be used by TV broadcasters for Studio Transmitter Link (STL).

On the other side, the Digital TV frequencies above 700 MHz were allocated to Mobile Broadband services as a resolution of ITU. Subsequently, TV signal distributors were given enough time to vacate these frequencies. Furthermore, following successful migration from analogue to digital broadcasting, the challenges and measures to avail Dividend band to DTT (Digital Terrestrial Television) were devised. Likewise, the potential channels to be shared with TVWS (TV White Space) in the DTT Band were identified of which one applicant was temporally assigned.

Lastly, the FM Frequency Coordination processes were done with EACO member countries, the outcome of which was notified to ITU.

3.4.2. MANAGEMENT OF NUMBERING RESOURCES

During year 2014/2015, 101 new short codes were allocated and given to 90 institutions while 52 institutions renewed their 77 short codes. In addition two (2) ISPCs were assigned to TIGO.

In addition, RURA accomplished the following activities:

a. Audit of the Usage of Telecom Numbering Resources

During the period under review, RURA conducted an audit on the usage of Telecom Numbering Resources among Mobile Telecom Operator's in Rwanda to ensure that they are used efficiently and to check compliance with the National Numbering Plan.

b. Implementation of harmonized short codes as recommended by the 2013 EACO congress

As recommended by 2013 EACO Congress, member countries were requested to harmonize Codes for Identified Services in order to strengthen and promote communication services in EAC Member States. Therefore, RURA arranged the timely implementation of harmonized codes, and the following codes below were reserved or/and configured for only those identified services.

c. Cost Benefit Analysis on the Implementation of Mobile Number Portability

The Law No 44/2001 of 30th November 2001 governing telecommunication in its article 45 gives the Regulatory Authority the responsibility to investigate the possibility of number portability in Rwanda. In this regard, RURA carried out a Cost Benefit Analysis (CBA) of the introduction of Mobile Number Portability.

The study came with a recommendation to implement Mobile Number Portability (MNP) at in the future but in a realistic timing, and meanwhile RURA should work on other issues that have a greater competitive effect for the Rwandan market.

3.4.3. MANAGEMENT OF INTERNET RESOURCES

During the period under review, RURA continued to provide support to the Rwanda Information and Communication Technology Association (RICTA) for the management of RINEX. In addition, RURA monitored and evaluated the performance of 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 new Registrars under the ccTLD (.rw) during the fiscal year 2014 – 2015:

TABLE 17: LIST OF HARMONIZED CODES FOR IDENTIFIED SERVICES

HARMONIZED CODE	SERVICE
100	Customer services
110	Emergency communication services over Lake Victoria & other water bodies in EAC Region
112	Emergency services
116	Provision of Child Helpline services
121	Voicemail Deposit
123	Voicemail Retrieval
130	Recharge
131	Check Balance

TABLE 18: NEW REGISTRARS DURING FISCAL YEAR 2014 - 2015

REGISTRY	REGISTRARS
RICTA	Liquid Telecom (former Rwandatel S.A)
	IT NET Ltd
	ISPA Ltd.
	CYUDA Ltd.
	Africa Olleh services
	Kpl hosting
	Marcaria.com LLC
	Inyarwanda Ltd
	Galaxy group Ltd
	Brain technologies
	E-business developers
	Go Ltd
	Cloud WEB

3.5. MONITORING AND ENFORCEMENT

3.5.1. FREQUENCY SPECTRUM MONITORING

RURA conducted a countrywide monitoring and inspections of all FM, TV and Telecom operators to verify compliance with their license obligations and following measures were taken for non-compliant operators:

- TV signal distributors who were found operating on frequencies above 700 MHz were given a deadline of December 2015 to vacate the frequencies.

- Operators found operating VSAT equipments without a license were requested to apply for a license or discontinue the use of VSAT equipment.

- One FM broadcasting station that was found operating a transmitter at a location not designated for transmitting sites was requested to shift their radio transmitter to a registered broadcasting site.

- Two FM broadcasters that were found using unassigned frequencies were requested to use the assigned frequencies as per their license.

On the other side, a national audit of FM band usage was conducted and new frequencies were identified for assignment. Procedures for awarding the FM frequencies were done and six radios have got new FM frequencies.

3.5.2. INTERNATIONAL GATEWAY TRAFFIC VERIFICATION SYSTEM

During the fiscal year 2014-2015, the International Gateway Traffic Verification (IGTVS) focused on fraud management in order to prevent revenues loss. However during that exercise, test calls were done daily targeting suspicious international carriers and 2 Sim box networks were identified and shutdown in September 2014, respectively in Rubavu District and Gacuriro/ Gasabo District.

With regard to international traffic, both incoming and outgoing traffic increased due to the adoption of One Network Area by countries grouped under Northern Corridor Integrated Projects (NCIP). The outgoing traffic has gone higher than the incoming due to the same reason.

TABLE 19: EVOLUTION OF INCOMING, OUTGOING INTERNATIONAL AND NATIONAL OFF NET TRAFFIC

PERIOD	INTERNATIONAL INCOMING TRAFFIC		INTERNATIONAL OUTGOING TRAFFIC		NATIONAL OFF-NET TRAFFIC	
	TOTAL	AVERAGE /MONTH	TOTAL	AVERAGE /MONTH	TOTAL	AVERAGE /MONTH
Year 13-14	82,523,546.00	6,876,962.00	78,172,261.00	6,514,355.00	190,455,242.00	15,871,270.17
Year 14-15	92,364,629.00	7,697,052.42	108,953,679.96	9,079,473.33	155,189,189.34	12,932,432.45
Variation	11.93%	11.93%	39.37%	39.37%	-18.52%	-18.52%

3.5.3. INSPECTIONS AND AUTHORIZATIONS TO TELECOM OPERATOR

a. Telecom Infrastructure Inspections and Installation Authorization

RURA has the responsibility to ensure that telecommunication infrastructures have no adverse impacts on the environment and people living in their neighborhood. It is in this line that RURA issued authorizations to different Telecom Operators in accordance to RURA Guidelines on "Procedures to be followed by Operators and Service Providers in the rollout of telecommunications base stations, towers and masts' as per the table below.

TABLE 20: TOWER AND ROOFTOP AUTHORIZATION IN FISCAL YEAR 2014 - 2015

Operators/ISP	Sites Requested	Sites Authorized	Sites not Authorized
MTN/IHS	43	43	0
TIGO	2	2	0
Airtel	15	14	1
Olleh Rwanda Network (ORN)	58	58	0

On the side of Fiber Optic, RURA issued a number of authorizations based on the "Guidelines for Fiber Optic Cables Underground Installation". The main purposes of the mentioned guidelines are to avoid damages of existing underground infrastructure such as existing Fiber Optic Cables, sewage or water pipes and electrical cables.

The following table illustrates the number of sites requested and authorized by telecommunication operators and ISPs.

TABLE 21: FIBER OPTIC INSTALLATION AUTHORIZATION

Operators/ISP	Sites Requested	Sites Authorized	Sites not Authorized
ORN	260	260	0
MTN	135	135	0
Liquid Telecom	130	130	0

b. Type Approval

During the course of 2014-2015 year, 300 smart devices (mobile phones & tablets) and other 15,000 electronic communication equipments were granted type approval while 10 requests were rejected due to non-compliance with type approval requirements.

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

- Fifty (50) physical inspections were conducted to the radio communication equipment importers in Balton Rwanda Ltd, ICCR Akagera Business Group...
- Two (2) inspections of quality of imported Set Top Boxes (STBs) in Huye and Musanze.

3.5.4. QUALITY OF SERVICE MONITORING

According to the Law N° 44/2001 governing Telecommunication, RURA has the mandate to ensure that Telecom Operators provide required Quality of Service (QoS) to their customers. It is in this line that RURA conducted QoS monitoring on cellular mobile networks during the fiscal year 2014-2015 so as to verify their compliance with the quality of service targets. The assessed Mobile Telecom Operators are MTN Rwanda, TIGO Rwanda and AIRTEL Rwanda while the evaluated QoS parameters are Call Setup Success Rate (CSSR), Call Drop Rate (CDR) and Call Setup Time (CST). During the year under review, RURA performed three QoS measurement campaigns countrywide as explained in table below.

TABLE 22: STATISTICS OF QOS FOR MOBILE NETWORKS OF MTN RWANDA, TIGO AND AIRTEL RWANDA IN 2014-2015 [2].

AREA	TELECOM OPERATOR	QUALITY OF SERVICE PARAMETERS		
		Call Setup Success Rate (CSSR): CSSR Threshold value: ≥ 95%	Call Drop Rate (CDR): CDR Threshold value: ≤ 2%	Call Setup Time (CST): CST Threshold Value: ≤ 9 sec in ≥ 90% of the cases (2013- 2014); ≤ 9 sec in ≥ 95% of the cases (2015)
Period of Measurements: From 19th August to 5th September, 2014				
Kigali City	MTN	97.50%	1.28%	-
	TIGO	98.24%	1.44%	-
	Airtel	98.98%	0.21%	-
Southern Province	MTN	98.73%	0.18%	-
	TIGO	100.00%	0.70%	-
	Airtel	97.77%	2.28%	-
Northern Province	MTN	99.04%	2.35%	-
	TIGO	98.74%	1.70%	-
	Airtel	82.41%	7.23%	-
Eastern Province	MTN	98.95%	1.49%	-
	TIGO	97.15%	1.96%	-
	Airtel	98.09%	2.20%	-
Western Province	MTN	99.22%	1.18%	-
	TIGO	97.13%	2.32%	-
	Airtel	88.85%	4.42%	-
Northern Province	MTN	99.38%	0.50%	94.60%
	TIGO	75.61%	0.95%	95.80%
	Airtel	98.00%	2.04%	95.65%

2 Results highlighted in red indicate the percentage that does not reach the set QoS threshold

Southern Province	MTN	99.21%	0.81%	93.95%
	TIGO	98.28%	1.13%	95.39%
	Airtel	92.46%	2.51%	94.85%
Western Province	MTN	98.95%	0.66%	93.14%
	TIGO	98.97%	2.20%	92.21%
	Airtel	84.05%	3.92%	94.27%

Further to the measurement findings, all Mobile Operators were requested to take appropriate measures in order to improve the Quality of Service of their networks and they were given a deadline of October, 2015 to provide RURA with a report on the actions taken.

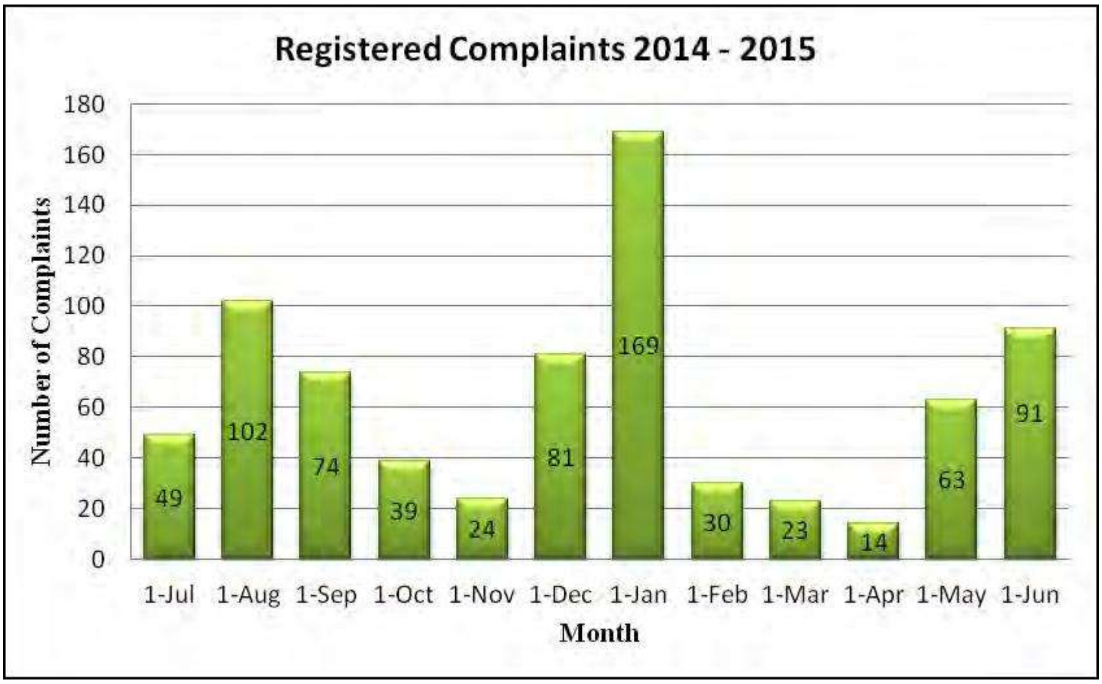
3.6. CONSUMER PROTECTION

3.6.1. COMPLAINTS HANDLING

The total number of registered complaints during the year under review amount to 759. The resolved complaints as of June 2015 were 457 while the remaining 302 were still on-going.

The figure below illustrates the distribution of complaints per month.

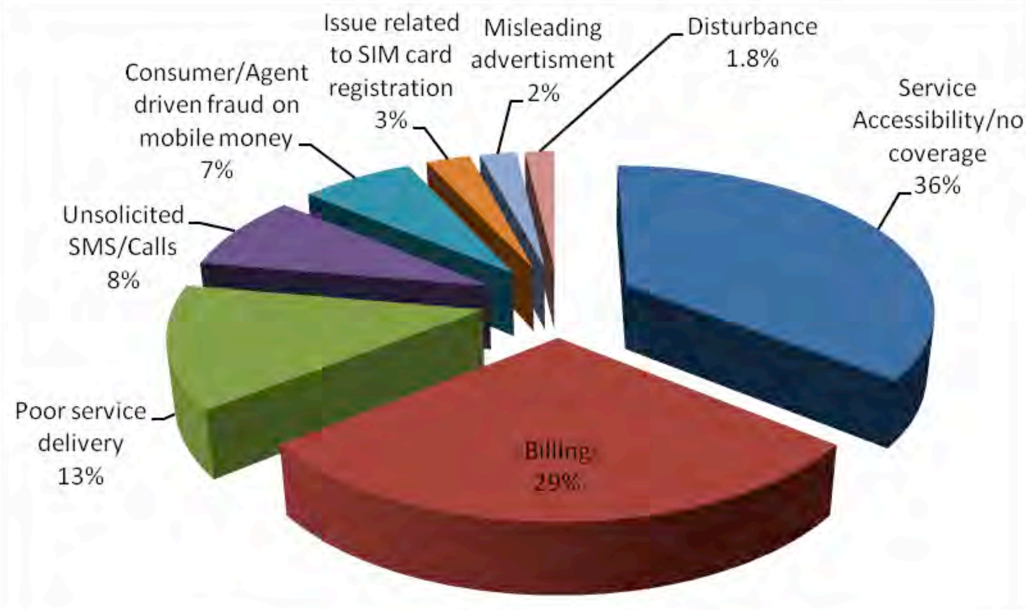
FIGURE 9: NUMBER OF REGISTERED COMPLAINTS IN ICT DURING FISCAL YEAR 2014- 2015



As indicated in the figure above, the highest number of complaints was registered in January, 2015 mainly due to coverage problems on TIGO network in the Southern Province.

