

**REPUBLIC OF RWANDA**

**RWANDA UTILITIES REGULATORY AGENCY**

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## ACCRONYMS/ABBREVIATIONS

ADECCO	Association Working Community Development
ARTEL	African Rural Telecommunications
CEDP	Competitiveness & Enterprise Development Project
ELECTROGAZ	(Power and Water Production, Transport and Distribution Public Company)
UAF	Universal Access Fund
HF	High Frequency
IDA	International Development Association
IPP	Independent Power Producer
ISP	Internet Services Provider
KIST	Kigali Institute of Science, Technology and Management
kWh	kWh: Kilowatt-hour
MW	Megahertz
MINALOC	(Ministry of Local Administration, Good Governance, Community Development and Social Affairs)
MININFRA	(Ministry of Infrastructure)
MPSC	Missouri Public Service Commission
MTN RWANDACELL	Mobile Telecommunications Network RWANDACELL
NARUC	National Association of Regulatory Utility Commissioners
NEPAD	New Partnership for Africa's Development
NDF	Nordic Development Fund
ORINFOR	(Rwanda Information Authority)
PPA	Power Purchase Agreement
RURA	Rwanda Utilities Regulatory Agency
RWANDATEL	(Rwanda Telecommunications Company)
SAT-PHONE	Satellite Phone
SAPP	Southern Africa Power Pool
STL	Studio-Transmitter-Link
TVA	VAT (Value Added Tax)
UHF	Ultra High Frequency
VHF	Very High Frequency
VSAT	Very High Aperture Terminal

## **FOREWORD**

The Rwanda Utilities Regulatory Agency is a National Institution, which has a judicial status and management autonomy. It has been established by law n° 39/2001 of 13 September 2001 with the mission to regulate services that supply telecommunications networks and/or services, power, water, waste drainage in residential and/or commercial buildings; gas extraction and distribution as well as passengers and goods transportation.

While fulfilling this mission, the Agency aims essentially at improving the consumers' service quality, at promoting efficacy and efficiency in service providing and thus contributes to the development of sectors by creating conducive conditions for investments and fair competition in the public service sectors.

In the course of the exercise under review, the Regulatory Agency has continued to build its capacities in order to adopt regulatory practices that allow ensuring efficient regulation for the benefit of all the stakeholders, inclusive of consumers. For example, the regulatory framework in the telecommunications sector has been consolidated not only through the enactment of the telecommunications law's accompanying decrees but also through regulatory character decisions made by the Regulatory Board. However, it should be noted that the regulation of the energy, water and sanitation sector and of the transportation sector remain handicapped by the lack of laws regulating these sectors, even if the Regulatory Agency has undertaken to adopt a proactive approach in order to deal with some pending issues relating to these sectors.

The Regulatory Agency's activities during year 2004 have been conducted not only thanks to Government's support, but also thanks to the support of international organizations and of all its partners. The Regulatory Agency extends its profound gratitude to them while hoping that this partnership will continue to be strengthened so as to help it acquire regulatory instruments that respond to its ever increasing needs in this field.

**BONAVENTURE NIYIBIZI,**

**CHAIRPERSON OF THE REGULATORY BOARD.**



# I. OVERALL INTRODUCTION

As any other regulatory authority, the Regulatory Agency has the responsibility of organizing the competition game in the three regulated sectors in order to secure their development, and for the benefit of the consumer.

This represents a sound challenge given the multidisciplinary character of the Regulatory Agency's mission.

For example, in the Communications sector, it is worth pointing out that in the context of its vision of development by the year 2020, the Government of Rwanda makes plans for an information and communication technologies industry that is competitive at sub-regional, regional and worldwide levels. This requires a coherent reform policy in the context of the telecommunications sector liberalization, particularly through the setting up of a legislation that is attractive for both national and foreign investors.

For that purpose, the legislation on the liberalization of the telecommunications sector must facilitate competition promotion and inspire confidence to investors. Given the rapid evolution of information and communication technologies, the rapid adaptation of legal texts to the world market situation taking into account the convergence of information and communication technologies (telecommunications, computerization, audiovisual), will allow Rwanda to integrate the economic framework of globalization and attract the investments indispensable to the sector's development.

Still in the context of the economic and institutional restructuring in the telecommunications sector, the Regulatory Agency has kept up with the process of the setting up of a regulatory framework aiming at facilitation and that is adapted to the ICT objectives as a mean for the achievement of sustainable and successful development of a liberalized market. In fact, it is indispensable to have a regulatory framework and a commercial environment aiming at promoting and facilitating best management procedures as well as a code of good conduct for operators in the sector.

Besides, in the course of 2004, the Regulatory Agency has strived to create an appropriate license granting procedure that is transparent and fits investment in the communications sector, while at the same time being called upon for the elaboration of mechanisms of good management of scarce resources such as the radio communications frequencies spectrum.

In the energy sector, the Government is equally determined to have a sustainable energy sector through an adequate legal and regulatory reform. Reforms undertaken in the field comprise first of all the abolition of ELECTROGAZ monopoly on power production transmission and distribution. Then, given that company's poor performance in both technical and financial aspects, the Government has made the decision to entrust its management to a private operator for a period of five years as a first step in its privatisation process.

While participating to this reform program in the energy sector, the Regulatory Agency has ensured the monitoring of the ELECTROGAZ management contract execution so that this company that is the spearhead of the country's economy recovers again a healthy financial, commercial and operational state while ensuring quality service to its customers.

This program would have continued without any problem had year 2004 not experienced an unprecedented energy crisis that has mobilized the attention of all stakeholders, mainly the private operator, in view of finding an urgent remedy. In order to address this problem, the Government has decided to make recourse to diesel generator units as a short term solution whereas in the medium and long terms, priority has been given to Kivu Lake methane gas exploitation project considered as very competitive in comparison to hydroelectric options.

In order to make for the financial losses resulting from this thermal based electricity production, ELECTROGAZ has been allowed to increase its electricity tariff from 42 Rwf to 81.26 Rwf per Kilowhour until the revision of tariff rates for electricity and water to be completed by beginning of 2005.

In fact, a provision in the management contract of ELECTROGAZ stipulated that in the course of the first year, the new manager was going to conduct a tariff study and make recommendations relating to new electricity and water tariffs per consumers' categories. ELECTROGAZ has always applied an inappropriate tariff structure, a unique power flat rate applied to all consumers without taking into consideration the type of activities and of the consumption level in particular. But year 2004 ended before the so much expected tariff study be published.

