



**REPUBLIC OF RWANDA**



**Rwanda Local Development Support Fund (RLDSF)**

## **RWAMAGANA DISTRICT**

**DISTRICT POTENTIALITIES ASSESSMENT  
FOR THE INTEGRATED AND SELF-  
CENTERED LOCAL ECONOMIC  
DEVELOPMENT**

**January,  
2013**

## Table of Contents

INTRODUCTION .....	6
1. BACKGROUND TO LED IN RWANDA.....	8
1.1 Local Economic Development.....	8
1.2 National Policy Framework .....	10
1.3 Institutional Framework: Actors and Responsibilities.....	14
2. METHODOLOGY .....	17
2.1 Document review .....	18
2.2 Interviews with key stakeholders .....	19
2.3 District potentiality identification and site visits.....	19
2.4 Participatory district workshops/focus group discussions .....	19
2.5 Review of information and data collection and presentation of findings .....	20
2.6 Report drafting and compilation of findings .....	22
3. OVERVIEW AND CURRENT ECONOMIC SITUATION.....	23
3.1. Geography and demographics.....	23
3.2. Infrastructure .....	23
3.3. Agriculture .....	24
3.4. Livestock .....	25
3.5. Employment .....	25
3.6. Education.....	26
3.7. Finance .....	26
3.8. Commerce & Industry .....	26
3.9. Mining .....	27
3.10. Tourism .....	28

4. DISTRICT IDENTIFIED POTENTIALITIES ..... 29

5. STRATEGIES AND ROLES FOR RLDSF.....**Error! Bookmark not defined.**

    5.1 Existing Strategies ..... 35

    5.2 Proposed Strategies ..... 35

    5.3 Role for RLDSF .....**Error! Bookmark not defined.**

.APPENDICES ..... 45

**List of tables**

Table 1: National Export Strategy Valuation of Rwanda's Exports .....	13
Table 2: Prioritized value of potentiality .....	20
Table 3: Key Criteria for Feasibility or Comparative Advantage .....	21
Table 4: Population, size, density and poverty rate .....	23
Table 5: Infrastructure potential.....	24
Table 6: production of main crops 2011, season A + B .....	24
Table 7: Percentage of agricultural household purchasing input.....	24
Table 8: Percentage of household raising livestock by type.....	25
Table 9: Economic activity rates and sector of employment.....	25
Table 10: literacy and education level .....	26
Table 11: Percentage of people with access to bank account .....	26
Table 12: Number of private companies by major sector.....	27
Table 13: Mineral deposit and type of exploitation .....	27
Table 14: District potentialities.....	30

**list of figures**

Figure 1: Spheres of Local Economic Development .....	9
Figure 2: National Policy Framework for LED in Rwanda.....	11
Figure 3: LED Actors in Rwanda .....	14
Figure 4: District Institutional Framework .....	15
Figure 5: Assessment framework.....	17
Figure 6: Top five products for Rwamagana District .....	29
Figure 7: Map of District Key Potentialities Visited Sites .....	34

**ACRONYMS AND ABBREVIATIONS**

ADEPR	Association Des Eglises Pentecotes au Rwanda
BDC	Business Development Centre
CDF	Common Development Fund
CCOAIB	Conseil de Concertation des Organisations d'Appui aux Initiatives de Base
CSOs	Civil Society Organizations
JADF	Joint Action Development Forum
DFID	Development Fund for international Development
DIP	Decentralization Implementation Plan
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Enquête Intégrale sur les Conditions de Vie des Ménages
EWSA	Energy, Water and Sanitation Authority
FGD	Focus Group Discussion
GoR	Government of Rwanda
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
IDP	Integrated Development Programme
LED	Local Economic Development
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and animals resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
MoH	Ministry of Health
MYICT	Ministry of Youth and Information & Communication Technology
MoU	Memorandum of Understanding
NAEB	National Agriculture Export Board
NEPAD	New Partnership for Africa Development
NES	National Export Strategy
NIP	National Industrial Policy
NGOs	Non-Governmental Organizations
NTB	Non-Trading Barriers
PDL-HIMO	Programme de Développement Local à haute intensité de la main-d'œuvre
PSF	Private Sector Federation
RALGA	Rwanda Local Government Association
RDB	Rwanda Development Board
RDRC	Rwanda Demobilization Reintegration Commission
RAB	Rwanda Agriculture Board
REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RLDSF	Rwanda Local Development Support Fund
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
STEM	Science, Technology and Environmental Management
UNDP	United Nation Development Programme
VUP	Vision 2020 Umurenge Program

## INTRODUCTION

The Rwanda Local Development Support Fund (RLDSF) was established by law n°41/2010 of 25/11/2010, merging the former Common Development Fund (CDF), Vision 2020 (VUP), HIMO program and UBUDEHE Program, and focused on local economic development and social protection.

The CDF was created in 2002 to facilitate the financing of districts, towns and Kigali city, as part of supporting the 2000 decentralization policy.<sup>1</sup> A key component of CDF was Local Economic Development (LED), which focuses on developing local economic, business and job opportunities to improve the local economy. RLDSF is a central level body responsible for coordinating and supporting the economic growth and poverty reduction of decentralized levels, and ensuring that these levels have the required skills and capacities to achieve sustainable development, as outlined in the Vision 2020 and Economic Development Poverty Reduction Strategy (EDPRS), further elaborated below.

In 2012, the Local Economic Development and Capacity Building Policy and Strategy was developed in order to facilitate the growth of district economies, and therefore improve the economic success of the country. In order to achieve the objectives set out in the Local Economic Development and Capacity Building Policy and Strategy, and the RLDSF Strategic Plan, an assessment of districts local economic development potentialities and strategies to achieve them was conducted. In particular, key innovative and home grown potentialities were identified as possible, and the main economic potentialities for accelerating growth towards achieving Vision 2020 targets are elaborated in this assessment.

**The objective of this assessment was to identify and assess district economic potentialities and to consider the available and required knowledge for the district to engage in integrated, participatory and sustainable local economic development, and to suggest strategies for making use of these potentialities and achieving accelerated economic growth.**

The assessment had the following specific objectives:

- The district skills in capitalizing on existing opportunities are analyzed and comparative advantage identified.
- Strategies for using the integrated local economic development are developed.

---

<sup>1</sup> CDF Strategic Plan 2009-2013, p. 9.

The assessment included:

- Assessing district potentialities and required knowledge to enable investment and engagement in participatory and inclusive local economic development.
- Developing strategies for the district to capitalize on the local potentialities and boost its local economic development.

To achieve the full district economic potential, a participatory engagement of the District and Sectors was undertaken, as District and Sector staff play a key role in the assessment and in achieving strategies identified with the participation of other stakeholders. District potentialities and comparative advantages were identified and consideration was given to understanding the local context. But although LED is very much a locally owned approach, it requires the involvement of actors at all levels, throughout the process, in order to facilitate information and knowledge-sharing, ensure coordination of policies, avoid overlap of activities and, ultimately, guarantee informed decision-making by local stakeholders. Therefore, the engagement of key actors at the central level was also an important aspect of this assessment. Successful LED strategies will help to create an environment that stimulates the creation of more sustainable and higher quality employment opportunities, contributing to economic growth and reduction of poverty.

This report provides an overview of the participatory research methods used and the findings of district local economic development potentialities, as well as overall recommendations for achieving the potentialities, strategies to facilitate economic growth, and the role of RLDSF and other stakeholders.

The report is divided into five chapters:

- Chapter 1 provides background to local economic development in Rwanda, including important definitions, the national policy framework and the institutional framework;
- Chapter 2 provides the methodology used for the assessment;
- Chapter 3 provides the overall background and characteristics of the district
- Chapter 4 includes district LED potentialities assessments table, including identified potentialities and strategies.
- Chapter 5 provides the strategies to support district LED and the role of RLDSF in facilitating the achievement of district LED potentialities

LED 5 projects profiles for the district are included as appendices to this report.

## BACKGROUND TO LED IN RWANDA

Districts in Rwanda have great economic potential and opportunities likely to generate useful revenue for local development. However, such potential is not sufficiently exploited. Some existing economic potential in the districts is not profitably used, despite being a possible springboard for development.

### 1.1 Local Economic Development

The International Labour Organization (ILO) defines LED as a **“participatory development process that encourages partnership arrangements between the main private and public stakeholders of a defined territory, enabling joint design and implementation of a common development strategy, by making use of the local resources and competitive advantage in a global context, with the final objective of creating decent jobs and stimulating local economic activity.”**<sup>2</sup>

There are various definitions of LED in the literature, most of which state that Local Economic Development **“...is essentially a process by which local government and/or community based groups manage their existing resources and enter into new partnership arrangements with the private sector, or with each other, to create new jobs and stimulate local economic activity in a well-defined economic zone.”**

In the Rwanda context, LED is important because it is a mechanism for achieving:

- the creation of jobs, new employment opportunities and reduction of youth unemployment to alleviate poverty;
- promoting economic transformation and reducing the population share in subsistence agriculture;
- increasing income levels, thereby enabling people to pay for services;
- broadening the tax and revenue base of municipalities;
- improving municipal services and facilities;
- promoting women’s economic empowerment;
- the development of human resources;
- building new institutions for sustainable development; and
- linking developed and undeveloped areas of the country.

---

<sup>2</sup> As cited in C. M. Rogerson, “Local economic development in sub-Saharan Africa: Defining potential roles for national government,” *African Journal of Business Management*, Vol. 5(30), pp. 11756-, 30 November, 2011.

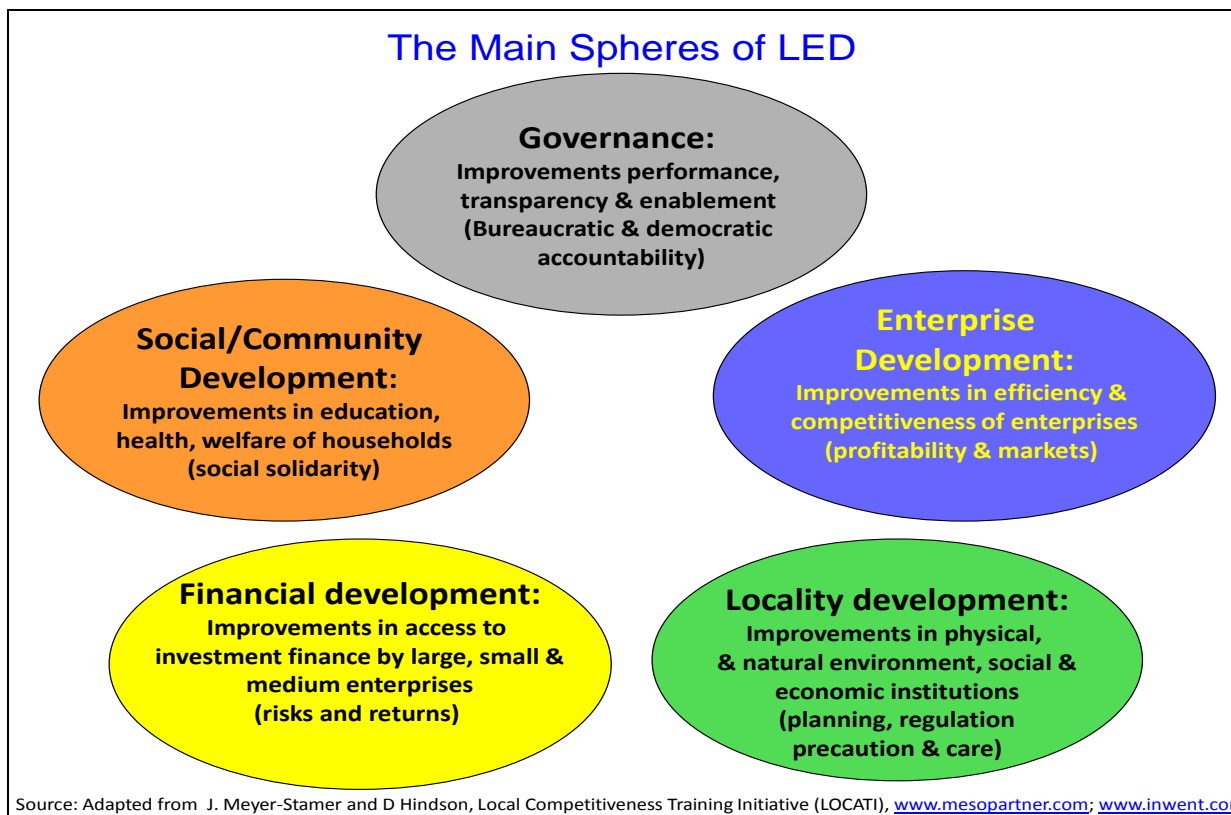


Local development more broadly focuses on both inputs of community and stakeholder participation and area-based strategies and the outputs of desired results, of local economic growth and sustainable livelihoods.<sup>3</sup>

For the purposes of this assessment,<sup>4</sup> the definition of local development focuses on achieving local ownership for improvement of socio-economic living conditions through a local economic development approach that includes building partnerships between public and private stakeholders and making use of local resources and competitive advantage for improved employment creation and economic growth, will be used.

