

INVESTING IN RWANDA

AN OVERVIEW



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.
- There was a tremendous growth of the GDP, \$644 per capita 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 16% contributed by agriculture and industrial sectors respectively.
- Inflation in Rwanda has declined since 2008, due to improved domestic food production, management of fiscal and monetary policies.
- Fitch Ratings Ltd, upgraded Rwanda's Credit Outlook and placed it at B, citing strong economic growth over the past years and prospects for stronger growth.

KEY FACTS 2013

Capital: Kigali

Population: 11M
(2012)

GDP: \$644 (2012)

Nominal GDP: Rwf.
4,363 billion (2012)

GDP growth: 8.2%
(2012)

Literacy rate: 77%
External debt (% of
GDP)-15% (2012)

**Time to start a
business:** 6 hours

Currency: Rwandan
Franc

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

Sustained High Growth	<ul style="list-style-type: none"> • 8% average year-on-year GDP growth, stable inflation and exchange rate. • Sound macroeconomic management and robust fiscal discipline.
Robust Governance	<ul style="list-style-type: none"> • A clear vision for growth through private investment set out by President Kagame (Vision 2020). • Politically stable with well-functioning institutions, rule of law and zero tolerance for corruption.
Investor friendly climate	<ul style="list-style-type: none"> • Increasingly attractive destination for foreign investments. • Most competitive place to do business in East Africa and 3rd in Africa (Global Competitive Index Report 2013-2014). • New Special Economic Zone developed and operational. More zones planned for the districts.
Access to markets	<ul style="list-style-type: none"> • Market of over 11 million people with a rapidly growing middle class. • A market and customs union with market potential of over 125 million people.
Excellent Labor Market	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Potential opportunities for investment abound, particularly in the following sectors: infrastructure, agriculture, energy, tourism, information and communication technology, mining, financial services, mining, real estate and construction.

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 WB Doing Business Report ranked Rwanda as the 32nd out of 189 countries.
- Rwanda is the most improved economy worldwide since 2005 (Worldbank Doing Business Report 2014).

Recent improvements in Rwanda's doing business include;

- **Starting a business:** 09th position in the world to register a business partly due to shortened required procedures and free of charge online registration.
- Today, registering a business/company in Rwanda takes Maximum 6 working hours.
- **Getting credit:** 13th in the world after an operational private Credit Reference Bureau.
- **Paying taxes:** 22nd easiest place to pay taxes worldwide from 25th last year. E-filing and E-payment is already in place and taxpayers both small and large can use the system.



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.

Information hub for investors – Investment Promotion team

- **Your guide to investing in Rwanda.** 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 connects you to local service providers.
- Coordinating Public Private partnerships between the Government and Investors.

One Stop Centre for starting a business

- You can register your business in 2 easy steps and receive your certificate in 24 hours at the RDB's One Stop Centre.
- OSC provides trading license, sector specific certifications and licenses, environment clearance and investment certificates.
- Delegated officers from Government agencies provide quick services at the OSC-work permits and visas, tax exemption.
- and tax payment, land and construction permit, utilities (water, electricity), notary services among others.

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.

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 in pipeline.
- The new line will have a 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 and each state will develop the railway line within the confines of their borders.
- Work expected to be completed by 2018.

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.

Air

- Rwandair is the national air carrier with flights to 15 destinations including Nairobi, Entebbe, Arusha, Mombasa, Dubai, Lagos Johannesburg, Accra, Juba in South Sudan, Brazzaville and Libreville among others.
- Other international airlines include Kenya Airways, Ethiopian Airlines, Brussels Airlines, KLM, China Postal Airlines, South African Airlines, African Star Airways, 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.

