

# ANNUAL REPORT 2016-2017





## VISION, MISSION & CORE VALUES

### *OUR VISION*

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

### *OUR MISSION*

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

### *OUR VALUES*

- Independency
- Accountability
- Transparency
- Firmness

### *OUR MOTO*

Inspiring development



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## ABBREVIATIONS

<b>ARPTC:</b>	Autorité de Régulation, de la Poste et des Télécommunications du Congo
<b>CcTLD:</b>	Country Code Top Level Domain
<b>CoK:</b>	City of Kigali
<b>DOA:</b>	Digital Object Architecture
<b>DRC:</b>	Democratic Republic of Congo
<b>DVCMS:</b>	Drivers Vocational Cards Management System
<b>EAG:</b>	Expert Advisory Group
<b>EDPRS:</b>	Economic Development and Poverty Reduction Strategy
<b>EUCL:</b>	Energy Utility Corporation Limited
<b>FM:</b>	Frequency Modulation
<b>FRW:</b>	Rwandan Francs
<b>FTR:</b>	Fixed Termination Rates
<b>GDP:</b>	Gross Domestic Product
<b>GSM:</b>	Global System for Mobile communications
<b>HV:</b>	High Voltage
<b>ICT:</b>	Information Communication Technology
<b>IGTVS:</b>	International Gateway Traffic Verification System
<b>ISP:</b>	Internet Service Provider
<b>IT:</b>	Information Technology
<b>LKMP:</b>	Lake Kivu Monitoring Program
<b>LPG:</b>	Liquefied Petroleum Gas
<b>LTD:</b>	Limited
<b>LTE:</b>	Long Term Evolution
<b>MIFOTRA:</b>	Ministre de la Fonction Publique et du Travail
<b>MINAGRI:</b>	Ministry of Agriculture
<b>MINEDUC:</b>	Ministry of Education
<b>MoU:</b>	Memorandum of Understanding

<b>MP:</b>	Management Prescriptions
<b>MTN:</b>	Mobile Telecommunication Network
<b>MTR:</b>	Mobile Termination Rates
<b>MV:</b>	Medium Voltage
<b>MW:</b>	Megawatt
<b>MYICT:</b>	Ministry of Youth and Information Communication Technology
<b>NCC:</b>	Network Color Codes
<b>NCPD:</b>	Support to National Council of Persons with Disabilities
<b>PM:</b>	Prime Minister
<b>QoS:</b>	Quality of Services
<b>RDB:</b>	Rwanda Development Board
<b>REG:</b>	Rwanda Energy Group
<b>RFTC:</b>	Rwanda Federation Transport Cooperative
<b>RICTA:</b>	Rwanda Information and Communication Technology Association
<b>RINEX</b>	Rwanda Internet Network Exchange
<b>RNP:</b>	Rwanda National Police
<b>RRA:</b>	Rwanda Revenue Authority
<b>RURA:</b>	Rwanda Utilities Regulatory Authority
<b>SDG:</b>	Sustainable Development Goals
<b>SMS:</b>	Short Message Service
<b>SP:</b>	Societe Petrolire
<b>SRMM:</b>	Scarce Resources Management and Monitoring
<b>TC:</b>	Transport Cooperatives
<b>TV:</b>	Television
<b>UAF:</b>	Universal Access Fund
<b>VSAT:</b>	Very Small Aperture Terminal
<b>WASAC:</b>	Water and Sanitation Corporation
<b>WASH:</b>	Water, Sanitation and Hygiene
<b>WTD:</b>	World Telecommunication Development Conference
<b>WTP:</b>	Water Treatment Plants

# ACKNOWLEDGMENT

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

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- Mrs. Jackline F. Mupenzi
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- Mr. Alexis Mutware
- Mrs. Chantal Gakima
- Mrs. Elizabeth Nahimana
- Mr. Oscar Ugirashebuja
- Mrs. Carine Manirakiza
- Mr. Aaron Nagiramungu
- Mr. Egidius Mbarara

# THE REGULATORY BOARD



*Standing (Left to right):*

Mr. Eugene Kazige - *Vice - Chairperson*, Mrs. Mbabazi Judith - *Member*,  
Maj. Patrick Nyirishema - *Director General - Member*,  
Dr. Etienne Ntagwirumugara - *Member*,

*Seated (Left to right):*

Mrs. Liliane Mupende - *Member*, Eng. Coletha U. RUHAMYA - *Chairperson*,  
Mrs. Fortune Mukandoli - *Member*

## FOREWORD



***“Our main aim is to ensure that regulation works effectively, and is in the interest the public”***

Dear partners,

On behalf of the Regulatory Board, Management and entire staff of the Rwanda Utilities Regulatory Authority (RURA), I would like to present to you the annual report for the year ended June 2017 and thank you for your continuous support!

It is my hope that you will enjoy reading this annual report and will find it useful and informative.

This past year has seen particularly important achievements in all sectors where different regulations were put in place, licenses issued, enforcement actions taken against non-compliant operators and consumer complaint handling was at its best.

RURA continues to strive to put in place other important instruments that shall assist the authority in advancing its strategic goals. We believe that this shall significantly benefit service providers and consumers in particular as well as augment sector contribution to the development of the country at large.

The Authority understands that to promote the lives of fellow citizens, we must go further than regulate public utilities, hence during the year under review, we financially supported the Unit Club, Pro-femme Twese Hamwe and the Gisozi Genocide Memorial Site under our Corporate Social Responsibility plan.

I would like to acknowledge the Board, Management and entire staff of RURA for their continued vigilance in delivering high quality service and protecting consumers in the regulated sectors regardless of some outstanding issues.

We are ready to continue partnerships with all our stakeholders to enhance regulation as we protect the utility users/consumers and service providers while laying groundwork for future developments.

Once again thank you, enjoy the report, share opinions and looking forward to yet another fruitful year 2017/18 as our main aim indeed remains, to “ensure that regulation works effectively, and is in the interest of the public”

Thank You!

**Eng. Coletha U. RUHAMYA**  
***Chairperson of the Regulatory Board***

## EXECUTIVE SUMMARY



The year 2016/17 marks a period in which the Authority took significant steps to implement its mandate and management concentrated its efforts in developing operational documents which exist in the form of sector guidelines and regulations. Primarily, these documents were developed to guide stakeholders on pertinent matters in the regulated sectors.

The Authority achieved a number of milestones with regard to corporate related matters to enhance the corporate governance, improve staff welfare and contribute to national socio-economic development efforts.

It is in this regard that RURA reviewed strategic plan 2017-2020 and other internal rules and regulations including RURA Staff Statutes and Internal Rules and Regulations. In the same vein, RURA adopted a number of policies including Recruitment Policy, Remuneration Policy and Internship Policy. Other important achieved milestone is the start-up of the Construction works of RURA Twin Tower.

The Authority was cognizant that as the sectors advance, it is imperative to operate more efficiently as a regulator. In that regard, the Authority focused on enforcement of its established legal and regulatory framework and with the implementation of organization structure, the new staff were recruited and some important decisions were taken as it pertained to human resource development, enforcement and public education to build capacity and improve the effectiveness as a regulator.

There was also focus on increasing its visibility through various initiatives designed to educate the public on the Authority's mandate for example a countrywide tour and media coverage of the meetings with motorcyclists where their problems were discussed and solved on spot.

With regard to Regional and International Cooperation, the Authority through its staff members and management also participated in a number of regional and international activities hosted by EACO, AFUR, CTO, ITU and other partners.

As RURA aspires to become a point of reference in the regulation of public utilities, a number of Regulatory bodies find it relevant to come and learn from RURA's experience through study visits. It is within this context that RURA hosted visiting delegations from regulatory institutions in different regulated sectors. In Energy, Water and Sanitation Sectors, RURA received delegates from Zanzibar and Kenya while in ICT sector, RURA received delegates from Benin, Cameroun and Nigeria and a memorandum of understanding (MoU) was signed between RURA and Democratic Republic of Congo Telecommunications Regulator (ARPTC).

**In the ICT Sector,** some regulatory instruments were put in place so as to promote the use of ICTs. Those include Regulations on Satellite Networks Filing, Regulation governing broadcasting services in Rwanda and Regulations on Promotion by Telecommunication Operators.

Other important achievements in the ICT Sector include high increase of the use of electronic transaction through mobile money with an increase of 99.08% of mobile money transactions compared to the previous year as well as an increase of 19% and 6% respectively for Internet and mobile penetration.

Through Universal Access Fund, RURA funded a number of important projects implemented through its partners. Those include the connection of one hundred and twenty-seven (127) schools in rural areas through 4G LTE. This initiative aims at promoting the quality of education in the country, increasing ICT penetration in rural and underserved areas, and increasing the use of Internet in schools and their neighbourhood.

**In Energy Sector** the reliability of electricity network has significantly improved due to reinforcement of the grid that led to substantial reduction of outages and power supply rationing as a result of increase in power supply with an adequate reserve margin.

RURA and its stakeholders strived to improve the grid reliability and increase electricity generation to meet present and future power demand, through attraction of both private and public sector investments.

**In the Gas and Downstream Petroleum** sub-sector, different projects were initiated on Methane Gas exploration in Lake Kivu and related projects are ongoing with increasing private investments in the petroleum supply chains and storage infrastructures, all aimed at promoting a sound management of

Gas and Downstream Petroleum industry. Also, various projects on Biogas were implemented countrywide as fuel for cooking and lighting at institutional.

**Under Water and Sanitation Sub-Sector,** regulations governing cleaning services provision, regulations on liquid waste collection and transportation and regulations on hazardous waste management are the ones newly adopted by RURA. Whereas regulations on decentralized wastewater treatment systems were reviewed together with regulations on cleaning services provision.

The annual water production increased from 43,558,705 m<sup>3</sup> to 47,709,233 m<sup>3</sup> representing 9.5% increase while water supplied has increased from 40,275,536 m<sup>3</sup> to 44,213,124 m<sup>3</sup> and the number of connected customers increased by 9% from 175,646 to 191,684 compared to the previous year.

**The Transport Sector** is a significant segment of Rwanda's economy due to its strategic role in boosting socio-economic development experienced evolutions in terms of the increase in number of licensed operators and the increase in terms of number of vehicles used. According to transport regulations, only individual authorizations still issued in transportation of goods and waterways, for other sub-sectors, operators have to work in cooperatives or companies.

Concentrated effort was also placed on enforcing the Presidential Order n° 25/01 of 25/02/2015 to speed limitation for public and commercial transport vehicles, in collaboration with Police, Mininfra, and Rwanda Standard Board conducted inspections and approved speed governor gadgets of the qualified companies.

In the same vein of enhancing professionalism in the sector, training of 880 public transport drivers was conducted

on different aspects, including professional behavior, customer care and first aid. Also, the Drivers Vocational Cards Management System (DVCMS) was officially launched and 714 drivers' vocational cards were issued in order to facilitate monitoring of public transport drivers.

Finally, I would like to take this opportunity on behalf of the Management and Staff, to convey our sincere gratitude to the Regulatory Board for their continued

support and guidance.

We also thank the Ministries in charge of regulated sectors and all stakeholders for their cordial cooperation accorded to the Authority throughout the year.

**Thank You!**

**Patrick NYIRISHEMA**  
**Maj**  
***Director General***



## **INTRODUCTION**

# 1. INTRODUCTION

## 1.1. RWANDA IN CONTEXT

Rwanda is a landlocked country with a surface area of 26,338 km<sup>2</sup>, a population of about 11.5 million (NISR, 2012) and GDP per capita of US\$ 720 as of 2016.

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

## 1.2. RURA'S OPERATIONAL FRAMEWORK

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

**This Law gives RURA the mandate to regulate:**

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

RURA has 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. It reports to the Office of the Prime Minister and coordinates with line ministries responsible for each regulated sector in executing its functions.

## 1.3. MISSION AND POWERS

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

- to set up necessary guidelines in order to implement laws and regulations in force;
- to ensure compliance by public utilities with the provisions of laws and regulations governing the regulated sectors in an objective, transparent and non-discriminatory manner;

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

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

- 1° to carry out investigations including inspections at service delivery sites of the regulated service providers in the purpose of ensuring compliance with their obligations;
- 2° to impose administrative sanctions in case of a violation of this Law and other Laws and regulations governing regulated sectors;
- 3° to settle and facilitate the settlement of disputes related to regulated services;
- 4° to issue directives to the regulated service provider whose license to operate has been cancelled, suspended, modified or revoked, and appoint an administrator
- 5° to regulate tariffs and charges
- 6° to obtain information
- 7° Judicial police power and RURA's representation before courts subject to approval by the Minister of Justice.

## **1.4. CORPORATE GOVERNANCE**

### **1.4.1. REGULATORY BOARD**

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

#### **1.4.1.1. RESPONSIBILITIES OF THE REGULATORY BOARD**

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

- a) To participate in developing RURA general policy and monitor its implementation;
- b) To determine the general vision of RURA and ensure its implementation;

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

#### 1.4.1.2. POWERS OF THE REGULATORY BOARD

The powers of the Regulatory Board include among others:

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

#### 1.4.1.3. REGULATORY BOARD COMMITTEES

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

- **Audit and Risk Committee** consisting of 4 members;
- **Human Resource Committee** consisting of 3 members;
- **Technical Committee consisting** of 3 members.

#### 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 when deemed necessary.

During the period under review, the Regulatory Board held Nine (9) ordinary Board meetings and Two (2) extra-ordinary meetings.

- **Audit and Risk Committee** held three (3) meetings during the period under review mainly to ensure that the Authority's risk management, governance and internal control processes are operating effectively and monitor and review the effectiveness of the internal audit function.
- **Human Resource Committee** held three (3) meetings during the period under review mainly to review the human resource issues affecting the Authority.

The Regulatory Board heard different briefings on the performance of operators in all sectors, took decisions and resolutions on the same. The followings are key resolutions/decisions taken during the period under review per Department:

### **A. ICT REGULATION**

In the ICT related matters, the Regulatory Board of RURA took important decisions including among others:

- (i) The issuance of an enforcement notice to MTN Rwanda Ltd
- (ii) Approval of a temporary authorization to KTRN Ltd to provide retail internet service provision in buses and for service continuity, this is still valid until December 2017
- (iii) Approval of Addendum 1 to the License N° RURA/2013/0130 for KT Rwanda Network
- (iv) Approval of the regulations for satellite networks filing in Rwanda
- (v) Held a hearing on MTN Compliance issues
- (vi) Imposition of administrative sanctions to MTN Ltd for non-compliance.

### **B. MEDIA AND CONSUMER AFFAIRS**

In Media and Consumer related affairs, following regulations were approved by the Regulatory Board:

- (i) Regulations Governing Broadcasting Services in Rwanda;
- (ii) Regulations on Promotion by Telecommunication Operators.

### **C. ENERGY, WATER AND SANITATION REGULATION**

#### ➤ **In the Energy Sector, the Regulatory Board of RURA:**

- i. Approved the Electricity Generation License for Rwaza Hydropower LTD
- ii. Approved the Electricity Generation License for **Prime Energy Limited**
- iii. Approved the End User Electricity Tariffs
- i. Approved the Electricity Generation Licences for the following companies:
  - a. Rwanda Energy UK & Africa Energy Services
  - b. Novel Energy
  - c. Energie Nyaruguru (ENNY) Limited
  - d. REFAD Rwanda
  - e. Rubagabaga Hydro Power Ltd
  - f. SPV NYIRAHINDWE HPP LTD

➤ **In Water and Sanitation Sector, the Regulatory Board:**

- i. Approved the water services provision license from WASAC Ltd
- ii. Approved the regulations governing cleaning services provision in Rwanda
- iii. Approved the Electricity Generation License for REPRO Limited
- iv. Approved Rural Water Tariffs
- v. Approved the Regulations on decentralized wastewater treatment systems
- vi. Approved the Regulations on liquid waste collection and transportation
- vii. Approved the Regulations governing hazardous waste management in Rwanda

**D. TRANSPORT REGULATION**

**In Transport Sector, the Regulatory Board:**

- i. Appreciated the updates on changes in fares for the Bugesera Region and Town Service routes emanating from Nyanza Taxi Park
- ii. Heard a briefing on the performance of Kigali Bus Service Ltd
- iii. Appointed an Administrator for the Kigali Bus Service Ltd

**E. CORPORATE AFFAIRS**

**In corporate related matters, the Regulatory Board:**

- i. Approved the implementation of the Horizontal Promotion
- ii. Suspended some staff members due to gross misconduct
- iii. Approved the RURA Staff Statutes, Recruitment Policy, Internal Rules and Regulations and the Remuneration policy
- iv. Approved a report from the recruitment committee on new recruited staff
- v. Approved the RURA annual report for the financial year 2015-16
- vi. Noted the financial statements 2015-16 to be submitted to the Office of the Auditor General of State Finances
- vii. Approved the asset disposal valuation report
- viii. Approved the proposed adjustment on the organisational structure of RURA
- ix. Appointed the RURA Spokesperson and Head of Media and Consumer Affairs
- x. Approved the Regulations on promotions by telecommunications operators
- xi. Reviewed the RURA budget for the fiscal year 2016-2017
- xii. Approved the RURA Internship Policy
- xiii. Approved an amended annual Regulatory Fee based on a percentage of the turnover from each regulated service
- xiv. Approved the guidelines on consumer protection and consumer handling procedures
- xv. Approved a proposal on a Masters Program in Regulatory Economics and Competition Policy
- xvi. Approved recruited staff in the Economic Regulation Unit and Transport

#### Departments

- xvii. Approved a leave of absence for a non-specified period for 4 staff
- xviii. Approved the RURA Strategic Plan 2017/2020;
- xix. Approved the Action Plan and Budget for 2017/18

### 1.4.2. THE MANAGEMENT

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

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

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

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

### 1.4.3. ACCOUNTABILITY

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

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

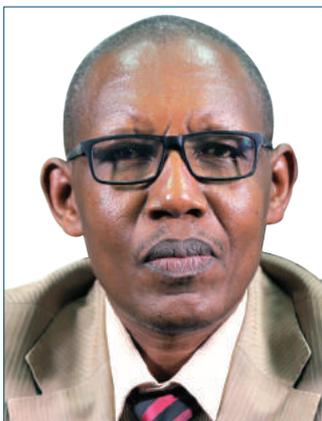
RURA finances are audited by the Auditor General of the State finances at the end of the budget year and whenever considered necessary.

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

## 1.5. SENIOR MANAGEMENT TEAM



Maj. Patrick NYIRISHEMA  
*Director General*



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



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



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



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



Eng. Alfred BYIGERO  
*Head of Energy, Water  
& Sanitation Department*



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



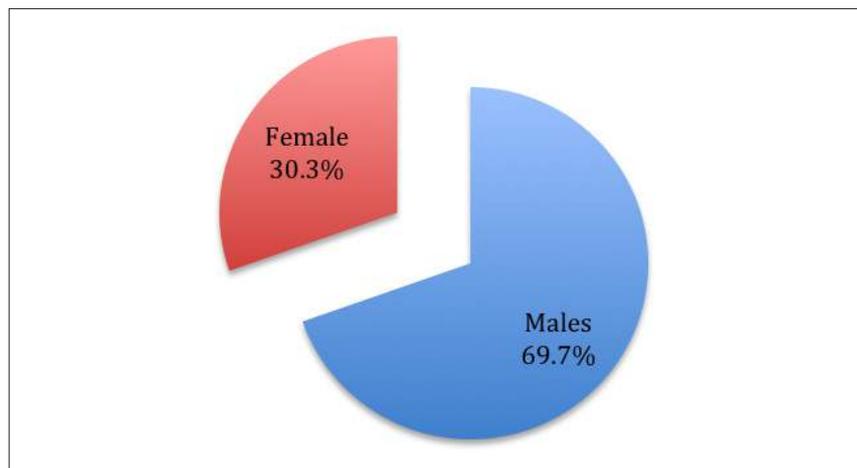
**CORPORATE PERFORMANCE REVIEW**

## 2. CORPORATE PERFORMANCE REVIEW

### 2.1. WORKFORCE

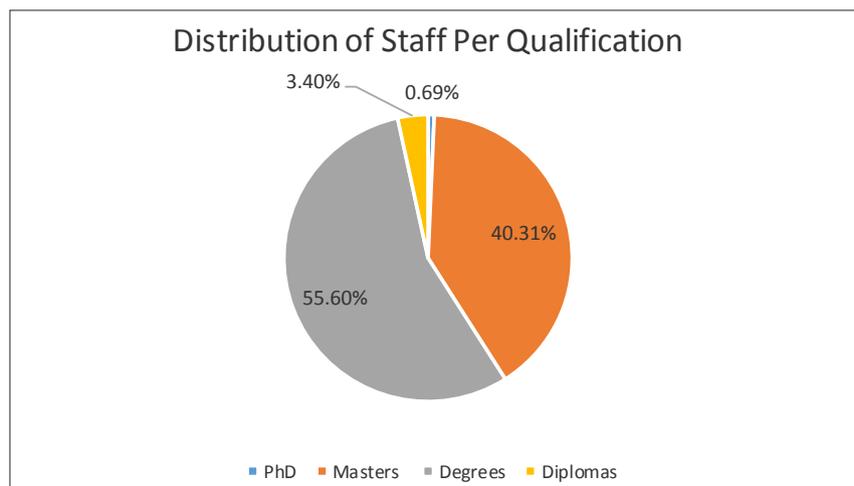
The regulated sectors are growing rapidly and Authority is under pressure to meet the increasing demand hence realigning its workforce with nature of the work through recruitment.

The number of RURA staff by June 2017 increased from One Hundred and Twenty (120) to One Hundred Forty-Five (145) including 2 on determined contract. The percentage of male and female counts 69.7% and 30.3% respectively.



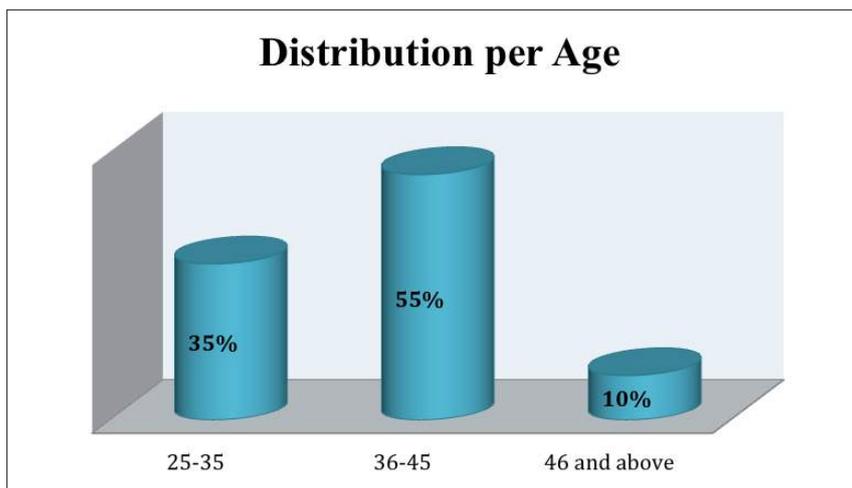
**Figure 1:** Percentages of staff members by gender

As shown in the figure below, 0.69% of staff holds PhD, 3.4% holds diplomas, 40.31% holds master's degree and 55.6% holds bachelor's degree.



**Figure 2:** Distribution of RURA staff per qualifications

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



**Figure 3: Distribution of RURA staff by age (2016-2017)**

From the graph above, the composition of RURA staff by age groups are as follows; 35% are between 25 and 35 years, 55% are between 36 and 45 years and 10% are 46 and above

#### 2.1.1. KEY ACHIEVEMENTS

During the year under review, the Authority achieved a number of milestones with regard to corporate related matters including among others:

- 1- Review of RURA Staff Statutes and Internal Rules and Regulations;
- 2- Adoption of Recruitment Policy, Remuneration Policy and Internship Policy;
- 3- Start of the Construction works of RURA Twin Tower;
- 4- Recruitment of thirty-five (35) new staff;
- 5- Labor Day celebration and awarding best employee of the year;
- 6- HeForShe awareness campaign and signing of petition by RURA staff.
- 7- Adoption of reviewed Strategic Plan 2017-2020

Furthermore, the Authority has adjusted its organizational structure with the creation of new department responsible for media regulation, public relation and consumer affairs.

#### 2.1.2. TRAINING AND DEVELOPMENT

RURA regularly develops the capacity of its staff to meet the needs of a continually changing regulatory environment. It is in this regard that RURA invested in the development of its staff by providing them with opportunities in short and long term trainings and study visits.

The table below represents the strategic areas of training Programmes conducted:

**Table 1: Strategic Area of Training**

TYPE OF TRAINING SECTOR	LONG TERMS TRAINING		SHORT TERMS & IN-HOUSE TRAINING	STUDY TOUR, CONFERENCE & ATTACHMENT
	COMPLETED	ONGOING		
DG OFFICE		2	2	
CORPORATE	1	8	1	
ICT	2	2	5	
TRANSPORT			4	2
MEDIA & CONSUMER AFFAIRS		2		
ENERGY, WATER & SANITATION		4	5	2
LEGAL & ECONOMIC REGULATION	4	1	5	2
<b>TOTAL</b>	<b>7</b>	<b>19</b>	<b>22</b>	<b>6</b>

## 2.2. KNOWLEDGE TRANSFER

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.