Local Economic Development and Capacity Building Policy and Strategy places LED within five major “spheres” as detailed in figure 1. These spheres form the analytic base of this assessment.

**Figure 1: Spheres of Local Economic Development**



<sup>3</sup> European Commission, “Cohesion Policy Support for Local Development: Best Practice and Future Policy Options,” April 2010, available at: [http://ec.europa.eu/regional\\_policy/archive/consultation/terco/cp\\_support\\_local\\_dev\\_en.pdf](http://ec.europa.eu/regional_policy/archive/consultation/terco/cp_support_local_dev_en.pdf), p 10.

<sup>4</sup> The assessment of the district local economic development potentialities refers to the analysis of the capacity of a district to produce goods and/or services.

In this context, LED Potentiality is an asset, resource or any item which is non-use or underused and can be developed and exploited through more effective strategies or technologies for boosting local economy, creating jobs and revenue. It can refer to an economic resource/asset that hasn't been exploited yet as well as to an existing resource/asset that can be better developed.

Potentialities will be identified in the main identified potential economic growth areas (Agriculture, Agro-processing, Forestry, Infrastructure, Manufacturing, Services, Mining, ICT, and Commerce, human development..., according to this definition and this potential impact on local economy development.

## 1.2 National Policy Framework

Rwanda's Local Economic Development goals are strongly aligned to international and national policies for sustainable development. Internationally, Rwanda has committed to achieving the **Millennium Development Goals**, focusing on poverty reduction through policies towards improving access to quality education and health care, reducing maternal mortality and infection rates of HIV/AIDS as well as increasing access to clean water and sanitation. Towards achieving the MDGs and implementing other international policies and strategies, including **NEPAD** and the **Paris Declaration**, the Government of Rwanda developed **Vision 2020**, which sets out the key goals for poverty reduction and economic development by 2020. Vision 2020 includes six pillars: *good governance and capable state, human resource development and knowledge based economy, private sector-led economy, infrastructure development, productive and market oriented agriculture, regional and international economic integration*.<sup>5</sup>

In May 2012, the Government of Rwanda revised the Vision 2020 targets, to reflect the progress made by the country. Vision 2020 aims for rapid economic growth, including GDP growth of 11.5% per annum and increasing the GDP per capita to \$1240 by 2020. It also focuses on increasing growth in all sectors, and shifting the economy towards an increase in GDP from industry and services. Vision 2020 also aims to close the external trade balance by increasing exports to 28% per annum and maintaining the current import growth rate at 17% per annum.

To achieve Vision 2020, the Government of Rwanda has established a five year implementation plan, the **Economic Development and Poverty Reduction Strategy (EDPRS)**, which includes key objectives and outcomes to ensure that all national and international actors are working together to achieve the targets in Vision 2020.

The main aim of EDPRS 2 is to ensure a better quality of life for all Rwandans. This will be achieved through rapid economic growth of 11.5% per annum and a reduction of poverty to less than 30%. EDPRS 2 is guided by the principles of innovation, emerging priorities, inclusiveness

---

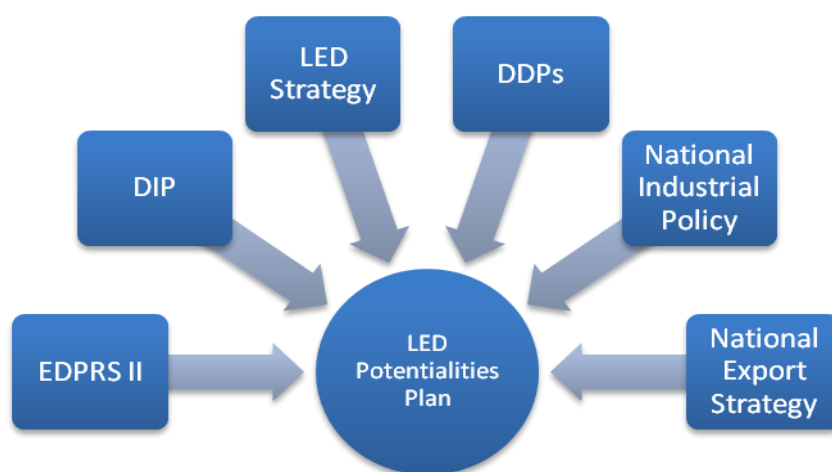
<sup>5</sup>MINECOFIN, Vision 2020, July 2000, p. 11.

and engagement, district-led development, and sustainability. It includes the thematic areas of “*Economic Transformation, Rural Development, Productivity and Youth Employment, and Accountable Governance*”. Each sector is required to submit a sector strategy for achieving the EDPRS, and each district produces a District Development Plan to ensure that the key elements of poverty reduction and economic growth are addressed and there is accountability towards improving the livelihoods of all Rwandans.

The Government of Rwanda has recognized that in order to achieve sustainable development, the involvement of all actors is required, in particular, those at the local level, to ensure continued efforts towards poverty reduction and to guarantee that policies and programs reflect the reality of Rwandans in all parts of the country. The Government of Rwanda developed a **Decentralization Implementation Plan (DIP)** in order to coordinate a process of community-led decision-making and implementation of local development. The CDF (the former institution, replaced by RLDSF) was established in order to support local development through the distribution of funds for community development processes.

The DIP draws its policy framework primarily from the **National Local Economic Development and Capacity Building Strategy and Action Plan**, which was published in March 2012, and provides the basis for the LED component of RLDSFs Strategic Plan. LED is a significant component of the DIP and is focused on supporting local governments to effectively develop their economies through IDP and community development approach, in order to stimulate local business growth, increase jobs and incomes, and raise tax revenues.<sup>6</sup> As an agency under the Ministry of Local Government, RLDSF is a key actor in implementing the LED Strategy.

**Figure 2: National Policy Framework for LED in Rwanda**



**Source:** National Local Economic Development and Capacity Building Strategy and Action Plan, March 2012.

<sup>6</sup> Rwanda Local Economic Development and Capacity Building Strategy, March 2012, p. 5.

Rwanda's **National Industrial Policy** (NIP) and the **National Export Strategy** (NES) set a framework for diversifying Rwanda's industrial base. As a result, it remains highly pertinent to the development of LED potentialities. The main goal of the NIP policy is to build local production for local consumption and export markets. In the short term, government assistance is envisioned to improve the feasibility of existing industries (such as coffee and tea) and sectors that have been deemed feasible (such as Agro-processing). The medium term goal is to promote new sectors as they become feasible and the long-term goal to reduce support to successful sectors, shifting support to new sectors. A number of clusters have been identified:

- **Short term (2010-2015):** Agro-processing (*including pyrethrum, dairy, vegetable oil, soaps and detergents*); ICT; high-end tourism; textiles (*including silk, leather & leather goods*); minerals processing. These sectors are currently active to varying degrees.
- **Medium term (2015-2020):** Construction materials (*including cement*); Pharmaceuticals; chemical products (*including fertilizers*). These sectors are mostly inactive.
- **Long term (2020 onwards):** Building materials (*metal parts and structures*); bio plastics; other high-tech industries. These sectors are non-existent and require will a larger industrial base to become feasible.

Moving through these clusters will allow the national industrial base to move from commodity production into processing/value addition, to low-tech manufacturing and eventually into medium/high-tech manufacturing. This long-term approach is necessary given the low production capacities nationwide. Energy constraints, weak human capital, inadequate local demand and poor export infrastructure rule out the possibility of immediately moving into high-value clusters.

The NIP also sets aside eight policy actions for GoR to develop the industrial base.

- **Infrastructure:** Increase public energy investment, allocate industrial land and improve transport infrastructure.
- **Human Resources:** Provide capacity building support to manufacturers, increase scholarships for STEM.
- **Improved Access to Finance and Investment:** Mobilise industrial funding through BRD, develop feasibility studies for potential investments, fast-track the development of the Rwanda Capital Market
- **Trade Facilitation:** Eliminate regional NTBs, improve national standardization
- **Technology, Research & Innovation:** Increase funding to research institutions in support of desirable industrial sectors
- **Raw Materials & Industrial Inputs:** Update Value Chain Analyses for targeted clusters, reduce EAC External Tariffs for key inputs,
- **Regulatory Environment:** Promote cottage industries and establish corporate governance rules
- **Environmental Sustainability:** Enforce industry-specific environmental regulations.

In addition to the industrial sectors prioritized by the NIP, the **National Export Strategy (NES)** has outlined the export products that offer the greatest opportunities. Table 1, shown below, provides the NES valuation of Rwanda's current and potential exports. The most important factor in determining the score/valuation lies in the potential for an export to contribute to GDP growth. The next most important variable is the existence of firms who can furnish the good. In line with the NIP, Tourism, Tea and Coffee remain at the top. The valuation of potentialities has relied heavily on the scores given by the NES.

**Table 1: National Export Strategy Valuation of Rwanda's Exports**

	Potential Export Contribution	Job Creation	Existing firms/coops	Market attractiveness	Skill base vs competitors	Transformation opportunities	Investor prospects	Score
<b>Weight</b>	<b>x5</b>	<b>x2</b>	<b>x4</b>	<b>x2</b>	<b>x3</b>	<b>x2</b>	<b>x2</b>	
Tourism	5	4.5	5	4.5	3	5	5	<b>92</b>
Tea	5	5	3	5	5	4	4	<b>88</b>
Coffee	5	5	3	5	5	4	3	<b>86</b>
Mining	5	4	3	5	1	3	5	<b>74</b>
BPO	5	4	2.5	4.5	2	2.5	5	<b>73</b>
Horticulture	3.5	5	4	4	3	3	3	<b>72.5</b>
Home Décor	2	5	5	4	2	5	2	<b>68</b>
Dairy	3	5	2	2	4	1	3	<b>57</b>
Hides/Skins	3	3	2	3	2	2.5	3	<b>52</b>
Floriculture	3	4	1	2	3	2	3	<b>50</b>
Silk	2	3	2	3	3	3	2	<b>49</b>
Pharma	4	2	1	3	1	2	3	<b>47</b>
<i>Weighting: 1= Very attractive, 5= very difficult</i>								

**Source:** National Export Strategy, MINICOM, 2011

In sum, the short term strategy, nationwide, is to focus on Rwanda's existing comparative advantages. Notably, tea, coffee, tourism and mining. These form the bulk of the identified potentialities for all districts examined by this assessment. Since the focus of the potentiality assessment is based on the comparative advantages of each district, long term possibilities (such

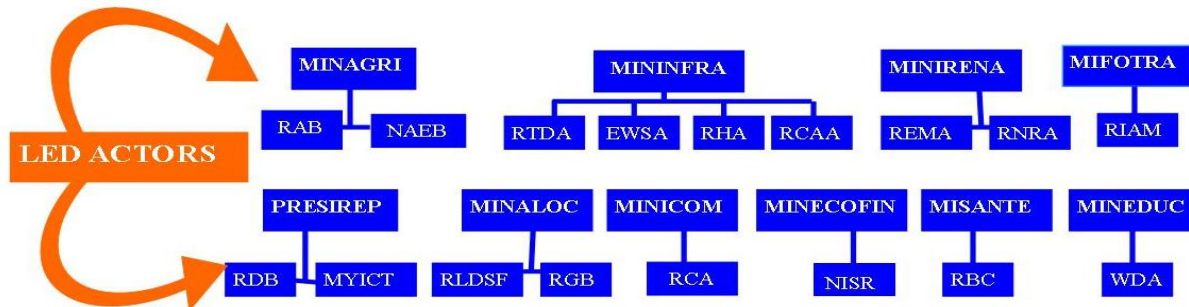
as manufacturing and ICT) do not factor into the majority of district assessments. Thus the assessment’s findings are directly in line with national strategies.

**1.3 Institutional Framework: Actors and Responsibilities**

While LED focuses on the development of local governments and economies, the responsibilities are shared across various levels. National policies, set by Ministries, are also usually implemented at the District level, often through District Development Plans (DDPs). However, major infrastructure projects (such national roads, electricity, hospitals among others) remain national responsibilities. Under the Decentralisation Policy, local government plays a major role in development implementation. It is responsible for carrying out the programmes that flow from Vision 2020, including the EDPRS and its flagships. Local government is thus a major provider of infrastructure and associated social and economic services. These represent important parts of local development and the environment for business within the LED process.