Priority investment sectors:

- Airport ground handling
- Waste collection disposal
- Waste recycling plant
- Water transport infrastructure
- Road construction, rehabilitation and maintenance
- Bugesera International Airport (BIA)
- Kigali-Kampala-Mombasa Railway Line
- Air transportation
- Cargo transportation
- Airport services: ground handling, pilot training



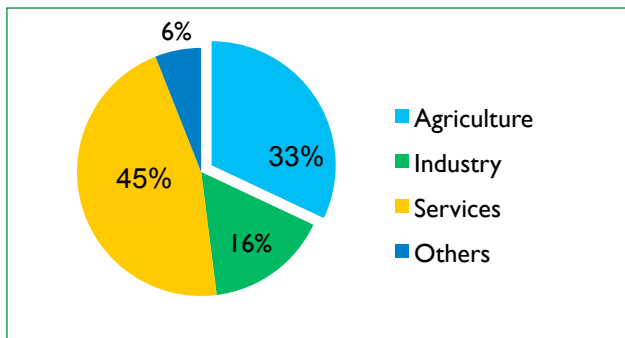
Agriculture



Sector Profile: Agriculture

World class exports but many opportunities for regional export expansion

Agriculture is the bedrock of the economy



Overview

- Agribusiness is the principal sector in Rwanda contributing over one third of the country's GDP.
- Coffee and tea are Rwanda's main sources of foreign exchange.
- In 2012, food crops harvest for season 2012 A rose by 1.3% compared to 2011.
- Export crops (tea and coffee projected to grow at 22%.

National strategy driving productivity, quality

- Government and development partners have focused on improving quality through fertiliser distribution and farmer training programmes.
- This resulted into 15% and 33 % growth respectively in tea and coffee sectors in 2012 and higher price realization for coffee.



Opportunities for investment

- **Food processing** for domestic and international markets; staple foods and significant potential for growth include beans, rice, maize and potatoes.
- **Coffee** – Washing and roasting opportunities as premium harvest grows.
- **Horticulture** – Rwanda is well placed to serve the global, regional, and local demand for fruit, flowers and vegetables.
- **Distribution and cold chain** – Need for improved infrastructure for export products.

Coffee:

- Coffee washing stations
- Roasting and grinding plants
- Large scale Coffee plantations

Tea:

- Large scale plantations
- Fertiliser manufacturing plant
- Tea factories
- Blending and Packaging plant

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, tomatoes paste, dried fruits, jams etc)

Others:

- Grain production and processing (maize, wheat)
- Flower production and Park
- Silk production and processing
- Packaging plant
- Fertilizer manufacturing plant
- Fresh wholesale food market
- Irrigation project
- Mechanization opportunities
- 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

Electricity accounts for about 5% of primary energy use in Rwanda.

Biomass (the primary source of energy) accounting for some 84% of primary energy use and petroleum products account for the rest.

Power grid

- Power grid coverage is planned to expand to 40% of the region by 2017
- ≈383.6 km of high voltage (Hv) transmission lines, 1,388.3 km of medium voltage (Mv) lines and 2,776.

Renewable energy

- Targeting 90% electricity from renewable source.
- Hydro, solar biomass and peat.

Generation

- Power generation is set to grow from 110 MW currently produced to 563 MW by 2017- a projected growth of nearly 400%
- The GoR 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.
- Government of Rwanda provides concession contracts with an underpinning Power Purchase Agreement (PPA)

Methane gas

- 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 wishes to utilize this resource to develop methane-to-power projects and other uses such as fertilizer and gas-to-liquid projects.
- 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.

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

- Methanegas
- Hydro-power
- Peat-power
- Geothermal

There are also available potential in:

- Solarenergy
- Bio-massenergy
- Waste-to-energy



Tourism



Sector profile: Tourism

Tourism sector booming, but significant opportunities remain

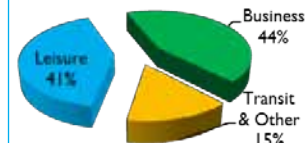
What is unique about tourism in Rwanda?



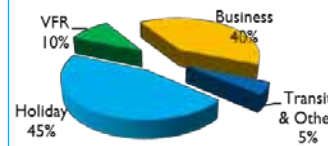
- **Unique assets:** Offers tourists a one of a kind journey – home to one third of the world's remaining Mountain Gorillas, one third of Africa's bird species, several species of primates, volcanoes, game reserve, resorts on Lake Kivu, graceful dancers, and artistic crafts.
- **Safe and easy to get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

Visitors by purpose



Tourist expenditure by purpose of visit



- Tourism receipts are expected to grow at a compound annual growth rate of 15% until 2017.
- The average spending by a visitor is USD 276 for at least a week. Leisure and Business takes a bigger portion in spending.
- Attracted interest and investment of reputable brands such as the Marriott, Radisson, Sheraton, Shamwari and Serena Hotels.
- **New Airlines came in 2012:** South Africa Airlines, Qatar Airlines and Turkish Airlines.
- 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.

