



Republic of Rwanda
Ministry of Infrastructure

MININFRA



BACKWARD-LOOKING JSR REPORT



The New Times

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SECTION I: BACKGROUND AND RATIONALE

Access to safe, reliable and cost effective transport infrastructure is essential to achieve the levels of growth defined under the different Government programmes such as Economic Development and Poverty Reduction Strategy (EDPRS II) now the National Strategy for Transformation (NST 1) and Vision 2020. Infrastructure development is a critical productive component that catalyzes broader economic growth and contributes significantly towards the realization of country's ambitious economic transformation agenda. Transport infrastructure is critical for achieving inclusive growth, and is particularly positively related to growth in agriculture productivity¹. In order to attain the desired National development objectives and other continental initiatives such AUC Agenda 2063, the infrastructure sector implemented various projects and programs including formulation of various institutional frameworks in the 2016/17 fiscal year. The Transport Sector Strategic Plan (TSSP) 2013-18 was adopted in 2013 and it has been guiding improvement of transport infrastructure development and service provision.

BACKWARD-LOOKING JSR OBJECTIVES:

The objectives of this Backward-Looking Joint Sector Review (JSR) are five-fold:

- Assessing progress in achieving sector objectives focusing on 2016/17 targets for: EDPRS 2 core indicators (Annex 1.1), selected sector indicators (Annex 1.2) and their corresponding policy actions;
- Presenting and discussing budget execution performance for 2016/17 fiscal year (Annex 2.1);
- Highlight priority areas for the 2018/19 fiscal year to inform the planning and budgeting process;
- Review progress against implementation of recommendations from the last JSR meetings;
- Validate the draft Transport Sector Strategic Plans (TSSPs) for the National Strategy for Transformation (NST1).

THE OUTLINE OF THIS REVIEW IS AS FOLLOWS:

Section 1: Background and Rationale

Section II: Summarizes the sector achievement against FY 2016/17 targets for: EDPRS 2 core indicators as well as selected sector indicators and their corresponding policy actions;

¹ The 2015 World Bank Poverty Assessment reveals a negative relationship between access to infrastructure and Poverty. In particular, households that are isolated from key infrastructure such as public transport facilities, markets and social infrastructure are twice as likely to be poor compared to households in proximity to such infrastructure.

Section III: Budget execution performance for FY 2016/17;

Section IV: Sector priorities for the FY 2018/19;

Section V: Progress towards implementation of recommendations from previous JSR meetings;

Section VI: Update on key issues within the Sector;

Section VII: Excerpts of the draft Sector Strategic Plans (SSPs) for the National Strategy for Transformation (NST1).

SECTION II: SECTOR ACHIEVEMENTS FOR FY 2016/17 AGAINST EDPRS-2 TARGETS

EDPRS-2 CORE INDICATORS:

Two out of the ten indicators are core transport indicators under monitoring in EDPRS-2. These include: (i) National Roads (paved and unpaved) in Good condition and (ii) District Earth Roads Class 2 (Feeder roads) upgraded to gravel road.

The mid-term targets for the two core indicators in FY 2016/17 were 77.9% and 2040 Km respectively. To date, the National road condition for both paved and unpaved is 72.82% against 77.9% targeted. The overall indicator score is 93.48%, which signifies good progress although in FY 2015/16 the indicator was 97.5%. The remaining 5.08% was not achieved because of uncompleted projects such as Kivu belt (lots 6 & 7). There are also ongoing projects, which will contribute to the achievement of the targets, i.e. Kagitumba – Kayonza – Rusumo (208km) and Huye – Kitabi (53km) road rehabilitation and widening project that will as well contribute to improving the conditionality of the road network. The ongoing Road Asset Management System (RAMS) project will provide the necessary decision support to proper planning, management to ensure the cost effective maintenance of existing and provision of new road infrastructure, in this process making the most efficient possible use of scarce resources. District Earth Roads Class 2 (Feeder roads), 2060.25 Km were upgraded from earth road to gravel compared to 2040 Km targeted (cumulatively) where 526.4 Km were upgraded to gravel road in the FY 2016/17. This implies the target was surpassed by 20.25 Km and the overall indicator achievement is rated at 101% as opposed to 98% indicator score in FY 2015/16. The extra achievement is attributed to the continued Government and Development Partners' financial and policy support.