The ministries responsible for local government (MINALOC) and finance and economic planning (MINECOFIN) are of key importance to LED. Under MINALOC lies the Rwanda Governance Board (RGB), which is responsible for promoting decentralized governance and the Rwanda Local Development Support Fund (RLDSF which provides grants to local government to support the implementation of the LED and Social Protection Programmes (VUP). These grants are used for investment in social and economic infrastructure and services and the provision of certain subsidized inputs to poor households and cooperatives, such as seeds, fertilizer and livestock. The RGB is important for LED promotion because it oversees the governance conditions that support economic development (good governance, efficient service delivery, transparency, and enablement). The RLDSF is important for LED promotion because it provides capital grants that are used to improve the environment for business activity (improved economic infrastructure and associated services) and to provide direct support to producers in the form of subsidized inputs. A great deal of other actors works in the field of LED including RDB, MINICOM, RAB, NAEB among others. This chart simply serves as an example of the myriad of LED actors.

**Figure 3: LED Actors in Rwanda**

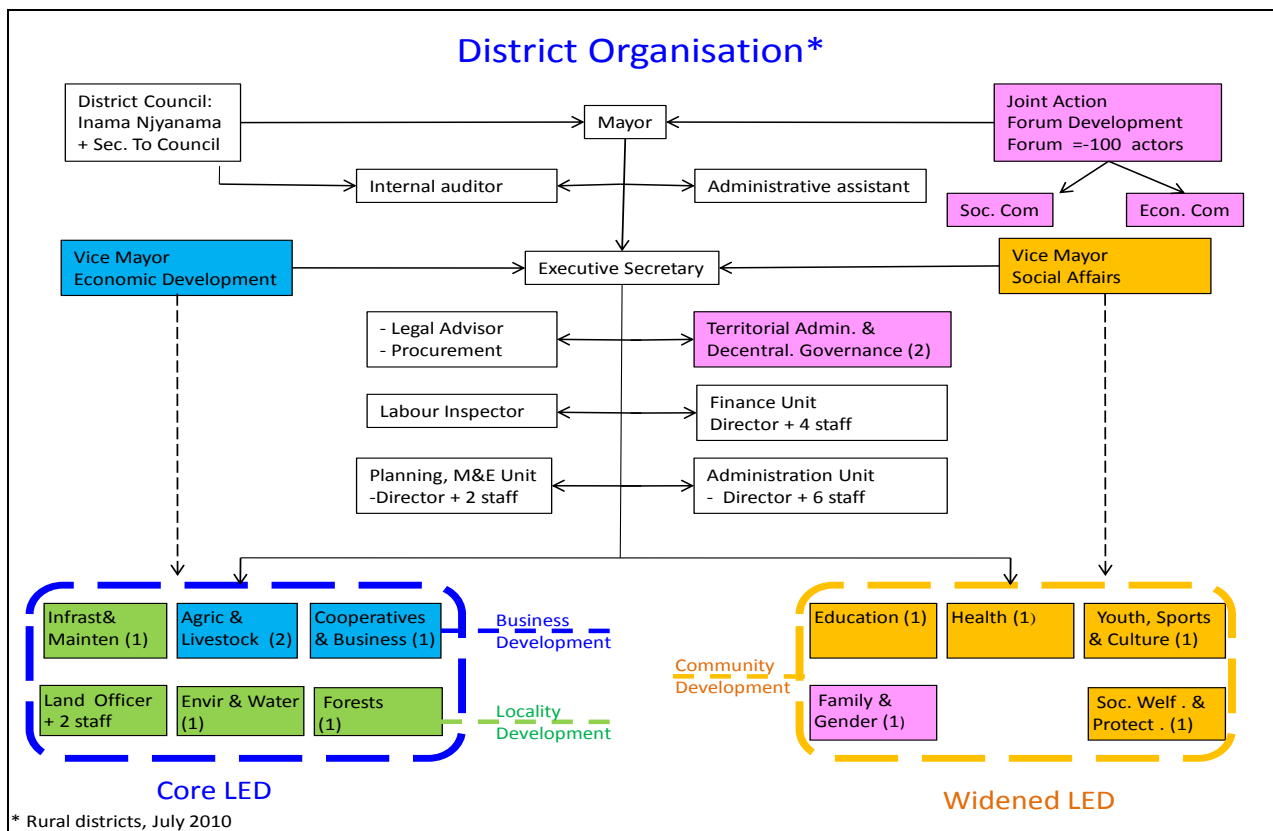


Source: Imanzi Consultancy Team 2013

The wide spectrum of LED necessitates a variety of institutional interactions. LED is affected by education, agriculture, infrastructure, employment and a host of other factors. As a result, transparent and efficient modes of cooperation are necessary to sustain the LED process. In addition to coordination and integration of implementation, actors must work together to ensure coherent strategic directions, planning and monitoring & evaluation. The chart above illustrates the main public actors involved in the LED process.

At the District level, a hierarchy of actors exists to manage the various sectors of LED. Figure 5 provides an overview of the institutional relationship across the spectrum of Local Government. The Vice Mayor of Finance and Economic Development oversees the majority of LED work pertaining to business, as the chart illustrates. Nonetheless, given the multi-sectoral nature of LED, the Vice Mayor for Social Affairs is likewise of key importance. The Joint Action Development Forum (JADF) provides a large governance forum for a diversity of District-level actors. The JADF is limited to providing broad policy direction, as its size proves too unwieldy for specific policy prescriptions. As a result, the JADF’s sub-committees provide specialized policy guidance needed for LED promotion and useful framework for integration and coordination of actions.

**Figure 4: District Institutional Framework**



Source: Rwanda Local Economic Development and Capacity Building Strategy, 2012



All actors, both at central and decentralized levels, must be committed to achieving local economic development and must be engaged in strategies to achieve the identified potentialities in order to achieve successful local economic growth and sustainable development.

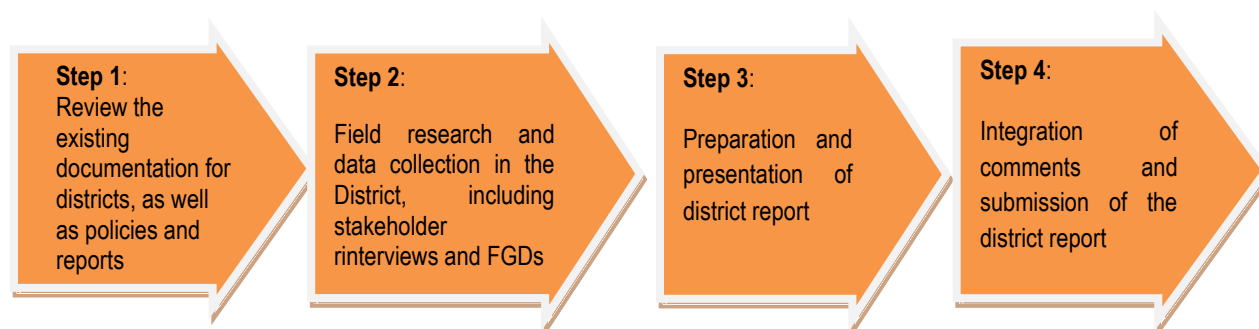


## METHODOLOGY

This assessment used a participatory and inclusive approach, engaging stakeholders at the central and decentralized levels. The approach included a desk review of important policy and strategy documents, available data, and other relevant district level information, interviews with key stakeholders at central and district level, focus group discussions with important districts' and sectors' representatives, district economic analysis and statistical review of data collection. The approach involved participatory engagement of district stakeholders to ensure ownership, including through initial district level meetings, and presentation of findings to the district and sector officials and representatives.

The assessment was carried out through the following steps are shown by figure bellow:

**Figure 5: Assessment framework**



*Source : IMANZI Consultancy Team 2013*

The assessment included both quantitative review of available data and qualitative information gathering through interviews and focus group discussions.

A team of lead and assistant consultants conducted the field research. The field research took place over 5 days in the district, with interviews and visits to sectors based on selected LED potentiality sites. The team was trained on the research methodology and approach on interviews and focus group discussion guide, potentialities ranking method and the reporting format to ensure consistency in reporting.

Visited Sectors were selected purposively, following the desk review of the district data and information and based on an initial meeting with district and sector officials to identify key economic potentialities. The district reports list potentialities by Sector (Umurenge).

District participants in the assessment included those with specific information about LED potentialities and the implementation of LED programmes, including District Councillors and Managers, Sector Executive Secretaries and officials responsible for LED in the Departments of

(a) Economic Development (b) Finance, (c) Agriculture & Rural Development, and (d) Local Government & Administrative Affairs. These stakeholders were engaged through key informant interviews and focus group discussions.

At the central level, line Ministries (MINALOC, MINICOM, MINECOFIN, MINIRENA and MIFOTRA), also formed part of the study through key informant interviews, as they are mandated to promote the development of local economies. Other participants included officials from the Rwanda Agricultural Board (RAB), the National Agricultural Export Board (NAEB), EWSA, PSF, RDB, WDA and RGB.

The assessment was conducted in close collaboration with the development of the District Development Plans, to ensure alignment, to profit from findings and to feed the DDP process with information on economic potentialities.

#### **1.4 Document review**

Beyond reviewing district strategies, relevant district reports, and available data, policy and strategy documents were reviewed for the overall report, and to provide the framework and guidance for the overall assessment. Data for the district's potentialities assessment was gathered through analysis of key documents, such as economic assessments, demographic data, environmental impact assessments (when available) maps, policy documents, District Development Plans and district master plans.

Documents reviewed included:

- Law establishing the RLDSF
- RLDSF Strategy Plan and Action Plan
- RLDSF Annual Reports
- Local Economic Development and Capacity Building Policy and Strategic Plan
- Integrated Development Programme document
- National Policies and Strategies including:
  - Community Development Strategy
  - National Employment Policy
  - Technical and Vocational Education and Training Policy
  - National Agriculture and Animal Resources Policy
  - Investment Promotion Policy
  - National Industrial Promotion Policy
  - Cooperatives Sector Policy
- District Development and Action Plans
- District EDPRS Self Assessments
- MIFOTRA SME Product Cluster
- Previous reports on potentialities, including the 2009 Coffee Census (OCIR), MIFOTRA District Capacity Building Assessment (2008), MINICOM Competition Policy (2010),

MINICOM Industrial Policy (2011), MINICOM National Export Strategy (2011) as well as Strategic Plans and Annual Reports from MIFOTRA, MINAGRI, RDB, MINISANTE, MINALOC, REMA, MININFRA.

- District economic data from NISR, EICV3 and DHS 2010.
- Available EDPRS 2 Sector reports and information, including EDPRSI Lessons Learned and the draft of EDPRS 2

### **1.5 Interviews with key stakeholders**

After the document review, key informant interviews were held at the central and district levels. At the central level, interviews were conducted with representatives of RLDSF, MINALOC, MINICOM, MIFOTRA, MINAGRI, MINIRENA, MINECOFIN, the Private Sector Federation (PSF), RDB, RGB, RAB, NAEB, EWSA, CCOAIB and Development Partners, including the World Bank, DFID, UNDP. The stakeholders interviewed are identified in Appendix 3.

### **1.6 District potentiality identification and site visits**

Following the initial district workshop and interviews, identification of current district economic activities and economic potentialities was carried out. Visits to selected Sector potentialities sites were conducted by the consulting team, and information about the potentialities was documented.

District economic potentialities were selected on the basis of their potential for local economic development, including:

- Potential for economic growth
- Potential for job creation (including youth and women's employment)
- Potential for economic transformation (new businesses in mechanized agriculture, industry, ICT or service sector)
- Potential for local market demand, import substitution and/or exports increase
- Potential for increased revenues and taxes
- Level of environmental sustainability

Sites visited were assessed for importance of their economic potential, and the capacity of the district to capitalize on the potentiality. During sites visit, GIS data collection and analysis were used in order to locate potentialities on maps. The potentialities identified were presented to the focus group discussions.

### **1.7 Participatory district workshops/focus group discussions**

Focus group discussions were held to review and rank identified potentialities, ensure gaps in identification were addressed and begin to develop the justification and strategies for pursuing the key potentialities. Focus group also promoted district ownership of the process,

as the findings from the focus group discussions has directly informed the elaborated district potentialities and strategies to pursue them. Participants in the focus group discussions are presented in Appendix 4.

### 1.8 Review of information and data collection and presentation of findings

Following the site visits and the focus group discussions, the consulting team put together the list of ranked potentialities, along with justifications and strategies. Local economic development potentialities were assessed using the following criteria and indicators:

- Business growth (business growth per year)
- Job creation (jobs created per year)
- Income increase (income increase per year)
- Tax revenue increase (tax revenue increase per year)
- Youth employment (jobs created for youth)
- Women's economic empowerment (jobs created for women)
- Economic transformation (i.e., new businesses in mechanized agriculture, industrial sector, ICT and/or service sector)
- Response to local market demand for products
- Potential for exports (export increase per product per year)
- Environmental sustainability (i.e. environmental impact and use of natural resources)

The value of the potentiality, as indicated in the table of potentialities is appreciated based on its socio-economic benefits that could be brought by investment in the potentiality.