- 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.
- Four - Five star hotels in Kigali and Rubavu.
- High end restaurants in Kigali.
- Casinos in Kigali and around the main cities.
- Entertainment and Leisure centers- (Theaters, Cinemas and clubs).
- Establishment and promotion of Zoos, zoological and botanical gardens.
- Creation of theme parks and aquariums.
- Construction of a cultural Village in Kigali.
- Development of boating and water sports on lakes Kivu, Ihema, Muhazi.
- Development of Hot springs in the Western province.
- Tourism and Hospitality training schools .
- Financial partner for Kigali Convention Centre.
- Carbon Credit: Opportunities for reforestation to generate the carbon.
- Development of Kivu Beach (Management, restaurants, recreation centers).
- Develop meetings, conferences and conventions infrastructure and facilities (MICE Tourism).
- Develop exhibition centres within Kigali and major cities.

Information and Communication Technology



Sector profile: ICT

Information and Communications Technology (ICT) – Key priority for 2020



Rwanda continues to be one of the fastest growing African countries in ICT and there are several avenues for growth for the ICT sector – from e-commerce and e-services, mobile technologies, applications development and automation to becoming a regional center for the training of top quality ICT professionals and research.

Overview of ICT

- The government has invested in developing ICT infrastructure to enable service delivery.
- Laid a 2,500km optic fiber through out the country.
- Hi-tech Air Traffic Navigation System.
- Cutting edge Broadcasting infrastructure
- Tier 3 state-of-the-art internet data center.
- Hi-speed wireless Broadband in Kigali
- 3.5 G Mobile internet
- Government of Rwanda has partnered with Korea telecom to elevate and increase broad band capacity through the use of 4G LTE network

ICT in Rwanda today

- Major players in the ICT sector today are; MTN Rwanda, TIGO and Airtel a subsidiary of Bhati Airtel in India.
- The number of active mobile-cellular phone subscribers has increased to 62.8% up from 55.1% (July 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.
- Carnegie Mellon University-Rwanda- a Center for Excellence designed to greatly increase ICT skills.

- Software development i.e. mobile applications, innovative e-payment solutions.
- Cloud computing.
- Mobile applications.
- ICT education and training.
- ICT business financing.
- ICT related services i.e. systems integration, web management, data processing, application development.
- Business process outsourcing and call centers.
- Human resource related services for example payroll, recruitment and staffing.
- Communication and media services.
- World class Technology Park.
- IT security solutions.
- Internet Data Centers.



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

- The Construction and real estate are key and } potential drivers for future economic growth of Rwanda.
- Total housing needs in Kigali (2013-2022) alone reaches 458,265 DU. This can only be met by building new dwelling units of up to 344,068.
- 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.

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.

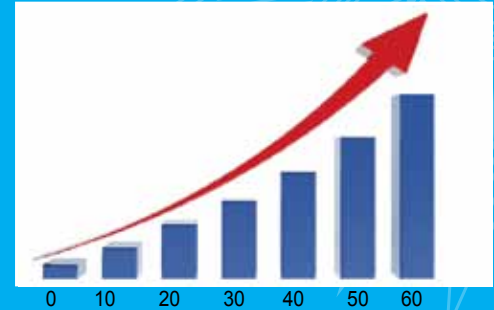
Residential real estate

- GoR 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 fast growing population(3% 5 year average) combined with urban growth currently at more 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.
- Building and other construction materials available now in Rwanda to drive the growth of the real estate sector.

- Residential houses for low and middle-income class.
- A youth sports centre.
- Office Blocks in Kigali City.
- Brick & Tile making factory.
- Manufacturing of construction finishing materials.
- Estate development-high income.
- Commercial complexes and shopping areas.
- Development of entertainment centers.
- Training and certification of key services: Architects, engineers, plumbers.
- Shopping malls.



Financial



Sector profile: Financial services

The banking sector remains relatively underpenetrated

Overview

- Estimated 42% percent of the total population of Rwanda is in the formal financial system.
- Banking remains dominant in Rwanda's financial market.
- 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 supervises 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 11 players in The market.
- Total assets of the Rwandan insurance sector is Valued at Frw. 214B (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, three 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 saccos (including 416 Umurenge saccos).