Table 1: EDPRS-2 Core Indicators

| S/N | EDPRS Out-come | Indicators | Unit | Baseline Value (2015-16) | 2016/17 Targets/EDPRS 2 term Targets | Actual Performance | Score progress indicator ² | Indicator Score |
|--------------------------------|--|---|------------|--------------------------|--------------------------------------|--------------------|---------------------------------------|-----------------|
| ECONOMIC TRANSFORMATION | | | | | | | | |
| 1 | Improved and sustained of road network | National Roads (paved and unpaved) in Good condition | Percentage | 71.4% | 77.9% | 72.82% | On-Track | 93.48 |
| RURAL DEVELOPMENT | | | | | | | | |
| 2 | Improved and sustained of road network | District earth road Class 2 (Feeder road) upgraded to gravel road | Km | 1,507 | 2,040 | 2,060.25 | Achieved | 101% |

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Sectors are expected to score progress based on the scoring methodology below:

| | | | | |
|--------------------|-------------------|--------------------|------------------|--|
| =>100% achievement | > 90% achievement | 50-90% achievement | <50% achievement | N/A |
| Achieved | On-Track | On-Watch | Lagging behind | Not due for reporting/or not available |

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OTHER SECTOR INDICATORS:

The other 8 sector indicators monitored, three (3) surpassed the target, one (1) achieved the target, two (2) are on-watch and two (2) needs improvement. The indicators performance for the FY 2016/17 were as follows:

INDICATORS ACHIEVED AND SURPASSED THE TARGETS INCLUDE:

- Percentage of District road Class 1 in Good condition: The road condition survey is 55.04% against targeted 57%. This represents 96.56% achievement against 102% in FY 2015/16;
- Number of Km of integrated roads created in regional urban areas including disabled access: 256 km achieved against 117 km targeted and this represents 219.742% indicator score against 112% in FY 2015/16;
- Number of Km of scheduled bus routes (Rural, Intercity and Urban combined): 13,935 Km achieved against 7,700 Km targeted and this represents 180.96% indicator score against 253% in FY 2015/16;
- Number of Km of High Quality footpath and pedestrian track including disable access facilities: 256 Km achieved against 160km targeted and this represents 160% indicator score against 85% in FY 2015/16.

INDICATORS ON-WATCH INCLUDE:

- Number of Km of unpaved roads upgraded to paved roads: 1,525.8 km achieved against 1,836 km targeted and this represent 83.1% indicator score against 94% in FY 2015/16;
- Number of passengers transported in air transport per year by all airlines combined: 768,968 against 1,128,436 targeted and this represents 68% indicator score against 61% in FY 2015/16.

INDICATORS THAT LAGGED BEHIND INCLUDE:

The two indicators lagged behind due to financial constraints and other technical challenges.

- **Number of new transport modes (under development), and**

The focus is to develop railway transport in the central and northern corridors. For the central corridor, Tanzania completed procurement of EPC contractors for SGR from Dar es Salaam to Mwanza in 5 slots with the following progression: Lot1-Dar es Salaam-Morogoro (202km), Lot 2-Morogoro-

Mukutupora (334km), Lot 3-Mukutupora-Tabora (293km), Lot 4-Tabora-Isaka (133km) and Lot 5-Isaka-Mwanza (249km). The contract was signed for Lot 1 in February 2017 and construction is still at nascent stage. For the remaining 4 lots, Tanzania is fund mobilizing to bridge the funding gap. On joint implementation by Tanzania, Burundi and Rwanda, the transaction advisory services was signed and Partners States are in the process of mobilizing funds for project sections.

Developments on the northern corridor: On the Kenyan side, the northern corridor standard gauge railway (SGR), the construction of the Mombasa-Nairobi section is complete. The construction of Nairobi-Naivasha section is ongoing as well as Naivasha-Malaba section is under fund mobilization. On the Ugandan side, Malaba-Kampala section is under fundraising and on the Rwandan side, the preliminary Engineering Design for the Kampala-Kigali SGR has reached 95% completion. Overall, the delays are attributed to availability of funds.

Although this indicator is lagging behind, there have been initiatives to capacitate staff in this area. For example, in 2015 three (3) Engineers, three (3) Technicians and four (4) Artisans were attached to the Nairobi-Mombasa SGR construction works for technical skills transfer and enhancement.