**Table 2: Prioritized value of potentiality**

Potential Benefits	Prioritized values
Employment creation	<ul style="list-style-type: none"> <li>• Increase in formal sector wage employment</li> <li>• Low skilled, labor-intensive employment</li> <li>• Increased employment of women</li> </ul>
Increased production	<ul style="list-style-type: none"> <li>• Sufficient local/ national demand</li> <li>• Production has potential multiplier effects.</li> </ul>
Export earnings	<ul style="list-style-type: none"> <li>• High international demand</li> <li>• Product has priority in National Export Strategy</li> <li>• Tax revenue increase (through formalization)</li> </ul>
Economic Diversification	<ul style="list-style-type: none"> <li>• Tax revenue increase (through formalization)</li> <li>• Added value (bringing product closer to end-line)</li> <li>• Environmental sustainability</li> <li>• Strong links to employment creation</li> <li>• Potential product in harmony with national strategies</li> </ul>

*Source: Imanzi consultancy team*

The analysis takes into account the existing capacity of the district to build upon the potentiality. Harmonization with National Policy was a key criteria in determining the value of the potentiality. As a result, the SME Product Cluster Report and National Export Strategy Scorecard were used to help determine the relevance and weight of each potentiality.

**Table 3: Key Criteria for Feasibility or Comparative Advantage**

Domain	Key Criteria for Feasibility or Comparative Advantage
Agribusiness	<ul style="list-style-type: none"> <li>• Current yield vs National Average</li> <li>• Yield/ha vs national average</li> <li>• Existing investment in agricultural sector</li> <li>• Existing agricultural skill-base (or presence of TVETs)</li> <li>• Quality of transport infrastructure, with a particular emphasis on feeder roads.</li> <li>• Available land</li> <li>• Suitable climate</li> <li>• Existing agro-processing units</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Proximity to existing tourist hubs</li> <li>• Sufficient skilled labor (or presence of TVETs)</li> <li>• Availability of tourist-related infrastructure</li> <li>• Quality of transport infrastructure</li> </ul>
Mining	<ul style="list-style-type: none"> <li>• Quality of transport infrastructure</li> <li>• Existence of professional mining operations or private investment in the sector</li> <li>• Sufficient skilled labor (or presence of TVETs)</li> </ul>
Commerce/ Industry	<ul style="list-style-type: none"> <li>• Connectivity to value chain</li> <li>• Proximity to large markets and commercial hubs</li> <li>• Quality of transport infrastructure</li> <li>• Sufficient electrification</li> </ul>
Energy	<ul style="list-style-type: none"> <li>• Availability of energy sources</li> <li>• Sufficient purchasing power of local households</li> </ul>

Source: Imanzi consultancy team 2013

The comparative advantage of the district essentially shows the edge that it has over other districts offering the same goods or services. The same factors as shown above were used in determining comparative advantage. The only difference is that instead of examining each indicator in isolation, available data was compared to the national average (or when national data was unavailable, statistics of neighboring districts were used).

The strategies that are detailed within each report were gathered through participatory discussions and focus groups. A comparative advantage and value-chain analysis was undertaken to determine the most suitable strategies for each district.

To ensure ownership of the economic potentialities proposed, a workshop to present initial findings of the district analysis was held with key stakeholders, including District Councilors, on the last day of the field research in each district. These workshops assisted in finalizing the findings of the assessment and enabled the inclusion of other analysis or strategies as raised by participants.

### **1.9 Report drafting and compilation of findings**

District report was produced and submitted to RLDSF. The District LED potentialities assessment approach included reviews of different sectors as shown below:

### 3. OVERVIEW AND CURRENT ECONOMIC SITUATION

#### 3.1. Geography and demographics

Rwamagana District is one of the 8 districts of the Eastern Province. It is located in the physical area of the "eastern plateau". It is bordered in North by the Lake Muhazi and the Districts of Gatsibo and Gicumbi, in the South by the Lake Mugesera and the District of Ngoma, in the East by the Districts of Gasabo, Kicukiro and Bugesera (See District Map in Annex4).

**Table 4: Population, size, density and poverty rate**

Demographic Indicators	Rwamagana
Population	310,238
Population Density	455
Poverty Rate	30.4%

*Source: Summary of the 2012, census, provisional results, NISR, 2012.*

The altitude of the plateau is between 1400-1700m. The highest point is at 1825m on NYIRAFUMBWE mount of Sector FUMBWE, in the North-East of the district, close to the shopping centre of Nyagasambu.

The District of Rwamagana has a moderate wet tropical climate with tendency to aridity. Average annual rainfall is 1000mm. The average temperature ranging between 19 and 30C is constant over all the year. The minimal temperatures never go down below 13 C and the maximum temperature can some time exceed 30C especially during the dry season.

The hydrographic network of the District of Rwamagana belongs to the river AKAGERA basin, the main tributary of Lake Victoria. The District has Lake MUGESERA in the South and Lake MUHAZI in North, two rivers SUMO and NYABARONGO and accounts some marshes gorged with water namely: Cyaruhogo, Bigezi, Kavura, Rwarugaju, Nyabarongo, Mutukura, Ruhita, Cyimpima, Rwandenzi, Sumo which constitute a significant potential for rice growing and horticultural production.

#### 3.2. Infrastructure

Rwamagana's infrastructure indicators in terms of mobile phone access and electrification are near the National Average. However, the percentage of roads in disrepair is a cause for concern. The District has 19 roads in poor conditions with a total of 200 Km (Annex 4) and 3 in good

conditions with a total of 24 Km (NTUNGA-RUBONA: 10KM, NZIGE-RUBONA: 10KM, DUHA-MUSHA: 4KM).

This will undoubtedly create obstacles for developing most potentialities.

**Table 5: Infrastructure potential**

Indicators	Rwamagana	Rwanda
Mobile phone ownership	58%	45.2%
Electricity as main light source	9.8%	10.8%
Roads in good condition	10.7%	53.8%
Access to improved water source	85%	82%

Source: ECIV 3, NISR, 2011.

### 3.3. Agriculture

Rwamagana has a clear competitive advantage in staple production, more so than most other districts. It has the opportunity to feed a large portion of national staple demand. This can clearly be seen as a priority sector for the district. Likewise, the above-average rate (though only slightly) of fertilizer use is a positive sign for improving productivity/ha.

**Table 6: production of main crops 2011, season A + B**

MT Produced (2011 Seasons A+B)	Maize	Beans	Rice
Rwamagana	64,792	53,7	3,570
Rwanda	19,059	12,0	2,929

Source: ECIV 3, NISR, 2011

**Table 7: Percentage of agricultural household purchasing input**

Input use (%)	Organic Fertilizer	Chemical Fertilizer
Rwamagana	11.5	30.5
Rwanda	9.7	30

Source: ECIV 3, NISR, 2011



### 3.4. Livestock

70.2% of all households in Rwanda own some type of livestock. A increase in Rwamagana District where 80.9% of all households own some type of livestock. This shows that Rwamagana District is above the national average in terms of households raising livestock

**Table 8: Percentage of household raising livestock by type**

EICV3	% of HHs raising livestock	% of HHs raising livestock, by type							No. of HHs raising livestock (000s)
		Cattle	Sheep	Goats	Pigs	Rabbits	Chickens	Other livestock and poultry	
Rwamagana	70.2	50	11.2	61.8	10.6	11.3	49	3.4	0
All Rwanda	68.2	47.3	15.7	53	24.1	22.9	45.5	10.2	1,536

Source: EICV<sub>3</sub>, NISR 2011

In the development of agriculture and animal husbandry, the District of Rwamagana can counts on existing partnership with various stakeholders including MINAGRI, MINIRENA, MINALOC, MININFRA, MINICOM, RLDSF, HIMO, TIG, NAEB, PRICE, RAB, MIFOTRA, REMA, BTC, PAPSTA, CARITAS and Local cooperatives in inputs distribution and harvest handling.

### 3.5. Employment

Like most sectors in Rwanda, employment is dominated by the informal and agricultural sectors. However, the presence of the formal sector is noticeably smaller in Rwamagana than in most other districts. Developing potentialities should try to target formalized operations as much as possible, so as to improve the regulatory capacity of the district.

**Table 9: Economic activity rates and sector of employment**

Indicator (%)	Rwamagana	Rwanda
Unemployment	0.3	0.9
Inactivity	15.8	15.8
Wage farm	6.5	9.9
Wage non-farm	12.9	16.9
Independent farm	68.1	61.8
Independent non-farm	9.8	9.7
Public	15	9.1
Parastatal	2.2	3.4
Private Formal	10.3	16.2
Private informal	69	69.5

Source: EICV 3, NISR, 2011

### 3.6. Education

The higher rates of literacy and strong TVET presence in Rwamagana offer the chance to develop a skilled workforce as a potentiality. With improvements in electrification and road quality, a skilled workforce can offer attractive incentives for investment and enterprise development. Improving access to TVETs to the general population will go a long way in developing opportunities for off-farm employment.

**Table 10: literacy and education level**

Education	Rwamagana		Rwanda	
	M	F	M	F
Literacy (15+)	70%	79%	64.7%	75.7%
Secondary School Attainment	7.1%	1.9%		
Net Secondary School enrolment	21.3		21.6%	23.7%

Source: EICV3, NISR, 2011

### 3.7. Finance

In reference of the table above, access to bank account in Rwamagana District is below the national average

**Table 11: Percentage of people with access to bank account**

Finance	Rwamagana	Rwanda
Access to bank account	48.5 %	39.4 5

Source : EICV3, NISR, 2011

### 3.8. Commerce & Industry

Rwamagana has 6 markets (NTUNGA, RUBONA, KARENGE, RWAMAGANA, NYAGASAMBU, and Selling point in MUNYIGINYA as well as 10 commercial centers around the district. The presence of roads to Kigali and the Ugandan and Tanzanian borders facilitates the chance to develop commercial potentialities within the district.

There are a collection of small processing plants for fruits and sweet potatoes. There is also one smelting plant. Cooperatives are also well established, with two RCA recognized unions (one for bananas and one for maize).

**Table 12: Number of private companies by major sector**

Indicator	Rwamagana	Rwanda
Number of private companies	1.850	118,716
Wholesale and retail trade, repair of motor vehicles and motors	1.850	64,620
Accommodation and food service activities	945	33,281
Other service activities	178	6,433
Professional, scientific and technical activities	98	5,503
Manufacturing	120	4,548
Financial and insurance activities	28	932
Administrative and support service activities	16	733
Agriculture, forestry and fishing	-	663
All other (ICT, education, transportation, electricity, construction, etc.)	76	2,003

Source: Establishment Census, NISR, 2011

### 3.9. Mining

Rwamagana District is rich in invaluable stones: Cassiterite, Colombo- Tantalite and Wolfram. They are exploited by the Control of the MINIRENA and are exported towards Europe. Ntunga and Musha carriers are currently interrupted for reasons relating to environment protection.

Besides these stones invaluable, it also has the careers for the stones of construction, sands and clay, and of laterite for the maintenance of the roads.

**Table 13: Mineral deposit and type of exploitation**

Deposit	Sector Mining	Exploitation
Cassiterite	Musha,Ntunga,Munyaga,	Artisanal
Colombo-Tantalite	Karenge,Gahengeri,Mwurire, Nyakariro,Muhazi	Artisanal
<b>Wolfram</b>		<b>Artisanal</b>

Source: Adapted from National Land use and Development Master Plan,MINIRENA,2010

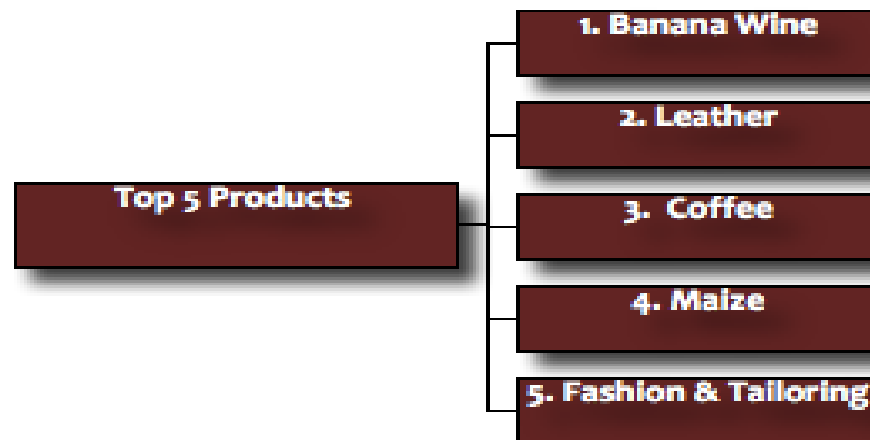
### **3.10. Tourism**

Rwamagana is home to several historical-cultural potentialities including royal artifacts and the presence of numerous traditional performers. As Rwamagana remains mostly unknown to tourists, a marketing plan will need to be developed. This will allow for the development of hotels along the vistas of Lakes Muhazi and Mugesera. However, tourism remains a long term strategy since competing with well-established areas future.