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, Fina bank, Access Bank, Equity bank, KCB are among the largest regional banks with a presence in Rwanda.

Investment opportunities in the Financial sector

- Commercial bank products and services particularly in rural areas.
- Agricultural products/services financing.
- Development banks especially to finance SMEs.
- Microfinance opportunities.
- Mortgage financing.
- Investment banking services.
- Private banking services.
- Private equity fund.
- BPO for financial services (middle and back office operations).
- Wealth management services.
- Training of financial sector professionals.
- Insurance services especially re-insurance.
- Housing banks.
- Special financing solutions i.e. private equity funds.
- Institutional and human capacity building in capital and financial markets.
- Competitive loan facilities.
- Fund management including private equity, fund of funds, wealth management, etc.
- Provision of life policies and other innovative assurances like agriculture and medical schemes.
- Institutional and human capacity building in capital and financial markets.

Retail



Investment opportunities in the retail industry, transport and logistics

- Malls and Commercial Centers.
- Hyper markets
- Home depots
- Show rooms
- Ware houses, storage facilities, and cold chains
- Freight Cargo planes
- Distribution centers
- Capacity building in Logistics and supply chain



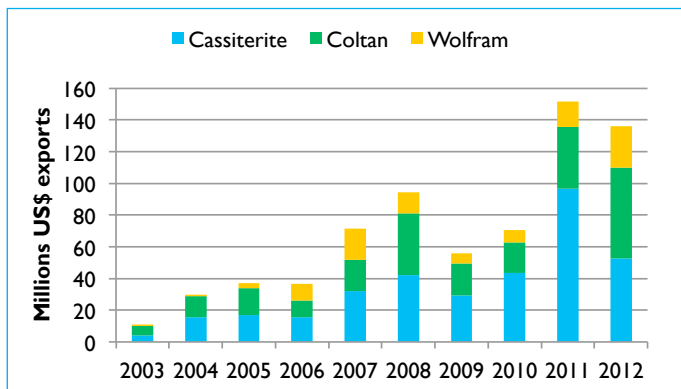
Mining



Sector profile: Mining

Unexploited opportunities in ores, processing and diversification abound

Mineral exports have room for growth



- Rwanda's main mineral exports are ores processed to extract tin, coltan and tungsten.
- In 2011, the percentage variation of increase was 123%.
- In 2012, the percentage variation of decrease was -10%.
- 5 year average (08/2012) growth for the sector was 44%.
- Significant opportunity to increase productivity through industrial mining.

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

Opportunities in diversification and processing

- Significant opportunities in processing ores.
- Diversification opportunities in quarries (for construction materials) and precious stones (gold, diamond, beryl, topaz, rubies, sapphires, gemets and other unexploited deposits have been identified.
- There are major peat deposits in the southwest of Rwanda which are only just being exploited and could be used for electricity generation or processed as an alternative to fire wood.

- Exploration opportunities (to identify deposits of tin, tungsten, tantalum, gold etc.)
- Mechanized mining
- Value addition (establishment of mineral processing plants)
- Cement Manufacture for local consumption and for export
- Production of tin and tungsten
- Production of gold, sapphires, amethyst etc.
- Production of columbium and tantalum for export.
- Plant for dimension stones (to produce bricks, tiles, paints, ceramics etc.)
- Quarry development to produce road construction materials, body powder etc.



Manufacturing



Sector Profile: Manufacturing

Competitiveness and Growth creating boom for worldwide exporting

Manufacturing Overview

Contribution to GDP 2011



- Agriculture
- Industry
- Services
- Other

- The industrial sector is currently small, contributing on average around 16% of GDP.

Overview

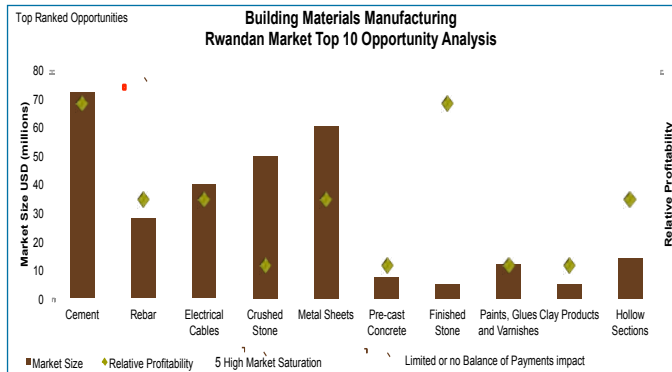
- **Construction materials (Steel products, electrical cables, SIP's).** Construction spending grew by 24% (to 500 million USD) between 2010 and 2011.
- **Pharmaceutical products :** Import of \$ 79.5M
- **Chemicals & chemical products:** \$ 55M of import
- **Packaging & paper products:** Glass, plastic, paper & board,... demand driver for other industries/ agro processing: Tea, Coffee, horticulture, Cement & Consumer goods.
- **Electronic & Electrical equipment**

