



2015/16

SUMMARY TRANSPORT FORWARD-LOOKING JSR REPORT



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Table of Content

1. INTRODUCTION	3
2. PERFORMANCE OF THE CORE EDPRS-2 INDICATORS AND POLICY ACTIONS FOR THE FY 2014/15.....	3
3. KEY PRIORITY AREAS AND RELATED INTERVENTIONS SELECTED DURING THE 2015/16 PLANNING AND BUDGETING PROCESS.	4
4. POLICY-RELATED STUDIES TO BE CONDUCTED IN 2015/16 FISCAL YEAR AND PROGRESS ON 2014/15 ANALYTICAL WORKS.....	5
5. MID-TERM REVIEW OF SECTOR STRATEGIC PLAN.....	5
6. CONCLUSION.....	6
ANNEX 1: LINKAGE BETWEEN SECTOR OUTCOMES BUDGET PROGRAMME AND SUB-PROGRAMMES.....	7
ANNEX 2: 2015/16 POLICY ACTIONS/ PRIORITY OUTPUTS (MAXIMUM OF 2 PER EACH INDICATOR)..	8
ANNEX 3: TARGETS AND POLICY ACTIONS FOR THE EDPRS 2 CORE INDICATORS MATRIX.....	9
ANNEX 4: SECTOR PRIORITY ANALYTICAL STUDIES FOR 2015/16.....	10
ANNEX 5: PROGRESS AGAINST 2014/15 SECTOR ANALYTICAL STUDIES	10
ANNEX 6: PROGRESS AGAINST 2014/15 POLICY ACTIONS (FOR THE SELECTED 10 SECTOR INDICATORS)	11

List of Tables:

Table 1: Priority areas and interventions for 2015/16 as identified by the 2013/14 Backward-looking JSR.....	4
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1. Introduction

This forward-Looking Joint Sector Review (JSR) focuses on the Transport Sector's priorities for 2015/16 and also highlights the progress made on the priority actions for FY 2014/15. The document is guided by the terms of reference issued by the Ministry of Finance and Economic Planning and has the following areas of focus;

- i. To present and discuss areas prioritized during the planning and budgeting process
- ii. To discuss and validate the 2015/16 sector targets and related policy actions
- iii. To select policy-related studies to be conducted in 2015/16 fiscal year and briefly report progress on 2014/15 analytical works
- iv. To assess progress towards implementation of the 2014/15 policy actions
- v. To Assess the relevance of a mid-term review of the sector strategic plan (SSP)

The outline of this Review is as follows: Section 2 summarizes the performance of the core EDPRS-2 indicators and policy actions for the FY 2014/15. Section 3 covers; key priority areas and related interventions selected during the 2015/16 planning and budgeting process; Section 4 focuses on planned policies and analytical studies to be conducted in the next year. Section 5 assesses the relevance of a mid-term review of the sector strategic plan.

2. Performance of the core EDPRS-2 indicators and policy actions for the FY 2014/15.

EDPRS-2 core indicators that are monitored in transport sector include (i) the percentage of national roads in good condition and (ii) Percentage of district roads class 2 in good condition. During the FY 2014/15, five policy actions were prioritized to implement the above EDPRS -2 core indicators. Three policy actions recorded satisfactory performance and are on track. These include; (i) the upgrading of 183 km unpaved national roads against the target of 272 km representing an achievement of 67.3%. (ii) 1,066.623km against the target of 2,080 km (cumulative) of road reserve for National Roads were demarcated representing 51% achievement and (iii) and 65 km of unpaved District roads Class 1 were upgraded into paved roads exceeding the target of 60 km

The two policy actions that still require more efforts to achieve the targets include;(i) acquiring 12 km (cumulative) of road reserve for district roads Class 2 (Feeder roads) to be demarcated, (ii) acquiring 24 km of road reserve for district road class 2. The key challenges that affected implementation are (i) delays in the implementation of the feeder road program, (ii) inadequate human resource capacity at the district level and (iii) protracted procurement delays. *Annex 3 provides more details on EDPRS-2 core and other sector indicators.*

3. Key priority areas and related interventions selected during the 2015/16 planning and budgeting process.

The 2013/14 Backward Looking Transport Sector Review (JSR) held in October 2014 identified broad priority areas for consideration during the 2015/16 planning and budgeting process Table 1 below shows the broad EDPRS-2 targets. Table -2 shows the key sector priority areas and interventions while table 3 shows the linkage between sector priorities and related budget allocation.