The following diagram describes the number of registered complaints per category during the period under review.

FIGURE 10: NUMBER OF REGISTERED COMPLAINTS PER CATEGORY IN ICT SECTOR (2014-2015)



From the figure above, the service accessibility problems, billing and poor service delivery constitute the main categories of the complaints registered during the year under review. They represent 78% of the total number of complaints registered.

Even though the percentage of mobile money related complaints is not very high (7%), it is important to highlight the new trend of fraud in mobile money against customers and agents. Investigations are being conducted to detect fraudsters.

3.6.2. TELECOM OPERATORS PROMOTIONS ANALYSIS

Application for promotions from MTN, TIGO and Airtel were received by RURA and analysed before approval to avoid exploitation that may occur from some promotions.

3.7. UNIVERSAL ACCESS

The Government of Rwanda (GoR), through the 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 the 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 2014-2015, RURA through UAF in collaboration with other institutions developed and implemented the following projects:

a) Joint project with MINEDUC to connect schools in rural and underserved areas to broadband Internet. Sixty four (64) schools were selected, 15 of which were connected to BSC Fiber Optic while 49 were connected to TIGO wireless network

b) Subsidizing bandwidth acquisition to rural communities: This initiative aims to ensure access of the affordable Internet services and wider penetration of ICTs services to the public and private institutions in rural and remote areas of the country. This is done by subsidizing bandwidth using VSAT Technology to the rural communities where fiber network is not yet operational. During this fiscal period RURA, provided bandwidth connectivity and conducted the site visits to 14 remaining subsidized sites located in rural areas of the entire country to monitor and evaluate the performance of NEW ARTEL.

c) Subsidy support to RNP for establishment of Emergency Call Center countrywide: This project is now in its final phase and is coordinated by RNP with the aim of ensuring efficient functionality and free access for emergency public services.

d) Support in Operations and management of ccTLD (Country Code Top Level) and Rwanda Internet Exchange: This aims to ensure the sustainability of ccTLD and routing of national traffic to remain local.

e) Support of projects aimed at ensuring reliability and trust of secured electronic transaction at national level for the development of e-services and business.

3.8. OUTSTANDING ISSUES

The main outstanding issues in the ICT sector are the delay in adoption and approval of some policies and laws namely:

a) The ICT Bill which establishes a framework for Information and Communication Technologies (ICT) is yet to be enacted;

b) The Postal Policy is not yet in place;

c) Prime Minister's Order which provides the specific missions of RURA with regard to the Media is not yet approved by the Cabinet.

Eng. Asaba Katabarwa Emmanuel
Head of Transport Regulation Department

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 and increasing internal growths of production and services by improving accessibility and mobility of people and goods.

Therefore, there was a need to put in place a regulatory framework to spearhead the development of the sector. It is in this line that RURA was established to regulate among other utilities, transport of Persons and Goods.

The law no. 09/13 of 01/03/2013 gives RURA a mandate to ensure the transport services are available throughout the Country to meet, in transparency all reasonable demands of all natural persons and organizations. In addition, this law requires 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.

In the last 3 years, the development of road infrastructure and introduction of new public transport policy and strategy have played a major role in structuring Public transport in Rwanda especially urban transport set up. Public transport services in the City of Kigali have been extended to low-density sub-urban areas making public transport and other alternatives progressively more viable and profit making.

The period under review experienced remarkable achievements with regard to introduction of Electronic ticketing system, streamlining students' transportation services, Training of Public transport drivers with the purpose of improving services offered by drivers.

The number of Public transport vehicles has increased by 13.5% during the year under review hence impacting both the quality of service and accessibility.

In Goods transport licensing, 56% of the total registered individual vehicles emerged during this year under review and this was the result of awareness campaigns conducted and enforcement of rules and regulations in force.

During the year under review, RURA increased public awareness to encourage Taxi Cab operators to comply with regulations in place and as a result, 302 new taxi cabs were licensed which indicates an increment of 55 % leading to a total fleet of 850 vehicles compared to the 548 licensed vehicles in the previous fiscal year.

In Waterways transport, two hundred and thirty seven (237) boats drivers and owners were trained. Also, sensitization meetings were conducted with Waterways transport stakeholders that include transporters, Army marine, Police Marine and concerned Local Government Authorities. As a result, fifty-four (54) new operators were licensed and one hundred thirty two (132) authorizations were renewed.

4.1. LEGAL AND REGULATORY FRAMEWORK

During the Fiscal Year under review, RURA reviewed and approved the following regulatory instruments:

- o Regulations N°007/TRANS/RT/RURA/2015 of 01/06/2015 governing passenger road transport services in Rwanda;
- o Code of Conduct of Public Road Transport Drivers

4.2. LICENSING AND MARKET PERFORMANCE

In general, the number of operators in transport sector increased for sub sectors like Buses, Minibuses, Taxi Cabs, and Goods transport. This was brought about by the awareness campaigns and enforcement measures taken during the year under review.

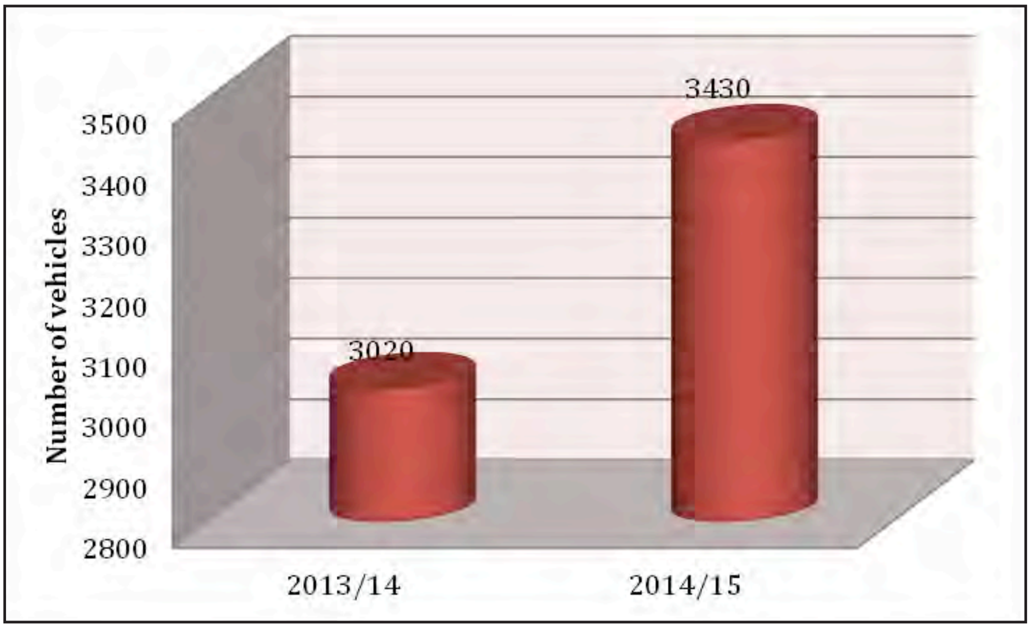
4.2.1. LICENSING

4.2.1.1. PASSENGER TRANSPORTATION SERVICE

During the fiscal year 2014/2015, three (3) new passenger transportation companies were recorded while five (5) companies closed their activities. The fleet of those companies which closed their activities totaling to 44 vehicles joined other licensed companies and hence the sector services were not hindered.

A detailed list of licensed of public transport operators with their respective fleet capacity is attached as Annex 2.
Below figure illustrates the evolution of fleet capacity from the 2013/2014 to 2014/2015 fiscal years.

FIGURE 11: FLEET INCREASE IN PASSENGER BUS TRANSPORTATION SERVICES



4.2.1.2. CROSS BORDER TRANSPORTATION SERVICES

In cross-border transportation services, the number of licensed companies remained unchanged during the year under review.

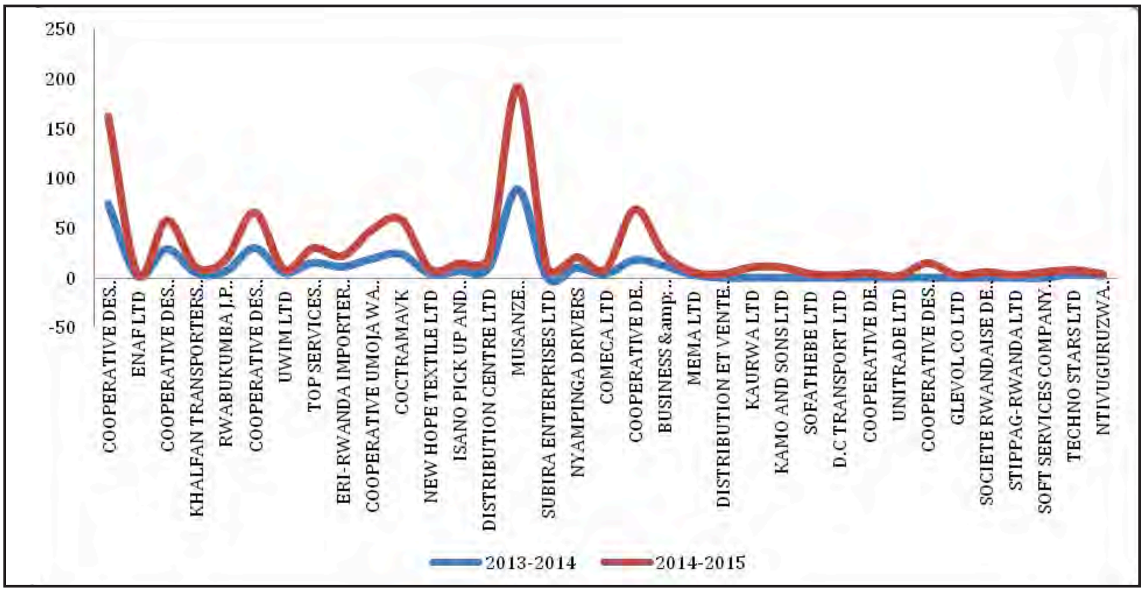
TABLE 23: LICENSED CROSS-BORDER COMPANIES

N°	OPERATOR	NUMBER OF VEHICLES
1	MASH BUS SERVICES LIMITED	3
2	MODERN COAST EXP.UGANDA LIMITED	6
3	TRINITY TRANSPORTERS & DISTRIBUTORS CO.LTD	17
4	JAKOBU ENTERPRISES LTD (JAGUAR)	31
5	KAMPALA COACH (R) LTD	6
6	GAAGA COACH	3
7	SIMBA COACH LTD	3

4.2.1.3. TRANSPORT OF GOODS

The current fiscal year recorded a remarkable progress in goods transport regulation demonstrated by the tremendous increase in fleet capacity to respond to the market needs. During the year under review, 410 vehicles were added to the existing fleet as per the below figure. A detailed list of licensed operators with their respective fleet capacity is attached as ***Annex 3***

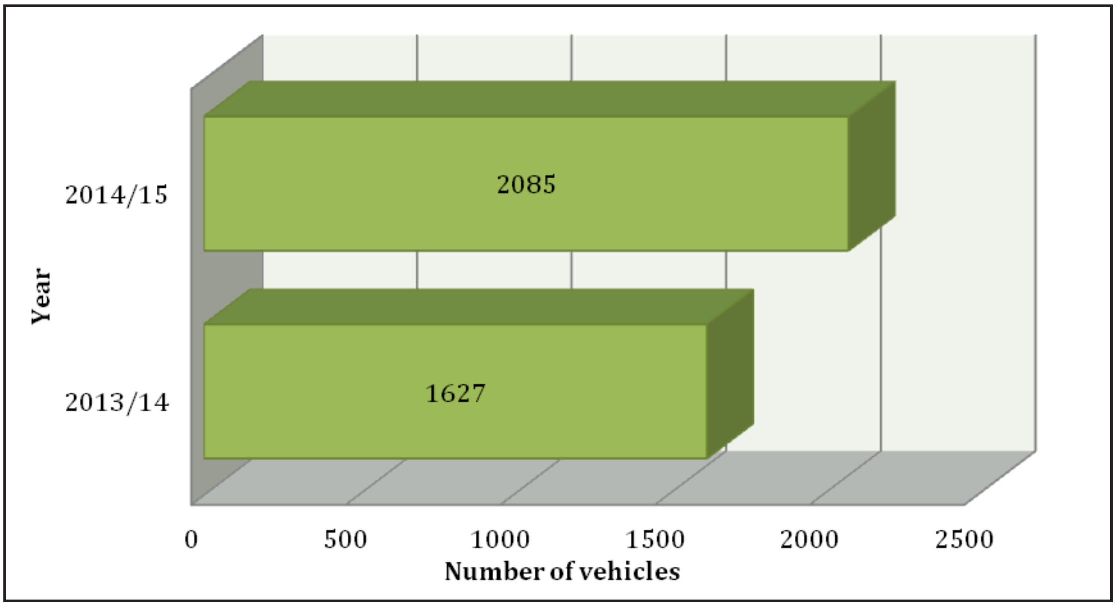
FIGURE 12: EVOLUTION OF FLEET IN GOODS TRANSPORT COMPANIES / COOPERATIVES



Based on the above figure, the fleet for some Goods transport companies/Cooperatives kept increasing in past two fiscal years of operation. On the same figure, those companies with zero fleet imply that they had not been licensed during the fiscal year 2013-2014. In summary the number of licensed companies / cooperatives increased from 22 to 35 reflecting an increase of 59%. It also entails that total Companies and Cooperatives' fleet has increased from 383 to 564 vehicles repressing 47% increase.