National policy driving growth



- National industrial policy available
- Special Economic Zone & Regional Industrial Parks

Turnovers trend for Industry sectors



Construction materials	Beverages
Pharmaceuticals	Footwear
Chemicals and chemical products	Machinery and transport equipment
Electronic and Electrical equipment	Textiles
Packaging and paper products	Assembling of Machinery
Bio degradable, Rubber & plastic products	Other general Manufacturing

Special Economic Zone Rwanda



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 and reduced bureaucracy and availability of skills.

The Kigali Special Economic Zone is being developed in phases. Phase I of KSEZ is on 98 Hectares of land and as of today, infrastructure development in this phase is estimated at 99% complete with all the plots (89 in total belonging to 58 investors) fully booked.

Infrastructure development is now focused on phase 2 covering 178 hectares with the main works on access roads construction, electricity roll out and water systems.

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.

Who does 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.

Education



Sector profile: Education

Enhancing knowledge and skills in Rwanda's education system

- Rwanda recognizes education as one of the priority sectors aimed at national building through equipping its citizens with the relevant skills in ICT, technical training and providing post basic education.

Major strategic priorities in the sector are;

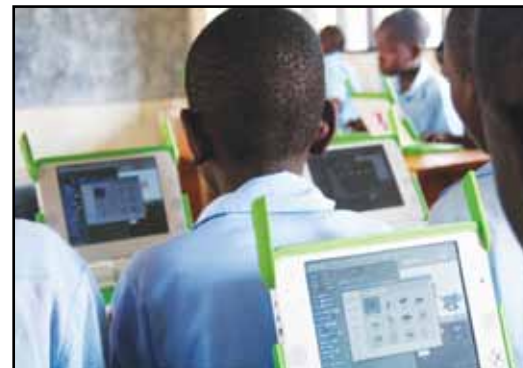
- **ICT in Education:** strengthening education in information and communication technology
- **Basic Education:** fast tracking basic education through a range of strategies including early childhood development , promoting the 9 year basic education
- **Quality Education:** Ensuring that educational quality continues to improve through closer integration of curriculum development , quality assurance and assessment, improved text book distribution

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

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 sectors entry into the education market
- Market for suppliers has been increased to cater for the enormous demand



Investment opportunities

- Establishment of primary schools in rural areas
- Development of technical schools
- Establishment of tourism institutes
- Establishment of schools of arts
- Schools for the handicapped children
- Bookshops and printery
- Laboratory equipment
- International schools
- Telecommunication computer studies



Health



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





Opportunities in Strategic Investment Projects

Significant potential investment opportunities

Name	IRRIGATION PROJECT
Geographical Location	Kirehe and Nyagatare Districts
Responsible Agent(s)	MINAGRI / TF-Irrigation and Mechanization
Project Description & Rationale / Objectives	The Government of Rwanda has supported the immediate action Irrigation Government-Funded Irrigation (IAI-GFI) project in order to reduce dependence on rain-fed agriculture in the driest areas of Rwanda and to transform from subsistence agriculture to commercial agriculture. This immediate action Irrigation project is focusing specifically on Kirehe and Nyagatare Districts because these are among the Districts seriously affected by recurrent droughts. The project is targeting 5,000 ha to be developed in three years.
Project Size	About USD200 Million, covering 5,000ha
Proposed Procurement Process	International Tender
Project Documentation	The Government-funded project will develop an irrigated and mechanized agriculture for increased and sustainable productivity through: <ul style="list-style-type: none"> Strengthening the foundation of agricultural development through quality agricultural education, research, extension education, cooperative development, improved agricultural infrastructures, mechanized farming and greater access through markets, trade capacity and other support services; Consolidation of farm lands to meet the economic size so as to