- **Number of Km for formal inland water transport service**

Generally the indicator lags behind schedule, although there is remarkable progress to date as discussed in preceding section. The transport activities are predominant on Lakes Kivu, Mugesera, Muhazi and Sake. Currently, water transport services with Nkombo Boat 1 are experiencing financial difficulties due to the technical challenges. The operationalization of inland water transport on Lake Kivu is following these activities: Procurement of Nkombo Boat II development approximated to cost 1.5 Billion Frw.

The due delivery date is expected by June 2019 as well as development of 4 ports (Rusizi, Karongi, Nkora and Rubavu) by December 2019. Out of the required USD 27.3 Million for this activity, currently USD 12 Million (44%) has been secured; leaving a gap USD15.3 Million (56%) is to be secured. Additionally, 2 Ferries will be supplied by the Private Sector by June 2020. Plans are also underway to broker Private Public Partnership for port management and ferries operation. Under this arrangement, the GoR contribution will be the infrastructure and Private Sector would invest in the acquisition of Ferries (USD 7 Million). The full operation on Lake Kivu is anticipated to commence by June 2020. As part of capacity building, the Central Corridor Secretariat sponsored two (2) students to undertake Bachelor's Degree training in Maritime transport engineering in Tanzania.



CROSS CUTTING AREAS:

Cross cutting areas are mainstreamed in infrastructure development projects especially for road construction, rehabilitation and maintenance works. The Ministry of Infrastructure developed the Gender mainstreaming strategy to promote women involvement in road infrastructure development as well as rehabilitation as generalized to limited number of female engineers especially at managerial level due to limited relevant experience as per labour market requirements. Seemingly, women numbers have gradually increased with time and there future prospects to close the gap.

The HIV/AIDS and road safety continues to be mainstreamed in all ongoing roads development works. A portion of the budget is allocated to sensitizing the masses within the project construction area including project staff to avert behaviour that can result in increased prevalence of HIV/AIDS. This is done for both DPs and Government financed projects.

Environment protection remains a priority for all ongoing transport infrastructure development projects. To this end, it has become a routine for all projects to complete the environmental impact assessment (EIA) with endorsement from the Rwanda Development Board (RDB). In addition, the environmental protection or restoration measures performed by the contractor during construction are monitored on a monthly basis and reports to the same are discussed during site meetings. Besides, the project supervision firm participates as a must in the assessment of how mitigation measures are being done by the contractor and report back to the client. In nutshell, there is monthly and quarterly data collection on project's environment monitoring activities and progress reports for the above period highlighting progress in Environmental and Social Management Plans (ESMP) implementation, status of compliance with various licenses and permits, status of key environmental parameters and completion of environmental and social assessment studies for key project sites, notably quarries, borrow pits, dumping sites, crusher sites camps and asphalt plant etc...

Introducing speed governors in all passengers and freight transport vehicles to limit their maximum speed to 60km/h has enhanced Road safety. The installation of crash barriers with the Made in Rwanda branding, road signs and markings too have significantly contributed to the reduction of road accidents and incidents on all national roads.

Table 2: Other Sector Indicators

| S/N | EDPRS Outcome | Indicators | Unit | Baseline Value (2015/16) | 2016/17 Targets/EDPRS 2 Mid-term targets | Actual performance | Score progress indicator ³ | Indicator Score |
|-----|---------------|--|------------|--------------------------|--|--------------------|---------------------------------------|-----------------|
| 1 | | Percentage of District road Class 1 in Good condition | Percentage | 53 | 57 | 55.04 | | 96.56% |
| 2 | | Number of Km of unpaved road upgraded to paved road | Km | 1,492 | 1,836 | 1,525.8 | On-track | 83.1% |
| 3 | | Number of Km of integrated roads created in regional urban areas including disable access facilities | Km | 102 | 117 | 256 | Achieved | 219.74% |
| 4 | | Number of Km of scheduled bus routes (Rural, Intercity and Urban combined) | Km | 13,912 | 7,700 | 13,934 | Achieved | 180.96% |

³ Sectors are expected to score progress based on the scoring methodology below:

| | | | | |
|--------------------|-------------------|--------------------|------------------|--|
| =>100% achievement | > 90% achievement | 50-90% achievement | <50% achievement | N/A |
| Achieved | On-Track | On-Watch | Lagging behind | Not due for reporting/or not available |