In the water sub-sector, apart from the ELECTROGAZ management contract (water component) execution follow up, the regulation activity as such has not yet started due to the lack of an outline law regulating this sector. But the Regulatory Agency has been associated to the elaboration of a draft bill on water and sanitation.

In the transportation sector, despite the lack of any sector law, the Regulatory Agency has taken part in some of this sector's regulatory activities under the patronage of MININFRA particularly in the fixing of passengers' remunerated transport tariffs.

In the context of the human resources capacity building, the Regulatory Agency has continued its staff training program in regulatory techniques and principles. The most outstanding event is a training session in utilities regulation held in Kigali from 25 to 29 October 2004 organized by the Regulation Agency in collaboration with the 'National Association of Regulatory Utility Commissioners (NARUC) and 'Missouri Public Service Commission (MPSC)'.

Besides, the Regulatory Agency has launched a public sensitization program on the importance of regulation as one of the milestones of economic good governance. It is in this vision that articles have been published in papers produced at local, regional and international level. Radio and television broadcasts have also been produced.



## II. REGULATORY BOARD ACTIVITIES

Besides activities relating to the ordinary follow up or the Regulatory Agency's administration and management, the Regulatory Board has exercised various other utility regulation functions. Nevertheless, the most important activities have been achieved in the communications sector.

Most of the activities consist in: issuing radio communications and telecommunications licenses, tariff regulation, as well as analysis of the interconnection between MTN RWANDACELL and RWANDATEL. About the latter's activities, the Regulatory Board has played a mediator's role so as to help the two operators to find an intermediate solution to that problem.

In the energy and water sector, the activities of the Regulatory Board have been focalized on the evaluation of the contract's first year evaluation and its revision in the context of the ELECTROGAZ management contract by LAHMEYER INTERNATIONAL.

The Regulatory Board's main decisions

In the context of its regulatory mission, the Regulatory Board has made some decisions among which the most important are the following:

- ? Decision n°01/2004 of 31 March 2004 on the contribution to the Universal Access Fund: in implementation of law n° 44/2001 of 30/11/2001 organizing Telecommunications and Presidential Order n° 05/01 of 15 March 2004 on the functioning of the Universal Access Fund, the Regulatory Board has fixed the amount of this contribution for exercise 2004 at 2% of the operator's turnover, so as to allow the largest access possible by the population to a public telephone all over the national territory;
- ? Decision n°02/2004 of 9 September 2004 on dominant organizations: this decision has declared RWANDATEL dominant operator in the field of fixed telephony and RWANDACELL in the field of mobile telephony, in view of preventing any excess that might result from the significant influence that these two operators exercise on the pertinent market of their respective sectors;
- ? Decision n° 03/2004 of 3 December 2004 relating to the interconnection between RWANDATEL and MTN RWANDACELL: this decision has been taken in the aim of finding a short term solution to the cost to be applied for the interconnection while waiting for a decision based on the interconnection real cost study to be taken.
- ? Decision n° 04/2004 of 24 December 2004 on electricity mid term tariff temporarily set at 81.26 RWF/kWh (exclusive of VAT) while expecting the result of a comprehensive water and electricity tariff study that will be based on consumers' categorization.

## III. SECTOR ACHIEVEMENTS

### 3.1. COMMUNICATIONS SECTOR

#### 3.1.1. SECTOR CONTEXT

The Communications sector industry is characterized by a constant change linked to the rapidity of the technological development in this sector. In order to meet the public's needs and let it benefit from the advantages of technology, public and private enterprises must offer quality services at a reasonable cost.

In order to improve these services, Rwanda Government has undertaken a liberalization program for the sector particularly by promulgating in 2001, the law organizing telecommunications. The said liberalization goes with enforcement measures in order to serve the interests of the citizens (consumers and investors) and save the market equilibrium. It is in this context that within the Regulatory Agency, the Communications Commission strives to set up a regulatory framework likely to ensure the telecommunications sector development.

This section of the report will reflect the overall picture of the telecommunications market trends in Rwanda, before depicting the main activities achieved in the course of year 2004.

#### 3.1.2. THE NATIONAL TELECOMMUNICATIONS MARKET TRENDS

##### 3.1.2.1. The telephony market

Telephone services on the national market in the course of last year have been supplied by three operators, i.e.: RWANDATEL: historic trader working since 1993 in the field of fixed telephony; MTN RWANDACELL supplying mobile telecommunication services since 1998 and ARTEL which since 2002 ensures a satellite communication network (VSAT) in the rural area.

The national telecommunications market has recorded noticeable progress, particularly for the mobile telephony, in the course of year 2004, due to energy crisis in the country and freezing of new investments as a consequence of the RWANDATEL privatization process.

New services have also been introduced on the market: i.e. prepaid cards for fixed telephones and public mobile telephones commonly known under the name of "TUVUGANE" (Let's talk).

The evolution of the number of subscribers shows as follows:

**Table 1: Evolution of the number of subscribers (active lines)**

Operators	Services	2001	2002	2003	2004
RWANDATEL	Fixed telephone	21 458	25 105	25 565	22 972
	Public Telephone				3 933
MTNRWANDACELL	Mobile telephone	44 117	82 391	97 261	137 271
	Public Mobile telephone (TUVUGANE)				1 457

ARTEL	telephone	0	60	304	452
TOTAL		67 575	107 556	123 130	166 085

The penetration rate per 100 inhabitants is evaluated at: 1.6 %

For the fixed telephone: 0.28

For the mobile phone: 1.32

**Table 2: Turnover evolution**

Operator	2001 (FRW)	2002 (FRW)	2003 (FRW)	2004 (FRW)
RWANDATEL	7 751 557 959	8 436 618 616	10 599 163 036	
MTNRWANDACELL	11 240 887 000	13 501 865 000	15 333 778 570	
<b>TOTAL</b>	<b>18 992 444 959</b>	<b>21 938 483 616</b>	<b>25 932 941 606</b>	

Though the statistics for 2004 financial year are not yet available; one may nevertheless notice that the operators' turnover has continuously increased during the last 3 years in proof of the sector's good health status that allows hoping that this trend will be maintained for exercise 2004.

#### Tariffs' evolution

The fixed telephone tariffs have remained stable during the whole 2004 year.