On the side of internship, thirty-nine (39) students both professionals and academic from different higher learning institutions were provided with internship opportunities in RURA.

## 2.3. CORPORATE SOCIAL RESPONSIBILITY

As a way of enhancing the corporate social responsibility, RURA actively participated in 23rd Commemoration of Genocide against Tutsi. In that line, RURA organized sessions on the theme of the year and visited Gisozi Genocide Memorial where Frw 10,000,000 was donated to this site to support its educational programs.

The Authority also contributed to Unit Club Project of constructing hostels for Genocide widows in Mukura Sector, Huye District in Southern Province. The hostels were officially inaugurated by the First Lady on 29th June 2017 to accommodate 100 elderly women (Incike) who lost husbands and children during the 1994 Genocide against the Tutsi.

In addition to this RURA contributed to the construction of centre of Excellency for women leadership by PRO-FEMMES TWESE HAMWE.

## 2.4. PUBLIC RELATIONS AND INTERNATIONAL COOPERATION

RURA has enhanced its corporate image through different programs. Some important achievement including among others:

- Participation in MIFOTRA-organized Africa Public Service Day event held at Kigali Convention Center from 21 to 23 June 2017 in which RURA received an award as First Runner up in the category of best pavilion and exhibition booth;

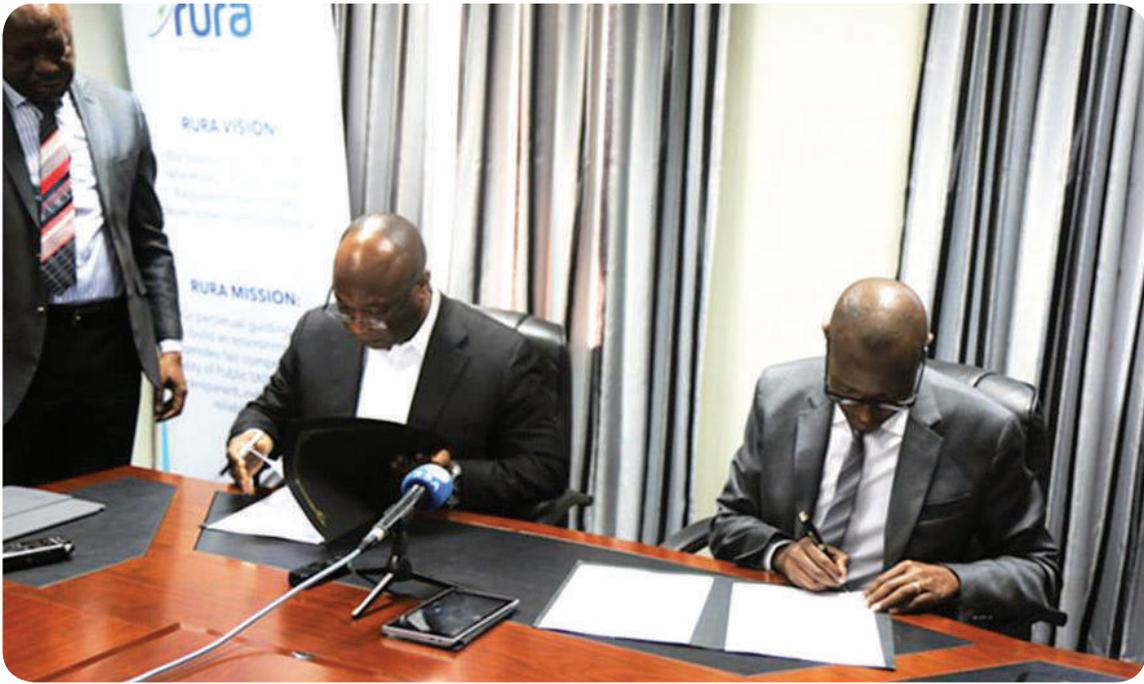
- Increased media coverage of RURA activities such as Rwanda's seven years' achievements in the regulated sectors published in The New Times, Imvaho Nshya, Igihe.com and The Link Magazine contributed to enhanced visibility of the institution;
- Countrywide tour and media coverage of the meetings with motorcyclists, in which their problems were discussed and solved on spot.

With regard to Regional and International Cooperation, RURA successfully organised the Preparatory meeting of World Telecommunication Development Conference (WTD -17/ ITU) held at Marriot Hotel Kigali from 5 to 8 December 2016;

**Further, RURA hosted visiting delegations from regulatory institutions:**

- In Energy, Water and Sanitation Sectors, RURA received delegates from Zanzibar and Kenya benchmarking on Energy, Water and Sanitation Sectors where delegates visited Nzove, SP Petroleum depot and Rwamagana Solar Power Station and Ubumwe cleaning services.
- In ICT sector, RURA received delegates from Benin, Cameroun and Nigeria who visited RURA IGTVS, RDB, MYICT & Irembo, SMMS towers on Mont Kigali and MYICT.

In addition, Memorandum of Understanding (MoU) was signed between RURA and Democratic Republic of Congo Telecommunications Regulatory Authority, Autorité de Régulation, de la Poste et des Télécommunications du Congo (ARPTC) in May 2017. The purpose of the mentioned MoU is to eliminate future cross-border interference by establishing coordination procedures and facilitating communication and collaboration between two countries.



**Figure 4: The signing of MOU between RURA and ARPTC**

## **2.5. FINANCIAL PERFORMANCE REVIEW**

RURA embarked in aggressive awareness campaigns on financial reporting and operators were trained operators on how to report. These efforts coupled with regular inspections and audit of some operators resulted in a significant increase of revenues in all sectors.

RURA revenues in the financial year 2016/17 reached **FRW 19,322,249,123** from **FRW 9,868,741,428** recorded in the year 2015/16, representing an increase of **95,6%** compared to the previous year. This tremendous increase is also due to the fines charged to defaulting operators including the 7.03 billion to MTN which contributed significantly to

the increment in revenues.

The total amount related to operating expenses was **7,538,884,426 FRW** and increased by **14.8%** compared to the previous financial year due to the expansion of regulatory activities in all sectors especially those related to the awareness campaigns, sensitization of operators and enforcement of regulations.

**Table 2: Performance report table**

Sectors	Revenues( Rwf)		Variation(Rwf)
	2015/16 (Audited)	2016/17 (Not audited)	
<b>ICT</b>	7,807,096,674	9,112,989,735	1,305,893,061
<b>Energy, Water and Sanitation</b>	321,375,742	520,219,686	198,843,944
<b>Transport</b>	1,501,826,408	2,658,905,758	1,157,079,350
<b>Others</b>	238,442,604	7,030,000,000	6,791,557,396
<b>Total Revenues</b>	<b>9,868,741,428</b>	<b>19,322,115,179</b>	<b>9,453,373,751</b>
<b>Total expenditure</b>	<b>7,105,879,055</b>	<b>15,541,249,123</b>	<b>8,435,370,068</b>

The high increase of the expenditure is mainly justified by the big budget allocated to capital expenditure was **8,002,364,697 FRW** mainly composed of payments for the construction of RURA Headquarters, costs related to the supervision of the construction and acquisition of other non-current assets.

As way forward, financial operations are being automated for more efficiency in revenue collection and reporting.

## 2.6. UAF FINANCIAL PERFORMANCE REVIEW

The revenues for the Universal Access Fund decreased mainly due to the fall of the annual turnover from some operators and the late submission of financial statements by others.

Regarding the Universal Access Fund (UAF), an amount of **2,666,165,180 Frw** was collected from annual contribution by Telecom Operators representing a decrease of 9.5% compared to the previous financial year.

On expenditure side, the total amount of operating expenditures is **3,369,632,511Rwf** and it increased by 33% compared to the previous financial year and the increase was due to the big number of Projects financed by UAF.

**Table 3: Financial Performance in Frw /Universal Access Fund**

	2015/2016	2016/2017	Variation
<b>Total Revenues</b>	2,947,496,897	2,666,165,180	(281,331,717)
<b>Total expenditure</b>	2,531,900,929	3,369,632,511	837,731,582

*N.B: The above mentioned financial figures are subject to audit confirmation*

# ICT



## 3. ICT SECTOR

### 3.1. SECTOR PROFILE

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

The Rwandan market in telecommunications is composed by three main telecom operators, six Internet Service Providers (ISPs), one Wholesale Network Service provider, two Network facility providers and fourteen Retailers Internet Service Providers by June 2017.

As a result of a conducive Legal and Regulatory Framework in place, the ICT sector continues to experience a significant growth. Indeed, during the period under review, the mobile telephone subscription decreased from 8,932,108 to 8,368,432 meaning 6% of decrease. The financial year ended with a mobile penetration of 73%.

Internet service subscription increased from 3,665,072 to 4,375,033 representing an increase of 19%. This increase is mainly attributed to the use of mobile internet segment backed by the use of smart devices.

New Termination Rates glide path was set for fixed, Mobile and SMSs using a costing model, Mobile telephone, fixed termination rates fell from 20Rwf to 15Rwf for Mobile and 6Rwf for fixed telephones in 2017. Competition in Telecommunication has brought about price wars in the market and operators have started bundling their services, where one can buy a voice pack and be given free SMS, and internet packs, in addition to this it has been evidenced that calling packs have become so popular to mobile telephone users.

The Broadcasting sub-sector has also witnessed a considerable development with a growing number of televisions broadcasters where six permits were issued to build digital television studio during the year under review.

### 3.2. LEGAL AND REGULATORY FRAMEWORK

The ICT sector is mainly governed by the Law N°24/2016 of 18/06/2016. In a bid to implement this law, secondary legislations are under development and the following regulations were adopted:

- Regulations on Satellite Networks Filing (N° 003/R/SRMM-ICT/RURA/2017 of 31/06/2016);
- Regulation governing broadcasting services in Rwanda (N°004/R/MR-MCA/RURA/2017 of 30/06/2017);
- Regulations on Promotion by Telecommunication Operators (N° 001/R/CA-MCA/RURA/016 of 26/07/2016).

### 3.3. LICENSING

#### 3.3.1. TELECOMMUNICATION AND INTERNET SERVICE PROVISION

The Table below illustrates the licensed Telecom Operators, Internet Service Providers, Wholesale Network Service provider, Network Facility providers and Retailer Internet Service Providers.

**Table 4: Licensed Network and Service Providers as of June 2017**

Operators	Licensed From (Year)	Description
MTN Rwanda Ltd	2006	Telecom Operators
TIGO Rwanda Ltd	2008	
AIRTEL Rwanda Ltd	2011	
Liquid Telecom Ltd	2014	Internet Service Providers
ISPA Ltd	2006	
4G Networks Ltd	2009	
BSC Ltd	2010	
AXIOM	2014	
KT Rwanda Networks	2013	Wholesale Network Service Provider
GMAX	2014	Retailer Internet Service Providers
Intercom Technologies	2014	
Telecom Network Solution Provider	2014	
4NetAfrica Ltd	2014	
Piramie Inc	2014	
ECOORPONE	2014	
WireCell LTD	2014	
Twinning in Corporation	2015	
Simba Supermarket	2015	
TRUCONNECT Ltd	2015	
POPCONN Ltd	2015	
SUKU NSA Ltd	2015	
BK Telecom Ltd	2015	
ISCO Limited	2015	
Universal Links Group	2015	
Zoomnet Ltd	2016	
Fastnet Ltd	2016	
CBNET Ltd	2016	
Smart Broadband Ltd	2016	
IHS Rwanda Ltd	2014	Network Facility Providers
Fibernet Telecom Ltd	2015	
VANU	2017	Provisional Licence

### 3.3.2. POSTAL AND COURIER SERVICE PROVISION

In postal sector, RURA grants Public Postal Operator, International courier, Regional courier, Domestic courier, International in-bound courier and Intra-city courier Licenses.

The following table illustrates the number of licensed postal and courier operators, as of June 2017.

**Table 5: Licensed Postal and Courier operators**

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

### 3.3.3. BROADCASTING

#### 3.3.3.1. TV BROADCASTING

During 2016 – 2017 fiscal year, six (6) permits to build adequate digital television studios were issued to the following media organs: ISANGO STAR TV, ADECCO, BRISK AFRICA Ltd, REEDEMED GOSPEL CHURCH and RIF Ltd.

**Table 6: The list of television broadcasters and Digital Studio permit holders, as of June 2017**

S/N	Name of the applicant	Name of TV channel	Current status	
			Building TV studio	On air
1	Tele 10 Rwanda	TV 10		√
2	Royal TV Ltd	ROYAL TV		
3	Beat Entertainment	FAMILY TV		√
4	Contact TV	CONTACT TV		√
5	TV1 Rwanda Ltd	TV 1		√
6	ECONET MEDIA LIMITED	KFS		√
7	AUTHENTIC RADIO LTD	AUTHENTIC TV		√
8	BIG CONCEPT MANAGEMENT LTD	BTN TV		√
9	ISHEMA MEDIA INCORPORATION Ltd	ISHEMA TV		√
10	Spark Media Ltd	CLOUDS TV		√
11	Goodrich Life Care CO.LTD	GOODRICH TV		√
12	TV& Radio Flash Limited	FLASH TV		√
13	Isango Stars Limited	ISANGO STARTV		√
14	Green Media Ltd	SUPER TV	√	
15	Digital Media Professionals Ltd	DMP TV	√	
16	Light House Ltd	LIGHT HOUSE TV	√	
17	National holdings Ltd	KTV	√	
18	Capital TV Rwanda Ltd	CAPITAL TV	√	
19	Broadway Communications Ltd	MAX TV	√	
20	Mak media Limited	MAK MEDIA TV	√	
21	SPARK MEDIA LIMITED	SPARK TV	√	
22	SHUNGU RWANDA LTD	TV PLUS	√	
23	SANA GEB TV INTERNATIONAL	SANA TV	√	
24	VICTORY TV Ltd	VICTORY TV	√	
25	ADECCO	IZUBA TV	√	
26	BRISK AFRICA Ltd	LALA TV	√	
27	RWANDA IMAGES FILMS LIMITED	LCN TV	√	
28	REDEMED GOSPEL CHURCH	TV7 Miracle	√	

### 3.3.3.2. FM RADIO BROADCASTERS

The table below illustrates FM Radio Broadcasters registered to operate during 2016 – 2017 financial year.

**Table 7: List of registered FM radio broadcasters between July 2016 – June 2017**

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

### 3.3.4. PRINT MEDIA

During 2016 – 2017 fiscal year, RURA licensed two print media organs: (Business Mag LTD and Exposure Ltd). The following table shows print media organs, by June 2017.

**Table 8: Print media organs that have permit, as of June 2017.**

S/N	Company	Name of print media	Permit Number	Date of Issue
1	Ihema Media Group Ltd	Ihema	RURA/PM/001/2013	19/11/2013
2	Ishya n'Ihirwe Ltd	Ishya n'Ihirwe	RURA/PM/002/2013	13/11/2013
3	Mont Jali News Company Ltd	Mont Jali News	RURA/PM/003/2013	13/11/2013
4	Watoto smile Ltd	Watoto smile	RURA/PM/004/2013	28/11/2013
5	Umuryango Company Ltd	Umuryango	RURA/PM/005/2013	28/11/2013
6	Ijwi rya bose publications Ltd	Ijwi rya bose	RURA/PM/007/2014	4/02/2014
7	Pax Ltd	Pax newspaper	RURA/PM/006/2014	4/02/2014
8	Umuhuza media Ltd	Umuhuza newspaper	RURA/PM/008/2014	28/03/2014
9	Glance Media Ltd	The Diva magazine	RURA/PM/009/2014	5/4/2014
10	Twiga Media Corporate Ltd	Panorama newspaper	RURA/PM/010/2014	6/8/2014
11	Nation Holdings Rwanda	Rwanda Today Newspaper	RURA/PM/011/2014	30/10/2014

12	Journal Imena Ltd	Imena newspaper	RURA/PM/012/2014	30/10/2014
13	Ubuto n'ubukuru channels media group Ltd	Angels ubuto n'ubukuru newspaper	RURA/PM/013/2014	16/12/2014
14	Igisabo Media Ltd	Igisabo newspaper	RURA/PM/014/2014	16/12/2014
15	Kampemu Ltd	Urungano magazine	RURA/PM/015/2014	16/12/2014
16	Hi Rwanda for you Ltd	Rwanda for you magazine	RURA/PM/016/2014	16/12/2014
17	Focus media Ltd	The Rwanda Focus	RURA/PM/017/2014	17/12/2014
18	Gorilla Entertainment Group Ltd	Gorilla24 Ad magazine	RURA/PM/018/2015	27/02/2015
19	BUTUYU MEDIA HOUSE LTD	Butuyu Newspaper	RURA/PM/018/2014	23/12/2014
20	Link Cube Ltd	Yambi Magazine	RURA/PM/019/2015	15/04/2015
21	Construction Rwanda Magazine Ltd	Construction Magazine	RURA/PM/021/2015	15/04/2015
22	The Service Mag Ltd	The Service Mag Magazine	RURA/PM/022/2015	18/05/2015
23	Intambwe Newspaper Ltd	Intambwe newspaper	RURA/PM/023/2015	18/05/2015
24	Umuyenzi media group Ltd	Umuyenzi newspaper	024/PM/PMT/MP-CMR/RURA/016	06/01/2016
25	Master Hand Company Ltd	Novella newspaper	025/PM/PMT/MP-CMR/RURA/016	19/01/2016
26	The Business Mag Ltd	The Business Mag	026/PM/PMT/MCA/RURA/017	20/02/2017
27	Exposure Ltd	Exposure Magazine	027/PM/PMT/MCA/RURA/2017	20/02/2017

### 3.3.5. ONLINE MEDIA

During the year under review, RURA authorised one online radio/TV (Umuseke IT Ltd) and three online newspapers (Zari Media Ltd, Aquila Group Ltd and Agasaro Publishing Ltd) to operating in Rwanda. Below tables illustrate Internet Radios/TVs and online newspaper authorized to operate in Rwanda, as of June 2017.

**Table 9: Online media (Radio/TV)**

S/N	Company	Name of Internet Radio/TV	Authorization Number	Date of Issue
1	UMURYANGO COMPANY LIMITED	UMURYANGO TV	RURA/ICT/MEDIA/02/2014	18/02/2014
2	HOLY MULTIMEDIA PRODUCTION LTD	<a href="http://www.africalive.rbm.tv">www.africalive.rbm.tv</a>	-	27/08/2012
3	UMURYANGO COMPANY LIMITED	UMURYANGO RADIO	RURA/ICT/MEDIA/01/2014	6/12/2013
4	HOLY MULTI MEDIA PRODUCTION LTD	HOLY MULTI MEDIA PRODUCTION TV	2800/ARR/DG/012	27/08/2013
5	INYARWANDA LTD	INYARWANDA TV	RURA/ICT/MEDIA/03/2014	26/06/2014
6	IGIHE LTD	IGIHE.TV	RURA/ICT/MEDIA/04/2015	01/06/2015
7	17ART Ltd	Radio5rw.com	RURA/ICT/MEDIA/02/2015	19/11/2015
8	UMURASHI Ltd	Umurashi TV	005/OM/P-AUT/MP-CMR/015	05/12/2015
9	Umuseke IT Ltd	U FM	003/OM/P-AUT/MRD-DG/016	08/13/2016

**Table 10: Online newspaper authorized, as of June 2017**

S/N	Company	Name of websites	Authorization Number	Date of Issue
1	UMURYANGO COMPANY LIMITED	www.umuryango.com	RURA/ICT/MEDIA/01/2014	20/06/2014
2	KUMUGARAGARO LTD	Kumugaragararo.com	RURA/ICT/MEDIA/02/2014	25/07/2014
3	NONAHA LTD	Nonaha.com	RURA/ICT/MEDIA/04/2015	28/01/2015
4	IBYISHIMO BYACU LTD	Ibyishimo.com	RURA/ICT/MEDIA/08/2015	15/07/2015
5	INTYOZA LTD	Intyoza.com	RURA/ICT/MEDIA/11/2015	06/07/2015
6	IBARUWA TECH AND MEDIA LTD	Ibaruwa.com	RURA/ICT/MEDIA/07/2015	15/05/2015
7	DEMESO LTD	Isange.com	RURA/ICT/MEDIA/06/2015	15/07/2015
8	GORILLA ENTERTAINMENT GROUP LTD	gorilla24news.com	RURA/ICT/MEDIA/09/2015	15/07/2015
9	IGIHE LTD	Igihe.com	RURA/ICT/MEDIA/10/2015	01/06/2015
10	BWIZA MEDIA Ltd	<a href="http://www.bwiza.com">www.bwiza.com</a>	RURA/ICT/MEDIA/12/2015	19/11/2015
11	GUSENGA INFO Ltd	<a href="http://www.gusenga.org">www.gusenga.org</a>	No 013/OM/P-PMT/MP-CMR/RURA/015	21/12/2015
12	UMUYENZI MEDIA GROUP Ltd	<a href="http://www.umuyenzi.com">www.umuyenzi.com</a>	No 014/OM/P-PMT/MP-CMR/RURA/015	10/12/2015
13	TOUCH RWANDA Ltd	<a href="http://www.touchrwanda.com">www.touchrwanda.com</a>	No 016/OM/P-PMT/MP-CMR/RURA/016	25/01/2016
14	INFOTIME Ltd	<a href="http://www.rwandasport.com">www.rwandasport.com</a>	No 015/OM/P-PMT/MP-CMR/RURA/016	25/01/2016
15	ZARI MEDIA Ltd,	<a href="http://www.muhabura.rw">www.muhabura.rw</a>	-	25/02/2017
16	AQUILA GROUP Ltd	www.aquilatimes.com	-	25/02/2017
17	AGASARO PUBLISHING Ltd	<a href="http://www.agasaro.com">www.agasaro.com</a>	-	25/02/2017

### 3.4. MARKET PERFORMANCE AND STATISTICS

#### 3.4.1. MOBILE AND FIXED TELEPHONE SERVICES

##### 3.4.1.1. MOBILE AND FIXED SUBSCRIPTION

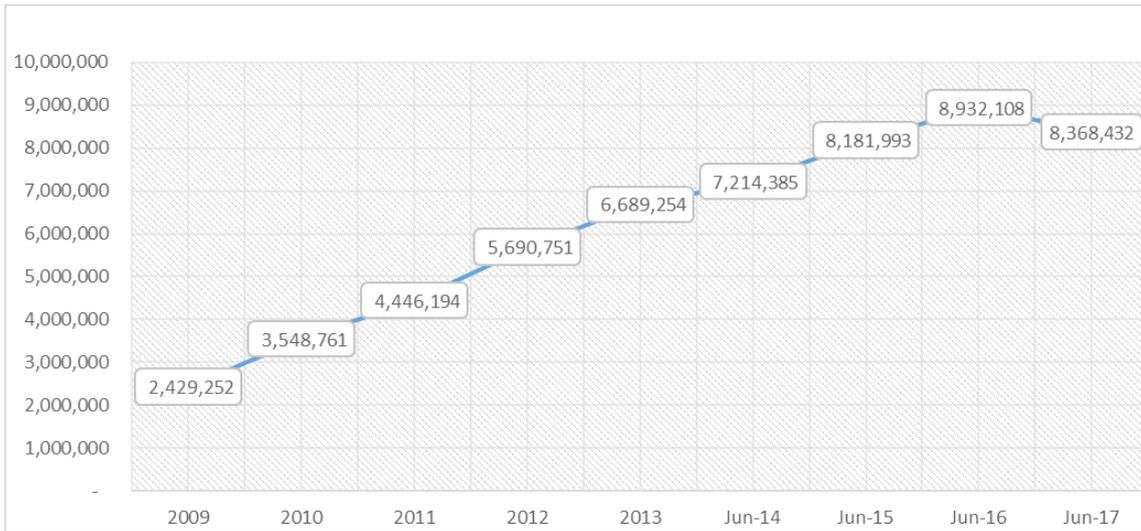
The following table illustrates number of mobile and fixed telephone service subscribers per telecom operator.

