Welcome to Rwanda

African Development Bank Group
Groupe de la Banque africaine
de développement

Annual Meetings
Assemblées annuelles
May 19-23 mai 2014
Rwanda is a resilient, forward looking country with a vision to elevate to a middle income, service and knowledge based economy by 2020.

Our achievements during this period include;

- Growing the economy at an average GDP of 8% pa and we aim at achieving 11.5% from 2012 - 2017.

- Growth of the GDP per capita in 2013 $693 from $644 in 2012, a 3 fold increase from 2000. Our GDP target is $1,240 by 2017.

- Rwanda’s strong performance is largely driven by the expansion of the service sector. The sector contributes about 45% of GDP compared to 33% and 15% contributed by agriculture and industrial sectors respectively.

- Inflation in Rwanda has been kept at a single digit since 2008.

- Fitch Ratings Ltd, sets Rwanda’s Credit rating at B with a positive outlook, citing strong economic growth over the past years and prospects for stronger growth.

The above economic achievements have made Rwanda to be ranked the most competitive place to do business in East Africa and 3rd in Africa (WEF Global Competitiveness Index Report 2013 - 2014)
## Why invest in Rwanda

#### Sustained High Growth
- 8% average year-on-year GDP growth, stable inflation and exchange rate.
- Sound macroeconomic management and robust fiscal discipline.

#### Robust Governance
- A clear vision for growth through private investment led by President Paul Kagame (Vision 2020).
- Politically stable with well-functioning institutions, rule of law and zero tolerance for corruption.

#### Investor friendly climate
- New Special Economic Zone developed and operational. More zones planned for the districts.

#### Access to markets
- Market of 10.5 million people with a rapidly growing middle class.
- A market and customs union with market potential of 141 million people in East Africa Community.

#### Excellent Labor Market
- Rwanda has a very high labor efficiency and offers an excellent and flexible supply of labor.
- Rwanda’s workforce is also demonstrating increasing capacity for knowledge-based industry.

#### Untapped investment opportunities
- Potential opportunities for investment abound, particularly in the following sectors: infrastructure, agriculture, energy, tourism, manufacturing, information and communication technology, mining, financial services, mining, real estate and construction.

Source: RDB, World Economic Forum (2013)
Government committed to making it easier to do business

One of the fastest reforming countries in World Bank’s Doing Business rankings

Business regulations now easier in Rwanda than the average economy in Eastern Europe, Asia, Middle East, Latin America and Africa

- The 2014 World Bank Doing Business Report ranked Rwanda as the 32nd out of 189 countries and 2nd in Africa.

- Rwanda is the most improved economy worldwide since 2005 (Worldbank Doing Business Report 2014).

Recent improvements in Rwanda’s doing business include:

- **Registering Property**: 8th in the World. Key reforms; Removal of Tax Clearance Certificate and property evaluation requirements.

- **Starting a business**: 9th in the World. Key reforms; Introduction of free online business registration.

- **Getting credit**: 13th in the World. Key reforms; Increase of private and public credit registry coverage by the Credit Reference Bureau.

- **Paying taxes**: 22nd in the World. Key reforms; Establishment of e-filing and e-payment of taxes.

Liberal Trade Regimes: Preferential Trade regimes

- Member of the East Africa Community customs union (market of 141 million people).
- Signed bilateral investment treaties with countries such as USA, South Korea, South Africa.
- Double Taxation Agreement with Mauritius, South Africa and the 4 partner states of East Africa Community.
- Member of WTO, AGOA, MIGA and COMESA.

**Opportunity - Market Size**

Rwanda: 10.5 million people (2012).
East Africa Community: 141 million people.
COMESA: 340 million people.
Infrastructure
Sector profile: Infrastructure
Rail, air, logistics investment opportunities abound to develop Rwanda as an EAC hub

**Rail**
- A new railway line (Mombasa-South-Sudan-Kampala-Kigali) is underway.
- The new line will have the standard gauge, which is wider, and therefore faster and capable of carrying heavier loads.
- The project will be jointly financed by the four partner states namely; Kenya, Uganda, Rwanda and South Sudan and each state will develop the railway line within the confines of their borders.
- Work expected to be completed by 2018.

**Air**
- Rwandair is the national air carrier with flights to over 16 destinations including Nairobi, Entebbe, Arusha, Mombasa, Dubai, Lagos, Johannesburg, Accra, Juba, Brazzaville, Libreville and Douala, among others.
- Other international airlines include Kenya Airways, Ethiopian Airlines, Brussels Airlines, KLM, Qatar Airways, and Turkish Airlines.
- A new world class airport (Bugesera International Airport) is planned. The airport will provide both extra capacity for passenger transport and will also develop cargo freight.

**Roads**
- Roads represent 90% of transportation in the country.
- Over 14,000 km (8,700 miles) of roads, ~95.6% of the national paved roads in good condition.
- Regional hub for road transport as it connects important regional players, from the East coast of Africa to the west coast.

Source: Ministry of Infrastructure/ Rwanda Transport Development Agency
Opportunities for investment

Priority investment sectors:

- Bugesera International Airport (BIA)
- Mombasa-South-Sudan-Kampala-Kigali railway line
- Cargo transportation
- Kigali centralized sewer system
- Kigali water network
- Waste recycling plant
- Air transportation
- Airport ground handling
- Ring roads and Bypass roads
- Road construction, rehabilitation and maintenance
- Water transport infrastructure
- Bus rapid transport lines

Source: Ministry of Infrastructure/ Rwanda Transport Development Agency
Agriculture
Sector Profile: Agriculture
World class exports but many opportunities for regional export expansion

Agriculture is the bedrock of the economy

- Agriculture: 33%
- Industry: 45%
- Services: 15%
- Others: 7%

Overview

- Agriculture is the principal contributor to employment creating jobs for about 72% of the population.
- Coffee and tea are the main sources of foreign exchange in agriculture.
- Countrywide in terms of crop production, roots and tubers account for (52%), followed by bananas (27%), Cereals (7%) and pulses (4%).