For the mobile telephony, subscription tariffs have been reduced from RWF 2500 to RWF 1250 per month but the cost of calls has increased in a proportion of about 10%.

Effective tariffs of the mobile telephony since July 2004 are shown in the following table in comparison with those of 2003:

**Table 3: The tariffs evolution**

MTN RWANDACELL Inc. exercise 2003 tariff (RWF) and new tariff effective from 1 July 2004 per Unit (exclusive of VAT)					
Hour	Post payment		Pre payment		Flexi*
	2003	2004	2003	2004	2004
Peak/off peak period Fix	120	132	120	132	132
Peak period Mobile	88	97	113	124	118
Discount mobile	67	74	96	106	100
	30	35	30	35	35

The Flexi tariff has been introduced in 2004.

**Table 4**

<b>2003 and 2004 tariffs (RWF) applied by Rwandatel plc. per Unit (exclusive of VAT)</b>		
<b>Service</b>	<b>2003</b>	<b>2004</b>
Mobile	84	84
Urban	14	14
Interurban	56	56

From the above table, one can see that MTN RWANDACELL has in 2004 carried out an upward adjustment in these tariffs in comparison with those of 2003 whereas the RWANDATEL's tariffs have remained stable during the last two years.

### **3.1.2.2 The Internet**

Four operators provide access to Internet services on the national market. These are RWANDATEL, MEDIAPOST, ARTEL and TERRACOM. At the exception of RWANDATEL, the other operators have not been able to give to the Regulatory Agency the statistics relating to years 2001 and 2002. It should be noted that these data do not reflect a clear image of the internet services penetration rate because Internet cafés (Cyber cafe) users are not listed.

**Table 5: evolution of internet subscribers**

<b>Trader</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2002</b>
RWANDATEL	1 482	2 047	2 378	2 497
MEDIAPOST	0	0	114	130
ARTEL	0	0	12	28
TERRACOM	0	0	0	220
<b>TOTAL</b>	<b>1 482</b>	<b>2 047</b>	<b>2 504</b>	<b>2 875</b>

### **3.1.3. ACTIVITIES ACHIEVED**

#### **3.1.3.1 Regulation**

Law n°44/2001 organizing Telecommunications has been promulgated on 30 November 2001.

A significant number of implementation orders as well the law

establishing of the Agency (22 in total) and of decisions by the Regulatory Board (9 decisions) that did not exist by the time the Regulatory Agency organs were set up are now in force. Given the lack of these basic legal instruments necessary for the fulfillment of its mission in the field of telecommunications, the Regulatory Agency decided from the beginning, to complement the Communications sector's regulatory system.

As a matter of fact, in the course of year 2003, ten instruction drafts have successfully been prepared and adopted by Cabinet in January 2004. Another enforcement order on radio communications licensing fees has been finalized and transmitted to the Ministry of Infrastructure in July 2004 pending its approval.

### **3.1.3.2 License granting**

#### **a) Radio communications licenses**

Law n°44/2001 organizing Telecommunications provides for two types of licenses: telecommunications licenses and radio communications licenses. In 2004, the Regulatory Agency attributed the radio communications licenses shown in the table below in comparison with those attributed in 2003:



Table 6

License Type	HF		VHF		UHF		VSAT		SAT -PHONE		RADIO BROAD CASTING	
	2003	2004	2003	2004	2003	2004	2003	2004	2003	2004	2003	2004
New application	0	2	2	5	0	1	3	7	0	0	0	10
Renewed application	33	29	45	44	1	1	0	2	7	7	1	1
TOTAL	33	31	47	49	1	2	3	9	7	7	1 11	

Besides some deliveries of fixed and mobile services for radio communication private stations, year 2004 has mainly been characterized by a marked increase in frequency applications for radio transmission service after the publication of the law on the liberalization of audio-visual press in August 2003. These requests were made by individuals (business radio stations), religious assemblies (church radio stations) and one association working for community development (ADECCO).

The Regulatory Agency has also attributed a TV relay channel to the 7th Day Adventist Church in the UHF-TV band.

In parallel to the attribution of radio television frequencies, the Regulatory Agency has in some cases attributed studio-transmitter-link (STL) relay frequencies.

The Regulation Agency has recorded an increase in frequency granting applications and VSAT license renewal. Besides, license fees exemption requests have been formulated but dealing with them requires the adoption of the decree on radio communication license fees.

In fact, the license fees collected at present are based on a Ministerial Note dated 15 December 1995. This note considers only private users of HF, VHF, UHF bands, satellite telephones and VSAT as well as broadcasting. It is therefore almost impossible to apply it to operators of public telecommunication networks using other frequency bands and much more important band widths that are not taken into consideration in the above mentioned note.

In order to update the billing system, the Regulation Agency has finalized a draft Ministerial order on radio communication license fees. This draft is in the process of being approved and will deal with a wider range of aspects of the use of radio communication frequencies.

#### **b) Telecommunications licenses**

Law n°44/2001 organizing telecommunications particularly in its Article 71 stipulates that "all licenses attributed in line with the provisions of law n°8/92 dated 19 November 1992 on the telecommunications institutional reform in force until their being replaced by licenses provided for by the present law". In the spirit of this same article, the licenses should be attributed one month after the coming into force of the law organizing telecommunications.

RWANDATEL and MTN RWANDACELL have obtained concessions on the basis of law n°8/92 and these concessions had to be converted in licenses according to the terms of Article 71 of the law organizing telecommunications.

Moreover, in its session of 25 June 2003, the Cabinet decided to attribute a cellular telecommunication license to RWANDATEL, a fixed telecommunication license to MTN RWANDACELL as well as a license to ARTEL for rural telephony.

Therefore, in order to be in harmony with the provisions of law n°44/2001 and take into consideration the Cabinet decision, the following telecommunication licenses were planned in the year 2004 program:

? RWANDATEL fixed and mobile telecommunication licenses

In 2004, the Regulatory Agency, in collaboration with the Privatization Secretariat and with the assistance of the Consultant who had started the work in 2003, managed to finalize both RWANDATEL licenses (fixed and mobile). The two licenses need to be approved and adopted by the competent authority in the context of the privatization program of the said company.

? MTN RWANDACELL fixed and mobile telephony license

As mentioned above, MTN RWANDACELL has been issued a cellular telecommunications license attributed on the basis of the law of 19 November 1992. That license must therefore be revised so as to conform to the new law organizing telecommunications.