With regard to individual operators in Goods transport sub sector, RURA licensed 2085 new individual operators during the fiscal year 2014-2015. The following figure illustrates comparisons of licensed individual operators for the previous year and year under review.

FIGURE 13: EVOLUTION OF LICENSED INDIVIDUAL VEHICLES IN TRANSPORT OF GOODS



The above figure indicates that the number of licensed individual operators increased from 1627 as of June 2014 to 2085 as of June 2015 representing an increase of 12.3%. This increase was due to regular inspections and enforcement measures taken against the non-licensed operators.

4.2.1.4. MOTORCYCLE TRANSPORTATION

During the year under review 147 Motorcycle cooperatives were licensed with the total fleet of 19,304 Motorcycles. These Motorcycles cooperatives are distributed in different parts of the country and ply the feeder routes where public bus transportation in not easily accessed.

A detailed list of Licensed Motorcycle cooperatives with their respective fleet capacity is attached as ***Annex 4***

4.2.1.5. RENTAL CARS TRANSPORTATION SERVICES

During the year under review, the number of licensed rental companies increased from 7 to 14 thus leading to 100% increment. The table below indicates the list of all licensed Rental transport companies with their respective fleet capacities.

TABLE 24: LICENSED RENTAL TRANSPORT COMPANIES WITH THEIR FLEET CAPACITY

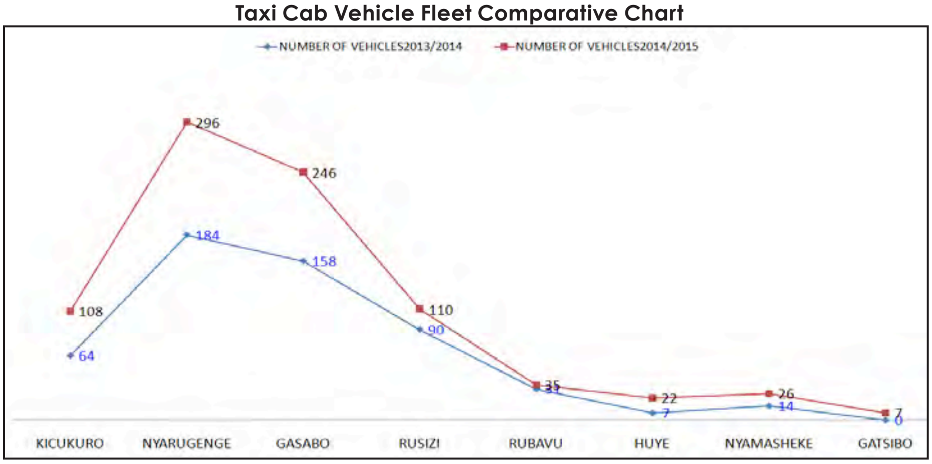
N°	OPERATOR	NUMBER OF VEHICLES
1	CROSS COUNTRY TRANSPORT COMPANY LTD (C.C.T.C)	7
2	KAJE TRANSPORT LTD	6
3	SABYINYO GOLDEN MONKEY LTD (S.G.M LTD)	6
4	KIGALI MULTISERVICE COOPERATIVE (K.M.C)	6
5	J.P LINKER LTD	11
6	THOUSAND HILLS DRIVER'S COOPERATIVE	7
7	HORSE TOURISM AND TRAVEL AGENCY LTD	6
8	GISENYI TRANSPORT SERVICES LTD	7
9	CAMEL TRAVEL AND TOURS AGENCY LTD	8
10	PRINCE EXPRESS LIMITED	7
11	SGES/ATT LTD	11
12	TOURS DES PAYS DES GRANDS LACS	23
13	GORILLAND SAFARIS	11
14	ROCKY TRADERS LTD	14

4.2.1.6. TAXI CABS TRANSPORTATION SERVICES

During the year under review, 302 new taxi cabs were licensed which indicates an increment of 55 % leading to a total fleet of 850 vehicles compared to the 548 licensed vehicles in the previous fiscal year. The figure hereunder indicates how the taxicabs services increased in different Districts of the Country.

FIGURE 14: FLEET EVOLUTION IN TAXI CABS BY DISTRICT

Taxi Cab Vehicle Fleet Comparative Chart

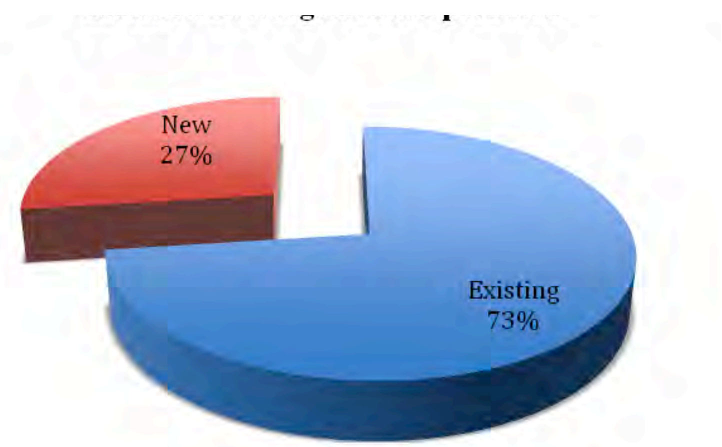


As illustrated by the above figure, the City of Kigali dominates the market with Nyarugenge District having the highest number of taxicabs followed by Gasabo District and then Kicukiro. The Districts outside Kigali City have fewer taxicabs because of the lesser population which does not attract taxi services as the City populations do. The list of all licensed Taxi Cabs Operators together with their area of operation is in Annex 5.

4.2.1.7. DRIVING SCHOOLS

During the fiscal year 2014/2015, a total of seventy one (71) driving schools were licensed, 27% of which are new in the market while 73% were there in the previous fiscal year. The list of all licensed driving school is in the ***Annex 6***

FIGURE 15: LICENSED DRIVING SCHOOL OPERATORS



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

As noticed from the table below, Nyarugenge District has more Driving schools with a largest fleet of 128 vehicles compared to other Districts in the Country. It represents 23 percent of all the vehicles used in driving schools activities in Rwanda and this is attributed to its strategic location at the heart of the Country (city center).

The table below shows the licensed driving schools, their number of vehicles, areas of operation as well as the category of their operations:

TABLE 25: DISTRIBUTION OF DRIVING SCHOOLS PER DISTRICT

N°	DISTRICTS	DS COMPANY/COOP	NUMBER OF DS VEHICLES
1	Bugesera	2	14
2	Gasabo	6	65
3	Gatsibo	1	2
4	Gicumbi	3	19
5	Huye	5	36
6	Karongi	2	17
7	Kayonza	4	33
8	Kicukiro	5	38
9	Kirehe	1	10
10	Muhanga	4	30
11	Musanze	5	27
12	Ngoma	2	12
13	Nyagatare	3	23
14	Nyamagabe	2	13
15	Nyanza	3	15
16	Nyarugenge	12	128
17	Rubavu	4	32
18	Ruhango	3	14
19	Rusizi	2	19
20	Rwamagana	2	11
	TOTAL	**71**	**555**

4.2.1.8. SCHOOL BUSES TRANSPORTATION SERVICES

To establish a safe and efficient unified system of transportation responsive to the needs of eligible students and to guide the provision of school transportation, students' transportation services have been organized to serve the following core objectives:

- To ensure that all road users can identify easily school buses and give much attention;
- To save both time and money wasted by parents who always drop students at their respective schools using their private vehicles;
- To facilitate low income earners to access the affordable student's transportation services as compared to private vehicles;
- To facilitate schools administration and parents to know the status of students transportation system.

After identifying such gaps in students' transportation, plans were put in place to offer transport services to students for their safety. In the process, bus operators were encouraged to invest in pupils' transportation services and two operators were licensed during the year under review. These are STUDENT SAFETY BUS LTD, and VOLCANO EXPRESS LTD.

This market is new and the demand is still higher than supply, therefore campaigns are still underway to encourage more investors to join the business.

4.2.2. TARIFF STRUCTURE

The year under review was characterised by the decreasing trend of fuel prices on world market calling for the review of public transport fares. The public transport fare was therefore reduced from 19 Rwf per passenger per kilometre to 18 Rwf per passenger kilometre effective from 6th January 2015.

4.3. NEW PROJECTS INTRODUCED IN TRANSPORT SECTOR

4.3.1. ELECTRONIC-TICKETING SYSTEM

Due to challenges in Public transport service delivery related to fare collection, data collection and compliance with service standards, RURA together with other stakeholders initiated and introduced the use of e-ticketing system. Different awareness forums and sensitizations were conducted to encourage passenger transport operators to adopt the system and start using it in their daily transport activities.

This project has the following objectives:

- To reduce losses incurred by operators during fare collection process;
- To ensure easy information collection for planning purposes;
- Protect consumer rights;
- To facilitate Transport inspection service in monitoring regulations compliance;
- To computerize Public transport systems.

The project began with the inter-city public transport operators providing express services and currently about 80% of all licensed operators have installed the system and is in use. Even those who have not yet completed with system installation will kick off in the first quarter of the following fiscal year.

4.3.2. DRIVERS VOCATIONAL CARDS (DVC)

Following the adoption of Drivers code of conduct, RURA conducted trainings to public transport drivers operating in the City of Kigali and shall be followed by issuing vocational cards to drivers.
The main objectives of this project are:

- To minimize risks of car accidents;
- To have professional drivers;
- To change the mind set for the drivers and improve their service;
- To ease the process of monitoring drivers at the road.

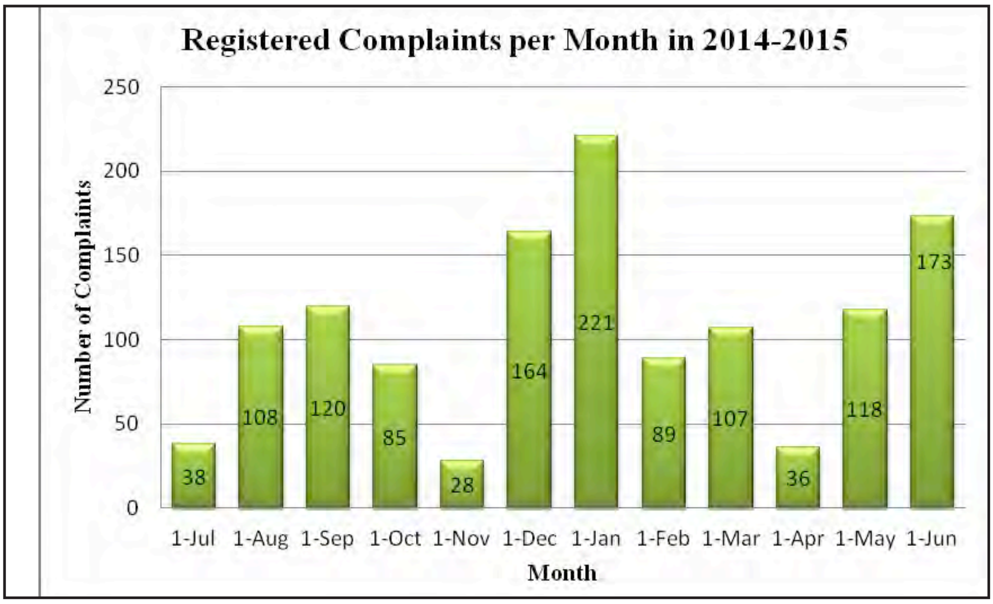
The tenders for the system have been issued and may be implemented as soon as the tender processes are finished.

4.4. CONSUMER COMPLAINTS HANDLING

The total number of registered complaints in Transport sector during the year under review equals to 1287 and all were resolved accordingly.

The figure below illustrates the distribution of complaints per month.

FIGURE 16: NUMBER OF REGISTERED COMPLAINTS IN TRANSPORT SECTOR DURING FISCAL

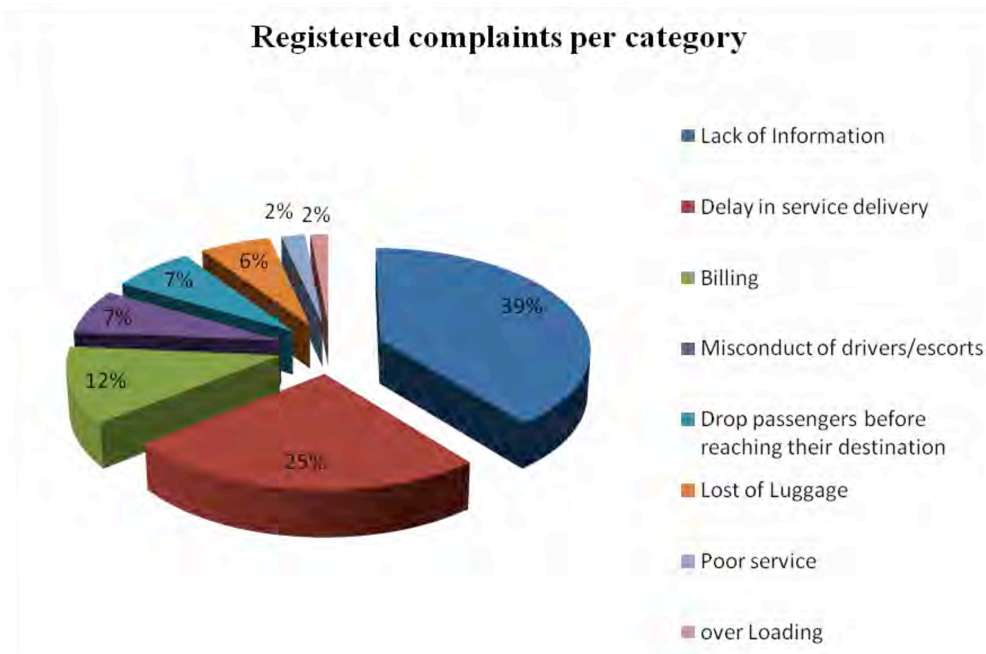


The following diagram describes the number of registered complaints per category during the period under review.