National strategy driving productivity and quality

- Government and development partners have focused on improving quality through fertiliser distribution and farmer training programmes.

Opportunities for investment

- Food processing for domestic and international markets; staple foods and significant potential for growth include beans, rice, maize and potatoes.
- Value addition – Washing and roasting opportunities as premium harvest grows.
- Mechanization opportunities – Irrigation and sale of agricultural equipment for large scale farming.
- Distribution and cold chain – Need for improved infrastructure for export products.

Source: AGRIC DEPT. RDB, NAEB, Ministry of Agriculture
Investment opportunities in Agriculture

**Coffee:**
- Coffee washing stations.
- Roasting and grinding plants.
- Large scale Coffee plantations.

**Tea:**
- Large scale plantations.
- Tea factories.

**Rice:**
- Large plantations.
- Rice processing.

**Horticulture:**
- Large scale production of fruits (passion, tree tomatoes, papayas, mangoes etc) and vegetables (tomatoes, green peas, carrots etc).
- Fruit and vegetable processing (juice concentrates, tomato paste, dried fruits, jams etc).

**Others:**
- Grain production and processing (maize, wheat).
- Silk production and processing.
- Fresh wholesale food market.
- Irrigation projects.
- Essential oils.
- Potato processing.
- Avocado export.
- Beans processing.
Energy
Sector profile: Energy
New generation and methane gas can open access beyond Rwanda to neighboring markets

Overview
- Rwanda’s primary energy source is biomass which accounts for 86.3%. Other sources are; Hydropower which accounts for 59%, thermal (fossil fuel) for 40% and 1% methane gas.
- Total installed generation capacity of 110 MW, which provides 16% connectivity.

Strategies
- Diversification of Energy Sources by developing domestic sources of energy and phasing out fossil-fuel generation.
- Support and attract private investment in power generation through Independent Power Producers (IPP’s) and Private Public Partnerships (PPP’s) structures, underpinned with minimum 25 years concession and Power Purchase Agreements (PPA).

Renewable energy
- Targeting 90% electricity from renewable sources.

Generation Targets
- Power generation is set to grow from 110 MW currently produced to 563 MW by 2017- a projected growth of nearly 400%.
- Biomass (wood energy) to drop from 86.3% to 50% by 2020; Access to electricity to expand to 70% by 2017; Public institutions to be connected 100% by 2017.
- The Government of Rwanda is committed to partner with investors in delivering this potential by offering generous incentives and guarantees, both through Public Private Partnership (PPP) and Independent Power Producer (IPP) structures.

Methane gas
- The methane in Lake Kivu is estimated to be sufficient to generate 700MW of electricity over a period of 55 years; Rwanda’s share of the total generation potential is about 350MW, with the rest being DRC’s share.
- Lake Kivu contains about 300 billion cubic metres of Co2 and 60 billion cubic metres of CH4 gas. An estimated 120 to 250 million m3 of CH4 is generated annually in the lake.
- Rwanda intends to utilize this resource to develop methane-to-power projects and other uses such as fertilizer and gas-to-liquid projects.
Investment opportunities in Energy

Target: From 110 MW to 563 MW by 2017

The above target is in line with Rwanda’s 7 Year electricity development plan (2011-2017) that aims at tapping at the following domestic sources of energy:

- Methane Gas
- Hydro-power
- Peat to Power
- Geothermal

There is also available potential in:

- Solar Energy
- Biomass Energy
- Waste-to-energy

Source: Energy Water and Sanitation Authority, MININFRA
Tourism
Sector profile: Tourism
Tourism sector booming, but significant opportunities remain

What is unique about tourism in Rwanda?

- **Unique assets:** Offers tourists a one of a kind journey – home to one third of the world’s remaining Mountain Gorillas, one third of Africa’s bird species, several species of primates, volcanoes, game reserve, resorts on Lake Kivu, graceful dancers, and artistic crafts.

- **Safe and easy to get around with short distances to diverse destinations:** All major attractions are located along a circuit within 1-5 hour drive from the capital, Kigali. In a short vacation, a tourist can reach volcanoes, mountains, rainforests, savannah, islands and lakes.

- **Growing Conference Tourism:** Potential to be the conference tourism hub of East Africa once Kigali Convention Centre is operational

- **A base to visit East African destinations:** Located in the heart of Central and East Africa with easy access to bordering countries of Uganda, Tanzania, Burundi and Democratic Republic of Congo as well as to Kenya, Rwanda is an ideal location for travel within the region.

Visitor numbers have been booming

- The average spending by an international visitor is $1,100 while a regional visitor is $156 weekly.

- Tourism receipts are expected to grow at a compound annual growth rate of 25% until 2017. (EDPRS II).

- Attracted interest and investment of reputable brands such as the Marriott, Radisson, Sheraton, Kempinski, Shamwari and Serena Hotels.

- There are ~380 accommodation establishments and ~6500 accommodation rooms in Rwanda For the upper range, average occupancy rate is 70%, with foreigners accounting for 97% of bed nights sold.

- The rapid growth of RwandAir and in addition to other airlines serving Kigali such as KLM, SN Brussels, Qatar airways, Turkish airlines. The new Bugesera International Airport & Convention Center developments set to further boost tourism potential.