Table 1: Priority areas and interventions for 2015/16 as identified by the 2013/14 Backward-looking JSR

Priority Area	Priority intervention for 2015/16	Current status	Target 2015/16
Increased Km of paved national road	▪ Up grading works of road sections : Kivu belt (Lot 4&5 (66Km),	Works are at 69.28%	Lot 4&5=100%
	▪ Lot 6 Kivu belt (24.5Km),	The contractor and supervisor have been recruited. The project is ready to commence.	Lot 6=35%
	▪ Lot 7 (48Km) and	The non objection was issued to the contractor. Physical works to start soon.	Lot 7=35%
	▪ Rehabilitation works of Karongi- Rubengera-Lot 3 (17Km):	Supervision services recruited; the non objection for works contract was issued on 3rd June, 2015.	45%
	▪ Upgrading works of Base-Butaro (63Km).	The project is under contract negotiation	35%
	▪ Rehabilitation works of Huye-Kitabi road (53km)	The consultant to review the studies and supervise works is in the final stage of recruitment.	25%
	▪ Upgrading works of Rukomo-Base, Lot 2: 51.5 km	Opening of bids on works contract is planned end June 2015	35%
Support to District and urban Road Projects and OSBP	▪ Construction of Urban roads in secondary cities	30% of the works completed	80%
	▪ Construction of Gatuna OSBP	Works to start during June, 2015	100%
	▪ Up grading of Rubavu Urban Roads (15Km)	30% of works completed	65%

Priority Area	Priority intervention for 2015/16	Current status	Target 2015/16
Maintenance of Roads (National roads , District Roads Class 1, City of Kigali)	▪ Carry out studies for the Maintenance of CoK roads,	30% of works completed	80%
	▪ Conduct studies for District roads Class1	30% of the assignment is completed	100%
In land Water Transport	▪ Lake Kivu Navigability (construction of one port by the end of 2016; two other ports to be constructed under PPP)	The final report of the study is expected end July 2015, and project works will commence by May 2016.	15%
Airports upgrading works	▪ Upgrading of Kigali International Airport (KIA) Airfield	The study is 90% complete. Works expected to start end July 2015.	100%
	▪ Expropriation Gisenyi aerodrome	Studies and designs + preliminary property valuation are complete. Works expected to start end July 2015	100%

4. Policy-related studies to be conducted in 2015/16 fiscal year and progress on 2014/15 analytical works

A total of 10 Priority Studies and Analytical work for 2014/15 were conducted and are at various stages of completion as indicated in *annex 5*. For FY 2015/16, 5 analytical studies have been identified to support the implementation of the sector objectives (see annex 4). The sector studies are estimated to cost USD 1.2 million. The SWG is in the process of funds mobilization to ensure their timely completion.

5. Mid-term Review of Sector Strategic Plan

The Transport sector Strategy was drafted in 2013 and proposed over 40 outcome indicators which are considered too many for effective implementation. Some of the indicators also lack baselines and targets thus the SSP needs to be reviewed to accommodate these changes. The SSP also does not capture the new developments in related subsectors such as the changes that have occurred in the urbanization sector. In addition the current SSP also does not provide room for the rapid changes in transport industry such as air, railway and other modes of transport. It in this regard therefore that the SSP needs to be reviewed and updated. There is also a need to incorporate key priority analytical studies to support the implementation of sector developments and objectives.

6. Conclusion

In the last decade, the sector has undergone significant policy reforms that have resulted in the separation of roles and responsibilities of institutions and agencies in transport sector as it relates to policy formulation, transport development, maintenance, regulation and financing.

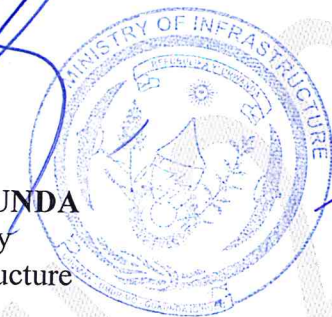
The GoR has also strengthened institutional capacity building of the implementing agencies in order to help deliver to high standards of performance but challenges remain. Broadly, inadequate human resource capacity in the transport sector continues to be a binding constraint to effective policy and programs implementation. Efforts should thus be put on upgrading, rehabilitation, widening and Maintenance of National and Regional Transport Infrastructure and Services in all sub-sectors; (ii) Building Human Capacity for the transport sector, especially in air, rail, and water transport; (iii) Institutional strengthening through the development of various policy and regulatory instruments, (iv) Enhancing private sector participation in Rwanda's planned investment programme.