The diagram below shows the nature of complaints that were received during the period under review.

From the figure below, the complaints related to the lack of information about requirement to obtain licence/authorization, delay in service delivery and billings constitute the main categories of the complaints registered during the year under review. They represent 76 % of the total number of complaints registered in Transport sector.

FIGURE 17: REGISTERED COMPLAINTS PER CATEGORY IN TRANSPORT SECTOR



ENERGY, WATER
& SANITATION SECTOR

Eng. Alfred Byigero
Head of Energy, Water & Sanitation Regulation Department

The energy sector in Rwanda consists of four components: conventional electricity, gas, petroleum and renewable energy, with each playing a key role in Rwanda's transition to a middle income country by the end of the decade (Rwanda Energy Policy, 2015).

Over the recent years, Rwanda has significantly invested in the exploration and development of indigenous energy resources in order to support the ongoing socio-economic transformation and poverty eradication through ensuring access to sustainable and affordable electricity.

Rwanda's power supply is made up of domestic power generating facilities and the importation from neighboring countries. As of June 2015, Rwanda recorded approximately 160 MW installed capacity (including imported power) which comprised 50% hydro, 33% heavy/diesel oil, 5% solar, 2% methane gas with the 10% balance coming from imports.

The installed generation capacity increased from 120 MW in June 2014 to 160 MW in June 2015. The 33% increase is due to the commissioning of two new power plants, namely Nyabarongo HPP (28 MW) and Rwamagana Solar Power Plant (8.5 MWp).
Two major ongoing power generation projects namely Kivu Watt (25 MW) and Gishoma Peat-to-Power (15MW), due for commissioning before the end of the year 2015, are expected to further boost the generation capacity with an additional 40MW.

The total demand peaked at 115MW in June 2015 which represents an increase of 23MW as compared to the year 2013/2014.
As far as ownership of the installed generation capacity is concerned, EUCL continues to be the largest owner with 63% share though there is currently a clear and steady shift in favor of the private sector's participation which reached 11% as of June 2015.

As part of the strategies to accelerate rural electrification, the Government of Rwanda has embarked on the development of off-grid and non-grid solutions to provide electricity to un-served areas located far from the national grid.
A number of projects are being implemented countrywide in collaboration with the private sector through the support of development partners and NGOs. These off-grid solutions include construction of pico-hydro, installation of solar PV systems, phone charging solar systems, distribution of solar lamps, etc.

Through the support of the Global Village Energy Partnership (GVEP), a total of 36 Pico hydro sites with the estimated installed capacity ranging from 7kW to 62 kW have been identified and will be funded through the Result-Based Financing program from

GiZ. Another important project is being implemented by MOBISOL in partnership with REG and aims at providing off-grid solar energy systems to households and schools in remote rural areas.

As far as regional power trade is concerned and under the Northern Corridor Integration Projects framework, a tripartite MoU was signed between the Government of Kenya, Uganda and Rwanda to promote power generation and interconnection of transmission lines in the three partner states. As part of this initiative, Power Purchase and Wheeling Agreements for the import of 30 MW Power from Kenya to Rwanda through Uganda was signed in December 2014. This power exchange is set to commence in the last Quarter of 2015 upon commissioning of the interconnection transmission lines of the three countries.

On the side of the petroleum sub-sector, the far reaching objective is to ensure safe, sufficient, reliable, sustainable and affordable supply of petroleum products including LPG. So far, Rwanda continues to depend entirely on imported fuel products, because its petroleum resources are yet to be commercially proven and developed. Rwanda not only plans to expand domestic exploration and production, but it is equally committed to boosting investment in supply and storage infrastructure, and promoting sound management of downstream resources.

The country so far imports bulk petroleum products through the central and the northern corridors by means of road tankers. The existing oil depots of 30,545 m3 total capacity owned by the Government and private operators are used to store petroleum products that are supplied to different retail sites as well as to various production industries around the country.
In addition to the above mentioned existing depots located at Gatsata (15,900 m3), Kabuye (5,745 m3), Rwabuye (3,900 m3) and Bigogwe (5,000m3), new petroleum storage facilities are under construction by two companies:

OILCOM has been erecting a storage depot of 20,375 m3 while Société Pétrolière (SP) has been constructing a storage depot of 21,500 m3 in the first phase, eventually to be upgraded to 40,000 m3 in the second phase. SP project is almost at 90% completion stage whereas OILCOM Ltd is in the final stage of construction works.

As per the Downstream Petroleum Policy of 2014, the Government of Rwanda is targeting to increase the storage capacity to 150,000 m3 by 2017/18.

Access to improved drinking water and sanitation services is a basic right that every citizen must enjoy. This has been recognized globally both in Millennium Development Goals (MDGs) that will be concluded in 2015 and Sustainable Development Goals (SDGs) with the target to achieve universal access to safe drinking water and sanitation for all by 2030.

Specifically, Rwanda acknowledges the importance of adequate water supply and sanitation services in the development of the country due to their impact on environment 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.

In the period under review, the water supply sub-sector recorded an increase of 2.1 % in water production and 1.4% in water supply. Non-Revenue Water was reduced from 42% to 40%. Further improvements were recorded in customers' connections: in 2013/2014 the total number of customers was 138,728 and 153,580 in 2014/2015 making an increase of 9.7%. In rural water supply, Private Public Partnership schemes were promoted and this resulted in the delegation of the management of 40% of rural water systems to private operators.

Sanitation sub-sector also recorded developments in terms of number of licensed operators from 9 to 18 in solid waste collection and transportation and from 100 to 151 in cleaning service provision. New waste disposal facilities were constructed in the Districts of Kamonyi, Ruhango, Karongi and Rusizi.

5 ENERGY

5.1. LEGAL AND REGULATORY FRAMEWORK

During the period under review, RURA put in place the following regulatory instruments:

- Solar Water Heating Regulations on 15th February 2015 with an aim of promoting energy efficiency and conservation.
- Amendment of the Electrical Installations Regulations

5.2. LICENSING AND MARKET PERFORMANCE

5.2.1. LICENSING

5.2.1.1. ELECTRICITY

The main licensing activities carried out in the electricity sub-sector relate to the licensing of electrical power generation companies and that of Electrical Installations Practitioners.

a) Licensing of Electrical Power Generation Projects

During the period under review, RURA issued a 25-year license for electricity generation to YUMN Ltd for an 80MW peat-to-power plant in the Southern Province. Furthermore, six (6) provisional electricity generation licenses were issued (including 2 provisional licenses that were extended) to allow developers to carry out assessments, studies and any other necessary activities prior to conducting electricity generation activities.

b) Licensing of Electrical Installations Practitioners

The Regulations on Electrical Installations were issued by the Regulatory Board in October 2012 with the purpose to restrict electrical installations to competent and qualified practitioners who are to be issued permits by RURA.
The 146 applicants who were registered during the 1st phase in Kigali City were examined through written and/or oral exams to ascertain their ability to undertake electrical installations works associated to the class of permit applied for. In collaboration

TABLE 26: LICENSED ELECTRICAL POWER GENERATION OPERATORS

N°	IPP NAME	SITES	SOURCE OF GENERATION	CAPACITY
1	SOLRTEK RWANDA LTD	NET METERING (Remera-Rukoma Hospital)	SOLAR	0.05
2	PRIME ENERGY LTD	RUKARARA VI	HYDRO	6.7
3	MINEGA ENERGY LTD	KABAVU	HYDRO	0.128
4	DEVELOPMENT PARTNERS AT WORK	NYABIHU & BURERA	Distributed Solar	132 65
5	NGALI ENERGY LTD (1 year extension)	1. BASE I 2. BASE II 3. NGORORERO 4. NTARUKA A 5. RWONDO	HYDRO	2.9 2.9 2.4 2 2.6
6	NOVEL ENERGY (6 months extension)	NYAGATARE BIOMASS GASEKE	BIOMASS HYDRO	0.07 0.58

with the Institution of Engineers Rwanda (IER), a taskforce spearheaded by IER was put in place and eventually conducted the examinations for all applicants in August 2014. Eleven (11) permits were issued to successful applicants and the process is still ongoing with 54 permits yet to be issued to applicants upon payment of the required fee.

The 2nd phase of registration was conducted countrywide from November 2014-January 2015 and 88 applications for electrical installations permits were received. The examinations for this group are scheduled during the first quarter of the FY 2015/2016. This process is to be followed by an intensive campaign to sensitize the general public to only use licensed electrical installation practitioners.

5.2.1.2. LICENSING OF DOWN STREAM PETROLEUM

RURA initiated the enforcement of the Petrol Service Stations Regulations governing the construction, installation and operation of petrol service stations in Rwanda.

During the period under review, twenty five (25) new developers of petrol service stations were licensed in line with the regulatory requirements and in accordance with Districts' master plans where existing.

TABLE 27: LIST OF THE LICENSED PETROL SERVICE STATIONS (2014-2015)

N°	APPLICANT NAME	LICENSE NUMBER
1	SOCIETE PETROLIERE Ltd - Musanze	001/PSS/RURA/2014
2	BURANGA PETROLEUM - Ruhango	002/PSS/RURA/2014
3	BURANGA PETROLEUM - Karongi	003/PSS/RURA/2014
4	BURANGA PETROLEUM -Bugesera	004/PSS/RURA/2014
5	GAZ ENERGY - Muhanga	005/PSS/RURA/2014
6	TRANS TIME Ltd - Ruhango	006/PSS/RURA/2015
7	ADDAX PETROLEUM Ltd - Ruhango	007/PSS/RURA/2015
8	SOCIETE PETROLIERE Ltd -Gishushu	008/PSS/RURA/2015
9	GAS OIL Ltd - Rusororo	009/PSS/RURA/2015
10	ENTREPRISE KAMANA Olivier - Nyamata	010/PSS/RURA/2015
11	NSINDA STATION SERVICE - Rwamagana	011/PSS/RURA/2015
12	GF. PETROLEUM & SERVICE Ltd	012/PSS/RURA/2015
13	GAPCO RWANDA LTD - Mukamira	013/PSS/RURA/2014
14	KINEHE NGOSHA Ltd - Muhanga	014/PSS/RURA/2015
15	PETROIL Ltd - Ruhuha	015/PSS/RURA/2015
16	GAPCO RWANDA Ltd - Kirehe	016/PSS/RURA/2015
17	GAPCO RWANDA LTD - Kamonyi	017/PSS/RURA/2015
18	Mr. GASHUMBA Emmanuel - Kanzenze	018/PSS/RURA/2015
19	Mr. GASHUMBA Emmanuel - Mayange	019PSS/RURA/2015
20	Mr. GASHUMBA Emmanuel - Kirehe	020/PSS/RURA/2015
21	ESCALE GROUP Ltd - Kirehe	021/PSS/RURA/2015
22	La JAPONAISE Ltd - Nyamata	022/PSS/RURA/2015
23	Mr. KABAGEMA Jean - Muhanga	023/PSS/RURA/2015
24	LOYAL TRUST COMPANY Ltd - Huye	024/PSS/RURA/2015
25	Mr. MANIRAGUHA Martin - Byangabo	025/PSS/RURA/2015

5.2.2. MARKET PERFORMANCE

During the period under review, the total electricity subscribers increased by 19% due to urban development and rural electrification through the Electricity Access Roll-Out Program (EARP).

TABLE 28: TREND IN ELECTRICITY SUBSCRIBERS

Region	Jun-13	Jun-14	Jun-15	Variation (2014-2015)
Eastern Province	90,329	98,211	114,990	17%
City of Kigali	144,963	157,970	177,988	13%
Western Province	47,049	69,212	85,452	23%
Northern Province	36,982	46,589	59,941	28.6%
Southern Province	54,733	67,007	83,969	25.3%
TOTAL	**374,056**	**438,989**	**522,340**	**19%**

Source: RURA operators' returns

Subsequent to the impact assessment of the Time-of-Use Tariffs for electricity industrial customers and based on the fact that electricity tariffs should be cost reflective while minimizing the level of Government subsidy and at the same time maximizing the utility efficiency level;

Further to the outcome of the electricity tariff review study conducted during the previous fiscal year, RURA, during the current fiscal year, embarked on consultations with policy makers to deliberate on the different scenarios proposed. The outcome from the study and deliberations from the different high level consultation meetings is being communicated to the general public in the course August 2015. Reviewed Electricity tariffs are to be in force from 1st September 2015.

TABLE 29: ELECTRICITY TARIFF VAT EXCLUSIVE

NEW				EXISTING		
Customer Category	**Demand+ Energy**	**Standing**	**Reactive**	**Demand+ Energy**	**Standing**	**Reactive**
	Frw/Kwh	Frw/ Month	Frw/Kvarh	Frw/Khw	Frw/Month	Frw/Kvarh
Medium Voltage						
(Industrial)	126	123	126	123	10,000	126
Low Voltage - All						
(Residential and Non-Residential)	**182**	**-**	**-**	**134**	**-**	**-**

5.3. MONITORING

Within the framework of monitoring the performance of regulated utilities and service providers in energy sector, RURA carried out a number of inspections and monitoring to assess the level of quality of service delivered to the customers.

5.3.1. ELECTRICITY

RURA is required to continuously monitor and evaluate the technical operational performance of the regulated utilities with regard to reliability and quality of the services rendered to consumers. In that line, two inspections were carried out in Eastern Province and Kigali City to inspect the quality of electricity supply and services rendered to electricity customers. The network performance (power plants production, network peak values, consumption statistics, lake levels, blackouts, accidents and losses) were also assessed on quarterly basis.

Furthermore, four inspections were carried out to power plants that were reported to have recurrent technical problems (Keya, Cyimbili, Nkora, Rugezi, Mukungwa II, Nyabahanga and Gashashi) as well as to new power projects under development or newly completed (Gishoma, Nyabarongo, Gigawatt Solar, GICIYE I & II, Kivuwatt, Rukarara II) in order to assess the situation on ground and propose/recommend remedial actions where required.

