

Stronger together

A Collection of Essays
on Rising **Rwanda** &
Strategic Partnership
with **India**

Edited by
Abhilash Puljal & Pranjal Sharma





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Message from the
Honourable (Dr.) Vincent Biruta

Minister of Foreign Affairs and
International Cooperation
Government of Rwanda

For the First Edition



[Republic of Rwanda](#)
Ministry of Foreign Affairs
and International Cooperation



MESSAGE

Distinguished readers,

It is a pleasure and honour for me to have this opportunity to write a word in this book that not only speaks of Rwanda from an Indian perspective but also highlights briefly the relations between Rwanda and India, and the connection between both of our people.

India and Rwanda have historical and strong relations. It is around the early 20th Century that the first Indians, on a merchant mission, arrived in Rwanda and started bartering with Rwandans.

They loved the country, settled, and some became full Rwandan citizens from then. We shared the best of our glorious times, as well as the bitterest moments of our history.

The Government of the Republic of Rwanda will always cherish the role India played in the first days of the period that followed the end of the Genocide against the Tutsi in Rwanda. Indeed, Rwanda benefited from Indian commodities and equipment that helped in rebuilding the country that was destroyed to the ashes by a genocidal regime in 1990-1994.

The economic and political cooperation between Rwanda and India is one of the fast growing bilateral relations that Rwanda enjoys, and the footprint of the role of India in Rwanda's economic recovery has been so important.

This book has the privilege of having been written by mostly Indian people and it portrays the factual representation of Rwanda before and after the Genocide against the Tutsis. I have no doubt that its impact on the reader's mind will leave a sense of curiosity and will instil in many, who have not yet seen this country, a desire to come and witness the beauty, the harmony and the life that blossomed throughout the years.

Let me particularly thank all the authors who put their efforts in publishing such an informative piece of writing.

The India-Rwanda Friendship Association has evidently contributed to the realization of this good work. We are fully grateful for their enthusiasm to bring and keep warmth in the people to people relations.

The launch of this book coincides with an important moment when Rwanda is proudly hosting the Commonwealth Heads of Governments Meeting (CHOGM) 2022. The book contributes to one of the main points of the CHOGM 2022 theme - "Delivering a common future: Connecting, innovating, transforming".

Thank you all!

(Dr.) Vincent Biruta

Message from the
Honourable V. Muraleedharan

Minister of State for External Affairs &
Minister of State for Parliamentary Affairs
Government of India

For the First Edition

वी. मुरलीधरन
V. Muraleedharan



विदेश राज्य मंत्री एवं
संसदीय कार्य राज्य मंत्री
Minister of State for External Affairs &
Minister of State for Parliamentary Affairs
Government of India



MESSAGE

I am delighted that this publication on India-Rwanda relationship by India-Rwanda Friendship Association is being released during CHOGM 2022. The publication covers several important areas of bilateral relationship between the two countries.

India and Rwanda share cordial relations which is evident from broad cooperation at all levels, be it Government, business or people to people level. The bilateral relations have received fresh impetus under the visionary leadership of both the countries.

Rwanda has in the recent years witnessed strong economic growth, thereby creating new business opportunities. As Rwanda strives towards the path of development and prosperity, India stands with Rwanda as a close and reliable development partner.

I am delighted to note that the strength of Indian Diaspora has grown exponentially in recent years. It is important to nurture this for the benefit of both the countries.

I wish India-Rwanda Friendship Association all success in further contributing to the bilateral relationship and people to people ties.

(V. Muraleedharan)

Foreword by

H.E. Ms. Jacqueline Mukangira

High Commissioner of the Republic of Rwanda to India

For the First Edition



**HIGH COMMISSION OF THE REPUBLIC OF RWANDA
NEW DELHI**

Ms. Jacqueline MUKANGIRA



**High Commissioner of the
Republic of Rwanda to India**

Foreword

Of all things in anyone's career, a legacy imprinted in a piece of writing like this, timeless, memorable, is one of the best artifacts that brings inner joy. For more than two decades now, the relationship between Rwanda and India has gone milestones in many sectors of bilateral relations, and it is projected to grow even higher. One of the beautiful fruits that grew from this relation is the birth of the India Rwanda Friendship Association, IRFA in abbreviation, which has championed this piece of writing we are reading:

Strengthening Rwanda – India Relationship

It is a nicely compiled group of essays that speak of Rwanda in its main and important sectors of life, and the authors have been carefully selected to highlight the intrinsic object of the matter under study. Furthermore, the type of writing reflects a simple and limpid literary style that will enable any reader to grasp easily the reality of Rwanda as a country and people.

During my tenure, I have joyously been witnessing of a bilateral friendship of our two countries that is anchored on a strong bond between His Excellency President Paul Kagame of Rwanda and Honourable Narendra Modi, Prime Minister of India. This upper connect has evidently a multiplying effect and permeates through the ordinary people of our two friendly countries. In fact, Indian people have been Rwanda's nice hosts since a century or so; many have elected domicile in the country of a thousand hills, have intermarried with Rwandans, and many have acquired Rwandan nationality. How then, a people-to-people connection and friendship would not be? There is no way.

Dear Readers,

There are many reasons to be proud of when it comes to the relations between Rwanda and India.

The bilateral relations between India and Rwanda have been growing stronger and stronger over the years. It is in 1999 that Rwanda officially opened its Mission in New Delhi and posted a Charge' d' Affaires. The first Rwanda's resident Ambassador was appointed in New Delhi in 2001.

The relations reached a new height in January 2017 with the first ever official visit of the Head of State of Rwanda to India at the invitation of Prime Minister Narendra Modi to participate in the Vibrant Gujarat Global Summit. During the bilateral meeting, the President of Rwanda and the Prime Minister of India agreed to raise the relations between Rwanda and India to strategic level partnership.

The bilateral cooperation between India and Rwanda has grown to cover a broad range of areas including development cooperation in infrastructure, agriculture, energy, education, training and capacity building. It has expanded beyond development cooperation to include Defence and Security, Health, Culture Exchange and Institution to Institution collaboration.

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**HIGH COMMISSION OF THE REPUBLIC OF RWANDA
NEW DELHI**

Importantly, since 2018, India has opened a resident Mission in Kigali and the High Commission is fully operational with the first High Commissioner. This is a very important step in strengthening bilateral relations between the two countries.

Similarly, the reciprocal visits on the high level of both countries' leadership have in many ways cemented the excellent relations. H.E. Paul KAGAME, President of the Republic of Rwanda has visited India five times during his tenure. In December 2002, The President visited India and received an Honorary Doctorate from Vellore Institute of Technology. President Paul KAGAME again visited New Delhi in January 2009 to participate in the India-Africa Business Forum organised by the Federation of Indian Chamber of Commerce and Industry, as the Chief Guest. He visited New Delhi in November 2014 to participate in the India Economic Forum. During the Visit, the President met the Hon'ble President of India Shri Pranab Mukherjee. In January 2017, H.E Paul Kagame, The President of Rwanda held the first ever Official visit to India and participated in the Vibrant Gujarat Summit held in Gandhinagar, Gujarat. He also met and held fruitful bilateral meeting with Prime Minister Rt. Hon. Narendra Modi. In 2018, H.E The President of Rwanda visited India again to participate in the International Solar Alliance Summit (ISA). He met and held bilateral discussions with Rt. Hon. Narendra Modi. On the Indian side, The Rt. Hon. Narendra Modi, Prime Minister of India, visited Rwanda in 2018 where he met, HE Paul Kagame, President of Rwanda. Shri Narendra Modi also donated two hundred cows to the neediest Rwandans in the District of Bugesera, Rweru Village. Since the outbreak of the Covid-19 pandemic, international travels have been affected and the world turned completely to the virtual mode of interactions.

Rwanda's President HE Paul Kagame and India's Prime Minister Rt. Hon. Narendra Modi have also used the new way of communication to nurture the existing excellent relations. Indeed, on 13th April 2021, HE Paul Kagame, President of Rwanda participated virtually in the inauguration of the Raisina Dialogue 2021. Along with Rt Hon Narendra Modi, HE Paul Kagame delivered a speech of inauguration of the event.

There is also quite a big number of reciprocal visits between the Executives of Rwanda and India. During many of those visits, a good number of agreements have been signed between Rwanda and India. In February 2017, a delegation of India led by former Vice President of India, Hon. Hamid Ansari visited Rwanda and held bilateral talks with the top leadership. Reciprocally, in July 2018, Hon. Bernard Makuza, the then President of Senate of Rwanda, led a visiting delegation to India. The recent visit to Rwanda by Indian high official is that of Hon. V. Muraleedharan, the Minister of State for External Affairs and Parliamentary Affairs of India, in November 2021.

This said, all gratitude goes to the authors of this book.

Members of the association of India-Rwanda Friendship have given a lot to have this work done. Individually, without naming their names as I don't intend to disturb the reader's curiosity, I acknowledge the good work accomplished through sustained research to know better the history and current issues of Rwanda and put every detail they have in this concise piece of writing. Similarly, and to give the book an India-Rwanda symbiosis, three good essays have been produced by three Rwandans who wrote with a sense of precision. Their expertise in their fields of work will benefit any reader eager to understand Rwanda's intricate pre and early post Genocide era. The reader will also be excited to discover Rwanda's recovery and growth after the abysmal destruction and Genocide against the Tutsi in 1994. Finally, thanks go to the designing team of this book. Together with the editorial group, they have worked perfectly to give an attractive look to this work.

Long live Rwanda! Long live India!

Jacqueline MUKANGIRA
High Commissioner

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Message from

Mr. Munish Gupta

President, India Rwanda Friendship Association

For the First Edition



Munish Gupta



President

It gives me immense pleasure that the India-Rwanda Friendship Association (IRFA), a trust duly registered in India, has begun to blossom with the blessings of peoples and governments of both countries. It is the objective of IRFA to enhance and expand people-to-people and business-to-business engagement, thereby catalyzing a growth in understanding of our cultures, sharing of technology & innovation, improving trade & investments, and stimulating growth and prosperity. We are beginning to see a growing interest from individuals, companies and institutions to join the IRFA platform.

India and Rwanda have become strategic partners after demonstrating their countries are stellar examples of democracy and socio-economic impact development. The two nations have risen from colonialism and overcome challenges of partition and genocide. India and Rwanda continue to take long strides towards alleviating poverty & hunger, providing education, taking bold public health initiatives, and working on gender equality and women empowerment. The current visionary leaders of India and Rwanda are pathbreakers in transforming their nations.

Having chosen to bring out the first publication timed with Chogm 2022 in Kigali, Rwanda, IRFA has republished a second version of the book with updates made to enrich chapter. We hope to share our perspectives and synergies with 50 other nations at a time when the world needs to act together for sustainable development, shared prosperity and peace.

Please do take a minute to visit us at www.irfa.org.in.

Best wishes,

Munish Gupta

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Abhilash Puljal is a trained social scientist, a trade strategy and private sector development specialist and a certified management consultant with an entrepreneurial spirit. He has over two decades of experience advising public and private sectors, multilaterals and industry associations in conceptualising and implementing sustainable ventures, developing business strategies, interpreting and advising on policy and regulatory matters across agriculture, renewable energy, healthcare and education verticals. He is passionate about developmental issues affecting the Global South and is working actively on the South-South development concept by connecting sustainable technologies and building efficient capacities for Small Medium Enterprise (SME) businesses of middle and low-income economies of Africa and Asia. He has a multidisciplinary educational background with two postgraduate degrees in Development Management and International Business from the London School of Economics and Political Science, London and University of Sydney, Sydney respectively. His undergraduate degree is in Management with a minor in Politics from DePaul University, Chicago. He also read briefly as an exchange student at the Plekhanov Russian Academy of Economics, Moscow.



ANOOP BOSE

Anoop Bose is an internationally reputed senior lawyer practising in the Supreme Court and various High Courts and Tribunals in India. He has been closely associated with several topmost Indian corporates like Tata Sons Ltd., Reliance Industries Ltd., ITC Ltd., ICI India Ltd. and Hindustan Unilever Ltd. as a lawyer and advisor. He addressed a select gathering of MPs and other eminent persons in the House of Lords in February, 2009 and was awarded the prestigious "Ambassador of Peace Award". In April, 2009, he was also invited to the House of Commons. He has addressed the Chatham House and the Universal Peace Federation in London. He is an avid debater, public speaker, writer, broadcaster, telecaster, artist, painter, sculptor, actor, music critic and filmmaker. He is also an indefatigable lover of western classical music and has one of the largest private collections of western classical music in India.



DR. JEAN DAMASCÈNE BIZIMANA

Dr. Jean Damascène Bizimana is a PHD in Law from Toulouse University in France and holds a bachelor's degree in philosophy. He is currently serving as the Minister of National Unity and Civic Engagement since August 2021. Prior to this, he has served as an Executive Secretary, National Commission for the Fight Against Genocide (CNLG), Rwanda since 2015. From 2011-2015, he was a senator in the Parliament of Rwanda, Head of Committee on Foreign Affairs, Cooperation and Security. He was also a lecturer in the National University of Rwanda in charge of International Law from 2009-2011. He has served as the vice-chairman, researcher, investigator, and a report writer in the Independent Commission in charge of investigation on the plane crash of Falcon 50 which took place on 6 April 1994 at Kigali. Moreover, he was the member of the National Independent Commission in charge of investigating the role of France in the Tutsi genocide of 1994 perpetrated in Rwanda. He has also served as the Director of the project Law/Justice/Support to the Civil Society at RCN Justice & Democracy, Belgian Non-Government Organisation (NGO) in the domain of support to post-genocide justice in 2005-2006. Before this in 2004-2005, he was a lecturer in Kigali's Independent University in charge of International Public Law, International Development Law, International humanitarian Law.



DR. USTA KAITESI

Dr. Usta Kaitesi is the Chief Executive Officer of the Rwanda Governance Board (RGB). She is also a commissioner in the Rwanda Law Reform Commission. Kaitesi previously served as the Deputy Chief Executive officer of the RGB, the Principal of the College of Arts and Social Sciences of the University of Rwanda and served in different capacities at the UR law school. She was the Vice Chairperson of the technical support commission to the Parliament of Rwanda for the Review of the Constitution of the Republic of Rwanda in 2015. Kaitesi was a member of the Rwanda Bar Association and the East African Law Society. Dr Kaitesi holds a PhD in Law from the University of Utrecht, the Netherlands, a Master of Laws from the University of Ottawa, Canada and a Bachelor's degree from the then National University of Rwanda. She has published in the areas of law, human rights and gender including the book entitled *Genocidal Gender and Sexual Violence: The legacy of the IC TR, Rwanda's ordinary courts and Gacaca courts*. She oversees RGB's flagship research products, that is the Rwanda Governance Scorecard and the Citizen Report Card. She has served on different Boards of Directors and Advisory Boards both locally and internationally.

Author Profiles



MOHAN SURESH

Mohan Suresh is the Honorary Consul of the Republic of Rwanda in Karnataka, and Managing Director of Technospark Industries India (P) Ltd., Bangalore, India. He specialises in the manufacture and export of Pickling Line equipment to steel Industries for over three decades. Mr Suresh has contributed to the continuous growth of the bilateral relations between India and Rwanda in the fields of Infrastructure, Agriculture, Education and Healthcare. He has organised and led many business delegations comprising of high-level businessmen to Rwanda to enable them to identify and explore investment opportunities and co-ordinated in setting up of many new business ventures. These ventures are growing successfully over the years with mutual co-operation of the Indian and Rwandan Governments.



MUNISH GUPTA

Munish Gupta is an international journalist turned media entrepreneur, a well-known leader of the Indian diaspora movement and a staunch proponent of India's role as a development partner to Africa and other emerging nations. He is currently Chairman of PIO TV Pvt Ltd, President of The Foreign Correspondents' Club of South Asia, Vice President of PIO Chamber of Commerce & Industry, and, President of India Rwanda Friendship Association. Munish travels and lives between USA, Africa and India.



PHILIP LUCKY

Philip Lucky is the Head of Investment Marketing Department at the Rwanda Development Board, a government institution in charge of accelerating economic growth and development of the country, where he is tasked with aligning RDB's strategic priorities with the National Vision and driving interventions to attract more investments into the country. Prior to that, Philip served in different capacities at the RDB, including Division Manager, Investment Promotion department, Director Global Investment Promotion and Senior Investment Promotion officer.



PRAKASH JAIN

Prakash Jain is the Honorary Consul General of Rwanda in Maharashtra and Founder-Chairman of Inspira Group. He did his initial schooling in Mumbai & completed BE (Telecommunication) from Pune University in 1973. Soon after he left for the USA to pursue MS (Computer) at NYU (New York University). He worked with companies like Johnson Control, Data General & Xerox Corporation to gain job experience. In Jan 2010, Inspira was incorporated as a third greenfield IT Services company. Over the last nine years, Inspira established itself as a leading digital transformation company in India with a focus on cyber security and has a global presence across several verticals. Inspira provides cyber security and digital transformation services and has executed large cyber security transformation projects, infrastructure, and digital transformation projects for some of the largest institutions in India.



PRANIDHI SAWHNEY

Pranidhi Sawhney is a development economist and a public policy enthusiast focusing on international trade, regional integration, investment promotion and value chain development. Her work primarily focuses on Aid for Trade programmes under the South-South Development concept in which she has been responsible for identifying technical barriers to trade from an economic perspective. She also conducts in-depth research for drafting national export strategies and development policies, evaluates information using statistical tools, analyses value-chains of various sectors, traces trade patterns, maintain and update data repositories/on-line databases, assesses import-export structures and conducts both qualitative and quantitative research on investment landscape focusing on Africa and Asia. Pranidhi is a postgraduate in Development Management from the London School of Economics and Political Science and an undergraduate in Economics from the University of Delhi.



PRANJAL SHARMA

Pranjal Sharma is an economic analyst, advisor and writer based in New Delhi, India who focuses on technology, globalisation and media. Pranjal has written and edited books, reports and papers on economic development. His latest book is *India Automated: How the Fourth Industrial Revolution is Transforming India* published by Pan Macmillan. The preface has been written by Peter Voser, Chairman of the Board, ABB Ltd. This follows his previous book *Kranti Nation: India and The Fourth Industrial Revolution*. Prof Klaus Schwab, Founder, World Economic Forum, wrote the preface for the book. Pranjal is a frequent speaker at events run by leading chambers of industry on policy advocacy and leads public discourse at several platforms in India and abroad. He served as a member of the Global Agenda Council at WEF for eight years. He is now a member of WEF's Expert Network. He is visiting and guest faculty at post graduate schools. Previously was the Editor of Bloomberg TV in India. He writes opinion pieces for Business Standard newspaper, The Sunday Guardian newspaper among other publications. He is a regular speaker on news TV debates on economy and globalisation.