**Table 11: Number of Mobile and Fixed Telephone Service Subscribers per Telecom Operators of June 2017**

Operators Name	Active Subscribers		Fixed Tele density	Mobile Tele density	General Tele density
	Mobile Active subscribers	Fixed Telephony	0.06	73	73.06
MTN Rwanda Ltd	3,520,315	1,906			
TIGO Rwanda Ltd	3,262,099	4,214			
Airtel Rwanda Ltd	1,586,018	11			
Liquid Telecom Ltd	N/A	829			
<b>Total</b>	<b>8,368,432</b>	<b>6,960</b>			

Source: RURA operators' returns

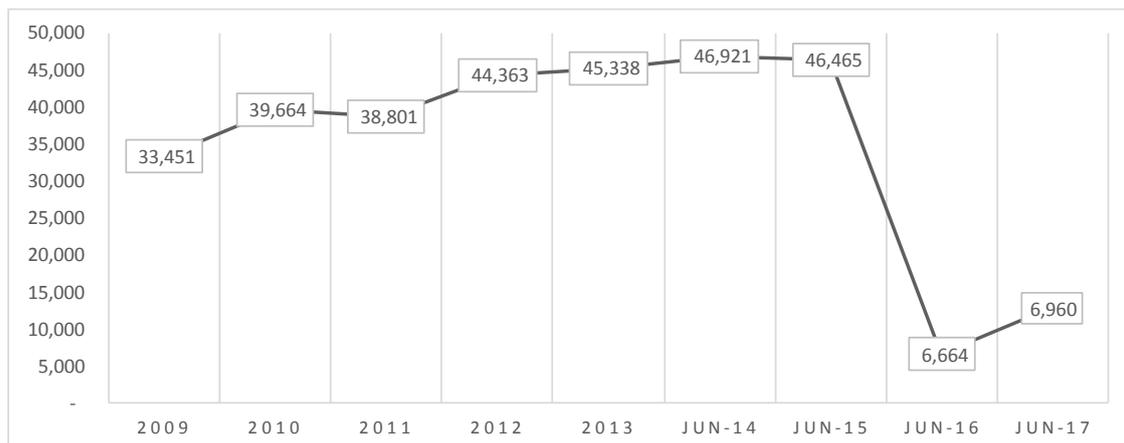
Mobile telephony industry witnessed a decline. MTN subscribers declined due to their activity of cleaning up their database, being the operator with the biggest market it impacted the total mobile telephone by 6.3 % down from 8,932,108 to 8,368,432 and the penetration rate from 72.9 % to 73 %.



Source: RURA operators' returns

**Figure 5: Trends of the Mobile Telephone Subscriptions from December 2009 to June 2017**

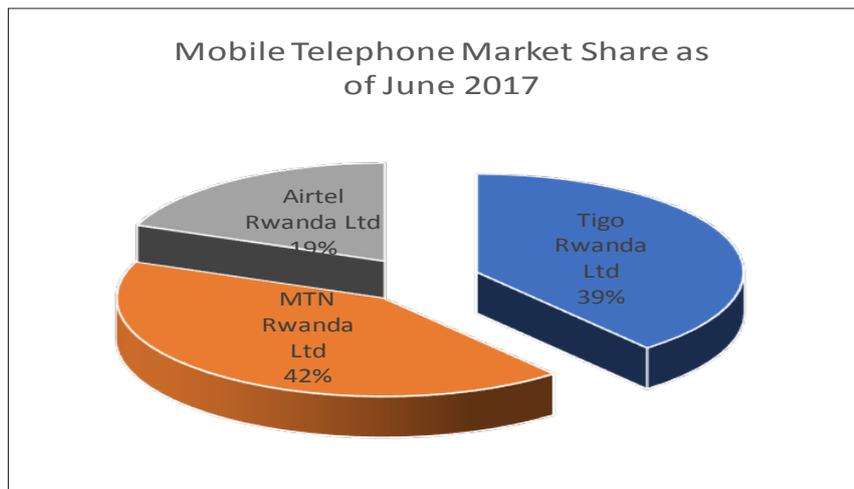
This financial year marked an increase in fixed telephone subscribers from 6,664 subscribers recorded at the end of June 2016 to 6,960 reported as of June 2017. This increase is attributed to two operators (Airtel and Tigo) that started offering fixed phones service.



Source: RURA operators' returns

**Figure 6: Trends of fixed telephone subscribers for the period 2009-June 2017**

### 3.4.1.2. MARKET SHARE



**Figure 7: Evolution of Mobile Telephone Subscribers Market Share per Operator**

### 3.4.1.3. COVERAGE

2G and 2.5G technologies are geographically covering 99.13% and 99.92% of population. Then, 3G and 3.5G technologies were deployed and cover 76.27% geographically & 93.11% of population.

On the side of 4G LTE Technology is deployed on 51.40% of geographic coverage and 64.30% of population coverage as highlighted in below table.

**Table 12: Mobile telephone network coverage as of June 2017 per type of technology**

Technology	2G	2.5G	3G	3.5G	4G LTE
Geographic Coverage	99.13%	99.13%	76.27%	76.27%	51.40%
Population Coverage	99.92%	99.92%	93.11%	93.11%	64.30%

**Source:** RURA operators' returns

### 3.4.2. MOBILE AND FIXED TELEPHONE SERVICE RETAIL TARIFFS

The retail prices are freely set by licensed operators and RURA continued to monitor tariffs. Calling tariffs increased in this financial year, however operators have introduced calling packs and Internet packs which are convenient for consumers. Secondly, due to increasing competition, services started to be bundled.

**Table 13: Fixed Voice Telephone Tariff Trend in FRW**

	MTN Rwanda Ltd			Liquid Telecom Ltd			Tigo Rwanda Ltd	Airtel Rwanda Ltd
	Jun-15	Jun-16	Jun-17	Jun-15	Jun-16	Jun-17	Jun-17	Jun-17
On net Tariff	30	37	45	30	37	20	40	46
Off net Tariff	90	37	39	90	37	60	40	60
Regional Tariff	140	70	70	140	70	135	60	70

**Table 14: Mobile Voice tariff in FRW**

On Net Tariff	Jun-15	Jun-16	Jun-17	Jun-15	Jun-16	Jun-17	Jun-15	Jun-16	Jun-17
Pre-paid	46	37	45	34	35	40	28	32	30
Post-Paid									
Off Net Tariff									
Pre-paid	60	37	39	60	35	40	62	32	30
Post-Paid									
Regional and International									
Kenya	60	70	70	68	60	70	59	60	70
Uganda	60	70	70	60	60	70	59	60	70
Burundi	398	538		165	165		169	169	
South Sudan	70	70	70	69		70		60	70
USA/Canada/ China /India/ Belgium	49.8	51	51	40	40	35	31.5	31.5	51

### 3.4.3. NEW INTERCONNECTION RATE

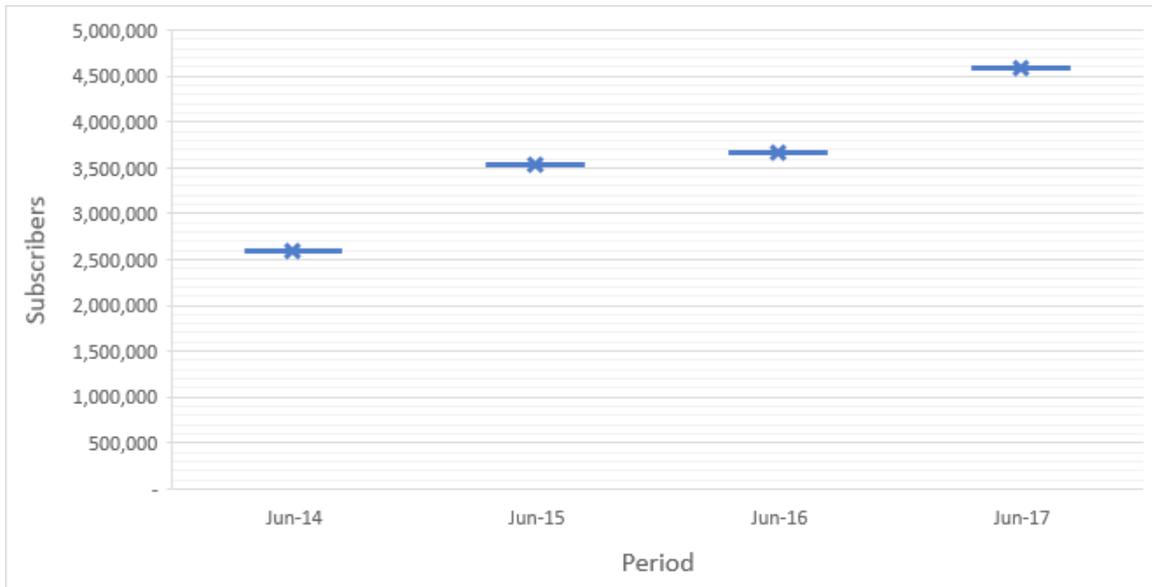
RURA in collaboration with Marpij consultants reviewed interconnections rates of Mobile, Fixed and SMS and the new glide path is highlighted in the table here under. These new rates will be applied starting from September 2017 and ends in 2019 and thereafter another review shall be done.

**Table 15: Interconnection glide path**

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

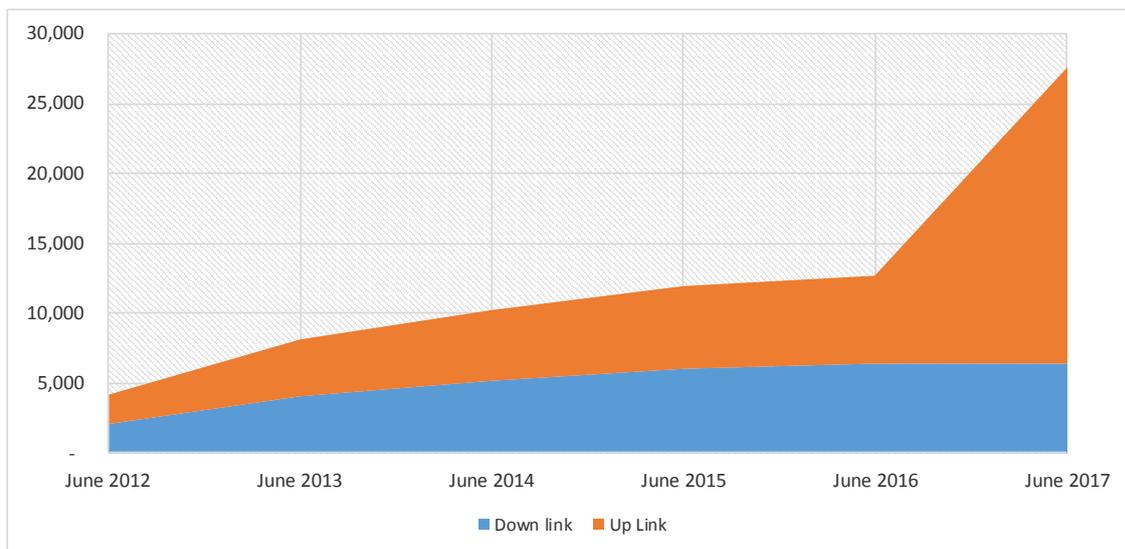
### 3.4.4. INTERNET SERVICE PROVISION

Internet service subscribers continued to show a tremendous increase, this increase is mainly attributed to the use of mobile internet segment backed using android devices.



Source: RURA operators' returns

**Figure 8: Development of Internet subscribers for the period 2009-June 2017**



**Figure 9: International Internet bandwidth in Mbps**

### 3.4.5. MOBILE MONEY SERVICES

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

The number of Mobile Money number transactions increased by 73.3%, from 168,612,455 to 291,901,031 and the transaction value from 1,093,497 to 2,176,936 million FRW which represents a 99.08% increase.

**Table 16: Mobile Money Services**

	Number of transactions	Transaction value in millions
<b>Dec-05</b>	168,612,455	1,093,497
<b>Jun-16-June 2017</b>	291,901,031	2,176,936
<b>% Change</b>	73.12%	99.08 %

## 3.5. MANAGEMENT OF ICT RESOURCES

### 3.5.1. MANAGEMENT OF FREQUENCY SPECTRUM

During the year under review, a series of monitoring and enforcement work were done which resulted into withdrawal of some licenses due to failure to comply with their obligations. Others were withdrawn due to the requests of the licensees. The Table below gives a summary of the Licenses issued and revoked in different services.

**Table 17: Summary of the Licenses issued and revoked in Different Services**

Services	Total Number of operators by June 2016	Licenses issued by June 2017			Withdrawn licenses
		New licenses	Renewed licenses	Temporary	
HF	8		4	0	0
VHF	55	3	18		6
UHF	15	2	4	1	3
VSAT	19	0	8	0	2
Transportable Earth Station	0	4	0	0	0
SATPHONE	9	2	3	0	0
SOUND BROADCASTING	31	0	5	0	0
ISP	7	These licenses do not need to be renewed every year since their validity is more than one year			2
Mobile Operators	3				0
AMATEUR RADIO	5	5	0	1	1
Retail ISP	19	1	5	0	0
Aircraft stations	19	1	19	0	0

### 3.5.2. MANAGEMENT OF TELECOM NUMBERING RESOURCES

During 2016-2017 financial year, ninety-two (92) new short codes were assigned to both government and private institutions while forty-five (45) institutions renewed their short codes. Three (3) new International Signaling Point codes (ISPC) were also assigned to MTN. On the other side, three (3) short codes were suspended following the request of the holders. In addition, following activities were also done during this financial year:

#### 3.5.2.1. IMPLEMENTATION OF NETWORK COLOR CODE (NCC)

In order to avoid interference and forced roaming in GSM band between operators on Rwanda – DRC border, RURA and ARPTC (DRC Regulator) signed an agreement to implement different NCCs on Rwanda – DRC border on all sites on the border along their respective countries.

During the year under review, Telecom operators from both countries implemented color codes as per the agreement, thus Rwanda is using 6 as network color code while DRC is using network color code from 0 to 2.

#### 3.5.2.2. CAMPAIGN ON SIM CARD MANAGEMENT

RURA conducted the SIM Card management campaign countrywide in order to minimize communication related crimes/frauds. The population was educated on how to verify and deregister the telephone numbers that are registered on their identity cards. As a result, the population managed to deregister non-operational telephone numbers and those registered unknowingly.

### 3.5.3. MANAGEMENT OF INTERNET RESOURCES

RURA continued to support Rwanda Information and Communication Technology Association (RICTA) for managing Country Code Top Level Domain (ccTLD). Six (6) new registrars were registered during the period under review, as highlighted in the table below.

**Table 18: New Registrars in 2016-2017 financial year**

REGISTRY	REGISTRARS
RICTA	The click
	Amitabha Technology
	Axioms
	Yego host
	IT net
	Spider IT

Further, registered domain names increased from 2,508 as of June 2016 to 2,953 as of June 2017 which represents an increase of 17.8 %.

### 3.6. MONITORING AND ENFORCEMENT

#### 3.6.1. FREQUENCY SPECTRUM MONITORING

During the period 2016-2017, RURA conducted countrywide measurements of Electromagnetic radiations and one (1) site was found non-compliant with ICNRP1998 guideline. All operators on that site were instructed to reduce BTS power up to the acceptable value according to the aforementioned guideline.

A number of interferences reported inside the country were successfully handled and resolved. RURA received and resolved five interferences inside the country. In order to resolve cross-border interferences reported on Rwanda - DRC border, a Memorandum of understanding (MoU) between RURA and Democratic Republic of Congo Telecommunications Regulator (ARPTC) in May 2017.

#### 3.6.2. QUALITY OF SERVICE MONITORING

RURA conducted countrywide measurement campaign for evaluating end-to-end service quality from consumers' perspective on 2G/3G/4G voice and data services. Further, this exercise benchmarked the competitive positioning of the four Telecom Operators, namely MTN Rwanda, TIGO Rwanda, AIRTEL Rwanda and KT Rwanda Networks.

This exercise analysed also measurement results, pointed out QoS issues found in mobile networks of operators and recommended some needed QoS adjustments by Telecom operators licensed in Rwanda.

The assessed quality of service parameters are illustrated in the following tables:

**Table 19: Voice service**

Quality of service parameters	MTN			TIGO			AIRTEL	
	2G	2G/3G	2G/3G/4G (CSFB <sup>1</sup> )	2G	2G/3G	2G/3G/4G (CSFB)	2G	2G/3G
Call setup success rate (CSSR): ≥95%	97.7	85.5	95.2	95.7	92.9	96.2	93.9	95.0
Call setup time (CST): ≤ 9 sec in ≥ 95% of cases	97.0	90.0	63.9	98.1	97.6	89.5	98.7	92.1
Speech Quality (MOS): ≥92% of cases ≥3	85.1	71.4	–	37.4	56.8	–	44.0	47.4
3G quality E <sub>c</sub> /N <sub>0</sub> (average)	–	-10.2	–	–	-9.4	–	–	-9.5

**Table 20: Data services**

Quality of service parameters		MTN		TIGO		AIRTEL	KTRN
		2G/3G	4G	2G/3G	4G	2G/3G	4G
Application Throughput Downlink (Mbits/s)	Maximum	21.9	90.9	19.7	122.0	29.1	102.6
	Average	1.6	9.1	1.3	10.2	1.9	10.2
Round Trip Time (ms)	Median	375.0	55.0	230.0	51.0	299.0	52.0
LTE Coverage RSRP in dBm (Average)	LTE 800 MHz	–	-86.8	–	-85.1	–	-87.4
	LTE 1800 MHz	–	-83.8	–	-85.2	–	-83.3
LTE Quality RSRQ in dB (average)	LTE 800 MHz	–	-11.9	–	-11.9	–	-11.9
	LTE 1800 MHz	–	-9.7	–	-9.7	–	-9.8

### 3.6.3. INTERNATIONAL GATEWAY TRAFFIC VERIFICATION SYSTEM

The International Gateway Traffic Verification System (IGTVS) allows collection of real time accurate statistics and helps in detection of illegal call termination.

Both incoming and outgoing registered a decrease with International Incoming Traffic decreasing by **10.75 %** while the outgoing traffic decreased by **11.64%**. National Off-net traffic registered a significant growth of **14.56 %** during this period under review while it was decreasing during the preceding year.

**Table 21: Comparison of the traffic for 2015/2016 vs 2016/2017**

PERIOD	INTERNATIONAL INCOMING TRAFFIC (Minutes)		INTERNATIONAL OUTGOING TRAFFIC (Minutes)		NATIONAL OFF-NET TRAFFIC (Minutes)	
	TOTAL	AVERAGE	TOTAL	AVERAGE	TOTAL	AVERAGE
2015-2016	108,575,172.65	9,047,931.05	190,697,752.00	15,891,479.00	162,487,089.00	13,540,591.00
2016-2017	96,907,231.00	8,075,602.58	168,505,749.00	14,042,145.75	186,144,941.00	15,512,078.42
INCREMENT	-10.75%	-10.75%	-11.64%	-11.64%	14.56%	14.56%

### 3.6.4. MONITORING OF RWANDA INTERNET EXCHANGE POINT

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

**Table 22: Annual aggregate RINEX traffic as of June 2017**

Direction	ISP/CSP/Route Server Name			
	31 December 2015		30 June 2017	
	Average	Maximum	Average	Maximum
Inbound	560.76 Mbps	862.46 Mbps	1.41 Gbps	1.65 Gbps
Outbound	550.96 Mbps	797.60 Mbps	1.20 Gbps	1.41 Gbps

### 3.6.5. TELECOM INFRASTRUCTURE INSPECTION AND INSTALLATION AUTHORIZATION

RURA issued 20 tower sites to IHS, during 2016 – 2017 financial year, in accordance with ICT law and Guidelines for “*Site and Sharing of Telecommunication Base Station Infrastructure*”.

On the side of Fiber Optic, RURA issued authorizations based on “*Guidelines for Fiber Optic Cables Underground Installation*”, as illustrated in the table below:

**Table 23: Fiber Optic Installation Authorization**

Operators/ISPs	Sites Authorized
KT Rwanda Networks	25
Liquid Telecom Rwanda	69
MTN Rwanda	3

### 3.6.6. TYPE APPROVAL

During the year under review, RURA issued two thousand (2,000) type approvals which include two hundred (200) type approvals for mobile phones/ tablets and one thousand eight hundred (1,800) type approvals of other electronic communication equipment.

## 3.7. CONSUMER PROTECTION

The regulatory accountability involves regulators to have appropriate procedures to channel consumer complaints, educate consumers regarding their rights and obligations, put in place legal and regulatory tools in regard with consumer protection and protection of consumers in case of market failures.

It is in this regard that during the year under review, various programs related to the promotion and protection of consumer rights were executed as described in the following subsections.

### 3.7.1. CONSUMER EDUCATION

As the main program in consumer protection is consumer education, various approaches and strategies were used to educate consumers in the ICT sector. Eighty-four (84) workshops on consumer rights and obligations were conducted in different districts of Rwanda namely Nyagatare, Kayonza, Rulindo, Gakenke, Rubavu, Musanze, Nyabihu and Karongi districts.

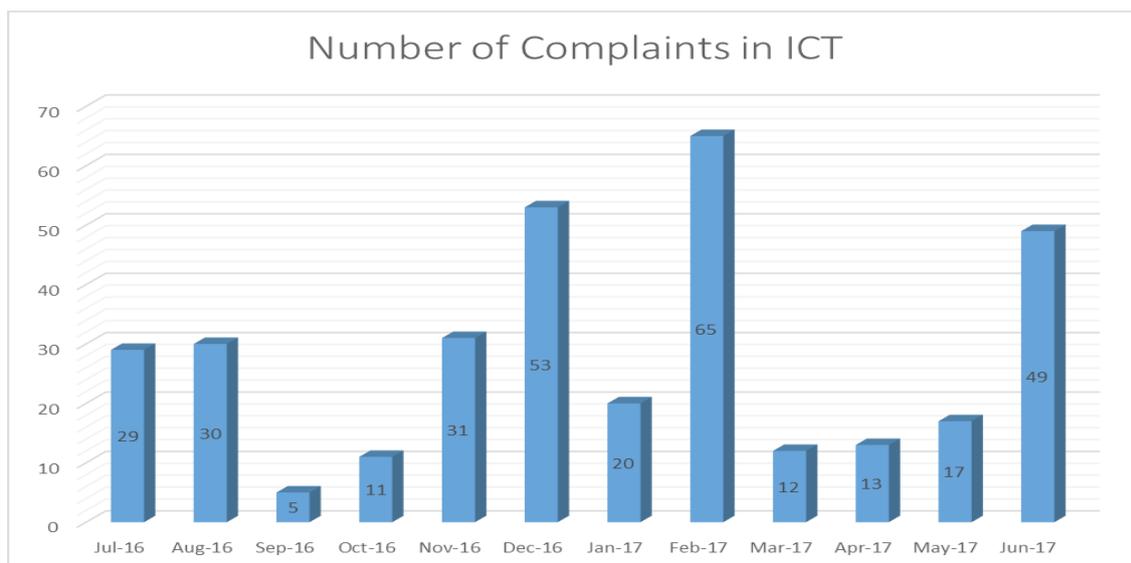
In the ICT sector, TV and radio emissions on different topics were conducted. They mainly talked about SIM card registration and deregistration, how mobile money fraud can happen and how consumers can keep safe the money on their mobile phone and other kind of information stored on it by keeping confidential their PIN numbers. They were also educated on misleading calls from fraudsters who want to steal their money and on what to check before purchasing ICT equipment especially phones and computers to avoid counterfeit products.

### 3.7.2. COMPLAINTS HANDLING

The received complaints in the ICT sector were mainly related to quality of service, billing, fraud in mobile money, unsolicited SMS, misleading information in some promotions and customer care service centers of Telecom Operators were not handling properly consumer queries. The most recurrent issue was billing for data packages / bundles, where consumers complained that they have lost their money and operators denied their responsibility.

During the year under review, RURA received three hundred thirty-five (335) complaints, and among them two hundred (200) were resolved. The low number of solved complaints was due to complexity of technologies used in the ICT sector and lack of evidence from consumers as sometimes consumers are not able to explain properly their complaints. However, in order to address the lack of evidence issues, RURA continues to educate consumers and request Telecom operators to do the same on every service that they do provide to consumers.

The graph below illustrates the number of complaints received in 2016 – 2017 financial year.



**Figure 10: Number of Complaints in ICT sector**

### 3.7.3. TELECOM OPERATORS' PROMOTIONS

During the year under review, RURA approved regulations about promotions offered by Telecom Operators. The purpose of those regulations was mainly to establish a regulatory framework for telecommunication operators so as to promote services or products in a fair and competitive manner in the ICT sector in Rwanda. In accordance with those regulations, thirty (30) Applications for promotions from all Telecom Operators (MTN, TIGO and Airtel) were received and analyzed. Among the thirty (30) applications, only one (1) application was rejected for not complying with the aforementioned RURA regulations.



**Regional Preparatory meeting participants for WTDC-17 for Africa (RPM-AFR) December 2016, Kigali-Rwanda.**

### **3.8. UNIVERSAL ACCESS**

The Government of Rwanda (GoR) established the Universal Access Fund (UAF) to ensure availability and affordability of ICT services in the country. The fund is financed by 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 Smart Rwanda Master plan.

In this financial year, the following projects were funded:

#### **a) Rwanda website hosting**

Most of the Rwandan websites are hosted outside the country and this makes the accessibility of that content very expensive to the viewers, and yet it is local content. Through UAF, RURA funded RICTA in order to implement “Rwanda website hosting project”. The objective of this project is to promote local content hosting in Rwanda.

#### **b) Connecting schools in rural and underserved areas**

RURA through UAF supported MINEDUC in connecting one hundred and twenty-seven (127) schools in rural areas through 4G LTE. This initiative aims at promoting the quality of education in the country, increasing ICT penetration in rural and underserved areas, and increasing the use of Internet in schools and their neighbourhood.

#### **c) Subsidizing “Bandwidth Acquisition to Rural Communities”**

In this project, a number of schools, hospitals, administration offices and army sites are connected to Internet provided by New Artel and now BSC Ltd<sup>1</sup> under the UAF subsidy scheme. This was done by subsidizing bandwidth using VSAT Technology to the rural communities where fibre network is not yet operational.