The mobile telephone license draft taking into consideration the provisions of law n°44/2001 organizing telecommunications and of enforcement decrees already adopted, was successfully prepared in 2004 and forwarded to the competent authority for approval.

Therefore, in order to take into account the Cabinet decision of 25 June 2003, it was necessary to prepare a fixed telecommunications license for MTN RWANDACELL. This task is underway and will be finalized in the course of the year 2005.

? TELE 10 data transmission license

TELE 10 license has been signed on 01 August 2001 well before the law organizing telecommunications came into force. Moreover, in some paragraphs, the license text is not complete. The said license must also be revised so as to comply with some provisions of law n°44/2001. This task has not been finalized in the course of year 2004 but should be achieved in 2005.

? ARTEL license

ARTL has, in March 2001, introduced its license request and its file has been forwarded to the Regulatory Agency at the time of hand-over. The Cabinet has also defined the field of action of that company; i.e rural telephony.

In 2004, the draft license for VSAT operator was prepared and forwarded to ARTEL for comments in November 2004, upon receipt of which comments the license will be finalized and signed.

### ? TERRACOM ISP license

TERRACOM has, in March 2004, introduced a license request for all telecommunications services' exploitation. After discussions, the Regulator Agency decided to attribute an ISP license to the company. That license has been finalized.

**Table 7: Contribution to the Universal Access Fund and Regulation Fees**

<b>OPERATOR</b>	<b>U.A.F (RWF)</b>	<b>A.F. (RWF)</b>
RWANDATEL (A)	161 447 784	80 728 892
MTNRWANDACELL(B)	267 837 621	66 959 405
MEDIAPOST	952 560	476 280
Subtotal	430 247 965	148 164 577
TOTAL Paid (A+B)	429 295 405	147 688 297

U.A.F. = Universal Access Fund  
A.F. = Annual fees for the Agency's functioning

### **3.1.3.3. Universal Access to telecommunication services**

Like many other African countries, telecommunications services penetration rate remain low in Rwanda and the numeric gap between cities and the rural area is very important.

Law n°44/2001 organizing telecommunications particularly in its article 28 has created a Universal Access Fund aiming at promoting access to basic communications in the rural area. Presidential order n°05/01 determines the functioning of the Fund and the operators' contributions.

In the context of the enforcement of the provisions of these two texts, the Regulation Agency has developed a pilot telecommunication services providing project in 44 sites identified in remote zones of the rural area. The implementation of that project has been entrusted to the ARTEL company for a total amount of 357, 222, 193 Rwandan Francs financed by the Universal Access Fund.

Moreover, the Regulator Agency has elaborated an implementation plan for the universal access service program for the short term. The terms of reference for the recruitment of an expert for the elaboration of a long term strategic plan, have been defined.

In order to assess communication needs and identify priority areas with regard to universal access service, the Regulatory Agency has begun to work with MINALOC for the identification of underprivileged areas in the field of access to telecommunications services.

#### **3.1.3.4. Radio communications frequencies spectrum management**

The frequencies spectrum comprises 4 main activities which are planning, attributing, monitoring and coordinating at the national, regional and international levels. To date, there really exists no sound national frequencies plan. The Document used today in lieu of a plan results from a note by the Minister of Transports and Communications dated 26 April 1995 written in view of managing emergencies and deals only with a very small part of the radio communications spectrum.

In order to find a solution to that problem, the Regulatory Agency launched a recruitment process for a consultant spectrum management expert for his assistance in setting up spectrum management procedures and mechanisms. That consultancy will be financed by the World Bank.

In the context of frequency utilization monitoring, the Regulator Agency launched a sensitization public campaign targeting non listed users reminding them to conform to the law. That process has not yet achieved the expected results as a very small number of regularizations have been dealt with.

In the context of international coordination, the Regulatory Agency has been called upon by ORINFOR for a matter of interference on its TV channel at Cyanguu. That interference originated from a TV station in Bukavu. The Regulatory Agency has arranged contacts with the DRC Telecommunications Regulation Authority to seek for intervention near the mentioned station in Bukavu but so far, no real solution has been worked out.

#### **3.1.3.5 Tariff Regulation**

The tariff regulation is governed by Articles 29, 30 and 31 of the law organizing telecommunications as far as network and service provision and utilization tariffs are concerned and by Articles 39, 40 and 41 of the same law as far as interconnection tariffs are concerned. In the course of exercise 2004, the Regulatory Agency faced two major problems relating to tariff regulation: dispute relating to the interconnection between RWANDATEL and MTN RWANDACELL, request made by MTN RWANDACELL to increase its tariffs for some services and decrease them for some others as well as the increase in tariff by RWANDATEL plc.

##### **a. Interconnection tariffs related dispute settlement**

Like in 2003, the dispute relating to the interconnection between RWANDATEL and MTN RWANDACELL remains the major problem between operators that the Regulatory Agency has ever had to deal with in the course of exercise 2004. Many consultative meetings between the two operators and the Regulatory Board and even with the Minister of State in charge of telecommunications took place in the course of exercise 2004 but this matter has not yet been settled.

In order to worked out a durable solution acceptable by the two operators, the Regulation Agency launched a recruitment process of a Consultant who has to conduct a study on the interconnection between the two operators and it is on the basis of the findings study's that the Regulatory Board will make a decision on the costs of interconnection between the two operators.

#### **b. MTN RWANDACELL and RWANDATEL tariff revision**

On 27 May 2004, MTN RWANDACELL Inc. requested the Regulatory Agency to revise its tariffs which, after approval, have come into force since July 2004.

In August 2004, RWANDATEL increased its tariffs without any prior referring to the Regulation Agency and without any respect of the required legal procedures. After consultation, RWANDATEL postponed its request.

#### **3.1.3.6 Participation to the privatization process of RWANDATEL**

Privatizing RWANDATEL aims at re-strengthening that Company in order to meet the ever growing consumer needs. The strategic investor who will be awarded RWANDATEL is expected to strengthen the telecommunications sector through diversified improved quality services. This augurs greater competition in that sector and the Regulatory Agency will gather regulatory instruments favouring efficient regulation.

The Regulatory Agency has actively participated in the privatization process of RWANDATEL, particularly in the file analysis phase and the preparation of comments on the texts presented by the Consultant who assists Rwanda Government in the process that ended in the opening of tenders in October 2004.