Source: RDB TOURISM
Investment opportunities in Tourism

- Karisimbi cable car project: The cable car will facilitate tourists’ access to one of the highest peaks of Mt. Karisimbi (4500 m above sea level) part of the Volcanoes National Park.
- Construction of a cultural village in Kigali.
- Develop meetings, conferences and conventions infrastructure and facilities (MICE Tourism).
- Develop exhibition centers within Kigali and major cities.
- Four/five star hotels in Kigali and Kivu resort cities i.e. Rubavu, Karongi and Rusizi
- Development of boating and water sports on lakes Kivu, Ihema, Muhazi.
- Tourism and Hospitality training schools.
- Construction and development of Eco-lodges in Nyungwe National Park and Akagera National Park
- Development of tourism sites and activities around the hot springs in the Western and southern province.
- Development of Kivu Beach (Management, restaurants, recreation centers).
- Entertainment and Leisure centers- (Theaters, Cinemas and clubs).
Information and Communication Technology
Overview of ICT

- The government has invested in developing ICT infrastructure to enable service delivery.
- Over 5,000km optic fiber has been laid throughout the country.
- Hi-tech Air Traffic Navigation System.
- Cutting edge Broadcasting infrastructure
- Tier 3 state-of-the-art internet data center.
- Launched high speed 4GLTE Wireless Broadband
- PPP between Government of Rwanda and Korea Telecom; 4GLTE Broadband to cover Kigali by end of 2014 with plans of covering the whole country at 95% by 2017.
- Rwanda has the fastest broadband internet in Africa (Ookla NetIndex 2012)

ICT in Rwanda today

- Major players in the ICT sector today are; MTN, TIGO, Airtel, Olleh Rwanda Network (Korea Telecom) and Liquid Telecom (Econet).
- The number of active mobile-cellular phone subscribers has increased to 65.4% up from 63% (December 2013).
- There are over 11 other internet service providers serving the rapidly expanding market.
- The ICT sector is growing rapidly, especially in networking and software development. Rwandan companies are now exporting services to the region (Burundi and D.R.C).
- Skills development in ICT is a government priority. Carnegie Mellon University set up a center of excellence with the first graduation due in June 2014
Opportunities in ICT

- World class Technology Park.
- Business process outsourcing.
- ICT education and training centers.
- Electronic device manufacturing plant.
- E-waste management.
- Venture capital.
- Internet data centers.
- Applications development for example software solutions and mobile applications.

Source: RDB/ MYICT
Real estate and Construction
Sector profile: Real estate & construction
Growth creating boom in demand for commercial and residential real estate development

Investment potential in real estate

- Construction and real estate are key potential drivers for Rwanda’s economic growth.
- Total housing need in Kigali (2012-2022) is 458,265 Dwelling Units (DU). This requires building 344,068 new dwelling units.
- The demand for social housing stands at 12.6%, affordable housing 54.1%, mid-range housing 32.8% and premium housing at 0.5%.
- According to the Kigali Conceptual master plan, there are 35,590 Ha of land for potential growth in Kigali available.

Commercial real estate

- The recent increase in foreign investments has created a shortage of upper end office space with fully equipped telecommunications, utilities, and power hence creating a demand for more offices in Kigali and beyond.

Residential real estate

- Government of Rwanda projects that by 2020 approximately 30% of the population will live in urban areas. To date, only about 7% of residents in Kigali own modern-style houses.
- In Kigali alone, there is a fast growing population (3% 5 year average) combined with urban growth currently at more than 4% per annum.
- Annual new dwellings supply in the formal market in Kigali ranges from 800-1000 DU per year. About one quarter of formal supply is in apartments. The rest are detached units.
- The overall framework for the planning of housing developments in Kigali is provided by the Kigali Conceptual Master Plan, District Plans and Sub-Area Plans, especially in regard to zoning and densities.
- Land for development may be acquired in one of two ways: Through the property market, which is growing; or through public expropriation (only for public interest projects).
Investment opportunities in real estate and construction

- Affordable housing apartments.
- Manufacturing of construction materials.
- Construction of commercial complexes and shopping malls.
- Development of entertainment centers.
- Construction of a ministerial office complex.
- Construction of a National archive building.
- Establishment of training centers for: Architects, engineers and plumbers.
- Residential houses for low and middle-income class.
- A youth sports centre.
- Brick & Tile making factory.
Financial Services
Sector profile: Financial services
The banking sector remains relatively underpenetrated

Overview
- Approximately 42% of the total population of Rwanda is in the formal financial system.
- Banking remains dominant in Rwanda’s financial market which holds around 66.3% of the total financial sector’s assets.
- The sector remains liquid, well capitalized and profitable to sustain growth.
- Interest rates are relatively stable. Interest rates on loans ranges currently from 14% to 22%.
- The National Bank of Rwanda regulates the financial sector.
- The Bank also issues out licenses to Commercial banks, insurers, pension schemes, micro finance institutions, forex bureaus and credit reference bureaus.

Insurance
- The insurance sector is composed of over 11 players in the market.
- Total assets of the Rwandan insurance sector is valued at USD 308M (end of Dec. 2012) indicating a growth of 36%.
- The sector is continuously becoming profitable.

Key players
- The banking sector is comprised of nine commercial banks, four micro finance banks, one development bank and one cooperative bank.
- The Micro-finance sector is comprised of 490 institutions of which all are limited companies and 479 Savings & Credit Cooperatives (including 416 Umurenge Savings & Credit Cooperatives).