PROF. RAMA RAO BOKKA

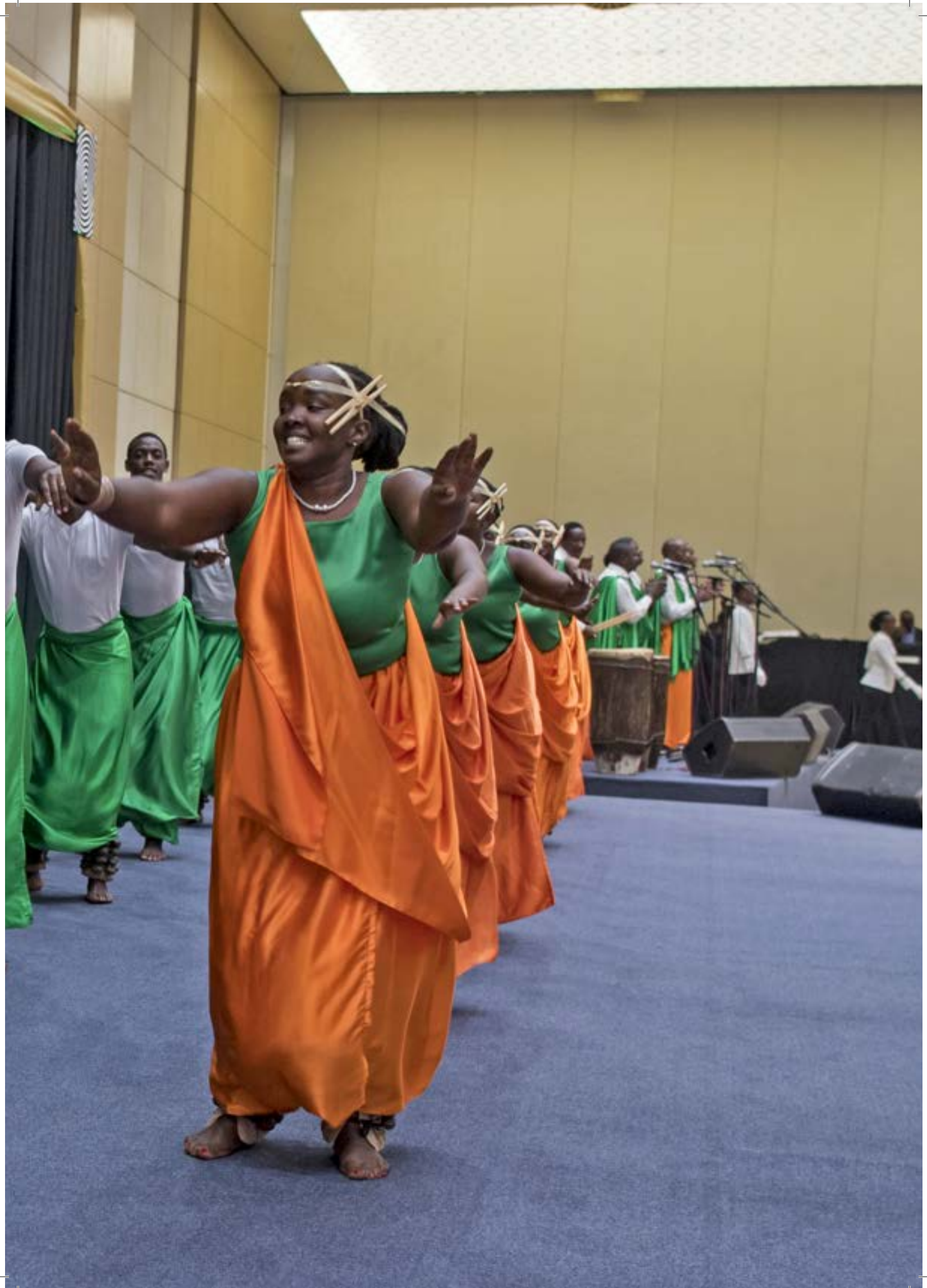
Prof. Rama Rao Bokka is an Emeritus Professor of Management for Life in the College of Business and Economics, University of Rwanda. He has been recognised for his 22 years of dedication to crisis management, rejuvenation and take-off of management education in Rwanda. Prof. Rama played a key role in the team that depicted Rwanda on the specialty coffee market by promoting the Maraba Coffee. He was founding Editor-in-Chief of the Rwanda Journal of Social Sciences, Humanities and Business. He holds a Master's degree and PhD in commerce and management studies from Andhra University. Prof. Rama is a specialist in transport, business planning, strategy, and corporate governance. He has served in the positions of the Head of Department, Vice-Dean and Dean of the Faculty of Economics and Management, Dean of the School of Tourism and Hospitality Management, and the Director of Post-Graduate Studies.



RUDRA CHATTERJEE

Rudra Chatterjee is the Honorary Consul of Rwanda, representing West Bengal, Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, and Tripura. Professionally, he's the Managing Director of Luxmi Tea, renowned for producing 30 million kg of tea from 25 Indian estates and collaborating with Silverback Tea in Rwanda, where Makaibari in Darjeeling is celebrated for its organic teas. Rudra is also the Chairman of Obeetee, an old Indian home furnishings company incorporated in the USA, crafting furniture through the UK-based Manor and Mews. He's a director at Luxmi Township, focused on sustainable urban townships in India. His leadership roles include serving as President of the Indian Chambers of Commerce (2018-19) and Chairman of the Eastern Region of FICCI since 2019. He's an independent Director of the West Bengal Industrial Development Corporation Limited and Haldia Petrochemicals Limited, a member of YPO, and has volunteered for the Clinton Global Foundation in New York and the Grameen Bank in Bangladesh. Before his current roles, Rudra worked as a management consultant at Booz Allen Hamilton's New York office, completed his MBA at Columbia Business School, and the AMP program at the University of Oxford. He's also an adjunct faculty at IMI and a guest faculty at IIM Calcutta. He contributes op-ed columns to The Statesman and The Telegraph, is a TEDx speaker, and received the Young Entrepreneur Award from the Chief Minister of West Bengal in 2018.

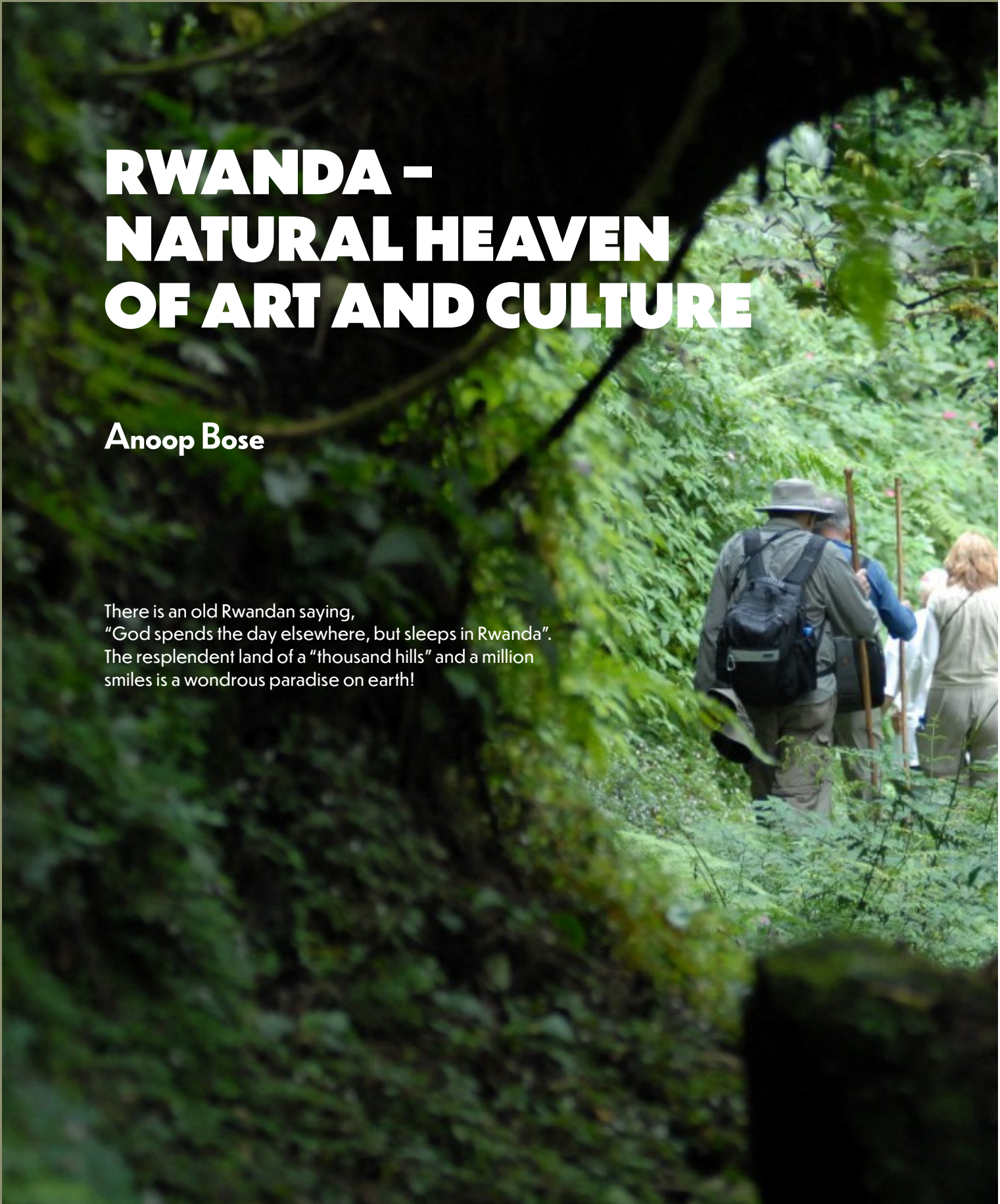




RWANDA – NATURAL HEAVEN OF ART AND CULTURE

Anoop Bose

There is an old Rwandan saying,
"God spends the day elsewhere, but sleeps in Rwanda".
The resplendent land of a "thousand hills" and a million
smiles is a wondrous paradise on earth!





The monumental mathematician and Nobel laureate Dr Albert Einstein aptly pontificated, "Look deep into nature, and then you will understand everything better."

After being corralled by the COVID-19 global pandemic for over two years, we must have perhaps forgotten what looking deep into nature really signifies. This is where Rwanda steps in as a welcome relief to overcome the heavy and weary weight of the debilitating pandemic. Rwanda's spellbinding wildlife, bewitching flora and fauna and breathtaking greenery will vindicate William Shakespeare's timeless words, "One touch of nature makes the whole world kin."



There are 670 bird species in Rwanda out of which Nyungwe Forest, the largest protected mountain rainforest in Africa, is home to 280 bird species like Black-headed Gonoleks, Grey Crowned Storks, Collared Sunbirds, Fischer's Lovebirds, Great Blue Turacos and Handsome Francolins. Within the magical confines of Nyungwe Forest, hiking enthusiasts can follow the Igishigishigi Trail and behold the enticing splendour of more than 1080 plant species and chimps and other species of primates, including the Black and White Colobus monkeys, in their natural arboreal habitats.

Rwanda is a veritable haven for "beringei beringei" Gorillas or Mountain Gorillas in all their enthralling, furry glory described by the internationally acclaimed American primatologist and conservationist Diane Fossey (who valiantly forsook her life to save the Gorillas from extinction) as the "Gorillas

in the Mist” and made popular by the captivating 1988 Hollywood film directed by the celebrated British director Michael Apted and starring the well-known American character actress Sigourney Weaver.

Out of the estimated 1063 Gorillas left in the wild globally, 300 are believed to be residing in the Volcanoes National Park, a stunning stretch of green in the Virunga Mountains.

Similarly, Akagera National Park, which is evocative of scenes straight out of the 1994 Walt Disney film *The Lion King*, abounds in some of the most awe-inspiring animals on the planet, like elephants, zebras, leopards and dark coated antelopes with distinctive humps called Topis (prancing and locking their horns together), who have found a home amongst

the enchanting savannas, dramatic mountains, green grasslands and tree-fringed lakes. In addition the newly introduced lions and Eastern Black rhinos have earned the park its coveted “Big Five” designation!

The spectacular crocodile and hippo free Lake Kivu has plush shores and the surrounding picturesque, tropical vegetation and the rolling hills have transformed it into one of the wonders of Rwanda.

Music, dance and poetry are an integral part of Rwandan culture encompassing historical events, celebrations, rituals, ceremonies, festivals, social gatherings and storytelling. The most famous traditional dance is “Intore”, a vibrant dance consisting of three components - the ballet, performed by



women; the dance of heroes, performed by men; and the pulsating "Ingoma" drums. There is music that gives rise to dance called "Imbyino" and music that is simply for listening called "Indirimbo".

Dance songs performed at the pre-colonial Royal Court of the Mwami gave rise to the dance "Umushagiro", known as the dance of the women, which is danced at a slow tempo with sliding steps. The other category of Imbyino songs is those that give rise to the dance called "Umudiho" in which the feet are stamped on the ground with resonant force. Rwanda has a thriving popular music industry, and the most favoured genres are hip-hop and R&B, often blended with reggae and dance-pop.

I now turn to Rwandan art and literature. Rwanda is noted for "Imigongo", a unique cow dung art, which involves the mixing of the dung with natural soils of various colours and painting into patterned ridges, forming

geometric shapes. Other arts and crafts include pottery and ceramics, painting and wood carving. Rwanda has a strong oral tradition ranging from poetry to folk stories enriched by the venerable philosopher, poet and priest Alexis Kagame.

On the culinary front, lip smacking Brochettes, consisting of meat or fish on skewers, and served with grilled bananas or potatoes, are popular with Rwandans and tourists alike. To savour the feel of a traditional Rwandan market, the ideal venue is the Kimironko market near Kigali. And for a truly Swiss Family Robinson reverie, one can opt for a sumptuous lunch at the idyllic family-owned wooden restaurants on the shores of Lake Kivu!

Rwanda is characterised by its age-old love for tea and its newfound fervour for cricket. The sparkling golden tea from the evergreen slopes of the Nyungwe Forest has an exquisite taste! Visiting a tea plantation



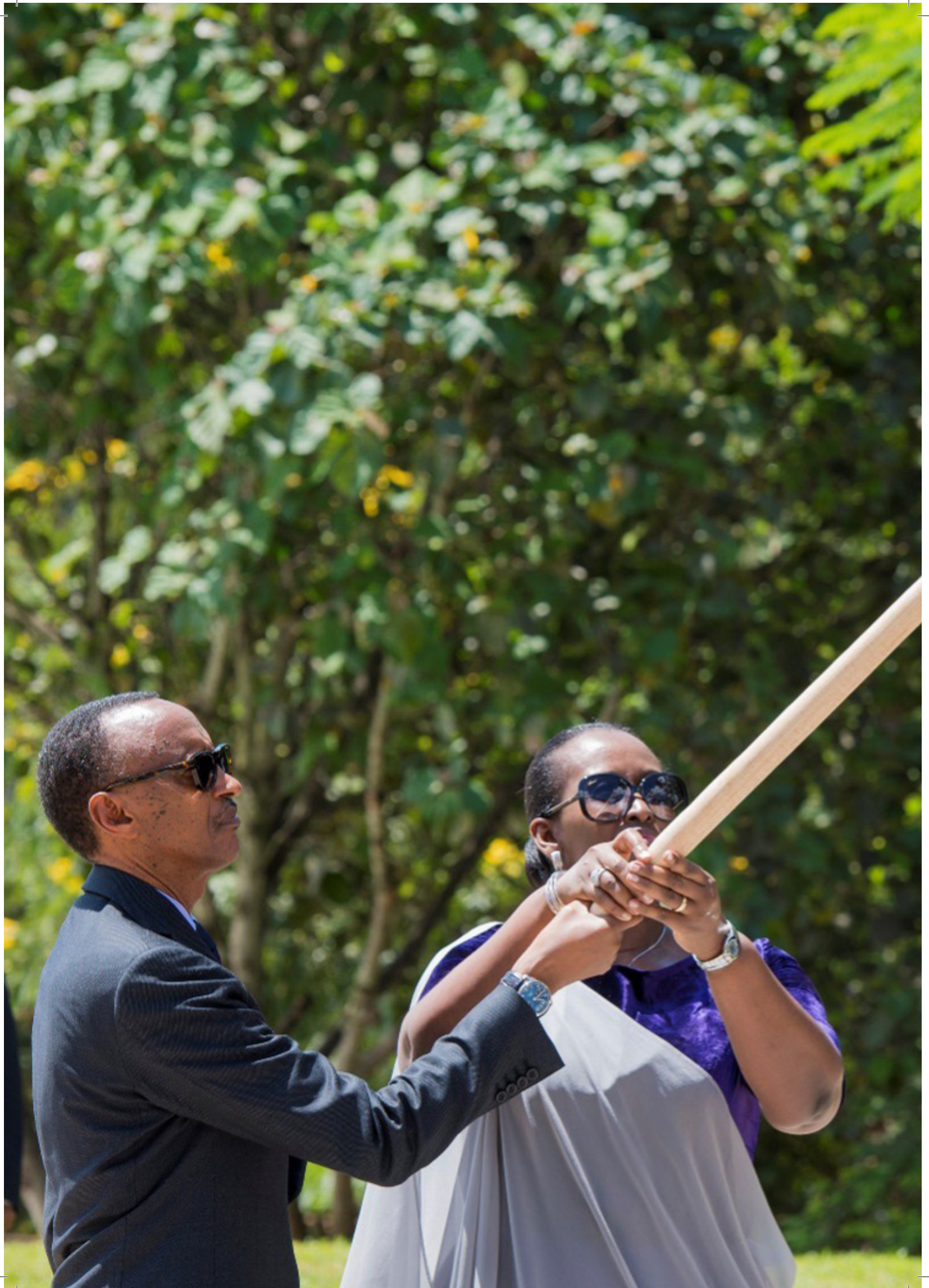


like the famed Pfunda Tea Plantation in the province of Gisenyi will provide a rewarding experience for tea aficionados who can leisurely meander along the tea gardens and witness first-hand the delicate art of tea making. The infant Rwandan cricket team is making steady waves in the realm of international cricket. The Gahanga International Cricket Stadium in Kigali is a truly imposing architectural marvel that virtually replicates the parabolic geometry of a bouncing ball and conjures up the magical topography of Rwanda!

Today, after more than 29 years have passed since the spine chilling and nightmarish 1994 Genocide against the Tutsi, Rwanda has become Africa's comeback kid and the dreams of an awakened nation have come alive under the inspiring stewardship of its towering President Paul Kagame. It has well deservedly earned the adulation and respect of India's charismatic Prime Minister Narendra Modi who visited the country

on a two-day whirlwind mission (he was the first Indian Prime Minister to have set foot on Rwandan soil) in July 2018 and actively participated in the "Girinka" (one cow per family) event in the Rweru Model village outside Kigali gifting 200 cows to poor Rwandan families. Rwanda's capital Kigali is indisputably the cleanest city in Africa and Rwanda today exudes hope and reawakening in the tumultuous times in which we live in an indefinable manner!

I am emboldened to wrap up with the felicitous tribute of Akinwande Oluwole "Wole" Soyinka, the redoubtable Nigerian writer and Nobel laureate, "Given the scale of trauma caused by the genocide, Rwanda has indicated that however thin the hope of a community can be, a hero always emerges. Although no one can dare claim that it is now a perfect state, and that no more work is needed, Rwanda has risen from the ashes as a model of truth and reconciliation."





Chapter 2



GENOCIDE AGAINST THE TUTSI

Dr Jean Damascène Bizimana



April-July 1994, Rwanda experienced a horrible genocide which took away more than a million Tutsi lives. The militaries and gendarmes accompanied by militias from the ruling party scattered throughout the country groomed by the ministers, prefect, burgomasters, exterminating members of the Tutsi ethnic group.

THE MILITIA

One of the strategies used was to set up militia groups of young killers within the Presidential Party. These militias were formed from 1992 in various places including military camps, often in the presence of French soldiers. As early as February 1992, militias played a leading role in the killings of civilians. These massacres were characterised as acts of genocide in 1993 by international organisations, including the United Nations.

Along with the militias, a process of military training and arming of civilians was formed and called "auto-défense civile" or civil self-defence. It was initiated following the advice given to the Rwandan army by a French officer, Colonel Gilbert Canovas during his stay in Rwanda in February 1991. Towards the end of 1993 and the beginning of 1994, the distribution of arms was extended throughout the country. Retired military officers have been appointed to lead this operation.



THE MEDIA

Between 1990 and 1993, the presidential circle set up hate media, increasing publications calling for killings targeting Tutsi. The situation became much more poisonous with the creation Radio Télévision Libre des Mille Collines in April 1993. This radio was the main instrument used to call for the extermination of Tutsis. Investigations carried out by the Belgian Military Prosecution indicate that the United Nations Assistance Mission for Rwanda (UNAMIR) was aware of the preparations for the genocide. Records from the UNAMIR intelligence services make the same observation.



