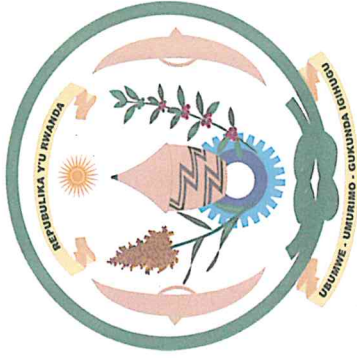


REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE

I, the undersigned, Didier NKURIKIYIMFURA, the Chairperson of Rwanda Civil Aviation Authority's Board of Directors, on behalf of Rwanda Civil Aviation Authority hereby commit myself to achieve all targets hereon attached to this performance contract, during the financial year 2016/17.

I also assure you that this achievement will be made in collaboration with Rwanda Civil Aviation Authority Management and all its stakeholders.

A blue ink signature of Didier NKURIKIYIMFURA.

**Didier NKURIKIYIMFURA**  
Chairperson - Board of Directors  
Rwanda Civil Aviation Authority



A blue ink signature of Hon. James MUSONI.

**Hon. James MUSONI**  
Minister of Infrastructure

Output	Indicator	Baseline	Targets/Milestones				Activities to deliver output	Budget/ Rwf
			Q1	Q2	Q3	Q4		
<b>Outcome 1: Improved Aviation safety and security in compliance to international standards and recommended practices</b>								
<b>Output 1:</b> Vehicle Scanning machine procured and installed at Kigali International Airport	Percentage of procurement and installation process levels	Technical Specifications available	Procurement process completed at 50%	Procurement Process completed at 100%	Installation process completed at 50%	Installation process completed at 100%	i) Finalize procurement ii) Follow-up the installation of vehicle scanning machine.	3,600,000,000
<b>Output 2:</b> Study for upgrading navigational aids, airfield lighting and associated facilities at Kamembe Airport completed	% progress of Detailed design studies	Terms of reference for hiring a consultancy firm available	Tendering and contract signature for a consultancy firm		Design studies completed at 50%	Design studies completed at 100%	1) Request for required no objections from the World Bank 2) Follow up the design process 3) Provide necessary design approvals on time.	916,305,936
<b>Output 3:</b> Land for KIA Buffer Zone acquired.	Percentage of land acquired for KIA buffer zone	Property valuation completed	Land acquisition at 15%	Land acquisition at 50%			1) Prepare invoices for payment; 2) Compensate residents	4,800,000,000

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<b>Output 4:</b> Effective Implementation of the ICAO 8 Critical Elements	Percentage of effective implementation	Effective implementation at 50%	Effective implementation at 60%	Effective implementation at 75%	Effective implementation at 80%	Effective implementation at 85%	i) Finalize Air Navigation Services and Airports certification process ii) Provide appropriately qualified personnel. iii) Conduct Surveillance & Enforcement Activities on aircraft, air operators, maintenance organization, Aviation Training Organizations and Aviation Personnel. iv) Resolve all deficiencies identified by ICAO and update the ICAO CMA On-Line Framework. v) Invite ICAO for a Validation Mission	50,000,000
<b>Outcome II: Improved Human Resource Capacity and Cooperate Governance</b>								
<b>Output 5:</b> 40 Staff trained in Aviation specialized courses.	Number of staff trained	Training Organizations identified	20 staff trained	20 staff trained	20 staff trained		1) Identify training organization; 2) Follow-up training program	787,436,880
<b>Output 6:</b> Timely Audited Financial Statements for 2015/2016 completed and approved	Proportion of audit activities completed	Tender for Audit firm Published in the media	Contract awarded to Audit firm	2015/16 audits completed at 100%			1) Finalize tendering process for external audit firm 2) Avail all support documents requested by the auditors	50,000,000