<sup>1</sup> New Artel was merged with BSC and became BSC Ltd in May 2017

#### **d) Support to National Council of Persons with Disabilities (NCPD)**

Within the framework of digital inclusion, RURA and NCPD entered into an agreement (MoU) to establish five (5) ICT training centres, one in each province of Rwanda. This initiative aims at making improvements in the lives of persons with disabilities, allowing them to enhance their social, cultural, political and economic integration in the Rwandan and global society.

#### **e) Implementation of Broadband Network Project**

RURA in collaboration with ITU started the implementation of Broadband Wireless Network Project to provide Wi-Fi to some public institutions like schools, hospitals and health centres as well as local government offices in remote areas. Accordingly, two pilot Base Stations were deployed respectively in Rwamagana and Rulindo Districts with a total of eight (8) Customer Premise Equipment for both sites.

#### **f) Digital Object Architecture (DOA)**

A multi-primary administrator (MPA)<sup>2</sup> agreement was signed between the alliance of RURA, Smart Africa and DONA<sup>3</sup> Foundation on 19<sup>th</sup> October, 2016 to become a unique MPA in East Africa.

Furthermore, the alliance received:

- Top-level prefix (25 for Rwanda)
- Global Handle Registry (GHR): 0.GHR/25 for administration and 0.GHR for replication.
- Site address: 196.12.152.20

This initiative is in line with Smart Africa Manifesto. The main objective of that agreement is to acquire the digital object architecture (DOA)<sup>4</sup>.

In addition, RURA signed MoU for implementing the **“ICT Enabled Information Systems for Agricultural Development in Rural Communities”** project. This project aims at increasing the agricultural production through envisioning the use of ICT to enhance food security in Rwanda. It is in this line that RURA through UAF supported the implementation of Smart Rwanda Master Plan under its pillar of Smart Agriculture. MoU on this initiative was signed between RURA and MINAGRI.

### **3.9. OUTSTANDING ISSUES**

- Lack of some secondary legislation of law governing information and communication technologies;
- Lack of monitoring equipment, tools to collect data on media content quality;
- Absence of Prime Minister’s Order specifying RURA mission in regards to media;
- Law and regulatory gaps due to rapid technology development. RURA is required to adapt quickly its rules and regulations to the changing ICT technology and market development.

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2 MPA: is an organization that is assigned with top level prefix (25 for Rwanda) from which it can allocate sub prefixes and collectively with other MPAs and DONA foundation

3 DONA Foundation: Swiss organization that provides management and software development

4 DOA: a system of information management that promotes interoperability across information systems.

# ENERGY



## 4. ENERGY SECTOR

### 4.1. SECTOR PROFILE

The Energy Sector is a critical sector that catalyses broader economic growth and contributes significantly to facilitating the achievements of the country's ambitious social economic transformation agenda. RURA's mandate in the energy sector is to regulate four sub-sectors namely Electricity, Renewable energy, Gas and Downstream Petroleum so as to ensure sufficient, reliable, affordable and sustainable energy supply. Regulatory activities performed by the Regulatory Authority in the Energy Sector include, among other things, licensing, tariff setting and compliance monitoring of operations and regulated infrastructure to ensure quality and reliability of services.

During the year under review, the energy sector recorded significant growth. RURA and its stakeholders in the Electricity Industry strived to improve the grid reliability and increase electricity generation to meet present and future power demand, through attraction of both private and public sector investments. In the Gas and Downstream Petroleum sub-sector, Rwanda initiated different projects on Methane Gas exploration in Lake Kivu and the country continues to rely on importation of petroleum products including Liquefied Petroleum Gas (LPG) whereby related projects are ongoing with increasing private investments in the petroleum supply chains and storage infrastructures, all aimed at promoting a sound management of Gas and Downstream Petroleum industry. Also, various projects on Biogas were implemented countrywide as fuel for cooking and lighting at institutional (schools, prisons) and domestic levels.

Over the past few years, tremendous achievements were made in the Electricity Supply Industry. The reliability of electricity network has significantly improved due to reinforcement of the grid that led to substantial reduction of outages and power supply rationing no longer exists as a result of increase in power supply with an adequate reserve margin. The electricity access rate tripled to reach about 35% (of which 28% on-grid and 7% off-grid) while the total installed generation capacity increased to reach 208MW as of June 2017. The private investors contribution went from being non-existent to above 50% currently due to the sound policy and regulatory framework that was put in place to attract the private sector.

### 4.2. LEGAL AND REGULATORY FRAMEWORK

#### 4.2.1. ELECTRICITY AND RENEWABLE ENERGY SUB-SECTORS

During the last few years, RURA's focus in the electricity sub-sector was to put in place a robust legal and regulatory framework to govern the regulation of electricity and renewable energy activities in order to properly regulate these two important sub-sectors.

The Law N° 21/2011 of 23/06/2011 governing electricity in Rwanda is the main legal instrument regulating the sector. In line with this law, a number of regulations and guidelines

were adopted by the Regulatory Board such as the Electricity Licensing Regulations, the Electricity Quality of Service Regulations, the Simplified Regulatory framework for off-grid systems, the Rwanda Grid Code, Solar Water Heating Regulations, etc.

The enforcement of these regulations has been the main focus during the year under review and it is expected to remain as the top priority during the next five years.

## **4.2.2. GAS AND DOWNSTREAM PETROLEUM**

### **4.2.2.1. LAKE KIVU METHANE GAS**

With the existing “Management Prescriptions / MPs” for lake Kivu monitoring and in order to exercise its regulatory powers in respect to methane gas extraction, RURA convened consultative meetings with key stakeholders namely MININFRA, RNRA (Rwanda Natural Resources Authority) and LKMP (Lake Kivu Monitoring Program) to discuss the long-pending enactment of Gas law and reporting system for Lake Kivu Gas Extraction Facilities.

### **4.2.2.2. DOWNSTREAM PETROLEUM**

RURA was given the mandate to regulate all petroleum trade operation related activities in Rwanda by the Prime Minister’s Order N° 131/03 of 10/05/2016. In addition to the regulations that have been so far developed namely regulations on aboveground petroleum storage facilities, regulations on petrol service stations and Liquefied Petroleum Gas (LPG) regulations, RURA embarked on the development of other missing regulations such as petroleum transportation and fuel marking and quality control regulations in order to fully operationalize the Petroleum law and the above mentioned Prime Minister Order.

In the same vein, stakeholders’ consultation and validation meetings involving both public and private entities were organized to discuss on revised LPG and Petrol Service Stations Regulations.

## **4.3. LICENSING**

### **4.3.1. ELECTRICITY AND RENEWABLE SUB-SECTORS**

The Regulatory Authority approved 15 electricity generation licenses among which 7 were existing power plants that were previously owned by the Government but were later on privatized and are currently owned by private operators since October 2015.

**Table 24: Electricity generation Licensed operators**

SN	Licensee	Project	Capacity ( MW)	Duration
1	REPRO Ltd	Mutobo	0.2	25 years
2	Rwaza Hydro Power Ltd	Rwaza-Muko	2.6	25 years
3	REFAD Rwanda Ltd	Rukarara V	5	25 years
4	Novel Energy Ltd	Gaseke	0.5	25 years
5	Energie Nyaruguru Ltd	Mazimeru	0.5	6 years
6	Rubagabaga HPP Ltd	Rubagabaga	0.28	25 years
7	SPV Nyirahindwe Ltd	Nyirahindwe I	0.9	25 years
8	SPV Nyirahindwe Ltd	Nyirahindwe I	0.38	25 years
9	Energy UK & Africa Energy Services	Janja	0.2	25 years
10	Energicotel Ltd	Keya	2.2	25 years
11	Energicotel Ltd	Nkora	0.68	25 years
12	Energicotel Ltd	Cymbili	0.3	25 years
13	Energicotel Ltd	Nyamyotsi I	0.1	25 years
14	Energicotel Ltd	Nyamyotsi II	0.1	25 years
15	SoEnergy Rwanda Ltd	Thermal power plants	30	5 years

Furthermore, the Regulatory Authority issued one (1) provisional electricity generation license to Nyirantaruko Hydropower Ltd to develop the Nyirantaruko hydro power project (1.263 MW) located in Nyamasheke District, Western province.

With regard to electrical installations, a third round of registration was carried out during the months of January and February 2017 whereby 41 applicants applied for different classes of electrical installations permits. Among the 41 applicants, 27 passed the exams for at least one class of permit. As of June 2017, 25 electrical installations Permits were issued to successful applicants and the process is still ongoing whereby permits are issued to successful applicants after paying the required fee.

#### **4.3.2. GAS & DOWSTREAM PETROLEUM**

Field visits were conducted countrywide upon different requests from operators seeking installation licenses to construct petrol service stations. The list of Licensed Petrol Station Service Developers is in **Annex 2**. During the year under review, 12 projects were licensed as described in the table below.

**Table 25: List of licensed Operators for Petrol Service Stations, (July, 2016- June, 2017)**

S.N.	LICENSES ISSUED IN 2016-2017	
1	Mr. Karangwa Wilson - Mageragere	050/PSS/LIC/GP-EWS/RURA/2016
2	MEREZ - Nyagatare	051/PSS/LIC/GP-EWS/RURA/2016
3	Mrs. MukakabayizaAmina - Bishenyi	052/PSS/LIC/GP-EWS/RURA/2016
4	ADDAX Petroleum – Ruhango, Buhanda	053/PSS/LIC/GP-EWS/RURA/2016
5	Mr. NSABIMANA Manasse - Bugarama	054/PSS/LIC/GP-EWS/RURA/2016
6	GAZ ENERGY Ltd -MUSANZE	055/PSS/LIC/GP-EWS/RURA/2017
7	Mr UZABAKIRIHO FELIX-Nyamasheke	056/PSS/LIC/GP-EWS/RURA/2017
8	.ENERGY RESOURCES PETROLEUM Ltd	057/PSS/LIC/GP-EWS/RURA/2017
9	SOGEPE Ltd	058/PSS/LIC/GP-EWS/RURA/2017
10	ULTIMATE LOGISTIC RWANDA	059/PSS/LIC/GP-EWS/RURA/2017
11	DUKUZUMUREMYI Francois	060/PSS/LIC/GP-EWS/RURA/2017
12	MUSABYEMUNGU Anne Marie	061/PSS/LIC/GP-EWS/RURA/2017

With regard to LPG business, the existing licenses were renewed and new eligible applicants were licensed as indicated in the table below.

**Table 26: List of Licensed LPG Operators**

S.N.	Operator	LPG License Number
1	SOCIETE PETROLIERE Ltd	No.003/Energy/LPG/RURA/2013
2	MEREZ PETROLEUM Ltd	No.006/Energy/LPG/RURA/2013
3	RWANDA OXYGEN	No.003/Energy/LPG/RURA/2013
4	SULFO RWANDA INDUSTRIES	No.002/LPG/GP-EWS/RURA/2017
5	SAFE GAS	No.004/Energy/LPG/RURA/2015
6	ABBARCI	No.001/Energy/LPG/RURA/2016
7	LAKE PETROLEUM	No 007//LPG/LIC/GP-EWS/RURA/2017
8	MT MERU GAS	No.008/LPG/LIC-GP-EWS/RURA/2016
9	HASHI ENERGY RWANDA Ltd	No 09/LPG/LIC/GP-EWS/RURA/2017
10	RUCSA	No 010/LPG/LIC/GP-EWS/RURA/2016
11	NDOLI GAS Ltd	No 011/LPG/LIC/GP-EWS/RURA/2017

**Table 27: Licensed Operator –LPG Plant installation**

S.N.	Operator	LPG License Number
1	LAKE PETROLEUM RWANDA Ltd	No.001/LPG PLANT/LIC/GP-EWS/RURA/2017

RURA granted temporary authorizations to road tankers that had applied for petroleum transportation licenses while waiting for the approval of regulations on petroleum transportation.

**Table 28: List of Temporary Authorizations for Road Tankers (2016-2017)**

SN	Name of operator	Number of trucks & Trailers
1	GAKIRE George	1
2	PETROCOM Ltd	8
3	GASARABWE Alphonse	6
4	MUKASAFARI and SONS Ltd	1
5	NADIS CARGO Group	1
6	General Motors and Transportation Array(GMT)represented by Nyandwi Rachid	1
7	Mr. NKUSI Evariste	1

#### 4.4. MARKET PERFORMANCE

##### 4.4.1. ELECTRICITY & RENEWABLE ENERGY SUB-SECTORS

###### 4.4.1.1. ELECTRICITY SUPPLY INDUSTRY

Rwanda's Electricity Supply Industry is still dominated by the Energy Utility Corporation Limited (EUCL), which is a vertically integrated state owned company. EUCL operates 45% of the total installed generation capacity and has a monopoly over transmission, distribution and supply of electricity to customers connected to the main-grid. Currently, 14 Independent Power Producers (IPPs) generate and sell bulk electricity to EUCL under long or short term Power Purchase Agreements (PPAs).

During the year under review, the electricity installed generation capacity increased from 190 MW in June 2016 to 208.3 MW as of June 2017 (including imported power from Rusizi I & II in DRC). The 10% increase is due to the commissioning of 3 power plants namely **Gishoma Peat-to-Power (15 MW)**, **Nasho Solar Power (3.3 MW)** that was constructed with the support of the Howard Buffet Foundation and **Gaseke (0.5 MW) Micro Hydro** power plants.



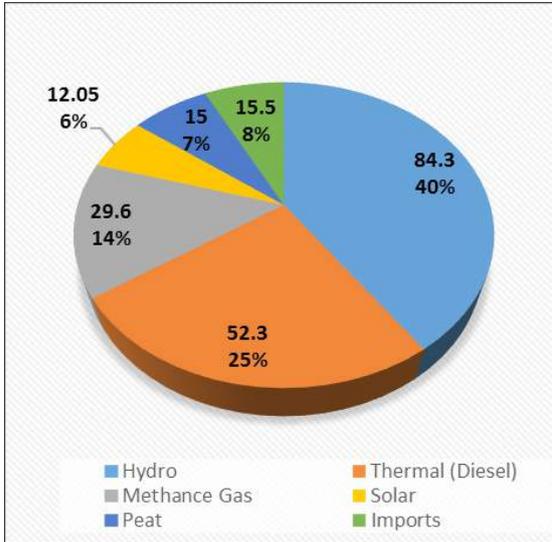
**Figure 11: Gishoma Peat to power plant**



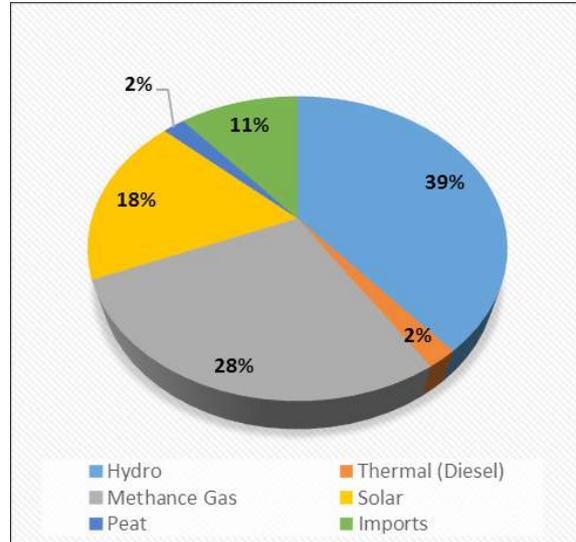
**Figure 12: Nasho Solar Power plant**

The country's power generation mix has a total installed capacity made of 40% hydro, 25% thermal (heavy fuel/diesel oil), 14% methane gas, 6% solar, with the 8% balance coming from imports (Fig.13). The share of renewable energy in electricity generation mix currently accounts for 61.5% of the total installed capacity.

A total electrical energy of 712,123 MWh was generated and supplied to the national grid with hydro dominating the energy mix with 39%, followed by Methane Gas with 28% and Solar with 18% (Fig. 14). There was an increase of 11% in the total energy generated as compared to the previous year's figures. The total demand peaked at about 125MW in May 2017 which represents a 5% increase compared to the year 2015/16.



**Figure 13: Installed generation capacity mix (MW)**

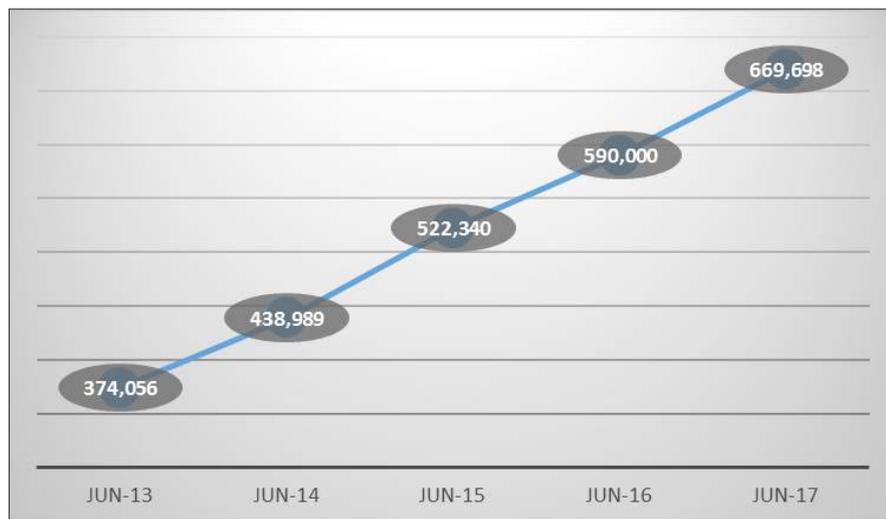


**Figure 14: Energy Generation Mix (MWh)**

#### 4.4.1.2. ACCESS TO ELECTRICITY

The year 2016 has seen a turnaround in the Government's approach toward increasing access to electricity with the adoption of the Rural Electrification Strategy in June 2016. Off-grid supply through Solar Home systems is rapidly expanding access to electricity in rural areas at a comparatively low cost. Also, a number of new mini/micro grid systems are being initiated in addition to the 80 micro-grids already operational in the country. With regard

to electricity on-grid connections, the total number of customers increased from 590,000 at end of June 2016 to 669,698 as of June 2017, representing an increase of 13.5%. The period under review also recorded a total of about 130,000 Solar Home Systems installed throughout the country. Over the same period, the national grid was extended by 335,5 km of High Voltage (HV) transmission lines (220kV and 110kV) and 2,617 km of Medium Voltage (MV) distribution lines (30kV and 15kV).



**Figure 15: Trend of on-grid connected customers**

#### 4.4.1.3. ENERGY EFFICIENCY

During the year under review, 214 new Solar Water Heaters were installed through the Solar Rwanda Program, making the total number of systems installed over 2,000 since the beginning of the program in 2011. The main target of the programme is to reduce the demand on the network and eventually reduce the required investments for new generation plants as well as the maintenance costs of the existing transmission and distribution networks.

Regarding grid losses, a number of projects aiming at reducing the network losses are being implemented by the Utility (REG/EUCL) with the support of Development Partners such as World Bank, European Union and JICA. Currently, the total losses account for 21%, representing a reduction of 1% as compared to June 2016.

#### 4.4.1.4. ELECTRICITY TARIFF REVIEW

As part of the Rwandan Electricity Supply Industry reforms and in a bid to ensure that the newly created Energy Utility Corporation Limited (EUCL) is able to sustain its operations and improve service provision to the Rwandan population, RURA embarked on the review of the electricity tariff in the year 2016. The tariff was reviewed in line with the Government policy to make the tariff for industries more competitive in the region and to make the tariff affordable to low income households by introducing a lifeline (social) tariff. The new electricity tariffs shown in the table below were approved by the Regulatory Board in December 2016 and became effective on 1<sup>st</sup> January 2017.

**Table 29: Electricity tariff**

Customer Category	Customer Class	Energy Charge (Frw/kWh)	Max. Demand Charge (Frw/kVA/Month)		Fixed Charge (Frw/month)
Residential	0-15 kWh	89	-		-
	15-50 kWh	182	-		-
	>50 kWh	189	-		-
Non-residential	0-100 kWh	189	-		-
	>100 kWh	192	-		-
Industries	Small Industries	126	-		-
	Medium Industries	90	Peak	10,469.55	3,125
			Off-peak	5,588.41	
			Shoulder	1,891.54	
	Large Industries	83	Peak	7,184.44	3,125
			Off-peak	4,004.16	
Shoulder			1,085.86		

#### 4.4.2. GAS AND DOWNSTREAM PETROLEUM

##### 4.4.2.1. BIOGAS AND INDUSTRIAL GASES

Biogas projects are being implemented countrywide through construction and installation of Biogas Plants (institutional and domestic types). These plants generate gas used for cooking and lighting purposes. A total of 86 institutional biogas plants are installed at schools and prisons whereas 10,093 domestic biogas plants serve the households. Industrial gases are also part of gases used in the medical domain such as Oxygen, and in the manufacturing industry such as acetylene used in welding. Apart from imported gases, two companies namely RWANDA OXYGEN and KALISIMBI also produce industrial and medical gases used in Rwanda. In addition, medical gases production facilities were installed in different Hospitals countrywide.



**Figure 16: Institutional Biogas Plant**



**Figure 17: Medical gases facility – CHUB Hospital**

#### 4.4.2.2. DOWNSTREAM PETROLEUM

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

Rwanda is one of the land-locked countries served from the port of Mombasa via Uganda on the Northern Corridor and the port of Dar Es Salaam on the Central Corridor. For this reason, the country has been striving to build petroleum storage facilities to constitute the right level of strategic reserves to sustain possible disruptions along the said corridors.

As per the Downstream Petroleum Policy of 2014, the Government of Rwanda had the initial target of increasing the petroleum storage capacity to 118,000 m<sup>3</sup>. The total existing storage facilities have now a capacity of 74,075 m<sup>3</sup> with six (6) fuel depots currently used to store imported petroleum products; Kobil -Gatsata (15,900 m<sup>3</sup>), Kabuye- ERP (5,745m<sup>3</sup>), OIL Com –Jabana (20,000 m<sup>3</sup>), Societe Petroliere (SP) –Rusororo (22,000 m<sup>3</sup>), Government strategic stocks of Rwabuye (3,900m<sup>3</sup>) and Bigogwe (5,000m<sup>3</sup>) as well as SP Jet-Fuel depots located at Kanombe Airport (1,500m<sup>3</sup>). Twenty-six (26) Oil marketing companies are involved in importation, distribution and retail of petroleum products (Gasoline, Diesel and kerosene) and 249 Petrol service stations are in operation countrywide, serving as retail sites of fuel. This number is increasing due to areas that are still underserved.



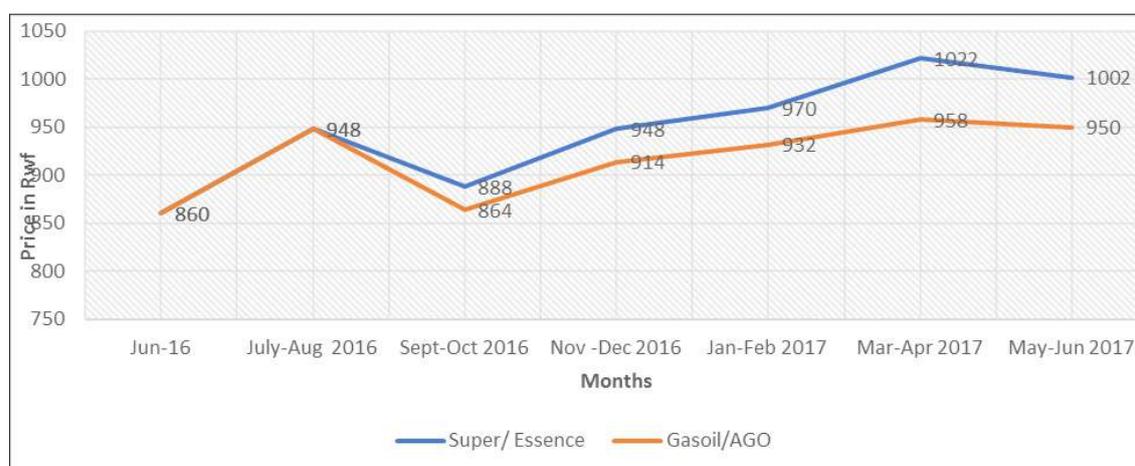
**Figure 18: Fuel Depot – E.R.P- Kabuye**



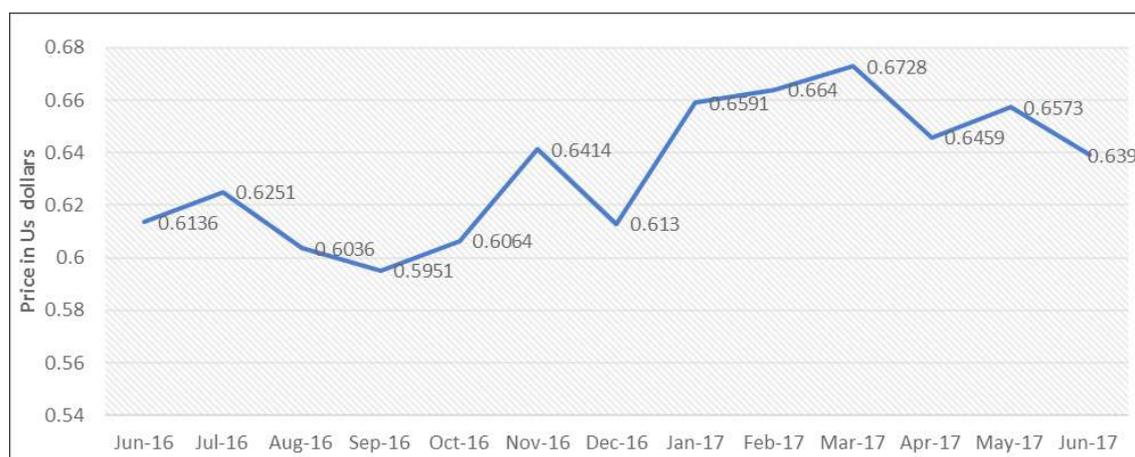
**Figure 19: LPG Storage & Filling Plant –**

The uptake of Liquefied Petroleum Gas (LPG) increased with the entry of new LPG importers and distributors on the market. The total capacity of LPG storage plants increased from 183 m<sup>3</sup> to 298 m<sup>3</sup>. These plants are owned by SULFO Industries, Rwanda Oxygen, Societe Petroliere Ltd, Kobil Petroleum, Abbarci Petroleum, and RUCSA.