5.3.2. GAS, PETROLEUM AND RENEWABLE ENERGY

5.3.2.1. LAKE KIVU METHANE GAS AND INDUSTRIAL GASES

During the period under review, RURA participated in the harmonization of Management Prescriptions (MPs) for Development of Lake Kivu Natural Gas Resources.

Three technical inspections were carried out to evaluate the progress of the on-site construction works of methane gas extraction and power generation plants for the Kivu Watt project.

With regard to medical and industrial gases, RURA organized and carried out a survey on various sites equipped with medical piped gas facilities and to gas manufacturing plants, to assess the current status of installed medical piped gas systems and to get up-to-date information to help formulate a reliable database of medical gases equipment standards that will eventually contribute to the development of the regulations on medical gases.

5.3.2.2. DOWNSTREAM PETROLEUM

During the year under review, eighteen (18) site inspections were carried out countrywide to monitor the compliance with regulations' provisions with respect to construction and operation of petrol stations. A database of 215 existing petrol stations was developed by recording technical data relating to infrastructure features as well as operations. RURA also provided technical assistance to potential petrol stations operators by visiting and assessing different plots proposed for the construction of petrol stations and LPG facilities prior to purchasing the plots and embarking on construction-related works.

Two consultative meetings were also held with Districts' authorities to help streamline the operationalization of the regulations through a harmonized process of issuing various permits and/or authorizations.

5.3.2.3. RENEWABLE ENERGY

During the period under review, four (4) site inspections were conducted with the aim of collecting relevant data on Solar PV installations and operations in the country. The findings prompted the drafting of Solar PV regulations to be finalized during the next fiscal year.

Besides, four (4) site inspections were conducted to 120 domestic biogas plant located in the western and northern parts of the country to assess compliance to guidelines and standards in place.

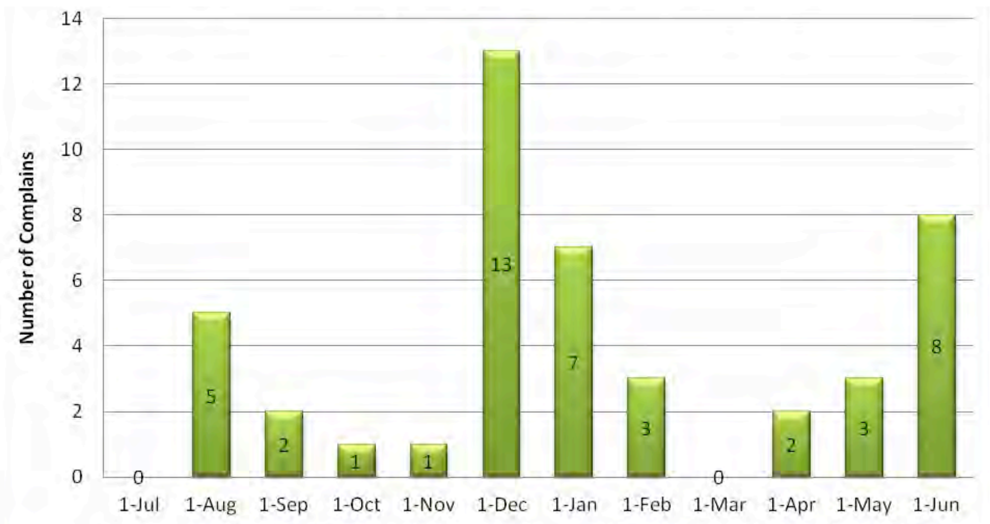
Furthermore, six (6) inspections to institutional biogas plants and Solar Water Heating (SWH) systems were conducted during the year under review. Sixty-nine hotels, lodges, inns and guest -houses were visited across the country. The use of SWH in residential, commercial and industrial premises is anticipated to help reduce the load pressure on the national electricity grid while increasing the energy supply mix.

5.4. CONSUMER COMPLAINTS HANDLING

The total number of registered complaints in Energy sector during the period under review equals to 45 and all were resolved.

The figure below illustrates the distribution of complaints per month.

FIGURE 18: NUMBER OF REGISTERED COMPLAINTS IN ENERGY SECTOR DURING FISCAL YEAR 2014- 2015



	14-Jul	14-Aug	14-Sep	14-Oct	14-Nov	14-Dec	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun
Series1	0	5	2	1	1	13	7	3	0	2	3	8

5.5. OUTSTANDING ISSUES

The main outstanding issues recorded in the Energy Sector during the reporting period consist of the following:

- Delays in commissioning a number of projects from cheaper sources of power such as Kivu Watt methane-to-power and Gishoma peat-to-power projects have negatively affected the energy sector planning and that implied continuous reliance on expensive thermal power plants to bridge the deficit in electrical power generation. These delays have far reaching implications in terms of reserve margin which remains very low as compared to international standards.
- Though Rwanda's generation has increased considerably in the period under review, there have been consistent power outages, mainly unplanned due to technical faults at power plants or in the transmission/distribution systems.

6 WATER & SANITATION

6.1 LEGAL AND REGULATORY FRAMEWORK

During the period under review, RURA put in place Regulations governing solid wastes recycling in Rwanda.
Regulations on solid waste collection and transportation were also established to promote better service delivery in the sanitation sub-sector.

6.2. LICENSING AND MARKET PERFORMANCE

6.2.1. WATER

The water supply sub-sector experienced relatively good performance during this reporting period. The water production capacity slightly increased with respect to the previous annual records from 38,818,229 million m3 (2012/2013) to 42,491,498 million m3 (2014/2015). On the other hand, supplied water has equally increased from 37,628,746 m3 (2012/2013) to 40,534,343 m3 (2014/2015). The figures reported by WASAC LTD show that Non-Revenue Water was reduced by 2% from the previous record of 42% (2013/2014). This figure is still too high compared to the recommended best practice of 20% of Non-Revenue Water for developing countries. It was noted that among all branches under the management of WASAC LTD only Nyanza branch has the allowable value of Non-Revenue Water which is estimated at 18.1%.

In regard to the number of new connected customers in the urban centres, the figure below shows an increase of 13.8% in comparison to the previous year. The number of connected customers increased from 138,728 (2013/2014) to 153,580 (2014/2015).
Regarding rural water systems, Private Public Partnership schemes were promoted as a means to ensure adequate management of water systems and to improve the service provision in rural areas. Consequently, a total of 51 operators were recorded in the fiscal year 2014/2015 and 40% of the total recorded rural water systems (847) are under the management of private operators.

FIGURE 19: VOLUME OF WATER PRODUCED AND SUPPLIED BY WASAC LTD

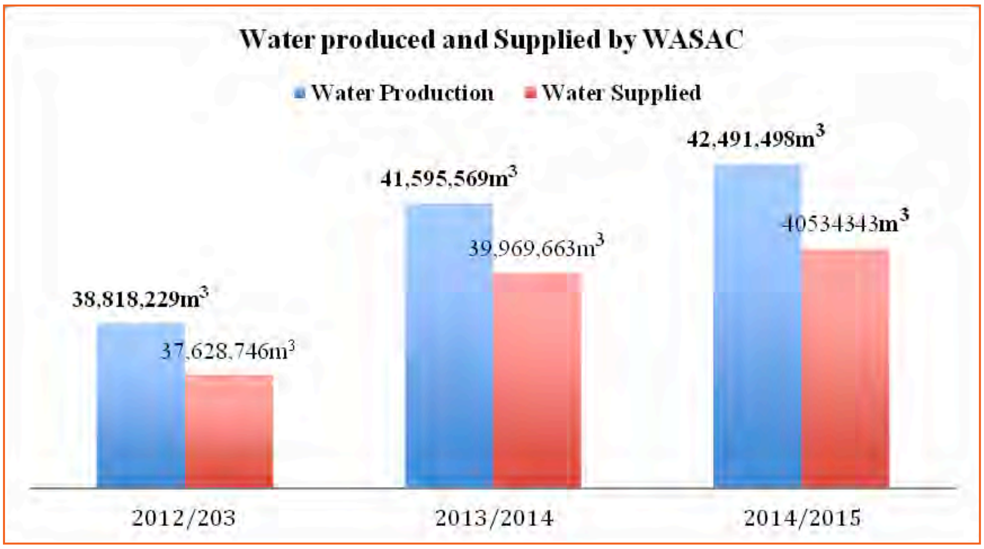


FIGURE 20:NON REVENUE WATER IN URBAN WATER SUPPLY

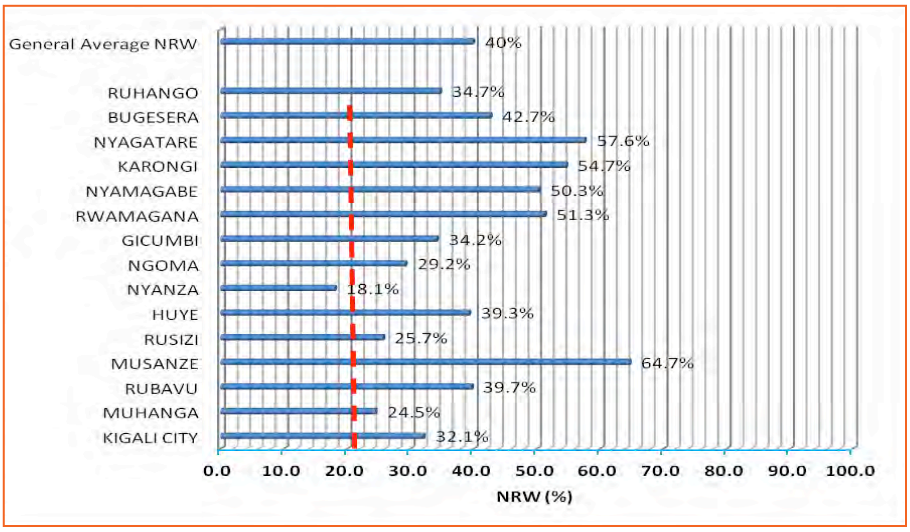


FIGURE 21: CUSTOMERS' CONNECTIONS IN WATER SUPPLY

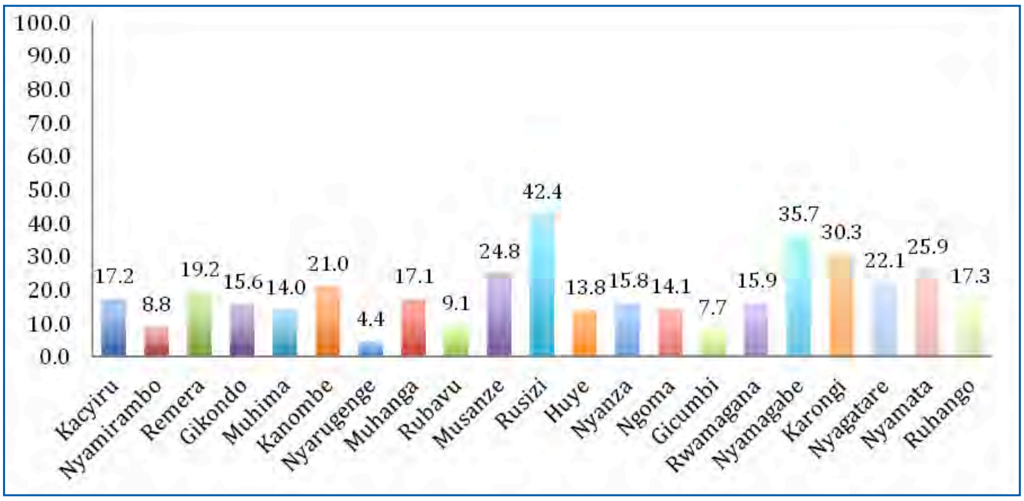


TABLE 30: NEW END USER WATER TARIFF

Customer category	Water consumption/ month/m3	Existing tariff/ VAT exclusive	New tariff/VAT exclusive
Public taps	Flat	240	323
Residential & Institutions	0-5	240	323
Residential & Institutions	6-20	300	331
Residential & Institutions	21-50	400	413
Residential & Institutions	51-100	650	736
Residential & Institutions	101 & above	740	847
Industries	Flat	593	736

Further to the unbundling of electricity and water service provision into separate and corporatized utility providers, RURA conducted a tariff review for water supply to ensure financial sustainability and improved quality of service of the Water and Sanitation Corporation Limited (WASAC Ltd.). The last tariff revision was conducted in 2006. The new end-user water tariff which will be in force from 1st September 2015 is as follows:

6.2.2. SANITATION

The service coverage in solid waste collection and transportation was extended in rural areas to Jali, Jabana, Bumbogo, Nduba and Rusororo Sectors of Gasabo District in the City of Kigali.
New landfill sites were constructed in some Districts (Kamonyi, Ruhango, Karongi and Rusizi) and other Districts have embarked on detailed studies and construction of modern landfills.

a. Cleaning Services

Within the framework of enforcing Regulations on Cleaning Service Provision, 51 operators were licensed and 5 expired licenses renewed during the fiscal year 2014/2015. This makes

FIGURE 22: LICENSED OPERATORS IN CLEANING SERVICE PROVISION

a total of 151 licensed operators in cleaning service provision since 2012/2013 when the licensing process started.

The licensed cleaning service operators are distributed throughout the country with the majority (79%) of them being based in the City of Kigali as illustrated in the table below.

TABLE 31: DISTRIBUTION OF LICENSED OPERATORS PER REGION

Provinces / City of Kigali	City of Kigali	Eastern Province	Western Province	Northern Province	Southern Province	TOTAL
Number of licensed operators	120	9	2	10	10	151
Percentage	79.49%	5.96%	1.32%	6.62%	6.62%	100%

b. Solid waste management

In line with the Regulations on solid waste collection and transportation, operators were grouped into three categories based on technical and financial capacity of the operator to deliver the services and hence determining its operation area.
The 2014-2015 fiscal year recorded a total of 18 licensed operators for solid waste collection and transportation provision in different parts of the country. The following tables present licensed operators and their respective operation areas.