The 3 largest local banks are:
- Bank of Kigali is the largest bank in Rwanda by market share of total assets, loans, deposits and shareholder’s funds
- BPR (65% cooperative members, 35% Rabobank)
- I&M Bank (80% shares owned by I&M, 20 GoR).

- Ecobank, Guaranty Trust bank, Access Bank, Equity bank, KCB are among the largest regional banks with a presence in Rwanda.
Investment opportunities in the Financial sector

- BPO for financial services (middle and back office operations).
- Private equity funds.
- Wealth management services.
- Investment banking
- Housing banks.
- Setting up training centers in capital and financial markets.
- Development banks to finance SMEs.
- Microfinance institutions.
- Insurance services especially re-insurance and other innovative assurances like agriculture and medical schemes.

Market share in the financial system

Source: Financial Stability Directorate

Source: Rwanda Development Board, Ministry of Finance, National Bank of Rwanda
Retail
Rwanda’s retail sector shows high potential as confirmed by the 2014 African Retail Development Index which ranked Rwanda among the top 10 countries on the African continent.

With a sustained high economic growth averaging 8% for the last 10 years and a good urbanization rate, the retail market has limited market saturation hence promising high return rates and appealing for more investors.

Currently, the retail industry is dominated by local companies. However over the last 5 years, the country managed to attract regional retail outlets from Kenya and South Africa such as Nakumatt and Mr. Price. Uchumi a supermarket chain from Kenya will be arriving soon.

With positive growth trends and favorable demographics the retail market is expected to continue to post growth with increasing demand for more consumer goods and foreign brands.
Investment opportunities in the retail industry, transport and logistics

- Ware housing.
- Freight Cargo planes.
- Malls and Commercial Centers.
- Supply chains.
- Show rooms.
- Hyper markets.
- Home depots.
Sector profile: Mining
Unexploited opportunities in ores, processing and diversification abound

Mineral exports have room for growth

<table>
<thead>
<tr>
<th>Years</th>
<th>Export earnings in mining (Millions of US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>29.3</td>
</tr>
<tr>
<td>2005</td>
<td>37.3</td>
</tr>
<tr>
<td>2006</td>
<td>37</td>
</tr>
<tr>
<td>2007</td>
<td>70.6</td>
</tr>
<tr>
<td>2008</td>
<td>94</td>
</tr>
<tr>
<td>2009</td>
<td>54.6</td>
</tr>
<tr>
<td>2010</td>
<td>71</td>
</tr>
<tr>
<td>2011</td>
<td>158</td>
</tr>
<tr>
<td>2012</td>
<td>136.3</td>
</tr>
<tr>
<td>2013</td>
<td>226.2</td>
</tr>
</tbody>
</table>

Work is being done to develop the sector

- Exploration works to identify mineral deposits are underway.
- A strong, investor friendly legal and policy framework has been put in place.

Mining sector needs

- **Value addition**: Currently, all mineral ores produced in the country are exported as raw mineral concentrates. There are opportunities for plants to cut and polish dimension stones such as granite, marble, dolomite into tiles and aggregate construction materials.
- **Industrial mining**: Modern technology is needed to promote the sector to an industrial level and increase production.
- **Processing**: Targeting industrial mineral exploitation and processing. Production to meet the demand for construction materials especially sculptures, paints, bricks and concrete aggregates.

Rwanda’s main mineral exports are ores processed to extract tin, coltan and tungsten.

- Mining is the second largest export in the Rwandan economy. In 2013, the sector generated about $226.2 million of foreign exchange.

- In 2013, the percentage variation of increase was 66%.
- 5 year average (2009-2013) growth for the sector was 33%.

Source Ministry of Natural Resources, Geology and Mines Department
Investment opportunities in mining

- Exploration opportunities (to identify deposits of tin, tungsten, tantalum, gold).
- Cement Manufacture for local consumption and for export.
- Partnership with local mining companies.
- Exploration and exploitation of gem stones.
- Trade in mineral substances.
- Trade in mining equipment.
Manufacturing
Sector Profile: Manufacturing
Competitiveness and Growth creating boom for worldwide exporting

**Manufacturing Overview**

**Contribution to GDP**
- Agriculture
- Industry
- Services
- Other

- Manufacturing sector is steadily growing at an annual rate of 7%.
- It constitutes 43% of the Industrial sector and 7% of GDP.

**National policy driving growth**
- EDPRS 2 – industrial contribution of 20% to GDP by 2018 and annual growth rate of 14%.
- Rwanda Industrial Policy (2011) – aims at increasing domestic production, improving export competitiveness and creating an enabling environment for industrialization.
- Private Sector Development Strategy - aims at building a more competitive manufacturing sector.

- Favorable fiscal and non-fiscal incentives provided to manufacturers.
- Serviced land in special economic zones and industrial parks to facilitate quick project implementation.
- Export Processing Zone (EPZ) status advantages for manufacturers who export 80% of their produce.

**Variety of Investment Opportunities**

Source: Ministry of Trade and Industry, National Industrial Policy, BNR, RDB
Investment opportunities in manufacturing

1. Construction materials:
   - High demand for housing units and the high rate of urbanization (4% pa) has resulted into faster rate of growth of construction spending (24% between 2008 to 2011 – USD 500 million). This has resulted into high demand for construction materials mainly:
     - Steel materials (roofing sheets, hollow sections, ridges, gutters, meshes, etc.).
     - Clay products: tiles (floor & roofing); bricks; paving blocks;
     - Paints;
     - Electric cables.

2. Pharmaceutical drugs:
   - The increasing access to healthcare in Rwanda resulting from universal health insurance schemes coupled with improved distribution chain and other healthcare policies has resulted into high demand for pharmaceutical drugs. Average annual import volumes is estimated at $ 70 million.