THE CHURCHES

During the genocide, many civilians sought refuge in churches and were killed there, sometimes with the involvement of religious people. Adventist Pastor Elizaphan Ntakirutimana was the first man of the Church convicted and sentenced for genocide by the ICTR. He was joined by priests Emmanuel Rukundo and Athanase Seromba. Seromba's case is outrageous. The Priest of Nyange Parish during the genocide, by means of an excavator, he demolished the church in which more than 2,000 Tutsi were crowded. He was sentenced by the ICTR to life imprisonment.



THE GOVERNMENT

From the morning of April 7, 1994, supporters of Tutsi extermination gathered in the grounds of the French Embassy in Kigali where they were lodged and formed the government which conducted the genocide. Its establishment was led by Colonel Théoneste Bagosora, the architect of genocide, sentenced to 35 years in prison by the International Criminal Tribunal for Rwanda (ICTR). The Prime Minister of the Interim Government, Jean Kambanda, pleaded guilty to genocide and crimes against humanity before the court. He was sentenced by the ICTR to life imprisonment.



THE GENOCIDAL REGIME

Since October 1990, a group of Rwandan refugees, driven from their country since 1959, have returned to Rwanda through an armed conflict. These refugees were the oldest in Africa. France immediately launched successive operations to support the Rwandan regime militarily and politically. In 1990, the Rwandan army failed to stop the progress of the Rwandan Patriotic Front (RPF) even with the support of French contingents.

At each RPF offensive, the French military personnel were reinforced and took an active part in the fighting. They also participated in the tough interrogations of RPF war prisoners. The French Government took charge of massive increase of equipment of the Rwandan Armed Forces (FAR) which in a short time grew from 7,000 to 50,000 men. The French army took from its own stocks to ensure the delivery of arms to Rwanda.

In 1994, when the genocidal forces were losing the battle, France went through the UN and obtained the resolution of 22 June 1994 which established Operation Turquoise. The UN reluctantly and very conditionally authorised this operation, giving France a two-month time limit and forbidding it to constitute itself as "an intermediary force between the parties." But in fact, it was a highly military operation in which France aligned a total of 3,060 men from the best units of its army.



JUDGING THE GENOCIDE

At the international level, the ICTR was created on 8 November 1994 by Security Council resolution 955 with the mission of trying those presumed responsible for acts of genocide and other serious violations of international humanitarian law committed in 1994. In its 20 years of work, the ICTR has indicted 93 people. 61 were convicted and 14 acquitted, 7 are on the run, 2 died before trial and 2 others had the indictment withdrawn. It has been replaced by the United Nations International Residual Mechanism for Criminal Tribunals (IRNCT).

On May 1, 1998, the former Prime Minister, Jean Kambanda, admitted to being guilty of six main accusations: genocide, conspiracy to commit genocide, direct and public incitement to commit genocide, complicity in committing genocide and crimes against humanity. On September 4, 1998, Kambanda was sentenced to life imprisonment, a sentence confirmed on appeal on October 19, 2000. Kambanda became the first accused before an international tribunal to plead guilty to genocide. He acknowledged the existence of the meticulous organisation of the Genocide against the Tutsi, establishing that the atrocities targeting Tutsi were a government policy and not the result of the collateral damage of the armed conflict between the FAR and the Rwandan Patriotic Front (RPF).

THE STATES' COURTS

Most of the genocide organisers fled to foreign countries. There are States which, in the name of universal jurisdiction, have tried and condemned the perpetrators of genocide while there are others which have extradited them or transferred them to Rwanda. In 1994, there was no legal framework in Rwanda that could allow prosecution of genocide perpetrators. The legislator established this law on 30th August, 1996, but only three hundred and thirty people had been tried in 1997 and about six hundred in 1998. At this rate, it was obvious that it would take more than one hundred years to complete the trials.

In response to this situation, the so-called "Gacaca" customary jurisdictions were designed in 2001 as an innovative offering another modality of judgment. The principle was based on a customary rule of participatory justice according to which "Everything works with the population and by the population". That is why the perpetrators were not taken to a courtroom, but to the place where the acts were committed, in order to reconstruct the historical truth. The Judges were selected by the population and empowered to conduct inquiries, to carry out summons, to decide on preventive detentions and pronounce sentences.



MEMORY OF THE GENOCIDE

Since 1994, Rwanda has put in place a memory policy. It especially includes commemorations and the management of memorial sites. More than 200 memorials exist across the country. Rwandans living in the diaspora also made it possible to carry out the recognition of the Genocide of Tutsi. Monuments have thus been constructed in Belgium and in France. Finally, the Rwandan Government has started a process of inscribing four genocide memorial sites as UNESCO World Heritage Sites.

FIGHT AGAINST NEGATIONISM

Since 2015, the Security Council has adopted a clear resolution calling on states to contain denial of the Genocide of the Tutsi. This is Resolution 2150 of 16 April, 2014. On 26 January, 2018, the United Nations General Assembly declared April 7 of each year, the "International Day of Reflection on the 1994 Genocide against the Tutsi in Rwanda".

CONCLUSION

The Genocide of the Tutsi in Rwanda resulted from the government ideology put in place by the authority which was first manifested by the exclusion of the target group, the Tutsi, then their demonisation by qualifying them as enemies of the Hutu. Intellectuals, including university professors, provided the tools for genocide mobilisation. The murderers were soldiers, gendarmes and paramilitary militias recruited from the underprivileged class. Over a million Tutsi were killed in three months. The killers did not spare babies, children, the elderly and even the sick in their hospital beds. Genocide is a total extermination. So, it was for the Tutsi of Rwanda.



INDIA-RWANDA

emphasising innova

24th July



INDIA BUSINESS

Cooperation for industrial development

2018 K

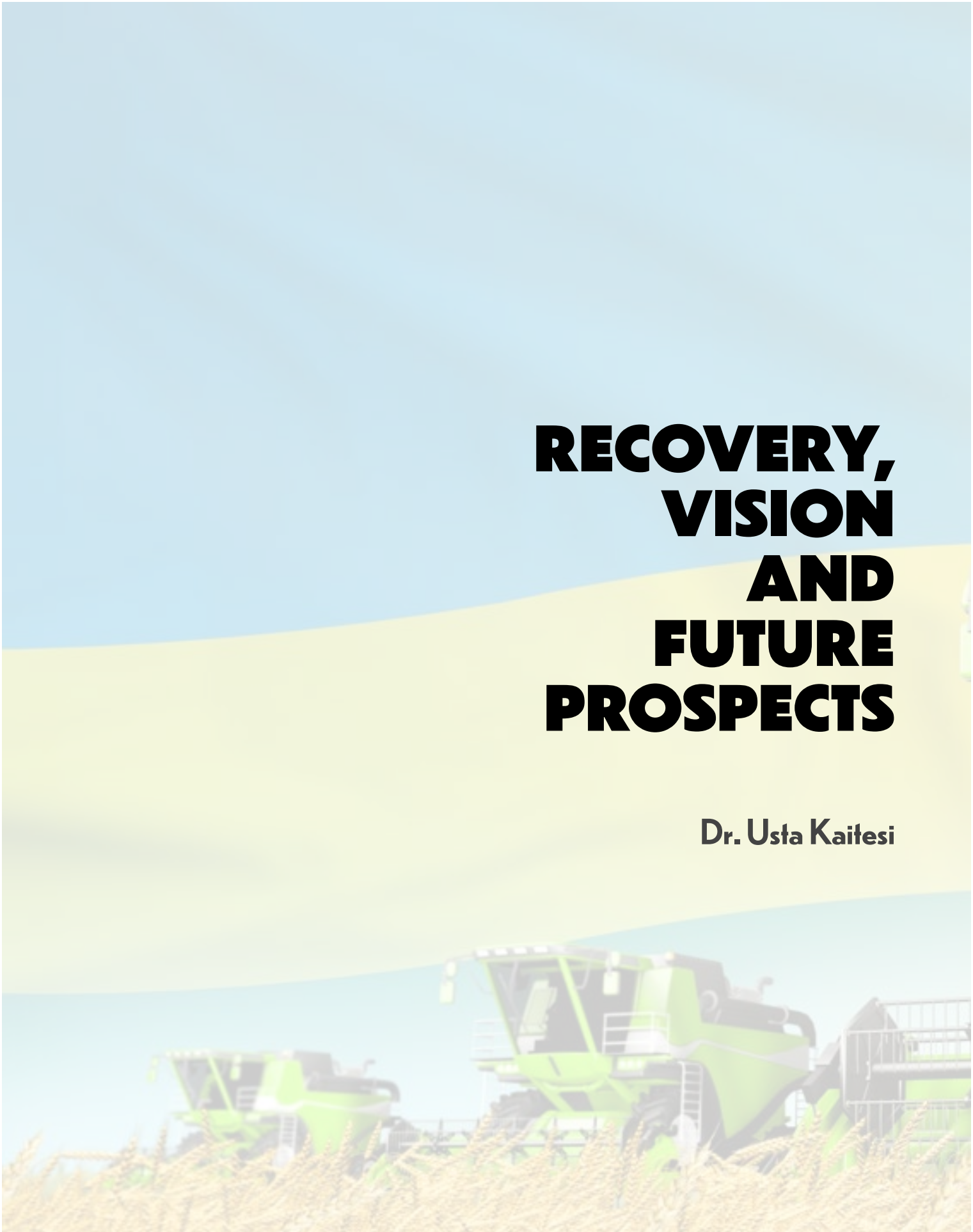
Hotel




Chapter 3

RECOVERY, VISION AND FUTURE PROSPECTS

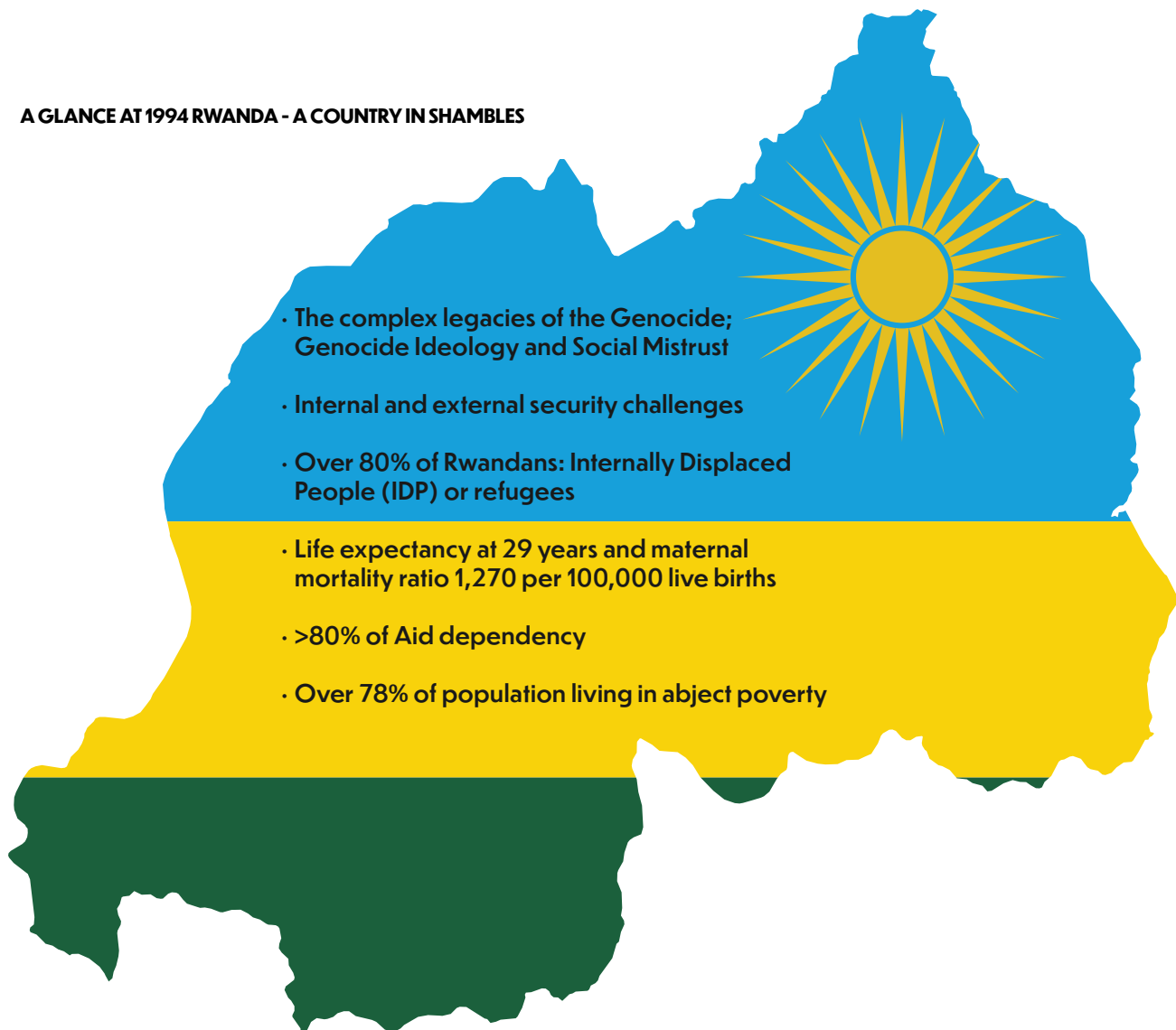
Dr. Usta Kaitesi



A large green combine harvester is shown in a field of golden wheat. The harvester is positioned in the lower half of the frame, moving from left to right. The background features a bright yellow sun with rays against a light blue sky. The overall scene is bright and clear, suggesting a sunny day in a rural setting.

In the direct aftermath of the genocide Rwanda was a country in shambles. The Genocide against the Tutsi left Rwanda in an unprecedented devastation that nearly destroyed every aspect of the nation. This article highlights the status of the nation in its different areas of life.

A GLANCE AT 1994 RWANDA - A COUNTRY IN SHAMBLES



THE RECONSTRUCTION OF RWANDA

Emerging from the above devastation Rwanda was guided by three fundamental choices as best articulated by President Kagame in his address on the event of the 20th commemoration of genocide where he asserts that "After 1994, everything was a priority and our people were completely broken. But we made the fundamental choices that guide us to this day. We chose to stay together..., We chose to be accountable to ourselves..., We chose to think big." (Speech by the H.E. President in 2004).

On 19th July 1994, the Government of National Unity was established bringing together the Rwanda Patriotic Front and all political parties of the time done in the spirit of power sharing apart from the parties that had actively executed the

genocide against Tutsi. The new government was for many the introduction of a different path expected to lead Rwanda towards development and to bring about a new way of life for Rwandans, one that would hopefully reverse the reverse the country's legacy of extreme exclusion and division. From 1994-2000 the Government embarked on stabilising the political situation, securing the country and emergency and rehabilitation from the humanitarian situation.

Rwanda has since attained remarkable economic growth, development and improvements in living standards such that life expectancy has nearly tripled, maternal mortality ratio has been significantly reduced and the child mortality rate has evidently dropped.

Rwanda's recovery was shaped by the highlighted fundamental of putting unity, peace and security at the centre of national reconstruction. It was in 1998-99, that the Office of the President of the Republic of Rwanda, at village Urugwiro, launched the national reflection meetings. The weekly sessions were attended by participants from a cross section of the Rwandan Society to reflect on the Unity of Rwandans, problems regarding democracy, justice, the economy, security as well as citizen participation in addressing problems.

The key outcomes of the Urugwiro consultations include the Vision 2020, the ideas and process that shaped the Constitution of the Republic of Rwanda in 2003 as well as subsequent institutional and systematic reforms. The Vision 2020 provided Rwandans with a blueprint to the future they envisioned, a society they wished to become, a possibility in constructing a united and inclusive Rwandan identity as well as key priorities for the necessary transformations to deliver recovery from the very broken past. From its inception it propelled a clear Rwandan identity and showed the ambition and imagination key to overcoming poverty

and division. The Vision 2020 was mostly implemented by the Economic Development and Poverty Reduction Strategies—EDPRS (2008-12) and EDPRS-2 (2013-18). These strategies prioritised the speeding up of poverty reduction and creating a healthy and wealthy community.

National recovery has since premised on good governance that according to the State committed to under as per first pillar of Vision 2020 which states that:

"The State will ensure good governance, which can be understood as accountability, transparency and efficiency in deploying scarce resources. But it also means that the State will be respectful of the democratic structures and processes and will be committed to the rule of law and the protection of human rights. "The emphasis on citizen participation is well highlighted as "People's participation at the grassroots level will be promoted through the decentralisation process, whereby local communities will be empowered in the decision making process, enabling them to address the issues, which affect them, the most."

One of the key outcomes of the Urugwiro reflections was the crafting of a constitution seen to be sensitive to the country's tragic past and that which would safeguard the future of Rwanda. Adopted in 2003 and revised in 2015. The Constitution of the Republic of Rwanda was crafted on the concrete demands of a post-genocide society, with a particular focus on building a state governed by the principles of political power-sharing, dialogue and consensus, a pluralistic democracy that is conscious of the preservation of the security, peace, unity and reconciliation and centred on the participation and the socio-economic wellbeing of its people. The constitution continues to safeguard and drive the transformation of the lives of all Rwandans and speaks to their context and aspirations.

SOCIO-ECONOMIC TRANSFORMATION INDICATORS

ACHIEVEMENT HIGHLIGHTS

At the heart of Socio-economic transformation was the earlier mentioned strategic choice of “thinking big”. Refusing to be captive of its past, Rwanda invested in major socio-economic development projects through the implementation of the Vision 2020 and its implementing strategies and has since registered unprecedented economic transformation.