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| S/N | EDPRS Outcome | Indicators | Unit | Baseline Value (2015/16) | 2016/17 Targets/EDPRS 2 Mid-term targets | Actual performance | Score progress indicator ³ | | Indicator Score |
|-----|---------------|--|------|--------------------------|--|--|---------------------------------------|--|-----------------|
| | | | | | | | | | |
| 5 | | Number of Km of High Quality footpath and pedestrian track including disable access facilities | Km | 102 | 160 | 256 | Achieved | | 160% |
| 6 | | Number of new transport modes introduced | Km | 0 | 0 | The final feasibility study for preliminary engineering design for the Kam-pala-Kigali SGR is 95% and revised final report was electronically submitted October 2017. | Lagging behind | | |
| 7 | | Number of passengers transported in air transport per year by all airlines combined | | 585,875 | 1,128,436 | 768,968 | On-Watch | | 68% |
| 8 | | Number of Km of formal inland water transport service | Km | 0 | 140 | To date USD 12 Million has been mobilized out of USD 27.3 Million investment required. Community mobilisation and identification of PAPs is due completion January 2018. | Lagging behind | | |

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SECTION III: BUDGET EXECUTION PERFORMANCE FOR FY 2016/17

The total budget allocation (Table 3) for FY 2016/2017 to the sector totalled to 162,374,504,427 Frw. The operating expenditure at closure of the FY was 153,762,610,986 Frw representing 94.7% execution rate. The 5.3% under expenditure is largely attributed to projects that delayed in implementation due to challenges in contract management, climatic conditions, expropriation as well as relocation of utilities. In response, the Ministry together with its implementing agencies have enhanced the monitoring of these projects through daily and weekly progress reporting, regular site inspection visits to ensure and assure quality control of construction works. Contractors have also been requested to provide catch up plans that are closely followed by project engineers to ensure compliance with timelines as well as quality. This will help to reduce on the addenda and prolonged completion periods.

Table 3: Budget Execution Performance for FY 2016/17

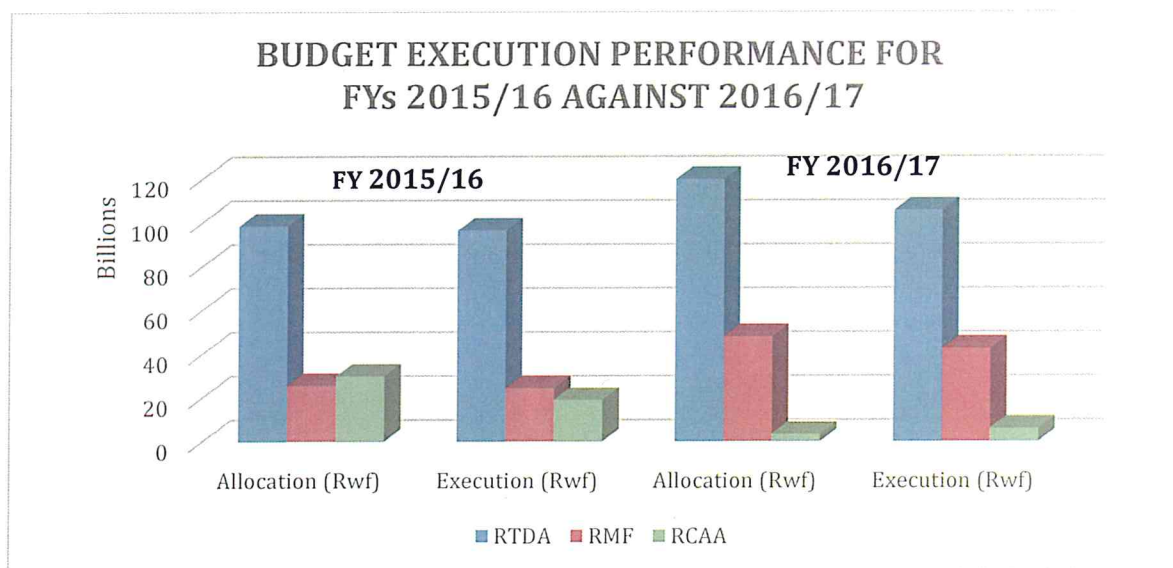
| Agency | Description | Allocation (Rwf) | Execution (Rwf) | Execution Rate (%) |
|----------------------|---------------------|------------------------|------------------------|--------------------|
| RTDA | Domestically Funded | 33,547,585,793 | 33,421,740,591 | 99.62 |
| | Externally Funded | 86,067,813,927 | 71,968,335,528 | 83.62 |
| RMF | Domestically Funded | 39,507,013,727 | 42,459,913,296 | 107.5 |
| RCAA | Domestically Funded | 3,252,090,980 | 5,912,621,571 | 181.81 |
| Total funding | | 162,374,504,427 | 153,762,610,986 | 94.7 |