3. Packaging materials:
   - Most of the packaging materials needed in Rwanda are imported. Between 2011 and 2012, paper packaging imports alone grew from USD 19 million to USD 28 million.
   - The key opportunities for investment are paper and glass container packaging materials.

4. Leather processing (tannery) and products:
   - Animal livestock growth rates (Cattle: 23.9%; Sheep: 15.8%; Goats: 78.5%).
   - Annual availability of hides and skins worth $13.2M and $1.2M respectively.
   - Processing of raw hides and skins into wet blue and finished leather presents an investment opportunity.

5. Textiles and garments:
   - AGOA trade agreement presents a good opportunity for garments production for exports.
   - Silk fabrics and yarn production from silk worms produced by local sericulture cooperatives.

Fast Moving Consumer Goods (FMCG):
   - FMCGs are imported in high volumes and thus present a big investment opportunity:
     - Toothpaste,
     - Soap, detergents and cosmetics.
     - Toilettries, body care cosmetics, shoe polish.
Special Economic Zone Rwanda
The Rwanda Special Economic Zone: The Opportunity

Rwanda has a Special Economic Zone designed to address domestic private sector constraints such as availability of industrial and commercial land, availability and the cost of energy, limited transport linkages, market access, reduced bureaucracy and availability of skills.

SEZs provide the opportunity to cluster anchor tenants with suppliers and other service providers, thereby creating jobs in skilled sectors and encouraging knowledge transfer thereby acceleration of the country’s economic activities in general.

The Kigali Special Economic Zone is being developed in two phases. Phase I of KSEZ is on 98 Hectares of land with all the plots (89 in total belonging to 61 investors) fully booked. Some investors have already started operations in this phase.

Infrastructure development in phase II of the KSEZ is so far at more than 40% with the main works on access roads construction, electricity roll out and water systems.

Who does the Kigali Special Economic Zone cater for?

The Kigali Special Economic Zone which is managed as “mixed use” zone has been designed to accommodate the following types of investments:

- Heavy and light manufacturing industries.
- Large scale users industrial plants.
- Commercial wholesalers.
- Chemical, pharmacy and plastics.
- Warehousing.
- Tourism and service industry.
- ICT.
- Logistics.

What Infrastructure is developed and provided

- Reliable utilities: power, water and sanitation.
- Storage/warehousing facilities.
- ICT infrastructure.
- Office space.
- Onsite and offsite roads and links to airports and main roads.
Education
Sector profile: Education
Enhancing knowledge and skills in Rwanda’s education system

Overview

• Rwanda has prioritised education in vision 2020 as key in developing a productive labour force.
• Government of Rwanda has equipped its citizens with relevant skills in ICT, technical training and provided post basic education.

Major strategic priorities in the sector are;

• **ICT in Education**: strengthening education in information and communication technology.
• **Basic Education**: fast tracking basic education through a range of strategies including early childhood development promoting the 12 year basic education.
• **Quality Education**: Ensuring that educational quality continues to improve through closer integration of curriculum development, quality assurance and assessment, improved textbook distribution.

Government has also prioritized vocational and technical education with key focus on spheres such as training in building and construction, plumbing and tourism.

Government is also spearheading the one-laptop per child programme to promote ICT skills at the lower level of the education system.

Rwanda Human Capital-Investment potential

• ICT has been integrated in the sector at all levels of education.
• The education sector has been liberalized to allow both private and public players entry into the education market.
• Market for suppliers has been increased to cater for the enormous demand.
Education sector

Investment opportunities

- Establishment of private primary and secondary schools.
- Establishment of tertiary institutions in science and technology.
- Special needs schools.
- Establishment of technical and vocational training centers.
- Establishment of tourism institutes.

Source: MINEDUC, HCID
Health
Rwanda has been internationally recognized for its success in offering universal access to healthcare. With over 90% of Rwandans insured by the mutuelle de santé, Rwanda has ensured that her citizens have access to basic health care.

Rwanda has also been successful in reducing the infant mortality rate by over 60%, meeting Millenium Development Goal four, which calls for the reduction of under five mortality rate by two-thirds.

Rwanda currently operates a well-functioning decentralized healthcare public service system. The system is made up of 1700 health posts, 500 health centres, 42 district hospitals and 5 national referral hospitals.

The public health sector is further reinforced by the private sector, which comprises of 2 general hospitals, 1 eye hospital, 1 eye clinic, 50 clinics and polyclinics, 8 dental clinics, 4 eye clinics and 134 dispensaries. There is 1 Joint Commission International certified hospital and 1 public medical college producing 100 general practitioners per year.

Development of medical tourism in Rwanda to provide a unique opportunity to contribute to growth while ensuring that the key goal of providing a better quality of life for all Rwandans is met through:

- Provision of better healthcare through attraction of state-of-the art and specialized medical facilities/clinics.
- Expanding the existing medical facilities such as King Faysal Hospital, La Croix Du Sud, Kanombe Military Hospital, University Teaching Hospital of Kigali (CHUK) and others.

The number of doctors is estimated at around 640 doctors, 7,286 nurses and at least 130 medical specialists

Source: Ministry of Health, RDB
Health sector

**Investment opportunities**

- Health facilities such as clinics, hospitals and health posts.
- Pharmaceutical plant.
- Distribution network of pharmaceutical products.
- Training of health professionals.
- Health training schools.

In order to pave the way for medical tourism, three niche sub sectors have been identified for Rwanda to focus on:

- Oncology.
- Cardiology.
- Nephrology.