Fighting Corruption
Transparency International: Rwanda is the 4th least Corrupt Country in Africa`

Security & Safety
Gallup 2018 Global Law & Order 35th globally and 2nd in Africa on The first in Security in Africa with 6.4/10

Government Effectiveness
WEF 2018: 8th in Africa

Business Environment
WB Doing Business Report (2020): Rwanda was the easiest place to do business in Africa

Migration Policy
Visa on arrival for all visitors

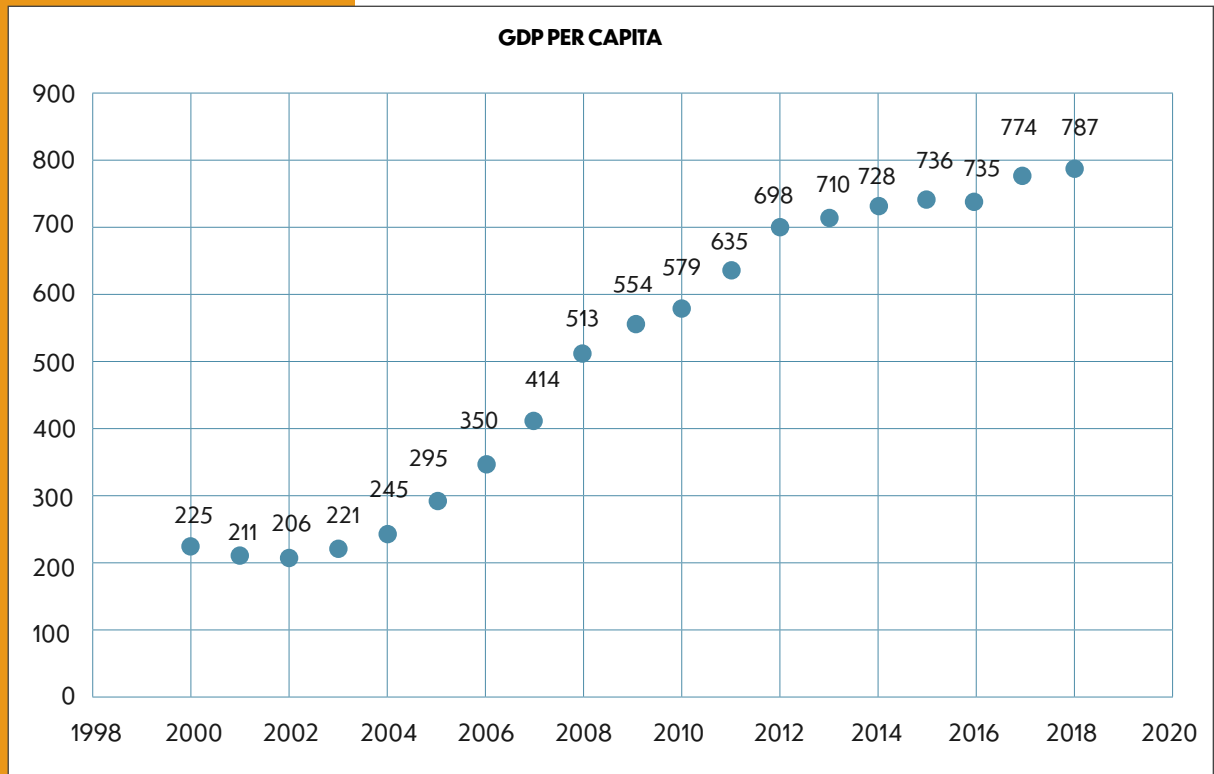
ITC
96% national territory covered by 4G LTE Internt

Gender Promotion
61% Parliamentarians are women and 12th Best Place to be a Woman Globally (Global Gender Gap Index, 2023)

Environment
17th Greenest place in the world (World Travel Guide 2018)

KEY ACHIEVEMENTS

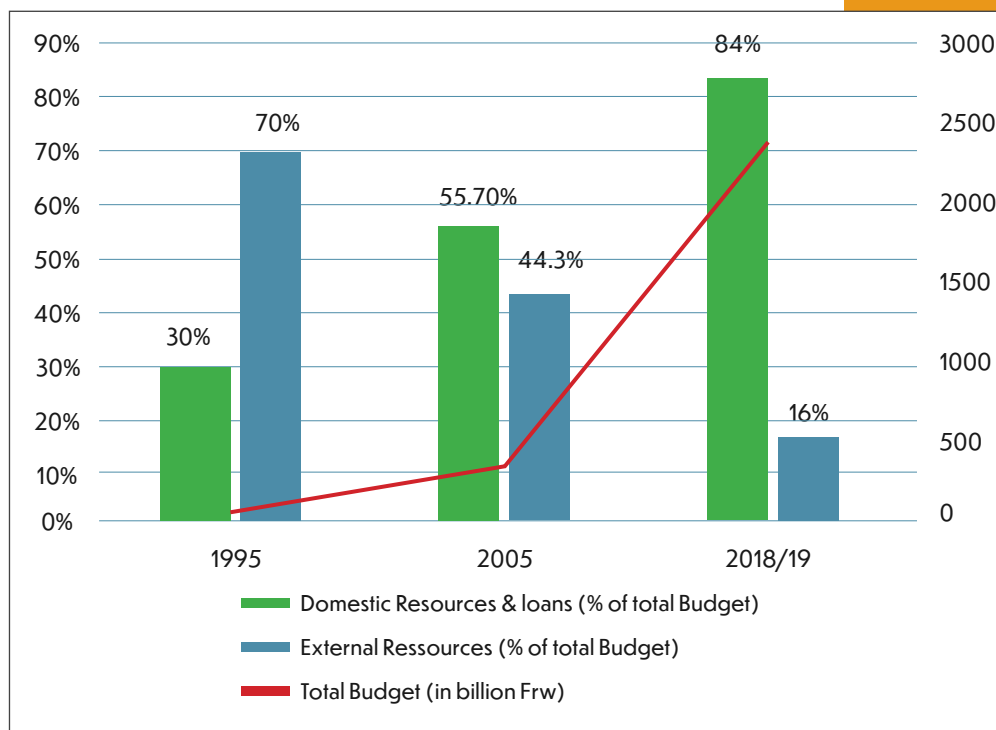
In the past twenty-six years Rwanda registered remarkable economic growth and poverty reduction. For two decades Rwanda maintained a steady economic growth of 8%. GDP increased by 9.2 percent in the first quarter of 2023 (year-on-year), after increasing by 8.2 percent in 2022. Extreme poverty rate- The extreme poverty rate declined from 47% in 2019 to 45% in 2021. The country also liberated itself from extreme dependence of external aid towards achieving self-reliance, by increasing domestic revenue. The following graphs highlights some of economic achievements attained within the past 26 years. The graphs below show the trends of Poverty



Source: National Institute of Statistics of Rwanda (NISR), 2018

INCREASING DOMESTIC REVENUES TOWARDS A STATUS OF SELF-RELIANCE

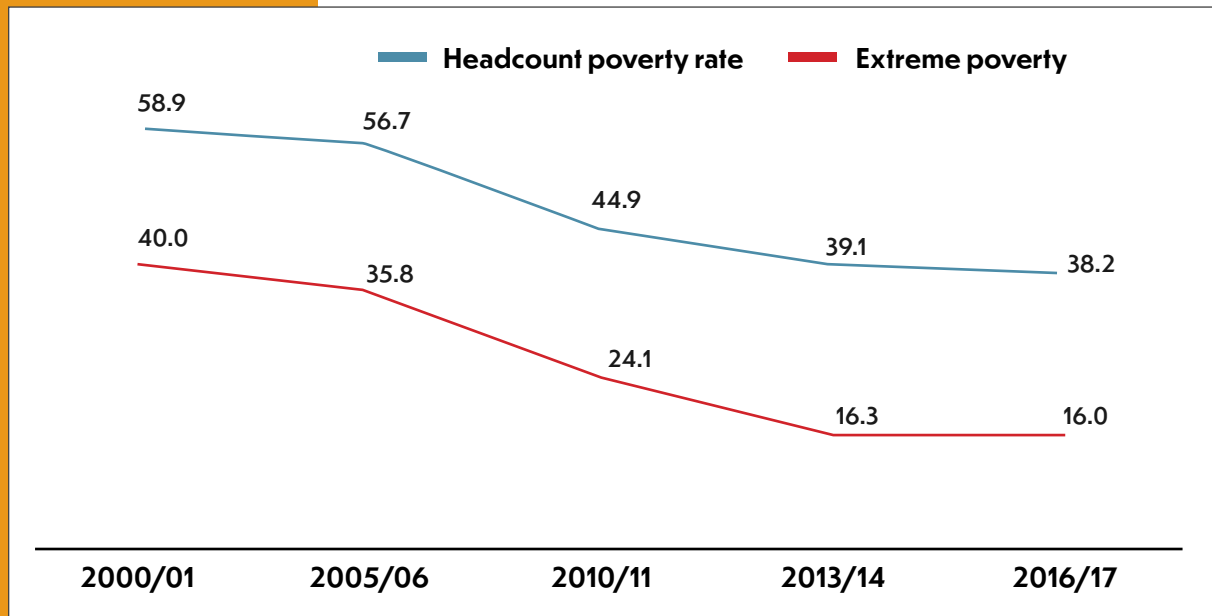
DOMESTIC REVENUES AND LOANS



Source: MINECOFIN, Macroeconomic Framework and State Finance Laws (1995-2018/19)

reduction

POVERTY REDUCTION TRENDS



Source: NISR, 2018

In pursuit of service-led economy, the country has heavily invested in putting in place a conducive business environment. Rwanda has progressively improved in the ease of doing business ranking from 150 in 2008 to 29th in 2019. The country invested heavily in infrastructure and ICT development as key catalysts for the service and business sector to boost the economy. The country's infrastructure development has significantly contributed to positioning Rwanda as one of best conference destinations globally. Similarly, tourism has been a major contributor to economic growth whereby its receipts registered an annual average growth of 38.7% from 2000 to 2017. Rwanda stands among the best destinations in the world with some of the best tourist attractions, for example, in January 2021, the Nyungwe Canopy Walkway in Rwanda's Southern-Western Nyungwe National Park was ranked first among eleven (11) best canopies to recommend to visitors in 2021.

SIGNIFICANT ICT INVESTMENTS

In 2018, Rwanda's 4G services rollout reached 96.7% of geographic coverage and at 96.6% Rwanda ranked 1st in the EAC in network readiness and 5th in Africa, mobile phone penetration rate moved to 78.1% and internet penetration moved to 60.4%. Taxpayers registered with the Rwanda Revenue Authority (RRA) are recorded to be 94.3% and online business registration has been digitised at 100%. E-recruitment for public services is at 100% and e-procurement for public tenders is at 100%. The key imperatives that enabled post-genocide are the transformational leadership that Rwanda has been privileged to have; the resilience of its people and the use of home-grown solutions informed by national heritage, historical consciousness and strive for self-reliance.

VISION AND FUTURE PROSPECTS

"Vision 2020 was about what we had to do in order to survive and regain our dignity. But Vision 2050 has to be about the future we choose, because we can, and because we deserve it."

The long-term future prospects of the country are embedded in Vision 2050 are often dubbed as the "Rwanda We Want" in which Rwanda aspires to become an upper-middle income country by 2035, and a high-income country by 2050. Under this vision, development aspirations are focused on the transformation of the whole economy and society towards securing self-reliance and a private sector led economic growth and transformation. The country envisions to achieve universal access to high quality health care, universal access to high quality education to have a transformed workforce for higher productivity.

The aspirations of 2050 will be implemented through national strategies. Currently, the seven-year national strategy for transformation (NST 1), implementing sectoral specific strategies for the decentralised entities the District Development Strategies.

The National Strategy for Transformation (NST 1, 2017-2024) seeks to strengthen Good Governance and Justice for equitable and sustainable National Development; accelerate inclusive economic development and a capable and skilled people with quality standards of living and a stable and secure society. Similar to the implementation of Vision 2020 the focus on homegrown approaches and initiatives, citizen participation and emphasis on accountability, transparency and efficiency through good governance and economic transformation will remain a centrepiece in ensuring access to services and sustainable human development.

CONCLUSION

It is worth noting that Rwanda's post genocide reconstruction was enabled by the nation's fundamental choices coupled with systems and institutions that see security and good governance as pre-requisites for development as summed up by President Kagame: "from experience peace, security, and equal opportunities for all –including gender equality – are important pillars of good governance, and a strong basis for socio-economic development."





Chapter 4

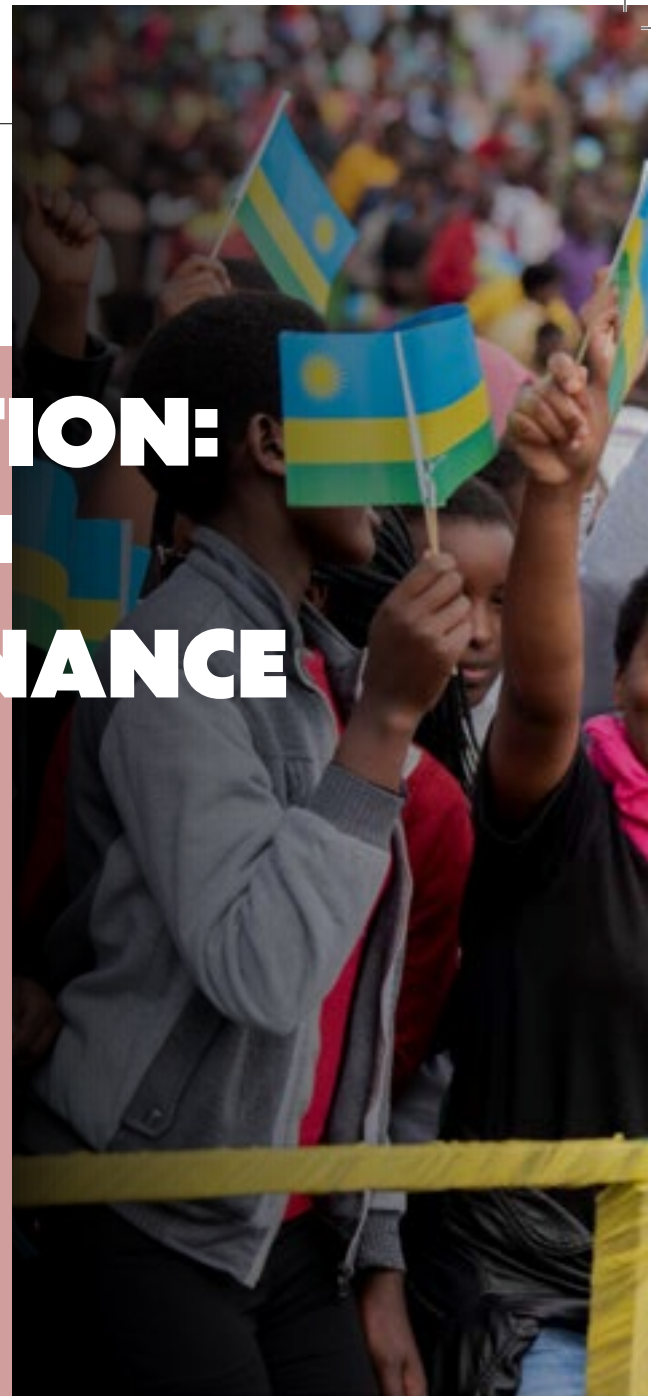
TRANSFORMATION:

GOOD GOVERNANCE AND STABILITY

Professor Rama Rao Bokka

Rwanda is a wonderland and known for its miraculous transformation from the world's saddest tragedy of genocide in 1994. This chapter depicts the post-genocide transformation of Rwanda from a depleted and hopeless nation into a rising star of the African continent and the world, throwing light on how the leadership of the nation assured unity and reconciliation, established stability, peace with security, promoted growth and harmony, instituted good governance mechanisms with transformational and visionary leadership style. His Excellency

President Paul Kagame has put in concerted efforts to transform Rwanda from a conflict zone in to peaceful and secured habitat with ensured socio-economic and political stability. While writing in the Wall Street Journal in May 2013, he proclaimed that Rwanda is firmly on the path to economic maturity and





revealed his commitment to transform it into the 'Singapore of Africa'. Tony Blair praised Rwanda as a beacon of hope. Though the foreign aid has helped in its recovery, Rwandans themselves, under the leadership of President Kagame, have shaped the policy to heal the nation.

Rwanda's story does not begin with the 1994 genocide but with decades of conflict, armed or otherwise, among a people whose only real difference is an ethnic identity that was a product of colonial rule. In order to come back to normalcy from the shocks of the genocide, Rwanda encouraged cooperation between formerly antagonistic groups through grassroots cooperative activities. All citizens were encouraged to adopt orphans, which led to integration of the two separate ethnic groups. Rwanda's leadership implemented many trust building



initiatives, which are known to the world as home grown solutions such as UBUDEHE (helping the poorest), AGACIRO (voluntary fund to support self-reliance), GIRINKA (one cow per poor family), KUREMERA (contribution to help the one in deep trouble), NDI UMUNYARWANDA (I am Rwandan campaign- the concept of identity on the basis of country but not on ethnicity), UMUGANDA (physical work to the cause of community welfare), UMUGORоба W' ABABYEYI (parents' evening, where parents of the same village talk about various issues) and IJISHO RYÚMUTURANYI (eye of the neighbour) are some of the effective social reconstruction measures implemented in Rwanda leaving a long lasting impact on the unity and harmony.

The uniqueness seen in Rwanda is the 'forgiveness' tendered to the offenders on agreeing the charges of genocide and repenting for the offences committed. Prevention of separatism and hate thinking has been streamlined by removing the ethnicity details from the citizens' national identity cards (INDAGAMUNTU). Educative programmes on reconciliation, unity, integration, peace and conflict, Ingando (induction and morals training programme for youth), public oath and ITORERO (Rwandan value system) have contributed to the communal harmony.

The GACACA courts played a significant role in post-conflict recovery in Rwanda. 15,300 GACACA courts have ruled over two million cases between 2004 and 2012. The genocide victims, survivors, crime suspects and witnesses are brought face to face at community level to discuss and settle the cases effectively. Peace and conflict management has been at the centre stage from all perspectives.

STABILITY

Rwanda's stability and security are impressively high. People have committed to 'NDI UMUNYARWANDA' initiative and expressing their oneness and identity with the nation rather than their ethnicity. World Bank's governance indicators 2022, show that the political stability and non-violence score has improved substantially from 4.26 in 1996 to 61.3 in 2022. The indicator for rule of law has increased from 5.53 in 1996 to 56.1 in 2022. Government Effectiveness improved from 12.02 in 1996 to 60.58 in 2019. Moreover, according to 2016 World Internal Security and Police Index, Rwanda is ranked 50th in the world and 1st in Sub-Saharan Africa for the ability of its security apparatus to respond to internal challenges.

Administratively Rwanda was restructured in to 5 provinces (INTARA), 30 districts (AKARERE), 416 sectors (IMERENGE), 2,148 cells (UTUGARI) and 14,837 villages (IMUDUNGU). Each unit has its strategic development plan and governed by elected teams. Performance contracts (IMIHIGO) are used to monitor their functioning. Rwanda thus enshrined with good administrative structures that ensures stability coupled with proper security.

GOOD GOVERNANCE

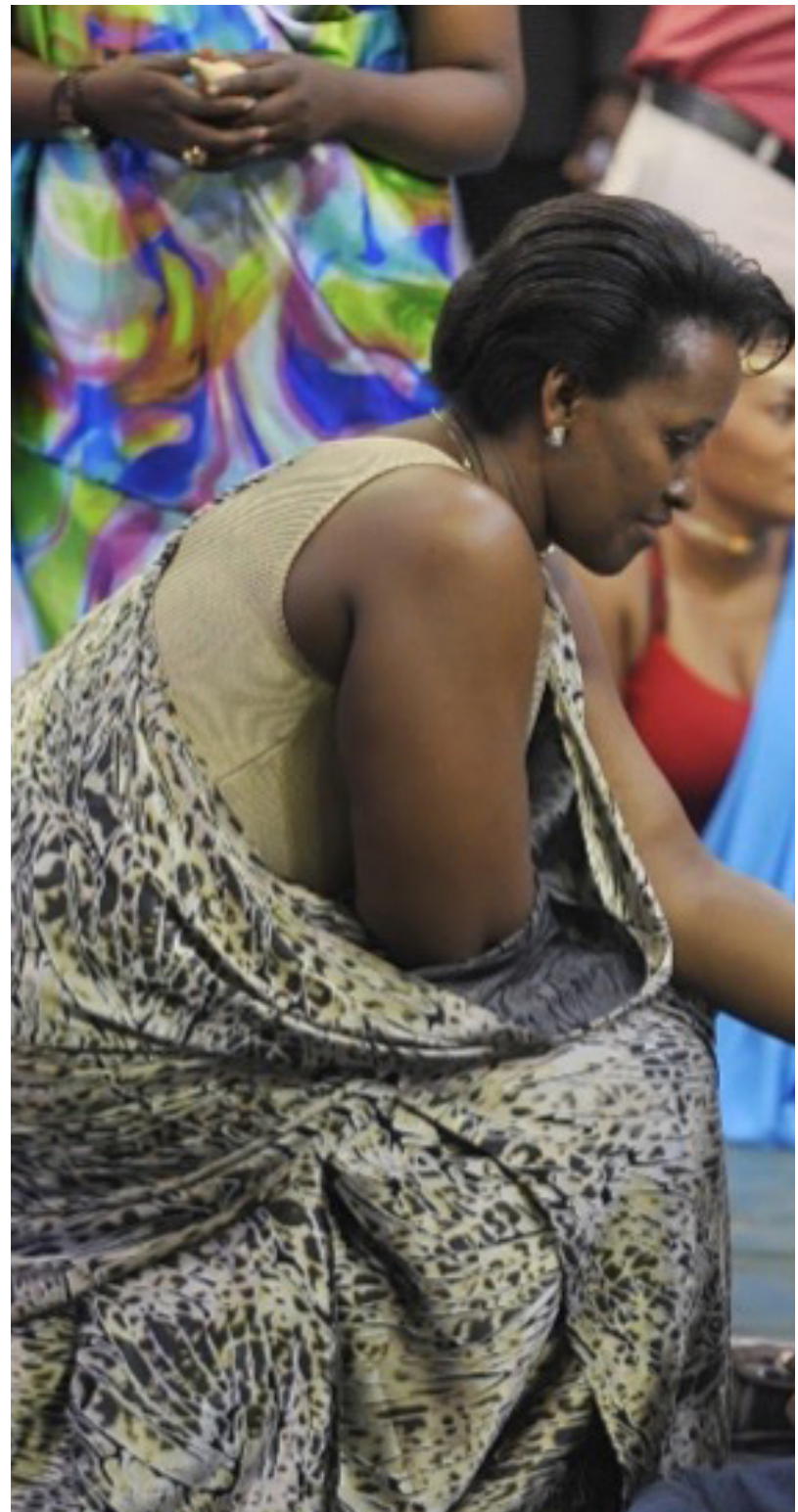
Post-genocide Rwanda set the stage for institutional building for the betterment of common good. There was an annual event of national dialogue called UMUSHYIKIRANO where in all levels of governance in the country are brought together to discuss and agree on the way forward. Rwanda has been a standing example for good governance with decentralisation of administration down to the villages and in bringing gender parity. Establishing a Gender Monitoring Unit and a full-fledged Ministry of Gender and Family Promotion have contributed to the gender equality. Women have partaken leadership roles in the social, political and economic settings in different capacities. Rwanda is acclaimed world over for having the highest percentage (63%) of women in parliament and a third of its ministers are women. The World Economic Forum's Global Gender Gap shows that Rwanda occupies 9th rank out of 153 countries with 0.79 score standing number one in Sub-Saharan Africa.