Source: Agencies (i.e RTDA, RCAA & RMF)

The observed excess expenditure for RMF is due to the funding of strategic maintenance works of roads in City of Kigali that almost doubled the initial planned budget of (8,166,406,205 Frw). Similarly, the budget execution for RCAA surpasses the allocation due to ongoing infrastructure upgrading activities such as Gisenyi Airport expropriations as well as the construction of security perimeter wall at Kigali International Airport (KIA).

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Figure 1: Budget Execution Performance for FYs 2015/16 against 2016/17



The Sector total budget allocation (domestic and external) for fiscal year 2016/17 was 162,374,504,427 Frw of which 153,762,610,986 Frw was executed representing 94.7% execution rate. The budget allocation for fiscal year 2016/17 increased by 8,575,794,217 Frw over fiscal year 2015/16 allocation of 153,798,710,210 Frw. The increase of 8,575,794,217 Frw is largely attributed to increased infrastructure development projects.

The observed increment in allocations (Fig 1) for RTDA is attributed to continued Government and Development Partner support for road development and rehabilitation projects. On the other hand, RMF increment for FY 2016/17 is due to increased revenue collection.

On the contrary, the RCAA budget significantly dropped by 23,948,125,161 Frw in FY 2016/17 compared to 29,860,746,732 Frw in FY 2015/16. The decrease is mainly due to the fact that the FY2015/16, RCAA undertook major projects simultaneously at KIA (Construction of a new taxiway, a partial parallel taxiway and Apron to the south) at a total cost of 15.7 billion Rwanda francs, exclusive of taxes. However, in the FY 2016/2017 there were no major Infrastructure Development projects.

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SECTION IV: PRIORITY AREAS FOR THE FY 2018/19

RTDA

- **New Bugesera International Airport Expressway:** This is part of the PPP project of new airport development and will increase the existing road infrastructure into a duo carriageway. The initiative will further reduce traffic congestion to and from the Airport as traffic is anticipated to increase in this area on completion of the airport;
- **Rehabilitation & maintenance of feeder roads projects in addition to other six Districts:** The rehabilitation and maintenance of additional road sections of 450 Km in Nyaruguru, Rutsiro, Nyabihu, Gakenke, Gatsibo and Nyagatare will facilitate rural connectivity and enable farmers to transport their produces to the market or transformation plants;
- **Lake Kivu ports construction works:** This project will increase waterways transport in Lake Kivu, connecting Rwanda with DRC for freight and passengers movement; thereby increasing trade between the two countries. This project will significantly reduce road usage dependency that is expensive and predominantly used in the area;
- **Ngoma – Nyanza road upgrading project:** This road aims reduce vehicle operating costs and poverty reduction. This road will be an asset in facilitating trade, boosting agricultural productivity in the area due to increased accessibility to agricultural production zones and collection centers and other sectors of the economy. It will connect the South East to South West part of Rwanda; as well as New Bugesera International Airport to the surrounding EAC member states.

RCAA

- **Kamembe airport upgrading works:** This airport will be upgraded by installation of Airfield Ground Lighting system (AGL), Navigational Aids (NAVAIDS), Installation of Communication Equipment & Automated Weather Observation System. The upgrade will also include construction of a perimeter fence and installation of CCTV cameras. These works will increase safety and security of the airport and all time landing capability. The prospective financiers are Government and the World Bank.