Chairperson:

Christian RWAKUNDA
Permanent Secretary
Ministry of Infrastructure

Co-Chair:

Negatu MAKONNEN
Resident Representative
African Development Bank



Annex 1: Linkage between Sector Outcomes Budget programme and sub-programmes.

Sector Priority Areas, Priority Interventions, Targets for 2015/16 and Budget Allocation.			
No.	Programme	Sub-programme	Budget allocated
1	Increased Km of paved national road	Up grading works of road sections: Kivu Belt (Lot 4&5 (66Km)	115,628,102.63 USD
		Up grading works of road section: Kivu Belt Lot 6 (24.5Km)	52,700,000 USD
		Up grading works of road section: Kivu Belt 7 (48Km)	96,340,978.3 USD
		Rehabilitation works of Karongi-Rubengera-Lot 3 (17Km)	8,033,425,155.60 RWF
		Upgrading works of Base-Butaro (63Km).	59,907,327,431Rwf
		Rehabilitation works of Huye-Kitabi road (53km)	40,000,000 USD
		Upgrading works of Rukomo-Base, Lot 2: 51.5 km	78,990,000 USD
2	Support to District and Urban Road projects and OSBP	Construction of Urban roads in secondary cities;	2,470,000,000 RWF
		Construction of Gatuna OSBP	5,664,000,000 RWF
		Upgrading of Rubavu Urban Roads (15Km);	5, 000,000 EURO
3	Maintenance of Roads (National Roads, District Roads Class 1, City of Kigali)	Carry out periodic maintenance of CoK roads	7,806,250,000 RWF
		Construction of District roads Class1	21,572,084,958 RWF
4	Inland Water Transport	Lake Kivu Navigability (construction of one port by the end of 2016; two other ports to be constructed under PPP)	440,000,000 RWF
5	Airports upgrading works	Upgrading of KIA Airfield	15,712,381,570 RWF
		Expropriation Gisenyi Aerodrome	3,450,000,000 RWF

Annex 2: 2015/16 Policy Actions/ priority outputs (maximum of 2 per each indicator)

TRANSPORT SECTOR: KEY INDICATORS	2012/13 Baseline	2015/16 Target	2015/16 Policy Actions/ priority outputs (maximum of 2 per each indicator)
1. Percentage of National Road (paved and unpaved) in Good condition	63.2%	73.2%	Upgrading of 272 km (cumulative) of unpaved National roads into paved roads Acquire 2,080 km (cumulative) of road reserve for National Roads
2. Percentage of District roads class 1 in Good Condition	37.0%	52.0%	Upgrading of 60 km (cumulative) of unpaved District Class1 roads into gravel roads
3. Number of km of National unpaved road upgraded to paved road	1,172	1,580	Upgrading of 60 km (cumulative) of unpaved District Class1 roads into paved roads
4. Number of km of District Road Class 2 (Feeder road) upgraded to gravel road	71.6	1,530	Acquire 12 km (cumulative) of road reserve for District Road Class 2 (Feeder road) Acquire 24 km of road reserve for District Road Class 1 Upgrading of 1,020 km (cumulative) of unpaved District Class2 roads into gravel roads
5 Number of km of integrated roads created in regional urban areas including disable access facilities	0	91	Implement Quality Bus Corridor Service Pilot Project
6. Number of km of scheduled bus routes (Rural, Intercity and Urban combined)	1,600	5,500	Implement 2,900 km of scheduled bus service in rural areas
7. Number of km of High Quality footpath and pedestrian track including disable access facilities	0	60	Implement 110 km of scheduled bus service in Kigali City
8. Number of new transport modes introduced	0	-	Conduct Detailed Design study of IWT in Lake Kivu Conduct Further Feasibility Study and Detailed Design of IWT in Akagera River

TRANSPORT SECTOR: KEY INDICATORS	2012/13 Baseline	2015/16 Target	2015/16 Policy Actions/ priority outputs (maximum of 2 per each indicator)
9. Number of passengers transported in air transport per year by all airlines combined	488903	954,536	Ensure safety and security system of air transport services
10. Number of km of formal inland water transport service	0	0	Ensure full ICAO compliance