#### 4. DISTRICT IDENTIFIED POTENTIALITIES

Rwamagana potentialities are mainly focused on agribusiness. If developed, these potentialities will support SEM products identified by MINICOM (2011) for the district as shown in figure 6 below. However, like the other Eastern Districts, Rwamagana's focus in terms of both products and potentialities is heavily linked to agribusiness. Rwamagana's comparative advantage in this area cannot be understated; with a maize and bean production that is over triple the national average and an above-average use of improved inputs. Likewise, a proximity to Kigali offers easy access to Rwanda's largest consumer market. Nonetheless, poor road quality sets up obstacles for the District. Other potentialities are examined in greater detail in the District Briefing and Report.

**Figure 6: Top five products for Rwamagana District**



*Source : SEMs ,Product clusters,MINICOM,2012*

Table 14: District potentialities

Potentiality	Area/Product	Strategy	Potential Returns	Feasibility/Capacity	Skills needed	Sectors
<b>1. HIGH SOIL FERTILITY</b>	<b>Agribusiness</b>					
	<b>Staple production</b>	<ul style="list-style-type: none"> <li>-Facilitate irrigation</li> <li>-Provide improved inputs to farmers</li> <li>-Build capacities of co-ops for storage and handling</li> </ul>	<ul style="list-style-type: none"> <li>-Can capitalize on large production base to reach industrial quantities</li> </ul>	<ul style="list-style-type: none"> <li>-Rwamagana has a comparative advantage in Maize and Bean production</li> <li>-Shortage of skilled technicians</li> </ul>	<ul style="list-style-type: none"> <li>-Agriculture Technology</li> <li>-Cooperatives management</li> </ul>	All sectors
	<b>Banana processing</b>	<ul style="list-style-type: none"> <li>-Develop processing facilities for vinegar, wine, flour and liquor</li> </ul>	<ul style="list-style-type: none"> <li>-Will improve value addition to banana production</li> <li>-generate off-farm employment</li> </ul>	<ul style="list-style-type: none"> <li>-Banana production is already quite high</li> <li>-shortage of skilled technicians</li> </ul>	<ul style="list-style-type: none"> <li>Food processing</li> <li>-Business logistics</li> </ul>	All sectors
<b>2.LARGE MARSHLANDS</b>	<b>Marshland reclamaion</b>	<ul style="list-style-type: none"> <li>-Develop unexploited marshlands for agricultural production</li> </ul>	<ul style="list-style-type: none"> <li>-Will increase staple productivity, particularly rice</li> </ul>	<ul style="list-style-type: none"> <li>-Existing comparative advantage in Rice</li> </ul>	<ul style="list-style-type: none"> <li>-Land reclamation technics</li> </ul>	All sectors

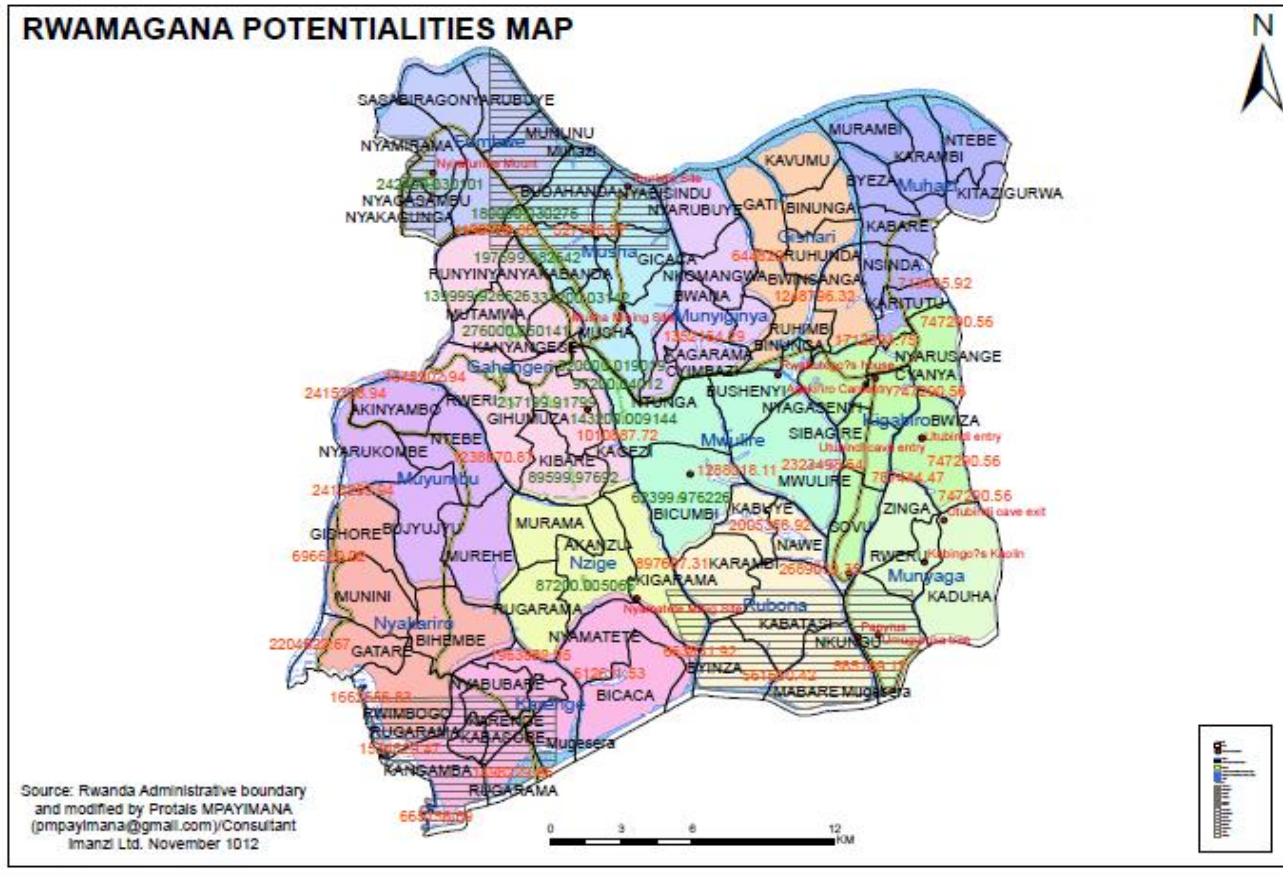
<b>3.LARGE LAND FOR LIVESTOCK</b>	<b>Increase cattle production</b>	<ul style="list-style-type: none"> <li>-Milk Collection Centers</li> <li>-Construct modern slaughter houses</li> <li>-Increase units for milk transformation (Cheeses, soap, suits, etc...)</li> <li>-Improved cattle race</li> </ul>	<ul style="list-style-type: none"> <li>-Job creation,</li> <li>-Income increase,</li> <li>-Economic transformation,</li> <li>-Export potential</li> </ul>	Many cows (45,986 cows in 2012 : 1/6 inhabitant	<ul style="list-style-type: none"> <li>-Modern livestock technology</li> <li>-Food processing</li> <li>-Business logistics</li> </ul>	All Sectors
<b>4.TOURISTIC SITES</b>	<b>Tourism</b>					
	<b>Tourist traffic between Kigali and Akagera</b>	<ul style="list-style-type: none"> <li>-Encourage development of hotels and tourist-infrastructure</li> <li>-Develop tourism marketing plan</li> </ul>	<ul style="list-style-type: none"> <li>-Could generate off-farm employment</li> </ul>	<ul style="list-style-type: none"> <li>-Has a number of historic sites</li> <li>- Poor road quality hinders this</li> <li>-Area is generally unknown to tourists</li> </ul>	<ul style="list-style-type: none"> <li>-Tourism related knowledge</li> </ul>	Musha; Fumbwe, Gishari, Gahengeri, Munyag, Kigabiro, Muhazi, Karengwe, Rubona
	<b>Industry</b>					
<b>5.AVAILABLE PAPYRUS</b>	<b>Papyrus production</b>	<ul style="list-style-type: none"> <li>-Develop pulping unit</li> </ul>	<ul style="list-style-type: none"> <li>-Can supply national demand</li> </ul>	<ul style="list-style-type: none"> <li>-Cost benefit analysis will be needed to</li> </ul>	<ul style="list-style-type: none"> <li>-Paper production technology</li> </ul>	Munyaga, Nyakaliro

<b>PLANTS</b>			for papyrus	ensure that Papyrus offers a lucrative market		
				-Lack of skilled technicians		
<b>6.STONE DEPOSITS</b>	<b>Exploitation of stone quarries</b>	-Produce Block and crushed stones for construction	-Construction materials  -Job creation,  -Economic tranformation	-Abundance of valuable Stones	- Mines extraction  - Occupational health and safety in mining	All Sectors
<b>7.Abundant youth</b>		Develop TVET (VTCs and TSS), on job training, access to finance, Use BDC, BDS for training and SMEs coaching	Job creation, income increase, economic transformation	Skills development	Increase and strenghten various technical skills Business logistics	All Sectors
		Basic Infrastructure establishment and organisation of AGAKIRIRO Promotion of TVET	AGAKIRIRO Site, Many artisans, demand in handcrafts and unemployed youth	AGAKIRIRO promotion		
<b>8.LAKES MUHAZI, MUGESERA AND RIVER AKAGERA</b>		Connect the Lakes and Akagera river with navigable channel	Two big Lakes bordering 8/14 sectors: potential tourism, fishery, hydropower and	Fully exploit Muhazi and Mugesera Lakes as well as Akagera potentials	Construction of port infrastructure Maintenance of vassals equipments	Muhazi: Fumbwe, Musha, Munyiginya, Gishari, Muhazi Mugesera, Karengye, Rubona, Munyaga



		Promotion of Tourism, Fishery and Transport, and Hydropower units establishment Train water transport technicians and workers	tourism			
<b>9.LOCAL FINANCIAL CAPACITY FOR COLLECTIVE INVESTMENTS</b>		Mobilise local investors	Grouped investments sharing	Presence of business men and women who can gather financial investment Traditional resistance	Mobilizationskills	All Sector
<b>10.ABUNDANT UNDERGROUND WATER</b>		Promote extraction and supply of safe water Promote packaging and commercialization of drinking water	Increase safe water access	Abundant underground Water	Skills in water treatment and distribution	All Sectors
<b>11.LARGE QUANTITY OF KAOLIN</b>		Processing kaolin for paint production	Presence of kaolin in Munyaga Sector	Modern Exploitation of kaolin	Skills in KAOLIN Industries technologies	MUNYAGA

Figure 7: Map of District Key Potentialities Visited Sites



## 5. STRATEGIES TO SUPPORT DISTRICT ECONOMIC DEVELOPMENT

### 5.1. Existing Strategies

- Modernization of agriculture by promoting cash crops including horticulture and food crops using modern techniques (the development of industries, agriculture semi line, irrigation techniques, the use of selected seeds, good storm water management);
- Provide strong guidance for sustainable development of the District population based on reliable and realistic and not exaggerated assumptions (estimated costs undervalued and / or overvalued);
- Ensure that the project design development is done on the basis of field data collected from the beneficiary population;
- Raise awareness and mobilize all the different segments of the population to be concentrated in economically viable cooperatives.

### 5.2. Proposed Strategies

The key strategies for supporting district economic development relate primarily to infrastructure improvement and the development of key skills and capacities of the local population in order to capitalize on identified potentialities. The strategies identified include Land Use Management, improvement of roads and transport infrastructure, improved electrification, enhancement of technical and vocational schools (TVETs), and further expansion of ICT infrastructure.