	<p>achieve a profitability of farming;</p> <ul style="list-style-type: none"> Improving the continuity of inputs and outputs from farming so as to achieve market standards; Avoiding the dependence on vagaries of monsoon by rain fed agriculture. <p>We believe this will set a solid foundation to attract private investors to set-up agro-processing / manufacturing facilities, since the local availability of supply will be greatly enhanced. These private investments in value-added agriculture sector will further create commercial activities the Rwandan population will benefit from (job creation, product diversification, access to markets, etc.). It will also contribute to reducing the trade imbalance through increased exports.</p>
Current Status	<ul style="list-style-type: none"> Phase 1 of 1,000ha is operational with expected yield of 3,000 tonnes maize Phase 2 scale up of 500ha (centre pivots systems) has started Capacity building for farmers and technicians going on for these pilot sites through establishment of water users associations and cooperatives; Studies for scale-up phase completed on 3,200 ha, procurement of works is ongoing; Training of 5 Water Users Association with more than 1,200 farmers is ongoing.
Contact Person	Mr Innocent Nzeyimana Chairman of the Task Force on Irrigation Ministry of Agriculture and Animal Resources Email: innonzey@gmail.com inzeyimana@minagri.gov.rw

Significant potential investment opportunities

Name	Avocado project
Geographical Location	Eastern Province, Kayonza District
Responsible Agent(s)	Rwanda Development Board
Project Description & Rationale / Objectives	<p>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.</p> <p>-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.</p> <p>-Rwanda's cost structure for avocado packaging and export is lower than in other East African Community countries."</p>

Project Size	\$ 3M
Proposed Procurement Process	This project is fully 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, key risks and mitigation mechanisms, land acquisition, contract enforcement, and hidden costs. The report can be obtained from the Rwanda Development Board.
Contact Person	<p>Tony Nsanganira Head of the Agriculture Department Rwanda Development Board Tel: +250788308406 Email: tony.nsanganira@rdb.rw</p>

Significant potential investment opportunities

Name	ENERGY (Methane Gas)
Geographical Location	Rubavu, Rwanda
Responsible Agent(s)	Dr. Ivan Twagirashema (CEO Rwanda Energy Company)
Project Description & Rationale / Objectives	<ul style="list-style-type: none"> Rwanda Energy company Limited (REC Ltd) aims to exploit the abundant resource of gas methane in Lake Kivu to provide cheap electricity in Rwanda. In 2007, the parent company, Rwanda Investment Company Ltd (RIG), signed a gas concession agreement (50 MW, extendable to 100MW) with the Government of Rwanda for 40 years. Rwanda Energy Company Ltd started by investing in a pilot project to generate 3.6 MW of electricity from Methane and validate the extraction process. The company was able to produce 2.4 MW during first tests of gas extraction. To finalize this phase I, \$ 3 million is needed. Upon the success of the pilot plant, REC plans to invest \$ 131 million to increase the power generation capacity of the project to 50 MW in phase II and an additional \$ 138 million to expand capacity to 100 MW in phase III

Project Size	USD 269 million
Proposed Procurement Process	The project will be done under a turnkey equipment, procurement, and construction (EPC) contract
Planned Start Date	The activities to finalize the pilot phase will resume in March 2013.
Project Documentation	<ul style="list-style-type: none"> Pitch book Environment Impact Assessment Gas concession Power Purchase agreement
Current Status	Ironing out the final details to enter into an agreement with a financial and a technical partner to resume the pilot phase works.
Financing amount & Structure Required	Phase I: \$ 3 million ; Phase II: \$ 131 million ; Phase III: \$ 138 million ➤ (30% - 40% equity and/or 70% – 60% loan)
Contact Person	Dr. Ivan Twagirashema: CEO, Rwanda Energy Company Email itwagirashema@rig.co.rw Tel: +250788303959

Significant potential investment opportunities

Name	Fertilizer Distribution	Project Size	\$ 1.2 M
Responsible Agent(s)	Rwanda Development Board	Proposed Procurement Process	This project will be conducted as private
Project Description & Rationale / Objectives	<p>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.</p>	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.
	<p>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).</p>	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