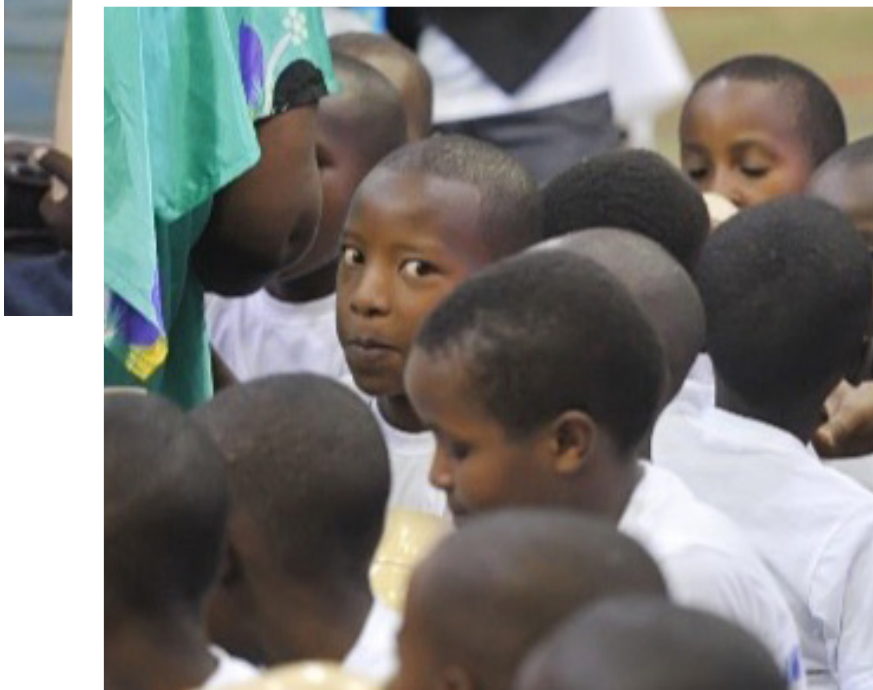
According to the World Bank, the World Governance Indicators for Rwanda have improved substantially between 1996 and 2022. Political stability and non-violence score has improved substantially from 4.26 in 1996 to 61.3 in 2022. The score for Rule of

Law improved from 5.53 in 1996 to 56.1 in 2022. Rwanda Governance Score Card shows that safety and security stood at top with 95.44% followed by rule of law with 87.86, fighting corruption, transparency and accountability (86.28%), political rights and civil liberties (85.76%), participation and inclusiveness (81.96%), quality of service delivery (78.31%), economic and corporate governance (78.14), and investing in human and social development (73.32). Transparency International's Corruption Perception Index ascribes 51st place with 51% score globally and 4th place in Sub-Saharan Africa. The Mo Ibrahim Index gave the 12th rank to Rwanda for overall governance in 2021. These indicators testify that Rwanda, within Africa and globally, is faring well and acclaimed for good governance, the credit for which, goes to the leadership of the nation.

VISIONARY AND TRANSFORMATIONAL LEADERSHIP

The progress shown by Rwanda in its post-genocide transformation has been acclaimed as an incredible miracle. His Excellency President Paul Kagame made it happen to Rwanda to take new life from the ashes of the genocide against Tutsi, managed crisis, stabilised and normalised life and taking-off vibrantly towards higher economic growth. In 1990s, Rwanda was the 4th poorest country of the world and currently it is ahead of 20 Sub-Saharan African countries in per-capita income. It recorded 2nd highest per capita growth in Africa over the last two decades. For such a spectacular growth performance President Kagame is deserved to be recognised as 'Father of Modern Rwanda'. President Kagame, who fought the genocide perpetrators victoriously, restored the peace and stability in the country and took the leadership of the nation's rebuilding from scratch and made Rwanda, the fastest and highest growing country in spite of its bleak resource endowment. President Kagame administered the country not as a usual politician but he steered it as a Chief Executive Officer with professional acumen towards integrated development on all fronts. He is a transformational innovative leader who took it to heart to make Rwanda dynamic and prosperous by monitoring the strategy implementation closely with a score of effective and innovative homegrown solutions.





His transformational governance restored unity among the divided ethnic groups and made Rwanda a brand identity instead of an ethnic one. President Kagame's government is praised as the 7th best government globally with proper institutional infrastructure ensuring security and making Rwanda the safest country to live in.

President Kagame aimed for Rwanda to be transformed into the Singapore of Africa given that the two countries have similarities, hence they're both very deterministic in related policy making and implementation. Stressing on capacity building coupled with the IMIHIGO (performance contract system) ensured the achievement of targeted results efficiently. President Kagame is a transformational leader, who always emphasises the development of sustainable qualities and skills in his team members and exercising 'tough love' for achieving results. President Kagame created an Advisory Council with the world's renowned experts for being guided on the matters of governing Rwanda towards crisis management, stabilisation and sustainable development. It is tantamount that President Kagame is a visionary leader with a definitive outlook of what he aspires for, in transforming Rwanda.

Vision 2020 born in 2000 provided a strategic outlook and its effective implementation led to the current level of progress in Rwanda. The Economic Development and Poverty Reduction Strategies 1 and 2 and the Vision 2050-all have the same direction of making Rwanda a self-reliant and growth oriented nation. He always emphasises the need for turning Rwanda in to an entrepreneurial and innovative economy. He went as far in introducing 'one laptop per child' programme at primary education, while at tertiary level the curriculum was reformed so that Information Technology (IT) has become the major focus.

The leadership miracle of Rwanda is that President Kagame kept the things simple and focussed, poverty reduced quite exceptionally, a consistent average economic growth of around 8% annually, with focus on the Singaporean model of development, a significant drop in corruption, attracted foreign investment, unity and reconciliation attained,

institutional building was attempted, good governance, peace, security and stability with law and order are maintained. The Brettonwood Institutions have all the praise for the leadership initiatives of President Kagame and one such recent proclamation made and recorded in the Rwanda Economic Update stressing that the Rwanda should continue in taking leadership for the effective implementation of the African Common Free Trade Area Agreement (AfCFTA), the largest free trade area agreement ever made since the creation of the World Trade Organization. Furthermore, President Kagame is an effective transformational leader and at the continental level, was at the forefront in the fight for COVID vaccine equity and made it happen by starting a manufacturing unit in Kigali.

President Kagame is a serious intelligent person with transformational and innovative leadership traits, a committed patriot of Rwanda with reverence to serve his motherland, taking it to new heights, a fearless Pan Africanist who served African Union as chairperson and was responsible for envisioning the African Continental Free Trade Area, involved in the country's transformational activities himself like the events of UMUGANDA and acclaimed world over with many awards such as Clinton Global Citizen Award, Forbes African President of the Year award, "Grand Croix – Ordre de merit du Benin" etc., It testifies the popularity of President Kagame for his leadership style as the "Father of Modern Rwanda".









Chapter 5

ECONOMIC GROWTH MIRACLE

Abhilash Puljal &
Pranidhi Sawhney





Rwanda, the 'Land of Revived Opportunities,' is living up to the title since its liberation on 04 July 1994 – Kwibohora. This small, landlocked, fertile and hilly East African country of about 13.78 million population (World Bank, 2023) grew from a mere USD 0.75 billion in Gross Domestic Product (GDP) in 1994 to a 13.31 billion in 2022 (World Bank, 2022). Aspiring to attain Middle Income Country status by 2035, Rwanda was amidst an economic boom prior to the COVID-19 pandemic with its economic growth averaging 7.2 % over the decade to 2019 and exceeding 10% in the same year (World Bank, 2020). Strong growth was expected to continue in 2020.

The economic progress was accompanied by significant improvements in living standards of Rwandans including reaching near-universal primary school enrolment, a two-thirds drop in child mortality



poverty declining from 77% in 2001 to 55% in 2017, life expectancy at birth improving from 29 in the mid-1990s to 69 in 2019 and maternal mortality ratio falling from 1,270 per 100,000 live births in the 1990s to 259 in 2020. Also, the official inequality measure, the Gini index, declined from 0.52 in 2006 to 0.43 in 2017 (World Bank, 2020).

Rwanda Vision 2050 aims to lead the country to be a High-Income Country by the year 2050 and focuses on “universal access to improved living standards, sustained food security, protection of the Rwandan family, and universal access to quality affordable services in health, education, finance, housing, energy, infrastructure, among others” (Tashobya, 2016). It also includes transformation for prosperity, whereby; increase in productivity and competitiveness shall deliver jobs for Rwandans through private sector growth (MINECOFIN, 2016). Since liberation, it has become one of the countries in Africa with the “highest degree of personal safety and lowest incidence of corruption” (UNCTAD, 2020).

Economic and social progress in Rwanda, over the last twenty-seven years is a testament to the strength and resilience of its people and the unwavering focus of its leadership.

APPROACH FOR SUCCESSFUL FOREIGN DIRECT INVESTMENTS

Rwanda, an agrarian economy has realised, that while it will have to support improvements in farm productivity for its food security, it importantly needs to create off-farm jobs urgently for it to be able to increase its exports. To realise the Vision 2050, the Government of Rwanda (GoR) has transitioned from its earlier Economic Development and Poverty Reduction Strategy (EDPRS 2) to the National Strategy for Transformation (NST1) which is expected to lay the foundations for decades of sustained growth and transformation that will continue

to accelerate the transformation and economic growth with the private sector at the helm. The national strategy also underlines the importance of FDI, which has often been critical for the development of non-traditional exports in Africa.

Kigali, the capital of Rwanda and the cleanest city in Africa, is turning into





a regional technology hub for East Africa, hosting events like the Africa Tech Summit and the GSMA Mobile 360 Africa (Davis, 2019). Though other East African countries boast of a larger concentration of technology companies, Rwanda stands out for its rapid growth in the technology space especially for ease of doing



business there. For example, the Mara Group in October 2019 established a mobile phone manufacturing unit in Kigali. The brand – Mara Phone – is known to be the first “Made in Africa” smartphone. Many smartphones have been made in Africa before, but Mara phones claim to be the first to manufacture all of its components in Africa (Uwiringiyimana, 2019). Interestingly, not only did Volkswagen open Rwanda’s first car plant in June 2018 (Uwiringiyimana, 2018), but Rwanda became the first African country to introduce Volkswagen electric cars jointly with Siemens (Volkswagen 2019).



Besides the Information and Communication Technology sector (ICT), FDI stocks have increased steadily in the mining, real estate and infrastructure sectors According to United Nations Conference on Trade and Development (UNCTAD, 2020) and the Rwanda Development Board (RDB, 2020), FDI into Rwanda for 2018 stood at USD 382 million, jumping to a whopping USD 2.46 billion in 2019 and dropping to USD 1.3 billion in 2020. The investment in the construction of the Bugesera International Airport alone absorbed USD 400 million. The main investing countries, according to the RDB are Portugal, the United Kingdom (UK), India and the United Arab Emirates (UAE). Unfortunately, there has been a decline in investment lately, which is attributed to the Covid-19 pandemic, which has caused a global economic slowdown.

Keeping in mind the opportunity after the pandemic period, Rwanda has shown resilience to support its businesses. In June 2020, the Ministry of Finance and Economic Planning (MINECOFIN) has rolled out a Covid-19 Economic Recovery Fund, of about USD 100 million, to support businesses affected by the pandemic so that they can survive, restart production and safeguard employment (Mwai, 2020). Then again in December 2020, the cabinet adopted the Manufacture and Build to Recover Program (MBRP) to fast-



track private sector investments in manufacturing and construction and boost economic recovery efforts with specific incentives and key performance indicators (RDB, 2020). Furthermore, in February 2021, a new investment promotion and facilitation code with a set of new incentives mainly geared at “enhancing Rwanda’s competitiveness, attract cross-border investments, new businesses and financial institutions to operate across the African continent and beyond” (Mugambwa et al, 2021)



INDIA-RWANDA ECONOMIC RELATIONS

Indian and Rwandan bilateral relations have not only just been cordial but have steadily grown over the last two decades. Ever since Rwanda established its Resident Mission in New Delhi in 1999, Kigali has been very keen to increase trade and attract investments from India. However, the most significant development in India-Rwanda relations was marked by the Indian Prime Minister's visit in July 2018. Prime Minister Modi became the first Indian Prime Minister to ever visit Rwanda and during this visit inaugurated the first Indian Resident Mission in Kigali.

India's export to Rwanda was USD 131.75 million during 2022, according to the United Nations COMTRADE database on international trade. Essential export items were pharmaceutical products, vehicles other than railways, tramways, sugars and sugar confectionery, machinery, chemical products, articles of apparel and cereals. India Imports from Rwanda was USD 42.51 million during 2022, according to the United Nations COMTRADE database on international trade. The essential import items were pearls, precious stones, metals, essential oils, perfumes, cosmetics and toiletries.

Since mid 2000's, particularly due to Rwanda's political stability and measures focused on improving the business climate as discussed above, many Indian companies have ventured into Rwanda for investments and to increase their market presence, especially in the agriculture, healthcare and education, infrastructure, ICT sectors. For example, Bharti Airtel in telecommunications, Luxmi Tea in agricultural processing and Sahasra Electronics in electrical manufacturing are a few among many other medium to small investments. Besides, Indian organisations have lately been hosting conferences and summits in Kigali. In July 2019, Observer Research Foundation (ORF) organised the Kigali Global Dialogue. Then in August 2019, Telecom Equipment and Services Export Promotion Council (TEPC) organised the India-Africa ICT Expo 2019 in collaboration with the GoR. These events signify the logistical access and management coordination.

In conclusion, favourable fundamentals and proactive support from the GoR, suggest strong potential for continued growth of the private sector in Rwanda. It is important to assess at the critical Covid-19 juncture that the world is at, Rwanda is insistent on reforms to promote private sector investment and job creation which in turn creates a huge potential in exploring both trade and foreign investments which will further foster economic growth and prove to be a lucrative destination for investors across the globe.



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Moving with Rwanda.



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Chapter 6

THE TECH REVOLUTION

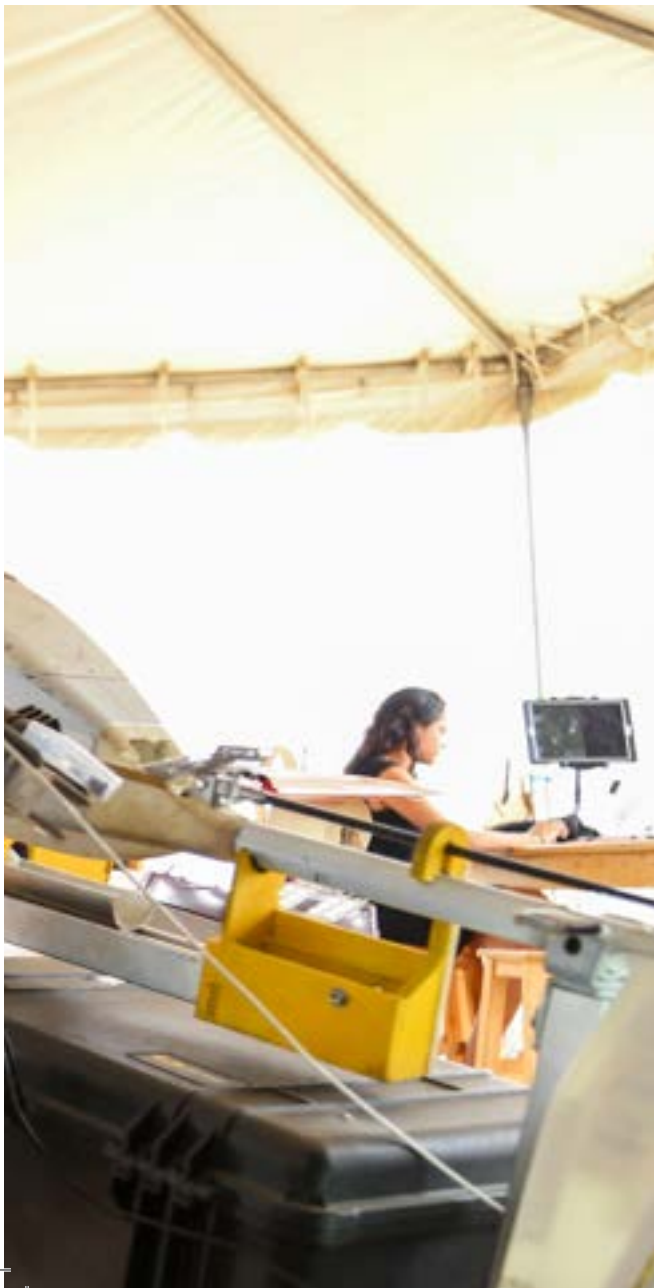
Pranjal Sharma



It is not often that a country can present itself as a launchpad for an entire continent. Rwanda has done just that for Africa. In recent years, Rwanda has embraced emerging technologies to demonstrate how the African continent can benefit from latest scientific breakthroughs. Let us consider this example. The National Centre for Blood Transfusion (NCBT) of Rwanda is responsible for arranging safe and ample supplies of blood to patients in need. "Stringent measures were put in place to improve the safety and availability of blood countrywide – this has contributed to the drop in child mortality by two-thirds between 2000 and 2015, and maternal mortality by three-quarters," says a World Health Organisation report on Rwanda.

However, NCBT went a step further to ensure that supplies reach the remotest parts of the country in the shortest period of time possible. NCBT decided to use Zipline drones to supply blood and medical supplies to patients in need, in areas where normal transportation may take hours if not days. Now the time taken for delivery of blood supplies in Rwanda has reduced from four hours to just 15 minutes in some cases. "Every second you gain in saving a life is critical. When we saw that Zipline was a solution, we didn't hesitate," said Dr. Diane Gashumba, Rwandan Minister of Health told WHO.

Rwanda became not just the first in Africa, but the first in the world to use commercial drone delivery service to ferry blood and medical supplies in 2019. While other countries around the world hesitated to adopt the drone supply service, Rwanda went ahead realising that emerging economies must use emerging technologies to leapfrog towards rapid development. There are other examples where Rwanda is showing the way to the world. To battle the Covid 19 pandemic, Rwanda deployed robots to ensure that healthcare workers could take care of patients in the safest manner possible.



The robots monitor patients' temperature and other health parameters reducing the risk to healthcare workers. Robots can also be oriented to take blood pressure and sugar levels. Another set of robots use ultra-violet rays to disinfect areas. "Rwanda Biomedical Centre (RBC) in collaboration with the University of Rwanda (UR) launched a research project that looks to leverage AI and other Data Science (DS) techniques to harmonise and analyse the accumulated data about Covid-19 in the country and use it in wider studies on the disease and making forecasts about how its situation will be evolving within various periods of time," says a report in New Times, Rwanda's leading daily.