*Source: Ministry of Health*
The Rwanda Development Board is proof that Rwanda is open for business

RDB is the government agency charged with fast-tracking economic development in Rwanda. Independent, influential and built with global expertise, we are a government agency with a private sector mind-set. Bringing the entire investor experience under one roof. Key among the services we provide are;

**Information hub for investors – Investment Promotion team**
- Single point of contact for guidance on laws, policies, incentives, investment climate and trends, investment opportunities, costs of setting up a business, process for finding land and sector specific information.
- Can be contacted via email, phone, in person and through investment meetings and conferences.

**Your link to the right people**
- Advocates on your behalf for special considerations to Cabinet depending on project size and strategic importance.
- Helps you find local joint venture partners and connect you to local service providers.

**One Stop Centre for starting a business**
- You can register your business in 2 easy steps and receive your certificate in 6 hours The service is online and free of charge.
- Among other services the One Stop Center provides are; facilitate company and investment registration, issuance of investment certificates, facilitation with tax related services and exemptions, issuance of visas and work permits, access to utilities (water and electricity), notary services.

**Facilitator for business implementation – Aftercare team**
- Your single point of contact after you register your business and begin to operationalize - helping identify solutions for issues you may be facing, coordinating and introducing you to government stakeholders and finding local partners.
- A dedicated team of Key Account Managers assigned to provide support to registered investments/projects.
Opportunities in Strategic Investment Projects
### Significant potential investment opportunities

<table>
<thead>
<tr>
<th>Sector</th>
<th>Agriculture/Avocado project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Geographical Location</strong></td>
<td>Eastern Province, Kayonza District</td>
</tr>
<tr>
<td><strong>Responsible Agent(s)</strong></td>
<td>Rwanda Development Board</td>
</tr>
<tr>
<td><strong>Project Description &amp; Rationale / Objectives</strong></td>
<td>Avocado demand has grown rapidly in recent years, particularly in developed markets where the high nutritional content and taste of avocados is driving robust demand. The strong demand trend is well illustrated by import growth which has grown at 17% per annum over the last decade. In 2010 the total value of global avocado imports topped $1.6 billion. The European Union presents a highly attractive market for avocado imports, driven by strong demand, current supply gaps, and high season prices. Rwanda’s favorable climate would allow for year round cultivation enabling Rwanda to take advantage of the higher prices offered in EU markets during the cold season. Rwanda’s cost structure for avocado packaging and export is lower than in other East African Community countries.</td>
</tr>
<tr>
<td><strong>Project Size</strong></td>
<td>$ 3M</td>
</tr>
<tr>
<td><strong>Proposed Procurement Process</strong></td>
<td>This project is fully conducted as private</td>
</tr>
<tr>
<td><strong>Project Documentation</strong></td>
<td>A business plan for this project is currently in place and basically the feasibility report highlights the key financials and capital requirements, projected returns, key risks and mitigation mechanisms, land acquisition, contract enforcement, and hidden costs. The report can be obtained from the Rwanda Development Board.</td>
</tr>
<tr>
<td><strong>Contact Person</strong></td>
<td>Modeste Nkikahizi</td>
</tr>
<tr>
<td></td>
<td>Senior Agribusiness Officer</td>
</tr>
<tr>
<td></td>
<td>Tel: +250788543803</td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:modeste.nkikahizi@rdb.rw">modeste.nkikahizi@rdb.rw</a></td>
</tr>
<tr>
<td>Sector</td>
<td>Agriculture/ Flower park Project</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Geographical Location</td>
<td>Gishari in the Eastern Province</td>
</tr>
<tr>
<td>Responsible Agent(s)</td>
<td>National Agriculture and Export Board /Rwanda Development Board.</td>
</tr>
</tbody>
</table>
| Project Description & Rationale / Objectives | The Gishari flower park project was designed to facilitate investment in the floriculture industry.  

The aim is to develop land, estimated 35 ha and some basic infrastructure such as green houses, electricity and water, required to start flower production.  

Gishari sector (Rwamagana District) was identified to have ideal conditions in terms of altitude, existence of sufficient water and its location nearby Kigali.  

The project aims to be implemented on land estimated at 100 ha in three phases. The first phase will cover about 35 ha, the second phase of 35 ha for the development of floriculture industry and 30ha will be acquired in the third phase |
| Project Size                        | Eur14M / $21M  
Phase I: Eur9M / $13.5M  
Phase 2: Eur 5M/7.5M |
| Proposed Procurement Process        | The project will be conducted as a Public Private Partnership. |
| Project Documentation               | Studies on the flower project have been completed. |
| Contact Person                      | Ms. Immaculate Ugirimbabazi  Email: Immaculee.ugirimbabazi@rdb.rw  Tel: +250788596163 |
|                                     | Mr. Ruziga Emmanuel  National Agriculture and Export Development Board  Email : romeo.mugabo@gmail.com  Tel: +250788652595 |

Source: RDB Agri-business Department
### Significant potential investment opportunities