## **3.2. ENERGY, WATER AND SANITATION SECTORS**

### **3.2.1. SECTOR CONTEXT**

Since 1994, the energy sector, just like many other economic sectors of the country, entered into a phase of reforms during which the Government's role changed into that of policy formulation only and during which the various markets have been liberalized so as to motivate private operators' initiatives. It is in this context of the sector's restructuring that the management of ELECTROGAZ, as a first step towards its privatization, has been entrusted, since 2003 and this for five years, to LAHMEYER INTERNATIONAL GmbH with the

objective of improving the enterprise's technical, commercial and financial situation. Among other mechanisms put in place, the Regulatory Agency is the organ that fits for the follow up and it intervenes in the monitoring of that contract in order to see to the respect of the contract terms, in a general manner.

In 2004, coinciding with the ELECTROGAZ management contract's first year, the energy sector experienced an unprecedented crisis particularly in the sub-sector of electricity notably due to the prolonged lack of investments in the sub-sector, to the overexploitation of the existing hydroelectric power plants, to the low rainfall as well as to the degradation of the environment in general.

That crisis resulted in loadsheddings throughout the country but has also been the origin of the acquisition of diesel generator units as an emergency solution to the multiple consequences of the energy crisis on the national economy.

Besides, in the sub-sector of gas, the Government is involved, since more than three years, in negotiations with different private investors for the exploitation of Kivu Lake methane gas reserves for energy purposes. In 2004, there have been no notorious developments apart from the continuation of negotiations with Dane Associates Ltd that have been characterized by a "due diligence" mission at the end of which that Company was approved by Cabinet as the future Independent Power Producer.

Moreover, in the field of water, water services remain always characterized by a low coverage rate with some 50% coverage of the demand. The service quality requires improvement and the energy crisis in 2004 has had consequences mainly at the level of water distribution. In order to remedy that water shortage issue, the operator had to make recourse to medium-sized generators in production works and water pumping stations, thus increasing operating costs.

Sanitation services are also at a very low level, and about 8% of the populations have a sanitation level that responds to hygiene standards. This area has always been characterized by a lack of specialized operators and legislation in the field.

Finally, the regulatory activities of the Energy, Water and Sanitation Sector always remain handicapped by the lack of legal and regulatory frameworks in order to secure investments in that sector but efforts have been put together in 2004 towards the speeding up of those regulatory instruments elaboration.

### **3.2.2 ACTIVITIES ACHIEVED**

In 2004, the energy, water and sanitation sector has concentrated its strengths in the follow-up and monitoring of the ELECTROGAZ management contract. That contract links the LAHMEYER INTERNATIONAL GmbH company to the Rwanda Government. It came into force in November 2003 and it defines both parties' obligations.

On the side of Rwanda Government, the Regulatory Agency has been entrusted with the mission of following-up the respect of the contractual terms and it is in that context that the following activities have been conducted: report analysis, contract evaluation at the end of its first year, followed by its review in the perspective of adapting it to the evolution of the situation in that sector.

### **3.2.2.1 The follow-up of ELECTROGAZ management contract**

#### **a) Analysis of the periodic and non recurring reports of the Operator**

Pursuant to ELECTROGAZ management contract terms, the Regulatory Agency has, at the end of each quarter, been undertaking the analysis of the operator's achievements.

The management contract effectively provides for periodical and non periodical reports. In the course of the first year, have been received and analyzed, the draft report of the "Baseline Assessment", Monthly Operational reports n° 1, 2, 3 and 4 respectively covering the April to June, July to August, September and October, the "Fuel Cost Pass Through" file, the "Request for Budget Support 2005-2007".

The overall observation is that the production of the different reports has been characterized by a lack of periodicity and by recurrent inconsistencies in the information and data given and this does not always facilitate the contract monitoring especially in the assessment of the financial, technical and operational objectives of the contract.

At the end of year one of the contract, the Regulatory agency has made a progress report and assessed to what extent the contractual obligations were so far respected by the contracting parties (operator and Government) in so far as the respective roles and responsibilities of the contract signatories were concerned. It is on the basis of the said evaluation that the contracting parties have agreed to revint the management contract.

#### **b) Electricity mid term tariff**

Given the fact that the electricity tariff applicable since 1997 has not evolved and does not cover the operating costs of the electricity infrastructure of which the operator has the responsibility of management. Therefore, the latter has requested the revision of that tariff in order to adapt it to the current realities, such as the running of Diesel generators with imported fuel in order to alleviate the current energy crisis. On the basis of the request prepared by the private Operator, consultation sessions have been organized among the contracting parties and the Regulatory Agency, during its 24 December 2004 meeting, decided to set a temporary tariff while waiting for the operator to avail, at the beginning of 2005, the complete tariff study that must take into consideration the consumer categorization. The new midterm electricity tariff thus fixed is FRW 81.26 (exclusive of VAT) per kilowatt-hour.

### 3.2.2.2 Various other activities

The Regulatory Agency, in collaboration with other partners involved in Energy Sector, had to actively participate in the different activities in an attempt to sensitize its partners on the importance of the regulation function in the development of that sector.

Therefore, in the context of negotiations on the "Urgent Electricity Rehabilitation Project"(UERP); the Regulation Agency has been consulted on the Project's component relating to the Institutional capacity building such as the development of a legal and regulatory framework, of the energy sector.

It is, in fact, in this project that consultancy funds have been negotiated in view of the elaboration of acts on electricity and gas and on rural electrification as well as other statutory instruments.

In the same way, the Regulatory Agency has been associated to negotiations on the "Power Purchase Agreement"(PPA) and on the concession contract in the context of the Kivu Lake methane gas exploitation.

### 3.2.3 CURRENT TRENDS OF WATER AND WASTE MANAGEMENT

The clean drinking water management is ensured by Electrogaz in urban areas and by the districts in rural areas. As for sanitation, it suffers from a lack of a specialized operator.

#### 3.2.3.1 Drinking water management in rural the areas

In virtue of the legislation in force, the districts have the responsibility to supply water services. They put in place associative, administrative or professional state owned companies (recourse to private entrepreneurs). The current trend is to give preference to the participation of private entrepreneurs, mostly for complex systems.