SECTION V: REVIEW OF LAST JSR RECOMMENDATIONS

The tables 4 and 5 below summarise the JSRs recommendations implementation status

Table 4: Implementation of Backward looking JSR Recommendations

| S/N | Issues raised | Recommendations | Implementation status |
|------------|--|---|---|
| 1. | Delay in contract execution of Road asset management system contract | The contract manager to make close follow-up. | The progress status of the study is satisfactory. The road asset management tool development is ongoing. The draft Master Plan was presented on October 2017 and the Architectural System Design is under elaboration. The draft final report is expected in December 2017. The system prototype in pilot phase is expected end of 2019. |
| 2. | Approval of feeder road policy and strategy. | MININFRA to make close follow-up on the approval. | The policy and strategy was approved on 5th April 2017. Discussions with stakeholders are underway to adopt and operationalize the policy and strategy. |
| 3. | Financing constraints on Lake Kivu ports construction works. | AfDB agreed to construct one small (Nkora) port while TMEA was interested in financing three major ports in Rubavu, Karongi and Rusizi Districts depending on outcome of feasibility study on economic viability of these three ports | The financing of small port was cancelled at the GoR request. GoR has a strategy for construction of bigger ports along the Lake Kivu and allocated budget to carry out another study (ongoing) aiming to enhance transport and trade on the Lake Kivu. Currently GoR has started funds mobilization for a bigger facility (integrated cross border market and port with substantial budget), which is more comprehensive as opposed to the envisaged fish men quays facility. Fund mobilization for the total project cost (27.3 million USD) is ongoing with efforts to close the 15.3 million USD gap. |

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|----|---|--|---|
| 4. | Financing constraints of major projects | EU requested to identify projects that could be considered in their Regional program. | The list of Regional projects was presented to EU. Effort is being made for co-financing with other DPs |
| 5. | Financing of Kagitumba-Kayonza-Rusumo rehabilitation works. | AfDB reminded the EU to co-financing this project with €20 million from the Africa Infrastructure Trust Fund. | The co-financing was agreed and the project had already started. |
| 6. | Improving public transport. | BRT study is underway for City of Kigali. | Consultant submitted inception report and was validated. Data collection for study is ongoing. |
| | | Construction of bus shelters in urban areas. | Construction of bus shelters in urban areas is in progress and started in all ongoing road projects. |
| 7. | Air transport indicator regarding on passengers transported (table 2) | EU asked the figures to be cross-checked as the trend reads negative whereas stakeholders' statement claim constant increase of passengers for the last few years. | The figures differ because in consideration of EDPRS 2 the target was not achieved although the passenger numbers were increased. |
| 8. | Improving road markings for road safety. | The issue of road safety to be discussed broadly in Road Safety Committee meetings. | Implementation is ongoing. |
| 9. | Installation of weighbridges in borders for freight transport. | RTDA to speed-up the procurement of acquisition and installation of new weighbridges in borders. | Two axle road control stations will be constructed; one in Kirehe and the other in Nyagatare with in the ongoing Kagitumba-Kayonza-Rusumo road project. |

Table 5: Implementation of Forward Looking JSR Recommendations

| S/N | Issues raised | Recommendations | Implementation status |
|-----|--|--|--|
| 1. | To fast track the implementation of Road Asset Management System (RAMS). | The contract is expected to be signed mid-June 2017 and the meeting recommended expediting RAMS implementation | The progress status of the study is satisfactory. The road asset management tool development is ongoing. The draft Master Plan was presented on October 2017 and the Architectural System Design is under elaboration. The draft final report is expected in December 2017. The system prototype in pilot phase is expected end of 2019. |

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| 2. | There is need to implement the provisions of approved Feeder road policy. | Stakeholders to implement the adopted policy and strategy Discussions are underway with the World Bank to support development of a passenger management system for public transport (getting real-time information on bus operations) targeting the rural population to facilitate farmer mobility and accessibility to markets to sell farm produce based e-soko commodity price information | The policy is under implementation. One of the recommendations of the policy is to undertake the organizational capacity assessment (OCA), which is ongoing to understand the required strengthening of institutions mandated to implement the feeder roads from coordination to financing. As regards to support from the World Bank to support development of a passenger management system for public transport; the initiative was halted to increase number of Km for feeder roads. |
| 3. | The existing Public transport Policy does not respond to the current and future needs. | MININFRA to draft updated Public Transport Policy for consideration by Cabinet. | The document is under development. |
| 4. | Priorities to focus more on public transport services. | MININFRA to elaborate SSP priorities in consideration to the other modes of transport. | Public Transport is vividly addressed in the current SSP. Priority Area 2 is dedicated to Public Transport. E.g. 288km of urban roads, 14,100km of scheduled bus routes, 22km of DBL as well as upgrading of 7 junctions. |
| 5. | Port construction lagging behind based on EDPRS-2 target | Engage various stakeholders to secure funds and start works. | Out of the required USD 27.3 Million for this activity, currently, USD 12 Million (44%) has been secured; leaving a gap of USD15.3 Million (56%) is to be secured. |
| 6. | Need for inland waterways transport, safety regulations, policy and strategies | Policy, Strategies as well as Safety Regulations be developed in FY 2017/18. | An inception report was developed and procurement of the consultant to support the development of the relevant inland waterways regulations is ongoing |
| 7. | The developed SSP shall consider cross-cutting issues | Recommended to mainstream cross-cutting issues such as gender, road safety among others in the | There was an amendment by Cabinet to reword crosscutting issues with "Areas". In the current SSP, crosscutting |