Under the leadership of HE President Paul Kagame, Rwanda has been on the path to using smart technologies for various economic and welfare activities.

Rwanda set the tone for high tech manufacturing with smart phones and new age vehicles. Technologies like internet of things, artificial intelligence and blockchain are being considered, experimented with and deployed wherever required. The fundamental theme is strong yet simple. If these technologies can deliver results on Rwanda, then they are ready to be adopted by the rest of Africa. Indeed, Rwanda is guiding the continent in its journey of adopting connected technologies.

An early sign of this was seen in 2013 at the Transform Africa Summit held in capital Kigali which led to the formation of Smart Africa, a multilateral initiative inspired by HE President Kagame. The Transform Africa Summit "culminated in the adoption of the Smart Africa Manifesto document by seven (7) African Heads of States (Rwanda, Kenya, Uganda, South Sudan, Mali, Gabon, Burkina Faso) in which they committed to provide leadership in accelerating socio-economic development through ICT's."







The next year, The SMART Africa Manifesto was endorsed by all Heads of State and Government of the African Union at the 22nd Ordinary Session of the Assembly of the African Union in Addis Ababa. This development placed the Manifesto at the heart of the ICT agenda in Africa beyond just the 7 original signatories at the Summit to all the 53 African countries, according to the Smart Africa team. The Smart Africa Alliance has since grown to include 30 African countries that represent 700+ million people.

Economic Growth and social development must be driven by technology. As we live in the era of the fourth industrial revolution, it is important to ensure that emerging technologies benefit everyone especially those who are most marginalised. Use of fintech and health-tech can ensure the mainstreaming of millions of people in emerging economies at scale and speed.

Smart and connected technologies can deliver results once there is investment in digital infrastructure. This means that countries must have easy, affordable, and accessible broadband and mobile connectivity in every part of their regions.

Rwanda scores well on connectivity though much more is being done. According to estimates by Datareportal.com, there were 4.25 million internet users in Rwanda in February 2023 and internet penetration in Rwanda stood at 30.5%. An analysis indicates that internet users in Rwanda increased by 126 thousand (+3.7 percent) between 2021 and 2022. There were 850,000 social media users in Rwanda in January 2021. The number of social media users in Rwanda increased by 240,000(+39%) between 2020 and 2021. The number of social media users in Rwanda was equivalent to 6.5% of the total population in January 2021.

There were 10.57 million cellular mobile connections in Rwanda at the start of 2022. GSMA Intelligence's numbers indicate that mobile connections in Rwanda were equivalent to 78.7 percent of the total population in January 2022. The number of mobile connections in Rwanda increased by 415 thousand (+4.1 percent) between 2021 and 2022 (Data Portal, 2022)

With such numbers and growth in telecommunications connectivity, Rwanda will be best placed to leverage emerging technologies for its growth objectives.





Chapter 7

REMARKABLE RWANDA

Philip Lucky



The COVID-19 pandemic came at a time when Rwanda was sustaining a high economic growth rate. Rwanda's GDP exceeded 10% in 2019. This is one of the highest growth rates, not just in the continent but also globally.

The Government of Rwanda is focusing its efforts to address private sector challenges by stabilizing the environment and strategizing for the future. Despite the Covid-19 setback, Rwanda's economy is expected to bounce back.

For instance, on 8th February 2021, a new Investment Law was enacted to offer further incentives to projects that aim to transform Rwanda into a global hub for business and help address the impact of Covid-19 on the economy.



Rwanda's business climate continues to be favorable to investments offering stability and transparency. Following are some of the important reasons:

- In Africa, Rwanda is first in government transparency
- Is a stable and fast-growing economy with the lowest debt ratio in the region
- Has a timeline of six hours for business registration
- Has a growing bilingual (English, French) and educated workforce
- Achieved 95% network coverage
- Ranked 4th in global gender equality
- Access to Africa and global markets through robust trade agreements (EAC, COMESA, EBA, AfCTA)

Rwanda has immense investment opportunities. Investors find greenfields in manufacturing, construction materials, affordable housing, innovation technologies and agriculture. The investment opportunities are backed by strong fiscal and non-fiscal incentives. Which comprise of preferential corporate income tax for international companies based in Rwanda, with a percentage ranging from 0 to 15% depending on quality and type of international investment based in the country. The preferential withholding taxes in Rwanda also apply from 0 to 10%. Incentives similarly apply for exports except for tea and coffee without value addition and unprocessed minerals, and investments

in philanthropy, in innovation, industrial parks, mining, startups and film industry.

Moreover, Rwanda is open: as the world adapts to living with the Covid-19 pandemic, Rwanda has put in place health and safety measures and reopened its doors for tourists, offering safe and seamless experiences.

VOLCANOES NATIONAL PARK: HOME TO THE ENDANGERED MOUNTAIN GORILLA

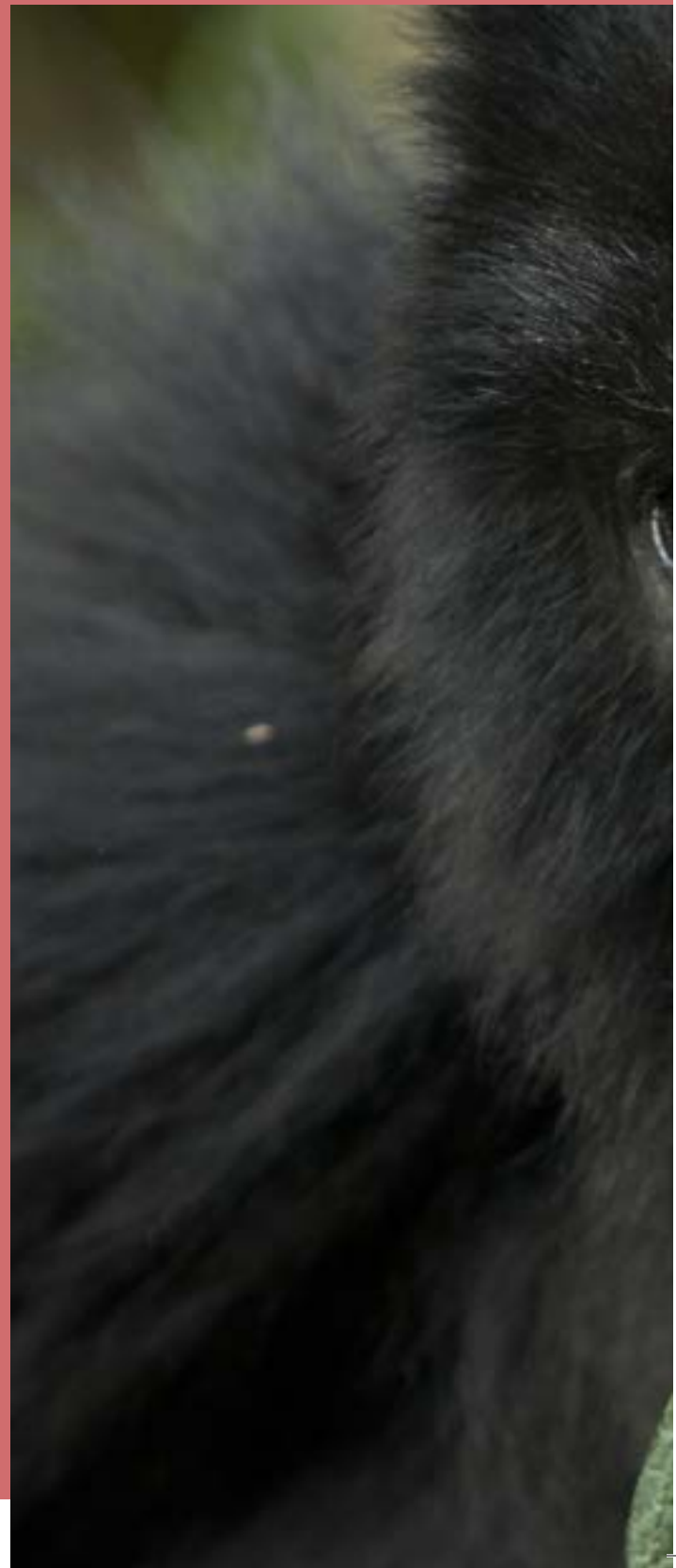
Rwanda is one of only 3 countries in the world where the critically endangered mountain gorillas live. Situated in Rwanda's far northwest, is the Volcanoes National Park, home to the endangered mountain gorilla and a rich mosaic of montane ecosystems, which embrace evergreen and bamboo forest, open grassland, swamp and health. Within volcanoes national park's boundaries is Buhanga eco-park, an ancient forest holding Rwanda's most intriguing folklore and Musanze caves formed 62 million years ago after the last estimated volcanic eruption. Volcanoes National Park is named after the chain of dormant volcanoes making up the Virunga Massif: Kalisimbi (the highest at 4,507m), Bisoke with its verdant Crater Lake, Sabyinyo, Gahinga and Muhabura. Trekking endangered Mountain Gorillas through the mysterious of the rain-forest, alive with the calls of colourful birds and chattering of the rare golden monkey, is only one of the truly unique experiences in the area. Hiking, canoeing, mountain biking and village experience offer something for everyone to enjoy.

Rwanda is among only three countries in the world where you can trek to see the majestic gorillas up close - a truly once in a lifetime opportunity.

NYUNGWE NATIONAL PARK

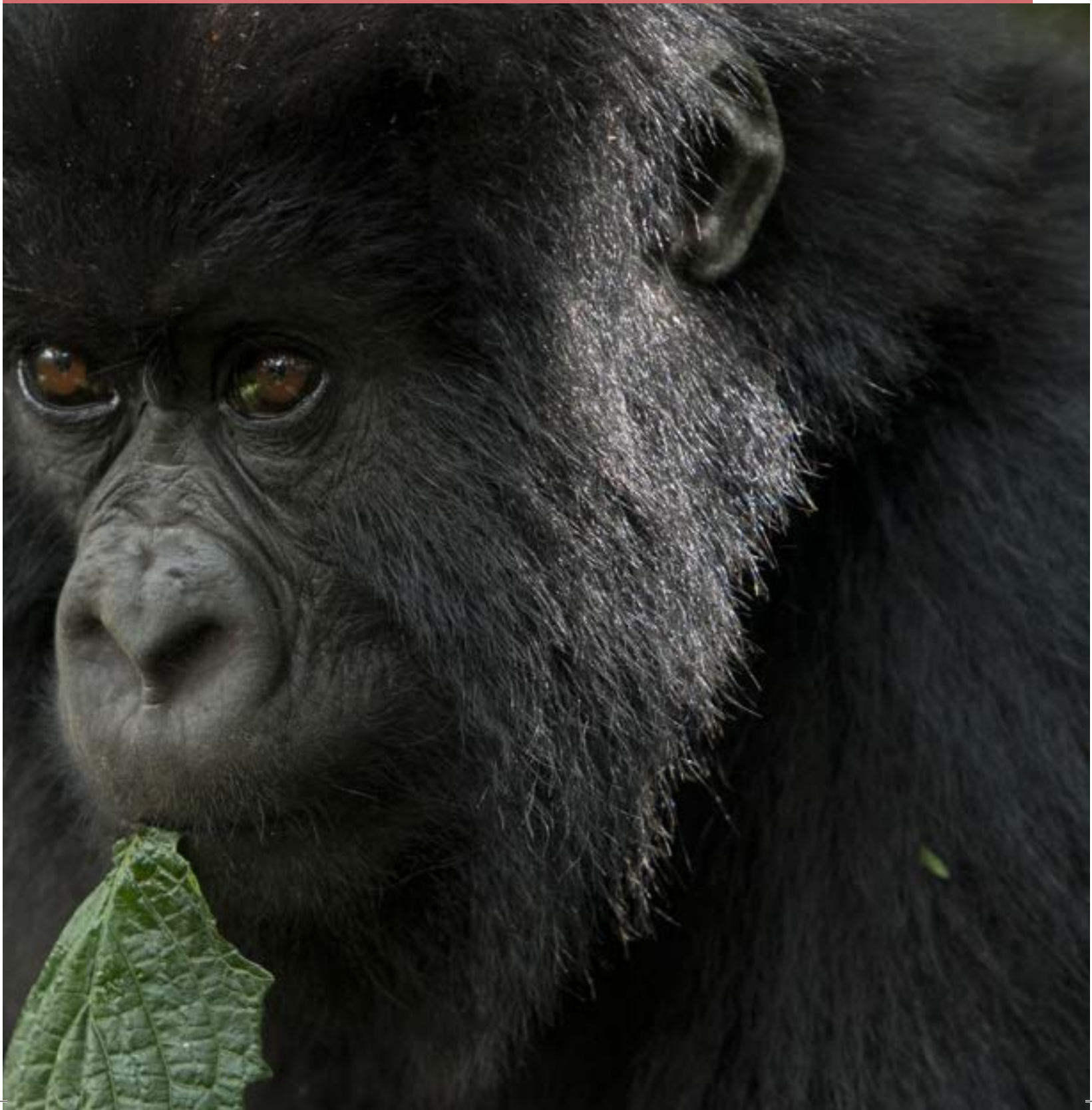
Africa's largest protected mountain rain forest: Within the Great Rift Valley lies Nyungwe forest. Nyungwe is acclaimed for its rich bio-diversity, endemic species and showcasing the only canopy walk in East Africa (reaching 70m above the forest floor and 200m in length). Located in Rwanda's southwestern region, at an elevation of over 1600m, sounds and sights collaborate to create a magical rainforest. Nyungwe National Park holds the source of Africa's great rivers feeding the Nile River in the east and Congo

River in the west, and is known as the most endemic species-rich area in all of Africa. A piece of paradise found its home inside the remarkable Nyungwe Forest. Visitors to the national park can explore the beautiful trails, trek chimpanzees, bike, bird watch and learn about the tea plantations and community cultural villages in the area. The canopy walkway is another attraction that gives a bird's eye view of one of the world's remarkable natural resources.



AKAGERA NATIONAL PARK: HOME TO THE BIG FIVE

Akagera National Park located in Rwanda's north-eastern region is named after the Akagera River that flows along its eastern boundary and feeds into a labyrinth of lakes. Founded in 1934, with 2,500sqkm, Akagera National Park is the largest protected wetland in central Africa and the last remaining refuge for savannah-adapted animals and plants in Rwanda. Akagera National Park is home to lions, leopards, servals, hyenas, jackals and giraffes, large herds of buffaloes, zebras, rhinoceros and several antelope species. Elephants congregate around the lakes inhabited by more than 800 hippos and Africa's largest freshwater predator, the Nile crocodile.





LAKE KIVU & THE CONGO NILE TRAIL

Part of Africa's Great Rift Valley, Lake Kivu in the west of Rwanda is surrounded by magnificent mountains and has deep emerald green waters covering a surface area of 2,700 sq km. It is Rwanda's largest lake and the sixth largest in Africa. Rubavu is a large town on the northern edge of Lake Kivu, an hour's drive from Volcanoes National Park and the perfect place to relax after gorilla trekking. Once a colonial beach resort of note, Rubavu's waterfront is lined with fading old mansions, hotels and trendy bars on the lakeshore, ideal for sundowner cocktails. From Rubavu in the north, the Congo-Nile Trail extends through 227 kilometres of breathtaking landscapes to Rusizi in the south of Lake Kivu. The trail gently curves back and forth as it weaves through hills and mountains beside the lake with eucalyptus trees lining the road and every inch of the hills seemingly terraced with bananas. For adventurous travellers, an exciting way to explore Rwanda is a kayaking tour on Lake Kivu or mountain biking/hiking through one of the six off-the-beaten-path stages of the spectacular Congo-Nile Trail.

KIGALI

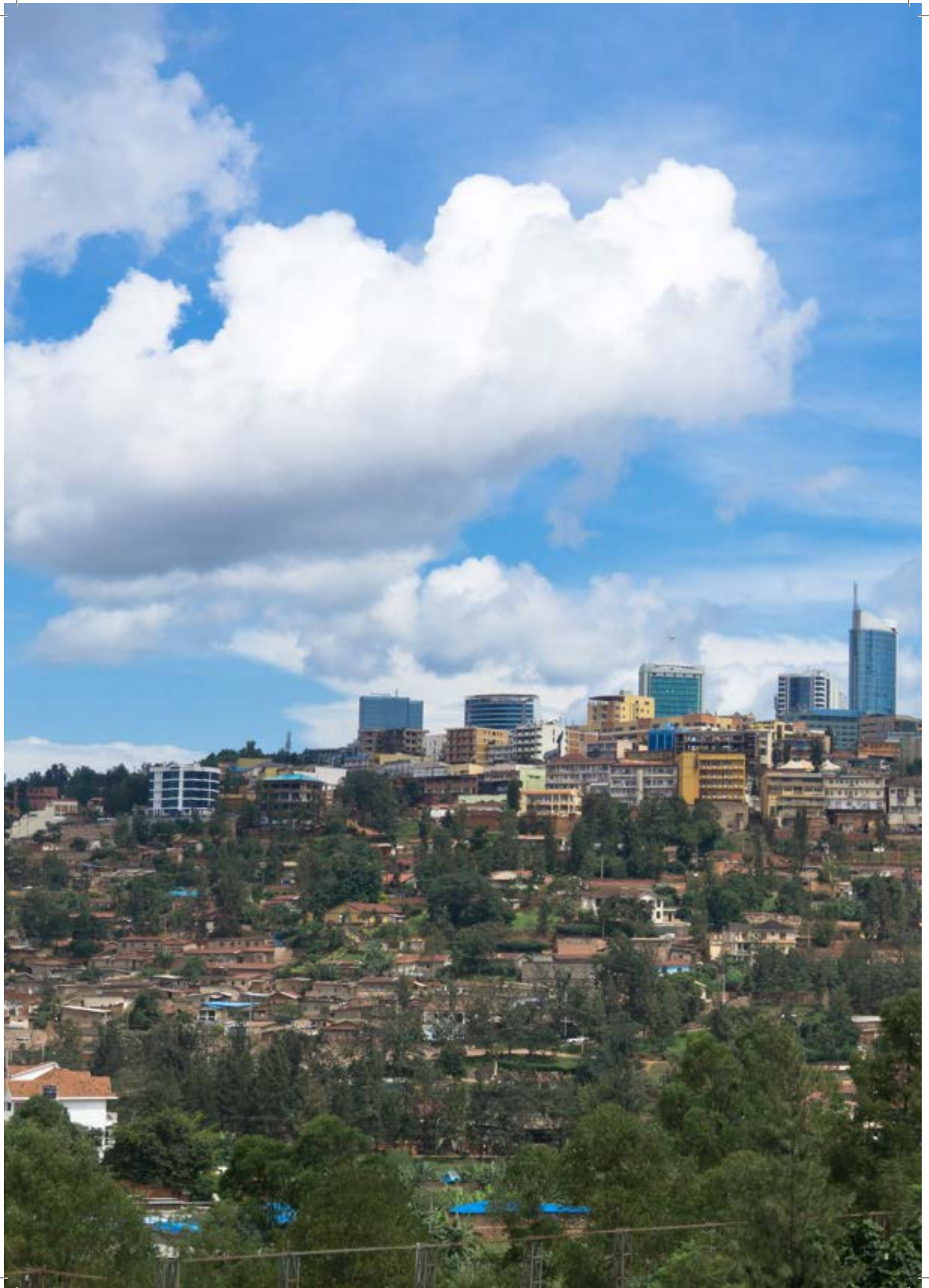
Rwanda's capital provides the perfect backdrop for a weekend getaway. As one of Africa's safest cities, Kigali is becoming a favourite for East African and international tourists. Kigali is developing rapidly, with new shopping malls, office buildings and a world-class convention centre built in the style of the King's Palace of olden days, which lights up the night sky atop one of the many hills.