The following should be taken into consideration in order to exploit the existing potentialities for sustainable development:

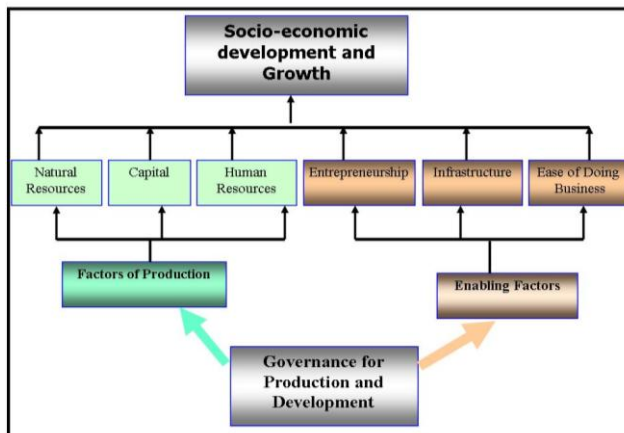
The establishment of mechanisms and strategies for adequate exploitation of existing potentialities, particularly natural resources;

Investing in people and development of human resources

Supporting the development of factors enabling development like ICT, Infrastructure, TVET and entrepreneurship

The strategies identified are related to the mentioned factors of production as detailed below:

**Figure 8: Governance for Production and Development of Potentialities**



*Source: IMANZI Consultancy team elaboration on basis of RGAC, 2010*

### 5.3. Land Use Management

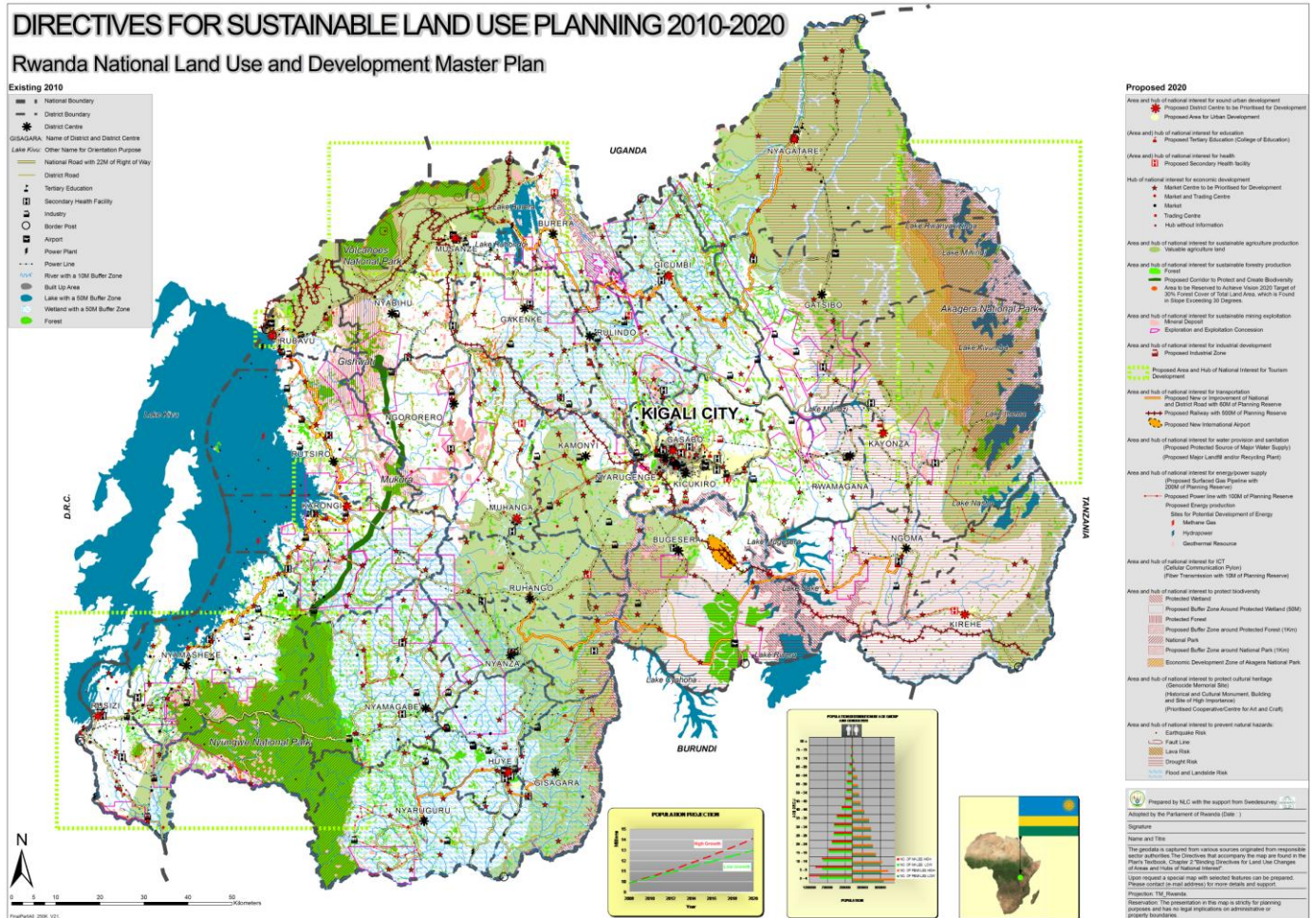
**(1) Organisation of land of vital importance.** Land use management is a fundamental tool in development according to Vision 2020. As Rwanda is characterised by acute land shortage, land use and development planning is of vital importance to ensure land use and development planning ensures optimal land utilisation in both urban and rural settings.

Priorities in the area of land management include strengthening of land institutions, land registration mechanisms and land use planning, through a land use and management master plan. rights to land and other properties will be recognised and strengthened, regardless of their civil status, that is, whether they are single, married, divorced or widowed.

The use of fertilizers and other input will help districts to maximize the yields in agriculture. Grouped settlement is one of the main strategies in efficient use of land and facilitate the the rapid delivering of services and infrastructure.



Figure 9: Directives for sustainable land use planning



Source: NLUIMP of MINIRENA, 2010

(2) **Improved Urban land management.** Urban land management tools and mechanisms are to be adopted with the aim of improving and rationalising urban land management through:

- most precise possible assessment of needs in building plots;
- exhaustive inventory of public land reserves;
- systematic census and monitoring of any building plots allocated but not developed within required deadlines and their reallocation; and,
- strictest collection of rent on land and establishment of some penalty tax system in order to incite people to develop their building plots.

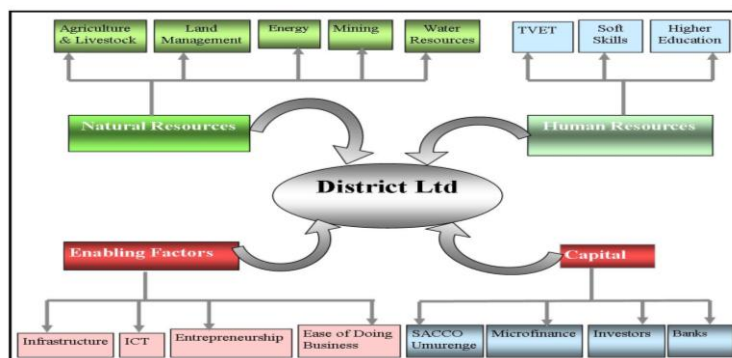
#### 5.4. District management as a company

Applying LED to Governance for Production and Development, the assessment found that LED is also directly linked with factors of production namely, natural resources, human resources and capital. To develop these factors for boosting economy, a District may be considered as a Company “**District Ltd**”. It means that the district should operate like other private enterprises.

The following figure illustrates how district may transform potentialities for boosting its economy by operating as a Company:

The comparative advantage is focused on the principle that one district is more rich in natural resources than others while another is more rich in human resources or physical capital. This should determine which kind of Potentiality is to be developed according to the combination of factors of production<sup>7</sup>.

**Figure 10: Production and Development of Potentialities at District Level**



*Source: IMANZI Consultancy Team elaboration on basis of RGAC, 2010*

#### 5.5. Improvement of transportation infrastructure

Roads constitute the principal transport sub-sector in Rwanda. It is, thus, mainly by roads that movement of goods and the majority of people happen. Other sub-sectors - including air transportation, lake and water carried - are yet at low levels of operation or development.

Transportation by road is the most common mode of public transport. The routes radiate between the capital Kigali, other major towns and corners of the country and with neighbouring countries.

The general contribution to the Rwanda’s transportation demand by each sub-sector is illustrated below (Table 38):

<sup>7</sup> Governance for Production and Development, RGAC 2010

### 5.6. Road infrastructure

In order to achieve many of the identified potentialities, and to meet the economic growth strategies identified at the central level, transportation infrastructure, specifically for both national and rural road transportation, will need to be improved. As of 2010, approximately 53.8% of Rwanda's roads were considered in good condition.<sup>8</sup> Having good feeder roads is directly linked to the development of agro-processing, a key potentiality identified for many districts.

---

<sup>8</sup>National Institute of Statistics of Rwanda, The Third Integrated Household Living Conditions Survey (EICV3) Main Indicators Report, 2011.

## 6. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

RLDSF works with many stakeholders at the central level, including technical ministries, development partners, civil society and faith-based organizations and the private sector. All of these stakeholders have key roles and responsibilities in terms of facilitating the achievement of local economic development towards sustainable economic growth for the country.

### MINAGRI

The Ministry of Agriculture and Animal Resources is focused on increasing animal production, modernizing farming, ensuring food security and promoting surplus for the market. Given the importance of agriculture in the lives of the Rwandan population, and the scope for improving agricultural production by using modern techniques and agricultural inputs including irrigation, fertilizer and quality seeds, MINAGRI plays an essential role in improving the success of the agricultural sector across districts. MINAGRI is a key partner for RLDSF in both promoting agricultural potentialities, such as key crops for local consumption or export, as well as the development of agri-businesses and production and use of agricultural and animal by-products, such as leather.

### NAEB



NAEB is the National Agricultural Export Development Board registered under MINAGRI. The National Agricultural Export Development Board was set up by bringing together three government agencies responsible for agricultural export and cash crop under the same management. NAEB is made up of the Rwanda Tea Authority (OCIR THE), the Rwanda Coffee Authority (OCIR CAFE) and Rwanda Horticulture (RHODA).

NAEB has responsibilities related to the LED potentialities identified above including elaborating policies and strategies for agricultural and livestock product export, supporting research on agricultural and livestock products for export, identifying locations for processing factories, supervising and training private operators and cooperatives involved in agricultural and livestock production for export, support increased investment in industry and



infrastructure to add value to agricultural and livestock products for export, to collect information on markets and coordinate activities of stakeholders.

### **RAB**

The Rwanda Agricultural Board is responsible for developing agriculture and animal husbandry through their reform and using modern methods in crop and animal production, research, agricultural extension, education and training of farmers in new technologies.

Considering these important roles, MINAGRI, NAEB and RAB will be important partners for the development of agricultural and livestock potentialities, and RLDSF should work with them to coordinate interventions related to LED potentialities in districts.

### **MININFRA**

The Ministry of Infrastructure will play a key role in supporting the development and rehabilitation of infrastructure that will facilitate the achievement of LED potentialities in districts. Prioritizing infrastructure that will support business development, investment, economic growth and social protection is essential to improve the sustainable development of districts in Rwanda. RLDSF and MININFRA must work closely to ensure that infrastructure projects have an important and sustainable economic impact.

### **EWSA**

The Energy, Water and Sanitation Authority is responsible for ensuring access to clean water and adequate sanitation, and promoting sustainable energy use, as well as facilitating the building of energy, water and sanitation infrastructure. As previously discussed, infrastructure is a key strategy to facilitate LED in districts, and the development of sustainable energy sources, expansion of electrification, and facilitation of access to water and sanitation are essential to economic growth.

### **FER**

The Road Maintenance Fund (FER) is responsible for ensuring funding for the maintenance of road networks in Rwanda. Given the priority of road infrastructure for the achievement of LED potentialities, RLDSF should work closely with FER to ensure the disbursement of funds for priority road projects, including the development and rehabilitation of feeder roads.

### **MINECOFIN**

As the Ministry responsible for financial management, including overseeing budget development and achievement, the Ministry of Finance and Economic Planning has an

important role in supporting districts in their planning and budgeting process towards achieving the identified potentialities.

### **MINALOC**

The Ministry of Local Government is the reporting ministry for RLDSF, with the responsibility for the overall decentralization process and coordinating district development and governance. RLDSF should continue to work with MINALOC towards improving district development through the promotion of the identified LED potentialities.

### **MINICOM**

The Ministry of Trade and Industry should work with RLDSF towards improving the capacity of and investment in small and medium enterprises, and creating a positive business environment for large businesses, including mining operators and agribusiness firms.

### **RDB**

The Rwanda Development Board is responsible for supporting private investment and business development in Rwanda. RDB's role relates to developing the private sector, including through addressing the needs of companies and investors. RLDSF should work with RDB towards identifying investors and linking them to potentialities at the district level, as well as supporting the development of private businesses.

### **MIFOTRA**

The Ministry of Labour is responsible for reinforcing national labour standards, promoting job creation and development a framework that enables high performance of private and public sector organizations. The strategic objectives of MIFOTRA related to promoting LED include improving institutional capacity, efficiency and effectiveness, promoting gender equality, promoting capacity building and skills development in the public and private sectors, eliminating corruption, promoting employment creation and ensuring compliance with labour standards.

In relation to the identified potentialities, MIFOTRA plays an important role in supporting the development of labour regulations for specific sectors, including the mining sector, and supporting effective labour standards for informal sectors, such as cross-border trade. Promoting district capacity for LED and effective planning is also an important area of intervention for MIFOTRA, as is the promotion of SMEs as this increases available employment opportunities and creates jobs.