For the time being, the private sector's participation in the management is still low. It stands as follows:

**Table 8**

#### **Professional corporation system**

<b>SYSTEM</b>	<b>TYPE OF CONTRACT</b>	<b>TARIFF IN FORCE</b>
AEP Bugesera South/AEP complex Ngenda (pumping, treatment, distribution.)	Management Delegation	RWF 14/Jerrycan RWF 622/m3
Water supply by pumping at Rushaki	Rent contract	RWF 25/Jerrycan RWF 850/m3
Water supply by Turbo pumping at Bungwe	Rent contract	FRW 15/Jerrycan



Water supply by pumping at Bungwe	Rent contract	RWF 25/Jerrycan
Water supply by pumping at Bwisige	Rent contract	RWF 25/Jerrycan

It is worth noting that the tariffs in force are quite high for low income earning people. The WHO directive on that topic is that the price paid for water should not exceed 5% of the populations' average income.

The updating of the legislation shall precise the role of the Regulator in this area. ELECTROGAZ manages some rural systems on behalf of the Ministry in charge of water.

### **3.2.3.2 Solid wastes management**

A study has shown that the City of Kigali produces 450 tons of solid wastes per day. 60% of the wastes are at 80% biodegradable.

According to the legislation in force, districts ensure the collection and transport of the wastes. In some cases, they hire private enterprises for the transport of wastes to the garbage dump. Some cooperative associations for the environment protection, with the authorization of the city council intervene in the collection, sorting out and increasing their value; there is a total of 7 such associations. One may notice a lack of reference standards and of a legislation governing those activities.

### **3.2.3.3 Waste waters management**

For the time being, there is no centralized public waste waters treatment. There are only private systems operated by different institutions such as the Social Security Fund of Rwanda (Caisse Sociale du Rwanda), the "Mille Collines" Hotel, the Intercontinental Hotel, the KIST, the NYARUTARAMA housing estate. The latter constitutes a lagoon waste waters treatment pilot project. The other systems use "Bio disks". The City of Kigali authorities plan to organize hillside basin systems with big spaces as target. They, in addition are, in the process of creating a cooperative company denominated "Kigali Environment" that will deal with activities relating to the management of wastes in the City of Kigali. It is indispensable that a legal framework be quickly put in place on the basis of which the Regulatory Agency will elaborate regulatory texts so as to better regulate this sector.

## **3.3. THE TRANSPORT SECTOR**

### **3.3.1 THE SECTOR'S CONTEXT**

Over the year 2004, the transport sector context has not really evolved. In fact, the transports sector in our country is characterized by a poorly developed transport system with precarious means and this induces very high costs. That sector also lacks an appropriate legal framework allowing practicing a more efficient regulation.

The transport sector also lacks specialized operators who may compete as competition is the source of improvement of the quality of delivered services. In passenger transport, for example, one does notice neither the emergence of new operators nor the improvement of the traditional operators' services.

This type of transport requires continuing tariff regulation and redefinition of adequate transport standards .

Lake transport has not improved since that decades. The Regulation Agency has no information on the exploitation of that mode of transport. In the next three years, it will be necessary to organize this transport on the level of security through the adoption of appropriate navigation standards.

### **3.3.2 ACTIVITIES ACHIEVED**

#### **3.3.2.1 Working out regulation instruments**

Several priority transport regulation channels are in particular:

- ? drafting the law on transports ;
- ? drafting the law on transports;
- ? contribution to road security improvement;
- ? driving schools regulation; automobile technical control;
- ? axle load control;
- ? lake transport regulation and protection of consumers.

### **3.3.2.2 Transport costs regulation**

In 2004, the Regulation Agency jointly with the Directorate of Transports (MININFRA) has regulated the passengers transport tariffs according to the cost price calculation mode conceived to that effect. On this issue, the Agency has conducted consultations with the different transport operators and driving schools managers, in view of bringing them to understand the objectives of the regulation of the sector.

### **3.3.2.3 Follow-up of driving schools functioning**

Pending the transfer of the files from driving schools recognized in Rwanda, the Department in charge of transport regulation has counted and visited driving schools in the City of Kigali in view of gathering information on their functioning.

## **3.4. FINANCE AND CAPACITY BUILDING**

### **3.4.1. FINANCE**

#### **3.4.1.1 Forecasts**

The resources that were planned for 2004 should come from its own receipts coming from regulation activities in the proportion of about 49% of the total budget; the Government's contribution amounting to 12%, the CEDP financial backing amounting to 25% and the 2003 excess budget amounting to about 13%; to make a total of 1,459 million. The expenditure provided for was the same amount.

#### **3.4.1.2 Achievements**

The 2004 expenditure budget has undergone a low execution rate that is explained by many factors of which the major ones are the following:

- 1° the recruitment that was planned for 2004 has not been fully achieved. The auditors, the Director General's Advisor and some managers have not been recruited. This has implied the underutilization of related credits.
- 2° Activities financed by CEDP have also suffered from a low achievement rate because of the slowness of World Bank tender procedures.

As regards bookkeeping, the financial statements annexed to this report show the achievements of the Regulatory Agency in the course of 2004.

Nevertheless, the most striking fact in 2004, on the financial plan, remains the launching of Universal Access Fund to telecommunication services.

### **3.4.2 HUMAN RESOURCES MANAGEMENT**

Concerning the human resources management, the main activities undertaken may be summarized in 3 essential points:

#### **3.4.2.1 Recruitment**

In 2004, the recruitment process has continued in order to equip the Regulatory Agency with sufficient human resources. The then 23 staff members at the end of year 2003 have increased to 40 members by the end of year 2004.

#### **3.4.2.2 Senior staff training**

In order to give to RURA senior staff, in general, and technical staff in particular the required knowledge and skills, a training program was elaborated at the beginning of and conducted throughout the year 2004.

All in all, 24 senior staff members have been trained, 21 out of them in the field of regulation. The Regulatory Agency senior staff members have also attended a one week seminar on the regulation of utilities organized in collaboration with the "National Association of Regulatory Utility Commissioners" and the "Missouri Public Service Commission".

In addition to this training program, the Regulation Agency has also facilitated punctual training sessions organized by some regional and international organizations of which the Regulatory Agency is a member.

## **IV. CONSTRAINTS**

The major constraints encountered by the Regulatory Agency of Rwanda may be subdivided in two parts i.e.: constraints common to the sectors, on the one hand, and constraints typical to each sector regulated, on the other hand.

### **4.1 CONSTRAINTS COMMON TO ALL SECTORS**

The major constraint that the Regulatory Agency faces now is the inexistence of a legal and regulatory framework in most of the regulated sectors. As any regulation activity rests on legal supports, the lack of these handicaps the achievement of the Regulatory Agency's mission.