TABLE 32: LICENSED OPERATORS IN SOLID WASTE COLLECTION AND TRANSPORTATION

No	Operator	Province	Operation area
Operators with first category license			
1	ISUKU KINYINYA	City of Kigali	Kinyinya Sector (Gasabo District
2	REAL ENVIRONMENTAL PROTECTORS	City of Kigali	Kagarama Sector (Kicukiro District)
3	UMURIMO MWIZA LTD	City of Kigali	Airport, Inyange Industries, Bralirwa (Kicukiro District)
4	UBUMWE CLEANING SERVICES	City of Kigali	Kicukiro, Gatenga, Niboye and Gikondo Sectors (Kicukiro District)
5	COPED	City of Kigali	Nyarugenge, Kacyiru and RemeraSector
6	AGRUNI LTD	City of Kigali	Nyarugunga, Kanombe, Kimihurura, Rwezamenyo, Kimironko, Nyamirambo, Gatsata, Kigali, Jali, Rusororo,Bumbogo & Ndera Sectors (Gasabo, Kicukiro, & Nyarugenge District)
7	BAHEZA GENERAL SERVICES LTD	City of Kigali	Kigarama Sector (Kicukiro District)
8	COCEN	City of Kigali	Nyakabanda and Kimisagara Sectors (Nyarugenge District)

9	ACAPE	Western Province	Rubavu District
10	INZIRA NZIZA SERVICES COMPANY LTD	City of Kigali	Muhima Sector(Nyarugenge District)
11	CESCO COMPANY	City of Kigali	Masaka sector (Kicukiro District)
12	INDATWA GITEGA COOPERATIVE	City of Kigali	Gitega, Gisozi & Jabana Sectors (Nyarugenge District)
13	NEW LIFE NT &MVK LTD	City of Kigali	Commercial areas (Nyarugenge District)
Operators with second category license			
1	MZI Ltd	Northern Province	Musanze District
2	KOPIBO	Western Province	Rubavu District
3	GEBUR MULTI-BUSINESS LTD	Northern Province	Gicumbi District
Operators with third category license			
1	G.A.P.M	Northern Province	Gicumbi District
2	BUSMED Ltd	Western Province	Rubavu District

6.3. MONITORING

6.3.1. WATER

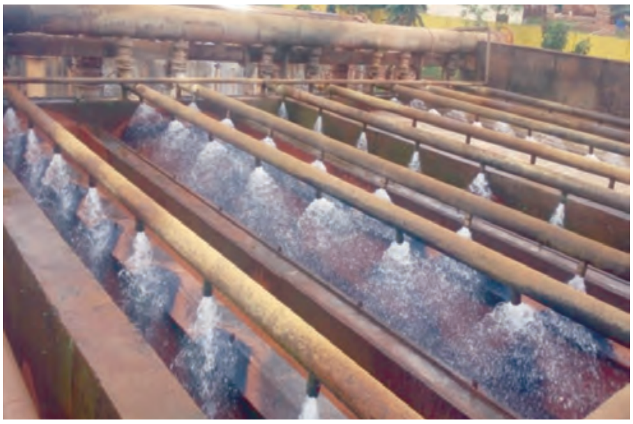
During the period under review, audits and inspections were conducted to both urban and rural water operators. In urban water supply, inspected water treatment plants include Kimisagara and Nzove in Nyarugege District; Gihuma in Muhanga District, Mpanga in Nyanza District, Kanyabusange in Karongi District and Cyunyu in Rusizi District as well as Remera and Kanombe branches of WASAC LTD.

For the rural water supply, audits and inspections were paid to six water systems including Gacurabwenge, Shyogwe-Mayaga, Ruhashya-Ntyazo, Gashinge-Gasasa, Kadasomwa, Ruhondo-Mururu water supply systems in Kamonyi, Ruhango, Nyanza, Karongi, Nyamasheke and Rusizi Districts respectively.

This exercise was done in order to assess their status as well as any improvement in terms of overall performance of water treatment processes, technologies, management of water infrastructures and quality of water supplied to customers.

For the urban water supply, it was generally observed that all inspected plants are relatively well managed and operated under normal conditions and water infrastructures were in good conditions. With regard to water treatment, it was noted that methods applied for treatment are suitable to meet national standards for drinking water.

FIGURE 23: NZOVE WATER TREATMENT PLANT



For the rural water supply, audits and inspections revealed that water systems are not adequately managed, especially those under the management of cooperatives. Their poor management is attributed to the lack of qualified personnel with reporting, technical know-how and book keeping skills. Also noted is the insufficient number of hours of water supply which brought about complaints from unsatisfied customers.

Besides, water is supplied without quality assurance as many operators do not carry out water quality tests.

Additional performed activities include monitoring of implementation of water rationing programs planned and implemented by WASAC LTD following water shortage in the City of Kigali during dry seasons. In this regard, site visits were conducted to 6 branches of WASAC LTD namely: Remera, Kanombe, Kacyiru, Gikondo, Nyarugenge and Nyamirambo in the City of Kigali. Site visits showed an implementation level of water rationing program of 85% which is still far below 95% recommended by regulations on the Minimum Required Service Level for Water Service Provision.

6.3.2. SANITATION

6.3.2.1. CLEANING SERVICES

Audits and inspections were conducted to 30 licensed cleaning service providers in a bid to monitor the compliance with regulations and license conditions. It was also an opportunity to identify gaps in cleaning service provision and come up with recommendations and better ways to improve the service delivery.

It was observed a slight improvement especially in terms of workers' protection whereby most operators provide safety equipment to cleaners and all employees possess health insurance for easy access to medical care in case of illness or injury.

Operators also respect contracts' obligations by providing adequate number of workers and required cleaning materials and products that help them to deliver the services they are contracted for.

6.3.2.2. SOLID WASTE MANAGEMENT

Audits and inspections were carried out to 14 licensed operators in solid waste collection and transportation operating both in the City of Kigali and in Provinces. Site inspections were also conducted to waste disposal sites located in 17 Districts.

Site inspections showed that there is a significant improvement in solid waste collection, transportation and disposal. In the City of Kigali, the frequency of waste collection has improved and now complies with regulations' provisions that specify a frequency of four times per month for the households. The collection efficiency also improved and the number of households subscribing to the services has significantly increased from 76,234 in 2013 to 98,743 in 2014. Besides, workers (waste pickers) are now provided with protective equipment.

As for upcountry, it was noted that the visited company/cooperatives provide a good quality of service to institutions such as hotels, restaurants, industries, markets etc but the service rendered to households still needs to be improved terms of subscribing to the services.

In addition, audits and inspections were carried out to 17 waste disposal facilities countrywide and it was recorded that 11 Districts have embarked on putting up improved waste disposal facilities. It was equally noted that waste sorting practices were introduced at the Nduba dumpsite.

6.4. CONSUMER PROTECTION

6.4.1. COMPLAINTS HANDLING

The total number of registered complaints in Transport sector during the year under review equals to 26 and all were resolved.

The figure below illustrates the distribution of complaints per month.

FIGURE 24: NUMBER OF REGISTERED COMPLAINTS IN WATER AND SANITATION SECTOR DURING FISCAL YEAR 2014- 2015

6.4.2. INSPECTIONS AND REVIEW OF CONTRACTS BETWEEN CONSUMERS AND OPERATORS

Contracts between operators and consumers were analysed and amended where necessary. This aimed at improving the quality of service and reducing consumer complaints by removing abusive clauses. This exercise is now leading to a model contract.

In Sanitation, inspections were performed in order to monitor the compliance of regularity of service providers in collecting and transportation of solid waste.

6.5. OUTSTANDING ISSUES

Sector outstanding issues recorded within the year under review consist of the following:

- High non-revenue water recorded in urban water supply;
- Challenge relating to water quality control in rural areas;
- Insufficient water production especially in urban areas where the demand is not met.

7. CONCLUSIONS AND WAY FORWARD

The Authority's achievements to date are a reflection of the dedication and tireless efforts that have been exhibited by the Board, Management and Staff.

The ICT sector continues to experience a remarkable growth as a result of a conducive legal and regulatory framework in place, whereby during the year under review, the mobile telephone subscriptions' shows 7.2 % increase, and a growth in mobile penetration rate to reach 72.6% from 68.1% recorded at end of the previous year. As for the Internet data, the number of Internet subscriptions shows a 37% increase in Internet penetration rate as compared to the previous fiscal year.

In the transport sector, RURA experienced remarkable achievements with regard to introduction of electronic ticketing system, streamlining students' transportation services, training of public transport drivers, awareness campaigns conducted and enforcement of rules and regulations in force.

As a result, public transport vehicles have increased by 13.5% impacting both the quality of service and accessibility. In goods transport licensing, 56% of the total registered individual vehicles emerged.

Two hundred and forty four (244) new taxi cabs were licensed, which indicates an increment of 60 % leading to a total fleet of six hundred and fifty (650) vehicles.

In additional, fifty four (54) new operators were licensed and one hundred thirty two

(132) authorizations were renewed in water ways transport.

In the Energy, Water and Sanitation Sector, the following regulatory instruments were put in place: Solar Water Heating Regulations with an aim of promoting energy efficiency and conservation and amendment of the electrical installations regulations.

Authority issued a 25-year license for electricity generation to YUMN Ltd for an 80MW peat-to-power plant in the Southern Province.

Furthermore, within the framework of enforcing Regulations six (6) provisional electricity generation licenses were issued to allow developers to carry out assessments and studies prior to conducting electricity generation activities, twenty five (25) new developers of petrol service stations were licensed and 51 operators in cleaning Service were licensed

Going forward, the Authority shall continue to create opportunities that will facilitate and expand the diversity of choices and quality of services for the public utilities. In so doing, the Authority shall consider the pros and cons of introducing and implementing the programs which are anticipated in the next fiscal year:

In the ICT sector, the management promised the establishment of a well-designed online short codes management system, assessing the technology trend and plan for future frequency, finalize and enforce the regulations on type approval and importation of electronic communication equipment, establishment of cost based transmission fee for Digital Terrestrial TV in Rwanda, implementation of the guidelines for fiber optic cables underground installation, establishment of regulatory security guidelines for telecommunication networks in Rwanda, Establishment of National Cyber Security Strategic Plan, Implementation of EAC harmonized short codes, Implementation of an integrated finance and administration information systems, Put in place licensing regime and regulations governing broadcasting services in Rwanda and enforce related international standards.

In the Transport Sector, Authority will enhance the monitoring and enforcement of transport regulations in Road transport subsector, electronic ticketing, and issuance of vocational cards to public transport drivers, participate in developing transport law & regulations and country wide sensitize goods transport operators to work jointly under either cooperatives or company.

In the Energy, Water and Sanitation Sector, RURA will focus in Public Education and sensitization on regulatory mandate in sanitation, harmonization of the best regulatory practices with regional regulatory bodies, issuance of licenses to electricity operators, implementation of the electricity QoS regulations, acquisition of appropriate instruments for technical inspections and creation of appropriate regulatory frameworks for Petroleum and Renewable energy sector.

RURA will continue to support different projects through Universal Access Fund, those are support to MINEDUC for connecting schools in rural and underserved areas on broadband internet Services, subsidizing bandwidth acquisition to rural communities where Operator's networks are not available, also shall support VIZIYO Project: Providing ICT tools (4G/LTE) in rural and remote areas of the country.

In additional, Authority shall collaborate with wider stakeholders to ensure Independence, Accountability, Transparency and Firmness.

ANNEXES

ANNEX 1: RURA ORGANISATIONAL STRUCTURE

REGULATORY BOARD

- Planning M&E
- Internal Audit
- Procurement
- Public Relations

- Special Projects implementation unit

Universal service Unit Director
- UA ICT
- UA Energy

Executive Assistant to the Board

GENERAL DIRECTORATE
- Advisor to the DG
- Administrative assistant to the DG

COMMUNICATION AND MEDIA REGULATION DEPARTMENT
- Head of department
- Information system section
- Administrative assistant

ICT STANDARDS AND QOS
- Director
- ICT infrastructure development and authorizations
- ICT equipment type approval
- ICT standards compliance and qos monitoring
- Broadcasting standards compliance and QoS monitoring
- Computing and internet applications (1)
- Cyber security
- E-waste management

ICT SRMM UNIT
- Director
- Radio Communication Licensing
- Spectrum planning assignment
- Frequency spectrum

MEDIA AND POSTAL AFFAIRS UNIT
- Director
- Postal Affairs
- Media monitoring and Analysis
- Media Licensing and Accreditation
- Internet and new media regulation

TRANSPORT REGULATION DEPARTMENT
- Head of department
- Administrative assistant

ROAD TRANSPORT UNIT
- Director
- Road transport
- Taxi cabs and public transport
- Driving schools
- Authorization insurance

WATER WAY AND AIR TRANSPORT UNIT
- Director
- Waterways Transport
- Air Transport

ENERGY, WATER AND SANITATION REGULATION DEPARTMENT
- Head of department
- Administrative assistant

WATER AND SANITATION UNIT
- Director
- Water production and Treatment quality monitoring
- Solid waste collection, transport, treatment and disposal

ENERGY UNIT
- Director
- Electricity Section
- Gas, Petroleum and renewable energy section

CORPORATE, LEGAL AND INDUSTRY AFFAIRS DEPARTMENT
- Head of department
- Administrative assistant

FINANCE AND ADMINISTRATION UNIT
- Director
- Finance and accounting
- HR and Administration
- Logistics and asset management and Admin.