Name	Beans processing
Responsible Agent(s)	Rwanda Development Board
Project Description & Rationale / Objectives	<p>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.</p> <p>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.</p> <p>Limited competition, an attractive product and a pricing market gap offer an opportunity to secure first mover advantages.</p> <p>Rwandans consume 4 times more common dry beans than the average African consumer at 60 Kg per capita compared to 17 Kg per capita."</p>

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	<p>Tony Nsanganira Head of the Agriculture Department. Rwanda Development Board Tel : +250788308406 Email: tony.nsanganira@rdb.rw</p>

Significant potential investment opportunities

Name	Tourism Cultural Village
Geographical Location	Kigali, Republic of Rwanda
Responsible Agent(s)	Rwanda Development Board.
Project Description & Rationale / Objectives	<p>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.</p> <p>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.</p> <p>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.</p> <p>Development of Kigali Cultural Village is expected to achieve the following among others:</p>

	<ul style="list-style-type: none"> ✓ Diversify the tourism product in Rwanda and play a critical part in increasing the length of stay of tourists and overall per capita spend; ✓ Open up new social and entertainment amenities and services; ✓ Create business and employment opportunities through socio-cultural and economic activities; ✓ Development of quality, demand-driven products by offering the visitor a unique experience; ✓ Lead to increased investment in development of infrastructure such as entertainment facilities, zoological and botanical gardens, etc.
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: +250788355053 Email: Faustin.karasira@rdb.rw

Significant potential investment opportunities

Name	PRIVATE EQUITY FUND
Geographical Location	Rwanda
Responsible Agent(s)	Rwanda Development Board
Project Description & Rationale / Objectives	<p>Rwanda is looking at increasing activity in the private equity/investment management sector, attracting funds which serve not only the Rwanda market but the broader East African region. There are several factors which suggest that Rwanda may be increasingly well positioned to enter this space, including:</p> <ul style="list-style-type: none"> • Significant improvements in the ease of Doing Business in the World Bank doing business reports. • First ever credit rating by Fitch obtained in 2010. • Growing financial services sector and recently established Capital Markets Authority and Stock Exchange
Project Size	N/A

Proposed Procurement Process	Capital investment required to start launch a private equity fund will depend on the ambitions of the investor. That said the rate of return can be quite considerable when looking at banking/micro-finance experience today.
Project Documentation	Given the fact that more than 90% of companies in Rwanda are micro, small and medium enterprises (SMEs), private equity funds would help them to access finance, one of the biggest challenges they are currently facing. This would lead to significant contribution of these SMEs in the development of Rwanda, in terms of sustainability of job creation, tax revenue generation and increased self-employment. In addition, these funds would contribute to the improvement in welfare of Rwandans specifically those who work with or own SMEs.
Contact Person	<p>Mr. Hubert Ruzibiza Ag. Head of Services Department, Rwanda Development Board Email: hubert.ruzibiza@rdb.rw Tel: +250788381585</p>

Significant potential investment opportunities

Name	Hydro Power Rollout Program
Company Name	Ngali Energy Ltd.
Responsible Agent(s)	Ngali Energy
Project Description & Rationale / Objectives	A hydropower roll-out program in Rwanda will unleash the natural synergies between energy and water in a dispersed manner to fuel rural development in an area blessed with rich fertile natural resources. The program consists of 10 hydropower sites of total installed capacity of 50 MW. The sites comprise one (1) brown field project, (9) green field projects and 2 Rukarara Dams. The 10 sites are Rukarara I, Rukarara V, Nyiramuruta, Ntaruka A, Ruramba, Rwondo (in the Southern Province); Base I, Base II (in the Northern Province); Ngororero, and 2 Rukarara Dams (in the Western Province). Two of the sites (Ntaruka A and Ruramba) have a component of irrigation. The 10 sites must all be grid connected by the year 2015.
Project Size	160 Million USD + Approx. \$13Millions for the Dams Total = \$173Millions