The domestic fuel prices are mainly influenced by international oil prices as well as exchange rate fluctuations. The fuel prices in Rwanda are reviewed every two months for Super and Gasoil, while the price for Jet A1 is reviewed on monthly basis. The trend in the fuel prices from July 2016 to June 2017 is illustrated in figures below:



**Figure 20: Trend in essence and gasoil pump prices (Frw/liter)**



**Figure 21: Trend in Jet A1 Price (US\$/liter)**

## 4.5. INSPECTION AND MONITORING

### 4.5.1. ELECTRICITY AND RENEWABLE ENERGY SUB-SECTORS

RURA is required to continuously monitor and evaluate the performance of the electricity and renewable energy sub-sectors and ensure compliance with regulations in place so as to promote adequate and reliable services by the regulated utilities.

In that line, quarterly inspections were carried out to various licensed facilities to check their compliance with the existing regulations and license conditions. During the year under review, 10 power plants were inspected namely Nyabarongo Hydro, Giciye II Hydro, Rugezi Hydro, Ntaruka Hydro, Gaseke Hydro, Mutobo Hydro, Mukungwa Hydro, Gishoma Peat and Nasho Solar and Nyagatare Biomass Power Plant. The inspections revealed a number of issues which include, among others, safety related issues in some of the plants

while others were found operating without licenses issued by RURA. The concerned plants owners were requested to rectify the identified issues that were found non-compliant with the regulations in place.

Furthermore, site inspections were carried out to both on-grid and off-grid connected customers as well to EUCL branches to check the quality of services being delivered by service providers. These inspections were conducted in 9 districts, namely Gicumbi, Gakenke, Musanze, Nyagatare, Nyabihu, Karongi, Bugesera, Ngoma, Kayonza and Nyagatare. Also, the network performance (power plants production, network peak values, consumption statistics, lake levels, blackouts, accidents, losses) was assessed on quarterly basis and recommendations shared with EUCL for improvement of their performance. Generally, it was found that there were no longer planned load shedding on the electricity network as the supply is able to meet the total demand. However, the number of unplanned power outages is still considerable mainly due to very old power distribution infrastructure throughout the country. A number of projects related to grid reinforcement and rehabilitation are being implemented countrywide to ensure reliable supply of electricity in the near future.

RURA also conducted a survey on Solar Rwanda Program. This program was initiated by the Government of Rwanda to promote efficient use of electricity through Solar Water Heaters installations. The survey aimed at assessing the overall implementation of the program and understanding the challenges faced by both clients and suppliers of the systems. The survey revealed a number of issues which include, among others, the following:

- Low water pressure and shortage of water in some areas which hinders the performance of the systems;
- Delay of payment to the suppliers of the systems by REG/EDCL;
- Public awareness of the program is still low as many potential customers of the systems are not aware of the benefits of this program.

Recommendations on how to address the challenges reported in the survey were eventually transmitted to EDCL that is in charge of managing the program.

## **4.5.2. GAS AND DOWNSTREAM PETROLEUM SUB-SECTORS**

### **4.5.2.1. LAKE KIVU METHANE GAS AND INDUSTRIAL GASES**

Field inspections were carried out to evaluate the progress of on-site construction works of methane gas extraction and assess the status of operational gas extraction plants. The inspections revealed that operators such as KivuWatt had difficulties to comply with some requirements of the Management Prescriptions (MPs), especially parameters related to proper management of the gas resources. As a way forward, the following strategies have been recommended to address the issues identified:

- Engage the Expert Advisory Group (EAG) being recruited by the Energy Development Corporation Limited (EDCL) through Lake Kivu Monitoring Program (LKMP) to advise the Government of Rwanda on various matters related to Lake Kivu;
- Concessions should be granted based on quantities of gas to be extracted and not only in terms of power production capacity. This will motivate operators/

concessionaires to manage the gas resources more efficiently;

- Adoption of the Management Prescriptions through enforceable regulations;

Besides, two inspections were implemented on biogas systems in all 30 districts where around 900 bio-digesters countrywide were visited. Common challenges found during the inspections include:

- Lack of feedstock by some beneficiary of biogas program mainly due to the fact that some beneficiaries sell their cows;
- Abandonment of uncompleted bio digesters by contractors hired by REG;
- Lack of maintenance service after the guarantee period;
- Insufficient water mainly in dry season in some regions of the country.

The following were recommended as a way forward to address the above mentioned challenges:

- Trainings on biogas plant operations and maintenance should be provided to officers in charge of biogas at districts and sectors level as well as to beneficiaries of biogas systems;
- Biogas plants should be installed to premises that meets the minimum requirements such as access to water and having sufficient feedstock to be used in biogas plant;
- Awareness on the benefits of the biogas systems need to be raised as biogas is a clean and affordable energy and provides good quality fertilizer used in agriculture needs;

#### **4.5.2.2. DOWNSTREAM PETROLEUM**

With the support of a consultant, RURA conducted an exercise of mapping all petrol service stations countrywide. The exercise came up with a database of all geographical data and technical information related to petrol service stations' facilities as well as their operation process. A computer based application was developed to facilitate RURA to not only assess and monitor the location of petrol stations but also to propose plots for petrol station projects. During this exercise, a total of 276 petrol service stations were found in the country among which 249 were operating. The 249 PSS were classified as follows:

- **First Category (9):** The Petrol Stations in this category comply with most of important regulations but need to do some technical upgrade and risk mitigation.
- **Second Category (209):** These Petrol Stations do not comply with the most important regulations provisions, but can do significant upgrades and comply after a significant investment like acquiring a neighbor plot to adapt their plot size or relocate its installations intersecting with protected areas.
- **Third category (31):** These Petrol Stations do not and cannot comply with regulations because their current location and parcel boundaries are completely inside prohibited areas.

The exercise also came up with strategies and plans for phasing out substandard petrol service. The proposed strategies are currently being discussed with all involved stakeholders for further inputs before they get implemented.

## 4.6. CONSUMER PROTECTION

### 4.6.1. CONSUMER EDUCATION

Within the framework of raising awareness and educating consumers on the regulatory activities, a TV Spot on the role of RURA in regulating downstream petroleum was aired on Rwanda TV (RTV). Also, brochures on energy efficiency were produced to educate consumers on how to use electricity efficiently. In the same vein, a live talk show on electricity tariffs took place to help consumers better understand the structure of the new electricity tariffs applicable from January 2017.

### 4.6.2. COMPLAINTS HANDLING

As indicated in the table below, a total of 11 complaints related to the Energy Sector were received. This number exclude the calls that RURA received from many customers in January 2017 to inquire about the new electricity tariffs that became effective during that month. Eight (8) complaints representing 72.7% out of the 11 complaints were solved. This include a particular case in Kamonyi District where Mr KAYIRA Thimothee complained against EUCL because of Medium Voltage (30kV) power lines which were constructed and passing above the roof of his house. The case is now closed and Kayira was expropriated.

**Table 30: Energy related complaints**

MONTH	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	June-17	TOTAL
ENERGY	4	0	1	0	0	0	0	2	0	0	1	3	11



**Figure 22: Energy related complaints**

## 4.7. OUTSTANDING ISSUES

The Gas and Downstream Petroleum sub-sectors are still facing some challenges amongst which:

- Incomplete legal and regulatory framework in gas sub sector, especially the pending enactment of the Gas Law. The latter is expected to help streamline the regulation of various operations on Lake Kivu
- Lack of necessary monitoring tools and testing equipment for gas and petroleum products;
- Illegal filling of LPG cylinders among LPG Dealers;

- Insufficient collaboration framework with GoR institutions such as RRA in the provision of updated information and statistics relating to the Gas and Downstream Petroleum sub-sectors;

The mitigation measures that have been put in place to address the above mentioned issues include:

- Drafting the missing regulations to operationalize the petroleum law and review of the existing regulations in the alignment with the sector development and realities of the market;
- Signing an MOU with RRA for ease of information sharing, especially with regard to data on petroleum products trade;
- Signing an MOU with RSB for ease of tracking of fuel quality control; especially with regard to fuel marking and monitoring of fuel adulteration and dumping;
- Speeding up enactment of the gas law from which to devise regulations related to the methane gas extraction operations.

# WATER & SANITATION



## 5. WATER AND SANITATION SECTOR

### 5.1. SECTOR PROFILE

Access to improved drinking water and appropriate sanitation services is a basic right that every citizen must have and this has been recognized globally in Sustainable Development Goals (SDGs) with the target to achieve universal access to safe drinking water and sanitation for all by 2030. Rwanda has made tremendous effort to achieve adequate water and sanitation services to all citizens and has set the target to attain 100% service coverage in water supply and sanitation sector by 2020.

During the period under review, water sub-sector has realized some improvements. In urban and peri-urban areas, the sole water service provider (WASAC Ltd) was licensed, water production has increased by 9.5% and the number of customers by 9%. However, the Non-Revenue Water has increased by 3% as compared to the previous year.

On the other hand, in rural water supply, the number of licensed operators was increased from 1 to 35, water tariffs were set, the number of Districts with water boards has increased from 10 to 27, the number of Districts with clustered water supply systems was increased from 13 to 23 and 19 Districts have so far recruited the WASH Officers in comparison with 15 recorded during previous year.

In sanitation sub sector, thirty-eight (38) new licenses were issued and eighteen (18) were renewed in cleaning services. Two (2) new licenses were issued in solid waste collection and transportation, one (1) license was issued in waste recycling and one (1) license was granted in installation of wastewater treatment systems.

### 5.2. LEGAL AND REGULATORY FRAMEWORK

RURA actively contributed in the development of separate national water supply and sanitation policies and strategies which were approved in December 2016. Also, rural water tariffs for end users were approved by the Regulatory Board on 13<sup>th</sup> December 2016. The following table illustrates rural water tariffs for different water systems.

**Table 31: End user rural water tariffs**

Water System	TARIFFS VAT EXCLUSIVE		TARIFFS VAT INCLUSIVE	
	Tariff FRw/m <sup>3</sup>	Tariff FRw/Jerrican	Tariff FRw/m <sup>3</sup>	Tariff FRw/Jerrican
Gravity	287	7	338	8
Electricity pumping	731	17	863	20
Diesel pumping	921	21	1,087	25
Turbo	689	16	814	19
Complex system	597	14	704	16

In sanitation, the following sanitation regulations were reviewed and approved by the Regulatory Board:

- Regulations on cleaning service provision;
- Regulations on decentralized wastewater treatment systems.

In addition, Regulations on liquid waste collection and transportation were drafted and approved in November 2016.

### 5.3. LICENSING

#### 5.3.1. WATER SUB SECTOR

Following the approval of Regulations on water supply service provision and intensive awareness workshops with service providers and local authorities, licensing water service providers recorded a significant improvement. Thirty-five (35) licenses were issued including one (1) utility license granted to WASAC Ltd and 34 water supply infrastructure management licenses granted to rural water operators. This makes a total of thirty-six (36) licensed operators in water service provision as indicated in the following table.

**Table 32: List of Licensed Operators in water Supply sub sector**

S.N	Licensee	Address		License number
		Province	Service area	
<b>I. URBAN WATER SUPPLY (Water Utility- WU)</b>				
1.	WASAC LTD	Country wide	Urban and Peri-urban areas	001/ WU/LIC/WAT-EWS/RURA/2016
<b>II. RURAL WATER SUPPLY</b>				
<b>A. Water Supply Infrastructure Management-WSIM</b>				
1	COWBE	South	Nyaruguru	001/ WSIM/LIC/WAT-EWS/RURA/2016
2	CFGAE	North	Gakenke	002/ WSIM/LIC/WAT-EWS/RURA/2016
3	SEEGH Ltd	South	Kamonyi	003/ WSIM/LIC/WAT-EWS/RURA/2016
4	PAAK KAM	North	Gicumbi	004/ WSIM/LIC/WAT-EWS/RURA/2016
5	COFO	North	Gicumbi	005/ WSIM/LIC/WAT-EWS/RURA/2016
6	Ndundimana JMV	South	Nyamagabe	006/ WSIM/LIC/WAT-EWS/RURA/2016
7	AGEOH	West	Nyamasheke	007/ WSIM/LIC/WAT-EWS/RURA/2016
8	AGEOH	North	Rulindo	008/ WSIM/LIC/WAT-EWS/RURA/2016
9	AGEOH	West	Rutsiro	009/ WSIM/LIC/WAT-EWS/RURA/2016
10	COPEREMA	East	Kirehe	010/ WSIM/LIC/WAT-EWS/RURA/2016
11	REDEC LTD	South	Huye	011/ WSIM/LIC/WAT-EWS/RURA/2016
12	REDEC LTD	North	Musanze	012/ WSIM/LIC/WAT-EWS/RURA/2016
13	ENTRAGREPCO	North	Gicumbi	013/ WSIM/LIC/WAT-EWS/RURA/2016
14	EDEPRES	South	Gisagara	014/ WSIM/LIC/WAT-EWS/RURA/2016

15	EGIPRES LTD	South	Gisagara	015/WSIM/LIC/WAT-EWS/RURA/2016
16	REGIE ASSOCIATIVES DES USAGERS DES POINTS D'EAU GASABO LTD	City of Kigali	Gasabo	016/ WSIM/LIC/WAT-EWS/RURA/2016
17	AYATEKE STAR	East	Kirehe	017/ WSIM/LIC/WAT-EWS/RURA/2016
18	AYATEKE STAR	East	Kayonza	018/ WSIM/LIC/WAT-EWS/RURA/2016
19	AYATEKE STAR	South	Nyaruguru	019/ WSIM/LIC/WAT-EWS/RURA/2016
20	AQUAVIRUNGA LTD	West	Nyabihu	020/ WSIM/LIC/WAT-EWS/RURA/2016
21	AQUAVIRUNGA LTD	North	Musanze	021/ WSIM/LIC/WAT-EWS/RURA/2016
22	SOCOTRIM	South	Kamonyi	022/ WSIM/LIC/WAT-EWS/RURA/2016
23	COOPERATIVE COOGEPO	East	Kirehe	023/WSIM/LIC/WAT-EWS/RURA/2016
24	S.T.E.F LTD	South	Huye	024/WSIM/LIC/WAT-EWS/RURA/2016
25	REGEP	North	Burera	025/WSIM/LIC/WAT-EWS/RURA/2016
26	AQUARWANDA	South	Kamonyi	026/WSIM/LIC/WAT-EWS/RURA/2016
27	UBUZIMA BWIZA MKM	East	Rwamagana	027/WSIM/LIC/WAT-EWS/RURA/2016
28	RUSAWACO-URUBOGOBOGO	West	Rutsiro	028/WSIM/LIC/WAT-EWS/RURA/2016
29	WATRESCO	East	Ngoma	029/WSIM/LIC/WAT-EWS/RURA/2017
30	KOPERATIVE ICUNGA AMAZI (KIA)	West	Karongi	030/WSIM/LIC/WAT-EWS/RURA/2017
31	KOPERATIVE MAZI SOKO Y'UBUZIMA KARONGI	West	Karongi	031/WSIM/LIC/WAT-EWS/RURA/2017
32	MPANGA URUBOGOBOGO COMPANY Ltd	Eastern	Kirehe	032/WSIM/LIC/WAT-EWS/2017
33	VISION WORK COMPANY Ltd	Eastern	Kirehe	033/WSIM/LIC/WAT-EWS/2017
34	NEEP COMPANY Ltd	North	Gakenke	034/ WSIM/LIC/WATEWS/RURA/2017
B. Management of Complex Water Supply Infrastructure-MCWSI				
1	AQUAVIRUNGA	West	Rubavu	001/MCWSI/LIC/WAT-EWS/RURA/2016

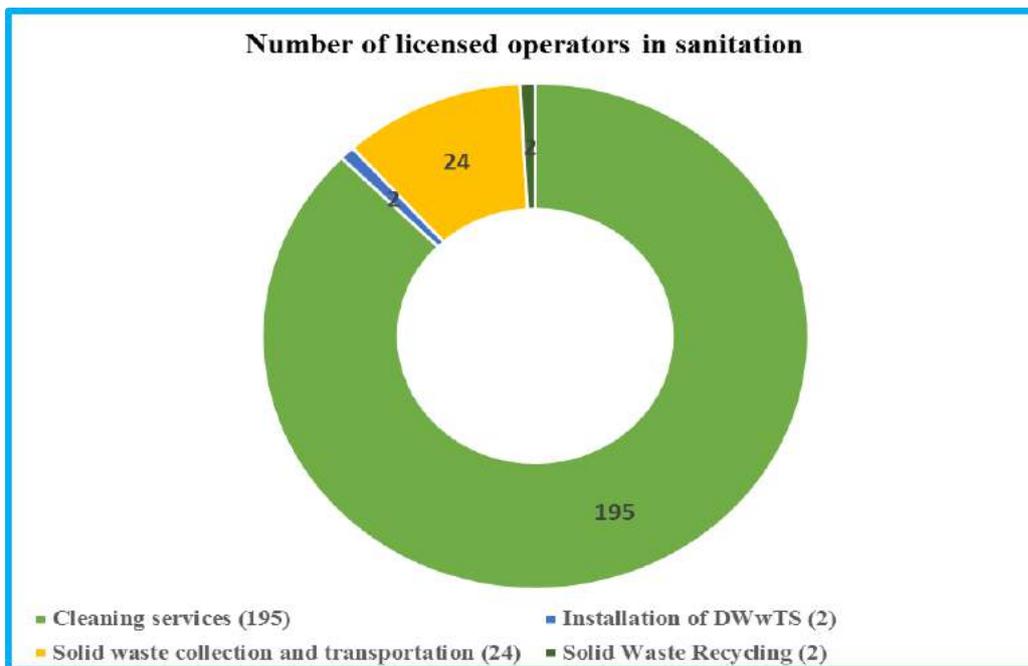
### 5.3.2. SANITATION SUB SECTOR

During the financial year 2016-2017, two (2) new operators were licensed for solid waste collection and transportation and one (1) license was issued for waste recycling. This makes a total of twenty-four (24) licensed operators for solid waste collection and transportation and two (2) licensed operators for waste recycling. (The table in **Annex 3** is the list of licensed operators in solid waste collection and transportation).

In cleaning service provision, thirty-eight (38) new operators were granted the licenses while eighteen (18) expired licenses were renewed. The total number of operators with valid licenses for cleaning service provision is one hundred ninety-five (195) by June 2017.

The number of licensed cleaning service providers dropped down from 208 in 2015/2016 to 195 in 2016/2017 due to the fact that some operators did not renew their licenses and others indicated that they stopped the business of cleaning service provision.

In liquid waste management, one (1) operator was licensed for the installation of decentralized wastewater treatment systems (DWwTS) making a total of two licensed operators in this sub-sector. The chart below summarizes the number of licensed operators in sanitation services provision.



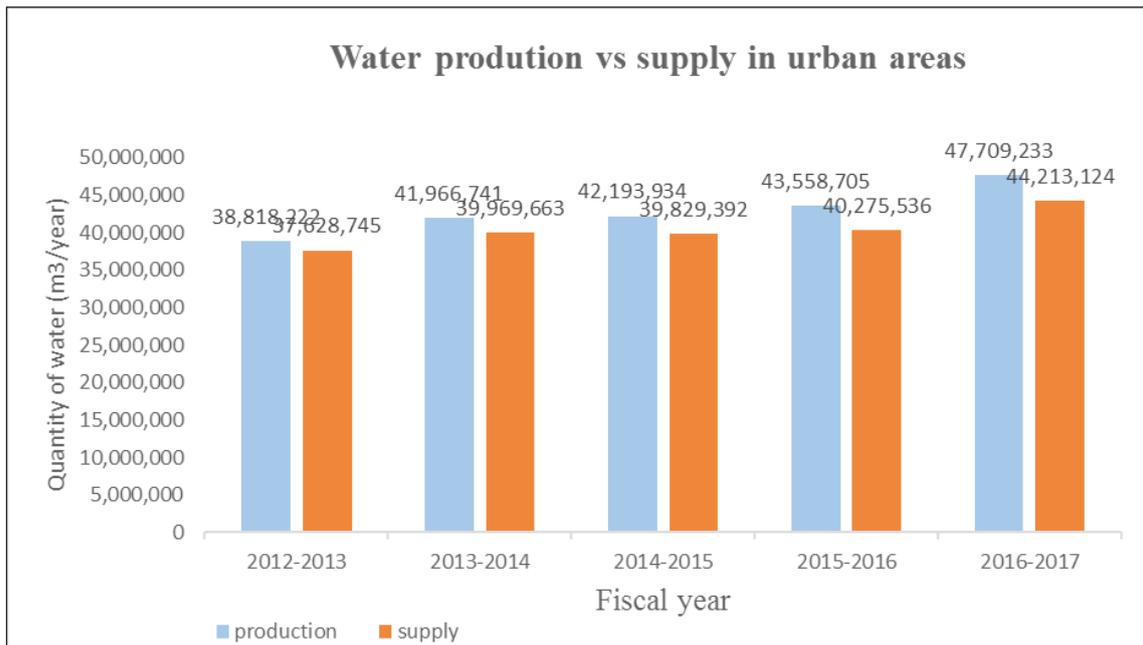
**Figure 23: Number of licensed operators in sanitation provision**

#### 5.4. MARKET PERFORMANCE

In this financial year, improvements were recorded mainly in water production whereby WASAC LTD completed the construction of 4 water treatment plants namely Mpanga (5,000 m<sup>3</sup>/day), Muhazi (2,800 m<sup>3</sup>/day) and Nyagatare (2,400 m<sup>3</sup>/day) under LV-WATSAN (Lake Victoria Water and Sanitation) project and Nkombo water treatment plant with a production capacity of 720 m<sup>3</sup>/day.

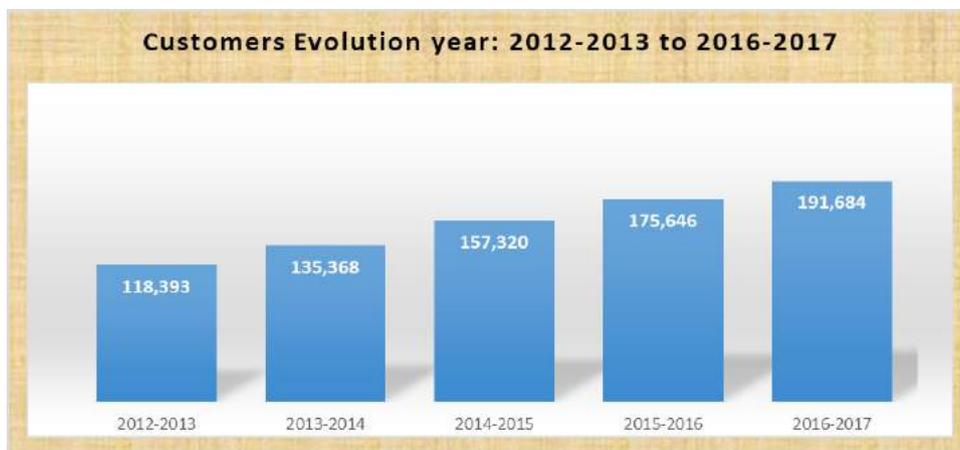
This has led to the annual production of 47,709,233 m<sup>3</sup>/year representing 9.5% increase in comparison to the records of previous year (43,558,705 m<sup>3</sup> /year). On the other hand, water supplied has increased from 40,275,536 m<sup>3</sup> to 44,213,124 m<sup>3</sup>.

The figure below shows the trend in water production and supply in urban areas over the last 5 years.