LEGAL, LICENSING AND ENFORCEMENT UNIT
- Director
- Corporate legal services
- Licensing and legal drafting
- Compliance enforcement

INDUSTRY AND CONSUMER AFFAIRS UNIT
- Director
- Economic market analysis
- Consumer affairs and dispute resolution

ANNEX 2: LICENSED LOCAL PUBLIC BUS TRANSPORT COMPANIES / COOPERATIVES

N°	COMPANY NAME	Number of Vehicles 2013/2014	Number of Vehicles 2014/2015	Variation
1	HORIZON EXPRESS LTD	66	66	0
2	VOLCANO S.A.R.L	74	77	3
3	IMPALA GROUP LTD	19	23	4
4	OMEGA S.A.R.L	24	30	6
5	AFRICAN TOURS EXPRESS LTD	14	Closed	-14
6	KIGALI BUS SERVICES LTD	113	118	5
7	KIGALI SAFARI S.A.R.L	25	21	-4
8	VIRUNGA EXPRESS LTD	45	50	5
9	INTERNATIONAL EXPRESS LTD	81	100	19
10	STELLA EXPRESS LTD	46	57	11
11	YAHOO CAR EXPRESS LTD	26	35	9
12	RUGALI TRAVEL	38	43	5
13	MATUNDA EXPRESS LTD	23	27	4
14	EXCEL TOURS &TRAVEL AGENCY LTD	55	56	1
15	ROYAL EXPRESS LTD	66	94	28
16	CAPITAL EXPRESS LTD	14	18	4
17	SOTRA TOURS &TRAVEL AGENCY LTD	37	46	9
18	PRINCE EXPRESS	6	Closed	-6
19	GASABO TRAVEL	6	Closed	-6
20	COOPERATIVE URUGENDO RWIZA	32	31	-1
21	RWINYANA LTD	11	11	0
22	CITY CENTER T/COOPERATIVE	378	408	30
23	RUBAVU T/COOPERATIVE	87	98	11
24	NGOMA T/COOPERATIVE	104	116	12
25	RUSIZI T/COOPERATIVE	114	122	8
26	KAYONZA T/COOPERATIVE	90	90	0
27	NYAGATARE T/COOPERATIVE	114	147	33
28	MUSANZE T/COOPERATIVE	146	213	
29	HUYE T/COOPERATIVE	96	141	45
30	MUHANGA T/COOPERATIVE	144	148	4
31	REMERA T/COOPERATIVE	325	318	-7
32	NYABUGOGO T/COOPERATIVE	311	343	32
33	GICUMBI T/COOPERATIVE	63	77	14

34	RUHIRE EXPRESS LTD	13	21	8
35	KIGALI COACH AGENCY LTD	22	29	7
36	CRANERWA	6	Closed	-6
37	CAMEL TOURS AND TRAVEL AGENCY LTD	20	20	0
38	SELECT EXPRESS	23	28	5
39	COSERGI	7	7	0
40	CITY EXPRESS	48	48	0
41	UGUSENGA LTD	10	42	32
42	FIDELITY EXPRESS LTD	6	10	4
43	SIMBA EXPRESS LTD	20	26	6
44	LA COLOMBE EXPRESS LTD	23	27	4
45	BISOKE EXPRESS LTD	6	6	0
46	KARENGE-KIGALI TRANSPORT SERVICES (K.K.T.S) LTD	8	11	3
47	TRIPARTITE TOURS LTD	9	11	2
48	KABUGA-RWAMAGANA TRANSPORT SERVICES COMPANY LTD	6	Closed	-6
49	KIVU BELT EXPRESS LTD	New	8	8
50	DIFFERENT EXPRESS	New	6	6
51	EAST AFRICAN BUS SERVICES LTD	New	6	6

ANNEX 3: LICENSED GOODS TRANSPORT COMPANIES/ COOPERATIVES

N°	COMPANY NAME	Number of Vehicles 2013/2014	Number of Vehicles 2014/2015	Variation
1	COOPERATIVE DES TRANSPORTEURS DES MARCHANDISES DE GISENYI	74	88	12
2	ENAF LTD	2	2	0
3	COOPERATIVE DES TRANSPORTEURS DE MARCHANDISES DE RUBAVU	29	29	0
4	KHALFAN TRANSPORTERS LTD	5	6	1
5	RWABUKUMBA J.P TRANSPORT LTD	6	12	6
6	COOPERATIVE DES TRANSPORTEURS DE MARCHANDISES DE KAVUMU	30	36	6
7	UWIM LTD	5	4	-1
8	TOP SERVICES ENTERPRISE LTD	15	15	0
9	ERI-RWANDA IMPORTER & DISTRIBUTER	11	11	0
10	COOPERATIVE UMOJA WA MADEREVA PICK UP	19	29	10
11	COCTRAMAVK	24	35	11
12	NEW HOPE TEXTILE LTD	4	5	1
13	ISANO PICK UP AND TRUCK DRIVERS COOPERATIVE KICUKIRO	7	8	1
14	DISTRIBUTION CENTRE LTD	10	10	0
15	MUSANZE TRANSPORTATION SUPPORT SERVICES COMPANY LTD	89	103	14
16	SUBIRA ENTERPRISES LTD	New	10	10
17	NYAMPINGA DRIVERS	10	11	1
18	COMECA LTD	4	5	1
19	COOPERATIVE DE TRANSPORT DE HUYE	18	51	33
20	BUSINESS & TRANSPORT TRADING COMPANY LTD	12	12	0
21	MEMA LTD	3	3	0
22	DISTRIBUTION ET VENTE DES BOISSONS LTD	New	4	4
23	KAURWA LTD	New	11	11
24	KAMO AND SONS LTD	New	11	11
25	SOFATHEBE LTD	New	4	4
26	D.C TRANSPORT LTD	New	3	3
27	COOPERATIVE DE TRANSPORT AEROPORT VILLE	New	5	5

28	UNITRADE LTD	New	2	2
29	COOPERATIVE DES TRANSPORTEURS ET DE SOLIDARITE DE MAHOKO	New	15	15
30	GLEVOL CO LTD	New	3	3
31	SOCIETE RWANDAISE DE TRANSPORT ET DE COMMERCE	New	6	6
32	STIPPAG-RWANDA LTD	New	3	3
33	SOFT SERVICES COMPANY LTD	New	6	6
34	TECHNO STARS LTD	4	4	0
35	NTIVUGURUZWA BUSINESS COMPANY LTD	2	2	0

ANNEX 4: LICENSED MOTOCYCLE TRANSPORT COOPERATIVES PER MARKET SHARE

N°	LICENSED MOTORCYCLE OPERATORS	FLEET CAPACITY
1.	ABAHUZA COOPERATIVE	576
2.	AMAJYAMBERE IWACU (KAMIGI)	133
3.	CO.TA.MO-KIRAMURUZI	123
4.	COMOGA GATSIBO	299
5.	COOP DES MOTARDS ICYIZERE NYAKABUYE	35
6.	COOP. DE TRANSPORTEURS DES TAXI MOTOS EN DISTRICT DE HUYE	590
7.	COOPERATIVE DES MOTARDS DE CYAMUTARA	100
8.	COOPERATIVE DES PROPRIETAIRES DE TAXI MOTOS DE GICUMBI	160
9.	COOPERATIVE TAXIS- MOTOS DE MUHANGA SUD	159
10.	COOPERATIVE TAXIS- MOTOS DE NYARUBUYE DUTERIMBERE	41
11.	COOPERATIVE TAXIS- MOTOS DE RUGARAMA/GATSIBO	66
12.	COOPERATIVE DE CHAUFFEURS DE TAXIS MOTOS DE KAMONYI	223
13.	COOPERATIVE DE CHAUFFEURS DE TAXIS MOTOS DE L'OUEST	147
14.	COOPERATIVE DE MOTARDS DE GAHENGERI	61
15.	COOPERATIVE DE SERVICE DE TRANSPORT AU MOYEN DE MOTOS	73
16.	COOPERATIVE DE TAXI MOTO DE GISHARI TWITEZIMBERE	42
17.	COOPERATIVE DE TAXI MOTO DE KABARONDO	105
18.	COOPERATIVE DE TAXI MOTO DE BUSORO	68
19.	COOPERATIVE DE TAXI MOTO DE GAHARA UMURABYO	56
20.	COOPERATIVE DE TAXI MOTO DE JABANA	56
21.	COOPERATIVE DE TAXI MOTO DE KIREHE TWITEZIMBERE	71
22.	COOPERATIVE DE TAXI MOTO DE NYAMAGABE	114
23.	COOPERATIVE DE TAXI MOTO DE REMERA	83
24.	COOPERATIVE DE TAXI MOTO DE RUBONA	51
25.	COOPERATIVE DE TAXI MOTO DE RUSORORO	65
26.	COOPERATIVE DE TAXI MOTO DE RUSOZI INGOBOKABAGENZI	78
27.	COOPERATIVE DE TAXI MOTO ENTRAIDONS-NOUS DE RUBAVU	55
28.	COOPERATIVE DE TAXI MOTO MUKARANGE	157
29.	COOPERATIVE DE TAXIMEN MOTOS DE GATUMBA	78
30.	COOPERATIVE DE TAXIMEN MOTOS DE NYAGASAMBU	51
31.	COOPERATIVE DE TAXIMEN MOTOS DE RUKIRA	107
32.	COOPERATIVE DE TAXIS MOTOS DE KABATWA-NYABIHU	127
33.	COOPERATIVE DE TRANSPORT AU MOYEN DE MINI MOTO DE GICUMBI	89

34.	COOPERATIVE DE TRANSPORT AU MOYEN DE TAXI MOTOS DE KIZIGURO	56
35.	COOPERATIVE DE TRANSPORT AU MOYEN DE TAXI MOTOS-KARONGI	175
36.	COOPERATIVE DE TRANSPORT ICYEREKEZO	45
37.	COOPERATIVE DE TRANSPORT UMUSEKE MWIZA	90
38.	COOPERATIVE DE TRANSPORTAU MOYEN DE MOTO DE KARONGI	189
39.	COOPERATIVE DE TRANSPORTEURS TAXI MOTOS KABUGA	121
40.	COOPERATIVE DES TAXIMEN MOTO DE MURAMBI (C.T.M.M)	46
41.	COOPERATIVE DES CHAUFFEURS DE TAXI-MOTOS DU SECTEUR BASE	71
42.	COOPERATIVE DES CHAUFFEURS TAXIS MOTOS KABARI	87
43.	COOPERATIVE DES MOTAR RUSIZI	275
44.	COOPERATIVE DES MOTARDS DE GIHUNDWE	171
45.	COOPERATIVE DES MOTARDS DE MASHYUZA-RUSIZI	85
46.	COOPERATIVE DES MOTARDS DE NYAMAGABE	74
47.	COOPERATIVE DES MOTARDS DE NYAMASHEKE	74
48.	COOPERATIVE DES MOTARDS DE RWIMBOGO	34
49.	COOPERATIVE DES MOTARDS DE RYABEGA	31
50.	COOPERATIVE DES TAXI MOTO DE BYIMANA	60
51.	COOPERATIVE DES TAXI MOTO DE KINAZI	71
52.	COOPERATIVE DES TAXI MOTO DE SAKE	73
53.	COOPERATIVE DES TAXI MOTO UBUMWE BURERA	41
54.	COOPERATIVE DES TAXIMEN MOTO DE BUSASAMANA	37
55.	COOPERATIVE DES TAXIMEN MOTO DE GAKENKE	47
56.	COOPERATIVE DES TAXIMEN MOTO DE GITOKI-IMBARAGA	228
57.	COOPERATIVE DES TAXIMEN MOTO DE NYANZA	45
58.	COOPERATIVE DES TAXIMEN MOTO ICYEREKEZO RUHUHA	32
59.	COOPERATIVE DES TAXIMEN MOTO INTEGO RILIMA	30
60.	COOPERATIVE DES TAXIMEN MOTOS NYAMASHEKE-RUHARAMBUGA	59
61.	COOPERATIVE DES TAXIMEN-MOTOS DE RUTSIRO-ICYIZERE	56
62.	COOPERATIVE DES TAXIMENS MOTO DE GITOKI- IMBARAGA	228
63.	cooperative des taxis moto de Ndatemwa-Gatsibo	78
64.	COOPERATIVE DES TAXISMEN DE KARONGI MUBUGA(COOTAMOKAMU)	39
65.	COOPERATIVE DES TRANSPORTEURS A MOTOS DE NYAMASHEKE	181
66.	COOPERATIVE DESTAXIS MOTOS DE BUGESERA	176
67.	COOPERATIVE DUFATANYE MOTARD GASABO	114
68.	COOPERATIVE INTAMBWE MOTARD (CIM-HUYE)	399
69.	COOPERATIVE KORA NDEBE MOTARD/NYAMIRAMBO	297

70.	COOPERATIVE POUR LE TRANSPORT DES PERSONNES A MOTO (COTRAPMO)	171
71.	COOPERATIVE POUR LR DEVELOPPEMENT DES MOTARDS DE KATABAGEMU	34
72.	COOPERATIVE TAXI MOTO BUHANDA KINIHIRA/COTAMOBUKI	93
73.	COOPERATIVE TAXI MOTO INTIGANDA NYAGATARE	160
74.	COOPERATIVE TAXI MOTO NGOMA	241
75.	COOPERATIVE TWIHUTE KARAMBI	68
76.	COOPERATIVE UBUMWE MOTARI-KIGABIRO	119
77.	COOPERATIVE UBUMWE TAXI MOTO GATENGA	168
78.	COOPERATIVE URUMURI MOTARD GISENYI(C.U.M.GIS)	41
79.	COOPERATIVE Y`ABAMOTARI MIMULI DUTERIMBERE(COAMIDU)	99
80.	COOPERATIVEDES MOTARDS DE RWANTERU-URUMULI	36
81.	COOPERATIVE DES TAXIMEN-MOTO DE RWINKWAVU DUFATANYE	96
82.	COOPROMOTRAKI MOTARI/KAGARAMA	169
83.	COOTAMO ICYEREKEZO	52
84.	COOTAMOMU/ MURINDI	261
85.	COOTAMONO-UBUMWE	473
86.	COPERATIVE DE TAXI-MOTO DE GAKERI/RUTSIRO	99
87.	COTAMOGI/CYINYONI	290
88.	COTAMOKI-DUKORE	64
89.	COTAMONYA NYABUGOGO	487
90.	COTAMORU TEBUKA RUHANGO	111
91.	COTRAMO ICYIZERE COOPERATIVE KIMISAGARA	194
92.	COOTRAMO-MUSANZE	198
93.	COTRANYA	106
94.	COTRAPAMORU	89
95.	COTRATAMONYA	283
96.	DUTABARANE-RUKARA	95
97.	GASABO CENTER MOTORCYCLISTS	91
98.	GASABO EAST COOPERATIVE MOTO	499
99.	GASABO MOTORCYCLIST TAXIS SERVICES COOPERATIVE	878
100.	GASABO MOTOCYCLISTS COOPERATIVE OF REMERA	31
101.	GATSATA COOPERATIVE OF MOTORCYCLISTS	94
102.	IBAKWE MOTARD COOPERATIVE NYARUGENGE	48
103.	IMBARAGA MOTARI MUHIMA	99
104.	INTASUMBWA NYAGATARE TAXI MOTO COOPERATAIVE	55
105.	KACYIRU COOPERATIVE FOR DEVELOPMENT OF MOTORCYCLIST	343
106.	KARANGAZI RAPID MOTOCYCLIST COOPERATIVE (K.R.M.C)	79