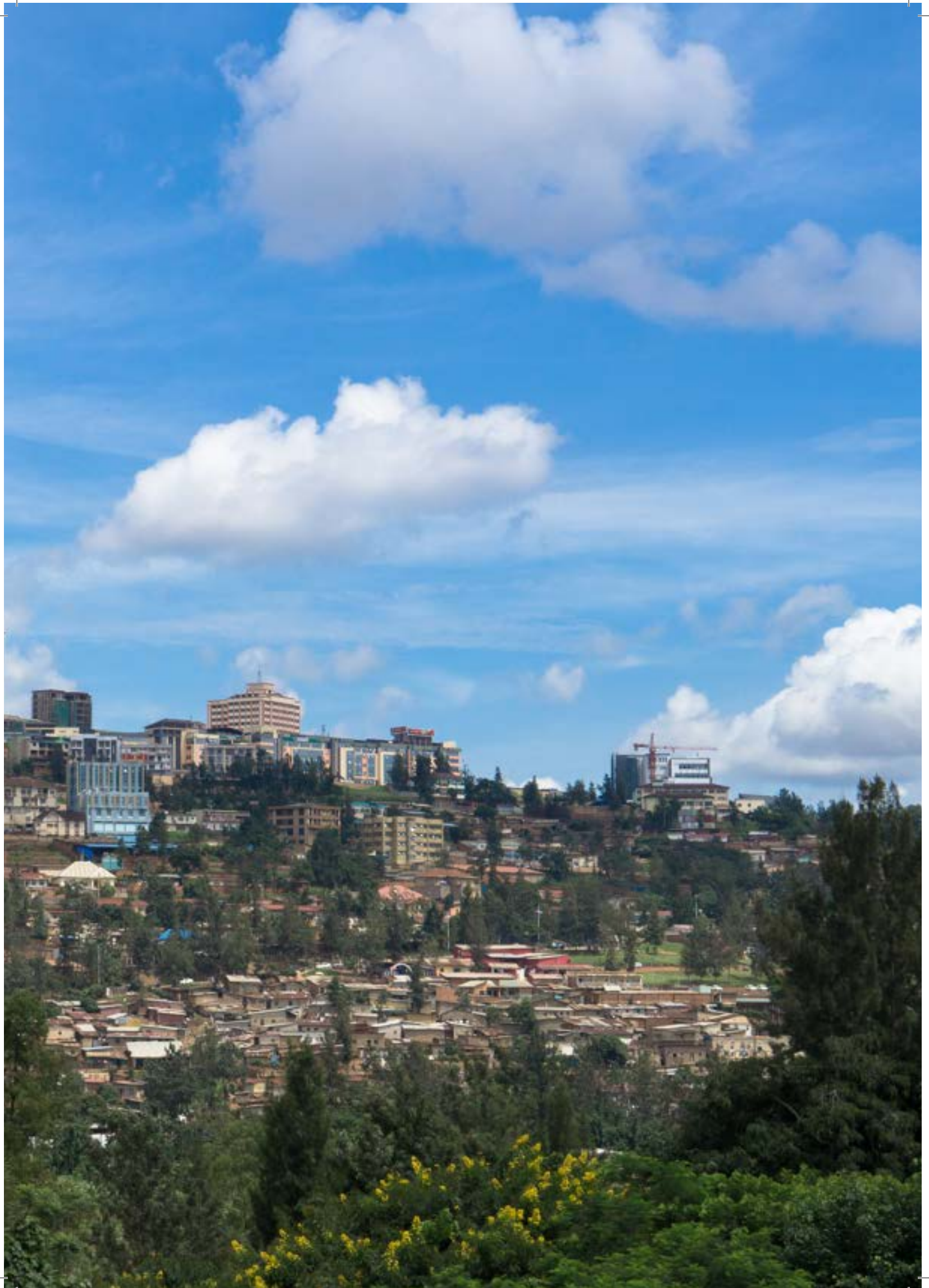
MEETINGS, INCENTIVES, CONFERENCES AND EXHIBITIONS (MICE):

Rwanda was one of the first East African nations to establish a convention bureau. Established in 2014, Rwanda Convention Bureau's mission is to promote Rwanda as a premier destination that meets the needs of your future meetings. Rwanda has prioritised MICE tourism as one of the drivers of its economic growth. Indeed, tourism is the country's largest foreign exchange earner with MICE playing a significant role in its growth by bringing in 20% of all tourism revenues.

It is worth noting that Rwanda's popularity as a preferred MICE destination is also a product of its simplified visa process that allows nationals of every country in the world to get a visa on arrival. It is also resulting from the linkages enabled by the National Carrier RwandAir that connects many parts of the globe to Rwanda and Africa, the safety and cleanliness of the country, its political stability and the promising future of Rwanda.









STRATEGIC BILATERAL PARTNERSHIP

Prakash Jain
Mohan Suresh



We, Mr. Mohan Suresh and Prakash Jain, Honorary Consuls of the Republic of Rwanda in the States of Karnataka and Maharashtra respectively, have been enthusiastically involved in the enigmatic rebirth, reconstruction and progress of Rwanda as a nation.

The economic surge of Rwanda has been a wonder after the country had sunk deep in the worst and last genocide of the 20th Century, the Genocide against the Tutsi in 1994.

With Rwandans and friends of Rwanda, we can only celebrate our humble contribution in that whole process of recovery and continued ascending trajectory.

It is obvious that diplomatic relations are strengthened by economic and trade cooperation between friendly countries.

The Honorary Consuls of Karnataka and Maharashtra have been working in this direction to see the relations of Rwanda and India elevated to greater heights. Efforts are focused on the mobilisation of prospective Indian investors to move to Rwanda and explore themselves and invest ultimately.

Today, there are Indian investments worth over USD 400 Million in the different sectors of Rwanda and trade between the two countries has been steadily growing.

Rwanda imports a substantive quantity of goods from India, including pharmaceuticals, iron and steel, machinery and equipment. On the other hand, Rwanda has the potential to export coffee, tea, spices, essential oils and avocados to India; which needs to be actively explored.

India and Indians have greatly contributed to the development of Rwanda, and the momentum is always on the rise.

Rwanda has registered companies from India in many sectors. Recently, the Manufacturing sector has attracted the highest amount of investment, followed by ICT sector, Mining and Quarrying sector taking the third position.

Achievements consist of power projects with the main milestone being Nyabarongo I Hydro Power Plant completed in 2015 on Line of Credit by the Indian Government worth USD 80 Million and an additional USD 40 Million by the Government of Rwanda. Export Target Irrigation projects including in Mpanga and Mahama are ongoing. Substantive financial inputs into Rwandan economy by the Government of India and private investors is of great importance.



In line with the target of connecting the people, India and Rwanda signed the Bilateral Air Service Agreement in February 2017, opening routes for Rwanda's national carrier RwandAir to start direct flight operations between Kigali and Mumbai in April 2017. The operation of the flight was disrupted by the Covid-19 pandemic, but later both countries signed an Air Bubble Agreement to address the critical restrictions brought up by health emergency. The launch of direct RwandAir flights between Kigali and Mumbai has gone a long way to boost connectivity between the two countries and the rest of Africa.

In July 2017, the Indian authorities approved, under the existing BASA 5th Freedom Flights Rights for RwandAir to operate flight connections from Kigali – Mumbai- Guangzhou- Mumbai – Kigali.

The connectivity between people was much facilitated by eased visa regimes between the two countries. Following the signing of the agreement for exemption of visa requirements for diplomatic and service/official passport holders, the Government of India has implemented the agreement by issuing visa free stay for a period of 90 days for holders of Rwandan Diplomatic and Official passports, starting from 25th December 2017. Additionally, India has included Rwanda on the list of countries whose nationals are eligible for e-visas for travel to India. This has substantially eased travel for Rwandans travelling to India.



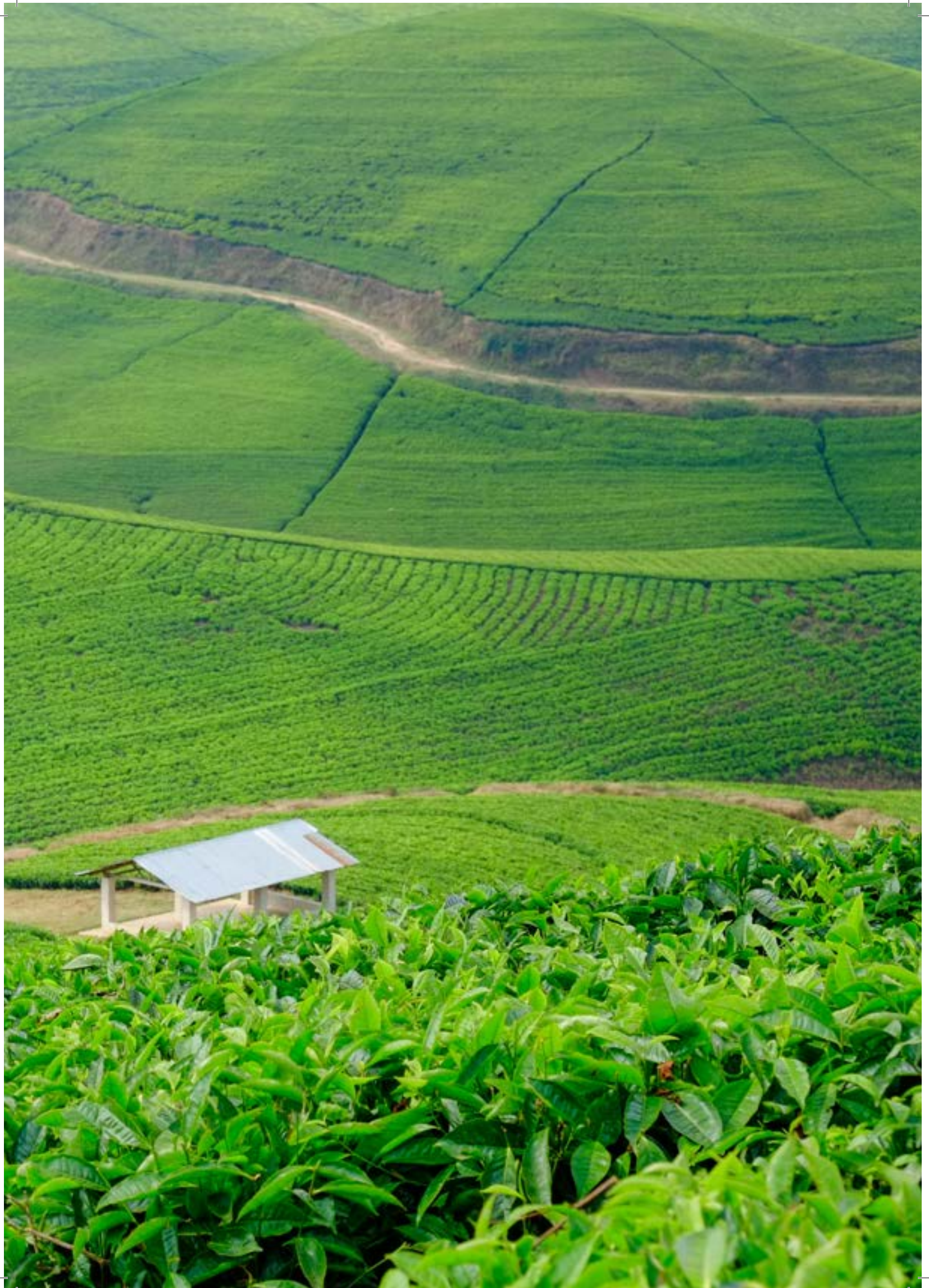


Moreover, Rwanda has opened its borders to citizens of the world, and Indians being members of the Commonwealth, are issued a free entry Rwandan visa, valid for 30 days. The new Rwandan visa regime has benefitted the Indians travelling to Rwanda and beyond in many ways.

The socio-economic development of Rwanda has its support from India through the sectors of infrastructure, agriculture, defence, education (through Indian scholarship programmes of ICCR and ITEC), health, tourism, science and technology, renewable energy and many more.

India and Rwanda relations are projected to grow higher. The economic and trade ties form one of the strongest pillars that the diplomatic relations hinge on. It calls for the commitment of everyone that is involved in this noble cause of perpetuating the friendly relations between the two countries.






DESTINATION FOR INDIAN INVESTMENT

Rudra Chatterjee





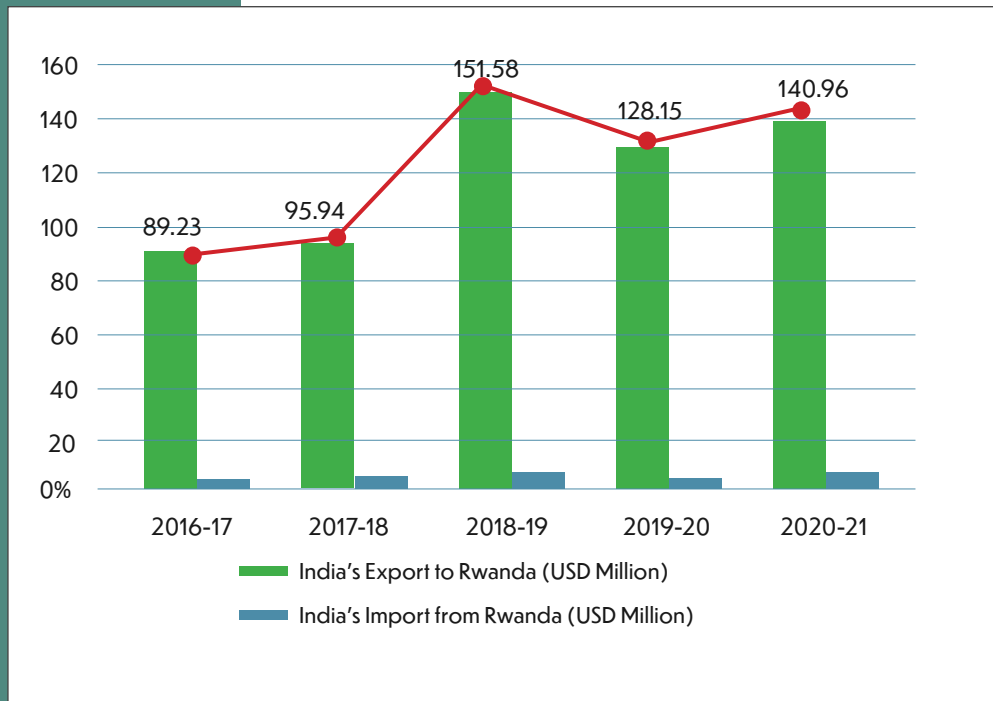
I have been traveling regularly to Rwanda since 2011 and became an investor in 2017. The country is remarkable for its beauty, the affection and warmth of its people, but it is truly extraordinary because despite its geography and small economy, it is Africa's most promising investment destination. It is an easy place to do business where the government works hard to meet the needs to business with transparent policy and complete honesty. Rwanda is a great location for Indian company headquarters in Africa, with an educated young workforce and good regional connectivity with Kenya, Zambia, Uganda, Tanzania, the Democratic Republic of Congo and Zimbabwe.

The country presents a number of foreign direct investment (FDI) opportunities in sectors like manufacturing; infrastructures; energy distribution and transmission; off-grid energy, agriculture and agro-processing, affordable housing, tourism; services; and information and communications technology (ICT).

INDIA - RWANDA TRADE VOLUME:

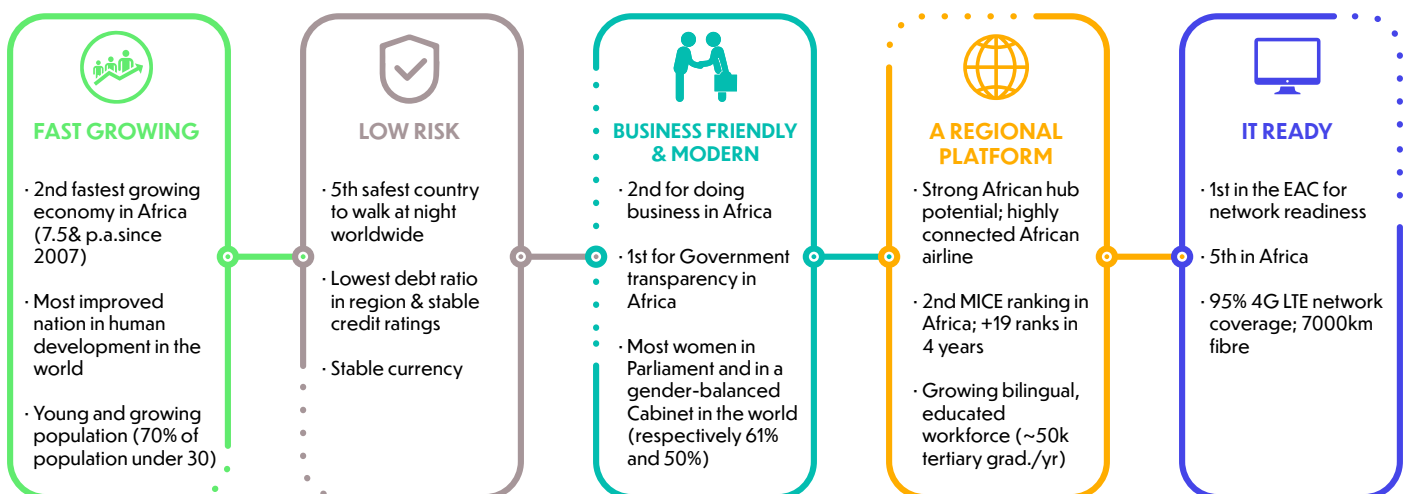
India's exports to Rwanda was USD 131.75 Million during 2022, according to the United Nations COMTRADE database on international trade. and India imports from Rwanda for the same period was USD 42.51 Million during 2022. This trade will surely increase during the coming decade. Major items of India's exports to Rwanda include electrical and mechanical machinery, pharmaceuticals and vehicles. Major imports from Rwanda include Metallic Articles (Aluminum, Lead and Copper), Precious, Semi Precious Stones, Tea and Coffee.

INDIA - RWANDA BILATERAL TRADE FIGURES



“OPPORTUNITY OF MAKING RWANDA THE BASE FOR INDIAN COMPANIES”

GROWTH INDICATORS



WHY INVEST IN RWANDA?

Rwanda has become a regional reference point for excellent governance, political stability, well-functioning institutions, adherence to the rule of law and zero tolerance for corruption. Rwanda is now regarded as one of the world's easiest, safest, and cleanest locations to do business and travel.

In Doing Business assessments, Rwanda has regularly ranked first among global reformers. According to the last Doing Business Report (2020), Rwanda has the Rank of 38 and the Score of 76.5. According to the 2019 edition of the report, the country was the easiest location to do business in Africa and 29th easiest in the world. As per the data from RDB, Rwanda remains one of Africa's most competitive countries, thanks to efficient goods and labour markets, as well as a stable political environment that supports strong GDP development.

Rwanda is one of 19 members of the Common Market for Eastern and Southern Africa (COMESA), which provides its members with favorable trading terms. Rwanda joined the East African Community in 2007 and the Commonwealth in 2009. It is also a member of the World Trade Organisation (WTO). It also belongs to the Great Lakes Economic Community and the Economic Community of Central African States.

Interestingly the African Continental Free Trade Area agreement (AfCFTA), which 44 African countries signed in Kigali, in March 2018, aims to create a tariff-free continent that may enhance intra-African trade, accelerate industrialisation, and create jobs. Tariff-free access to a massive and unified market will provide encouragement to manufacturers and service providers to take advantage of economies of scale; as demand rises, production rises, lowering unit costs. As firms expand their operations and hire more employees, consumers will pay less for goods and services.