Annex 3: Targets and Policy Actions for the EDPRS 2 Core Indicators Matrix

		PROGRESS ON POLICY ACTIONS			
Sector outcomes	Sector Outcome Indicators	Baseline 2012	2014/15 Target	Progress on policy action(2015/16)	Responsible Institution
ECONOMIC TRANSFORMATION					
Improved and sustained quality of road network	% of National Road in Good Condition	63.2%	Upgrading of 272 km (cumulative) of unpaved National roads into paved roads	183.2 km fully completed (cumulative) this includes last Year 2013/2014 achievement. Currently 21km Asphalt of Lot 4&5 is completed and at the end of FY 2014/2015 will be more than 47km (70%) which surpasses the planned target	RTDA
			Acquire 2,080 km (cumulative) of road reserve for National Roads	The demarcated road reserves is at 1066.623km	RTDA
			Upgrading of 60 km (cumulative) of unpaved District Class1 roads into paved roads	65km for FY 2014/2015 are completed	RTDA
RURAL DEVELOPMENT					
	% of District roads class 2 in Good Condition	0.9%	Acquire 12 km (cumulative) of road reserve for District Road Class 2 (Feeder road)	Nothing was done (This was not achieved since there was no law established to hire a consultant to undertake this assignment	MINAGRI/ RTDA/ RODA
			Acquire 24 km of road reserve for District Road Class 1	Nothing was done (There was no law established to support demarcation of District Roads class1)	RTDA
			Upgrading of 1,020 km (cumulative) of unpaved District Class2 roads into gravel roads	720.3km of unpaved district Class 2 upgraded to gravel roads	MINAGRI/ RTDA/ RODA

Annex 4: Sector Priority Analytical Studies for 2015/16

EDPRS2/sector outcome	Planned policies and Analytical Work & Duration	2015/16 Budget	Funding Source (GoR, if otherwise, specify, also state the status i.e. Secured/ Still under mobilization)
Improved and sustained quality of road network	Axle Load Control Policy	1.2 million USD	Still under mobilization
	Freight Transport Policy		
	Air Transport Policy		
	Gender Balance Policy and Strategy for Transport Sector		
	Road safety policy		

Annex 5: Progress against 2014/15 Sector Analytical Studies



EDPRS2/sector outcome	2014/15 Planned Analytical Work	Brief progress, challenges and actions to be taken if any
Improved public transport services	Government Fleet Management System (continued from 2014-15)	Under procurement process
	Study for Motor Vehicles Registration System	Under procurement process
	Feasibility for 4 Town Bypass (Gicumbi, Nyamagabe, Ngoma and Rwamagana)	No progress due to lack of funds
	Expressway Kigali- Bugesera International Airport	
Improved and sustained quality of road network	Muhanga-Karongi Road (78 Km)	Study on-going
	Rusizi- Bugarama Road (42.5 Km)	
	Kigali- Muhanga- Huye- Akanyaru Road (157Km)	Study on-going
	Huye- Kibirizi- Nyaruteja Road	Study on-going
	Nyabugogo- Jabana & Nyacyonga- Rulindo	Study on-going
	Studies for periodic maintenance of National unpaved roads	Studies on-going

Annex 6: Progress against 2014/15 Policy actions (for the selected 10 sector indicators)

PROGRESS ON POLICY ACTIONS					
Sector outcomes	Sector Outcome Indicators	Baseline 2012	2014/15 Target	Progress on policy action(2015/16)	Observation
ECONOMIC TRANSFORMATION					
Improved and sustained quality of road network	% of National Road in Good Condition	63.2%	Upgrading of 272 km (cumulative) of unpaved National roads into paved roads	183.2 km fully completed (cumulative) this includes last Year 2013/2014 achievement. Currently 21km Asphalt of Lot 4&5 is completed and at the end of FY 2014/2015 will be more than 47km (70%) which surpasses the planned target	Overall progress is at 67.2%;
			Acquire 2,080 km (cumulative) of road reserve for National Roads	The demarcated road reserves is at 1066.623km	51% have been covered
			Upgrading of 60 km (cumulative) of unpaved District Class1 roads into paved roads	65km for FY 2014/2015 are completed	Achieved
RURAL DEVELOPMENT					
	% of District roads class 2 in Good Condition	0.9%	Acquire 12 km (cumulative) of road reserve for District Road Class 2 (Feeder road)	Nothing was done (This was not achieved since there was no law established to hire a consultant to undertake this assignment	Not Achieved
			Acquire 24 km of road reserve for District Road Class 1	Nothing was done (There was no law established to support demarcation of District Roads class1)	Not Achieved
			Upgrading of 1,020 km (cumulative) of unpaved District Class2 roads into gravel roads	720.3km of unpaved district Class 2 upgraded to gravel roads	Progress at 71%
	% of District roads class 1 in Good Condition	37.0%	Upgrading of 60 km (cumulative) of unpaved District Class1 roads into gravel roads	81.4 km upgraded. These include Ndatemwa-Muhura (25.4 km), Nyankora-Murindi-Nasho (36 km), Access to Nyabarongo HPP (20 km)	Achieved