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| | | <p>JSR reports as well as in SSP elaboration</p> <p>Development Partners urged to support budget components on cross-cutting issues in all new projects</p> <p>MINECOFIN to include crosscutting issues in JSR ToRs. The meeting agreed to insert footnotes on crosscutting issues in the next JSR reports</p> | <p>areas have been mainstreamed under Chapter 3, subsection 3.5</p> |
| 8. | Need to enforce overloading control on road networks to prevent roads premature failure. | <p>Update the policy to harmonise with EAC standards</p> <p>Use the mobile as well as static weigh bridges to control overloading.</p> | <p>The draft policy paper is being prepared seeking to integrate and harmonize with the EAC standards</p> <p>Surveys are ongoing to show overloading status. The axle load control law enacted will regulate overloading</p> |
| 9. | Some of the presented indicators without policy actions. | The meeting recommended all SSP indicators under elaboration to have policy actions | TSSP document under development will have all Policy actions were formulated for TSSP indicators |

SECTION VI: KEY ISSUES WITHIN THE SECTOR

POLICY AND STRATEGY:

The feeder road policy and strategy was approved by the Cabinet and is under implementation. The Transport policy and strategy is under review at Ministerial Level. This is an all-inclusive policy and strategy covering areas such as Inland water transport, public transport fare and road safety, road asset management as well as freight transport.

SECTOR ACHIEVEMENT:

AUTOMATED FARE COLLECTION IN THE CITY OF KIGALI

Public Transport Operators in the City of Kigali have worked with AC group Ltd to introduce the automated fare collection system using smart cards. The system is now fully integrated with one card

being used across all Companies within City of Kigali. The system will reduce time taken in payment processes, safety issues as people carry cash onto buses, ascertaining the real revenue collections, etc.

NEW BUGESERA INTERNATIONAL AIRPORT (NBIA) CONSTRUCTION

The construction of the New Bugesera International Airport (NBIA) is ongoing following the signature of a major deal (\$818 million) with a Portuguese investor. The deal is a joint venture between the Government of Rwanda acting through Aviation Travel Logistics Holdings Limited (ATL) signed with Mota-Engil, S.A. The scheduled project completion is end 2019 in its first phase. The initial phase will deliver a facility with a handling capacity of 1.7 million passengers every year. Upon completion, phase two of extension works will commence to upgrade the facility to a handling capacity of 4.5 million passengers annually.

AIR TRANSPORT

Air transport is making remarkable progress in routes expansion, airport infrastructure expansion and upgrade. The airline too successfully renewed its IATA Operational Safety Audit (IOSA) certification and passed the IATA's Safety Audit for Ground Operations (ISAGO) for the very first time with an exemplary 2 findings and 2 observations. RwandAir also for the first time launched flights into the Asian and European continents with inaugural destinations of Mumbai, Brussels and London respectively

UPGRADING ROAD NETWORK IN THE CITY OF KIGALI

Rwanda had entered into a \$72.5 million agreement with the Export-Import Bank of China to upgrade 54 kilometers road network in the City of Kigali. China Road and Bridge Corporation will carry out the works for a period of 32 months. The roads under the project include main round about (Muhima)-Gatsata, Rwandex-Sonatubes- Prince House (Remera), Kanogo- Rwandex, Kimihurura road networks, Nyamirambo-Rebero-Nyanza, Nyamirambo- Cyumbati-Gikondo, Kagugu-Batsinda-Nyacyonga, Downtown-Yamaha, and Kimisange-Cyumbati. The 54km on completion will contribute to reduction in traffic congestion and improve level of service during peak hours, as alternative routes connecting various parts of the city will be opened up.