### **REMA**

The Rwanda Environmental Management Authority is mandated to facilitate coordination and oversight of environmental legislation, policy and standards. Key areas of intervention relate to prevention of soil erosion, deforestation, pollution and water contamination. REMA should support RLDSF in ensuring that the focus on LED does not negatively impact the environment, including through destruction or depletion of natural resources, and should work towards promoting innovation and green enterprises.

### **RALGA**

The Rwanda Association of Local Government Authorities (RALGA) is a membership organization that brings together local governments in Rwanda. RALGA is responsible for supporting the decentralization process and to support transparent and accountable local government. RALGA has an important role in supporting districts to develop LED strategies, and has a unit in charge of promoting LED. RALGA supports the development of district LED strategies, using an approach that ensures community participation. These strategies will be important tools to facilitate the achievement of the identified district potentialities.

### **DEVELOPMENT PARTNERS**

Development Partners play an important role in Rwanda, particularly in supporting the Government of Rwanda to achieve the development priorities set out in national policies, including Vision 2020 and the EDPRS. To achieve the above LED potentialities, districts require investment, financial and technical support for initiatives, and capacity building. RLDSF should coordinate with development partners to ensure that projects are well-linked to district strategies and priorities, towards achieving national policy and strategy goals of sustainable development, economic growth and poverty reduction. Likewise, development partners should seek to support LED initiatives as part of support for district strategies.

## CONCLUSION

Rwanda has committed to a national strategy for local economic development, and has a strong policy framework and political will to achieve the potentialities identified through the elaborated strategies and with the support of stakeholders.

However, there are some serious challenges preventing the achievement of economic growth. Weak infrastructure constrains the achievement of LED opportunities. In particular, roads raise transport costs and prevent ease of access to markets and access of investors to key sites. The limited electricity increases the cost of doing business, which also challenges the growth of small and medium enterprises and acts as a barrier to outside investors. National investment in infrastructure, social protection and decentralization strategies have had positive impacts for local economic development, and should be increased.

Nonetheless, Rwanda has significant opportunities to achieve LED potentialities, including through strategies of capacity building, expansion of technical and vocational education, and a focus on agriculture, and in particular agro-processing and agri-business, the development and growth of mining operations, and tourism focused in key areas.

District LED strategies should be a key part of District Development Plans, fitting well into the elaboration of EDPRSII and national strategies for development. To achieve this, Districts will need assistance in planning and monitoring and evaluation, which will also support them to properly take advantage of potentialities. It will be important to ensure that LED strategies do not focus entirely on Kigali, given the LED potential and needs of other Provinces, and the support required.

Rwanda has a positive regulatory environment that can attract and encourage businesses and therefore increase national and decentralized economic growth. The next step is to capitalize on this positive policy environment by turning districts into places with the right infrastructure and human resources to create positive business environments. The LED potentialities and strategies identified in this assessment will support the country and all districts to capitalize on already existing and new potentialities. RLDSF, Districts and key stakeholders must work together and coordinate well to ensure that the country moves synergically towards improving economic growth, as part of sustainable development.

## .APPENDICES

**Appendix 1** List of potentialities projects

<b>Name of the initiative/project:</b>	Wetland Reclamation
<b>Location:</b>	Rwamagana District All Sectors
<b>Economic sector:</b>	Agriculture
<b>Type of good/s produced and/or service/s provided:</b>	Agriculture grown in wetlands
<b>Brief description of the economic potential of the initiative:</b>	Rwamagana has an existing comparative advantage in rice one of the main crops grown in wetlands.

<b>Name of the initiative/project:</b>	Exploitation of Coltan and Cassiterite
<b>Location:</b>	Rwamagana District Musha, Ntunga, Munyaga, Karengye, Gahengeri, Nyakariro, Muhazi, Mwirire Sectors
<b>Economic sector:</b>	Mining
<b>Type of good/s produced and/or service/s provided:</b>	Coltan and Cassiterite
<b>Brief description of the economic potential of the initiative:</b>	Utilize underexploited minerals to meet high international demand. Rwamagana could expand exportation through professionalization of district mining

<b>Name of the initiative/project:</b>	Exploitation of Kaolin
<b>Location:</b>	Rwamagana District Munyanga
<b>Economic sector:</b>	Mining

<b>Type of good/s produced and/or service/s provided:</b>	Kaolin and Kaolin Paint
<b>Brief description of the economic potential of the initiative:</b>	Create Kaolin paint to meet national demand fueled by the growing construction industry.

<b>Name of the initiative/project:</b>	Papyrus Production
<b>Location:</b>	Rwamagana District Munyaga, Nyakaliro Sectors
<b>Economic sector:</b>	Industry
<b>Type of good/s produced and/or service/s provided:</b>	Papyrus
<b>Brief description of the economic potential of the initiative:</b>	Developing a pulping unit to manufacture papyrus could result in economic gains by meeting local demand.

<b>Name of the initiative/project:</b>	Skilled Youth Workforce
<b>Location:</b>	Rwamagana District All Sectors
<b>Economic sector:</b>	Capacity Building
<b>Type of good/s produced and/or service/s provided:</b>	Develop a skilled Youth Workforce
<b>Brief description of the economic potential of the initiative:</b>	Rwamagana TVET facilities, fully exploited could meet the demand for skilled technicians in different sectors



## Appendix 2 GEOGRAPHICAL data

No	X	Y	Z	Sector	Cell	Village	Potential_Item	Observation
031	548684	9784168	1550 m	Kigabiro	Cyanya	Kabeza	Agakiro Carpentry	In Rwamagana town
032	544560	9784299	1549 m	Kigabiro	Cyanya	Kabeza	Rwabutogo's house	Chief on Rudahigwa's time
033	548281	9783896	1521 m	Kigabiro	Cyanya	Kabuye	Agakiro site extension	Future extension
034	547562	9775621	1345 m	Kigabiro- Munyaga	Sovu- Nkungu	Sovu- Rudashya	Cyaruhogo Marshland Rice for	
035	547929	9772850	1337 m	Munyaga	Nkungu	Mataba	Papyrus	
036	548791	9772913	1429 m	Munyaga	Nkungu	Mataba	Umuguruka tree	
037	550751	9776110	1479 m	Munyaga	Rweru	Mubuga	Kabingo's Kaolin	On the hillside
038	551571	9777958	1573 m	Munyaga	Kaduha	Kamamana	Utubindi cave exit	Tourism site
039	550637	9781533	1493 m	Kigabiro	Bwiza	Munini	Utubindi entry	Tourism site
040	550647	9781557	1492 m	Kigabiro	Bwiza	Munini	Utubindi cave entry	Tourism site
041	540864	9779959	1642 m	Mwulire	Bicumbi	Bicumbi	Stones treatment factory	
042	538618	9774515	1415 m	Karenge	Nyamatete	Mutabo	Nyamatete Minig Site	Coltan extraction
043	536537	9782802	1631 m	Gahengeri	Gihumuza	Kabeza	Gahengeri Cave	Touristic site
044	538020	9787241	1626 m	Musha	Kagarama	Kagarama	Musha Mining Site	Casserite extraction



045	538237	9792560	1474 m	Musha	Nyabisindu	Bwiza	Touristic Site	On the side of Lake Muhazi
046	530021	9793158	1825 m	Fumbwe	Nyamirama	Cyarutabana	Nyirafumbe Mount	Touristic site

### Appendix 3: Rwamagana Potentialities Coordinates ( GIS)

Province: East District: Rwamagana								
No	Sector	Cell	Village	Potential Item	Observation	X	Y	Z
031	Kigabiro	Cyanya	Kabeza	Agakiriro Carpentry	In Rwamagana town	548684	9784168	1550 m
032	Kigabiro	Cyanya	Kabeza	Rwabutogo's house	Chief in Rudahigwa's time	544560	9784299	1549 m
033	Kigabiro	Cyanya	Kabuye	Agakiriro site extension	Future extension	548281	9783896	1521 m
034	Kigabiro- Munyaga	Sovu- Nkungu	Sovu- Rudashya	Cyuruhogo Marshland for Rice		547562	9775621	1345 m
035	Munyaga	Nkungu	Mataba	Papyrus	Near Lake Mugesera	547929	9772850	1337 m
036	Munyaga	Nkungu	Mataba	Umuguruka tree		548791	9772913	1429 m
037	Munyaga	Rweru	Mubuga	Kabingo's Kaolin	On the hillside	550751	9776110	1479 m
038	Munyaga	Kaduha	Kamamana	Utubindi cave exit	Touristic site	551571	9777958	1573 m
039	Kigabiro	Bwiza	Munini	Utubindi entry	Touristic site	550637	9781533	1493 m

040	Kigabiro	Bwiza	Munini	Utubindi cave entry	Touristic site	550647	9781557	1492 m
041	Mwulire	Bicumbi	Bicumbi	Stones treatment factory		540864	9779959	1642 m
042	Karenge	Nyamatete	Mutabo	Nyamatete Minig Site	Coltan extraction	538618	9774515	1415 m
043	Gahengeri	Gihumuza	Kabeza	Gahengeri Cave	Touristic site	536537	9782802	1631 m
044	Musha	Kagarama	Kagarama	Musha Mining Site	Casserite extraction	538020	9787241	1626 m
045	Musha	Nyabisindu	Bwiza	Touristic Site	On the side of Lake Muhazi	538237	9792560	1474 m
046	Fumbwe	Nyamirama	Cyarutabana	Nyirafumbe Mount	Touristic site	530021	9793158	1825 m

**Appendix 4:** List of Participants on Interview for Rwamagana Potentialities Assessment  
(05<sup>th</sup>/11/2012)

No	NAMES	Post	Tel	E-mail
1.	Assimwe Candidah	Director of Administration	0788596782	assycandidah2000@yahoo.com
2.	BIZIMANA Maurice	Headmaster icyizere VTC	0788505600	icyizerecentre@yahoo.fr
3.	CYUMA J.Claude	Itorero Coordinator		
4.	HABIMANA Jamar	V/P Councilor	0788455776	djamalove@yahoo.fr
5.	HAKIZIMANA Gorette	RSS	0788259820	gogowacu@yahoo.fr
6.	KAGISAGARA Eugene	District Forestry Officer		
7.	KAMANZI Viola	Adm.Ass E/S	0785222522	violakamanzi@yahoo.com
8.	KANGABE Albertine	Social Welfare & Protection	0788868230	albertineka79@yahoo.fr
9.	KAYIRANGA J.Paul	Director of Planning	0783462851	p2kange@yahoo.fr
10	MUBERWA Jerome	MIDIMAR	0788443663	ibigangu@yahoo.fr
11	MUHONGAYIRE Yvonne	V/M Social	0788532689	yvonnemuho@yahoo.com
12	MUHONGERWA Beatrice	Local Finance Inspector	0788433546	buri77@yahoo.com
13	MUKIZA Moise	District Coop. Officer	0788568695	mukizaruziguramoise@yahoo.fr
14	MUNYANDINDA Emmanuel	DDP Consultant	0788309034	emunyandida@yahoo.com
15	MUNYANEZA Pascal	Budget Manager	0788225985	pascalmunyaneza@yahoo.fr
16	MUTAGANDA Ally	Local Revenue Officer	0788757848	mutharry@yahoo.fr
17	MUTAREKWA Jeannette	Accoumpt.MUSA	0788217045	mutijanet@gmail.com
18	MUTIGANDA Francisce	V/M FED	0788454535	franciscamutiganda@yahoo.co.uk
19	MWITENEZA Godelive	Gender & Family Promotion Officer	0788467919	mwitenezaga@yahoo.com
20	NDUJANA YEZU Pascal	Procurement Officer	0788792214	npascal7@yahoo.fr
21	NGABONZIZA Deodatus	Infrastructure Officer	0788492135	datus8@yahoo.fr

22	NGABONZIZA Emmy	Director of Finance	0782486524	nziza1981@yahoo.com
23	NGIRABAKUNZI Octavien	District Environment Interne	0788698007	ngiraoctavian@gmail.com
24	NIYITANGA J.D	District Veterinary Officer	0788629984	niyojado@yahoo.fr
25	NYAKABEREGE Anastase	Archivist	0788444468	nyakanastal@yahoo.fr
26	NYIRANEZA Verediane	Public relation Officer	0788830453	vedina2006@yahoo.fr
27	RWEMA Musa	Youth officer	0728466546	rwemam@yahoo.fr
28	SEMAFOTORA Gaspard	Financial Service Secretary	0788491665	gaspardseba@yahoo.fr
29	SIBITI Tom	RLDSF District Eng.	0788681880	sibititom@yahoo.com
30	UKIZURU Innocent	Agronomist	0788845669	ukizurui@yahoo.fr
31	UKOBIZABA J.Maurice	Legal Officer	0788789457	ukobizaba12079@yahoo.fr
32	UWIMANA Jacqueline	Logistic	07884444252	uwimanajacqueline@yahoo.com
33	UWIMANA Pierre	In Charge of M&E	0788832446	uwimapeter@yahoo.fr
34	ZAMU Daniel	Education Officer	0788835753	zamudaniel@yahoo.fr