Project Status	For the green field projects, 8 pre-feasibility studies have been completed; including one for irrigation. A detailed study(Feasibility Study) of 4 sites is ongoing. For the brown field project of Rukarara I (9MW hydro plant), is under O&M by Ngali Energy on a Lease to Own contract from Government of Rwanda. With the right financing, the plant can be refinanced. The MoU/Concession from the Government of Rwanda for the 9 green field sites has been signed by the relevant authority.
Financing Status / Requirement	\$22 Million USD for the refinancing of RUKARARA I; \$160 Million USD for the 9 green field sites (feasibility studies, EIA, and project construction) + \$13Millions for the dams.
Can provide a bank Guarantee?	A commitment guaranteeing the purchase of all the power produced has been granted by the government utility company – EWSA
Projected Benefit to the Country	The abundant energy locked into hydropower potential in Rwanda will support the economic development of the country and alleviate expansive grid development, whilst supporting other renewable energy resources in a sustainable manner.
Contact person	Robert Nyamvumba Managing Director,Ngali Energy Holding Email: andrew.nyamvumba@ngali.com Tel: +250785832948

Significant potential investment opportunities

Name	Geothermal Power Development
Company Name	Ngali Energy Ltd.
Responsible Agent(s)	Ngali Energy
Project Description & Rationale / Objectives	<p>The Geothermal Power Development Program in Rwanda will contribute to the Government of Rwanda (GoR) plan to increase power generation to 563MW by 2017. Ngali Energy's commitment on Geothermal power development is to generate an installed capacity of 150MW. This will go hand in hand with Government of Rwanda priority sites for Geothermal Drilling that include Karisimbi, Kinigi, and Gisenyi prospects. The Geothermal Development Unit (GDU) has conducted detailed surface studies and drill exploratory wells will be confirmed soon for the viability of generating power from geothermal. Ngali Energy has the commitment of starting this project from the initial stage (drilling stage), reason being to speed up the project development.</p> <p>The installed capacity of 150MW must be grid connected by the year 2017.</p>
Project Size	\$500 Million USD

Project Status	Currently, the project is in its initial stage of drilling the wells. The GDU has invited tenders for drilling services and materials and the exploratory drilling of three wells in Karisimbi. Contractors are being procured to develop infrastructure at the sites. If test exploration wells are productive, drilling will continue, and once the well has heated up and is tested, a 10 MW wellhead generator will be installed as a pilot. The MoU/Concession from Government of Rwanda to Energy developers (Ngali) for the Geothermal development will be issued and signed by the relevant authority.
Financing Status / Requirement	\$453 Million USD for the 150MW field sites (project construction).
Can provide a bank Guarantee?	A commitment guaranteeing the purchase of all the power produced will be granted by the government utility company - EWSA
Projected Benefit to the Country	The abundant energy locked into Geothermal potential in Rwanda will support the economic development of the country and alleviate expansive grid development, whilst supporting other renewable energy resources in a sustainable manner.
Contact Person	Robert Nyamvumba Managing Director, Ngali Energy Holding Email: andrew.nyamvumba@ngali.com Tel: +250785832948

Significant potential investment opportunities

Name	Karisimbi Cable Car Tourism Project
Geographical Location	Northern province
Responsible Agent(s)	Rwanda Development Board.
Project Description & Rationale / Objectives	<p>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 (14,787 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.</p> <p>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 extend their stay in Rwanda.</p>
Project Size	USD \$ 38 million
The Case for investment	<p>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".</p> <p>The project will capitalize on its unique location, world class cable car tourism with the highest standard of service and facilities that</p>

	<p>will be one of a kind in the region.</p> <p>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.</p> <p>The project of this scale needs huge investment and expertise to make it a successful venture.</p> <p>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.</p> <p>Table 1.1: Investment plan (in USD \$ Million)</p> <p>Project cost USD \$ 38 Million Debt USD \$ 25 Million Equity USD 13 Million.</p>
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	<p>Mr. Faustin Karasira Division Manager Product Development and Planning Tourism and Conservation Department Rwanda Development Board Tel: +250788355053 Email: Faustin.karasira@rdb.rw</p>

Significant potential investment opportunities

Name	Five star Golf Resort and residential villas in Karongi, Rwanda
Geographical Location	Western Province
Responsible Agent(s)	Rwanda Development Board.
Project Description & Rationale / Objectives	<p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>

	demands or to be rented out to visitors and golfers.
Project Size	USD \$100 million to USD \$ 152 million
The Case for investment	<p>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.</p>
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	<p>Mr. Faustin Karasira Division Manager Product Development and Planning Tourism and Conservation Department Rwanda Development Board Tel: +250788355053 Email: Faustin.karasira@rdb.rw</p>

Notes

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