Sector outcomes	Sector Outcome Indicators	Baseline 2012	2015/16 Targets	Progress on policy action(2015/16)	Observation
Improved public transport services	Number of km of scheduled public transport services	1,600	Implement Quality Bus Corridor Service Pilot Project	Procurement is on-going under the study called Public Transport Study	Partially achieved
			Implement 2,900 km of scheduled bus service in rural areas	RURA implemented scheduled bus service in all districts	Achieved
			Implement 110 km of scheduled bus service in Kigali City	Designs and construction of more lanes on high density roads and dedicated bus lanes (DBL) during peak hours for high occupancy public transport vehicles are on-going. Plans to construct more decongesting connecting nodes to ensure bypasses at critical intersections in peak hours are underway.	Partially achieved
Integrated multimodal transport system in place	Number of new transport modes introduced	2	Mobilise funds for DSM-Kigali Railway line	The investor's forum held on 26 th March 2015 at Dar Es Salaam, Tanzania.	Achieved
			Conduct Feasibility Study and Detailed Design on Kigali-Rubavu Railway line	The preliminary engineering design of the Kampala-Kigali Railway line is on-going.	Achieved
			Conduct Feasibility Study and Detailed Design of Kampala-Kigali-Bujumbura Pipeline	Feasibility study on Kampla-Kigali was completed Aug 2014. EOI was launched to conduct FS on Kigali-Bujumbura by EAC, Evaluation is expected by June 2015	Achieved
			Conduct Detailed Design study of IWT in Lake Kivu	The Detailed Design is at 95%, expected to be completed by July 2015. The mobilization of funds is on-going and construction phase is expected to start by next FY	Achieved

Sector outcomes	Sector Outcome Indicators	Baseline 2012	2015/16 Targets	Progress on policy action(2015/16)	Observation
			Conduct Further Feasibility Study and Detailed Design of IWT in Akagera River	The re-tendering to hire a consultant to conduct the study is on-going.	Not Achieved
Enhanced air transport services	Number of passengers transported per year by all airlines combined	577,883	Ensure safety and security system of air transport services	Progress on Works at Kamembe Runway re-surfacing at 90%.	Achieved
				Construction works of KIA Emergency Operation Center (EOC) is at 85%	Achieved
				Signed contract to Upgrade of ATC tower communication equipment and console; Preliminary installations for ATC upgrade to start in the 1 st week of June 15	Partially achieved. Contract negotiation at final stage
				Signed contract to Upgrade Automatic Weather Observing System (AWOS) for KIA. Delivery is expected by mid June 2015.	Achieved
			Ensure full ICAO compliance	<p>Compliance in Legislation (LEG) -The Civil Aviation Laws: at 85% compliance level</p> <p>Organization (ORG) - RCAA structure, policies and procedures: 75% compliance level</p> <p>Personnel and Training Licensing (PEL) -Licensing regulations, policies and procedures: 85% compliance level.</p> <p>Aircraft operations (OPS)- Aircraft operations, regulations, policies and procedures: 95% compliance level</p>	Rwanda's Over all compliance to ICAO is at 75%

Sector outcomes	Sector Outcome Indicators	Baseline 2012	2015/16 Targets	Progress on policy action(2015/16)	Observation
					
				<p>Airworthiness of aircraft (AIR) – Airworthiness of aircraft regulations, policies and procedures: 95% compliance level</p> <p>Air Navigation Services (ANS) – Air Navigation Services regulations, policies and procedures: 60% compliance level</p> <p>Aerodrome and ground aids (AGA) – Aerodrome regulations, policies and procedures: 60% compliance level</p> <p>Aircraft accident and incident investigation (AIG) – Aircraft accident and incident investigation regulations, policies and procedures: 75% compliance level.</p>	
			Invest in RwandAir to help the airline expand its routes network in Africa, Asia and Europe and build Kigali to an air transport and logistics hub for the region	RwandAir is putting in place a department working on financing and mobilization resources to purchase more airlines	Partially achieved
			Support RwandAir to purchase wide body aircrafts to enter the European Tourist market and to build cargo capacity to meet the export demand of the nation		Partially achieved