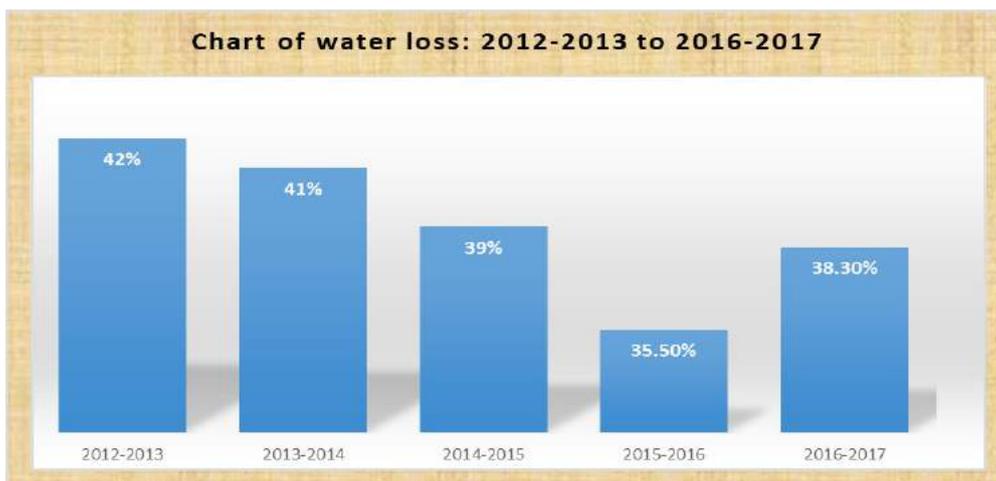
**Figure 24: Volume of water produced and supplied by WASAC Ltd**

The number of customers has also increased compared to the previous year. As shown in the figure below, the number of connected customers increased by 9% from 175,646 (2015-2016) to 191,684 (2016-2017).



**Figure 25: Trend in increase of customer connections in urban areas**

Despite the above improvement, poor performance was noted in terms of Non-Revenue Water. As shown in the figure 26, Non-Revenue Water has increased by 3% from 35.5% recorded in previous year to 38.3%. The high level of Non-Revenue Water is attributed to the poor maintenance of water infrastructure as well as old networks that lead to leakage in the distribution network as well as the commercial losses.



**Figure 26 : Trend in Non-Revenue Water over 6 years**

## 5.5. MONITORING

Monitoring is part of RURA mandate to ensure effective provision of regulated services. Audits and inspections are conducted to licensed operators in order to assess their performance and compliance with regulations.

### 5.5.1. WATER SUB SECTOR

In the financial year 2016-2017, audits and inspections were conducted to all Water Treatment Plants (19) and Branches (20) under WASAC Ltd management.

These inspections revealed that most water treatment plants (WTPs) are well operated and branches are well managed. Major improvement was specifically noted in water production, number of customers as well as the collection efficiency.



**Figure 27: Ongoing construction works at Nzove**



**Figure 28: Completed LV-WATSAN project at Mpanga**



**Figure 29: Completed LV-WATSAN project at Nyagatare**



**Figure 30: Newly constructed plant at Nkombo**

In rural areas, audits and inspections were conducted to twenty-eight (28) licensed operators over the course of 2016-2017 and the following improvement was noted:

- Number of Districts with clustered water supply systems has increased from 13 to 23;
- Establishment of District water boards was done in all Districts;
- Number of Districts with WASH Officers has slightly increased from 15 to 18.

## **5.5.2. SANITATION SUB SECTOR**

### **5.5.2.1. CLEANING SERVICES**

In cleaning service provision, audits and inspections were conducted to 28 operators in the City of Kigali in a bid to monitor the compliance with regulations and license conditions. The following were the findings:

- The visited operators provide adequate cleaning equipment, materials and products as per the signed contracts with their clients;
- All workers possess medical insurances predominantly “Mutuelle de santé” for easy access to medical care;
- Records keeping has seen a slight improvement whereby some operators availed all their working documents during audits and inspections;
- More than 80% of licensed cleaning service providers submitted their annual reports.

Efforts are however still needed in the provision of full package of personal protective equipment to workers and proper handling and storage of cleaning products. It was also noted that some operators delayed to renew their licenses and found themselves working with expired licenses.

### **5.5.2.2. SOLID WASTE MANAGEMENT**

In the City of Kigali, audits and inspections were carried out on twelve licensed operators in the City of Kigali and three operators in Provinces.

Also waste disposal sites were visited in the following Districts: Rwamagana, Kayonza, Ngoma, Nyagatare, Gakenke, Musanze, Rubavu, Karongi, Kamonyi, Muhanga, Ruhango, Nyanza and Huye as well as Nduba landfill located in the City of Kigali. The following are the key findings:

- The visited operators have contracts for waste collection and transportation with their clients at an average of 90%;
- There are plans and schedules for waste collection and transportation and the frequency of once a week is respected by most operators making a collection efficiency of 79%;
- There has been improvement in waste hauling trucks: some operators possess appropriate trucks (compressors) for waste collection and transportation, the number required by the regulations is respected however some operators still have to cover their trucks;

- Waste pickers still have to be provided with full package of safety gadgets;
- Waste sorting at source is still lagging behind at a rate of 39% on average.



**Figure 31: Compressor for waste collection and transportation**

Regarding waste disposal sites, audits and inspections revealed that Kayonza, Nyagatare, Nyanza and Huye Districts have already completed the construction of landfills.

### **5.5.3. SERVICE PROVIDERS EDUCATION**

During the period under review, workshops were conducted in all 4 Provinces and the City of Kigali with the aim to sensitize Local Authorities and operators in water and sanitation operators on the regulations governing the provision of water and sanitation services and encourage them to comply with these regulations.



**Figure 32: Provincial workshops on water supply and sanitation service provision in Western Province.**

## 5.6. CONSUMER PROTECTION

During the financial year 2016/2017, RURA received a total number of 99 complaints in water and sanitation as shown by the table below:

**Table 33: Water and sanitation complaints**

Sub sector	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	June-17	TOTAL
WAT	0	3	0	0	0	3	6	5	0	1	4	10	32
SAN	0	0	0	1	0	2	33	18	0	0	6	7	67

Most complaints in water subsector were related to water shortage where some neighborhoods in the City of Kigali could not get water for a significant period of time. To solve the problem, RURA monitored the implementation of weekly water rationing program as provided by WASAC Ltd to ensure that every customer gets water at least three times a week. In the worst cases, the meeting between customers, RURA and WASAC Ltd representatives would be convened to discuss and address the issue.

In sanitation subsector, the complaints received were related to the frequency of waste collection from the households. According to the regulations on solid waste collection and transportation, waste should be collected once a week however it was observed that some operators do not respect this set frequency. All received complaints were handled to the satisfaction of the customers.

## 5.7. OUTSTANDING ISSUES

Sector challenges recorded within the year under review consist of the following:

- Lack of professional operators in rural water supply;
- No proper treatment facilities for solid and liquid waste especially in the City of Kigali;
- High Non- Revenue Water recorded for the urban water utility;
- Imbalance between water supply and demand in urban areas;
- Lack of budget for the rehabilitation of old and non-functional rural water supply systems;
- Lack of sufficient treatment facilities and laboratories to perform water quality analyses.

# TRANSPORT REGULATION



## 6. TRANSPORT REGULATION

### 6.1. SECTOR PROFILE

The transport sector is a significant segment of Rwanda's economy due to its strategic role in boosting socio-economic development.

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

RURA ensures that transport services are available and reliable throughout the Country to meet, in transparency, current and future demands. It also ensures that service providers comply with laws and regulations in force.

The period under review experienced notable achievements. These include increase of 103% licensed taxi cab operators fleet, 15% of driving schools and the number of rental vehicles increased by 31% from 369 to 483 compared to the previous financial year. Three (3) new motorcycle cooperatives were also licensed as a result of awareness campaigns and enforcement.

### 6.2. LEGAL AND REGULATORY FRAMEWORK

The transport Sector is regulated in line with the following:

- Public Transport Policy and Strategy for Rwanda;
- Presidential Order N° 25/01 of 25/02/2015 Modifying and Complementing Presidential Decree N° 85/01 of 02/09/2002 Regulating General Traffic Police and Road Traffic as Modified and Complemented to Date;
- Code of Conduct for Boat Drivers of Public Passenger and Cargo Boats in the Republic of Rwanda;
- Passengers Road Transport Regulations N°007/TRANS/RT/RURA/2015 of 01/06/2015
- Code of Conduct of Public Road Transport Drivers in Rwanda;
- Board Decision N° 13/TR-RURA/2009 of 4 September 2009 Regarding the Functioning of Driving Schools in Rwanda.

### 6.3. LICENSING

Transport sector, in this year experienced evolutions in terms of the increase in number of licensed operators and the increase in terms of number of vehicles used. According to transport regulations only individual authorizations still hold in transportation of goods and waterways. For other sub-sectors operators have to work in cooperatives or companies.

**Table 34: Newly licensees in transport per category as of June 2017**

CATEGORY	Number of Newly licensed operators	Total Number of Operators
Transport of goods	2	25
Transportation of persons local	1	47
Transportation of persons Cross- border	1	6
Motorcycles cooperatives	3	146
Car rental operators	2	30
Driving schools	12	91
Taxi cab	12	53
Freight forwarders	1	14

In addition to the above in transport of goods, 7,106 authorizations were issued to individual operators.

## 6.4. MARKET PERFORMANCE

### 6.4.1. TARIFF STRUCTURE

RURA has the obligation to set tariffs for taxi cabs and transport of person's fares. During this financial year, fuel price the main cost parameter in transport service costing did not go beyond the pre-set margin of variation, consequently, transport fares were not reviewed.

### 6.4.2. TREND IN TRANSPORT SECTOR

The following table shows the trend in licensed operators.

**Table 35: Trend in licensed operators**

CATEGORY	2015-2016	2016-2017	Change (%)
Transport of goods	23	25	9%
Transportation of persons local	46	47	2%
Transportation of persons Cross- border	8	6	-25%
Motorcycles cooperatives	143	146	2%
Car rental operators	30	30	0%
Driving schools	79	91	15%
Taxi cab	41	53	29%
Freight forwarders	13	14	8%

In transport of goods, 2 new licenses were issued to 2 companies namely Sugira Ltd and Ubumwe Transport Gahanga Ltd. The table of all licensed transport of goods operators is in **Annex 4**.

In transportation of persons sub sectors, there are two types of licenses issued namely local and cross boarders' licenses. In this financial year, one operator was licensed which is Alfa Ltd. However, the same year marked a decrease in the number of licensed cross-border operators from 8 in June 2016 to 6 operators as of June 2017. This decrease is attributed

to failure of some operators to meet regulations regarding required fleet capacity. Despite the decrease in the number of operators, their fleet increased from 66 by June 2016 to 76 in this year. The list of Passengers Bus Transport Operators is in **Annex 5**.

Three (3) new motorcycles cooperatives were licensed, this increased the number of authorized Motorcycles by 13.2% from 27,646 as of June 2016 to 31,296 as of June 2017 operating under 146 cooperatives. See the list of Licensed Motorcycles Operators in **Annex 6**.

The number of licensed car rental operators remained the same as only two operators entered in the market replacing two other operators that didn't renew their licenses. The number of vehicles increased by 31% from 369 in the preceding financial year to 483 in the year 2016-2017. See Licensed Car Rental Companies/Cooperatives in **Annex 7**.

Driving schools fleet increased by 7.7% from 804 to 866 in 2016-2017. This increment is backed by increased number of driving schools from 79 recorded in 2015-2016 to 91 in this financial year. The table of all licensed driving schools is in **Annex 8**.

During the year under review, twelve (12) new taxi cab were licensed leading to a total number of fifty-three (53) companies/cooperatives. The already existing Companies and Cooperatives increased their fleet size by 103% from 632 in 2015-2016 to 1,285 in 2016-2017. This is due to enforcement measures and new operators joining the sub sector. See Licensed Taxi Cabs in **annex 9**.

In freight forwarders sub sector, one (1) new company called Platinum Ltd was licensed. Thirteen operators renewed their license during this financial year which lead to a total number of 14 licensed freight forwarders operators in Rwanda.

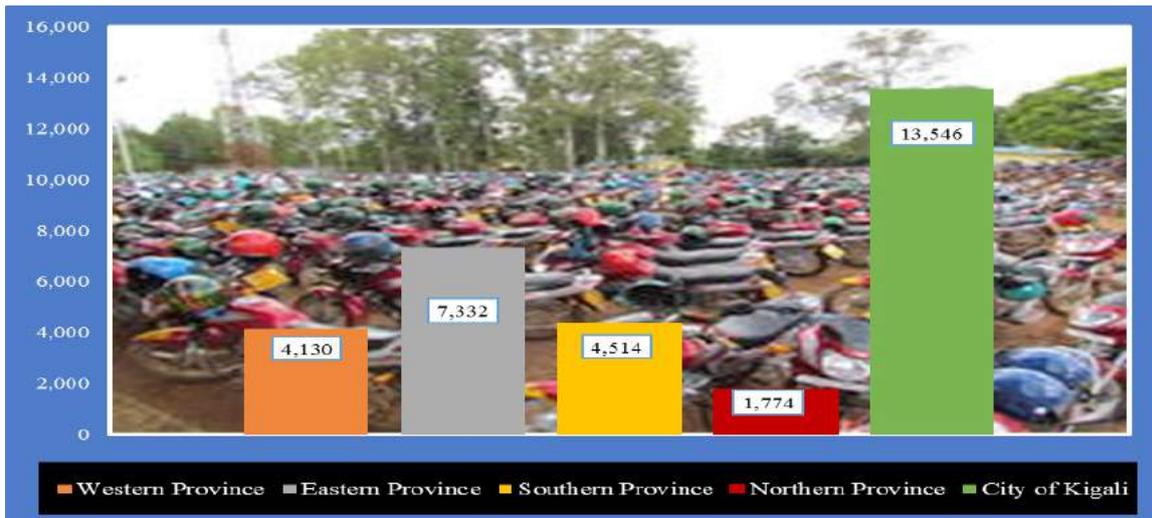
### 6.4.3. TREND IN FLEET OF LICENSED OPERATORS IN TRANSPORT SECTOR

The table below shows the trend in operators' fleets in transport sector:

**Table 36: Trend in operator's fleets**

CATEGORY	2015-2016	2016-2017	Change (%)
Transport of goods	470	478	2%
Transportation of persons local	3,297	3,974	21%
Transportation of persons Cross- border	66	76	15%
Motorcycles cooperatives	27,646	31,296	13%
Car rental operators	369	483	31%
Driving schools	804	866	8%
Taxi cab	632	1,285	103%

From the above table, it is observed that the operators' fleets increased in all categories ranging from 2% in transport of goods to 103% in taxi cab.

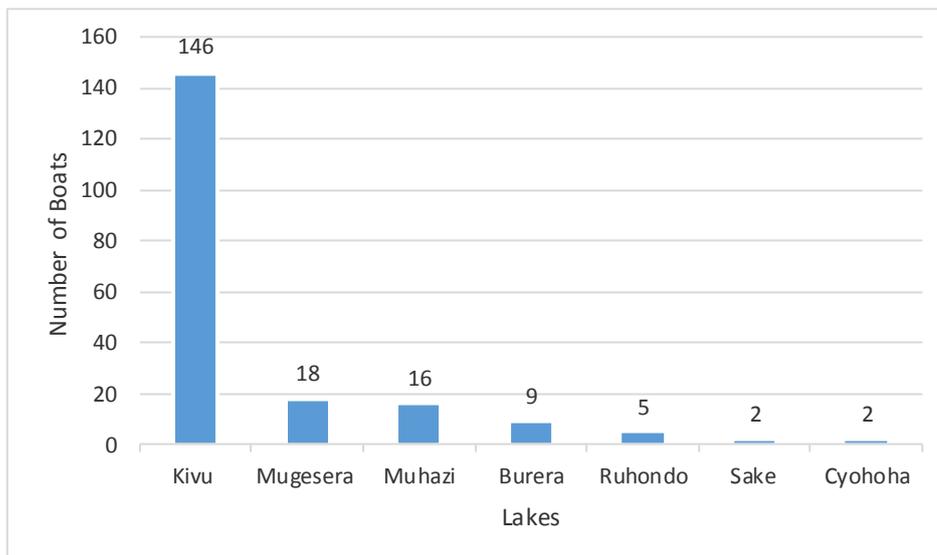


**Figure33: Motorcycle Fleet Distribution by Provinces and the City of Kigali**

As indicated in the above figure, the City of Kigali has highest number of motorcycles with a fleet of 13,546 motorcycles, followed by the Eastern Province that has 7,332. Southern Province has 4,514 and Western Province 4,130. The Northern Province has the least fleet of 1,774 motorcycles.

#### 6.4.4. WATERWAY BOATS DISTRIBUTION

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



**Figure 34: Boats per Lake**

## 6.5. MONITORING AND ENFORCEMENT

### 6.5.1. ENFORCEMENT IN PUBLIC TRANSPORT

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

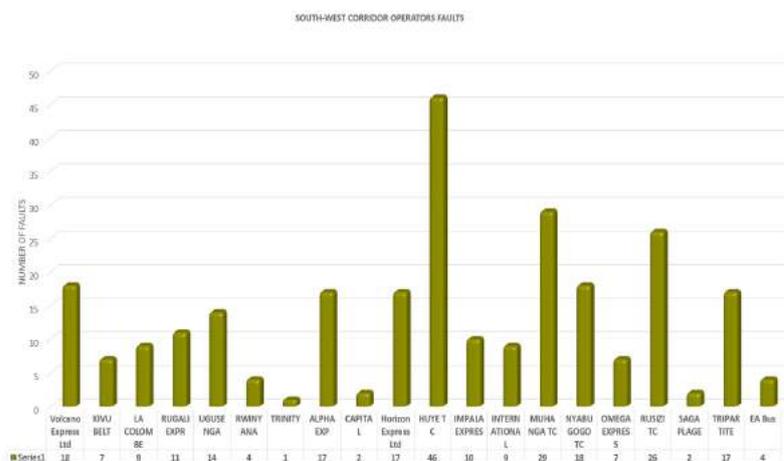
During this financial year the following faults were recorded in public transport;

**Table 37: Faults committed in public transport by corridor in 2016-2017**

N°	Faults	South-West	North-West	Eastern	City of Kigali	Total
	Driving Without Required Document (D.W.R.D)	116	83	91	130	420
	Violating Route (V.R)	20	21	19	143	203
	Failure To Use E-Ticketing(F.U.E.T)	58	62	42	1	163
	Without Uniform (W-Uniform) <sup>2</sup>	24	37	29	31	121
	Loading at unappropriated place LO.PP	6	16	7	83	112
	Bus overloading (Bus .Overl.)	12	22	9	26	69
	Failure to issue ticket (F.T.I.T)	5	5	16	0	26
	Failure to observe the set cleanliness and customer service delivery (F.T.O.T.clean Delivery)	0	4	4	15	23
	Use of bus without a valid license (U.B.V.L)	10	7	0	2	19
	Failure to operate (F.T.O)	4	0	5	3	12
	Refusal to avail document at the demand R.A.D.D	2	1	3	0	6
	Failure to operate to time table (F.T.O.time)	0	1	0	3	4
	Failure to charge correct fare( F.T.C.F)	0	0	1	0	1
	Failure to observe set bus service operating hours (F.T.O.S.B.	0	0	0	1	1
<b>Total</b>		<b>257</b>	<b>259</b>	<b>226</b>	<b>438</b>	<b>1,180</b>

The most repetitive faults are driving without required document (DWRD) and violating route and which were committed especially in City of Kigali (CoK), South West corridor. The use of E-ticketing was not respected in upcountry than in CoK.

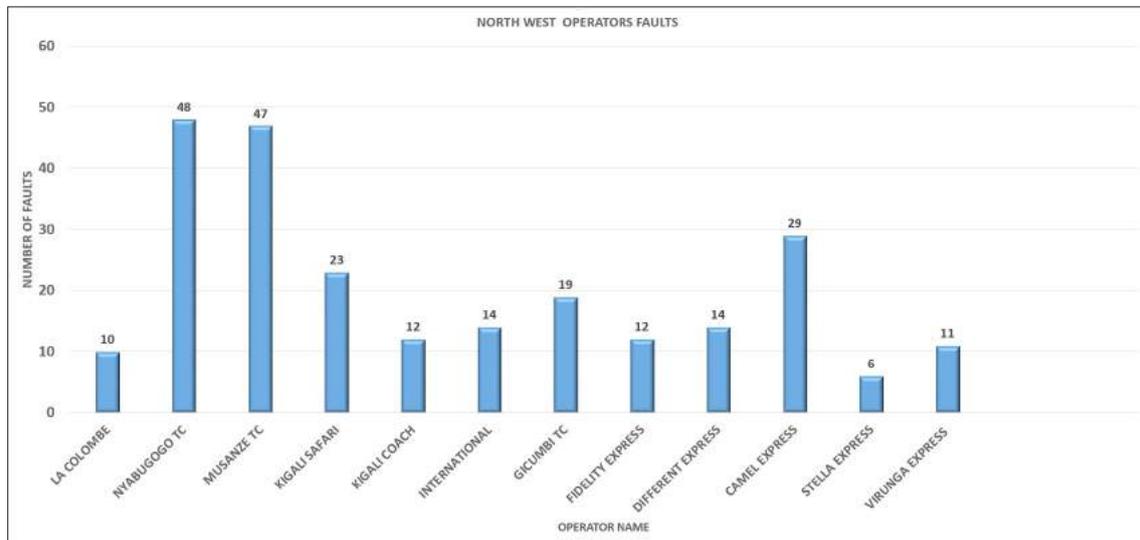
The chart below classifies operators by faults committed in South-West Corridor operators.



**Figure 35: South-West corridor operators faults**

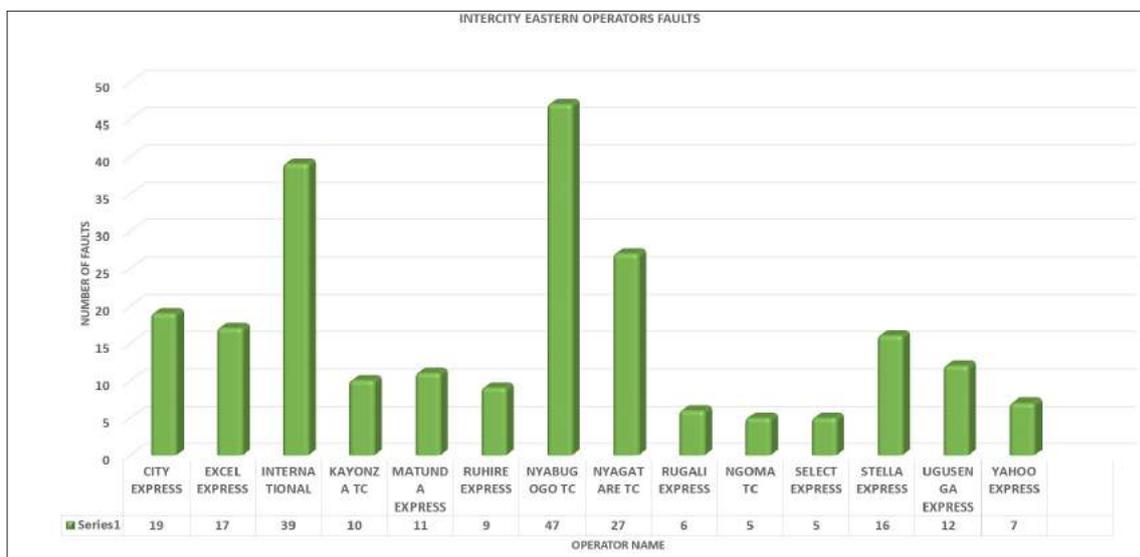
The operators that committed more faults on this corridor are; Huye, Muhanga and Rusizi Transport Cooperatives (TC). The least defaulting operator is Trinity with only one fault, followed by Saga Plage and Capital Express.

Chart below shows them by faults committed



**Figure 36: North-West corridor operators faults**

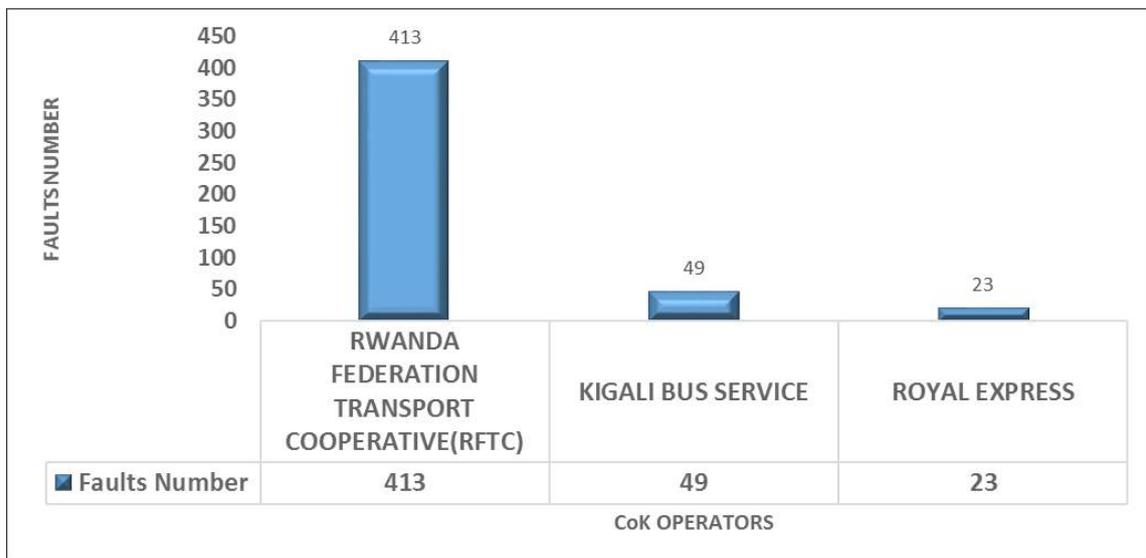
The leading operators in committing many faults in North West corridor are Nyabugogo Transport Cooperative (TC) and Musanze Transport Cooperative (TC). Stella Express is the least defaulting operator.