Appendix 5: List of Participants on FOCUS GROUP DISCUSSION (06<sup>th</sup>/10/2012)

No	NAMES	Post	Tel	E-mail
1.	Assimwe Candidah	Director of Administration	0788596782	assycandidah2000@y ahoo.com
2.	BIZIMANA Maurice	Headmaster Icyizere VTC	0788505600	icyizerecentre@yaho o.fr
3.	CYUMA J.Claude	Itorero Coordinator		
4.	HABIMANA Jamar	V/P Councilor	0788455776	djamalove@yahoo.fr
5.	HAKIZIMANA Goretti	RSS	0788259820	gogowacu@yahoo.fr
6.	KAGISAGARA Eugene	District Forestry Officer		
7.	KAMANZI Viola	Adm.Ass E/S	0785222522	violakamanzi@yahoo .com
8.	KANGABE Albertine	Social Welfare &Protection	0788868230	Albertineka79@yaho o.fr
9.	KAYIRANGA J.Paul	Director of Planning	0783462851	P2kange@yahoo.fr
10. K	KIBUKAYIRE Esperance	E/S of Councilor	0788757458	espekibus@yahoo.fr
11.	MUBERWA Jerome	MIDIMAR	0788443663	ibigangu@yahoo.fr
12.	MUHONGAYIR E Yvonne	V/M Social	0788532689	yvonnemuho@yahoo. com
13.	MUHONGERW A Beatrice	Local Finance Inspector	0788433546	Buri77@yahoo.com
14.	MUKIZA Moise	District Coop. Officer	0788568695	mukizaruziguramoise @yahoo.fr
15.	MUNYANDIND A Emmanuel	DDP Consultant	0788309034	emunyandida@yahoo .com
16.	MUNYANEZA Pascal	Budget Manager	0788225985	pascalmunyaneza@y ahoo.fr
17.	MUSHAIJA Geoffrey	Executive Secretary	0788462645	mushgeoff@yahoo.co m
18.	MUTAGANDA Ally	Local Revenue Officer	0788757848	mutharry@yahoo.fr
19.	MUTAREKWA Jeannette	Accoumpt.MUS A	0788217045	mutijanet@gmail.co m
20.	MUTIGANDA Francisce	V/M FED	0788454535	franciscamutiganda@ yahoo.co.uk
21.	MWITENEZA Godelive	Gender &Family	0788467919	mwitenezaga@yahoo .com

		Promotion Officer		
22.	NDAYISABA Jonas	District Health M&E		
23.	NDUWAYEZU Pascal	Procurement Officer	0788792214	npascal7@yahoo.fr
24.	NGABONZIZA Deodatus	Infrastructure Officer	0788492135	datas8@yahoo.fr
25.	NGABONZIZA Emmy	Director of Finance	0782486524	nziza1981@yahoo.com
26.	NGIRABAKUNZI Octavien	District Environment Interne	0788698007	ngiraoctavian@gmail.com
27.	NIYITANGA J.D	District Veterinary Officer	0788629984	niyojado@yahoo.fr
28.	NYAKABEREG E Anastase	Archivist	0788444468	nyakanasta1@yahoo.fr
29.	NYIRANEZA Verediane	Public relation Officer	0788830453	Vedina2006@yahoo.fr
30.	RWABISHEMA Eric	Biogas	0788485847	rwaric@yahoo.fr
31.	RWEMA Musa	Youth officer	0728466546	rwemam@yahoo.fr
32.	SEMAFOTORA Gaspard	Financial Service Secretary	0788491665	gaspardseba@yahoo.fr
33.	SIBITI Tom	RLDSF District Eng.	0788681880	sibititom@yahoo.com
34.	UKIZURU Innocent	Agronomist	0788845669	ukizurui@yahoo.fr
35.	UKOBIZABA J.Maurice	Legal Officer	0788789457	Ukobizaba12079@yahoo.fr
36.	UWIMANA Jacqueline	Logistic	0788444425 2	uwimanajacqueline@yahoo.com
37.	UWIMANA Pierre	In Charge of M&E	0788832446	uwimapeter@yahoo.fr
38.	ZAMU Daniel	Education Officer	0788835753	zamudaniel@yahoo.fr

## Appendix 6:.BIG INDUSTRIES

N°	Destination	Name of industry	Location/Secton
1	Fer à beton processing	STEEL RWA	Munyiginya
2	Dishing, crushing of stone and purchase of sand and concassé	East Civil Engineering Ltd	Mwurire
3	Rice processing	RWAMAGANA RICE	Kigabiro

## Appendix 7: SMALL AND MEDIUM INDUSTRIES

N°	Destination	Name of industry	Sector
1	Coffee	Koperative y'Abahinzi ba Kawa ya Bicumbi (KOPAKABI)	KARENJE
2	Banana wine processing and purchase	Urwengero Soma wumve	KARENJE
3	Banana wine processing and purchase	Entreprise AGASHINGURACUMU	MUYUMBU
4	Banana wine processing and purchase	Koperative IHUMURE	KIGABIRO
6	Gutunganya no Gucuruza Imbaho zo kubaka	Atelier Samuel Gakwaya	KIGABIRO
7	Art(Ububoshiyi bw'Uduseke, Amaplateux n'Amaherena	Agaseke k'Urukundo	KIGABIRO
8	Gukora Amadivans, Ububati, Ibitanda, Inzugi n'Amadirishya mu mbaho	Cooperative IGIHOZO	KIGABIRO
9	Gukora Inkweto n'Imikandara mu mpu	Association des Handicapés Coordonniers de Rwamagana (AHCR)	KIGABIRO
10	Gucukura no Kugurisha amabuye yo kwubaka, gukora Gravier n'Umucanga	Entreprise NTIBIZERWA Celestin	MUHAZI
11	Kubumba amatafari n'amategura no Kuyagurisha.	Entreprise Nsanzabantu Védaste	MUHAZI
12	Gucukura no Kugurisha Amabuye y'Agaciro (Gasegereti)	Rwanda Minerals Mining (R.M.M) Musha	MUSHA
13	gutonora kawa z'ibitumbwe	MCAC	MUYUMBU
14	gutonora kawa z'ibitumbwe	COOPERATIVE IMBARUTSO,	MUYUMBU
15	gusya ibigori	COOPERATIVE IMBARUTSO,	MUYUMBU
16	gutonora kawa z'ibitumbwe	ABURWAGASABO	FUMBWE



17	gutonora kawa z'ibitumbwe	KOPAKABI	KARENGE
18	gutonora kawa z'ibitumbwe	NYAMATETE COFFE	KARENGE
19	gutonora kawa z'ibitumbwe	RMC(Rwanda mild Coffee)	KARENGE
20	gutonora kawa z'ibitumbwe	Musha coffe	MUSAHA
21	gutonora kawa z'ibitumbwe	VISION COFFEE	NYAKARIRO
22	Gukora bisuit mu bijumba		KARENGE

## Appendix 8: ROADS IN POOR CONDITIONS

<b>N0</b>	<b>Road</b>	<b>KM</b>
1	RWAMAGANA-MUNYAGA	15KM
2	KADASUMBWA-FUMBWE-GASABO	19.2KM
3	RUGENDE-JURU	9KM
4	NYAGASAMBU-NYARUBUYE	14KM
5	KARANGARA-GATI	9KM
6	MWURIRE- BUSHENYI	8KM
7	RUBONA-CYARUHOGO	4KM
8	SOVU-NAWE-BICUMBI	14KM
9	RUNYINYA-NYAGASAMBU	8KM
10	GAHENGERI-NZIGE	14KM
11	MUHAZI-GISHARI-MUNYIGINYA	17.3KM
12	RWAGAJU-RWIMBOGO	11KM
13	NZIGE-NYAMATETE-KARENGE	13.5KM
14	RUGENDE-KARENGE	23KM
15	NZIGE-KARENGE	9KM
16	GAHIZA-MURAMBI	4KM
18	RUBONA CENTRE- LAC MUGESERA	7 KM
19	SUMO-GAHENGERI	8KM
	<b>TOTAL</b>	<b>200KM</b>

**Appendix 9: REFERENCES**

- DHS, 2010
- EICV3 Thematic Reports, 2011
- EICV3, Districts tables, 2011
- MINEDUC: Rwanda Education Statistics, 2012
- Rwamagana District Annual Report, 2012
- Rwamagana District EDPRS Self-Assessment, 2011
- [www.rwamagana.gov.rw](http://www.rwamagana.gov.rw)

**Appendix 10: RWAMAGANA POTENTIALS VIEWS (7-8TH NOV, 2012)**

**1. RWAMAGANA POTENTIALS VIEWS (7-8TH NOV, 2012).**

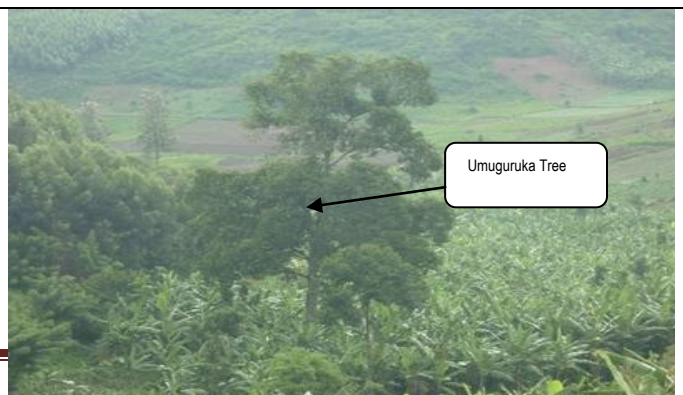


**Houses of Chief Rwabutogo, Kigabiro sector, Cyanya cell, Kabeza village**





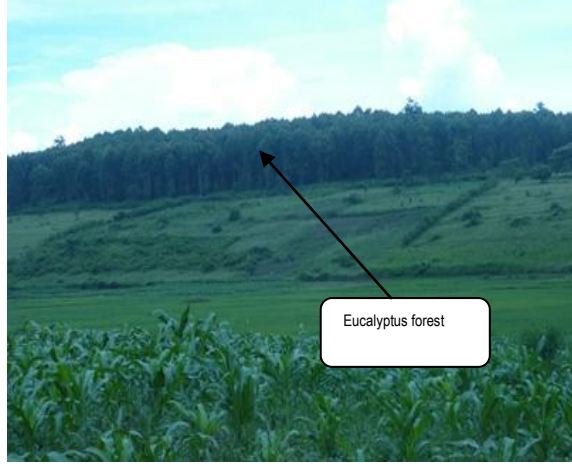

**AGAKIRIRO site, Kigabiro sector, Cyanza cell, Kabuye Village**

**Cyaruwego Marshland, in Kigabiro Sector, Sovu cell, Rudashya village**



**Urufunzo, in Munyaga Sector, Mataba cell**

**Umuguruka tree, in Munyaga sector, Nkungu cell,**

	<p>Mataba village, where died King Ruganzu Bwimba</p>
	
<p>Mugesera lake, in Munyaga Sector, Nkungu cell, Mataba village</p>	<p>Muhazi lake, in Musha sector, Nyabisindu cell, Bwiza village</p>
	
<p>Regenerated forest of Zinga, in Munyaga sector, Zinga cell</p>	<p>Kaolin (ingwa) de Kabingo, in Munyaga sector, Rweru cell, Mubuga village</p>





Ubuwumo bwa Munyaga, in Munyaga sector, Rweru cell, Mubuga village

Utubindi twa Munyaga



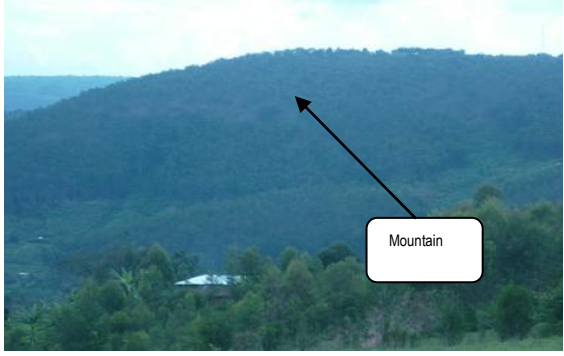


Stones transformation factory, in Mwurire sector, Bicumbi cell, Bicumbi village



Mining in Nyamatete, in Karengwe sector, Nyamatete cell, Mutabo village

Ubuwumo bwa Gahengeri, Caves where people for praying, in Gahengeri sector, Gihumuza cell, Kabeza village

	
<p>Mining in Musha sector, Kagarama cell, Rwiza village</p>	<p>Disused Pulley for underground mining in Musha sector, Kagarama cell, Rwiza Village</p>
	
<p>Fumbwe Mountain</p>	