The only sector with an organic law governing it so far, is that of telecommunications. The law enforcement texts organizing telecommunications not yet finalized will be soon completed to Cabinet for approval.

In addition, one should mention the lack of highly skilled staff to help that multisectoral regulatory authority achieve its mission. Even if 17 senior staff have been recruited in 2004, the staff remains always insufficient in numbers as well as in specialized technical expertise.

## **4.2. SPECIFIC CONSTRAINTS OF SOME REGULATED SECTORS OR DEPARTMENTS**

Besides constraints that are common to all the sectors, some sectors had to face problems that were typical to them. This is the case of the delay in the transfer of MININFRA files to the Regulatory Agency that frustrated the activities of the transport sector.

In the communications sector, the delay in the recruitment of consultants has handicapped the achievement of activities particularly the settlement of the claim about the interconnection between MTN RWANDACELL and RWANDATEL, the setting up of the frequencies spectrum management plan and the adoption of regulatory practices in matters of licenses. The energy, water and sanitation sector has also experienced similar problems.

At the level of finance, due to the lack of sufficient auto-financing at this stage of the development of the Regulation Agency, some activities have not been achieved due to the slowness of tender procedures required by some donors.

## **V. WAY FORWARD**

In order to secure its starting and fully play its role in all the regulated sectors, the Regulation Agency shall among other things undertake the following urgent actions:

- ✍ after the approval of the new Regulatory Agency's organizational structure, speed up the recruitment process as to put in place the necessary human means and proceed to building human resources.
- ✍ influence actively the setting up of sector laws in the sectors which do not have them and pace up the elaboration of enforcement regulatory texts of the law organizing telecommunications.
- ✍ elaborate the Regulatory Agency's strategic plan for the three next years.

- ✍ put in place practical modalities for handling license requests and other authorizations.
- ✍ to acquire an efficient regulatory implementation instruments, such as the regulator's manuals and procedures, the licenses requests instructions practical modalities and other authorizations, the development of claim settlement alternative modes, the diversification of exchanges and communication means with users of public utilities pending the efficient protection by the regulator, the setting up of a quick and objective procedure for a positive response to the operators' needs (license requests,...).
- ✍ elaborate the Universal Access Fund's five year strategic plan and its procedures manual;
- ✍ put in place an efficient frequencies spectrum management system;
- ✍ reinforce the monitoring of the ELECTROGAZ management contract and certify realistic indicators for commercial, technical performance quality of services;
- ✍ contribute to the creation of confidence and security climate for attracting private investments in the energy sector and mainly in the production of electric power;
- ✍ build capacities in matters of tariff analysis, negotiation of different electric power purchase contracts, contracts to be jointly signed with electric power independent producers;
- ✍ identify present and potential operators and progressively create a data bank of all electric power national resources as well as good documentation on energy regulation;
- ✍ assist in the development of a transport sector policy and a regulatory framework organizing transport internally (passengers and goods transport, road security, axle load monitoring, technical control, follow-up of drivers' conduct, etc...) and internationally (transport costs regulation, facilitation of transport for the regulation aspect).
- ✍ provide RURA with an open library for its staff and for the specialized public (researchers, consumers, operators...) and develop the Agency's legal alertness.
- ✍ reinforce regional and international cooperation with other regulation authorities;
- ✍ on financial plan, do everything possible in order to progressively achieve RURA self-financing.

**ANNEX I: THE RWANDA REGULATORY AGENCY'S BALANCE SHEET  
AS OF 31/12/2004**

**1. ASSETS**

<b>ITEM</b>	<b>Gross amounts</b>	<b>Depreciation</b>	<b>Net amounts</b>
<b>I. CAPITAL ASSETS</b>	<b>143 251 757</b>	<b>46 303 640</b>	<b>96 948 117</b>
1. Vehicle park	44 790 000	17 916 000	26 874 000
2. Computer park	43704 592	7 504 409	36 200 183
3. Rolling stock and furniture	38 786 127	20 038 169	18 747 958
4. Communication equipment	6 696 390	610 392	6 085 998
5. Other equipments	9 274 648	234 670	9 039 978
<b>II. OPERATIONAL ASSETS</b>			<b>7 195 181</b>
Office equipment and supplies	7 195 181		7 195 181
<b>III. MARKETABLE SECURITIES</b>			<b>133 662 182</b>
Clients licenses	87 138 238		87 138 238
Various debtors	37 586 652		37 586 652
Prepayments and accrued income	87 069		87 069
Short term loan	8 850 223		8 850 223
<b>III. AVAILABLE SECURITIES</b>			<b>246 389 958</b>
Bank accounts	246 389 958		246 389 958
<b>IV. Cash</b>			
Petty cash	324 815		324 815
<b>TOTAL ASSETS</b>	<b>530 823 893</b>	<b>46 303 640</b>	<b>484 520 253</b>

**2. LIABILITIES**

<b>ITEM</b>	<b>Gross amounts</b>	<b>Net amounts</b>
<b>I. LONG TERM CAPITAL</b>		<b>335 469 658</b>
1. Provision fund	87 481 750	87 481 750
2. Balance carried forward	163 405 923	163 405 923
3. CEDP Equipment grant	84 581 985	84 581 985
<b>II. SHORT TERM DEBTS</b>		<b>4 799 123</b>
1. Supplier debts	118 000	118 000
2. Creditor debts	3 799 219	3 799 219
3. Accruals and deferred income	881 904	881 904
<b>Exercise trading results</b>		<b>144 251 472</b>
<b>TOTAL LIABILITIES</b>		<b>484 520 253</b>

## ANNEX II: TRADING ACCOUNT AS OF 31/12/2004

<b>DEBIT</b>			<b>CREDIT</b>		
<b>ITEM</b>			<b>ITEM</b>		
<b>A. EXPENDITURE</b>		<b>473 904 845</b>	<b>A. PRODUCTS</b>		<b><u>40</u></b>
Operating costs	174 898 007		<b>1. License fee</b>	243 189 931	
Other costs	299 006 838		<b>2. Other products</b>	166 003 098	
<b>B. DEPRECIATION PROVISIONS</b>		<b>24 445 592</b>	<b>B. GRANTS</b>		<b><u>23</u></b>
	8 958 000		<b>1. Rwanda State grant</b>	160 768 739	
Vehicle park	3 8880 052		<b>2. CEDP grant</b>	72 640 141	
Furniture and office equipment	10 762 478				
Computer park	610 392				
Communication equipment	234 670				
Other equipment					
		<b>144 251 472</b>			
<b>Trading result for this period</b>		<b>642 601 909</b>			
<b>TOTAL AMOUNTS</b>					