**Figure 37: Eastern Corridor operators' faults**

The operator with many faults committed in Eastern corridor was Nyabugogo TC with a total of 47 faults, followed by International Express with 39 faults committed.

In the City of Kigali, RFTC registered more faults as illustrated in the figure below:



**Figure 38: City of Kigali operators' faults**

The operator leading in City of Kigali in committing many faults is Rwanda Federation Transport Cooperative (RFTC) operating two cooperatives in City of Kigali namely City Center Transport Cooperative and Remera transport Cooperative with a total of 413 committed faults.

### 6.5.2. SPEED GOVERNORS IN PUBLIC AND GOODS TRANSPORT VEHICLES

In accordance to speed limitation for public and commercial transport vehicles as provided by the Presidential Order no 25/01 of 25/02/2015, RURA in collaboration with Police, Mininfra, and Rwanda Standard Board conducted inspections and approved speed governor<sup>5</sup> gadgets of the following companies:

- Beno Car Limited,
- Akagera Business Group Ltd,
- Jendie Automobiles Ltd,
- Mala n.e.c Ltd,
- Pascal Technology Ltd
- Paymatic Ltd
- Sator Rwanda Ltd

<sup>5</sup> Speed governor: is high-tech device that limits vehicles to a set maximum speed and has the capacity to trim down the speed every time the vehicle attempts to exceed the set maximum velocity. The set maximum speed in Rwanda is 60 kilometers per hour.



**Figure 39: Speed governor launch**

### **6.5.3. TRAINING OF DRIVERS AND DRIVERS VOCATION CARDS**

To ensure professionalism, training of 880 public transport drivers was conducted on different aspects, including professional behavior, customer care and first aid.

In the same vein, 714 drivers' vocational cards were issued in order to facilitate monitoring of public transport drivers. The Drivers Vocational Cards Management System (DVCMS) was officially launched on 1st June 2017 in Nyabugogo Bus Terminal by the Minister of Youth and ICT.



**Figure 40: Official Launch of DVCMS**

## 6.6. CONSUMER PROTECTION

### 6.6.1. CONSUMER EDUCATION

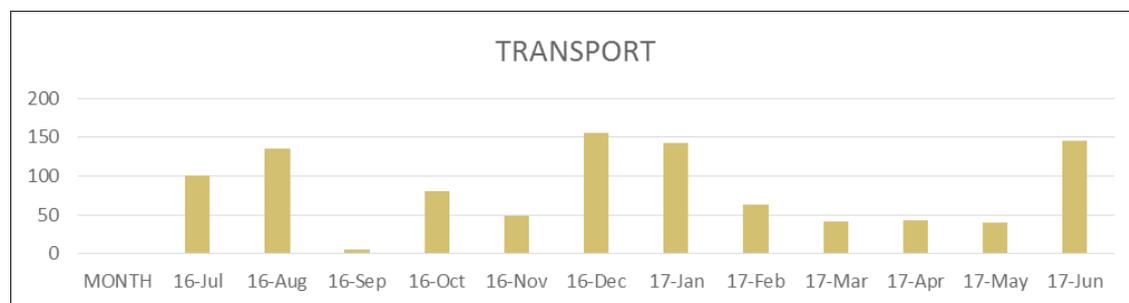
In public transport, passengers were educated on their rights and obligations and one consumer forum talking about public transport was organized and it took place.

### 6.6.2. COMPLAINT HANDLING

For the transport sector, 1002 complaints were received. Lodging a complaint in transport is easier than in ICT sector because of the nature of complaints and this is may be the cause of receiving many complaints that any other sector.

**Table 38: Transport related complaints**

MONTH	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	June-17	TOTAL
TRANSP	101	135	5	80	49	156	143	63	42	43	40	145	1002



Many complaints were related to the departure time which is no more respected by almost all companies and cooperatives. We also received complaints related to delays in issuing motorcycle's transport authorisations but the issue is now solved after the awareness campaign on the issue took place. In this sector, 850 complaints representing 84.8% were resolved and we continue to educate drivers so that they can change their behaviour.

## 6.7. OUTSTANDING ISSUES

The faced challenges in the transport sector are the following:

- ✓ Some vehicles operate without licenses which leads to unfairness in the market;
- ✓ The use of taxi meter did not reach the desired objective because taxi cab operators and consumers have not adopted the culture of using taxi meter;
- ✓ Taxi meter suppliers are still few compared to the demand which delayed the installation in taxi cabs vehicles;
- ✓ Lack of transport sector law.

To address the challenges mentioned above, RURA will focus on the following:

- ✓ Put more effort in monitoring and enforcing public transport rules and regulations;
- ✓ Conduct public awareness campaigns on the use of taxi meter;
- ✓ Integrate operators' E-ticketing systems into RURA transport E-ticketing monitoring system.



## **CONCLUSIONS & WAY FORWARD**

## 7. CONCLUSIONS AND WAY FORWARD

This report paves away different achievements recorded in the financial year 2016-2017. As detailed in the same, many more projects have been accomplished despite some few that had constraints which hindered the full accomplishment.

The ICT sector continues to expand considerably in various aspects driving a positive socio-economic impact on the welfare of the entire community. As detailed in the report, Internet service subscription registered an increase of 19%. The competition brought about more innovative ideas and facilities to end-users. Following the enactment of the new ICT Law in June 2016, the Regulatory Authority has and continues to put in place a new regulatory framework to ensure effective implementation of the ICT law and to facilitate new entrants in the market.

The Energy sector has also registered an increase 10% in electricity installed generation capacity and it reached 208.3 MW from 190 MW registered in the previous year. In the same line, the access to electricity has increased where electricity on-grid connections alone has increased by 13.5%. Other important achievements include the new electricity end user tariffs approved during the year under review which gave special consideration to some categories of customers by introducing a lifeline tariff for low income households and by giving to industrial customers' tariffs which are much more competitive.

The mapping of all petrol stations countrywide marks another important milestone in the regulation of downstream petroleum industry.

In Water and Sanitation sector, some improvements have also been registered such as the increase in water production by 9.5% and the number of customers by 9%. However, this sector is still facing a lot of challenges like imbalance between water supply and demand in urban areas, high Non-Revenue Water mainly due to old networks, lack of clear plan and means to rehabilitate the old and non-functional rural water supply systems etc. To address these, heavy investments in water and sanitation are still needed.

The Transport has recorded tremendous achievements during the year under review. Awareness campaign and enforcement mechanisms have boosted the transport sector in terms of compliance and revenues generation in the financial year. Licensed Taxi cabs recorded an increase of 103% due to extensive inspections conducted by the Authority. Regular monitoring operations provided responses to frequent noted issues and basically addressed them on time. Furthermore, the E-ticketing system has made the operators much more compliant. For this to be effective and consistent, there is a plan to integrate it with RURA monitoring Systems. The introduced system of Speed governor in Public and good transport marked positive impact in accident reduction and other incidents usually caused by over speeding.

As a way forward, measures and means are to be put in place to the well performance in the next financial year. The crucial steps in will include among other: to complete the legal and regulatory frameworks by putting in place all required regulatory tools/instruments to enable effective environment; to closely monitor the service delivered to consumers; to improve the corporate image through different programmes.

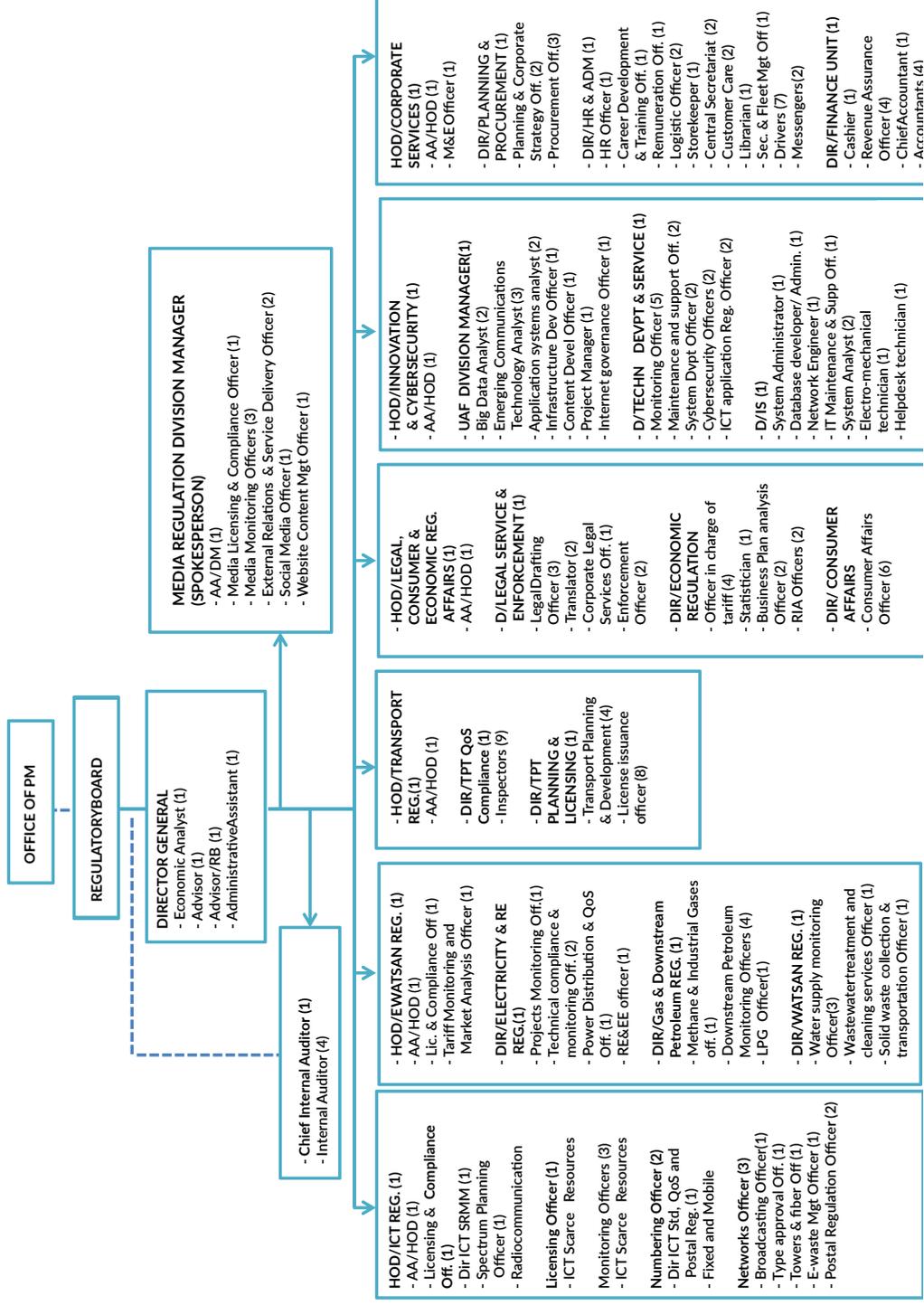
The Authority will also ensure the effective implementation of the revised RURA Strategic-Plan 2017-2020, by aligning its activities with its strategic objectives.

For effective regulation, RURA will continue to engage various actors from all regulated sectors and all national, regional and international stakeholders.

## **8. ANNEXES**

# ANNEX 1: RURA ORGANISATIONAL STRUCTURE

## ANNEX 1: RURA ORGANISATIONAL STRUCTURE



## ANNEX 2: LIST OF LICENSED PETROL SERVICE STATION DEVELOPERS

SN	Operator/ applicant name	License number	SN	Operator / applicant name	License number
1	Mr. KABALISA Gaspard -Kayonza	026/PSS/RURA/2015	7	Mr. GASARABWE Alphonse (Gas Oil)–Poids Lourd	032/PSS/LIC/GP-EWS/RURA/2015
2	Mr.NDAGIJIMANA Emmanuel- Nyamata	027/PSS/LIC/GP-EWS/RURA/2015	8	Mr. NDAGIMANA Francois – Kabeza	033/PSS/LIC/GP-EWS/RURA/2015
3	LAKE PETROLEUM RWANDA Ltd -Rwamagana	028/PSS/LIC/GP-EWS/RURA/2015	9	ADDAX PETROLEUM Ltd –Gatsibo	034/PSS/LIC/GP-EWS/RURA/2015
4	LAKE PETROLEUM RWANDA Ltd - Kayonza	029/PSS/LIC/GP-EWS/RURA/2015	10	MOUNT MERU RWANDA PETROLEUM Ltd- Rwamagana	035/PSS/LIC/GP-EWS/RURA/2015
5	ESCALE GROUP Ltd - Kayonza	030/PSS/LIC/GP-EWS/RURA/2015	11	HOME STATION – Rwamagana	036/PSS/LIC/GP-EWS/RURA/2015
6	Mr. RURANGANGABO Paulin - Kicukiro	031/PSS/LIC/GP-EWS/RURA/2015	12	NDAGIJIMANA Athanase - Kamonyi	037/PSS/LIC/GP-EWS/RURA/2015
13	HOME STATION - Kibeho	038/PSS/LIC/GP-EWS/RURA/2015	19	SOPEFANI ltd – Musanze	045/PSS/LIC/GP-EWS/RURA/2015
14	Mr. BIDERI Vincent – Kicukiro - Gahanga	039/PSS/LIC/GP-EWS/RURA/2015	20	Mrs. KAMARADE NumutakoAbineImmy	044/PSS/LIC/GP-EWS/RURA/2015
15	Station Dicsentre - Rubavu	040/PSS/LIC/GP-EWS/RURA/2015	21	Mr. NTIRUSHWAMABOKO Concorde – Nyamata	046/PSS/LIC/GP-EWS/RURA/2015
16	Mr. MURANGIRA Philippe - Rusumo	041/PSS/LIC/GP-EWS/RURA/2015	22	ADDAX Petroleum Ltd – Muhura	047/PSS/LIC/GP-EWS/RURA/2015
17	MT MERU Petroleum Rwanda -Kayonza	042/PSS/LIC/GP-EWS/RURA/2015	23	SIGEPE Ltd - Rulindo	048/PSS/LIC/GP-EWS/RURA/2015
18	Lake Petroleum Ltd -Musanze	043/PSS/LIC/GP-EWS/RURA/2015	24	ADDAX Petroleum Ltd – Byangabo	049/PSS/LIC/GP-EWS/RURA/2015

## ANNEX 3: THE LIST OF LICENSED OPERATORS IN SOLID WASTE COLLECTION

N°	Operator	Province	Operation area
Operators with first category license <sup>3</sup>			
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	Air Port, Inyange Industries, Bralirwa (Kicukiro District)
4	UBUMWE CLEANING SERVICES	City of Kigali	Kicukiro, Gatenga, Niboye and Gikondo Sectors (Kicukiro District)
5	COPEDE	City of Kigali	Nyarugenge, Kacyiru and Remera Sectors (Nyarugenge and Gasabo Districts)
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	COCCEN	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)
14	KEEN KLEENERS LIMITED	City of Kigali	Some institutions and commercial entities
Operators with second category license <sup>4</sup>			
1	MZI Ltd	Northern Province	Musanze District
2	GEBUR MULTI-BUSINESS LTD	Northern Province	Gicumbi District
3	KOPIBO	Western Province	Rubavu District
4	Develop our families	Western Province	Rubavu District
Operators with third category license <sup>5</sup>			
1	G.A.P.M	Northern Province	Gicumbi District
2	BUSMED Ltd	Western Province	Rubavu District
3	Guma General Services and Suppliers Ltd	Eastern	Nyagatare District
4	RITM Ltd	Northern	-

#### ANNEX 4: LICENSED TRANSPORT GOOD OPERATORS

N <sup>o</sup>	COOPERATIVES/COMPANIES	NUMBER OF VEHICLES 2016- 2017
	HUYE TRANSPORT COOPERATIVE	55
	COOPERATIVE DES TRANSPORTEURS DE MARCHANDISES DE RUBAVU	22
	COOPERATIVE DES TRANSPORTEURS ET DE SOLIDARITE DE MAHOKO	11
	COOPERATIVE DES TRANSPORTEURS DES MARCHANDISES DE GISENYI	73
	COOPERATIVE DES TRANSPORTEURS DE MARCHANDISES DE KAVUMU	41
	UMOJA WA MADEREVA	16
	COCTRAMAVK	41
	COOPERATIVE DES TAXISMAN VOITURE RUSIZI-BUGARAMA	16
	NYAMPINGA DRIVERS	13
	RWABUKUMMBA J.P TRASNPORNT LTD	10
	STIPPAG-RWANDA LTD	3
	TOP SERVICES ENTERPRISE LTD	8
	KAURWA LTD	16
	NTIVUGURUZWA BUSINESS COMPANY LTD	2
	BUSINESS & TRANSPORT TRADING COMPANY LTD	16
	SOFT SERVICE	7
	KHALFAN TRANSPORTERS LTD	9
	ISANO PICK UP AND TRUCK DRIVERS COOPERATIVE KICUKIRO	9
	GLEVOL CO LTD	5
	KAMO AND SONS	17
	UBUMWE TRANSPORT GAHANGA	6
	SUGIRA LTD	4
	EAST AFRICAN COOPERATIVE OF TRANSPORTS	59
	GORILLA MOTORS LTD	2
	SOCIETE RWANDAISE DE DISTRIBUTION ET SERVICE	5
	TOTAL NUMBER OF VEHICLES	478

## ANNEX 5: PASSENGER BUS TRANSPORT OPERATORS

N°	COMPANIES NAME	VEHICLES FLEET 2015-2016	VEHICLES FLEET 2016-2017
1	Camel Tours And Travel Agency	20	21
2	Capital Express	18	23
3	City Center T/Cooperative	408	370
4	City Express	48	51
5	Different Express	6	20
6	Excel Tours &Travel Agency	56	54
7	Fidelity Express	10	23
8	Gicumbi T/Cooperative	77	80
9	Horizon Express	66	82
10	Huye T/Cooperative	141	176
11	Impala Express	23	17
12	International Express	100	87
13	Kayonza T/Cooperative	90	90
14	Kigali Bus Services	118	153
15	Kigali Coach Travel Agency	29	41
16	Kigali Safari Express	21	30
17	Kivu Belt Express	8	24
18	La Colombe Express	27	41
19	Matunda Express	27	27
20	Muhanga T/Cooperative	148	158
21	Musanze T/Cooperative	213	302
22	Ngoma T/Cooperative	116	137
23	Nyabugogo T/Cooperative	343	412
24	Nyagatare T/Cooperative	147	154
25	Omega Express	30	38
26	Remera T/Cooperative	318	382
27	Royal Express	94	106
28	Rubavu T/Cooperative	98	167
29	Rugali Travel Agency	43	55
30	Ruhire Express	21	26
31	Rusizi T/Cooperative	122	144
32	Rwinyana Express	11	-
33	Select Express	28	26
34	Stella Express	57	56
35	Tripartite Tours	11	19
36	Ugusenga Express	42	47
37	Virunga Express	50	53
38	Volcano Express Ltd	77	90
39	Yahoo Car Express Ltd	35	33
40	Volcano Ltd (Crossboarder)		12
41	Students Safety Bus Ltd (School Bus)		13
42	Modern Coast Exp.Uganda (Crossboarder)		3
43	Trinity Transporters & Distributors Co. Ltd(Crossboarder)		17
44	Jakobu Entreprises Ltd(Crossboarder)		31
45	Volcano Ltd (School Bus)	7	20
46	Mash Bus Services Limited(Crossboarder)		3
47	Alpha Express		39
48	Rwanda School And Students Transport Cooperative (School Bus)		58
		3304	4011

## ANNEX 6: LIST OF MOTORCYCLES COMPANIES OR COOPERATIVES

S/N	MOTOCYLES COMPANIES OR COOPERATIVES	NUMBER OF MOTOS 2016-2017
1	COOPERATIVE DES MOTARDS RUSIZI (COMORU)	295
2	KOPERATIVE TERIMBERE MOTARD RUSIZI (KOTEMORU)	205
3	COOPERATIVE DES MOTARDS DE GIHUNDWE RUSIZI (COMOGIRU)	241
4	COOPERATIVE DES MOTARDS DE MASHYUZA-RUSIZI (COMOMARU)	120
5	COOPEWRATIVE DE TRANSPRET AU MOYEN DE MOTO- KAMEMBE	130
6	COOPERATIVE DES MOTARDS DE NYAMASHEKE	95
7	COOPERATIVE DES TRANSPORTEURS A MOTOS DE NYAMASHEKE (COTRAMONYA)	227
8	COOPERATIVE DES TAXIMEN MOTOS NYAMASHEKE-RUHARAMBUGA (COTAMONYA)	57
9	COTEMO COOPERATIVE TERIMBERE TAXI MOTOS NGORORERO	161
10	COOPERATIVE DE TAXIS MOTOS DE KABATWA-NYABIHU	126
11	AMAJYAMBERE IWACU (KAMIGI)	163
12	COOPERATIVE DE CHAUFFEURS DE TAXIS MOTOS DE L'OUEST (COCTMO)	146
13	COOPERATIVE POUR LE TRANSPORT DES PERSONNES A MOTO (COTRAPMO)	279
14	COOPERATIVE DE TAXI MOTARDS RUBAVU	47
15	KOPERATIVE UMURAVA RUBAVU	70
16	KOPERATIVE AGUKA MOTARDS RUBAVU	86
17	KWISUNGANA NO KUGOBOKA ABAJYAMBERE	58
18	COOPERATIVE DE TAXI MOTO ENTRAIDONS-NOUS DE RUBAVU	113
19	MOTO TRANSPORT COOPERATIVE	334
20	COOPERATIVE URUMURI MOTARD GISENYI	122
21	COOPERATIVE DES CHAUFFEURS TAXI MOTO DE KABARI	144
22	COOPERATIVE DES TAXIMEN-MOTO DE BUSASAMANA	47
23	COOPERATIVE DE TRANSPORT AU MOYEN DE MOTO DE KARONGI	149
24	COOPERATIVE DE TRANSPORT AU MOYEN DE TAXI MOTO KARONGI	234
25	KOPERATIVE TAXIMEN MOTOS TERIMBERE KARONGI (KOTAMOTEKA)	166
26	COPERATIVE DE TAXI-MOTO DE GAKERI/RUTSIRO	140
27	COOPERATIVE DES TAXIMEN-MOTOS DE RUTSIRO-ICYIZERE	118
28	COTAMORU TWITEZIMBERE/RUTSIRO	57
29	KARENGE TAXI MOTO COOPERATIVE	103
30	COOPERATIVE DE DE MOTARDS DE GAHENGERI	141
31	COOPERATIVE UBUMWE MOTARD-KIGABIRO	153
32	COOPERATIVE TAXIMEN MOTO KIGABIRO	79
33	COOPERATIVE TUZAMURANE GAHINI	24
34	COOP.DE TAXIMEN MOTOS DE RUKIRA	145
35	COOPERATIVE TWIHUTE KARAMBI	145
36	COOPERATIVE DUTABARANE RUKARA	161
37	COOPERATIVE DE TAXI MOTO DE MUKARANGE	198
38	COOP.DES TAXIMEN MOTO DE RWINKWAVU DUFATANYE	147
39	COOPDE TAXI MOTO DE KABARONDO	153
40	MUKARANGE MOTORCYCLE COOPERATIVE TURAHIRIWE	217
41	COOP.DE TAXI MOTO DE KIREHE TWITEZIMBERE	252
42	COTAMORU INGOBOKABAGENZI RUSOZI	131
43	KOTMN/NYARUBUYE	106
44	MOTOS COOPERATIVE .AS GENERAL BENEFIT	118
45	COOPERATIVE .TAXIS MOTO NGOMA	348
46	COOPERATIVE DE TAXI MOTO DE REMERA	1142
47	COOP.DES TAXI MOTO DE SAKE	123