TRADE FACILITATION

The following achievements were registered in the construction of OSBPs: Rubavu OSBP has been completed and Gatuna is at 30% overall progress; construction works for Bweyeye border post is estimated at 80%; construction of Gatuna OSBP has resumed on settling the litigation case with the former contractor. Rwempasha border post construction works have also commenced.

Studies under Development:

DETAIL TECHNICAL DESIGN STUDY FOR BUGESERA AIRPORT EXPRESSWAY PROJECT

The study is at feasibility study level and the consultant is developing the expressway alignment based on traffic impact and land use assessment.

FEASIBILITY AND TECHNICAL STUDY FOR BRT IN CITY OF KIGALI

Feasibility and preliminary design of Bus Rapid Transit (BRT) system in the City of Kigali (CoK) progress is estimated at 30% due completion September 2018.

PUBLIC TRANSPORT ACCESSIBILITY STUDY

Tender document is under preparation and will be advertised early next year (2018).

BUSINESS MODEL FOR PUBLIC TRANSPORT SERVICES STUDY IN RWANDA

The Request for Proposals (RFP) for the study to develop business models for public transport services in City of Kigali, Intercity and Rural areas is under review. Overall progress is at 12%.

SECTION VII: SECTOR STRATEGIC PLAN (SSP) FOR NST 1

The draft Transport Sector Strategic Plan (TSSP) for NST 1 is available. The Strategy has four priority areas: 1. Improve riding quality and level of service for road network, 2. Improve public transport services and reduce traffic congestion in urban areas, 3. Support an efficient and sustainable air transport system as well as 4. Promote integrated multimodal transport system. The Sector will require approximately 2.41 trillion Rwandan Francs to finance infrastructure development projects.

The TSSP contributes to Pillar 1, Economic Transformation of the National Strategy for Transformation (NST 1); especially under two priority areas; accelerating sustainable urbanization from 17.3% to 35% by 2024 as well as promoting industrialization and attaining a structural shift in the export base to high-value goods and services with the aim of growing exports by 17% annually. The table below shows how the TSSP is aligned to the National Strategy for Transformation (NST1).

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Table 6: Alignment of TSSP with NST-1

| NST-1 Priority Area | NST-1 Outcome | Transport Outcome | Transport SSP Strategic Interventions |
|---|--|--|--|
| <p>1.2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024</p> | <p>1.2.1 Developed and integrated urban and rural settlements or 1.2.2: Increased economic opportunities in urban areas</p> | <p>Transport Outcome 2: Improved public transport services, effective and safe traffic management</p> | <p>Transport ST: Improve Rural and Urban transport services through Establishment of Scheduled Bus Routes, Construction of Urban Roads and rural roads rehabilitated, route franchising, as well as Operationalization of Smart Ticketing System</p> <p>Transport ST: Reduce Traffic Congestion through improvement of junctions, avail dedicated bus lanes, introduction of traffic control system (ITS)</p> <p>Transport ST: Avail passenger information system (real time public transport information)</p> <p>Transport ST: Install public lighting on newly constructed roads</p> |
| <p>1.4: Promote industrialization and attain a structural shift in the export base to high-value goods and services with the aim of growing exports by 17% annually.</p> | <p>1.4.4: Hard infrastructure developed for trade competitiveness</p> | <p>Transport Outcome 1: Improved and sustained quality of road network</p> | <p>Transport ST: Upgrade 440 Km National Roads, rehabilitate (pave) 453 Km national roads, and ensure the riding quality is kept to 97% for paved roads and 4 weighbridges operational</p> <p>Transport ST: Maintain 1091Km unpaved National roads and the keep riding quality at 50%</p> <p>Transport ST: 57 % of DR1 in good condition and 3085 Km of feeder roads</p> |

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| NST-1 Priority Area | NST-1 Outcome | Transport Outcome | Transport SSP Strategic Interventions |
|---------------------|---------------|---|---|
| | | Transport Outcome 3: Improved Regional Transport and Trade Facilitation | Transport ST: Develop 30 Km Railway transport Transport ST: Develop 4 ports on Lake Kivu Transport ST: Construct 2 OSBP Transport ST: Develop 7 road side stations |

Chairperson




Mr. Christian RWAKUNDA
Permanent Secretary
Ministry of Infrastructure

Co-Chair



Ms. Mulle CHIKOKO
Officer in Charge, CORW
African Development Bank