107.	KARENGE TAXI MOTO COOPERATIVE (KATAMOCOO)	91
108.	KINYINYA MOTOCYCLISTS COOPERATIVE	60
109.	KOOPERATIVE KORA WIGIRE MOTARI (KOKOWIMO)	113
110.	KOPERATIVE AGUKA MOTARDS RUBAVU	68
111.	COOPERATIVE DE TAXI MOTO DE KICUKIRO	94
112.	COOPERATIVE DES JEUNES MOTARS DE KARAMA(COJEMOKA)	79
113.	KOPERATIVE DUFASHE ABAGENZI GISAGARA	159
114.	KOPERATIVE DUKORERE HAMWE MATIMBA	33
115.	KOPERATIVE INKERAKUBARUTA BWERAMANA	69
116.	KOPERATIVE KUNDUMURIMO MOTAR TABAGWE(KMT)	75
117.	KOPERATIVE MOTARI NYAGATARE	85
118.	COOPERATIVE MOTAR RWIMIYAGA	53
119.	KOPERATIVE TAXIMEN MOTOS TERIMBERE KARONGI(KOTAMOTEKA)	34
120.	KOPERATIVE TERIMBERE TAXI MOTO NYARUGURU	53
121.	COOPERATIVE TWIYUBAKE MOTARD	476
122.	KOPERATIVE UMURAVA RUBAVU	67
123.	KORA TAXI MOTO NYARUGENGE COOPERATIVE (KOTAMONYACO)	62
124.	KORANUMUCYO MOTARI	427
125.	KOTEMORU	130
126.	KUNDUMURIMO MOTAR COOPERATIVE(KMC)	79
127.	KWISUNGANA NO KUGOBOKANA ABAJYAMBERE	32
128.	LE PROFESSIONNEL NGOMA	130
129.	MANIHIRA PERSONS MOTORCYCLE TRANSPORT COOPERATIVE	44
130.	MBAHAFI COOPERATIVE	382
131.	MOTO TRANSPORT COOPERATIVE	252
132.	MOTORBIKE DRIVERS COOPERATIVE NYANZA	123
133.	MOTOS COOPERATIVE AS GENERAL BENEFIT (M.C.A.G.B.)	63
134.	MUHIMA COOPERATIVE OF MOTORCYCLISTS	264
135.	MUKARANGE MOTORCYCLE TAXI COOPERATIVE TURAHIRIWE (MMTCT)	126
136.	NGEGENE MOTORIST TRANSPORTERS COOPERTATIVE	100
137.	NYARUGENGE MOTARD COOPERATIVE	152
138.	NYARUGUNGA MOTORCYCLISTS COOPERATIVE	75
139.	SAFE TAXI MOTO COOPERATIVE RWIMIYAGA (STMCR)	47
140.	SAFE TAXI MOTOS COOPERATIVE MUSHERI	45
141.	SAFE TAXI MOTOS COOPERATIVE NYAGATARE	89
142.	SUN CITY TAXI MOTO COOPERATIVE (S.C.T.M.C)	75

143.	TUZAMURANE GAHINI	55
144.	UNITY MOTORCYCLISTS COOPERATIVE	72
145.	JABANA COOPERATIVE FOR DEVELOPMENT OF MOTORCYCLIST EJO HEZA	208
146.	KOPERATIVE IMENA TAXI MOTO NYANZA	82
147.	COOPERATIVE DES TAXIMEN MOTO DE KIGABIRO	36

ANNEX 5: LICENSED TAXI CAB OPERATORS

N°	COMPANY/COOPERATIVE	NUMBER OF VEHICLES 2013/2014	NUMBER OF VEHICLES 2014/2015	AREA OF OPERATION
1	CODACE	22	28	NYARUGENGE DISTRICT
2	NYUNGWE CHIMPS	7	8	GASABO DISTRICT
3	QUICK TAXIS SERVICES	40	27	NYARUGENGE DISTRICT
4	CO.T.V.K	13	20	NYARUGENGE DISTRICT
5	COTAHAMA	15	16	GASABO DISTRICT
6	COTAVONYA	27	45	NYARUGENGE DISTRICT
7	K.T.V CO	26	32	GASABO DISTRICT
8	COTAVOKA	10	9	GASABO DISTRICT
9	EJO HEZA	15	14	GASABO DISTRICT
10	COKITA	10	13	GASABO DISTRICT
11	A.T.A.K	31	50	KICUKURO DISTRICT
12	COCTAKI	12	21	KICUKIRO DISTRICT
13	ROCKY TRADERS	7	7	NYARUGENGE DISTRICT
14	Q.V.T.C LTD	12	20	KICUKIRO DISTRICT
15	CONDOR SPECIAL TAXI	14	15	NYARUGENGE DISTRICT
16	NYARUGENGE TRAVEL COMPANY	8	9	NYARUGENGE DISTRICT
17	COOPERATIVE LAICO UMUBANO GASABO	9	10	GASABO DISTRICT
18	COOPERATIVE DES TAXISMAN VOITURE RUSIZI-BUGARAMA(C.T.V.R.B)	79	89	RUSIZI DISTRICT
19	COCHATAVORU	11	21	RUSIZI DISTRICT
20	HOLLY AUTO TRAVEL AGENCY LTD	9	10	NYARUGENGE DISTRICT
21	COTTAVOGI	10	8	RUBAVU DISTRICT
22	COCTVOGI	21	27	RUBAVU DISTRICT
23	COTAVOC	7	14	NYARUGENGE DISTRICT
24	COTHOLA	11	11	GASABO DISTRICT
25	C.T.V.S	8	9	GASABO DISTRICT

26	COOP.DES TAXIMEN-VOITURES DE L'HOPITAL LA CROIX DU SUD	9	9	GASABO DISTRICT
27	TWIGIRE TAXI SERVICE COOP.	10	26	NYARUGENGE DISTRICT
28	WOMEN TRANSPORT COMPANY LTD	7	10	NYARUGENGE DISTRICT
29	COOPERATIVE DES TAXIMEN VOITURES DE KIBAGABAGA(COTAVOKI)	9	11	GASABO DISTRICT
30	HUYE TAXI TRANSPORT COOPERATIVE	7	22	HUYE DISTRICT
31	COOPERATIVE INTASHYA	14	26	NYAMASHEKE DISTRICT
32	NYARUTARAMA TAXI COOPERATIVE (N.T.C)	8	15	GASABO DISTRICT
33	COMPANY DE TAXMEN DE GIKONDO LTD	9	10	KICUKIRO DISTRICT
34	COOPERATIVE DE TAXIMEN VOITURES MUHIMA(COTAVOMU)	10	12	NYARUGENGE DISTRICT
35	NYAMIRAMBO TAXI SERVICE LTD	10	17	NYARUGENGE DISTRICT
36	COOPERATIVE DES TAXIMEN ROI FAYSAL	8	10	GASABO DISTRICT
37	GROLY COACH LTD	13	11	GASABO DISTRICT
38	UNITED TAXIMEN COOPERATIVE (UNITAX COOP.)		26	GASABO DISTRICT
39	NYABUGOGO SMALL TAXI DRIVER COOPERATIVE (NYASTADRICO)		23	NYARUGENGE DISTRICT
40	COOPERATIVE TAXI VOITURES GARE REMERA (COTAVOGAR)		11	GASABO DISTRICT
41	NTAMBCH TRANSPORT SERVICE LTD		7	GATSIBO DISTRICT
42	COOP. DE LA VISION DE TRANSPORT DU ROND POINT (COEVITRA)		7	NYARUGENGE DISTRICT
43	KIMIRONKO UNITED TAXI COOPERATIVE (K.U.T.C)		14	GASABO DISTRICT
44	COOPERATIVE DE TAXIMEN VOITURE DE GACURIRO (COTAVOGA)		9	GASABO DISTRICT
45	AMAREMBO CITY TAX SERVICE LTD (A.C.T.S)		9	NYARUGENGE DISTRICT
46	BELEVA COMPANY LTD		9	NYARUGENGE DISTRICT

47	BLISS TOUR COMPANY LTD		8	GASABO DISTRICT
48	COOPERATIVE DE TAXI VOITURE HOPITAL MILITAIRE (C.T.V.H.M)		7	KICUKIRO DISTRICT
49	TAXI TOWN SERVICE CENTER COOPERATIVE (T.T.S.C.C)		8	NYARUGENGE DISTRICT
	VEHICLES TOTAL NUMBER	**548**	**850**	

ANNEX 6: LICENSED DRIVING SCHOOLS

N°	D.S. COMPANIES OR COOPERATIVES	FLEET 2013-2014	FLEET 2014-2015	AREA OF OPERATION	CATEGORY
1	UNITED DRIVING SCHOOL COOPERATIVE (U.D.S.C)	80	147	GASABO DISTRICT GICUMBI DISTRICT HUYE DISTRICT KAYONZA DISTRICT KICUKIRO DISTRICT KIREHE DISTRICT MUHANGA DISTRICT MUSANZE DISTRICT NGOMA DISTRICT NYAGATARE DISTRICT NYAMAGABE DISTRICT NYANZA DISTRICT RUBAVU DISTRICT RUHANGO DISTRICT RUSIZI DISTRICT	A,B,C,D,F
2	AUTO ECOLE LA REFERENCE LTD	4	6	NYARUGENGE DISTRICT	A,B
3	APAFORME DRIVING SCHOOL LTD	13	16	NYARUGENGE DISTRICT RUBAVU DISTRICT	A,B,C,D
4	AUTO ECOLE GASTON	4	5	NYARUGENGE DISTRICT	B
5	DON BOSCO DRIVING SCHOOL COMPANY LTD	4	3	NYAMAGABE DISTRICT	A,B
6	FRATERNITY DRIVING SCHOOL	6	12	NYARUGENGE DISTRICT	A,B
7	AUTO ECOLE MORIYA LTD	7	8	GASABO DISTRICT	A,B,D
8	NEW VISION DRIVING SCHOOL LTD	14	37	GASABO DISTRICT	B
9	YOUTH DRIVING SCHOOL LTD	9	15	HUYE DISTRICT	A,B,D
10	BETTER DRIVING SCHOOL LTD	5	7	MUHANGA DISTRICT	A,B
11	PROFESSIONAL DRIVING SCHOOL	13	19	NYARUGENGE DISTRICT	B
12	ATELIERS ECONOMAT GENERAL DE RUHENGERI LTD	3	5	MUSANZE DISTRICT	A,B
13	NYAGATARE DRIVING SCHOOL LTD	4	8	NYAGATARE DISTRICT	A,B,D
14	AUTO ECOLE LA CONNAISSANCE	4	6	GICUMBI DISTRICT	A,B
15	SUPERIOR DRIVING SCHOOL	3	8	KICUKIRO DISTRICT	B

16	COOPRORU DRIVING SCHOOL	2	2	RUHANGO DISTRICT	B
17	NYARUGENGE DRIVING SCHOOL COOPERATIVE	22	29	NYARUGENGE DISTRICT	A,B,D
18	AUTO ECOLE NYAMIRAMBO LTD	5	9	NYARUGENGE DISTRICT	A,B
19	SHILO DRIVING SCHOOL LTD	5	9	NYARUGENGE DISTRICT	A,B
20	DON'T WORRY DRIVING SCHOOL LTD	6	11	MUHANGA DISTRICT KARONGI DISTRICT	A,B,D
22	UMUGANDA DRIVING SCHOOL LTD	3	14	RUBAVU DISTRICT	A,B
23	INTIGANDA COTMIN DRIVING SCHOOL LTD	2	5	NYAGATAREDISTRICT	A,B
24	COTRASCUS LTD/ALPHA DRIVING SCHOOL	3	13	KAYONZA DISTRICT	A,B
25	NEW HOPE DRIVING SCHOOL (N.H.D.S)	10	5	HUYE-GISAGARA DISTRICT	A,B,C
26	LA STAR CONFIDANTE LTD	2	4	MUSANZE DISTRICT	A,B,D
27	AUTO ECOLE GICUMBI LTD	5	3	GICUMBI DISTRICT	A,B
28	AUTO ECOLE MIDLAND	7	8	NYARUGENGE DISTRICT	B,D
29	NYANZA TECHNICAL DRIVING SCHOOL LTD	3	3	NYANZA DISTRICT	A,B
30	STEP DRIVING SCHOOL LTD	2	2	HUYE DISTRICT	B
31	SION DRIVING SCHOOL LTD	6	8	KICUKIRO DISTRICT	A,B
32	KABUGA DRIVING SCHOOL LTD	4	8	GASABO DISTRICT	A,B
33	NICE DRIVING SCHOOL LTD	2	4	RWAMAGANA DISTRICT	B
34	AUTO ECOLE SAINTE FAMILLE LTD	7	9	NYARUGENGE	A,B
35	UICYIZERE DRIVING SCHOOL LTD	2	2	GATSIBO DISTRICT	A,B
36	NYAMATA DRIVING SCHOOL	3	4	BUGESERA DISTRICT	A,B
37	AUTO ECOLE LA CHARITE	2	10	BUGESERA DISTRICT	A,B
38	AUTO ECOLE LA DIFFERENCE	2	9	RUSIZI DISTRICT	A,B
39	AUTO ECOLE LE BON CONDUCTEUR LTD	2	2	NYARUGENGE DISTRICT	A,B
40	AUTO ECOLE ISIMBI LTD	4	4	MUSANZE DISTRICT	A,B
41	SAFETY ROAD DRIVING SCHOOL LTD	4	8	NYARUGENGE DISTRICT	A,B

42	CAMPUS DRIVING SCHOOL LTD	4	4	HUYE DISTRICT	A,B
43	AUTO ECOLE BONNE ROUTE LTD	3	3	RWAMAGANA DISTRICT	A,B
44	KORUJYIMBERE DRIVING SCHOOL	2	4	RUBAVU DISTRICT	A
45	AUTO ECOLE KABARONDO	3	5	KAYONZA DISTRICT	A,B

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