48	LE PROFESSIONNEL NGOMA	172
49	COOP.DES MOTARS DE GATSIBO/COMOGA	358
50	CO.TA.MO-KIRAMURUZI	183
51	COOP TAXIS MOTOS DE RUGARAMA/GATSIBO	149
52	COOP.DE TRANSPORT AU MOYEN DE TAXIS MOTO	62
53	COOPERATIVE DES TAXIS MOTOS DE NDATEMWA-GATSIBO	90
54	COMORWI-RWIMBOGO	129
55	COTAMOGI IMBARAGA	213
56	COOPERATIVE DES MOTARDS DE GITOKI	154
57	COOPERATIVE DES TAXI MOTO DE BUGESERA	179
58	COOPERATIVE DES TAXIMEN MOTO ICYEREKEZO RUHUHA	71
59	COOPERATIVE DES TAXIMEN MOTO INTEGO RILIMA	97
60	KARANGAZI RAPID MOTORCYCLIST COOPERATIVE.	192
61	COOP.TAXIMOTO INTIGANDA NYAGATARE	190
62	NGEGENE MOTORIST TRANSPORTERS COOP.	119
63	KOPERATIVE KUNDUMURIMO MOTAR TABAGWE	82
64	COOP.DES JEUNES MOTARDS DE KARAMA	89
65	KOPERATIVE MOTARI NYAGATARE	93
66	KUNDUMULIMO MOTAR COOPERATIVE	86
67	SAFE TAXI MOTO COOPERATIVE NYAGATARE	99
68	KOPERATIVE MOTARI RWIMIYAGA	116
69	SAFE TAXI MOTOR COOPERATIVE MUSERI	65
70	COOPERATIVE DES MOTARDSDE RYABEGA	83
71	INTASUMBWA	159
72	KOPERATIVE DUKORER HAMWE MATIMBA	37
73	SAFE TAXI MOTO RWIMIYAGA	71
74	COOPERATIVE Y'ABAMOTARI MIMULI DUTERIMBERE (COAMIDU)	108
75	COOPERATIVE DES CHAUFFEURS DE TAXIS MOTOS DE KAMONYI (COOCTAMOKA)	277
76	KAMONYI MOTORCYCLE TRANSPORTER'S COOPERATIVE(KAMOTRACO)	284
77	COOPERATIVE DE TAXIS MOTOS DE MUHANGA SUD	172
78	COOPERATIVE DE TRANSPORT DES VELOS MOTEURS DE MUHANGA (COOTRAVEMOMU)	651
79	UNITY MOTOCYCLISTS COOPERATIVE (UMC)	64
80	COOPERATIVE DE TAXIS MOTO DE BYIMANA (COOTAMOB)	56
81	COTAMORU TEBUKA	97
82	COTRAPAMARU	127
83	KOPERATIVE INKERAKUBARUTA BWERAMANA	69
84	COOPERATIVE DES TAXIS MOTO DE KINAZI	67
85	COOPERATIVE TAXI MOTO BUHANDA KINIHIRA (COTAMOBUKI)	133
86	COOPERATIVE DE TAXI MOTO DE NYAMAGABE	148
87	COOPERATIVE DES MOTARDS DE NYAMAGABE (COOMONYA)	109
88	COOPERATIVE DE TRANSPORTEUR DE TOUT GENRE NYAMAGABE (COTRANYA)	160
89	COOPERATIVE INTAMBWE MOTARD (CIM/HUHE)	605
90	COOPERATIVE DE TRANSPORTEURS DE TAXI MOTO EN DISTRICT DE HUYE (COTTAMOHU)	688
91	MOTORBIKE DRIVERS COOPERATIVE NYANZA (MODRICONYA)	212
92	COOPERATIVE DE TAXI MOTO DE BUSORO	77
93	COOPERATIVE DES TAXIMEN MOTO NYANZA	109
94	KOPERATIVE IMENA TAIXI MOTO NYANZA	109
95	COOPERATIVE DUFASHE ABAGENZI (KODUAGI)	242
96	KOPERATIVE TERIMBERE TAXI MOTO NYARUGURU	58
97	COOPERATIVE DES MOTARDS DE CYAMUTARA (COMOCYA)	148

98	COOPERATIVE DES CHAUFFREURS DE TAXI-MOTOS BASE (COOCTAMOB)	132
99	COOPERATIVE DES TAXIMEN MOTO DE MURAMBI	48
100	COOPERATIVE DES TAXIMEN MOTO DE GAKENKE (COOPTAMOGA)	52
101	COOPERATIVE DE TRANSPORT DE PERSONNES AU MOYEN DE MOTO DE MUSANZE (COOTRAMO)	213
102	COOPERATIVE DES TAXIS MOTOS DU NORD(COOTAMONO-UBUMWE)	566
103	COVATRAMO-MUSANZE	69
104	COOPERATIVE DES PROPRIETAIRES DE TAXI MOTOS DE GICUMBI CPTMG	229
105	COOPERATIVE DE TRANSPORT AU MOYEN DE MINI MOTO DE GICUMBI	147
106	COOPERATIVE DE SERVICE DE TRANSPORT AU MOYEN DE MOTOS	170
107	COOPERATIVE DE TRANSPORTEURS DES TAXIS MOTO NYARUGENGE (COTRATAMONYA)	365
108	COOPERATIVE DE TAXIS MOTO DE GITIKINYONI (COTAMOGI CYINYONI)	286
109	COOPERATIVE DES TAXIS MOTOS ZONE NYABUGOGO (COTAMONYA)	518
110	KORANUMUCYO MOTARI/KABUGURU II	320
111	COTRAMO ICYZERE COOPERATIVE KIMISAGARA	161
112	MUHIMA COOPERATIVE OF MOTORCYCLISTS	408
113	COOPERATIVE KORA NDEBE MOTARD	325
114	KOPERATIVE TWIYUBAKE MOTARD	426
115	KORA TAXI MOTO NYARUGENGE COOPERATIVE	162
116	NYARUGENGE MOTARD COOPERATIVE	497
117	IMBARAGA MOTARD MUHIMA	337
118	IBAKWE MOTARD NYARUGENGE	299
119	COOPERATIVE DE TRANSPORT ICYEREKEZO	184
120	MBAHAFI COOPERATIVE	579
121	COOPERATIVE DE TRANSPORTEURS TAXI MOTO KABUGA (COTAMOKA)	250
122	KACYIRU COOPERATIVE FOR DEVELOPMENT OF MOTORCYCLIST (KCDM)	338
123	JABANA COOPERATIVE FOR DEVELOPMENT OF MOTORCYCLIST EJO HEZA	317
124	GASABO MOTORCYCLISTS COOPERATIVE OF REMERA	454
125	GASABO MOTORCYCLIST SERVICES COOPERATIVE (GMTSC)	892
126	COOPERATIVE DUFATANYE MOTARD GASABO	141
127	GATSATA COOPERATIVE OF MOTORCYCLISTS	163
128	KOPERATIVE KORA WIGIRE MOTARI (KOKOWIMO)	356
129	GASABO EAST COOPERATIVE MOTO	758
130	COOPERATIVE TAXI MOTO DE RUSORORO	266
131	COOPERATIVE TAXI MOTO DE JABANA	110
132	GASABO CENTER MOTORCYCLISTS COOPETRATIVE	366
133	KINYINYA MOTORCYCLISTS COOPERATIVE	449
134	COOPERATIVE TERIMBERE MOTARD	167
135	GISOZI COOPERATIVE FOR VISION MOTORCYCLIST	624
136	COOPERATIVE DES TAXIS MOTOS DE MULINDI (COOTAMOMU)	245
137	COOPERATIVE OF PROFESSIONAL MOTORIST FOR TRANSPORTATION KAGARAMA (COOPROMOTRAKI)	193
138	COOPERATIVE UBUMWE TAXI MOTO GATENGA	370
139	ABAHUZA COOPERATIVE	752
140	COTAMOGI GIKONDO	396
141	NYARUGUNGA MOTARD COOPERATIVE	143
142	COOPERATIVE DE TAXI MOTO DE KICUKIRO/COTAMOTOKI	154
143	COOPERATIVE DE TRANSPORT UMUSEKE MWIZA	237
144	SUN CITY TAXI MOTO COOPERATIVE	106
145	COOPERATIVE KUNDUMURIMO TABA	205
146	COOPERATIVE TUBANEHAFI	227
<b>MOTORCYLES TOTAL NUMBER</b>		<b>31296</b>

## ANNEX 7: THE LIST OF RENTAL COMPANIES/COOPERATIVES

S/N	RENTAL COMPANIES OR COOPERATIVES	NUMBER OF VEHICLES 2016-2017
1	MIRACLE GENERAL TRADING AND SUPPLY LTD	16
2	QUICK TAXIS SERVICES (Q.T.S)	18
3	COOPERATIVE DE DEVELOPMENT DES ANCIENS CHAUFFEURS DE L'ETAT (CODACE)	35
4	COOPERATIVE DE TAXIMEN-VOITURES-KACYIRU (COTAVOKA)	16
5	OXYGEN TRAVEL & TOURS LTD	19
6	ROCKY TRADERS LTD	18
7	CROSS COUNTRY TRANSPORT COMPANY LTD (C.C.T.C)	24
8	LIMOZ RWANDA LTD	21
9	KAJE TRANSPORT LTD	4
10	J.P LINKER LTD	11
11	GISENYI TRANSPORT SERVICES LTD	20
12	THOUSAND HILLS DRIVER'S COOPERATIVE	7
13	KIGALI MULTISERVICE COOPERATIVE (K.M.C)	7
14	SABYINYO GOLDEN MONKEY LTD (S.G.M LTD)	7
15	GORILLAND SAFARI LTD	20
16	PROLAND SAFARI LTD	15
17	SOSERGI LTD	7
18	PREMIER TRANSPORT SERVICES LTD	15
19	COMFORTABLE KICUKIRO SERVICES LTD (C.K.S LTD)	16
20	RWANDA TOURISM AND TRAVEL AGENCY	15
21	SGES/ATT LTD (PARTNERSHIP)	15
22	NYUNGWE INVESTMENT GROUP LTD (N.I.G)	15
23	KIGALI BUS SERVICES LTD	10
24	BUGANZA TRANSPORT COMPANY LTD	14
25	NTIVUGURUZA BUSINESS COMPANY LTD	17
26	GAD HOUSE LTD	15
27	TECHNO STARS LTD	13
28	PRINCE EXPRESS LTD	4
29	TOURS DES PAYS DES GRANDS LACS	54
<b>Rental Vehicles Total Number</b>		<b>483</b>

## ANNEX 8: LIST OF LICENSED DRIVING SCHOOL

S/N	DRIVING SCHOOL NAME	FLEET 2016-2017	AREA OF OPERATION
1	UNITED DRIVING SCHOOL COOPERATIVE(U.D.S.C)	178	GASABO, HUYE, KAYONZA, KICUKIRO, MUSANZE, NYAGATARE, NYAMAGABE, NYANZA, RUBAVU, RUHANGO AND RUSIZI DISTRICTS
2	AUTO ECOLE LA REFERENCE LTD	5	NYARUGENGE DISTRICT
3	APAFORME DRIVING SCHOOL LTD	25	KICUKIRO AND RUBAVU DISTRICTS
4	AUTO ECOLE GASTON	6	NYARUGENGE DISTRICT
5	DON BOSCO DRIVING SCHOOL COMPANY LTD	7	NYAMAGABE DISTRICT
6	FRATERNITY DRIVING SCHOOL	13	NYARUGENGE DISTRICT
7	AUTO ECOLE MORIYA LTD	11	GASABO DISTRICT (MULINDI)
8	NEW VISION DRIVING SCHOOL LTD	30	GASABO DISTRICT
9	YOUTH DRIVING SCHOOL LTD	18	HUYE AND NYARUGURU DISTRICTS
10	BETTER DRIVING SCHOOL LTD	12	MUHANGA DISTRICT
11	PROFESSIONAL DRIVING SCHOOL	28	NYARUGENGE DISTRICT
12	ATELIERS ECONOMAT GENERAL DE RUHENGERI LTD	6	MUSANZE DISTRICT
13	NYAGATARE DRIVING SCHOOL LTD	10	NYAGATARE DISTRICT
14	AUTO ECOLE LA CONNAISSANCE	9	GICUMBI DISTRICT

15	SUPERIOR DRIVING SCHOOL	4	KICUKIRO DISTRICT
16	NYARUGENGE DRIVING SCHOOL COOPERATIVE	40	NYARUGENGE DISTRICT
17	AUTO ECOLE NYAMIRAMBO LTD	10	NYARUGENGE DISTRICT
18	SHILO DRIVING SCHOOL LTD	5	NYARUGENGE DISTRICT
19	DON'T WORRY DRIVING SCHOOL LTD	24	MUHANGA DISTRICT
20	UMUGANDA DRIVING SCHOOL LTD	17	RUBAVU DISTRICT
21	INTIGANDA COTMIN DRIVING SCHOOL LTD	6	NYAGATARE DISTRICT
22	COTRASCUS LTD/ALPHA DRIVING SCHOOL	19	KAYONZA DISTRICT
23	NEW HOPE DRIVING SCHOOL (N.H.D.S)	10	HUYE-GISAGARA DISTRICT
24	LA STAR CONFIDANTE LTD	7	MUSANZE DISTRICT
25	AUTO ECOLE MIDLAND	12	NYARUGENGE DISTRICT
26	NYANZA TECHNICAL DRIVING SCHOOL LTD	3	NYANZA DISTRICT
27	SION DRIVING SCHOOL LTD	9	KICUKIRO DISTRICT
28	KABUGA DRIVING SCHOOL LTD	11	GASABO DISTRICT
29	NICE DRIVING SCHOOL LTD	3	RWAMAGANA DISTRICT
30	AUTO ECOLE SAINTE FAMILLE LTD	12	NYARUGENGE DISTRICT
31	NYAMATA DRIVING SCHOOL	9	BUGESERA DISTRICT
32	AUTO ECOLE LA CHARITE	11	BUGESERA DISTRICT
33	AUTO ECOLE LA DIFFERENCE	11	RUSIZI DISTRICT
34	FRATERNITY DRIVING SCHOOL LTD	13	NYARUGENGE DISTRICT
35	AUTO ECOLE ISIMBI LTD	4	MUSANZE DISTRICT
36	SAFETY ROAD DRIVING SCHOOL LTD	17	NYARUGENGE DISTRICT
37	CAMPUS DRIVING SCHOOL LTD	8	HUYE DISTRICT
38	KARONGI NICE DRIVING SCHOOL	7	KARONGI DISTRICT
39	KORUJYIMBERE DRIVING SCHOOL	2	RUBAVU DISTRICT
	KURUJYEJURU DRIVING SCHOOL	17	NYARUGENGE DISTRICT
41	AMAHIRWE DRIVING SCHOOL	3	KIREHE DISTRICT
42	NATURE DRIVING SCHOOL LTD		MUSANZE DISTRICT
43	OCEAN DRIVING SCHOOL LTD	2	NGOMA DISTRICT
44	ST CHRISTOPHER DRIVING SCHOOL LTD	3	KAYONZA DISTRICT
45	UNITED TRAINING SERVICES LTD (U.T.S DRIVING SCHOOL)	7	NYAGATRE DISTRICT
46	MAYANGE HYDROPOWER DRIVING SCHOOL LTD	2	BUGESERA DISTRICT
47	SAINTE RITHA V.C.T DRIVING SCHOOL LTD	3	KAYONZA DISTRICT
4	LINKING DRIVING SCHOOL LTD	2	RULINDO DISTRICT
49	UNITY DRIVING SCHOOL LTD	14	GASABO, HUYE, KICUKIRO AND MUSANZE DISTRICTS
50	KICUKIRO DRIVING SCHOOL LTD	9	KICUKIRO DISTRICT
51	ASIFIWE DRIVING SCHOOL LTD	4	HUYE DISTRICT
52	AUTO ECOLE LA PREFERENCE LTD	4	NYARUGENGE DISTRICT
53	SINAYI DRIVING SCHOOL LTD	4	KICUKIRO DISTRICT
54	AUTO ECOLE MARANATHA LTD	7	GASABO DISTRICT
55	BLESSINGS DRIVING SCHOOL LTD	3	NYAMAGABE DISTRICT
	REOBOTH DRIVING SCHOOL LTD	3	GASABO DISTRICT
57	WELCOME DRIVING SCHOOL LTD	5	KIREHE DISTRICT
58	AGACIRO DRIVING SCHO	2	NYAGATARE DISTRICT
59	IWAWA DRIVING SCHOOL	2	RUBAVU DISTRICT
60	INEZA DRIVING SCHOOL LTD	2	KICUKIRO DISTRICT
61	IKAZE DRIVING SCHOOL LTD	4	RUBAVU DISTRICT

62	MODERN DRIVING SCHOOL LTD	4	RUSIZI DISTRICT
63	RIGHT CHOICE DRIVING SCHOOL LTD	2	KAMONYI DISTRICT
64	NEW PLAN DRIVING SCHOOL LTD	7	GASABO DISTRICT
65	COOTELRU-VTC RUHANGO	3	RUHANGO DISTRICT
66	ZION DRIVING SCHOOL LTD	1	GASABO, MUHANGA AND MUSANZE DISTRICTS
67	NEW RIGHT DRIVING SCHOOL LTD	4	NYARUGENGE DISTRICT
68	KARIBU DRIVING SCHOOL LTD		RUBAVU DISTRICT
69	IMANZI DRIVING SCHOOL LTD	3	RWAMAGANA DISTRICT
70	HERO DRIVING SCHOOL LTD	2	GATSIBO DISTRICT
71	SINAPI DRIVING SCHOOL LTD	4	KICUKIRO DISTRICT
72	RELIANCE DRIVING SCHOOL LTD	2	KAMONYI DISTRICT
73	UMUCO DRIVING SCHOOL LTD	3	RUBAVU DISTRICT
74	NEW DREAM DRIVING SCHOOL LTD	5	GASABO DISTRICT
75	FRANCIS DRIVING SCHOOL LTD	4	GASABO DISTRICT
76	INTEGO DRIVING SCHOOL LTD	2	NGOMA DISTRICT
77	WINNERS DRIVING SCHOOL LTD	4	KICUKIRO DISTRICT
78	EXPERT DRIVING SCHOOL LTD	5	GASABO DISTRICT
79	STAR DRIVING SCHOOL LTD	2	NGOMA DISTRICT
80	RUSIZI DRIVING SCHOOL LTD	6	RUSIZI DISTRICT
81	NYARUTARAMA DRIVING SCHOOL LTD	4	GASABO DISTRICT
82	HIRWA DRIVING SCHOOL LTD	5	RUBAVU DISTRICT
83	NDIZEYE KARANGAZI DRIVING SCHOOL LTD	2	NYAGATARE DISTRICT
84	KAMONYI DRIVING SCHOOL LTD	2	KAMONYI DISTRICT
85	AKAGERA DRIVING SCHOOL LTD	5	NYAGATARE DISTRICT
86	ALPHONSE DRIVING SCHOOL LTD	2	NYAGATARE DISTRICT
87	BICON DRIVING SCHOOL LTD	5	NYAGATARE DISTRICT
88	BLESS MOUNT DRIVING SCHOOL LTD	2	GICUMBI DISTRICT
89	SIBO DRIVING SCHOOL LTD	11	NYARUGENGE DISTRICT
90	INTERNATIONAL DRIVING SCHOOL & ASSOCIATION LTD	6	NYARUGENGE DISTRICT
91	OMEGA DRIVING SCHOOL LTD	5	GATSIBO DISTRICT

#### ANNEX 9: LIST OF LICENSED TAXICABS

S/N	COMPANIES OR COOPERATIVES	OPERATION AREA	NUMBER OF VEHICLES 2016-2017
1	COOPERATIVE DE DEVELOPEMENT DES ANCIENS CHAUFFEUR DE L'ETAT (CODACE)	NYARUGENGE DISTRICT	33
2	COOPERATIVE POUR TAXI VOITURE DE KIGALI(CO.T.V.K)	NYARUGENGE DISTRICT	21
3	COOPERATIVE DES TAXIMANS DE L'HOTEL AMAHORO (COTAHAMA)	GASABO DISTRICT	19
4	COOPERATIVE DES TAXIMEN VOITURE DE NYABUGOGO (COTAVONYA)	NYARUGENGE DISTRICT	54
5	KIGALI TAXI VOITURE COOPERATIVE (K.T.V CO)	GASABO DISTRICT	31
6	COOPERATIVE EJO HEZA HACU	GASABO DISTRICT	12
7	COOPERATIVE KISIMENTI TAXIMEN-VOITURES (COKITA)	GASABO DISTRICT	20
8	AIRPORT TAXI DRIVERS OF KIGALI (A.T.A.K)	GASABO DISTRICT	60
9	COOPERATIVE DE TAXI VOITURE DE KICUKIRO (COCTAKI)	KICUKIRO DISTRICT	21
10	ROCKY TRADERS LTD	NYARUGENGE DISTRICT	7
11	GROLY COACH LTD	GASABO DISTRICT	38
12	CONDOR SPECIAL TAXI COMPANY LTD	NYARUGENGE DISTRICT	18

13	HOLLY AUTO TRAVEL AGENCY LTD	NYARUGENGE DISTRICT	25
14	COOPERATIVE DE TRANSPORT PAR TAXIS VOITURES DE GISENYI (COTTAVOGI)	RUBAVU DISTRICT	42
15	COOP. DES CHAUFFEURS DE TAXI-VOITURES DE L'OUEST (COCTVO-GI)	RUBAVU DISTRICT	34
16	COOPERATIVE DE TAXIS VOITURES DE LA CAPITALE (COTAVOC)	NYARUGENGE DISTRICT	17
17	COOPERATIVE DE TAXIMEN VOITURE DE GACURIRO (COTAVOGA)	GASABO DISTRICT	26
18	COOPERATIVE TAXI VOITURES GARE REMERA (COTAVOGAR)	GASABO DISTRICT	28
19	BLISS TOUR COMPANY LTD	GASABO DISTRICT	7
20	MUHI TRANSPORT COMPANY LTD	NYARUGENGE DISTRICT	17
21	BELEVA COMPANY LTD	NYARUGENGE DISTRICT	7
22	COOP.TUNYARUKE MUSANZE DE TAXI VOITURES	MUSANZE DISTRICT	26
23	COOPERATIVE DES TAXIMENS DE L'HOTEL CHEZ LANDO (COTHOLA)	GASABO DISTRICT	16
24	QUALITY VALUE TRANSPORT COMPANY LTD ( Q.V.T.C LTD)	KICUKIRO DISTRICT	42
25	COOPERATIVE DES TAXI VOITURES DU STADE AMAHORO (C.T.V.S)	GASABO DISTRICT	7
26	COOP.DES TAXIMEN- VOITURES DE L'HOPITAL LA CROIX DU SUD	GASABO DISTRICT	7
27	COOPERATIVE LAICO UMUBANO GASABO	GASABO DISTRICT	26
28	TWIGIRE TAXI SERVICE COOPERATIVE (T.T.S.C)	GASABO DISTRICT	
29	WOMEN TRANSPORT COMPANY LTD	NYARUGENGE DISTRICT	16
30	COOPERATIVE DES TAXISMAN VOITURE RUSIZI-BUGARAMA(C.T.V.R.B)	RUSIZI DISTRICT	86
31	COOPERATIVE DES TAXIMEN VOITURES DE KIBAGABAGA(COTAVOKI)	GASABO DISTRICT	20
32	HUYE TAXI TRANSPORT COOPERATIVE (H.T.T.C)	HUYE DISTRICT	28
33	COOPERATIVE INTASHYA	NYAMASHEKE DISTRICT	45
34	NYARUTARAMA TAXI COOPERATIVE (N.T.C)		
35	COMPANY DE TAXMEN DE GIKONDO LTD	KICUKIRO DISTRICT	17
36	COOPERATIVE DE TAXIMEN VOITURES MUHIMA(COTAVOMU)	NYARUGENGE DISTRICT	21
37	NYAMIRAMBO TAXI SERVICE LTD	NYARUGENGE DISTRICT	22
38	COOPERATIVE DES TAXIMEN ROI FAYSAL	GASABO DISTRICT	23
39	COOPERATIVE DE CHAUFFEURS DE TAXI VOITURES DE RUSIZI (COOCHATAVORU)	RUSIZI DISTRICT	27
40	NYABUGOGO SMALL TAXI DRIVER COOPERATIVE (NYASTADRICO)	NYARUGENGE DISTRICT	30
41	AMAREMBO CITY TAX SERVICE LTD (A.C.T.S)	NYARUGENGE DISTRICT	20
42	COSMOS TAXI SERVICE LTD	NYARUGENGE DISTRICT	19
43	ATAVO TRANSPORT COMPANY	NYARUGENGE DISTRICT	19
44	INTAGANZWA COOPERATIVE OF TRANSPORT	NYARUGENGE DISTRICT	
45	KIMIRONKO UNITED TAXI COOPERATIVE (K.U.T.C)	GASABO DISTRICT	26
46	COOPERATIVE DE TAXI VOITURE HOPITAL MILITAIRE	KICUKIRO DISTRICT	
47	COOP. DE LA VISION DE TRANSPORT DU ROND POINT (COEVITRA)	NYARUGENGE DISTRICT	7
48	TAXI TOWN SERVICE CENTER COOPERATIVE (T.T.S.C.C)	NYARUGENGE DISTRICT	18
49	TAXI SERVICES COMPANY LTD (TASE COMPANY LTD)	NYARUGENGE DISTRICT	18
50	INTEGO TRANSPORT COMPANY LTD	NYARUGENGE DISTRICT	17
51	JYAMBERE TRANSPORT 2000 COMPANY LTD	NYARUGENGE DISTRICT	19
52	COOPERATIVE DES TAXIMEN-VOITURES DE GISHOMA- RUSIZI	RUSIZI DISTRICT	14
53	KICUKIRO TAXI VOITURE COOPERATIVE	KICUKIRO DISTRICT	23
Taxi Cabs Total Number			1285



**RURA**  
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