### **ANNEX III: THE REGULATORY BOARD'S MAIN DECISIONS**

#### **Decision n°01/2004 dated 31 March 2004 on the Universal Access Fund's contribution**

The Rwanda Utilities Regulatory Agency's Regulatory Board in its 31 March 2004 session;

Given law n°39/2001 of 13 September 2001 establishing the Rwanda Utilities Regulatory Agency;

Given law n°44/2001 of 30 November 2001 organizing telecommunications, especially in its Article 28;

Given Presidential Order n°04/01 of 15 March 2004 on the Regulatory Board's specific task descriptions in the field of telecommunications, especially in its Article 5;

Given Presidential Order n°05/01 of 15 March 2004 on the functioning of the Universal Access Fund, especially in its Articles 1, 30 and 33;

#### **Hereby Decides:**

##### **Article One:**

Every year, each public telecommunications operator must contribute to the Universal Access Fund.

##### **Article 2:**

The amount of the contribution for 2003 financial year is fixed at 2% of the operator's turnover.

##### **Article 3:**

The Director General of the Rwanda Utilities Regulatory Agency is responsible for the implementation of the present Decision, which will be notified to all operators concerned.

##### **Article 4:**

This decision comes into force on the day of its signature.

Done at Kigali, on 31 March 2004

**Bonaventure NIYIBIZI**  
**Chairman of the Regulatory Board**

## **Decision n°2/2004 of 9 September 2004 on leading organizations**

The Rwanda Utilities Regulatory Agency' Regulatory Board in its 9 September 2004 session;

Given law n°44/2001 organizing telecommunications particularly in its Article One, 5°;

Given Ministerial Order n°8/DC/04 of 07 June 2004 on the additional or specific types of agreements, decisions, practices and codes of conduct considered as anticompetitive or constituting a leading position abuse, especially in its Article One;

### **Hereby decides:**

#### **Article 1: Definition of the leading operator**

Is a leading operator the one who is exercising paramount influence on a pertinent market of the telecommunications sector and detaining 25% of one or more pertinent markets. The leading influence is evaluated in respect to the capacity of the organization to influence market conditions, to its turnover compared to the size of the market, to its access to financial resources (to its borrowing capacity), to the experience acquired in the supply of that market's products or services.

The possible markets are: the telephone service to the public between two fixed points, the rented links market, the mobile telephony service market, the interconnection market.

Significant influence is presumed for the operator detaining 25%, but the Regulatory Board may decide that a operator detaining a smaller share is leading and that a operator detaining a bigger share is not leading according to the combination with the other criteria.

#### **Article 2: Leading operators**

Given the definition, the Board declares RWANDATEL S.A, leading operator in the field of fixed telephony and MTN RWANDACELL in the field of mobile telephony.

#### **Article 3:**

The Director General of the Regulatory Agency is responsible for the implementation of the present Decision, which will be notified to the operators concerned.

#### **Article 4: Enforcement**

This Decision comes into force on the day of its signature.

Done at Kigali, on 09 September 2004

**Bonaventure NIYIBIZI**  
**Chairman of the Regulatory Board**

**Decision n°3/2004 of 03 December 2004 relating to the RWANDATEL and MTN RWANDACELL interconnection cost**

The Rwanda Utilities Regulatory Agency in its 3 December 2004 session;

Given law n°39/2001 of 3 September 2001 establishing the Rwanda Utilities Regulatory Agency, in its especially in its article 18;

Given law n°44/2001 organizing telecommunications, especially in its Articles 39 and 41;

Considering that the technical and commercial arrangements for interconnection are specified among operators concerned except in case of lack of compromise among them whereby any operator may refer the matter to the Regulatory Board so that it makes the decision;

Considering that on 3 September 2003, Rwandatel S.A. has requested the Regulatory Board to intervene in the fixing of the interconnection cost, the only issue on which the two operators could not reach an agreement in the course of the negotiation on the interconnection agreement with Rwandacell;

After many consultation meetings with the operators concerned;

Considering that an interim decision on the rate of interconnection between the two operators must be made while waiting that a final decision based on the interconnection real cost be made;

On the basis of the interconnection costs of countries of the sub -region of which the economic situation and the telecommunications network level are comparable to those of Rwanda;

**Hereby decide:**

**Article One:**

The interconnection cost per minute phone call is fixed at the amount of RWF 28 (Twenty Eight Rwandan Francs Only).

**Article 2:**

This rate will be applicable to both the fixed operator and the mobile operator.

**Article 3:**

The Director General of the Regulatory Agency is entrusted with implementing this Decision to be notified to the operators concerned.

**Article 4:**

This decision comes into force on the day of its signature and becomes effective starting from the first day of January 2005.

**Bonaventure NIYIBIZI**  
**Chairperson of the Regulatory Board**

## **Decision N°04/2004 of 24 December 2004 on the average electricity tariff**

The Rwanda Utilities Regulatory Agency in its 24 December 2004 session;

Given law n°39/2001 of 13 September 2001 establishing the Rwanda Utilities Regulatory Agency;

Considering the Government decision to make recourse to an emergency solution through the purchase of generators so as to face the current energy crisis;

Given that ELECTROGAZ has requested a revision of electric power tariffs in order to allow the supply of the fuel required for the functioning of those generators;

Given that ELECTROGAZ Management Contract, especially in its Article 5.6;

Considering that in its decision of 20 December 2004, Cabinet requested the Rwanda Regulatory Agency to examine and fix an electric power tariff so as to allow the functioning of those generators;

### **Hereby decides:**

#### **Article one:**

The average electricity tariff is fixed at RWF 81,26 per kilowatt-hour (kWh), exclusive of the value added tax (VAT).

#### **Article 2:**

This tariff will be applied to all ELECTROGAZ subscribers without exception.

#### **Article 3:**

This tariff comes into force starting from the first day of January 2005 until the next revision of electric power and water tariffs based on the categorization of consumers.

#### **Article 4:**

All previous provisions contrary to this decision are hereby repealed.

Done at Kigali, on 24 December 2004

**NIYIBIZI Bonaventure**  
**Chairperson of the Regulatory Board.**