<table>
<thead>
<tr>
<th>Sector</th>
<th>Agriculture / Fresh Wholesale Food Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geographical Location</td>
<td>Kigali Special Economic Zone</td>
</tr>
<tr>
<td>Responsible Agent(s)</td>
<td>National Agriculture and Export Board /Rwanda Development Board.</td>
</tr>
<tr>
<td>Project Description &amp; Rationale / Objectives</td>
<td>The goal of this project is to have a modern and well managed fresh produce wholesale market in Kigali to support wealth creation from Rwanda’s horticultural potential. Expansion of market access for horticulture crops with higher-value such as fruits and vegetables is one of the ways for wealth creation in Rwanda. The purpose of this project is to mobilize Investments for the development of a modern fresh produce wholesale market in Kigali City for the local, regional and international markets. 10 hectares of land in the Special Economic has been allocated to the Fresh wholesale food market.</td>
</tr>
<tr>
<td>Project Size</td>
<td>$48M</td>
</tr>
<tr>
<td>Proposed Procurement Process</td>
<td>The project will be conducted as a Public Private Partnership.</td>
</tr>
</tbody>
</table>

| Project Documentation | Different studies were completed. They include the Rwanda Horticultural commodity chains conducted by the Wakala East Africa Ltd and another study about the conceptual and architectural design and viability assessment of the Kigali wholesale food market by Market Economies Development Ltd. A survey was conducted by the NAEB to determine the volume of horticultural fresh produce that are being supplied daily in the Kigali City markets. |
| Contact Person | UWERA Robinah, Director-Marketing and Trade Logistics Unit, NAEB Tel: +250788511469 |

Source: RDB Agri-business Department, NAEB
### Significant potential investment opportunities

**Sector** | Fertilizer Distribution  
---|---
**Responsible Agent(s)** | Rwanda Development Board  
**Project Description & Rationale / Objectives**
Increasing fertilizer usage is an integral part of the Government of Rwanda's strategy to increase agricultural productivity a critical component of the nation's “Vision 2020” economic development plan.

As a result, the Government has extensively committed its time and resources to develop the fertilizer market and support fertilizer utilization in Rwanda.

In 2007, the Government launched the Crop Intensification Program, which subsidizes fertilizer for staple crops, such as maize, wheat, rice, potatoes.

To complement the subsidies, the Government has also initiated efforts to educate farmers on the use and benefits of fertilizer and developed a network of fertilizer distributors and agro-retailers throughout the country to ensure fertilizer reaches the farm gate.

The investment opportunity identified is the establishment of a fertilizer import and distribution business with potential annual sales of 14,000 MT to agro-retailers in the cash and staple crop market in Rwanda, with potential expansion into adjacent countries (DRC and Burundi).

**Project Size** | $ 1.2M  

---

**Proposed Procurement Process** | The project will be conducted as Private  
**Project Documentation**
A business plan for this project is currently in place and basically the feasibility report highlights the key financials and capital requirements, projected returns, fertilizer market overview, financial forecasting model, and the key risks and mitigation mechanisms. The report can be obtained from the Rwanda Development Board.

**Contact Person** | Eusebe Muhikira Ag. Head of Department, Trade and Manufacturing  
Rwanda Development Board  
Tel: +250788513764  
Email: Eusebe.muhikira@rdb.rw
Significant potential investment opportunities

<table>
<thead>
<tr>
<th>Sector</th>
<th>Beans processing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Agent(s)</td>
<td>Rwanda Development Board</td>
</tr>
</tbody>
</table>

**Project Description & Rationale / Objectives**

Common beans are the second most cultivated crop, after bananas, in Rwanda. Currently, more than 320,000 hectares—or 28% of total arable land—is devoted to bean cultivation. In 2011 alone, yields of common beans topped 330,000 metric tons. Rwanda’s soil and climate conditions are particularly well suited to bean cultivation, allowing for the production of two harvests a year.

Canned beans market in Rwanda could reach $55M-$85M by 2017; demand for canned beans in neighboring countries (Eastern DRC, Burundi) can further complement the local market.

Limited competition, an attractive product and a pricing market gap offer an opportunity to secure first mover advantages.

Rwandans consume 4 times more common dry beans than the average African consumer at 60 Kg per capita compared to 17 Kg per capita.

**Project Size**

$8-10 M USD

**Proposed Procurement Process**

This project will be conducted as private.

**Project Documentation**

A business plan for this project is currently in place and basically the feasibility report highlights the key financials and capital requirements, projected returns, fertilizer market overview, financial forecasting model, and the key risks and mitigation mechanisms. A full report can be obtained from the Rwanda Development Board.

**Contact Person**

Modeste Nkikabahizi
Senior Agribusiness Officer
Tel: +250788543803
Email: modeste.nkikabahizi@rdb.rw

Source: RDB Agri-business Department
### Significant potential investment opportunities

<table>
<thead>
<tr>
<th>Sector</th>
<th>Tourism Cultural Village</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geographical Location</td>
<td>Kigali Republic of Rwanda</td>
</tr>
<tr>
<td>Responsible Agent(s)</td>
<td>Rwanda Development Board</td>
</tr>
<tr>
<td>Project Description &amp; Rationale / Objectives</td>
<td>Until now tourist attractions in Rwanda have been somewhat specialized emphasizing on high income luxury tours to the mountain gorillas and the dense tropical forest. The downside to this approach has been the limited choice for the tourist leading to a relatively low length of stay by tourists currently averaging five nights. The development of Kigali Cultural Village will therefore open up new and demand oriented products in the direction of unique cultural and historical heritage, sports, agro-tourism to the green and fertile highlands etc. Most of all, Rwanda possesses a distinguished African heritage, history and social activities a visitor will certainly wish to become familiar with and possibly participate in development and promotion of cultural tourism which relates to a country’s or region’s culture. This cultural village will represent a wide range of activities reflecting Rwanda’s social and cultural identity. Cultural travellers don’t travel because they have 14 days’ vacation; they travel because they need to unveil something mysterious, something familiar, and something unexpected. They are driven not by prices, but by deep-rooted need for new experiences or nostalgic familiarity. That is why they spend more money and they travel more often. Their travels are longer in time and distance. Development of Kigali Cultural Village is expected to achieve.</td>
</tr>
</tbody>
</table>

| Project Size            | $73.9 million                   |
| Current Status          | Currently the Business plan, Master plan, draft drawings are ready as well as 30% of the land which has already been acquired and soon the detailed architectural drawings will be completed. The project needs to secure a PPP investor partner. |
| The Case for investment | It is projected that the project will generate average annual turnover estimated at USD 91.9 Million over a ten year period. The Internal Rate of Return (IRR) estimated at 7.4% is considered reasonable particularly measured against the estimated cost of borrowing of 7.0%. NPV is positive and assumes a discount factor of 7%. Project implementation is envisaged to take two years. On balance, the concept is considered viable subject based on the proposed business model. |

| Contact Person          | Mr. Faustin Karasira Division Manager Product Development and Planning Tourism and Conservation Department Rwanda Development Board Tel: +25078355053 Email: Faustin.karasira@rdb.rw |

Source: TOURISM Dept RDB
## Significant potential investment opportunities

### Sector
Five star Golf Resort and residential villas in Karongi, Rwanda

### Geographical Location
Western Province

### Responsible Agent(s)
Rwanda Development Board

### Project Description & Rationale / Objectives
Karongi is a city in Karongi district, and the capital of the Western Province in Rwanda. The city lies on the Eastern shore of Lake Kivu, about halfway down and between Rubavu and Rusizi. It is known as a beach resort destination.

In the North of Karongi District, in Bwishura, in close proximity to the city center a unique new 18-hole championship golf course will be an attraction for the international, regional and national upmarket leisure traveller. Rwanda will position itself as a prime Golf destination in Eastern Africa attracting a new clientele to the region through the golf course plus a luxurious 5 star Resort.

This new development will be a favorite addition to tourists visiting the Volcanoes National Park wishing to extend their stay in Africa. Along with the Golf Course and the 5 star Golf Hotel, a residential complex will be developed embedded in the beautiful surrounding of the golf grounds.

This property development will serve the growing demand for the ambitious Kigali Residents, offering a second home investment opportunity either for own leisure demands or to be rented out to visitors and golfers.

### The case for investment
Apartments and villas will be serviced and managed by the hotel company allowing the owners to benefit from an additional return on investment.

A variety of modern style apartments and individually designed villas, build to meet the highest international standards will offer a broad variety of investment opportunities for local and international private investors.

The Karongi Golf Course will add a completely new attraction and will bear the potential to upgrade the perception of the city.

The hospitality sector of Karongi will benefit from this impact. The 5 star Karongi Golf Resort & Residential Villas will be accessed in approx. 25-30 minutes from the Karongi Town Centre and only 10 minutes from the Karongi District office.

### Way forward
Rwanda Development Board will be pleased to facilitate the potential investor and ensure the project becomes implemented. Profit and Loss is only recommendable once a detailed feasibility study has been conducted.

### Contact Person
Mr. Faustin Karasira
Division Manager Product Development and Planning Tourism and Conservation Department
Rwanda Development Board
Tel: +250788355053
Email: Faustin.karasira@rdb.rw

---

**Source:** TOURISM Dept RDB

---

| Project Size | USD $100 million to USD $ 152 million |
Significant potential investment opportunities

<table>
<thead>
<tr>
<th>Sector</th>
<th>Karisimbi Cable Car Tourism Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geographical Location</td>
<td>Northern Province</td>
</tr>
<tr>
<td>Responsible Agent(s)</td>
<td>Rwanda Development Board.</td>
</tr>
<tr>
<td>Project Description &amp; Rationale / Objectives</td>
<td>The cable car station will include all necessary cable car infrastructures, for safe usage of cable cars by tourists. It will include facilities at three levels: The summit, the Crater and the base. It is located on Mount Karisimbi at 4,507 meters (14,767 ft) above the sea. It will include crater activities such as Crater surfing via zip lines for more adventure tourists. Rock climbing. The base will include a natural trail, guided walks through the bamboo forest near the cable car station allowing tourist to sport birds or view the flora and fauna of the region. Tourists can either hike or use bicycles for this trail. The base of Mount Karisimbi will include a cultural village, a volcano museum, high end hotels, resorts and spas, fine dining locations, restaurants, cafes and food courts, bars and lounges, souvenir shops, and various other tourist infrastructures, encouraging tourists to extent their stay in Rwanda.</td>
</tr>
<tr>
<td>Project Size</td>
<td>USD $ 38 million</td>
</tr>
</tbody>
</table>

The Karisimbi cable car tourism project will add a new dimension to the Rwanda’s tourism and will help explore the unique opportunities for tourism development and stay true to being called “the Africa’s best kept secret”. The project will capitalize on its unique location, world class cable car tourism with the highest standard of service and facilities that will be one of a kind in the region. Once this project is implemented, Rwanda will be the first in Africa and the second in the world highest Cable Car. It will be the second country in Africa to have a cable car, after Cape town, South Africa and will stand out from its competing neighboring countries by offering the following unique features that are not available elsewhere in East Africa.

The project of this scale needs huge investment and expertise to make it a successful venture. In order to assess the feasibility of the Cable Car Project in Mount Karisimbi, financial projections were drawn up which included all cost and various plausible revenue streams for the project. Table 1.1: Investment plan (in USD $ Million) Project cost USD $ 38 Million Debt USD $ 25 Million Equity USD 13 Million.

Way forward

The feasibility study was undertaken, financial and economic analyses were finalized as well and the project looks profitable and viable. Next steps include attracting investors who can joint venture with government or take up the entire project.

| Contact Person | Mr. Faustin Karasira Division Manager Product Development and Planning Tourism and Conservation Department Rwanda Development Board Tel: +250788355053 Email: Faustin.karasira@rdb.rw |
Notes