NEW TRADE TREATIES WITH NEIGHBOURING COUNTRIES:

RWANDA - ZAMBIA:

In March 2022, Zambia and Rwanda signed seven cooperation agreements aimed at boosting trade between the two countries. Rwanda Imports from Zambia was USD 38.23 Million during 2022, according to the United Nations COMTRADE database on international trade. Zambia Imports from Rwanda was USD 169,910 during 2021, according to the United Nations COMTRADE database on international trade. Hence, the trade value between Zambia and Rwanda stood at USD 38.39 Million in 2022.

RWANDA - ZIMBABWE:

According to the RDB, at the Zimbabwe-Rwanda Trade and Investment Conference in Harare, Rwanda signed three memorandums of understanding with Zimbabwe in March 2022.

RWANDA - D R CONGO:

The signing of a bilateral agreement on cross-border commerce between Rwanda and the Democratic Republic of Congo (DRC) in Rubavu in October, 2016, as well as the introduction of the Simplified Trade Regime (STR) between the two nations, had been an important step toward regional peace and development. The STR will be implemented as part of the Common Market for Eastern and Southern Africa (COMESA) and will span the Rubavu-Goma and Bukavu-Ruzizi border areas.

RWANDA - KENYA:

The Economic Partnership Agreement was signed in September 2016 by Kenya and Rwanda, and Kenya has ratified it. The three remaining EAC members must sign and approve the EPA before it can go into effect.

HOW DID RWANDA MAKE IT EASY:

KIGALI PORT

As a landlocked country, the majority of Rwanda's imports and exports are handled through the ports of Mombasa in Kenya and Dar es Salaam in Tanzania. However recently, Rwanda has opened East Africa's first inland port in Kigali, removing market obstacles for landlocked countries. The Government of Rwanda and global port operator DP World have collaborated to build a state-of-the-art logistics hub 20 kilometres from the city near the international airport. The Indian businessmen can make Rwanda an important business centre with this in mind that products manufactured in Rwanda can be easily transported to the rest of Europe



and Asia via Kigali Dubai port. Rwanda already has direct connectivity with India and will soon have a modern new airport in Kigali with investments from Qatar Airways.

BUILDING MARKETPLACE IN RWANDA

Legal and financial infrastructure and institutions are important parameters for assessing the business and investment climate of a country. Let's take a look at Rwanda from this perspective.

BANKING SYSTEM, RWANDA

There are currently 16 commercial banks in Rwanda as



well as a number of microfinance institutions and rural savings and credit cooperatives. The sector is overseen by the National Bank of Rwanda. Growth potential remains strong with only 77 percent of the population engaged in the formal financial system (which includes the banking sector as well as insurance firms, mobile money networks, and microfinance institutions).

ARBITRATION CENTRE, RWANDA

A 2022, Herbert Smith Freehills (HSF) Guide to Dispute Resolution in Africa says that the proportion of arbitrations taking place in the continent as opposed

to offshore has increased in recent times. A sharp rise in foreign investment across an array of sectors in the continent has increased the scope for formal dispute resolution in Africa sharply. Rwanda has a well-established arbitral centre, Kigali International Arbitration Centre to facilitate arbitration.

JUDICIAL SYSTEM, RWANDA

The Constitution of Rwanda of 2003 revised in 2015 entrusts the Judiciary with the mission of protection of rights and freedom. The Judiciary is composed of ordinary Courts and specialised Courts. The High Council of the Judiciary is the Supreme governing organ of the Judiciary. It sets general guidelines governing the organisation of the Judiciary. The Judiciary is Independent and exercises financial and administrative autonomy.

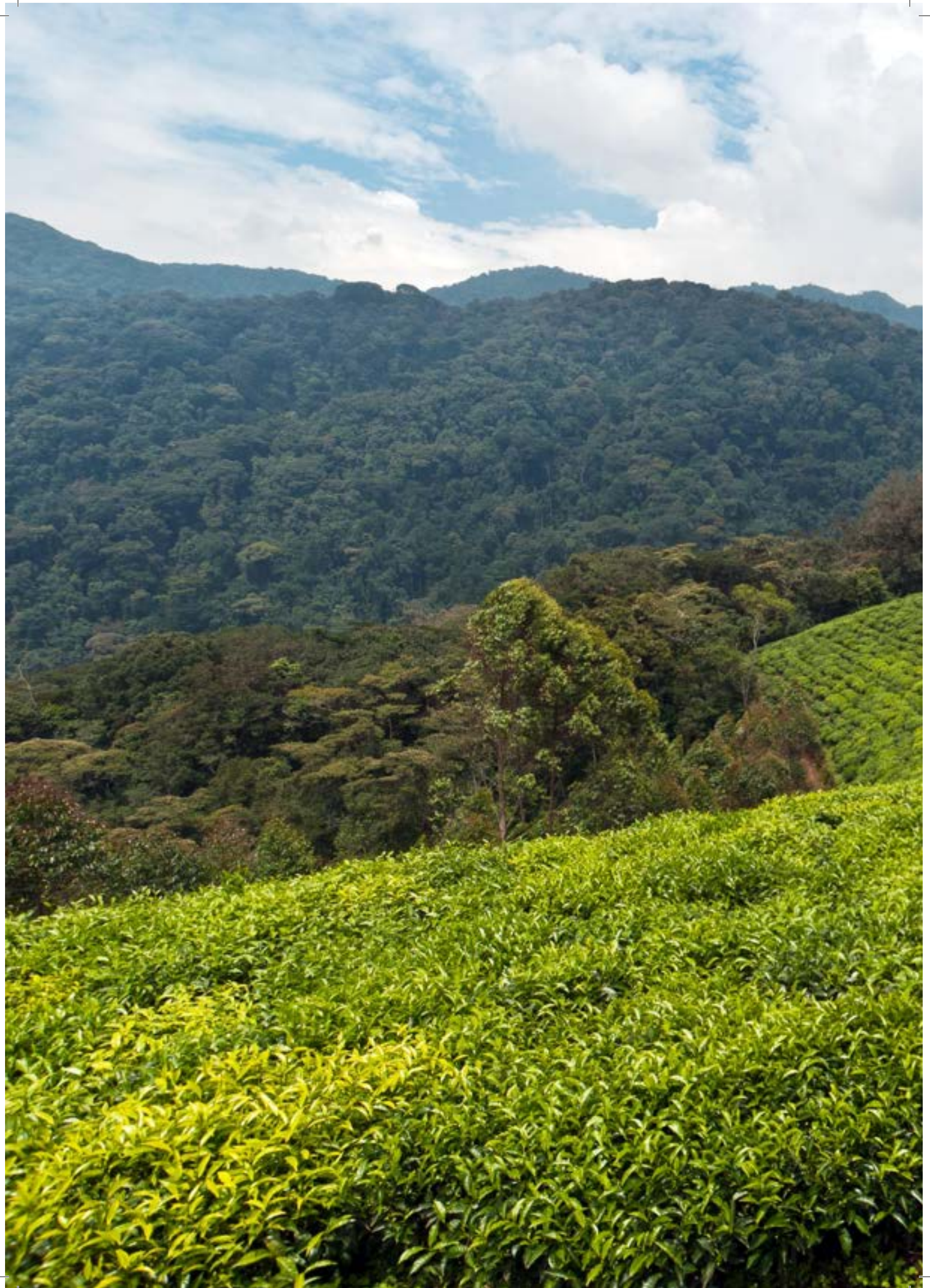
TEA, COFFEE, MACADAMIA, AVOCADO, SPICES – SCOPE FOR VALUE ADDITION

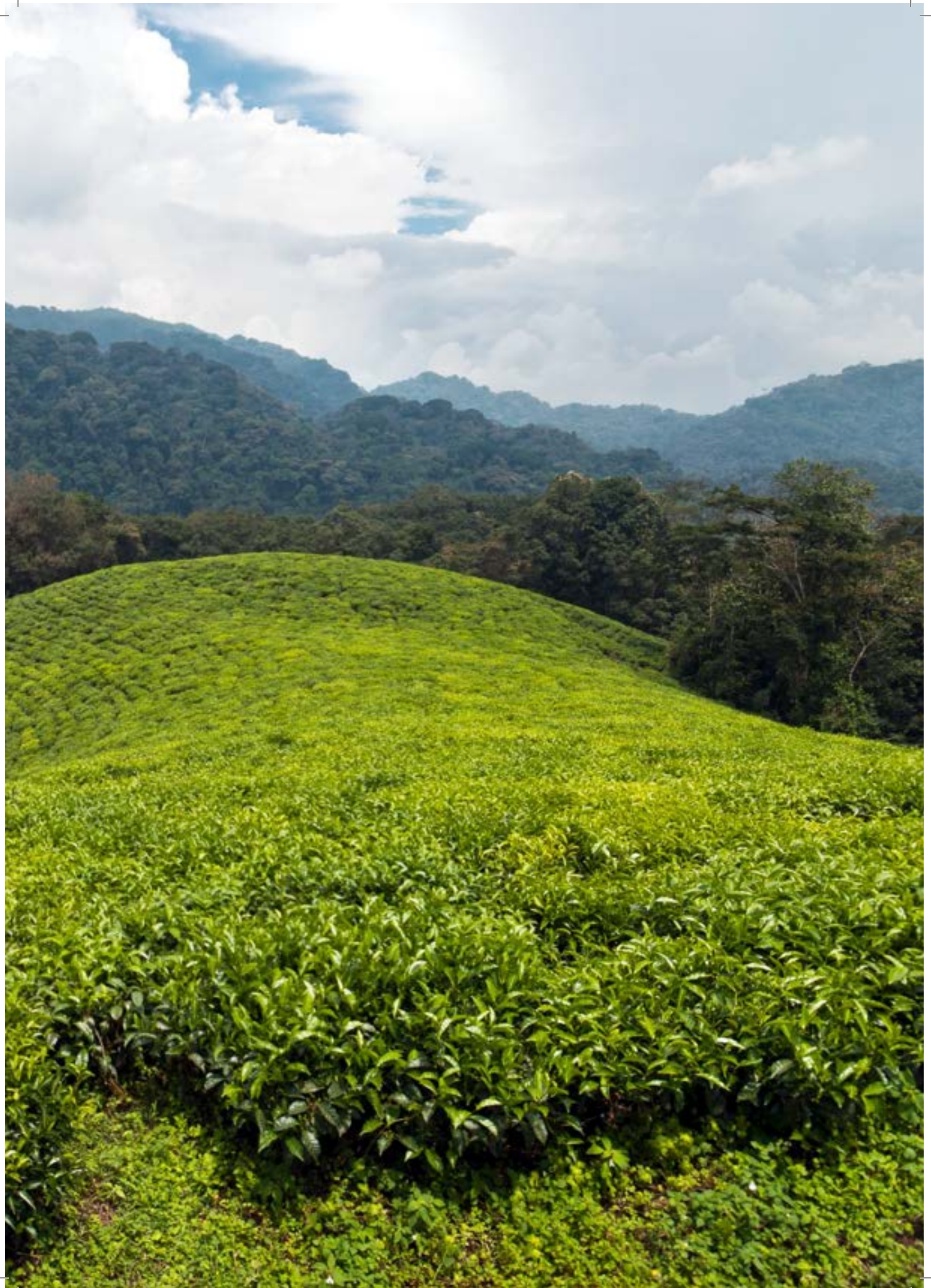
Agriculture is at the heart of Rwanda's economy, and both the government and key players in the logistics sector are confident that improved infrastructure will be central to further growing the nation's export channels. Rwanda has set itself the target of generating USD 1 billion in annual agricultural exports by 2024, which is more than double the current output from the sector. With a move towards a technology-intensive sector to enhance commercial growing and processing initiatives, the logistics and supply chain spheres will play a key role in meeting this ambitious goal.

Rwanda is looking forward to export promotion under many sectors, which include cash crops (like tea, coffee etc), agro processing, mining and horticulture. Rwanda produces good quality crops like tea, coffee, macadamia, avocado, spices and now their Government is stressing on the need for diversification of the economic base with more value addition.

With the growth in income, analysts feel, production will shift toward higher value and quality products and sectors like tea, coffee, macadamia, avocado, spices will experience a shift in demand, creating more opportunities for value addition in Rwanda.

In conclusion, Rwanda is an ideal business partner for India. PM Modi and President Kagame recognised this and upon his visit to Kigali in 2018, the Prime Minister established the Indian Embassy in Rwanda. He further invited Indian businesses to consider Rwanda as their headquarters for Africa.





Chapter 10

A MODEL FOR SOUTH-SOUTH COOPERATION

Munish Gupta



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Rwanda's remarkable recovery and rise as a fundamentally sound democratic economy in less than three decades has also witnessed the establishment and growth of a significantly strategic partnership with India. Internationally respected and visionary leaders of Rwanda and India have demonstrated overlap and synergy in policies and long-term goals not just for their nations, but also in taking steps to foster and expand south-south cooperation especially utilizing technology-led innovation.

India-Rwanda relations are marked by cordiality, convergence of views and cooperation on major international issues, an upward trend in bilateral trade and investments in multiple spheres and a cultural connect which serves as a demonstrable example of South-South cooperation.

The relationship first saw its peak in January 2017 with the first official visit of the Head of State of Rwanda, HE Paul Kagame to India. Further, India and Rwanda escalated their relationship to a strategic partnership with the first-ever official state visit of the Indian Prime Minister to Rwanda in July 2018. Indian Prime Minister Narendra Modi and Rwandan President Paul Kagame are viewed as pioneers and champions of change, steering their nations to promote socio-economic development through various areas of cooperation in these diplomatic consultations.

Reviewing various domains of partnership between the two countries, India and Rwanda have grown to collaborate and work a wide range of sectors including development cooperation in infrastructure, agriculture, energy, education, training and capacity building. It has expanded beyond development cooperation to include defense and security. This can be reflected through various partnership frameworks and programs such as:

- During IAFS-II in 2011, India announced establishment of several institutions in Africa. As part of its initiatives under IAFS-II, India established the India-Africa Entrepreneurship Development Centre (IAEDC) in Rwanda. While recognising that entrepreneurship is one of the most important factors in the development of a country's economy and an antidote to unemployment, the centre is committed to nurture the spirit of entrepreneurship in Rwanda through education, training and business advisory services.

- Under the Pan Africa e-Network project, tele-medicine and tele-education centres were established in Rwanda in 2009 with an aim to enable Rwandan doctors to consult their Indian counterparts and ensure world-class medical consultation and treatment for patients and education for students.
- More recently, this cooperation was evident during the COVID-19 pandemic when Covishield vaccines produced by the Serum Institute of India (SII) were gifted as support from India to Rwanda in March 2021 further strengthening the existing partnership. This effort speaks volumes of the robust collaborative spirit amongst the two nations.

From a business and investment perspective, Kigali is increasingly being viewed by Indian organisations and institutions as a place to host or organise conferences. In July 2019, Indian think tank, Observer Research Foundation (ORF) organised the Kigali Global Dialogue in Kigali. In August 2019, Telecom Equipment and Services Export Promotion Council (TEPC) organised the India-Africa ICT Expo 2019 in collaboration with the Government of Rwanda in Kigali. The second India-Africa ICT Expo 2020 took place on a virtual platform with the support of Government of Rwanda in December 2020. These examples further validate the growing importance of Rwanda in the Indian business eco-system and an inclination to promote South-South Cooperation.

One of the flagship programs between the two countries named 'India-Rwanda Innovation Growth Program' (IRIGP), a unique programme to share and transfer tech-led innovation was launched to expand ties in science, technology and innovation. In 2017, the IRIGP was launched as a pilot in which the Department of Science & Technology (Government of India) partnered with the National Industrial Research & Development Agency (NIRDA) under the Ministry of Trade & Industry (Government of Rwanda). The Federation of Indian Chambers of Commerce & Industry (FICCI) was selected as the programme implementation partner.



The success of this first of its kind technology sharing and commercialisation pilot project is seen as a harbinger of South-South cooperation, especially between India and Africa. The programme has now been expanded to Ethiopia, and will be offered to other nations of the East African community, and will then be scaled up to seven other economic zones across Africa. This stellar example of South-South cooperation builds confidence within the Indian business fraternity to consider Rwanda and the rest of Africa as important investment destinations and technology partners. The incubation and implementation of the programme involved multiple stages of needs assessment in Rwanda which gave a more holistic view of the country's current state of development. The specific needs of Rwanda as per their development vision was assessed and validated in-market. Next, affordable and (cross-continently) deployable innovations from India to create sustainable enterprises (joint or local only) in Rwanda were explored and transferred.



Participants (both public and private stakeholders) contributed extensively and expressed keen interest to share and transfer of technology to create socio-economic impact development. Moreover, programme implementation required deep diving into cultures, business practices and laws, selection of human resource in both countries thereby adding a lot of value to the proposed intervention and ensuring that the programme was successful. It was astounding that in just over a year's time, the programme engaged several Ministries from both the countries, entrepreneurs, private sector chambers, sector-specific associations and institutions who came together to collaborate on potentially mutual domains of partnership and signed formal agreements therein.

Technology and business experts found the support of both governments to devise collaboration between entrepreneurs in India and Rwanda. Both governments enabled a platform that induced entrepreneurs and enterprises to converge, incentivised them with smoother administrative clearances, helped build skills and capacity, and mentored joint enterprises. Ultimately, several agreements were officially signed as a result of which several programmes and pilots are currently running successfully. Other outcomes of the programme are outlined below:

- In the first year, 11 B2B, B2G and G2G agreements were signed to replicate Indian Technologies in Rwanda. Six Sectors were impacted namely



Healthcare, Agriculture, Food Processing, ICT/IT, Leather and Renewable Energy.

- A major agreement was signed between India's Central Leather Research Institute (CLRI) and NIRDA (Rwanda) in July 2019 to set up a leather park in Rwanda.
- Till date, FICCI continues to hand-hold chosen technologies and companies from both countries. Overall, few collaborations have been recognised by the Indian Government and have won international grants to establish and scale technologies in Rwanda.

The Rwandan business landscape, combined with competent and non-corrupt administration and legal system, creates a conducive environment

for commercial activities. India's stupendous growth and physical proximity between the countries, growing connectivity, and genuine desire by leaders to enhance bilateral ties, presents a huge untapped potential for both countries. Business-to-business exposure should be stimulated by government and catalyzed by platforms enabled by chambers of commerce and industry. This will help identify opportunities and make use of the tech-led innovations, particularly in the agriculture, ICT, healthcare, and tourism sector. I am confident that robust Rwanda-India partnerships – G2G in some limited cases, but more so B2G and B2B – so created will serve as a stellar model for the developing nations to replicate the same.





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ABBREVIATIONS

AfCFTA	African Continental Free Trade Area
AGOA	African Growth and Opportunity Act
CLRI	Central Leather Research Institute
COMESA	Common Market for Eastern and Southern Africa
DST	Department of Science & Technology, Government of India
EAC	East African Community
EBM	Evidence-Based Medicine
EDPRS	Economic Development and Poverty Reduction Strategy
EPA	Economic Partnership Agreement
FAR	Rwandan Armed Forces
FDI	Foreign Direct Investment
FICCI	Federation of Indian Chambers of Commerce & Industry
GDP	Gross Domestic Product
IAEDC	India-Africa Entrepreneurship Development Centre
ICCR	Indian Council for Cultural Relations
ICT	Information and Communications Technology
ICTR	International Criminal Tribunal for Rwanda
IRIGP	India Rwanda Innovation Growth Programme
IRMCT	International Residual Mechanism for Criminal Tribunal
ISA	International Solar Alliance
ITEC	Indian Technical and Economic Cooperation Programme
MBRP	Manufacture and Build to Recover Program
MEA	Ministry of External Affairs, Government of India
MINECOFIN	Ministry of Finance and Economic Planning
MSME	Ministry of Micro, Small and Medium Enterprises
NCBT	National Centre for Blood Transfusion
NIRDA	National Industrial Research and Development Agency
ORF	Observer Research Foundation
NST	National Strategy for Transformation
RBC	Rwanda Biomedical Centre
RDB	Rwanda Development Board
RGB	Rwanda Governance Board
RPF	Rwanda Patriotic Front
RRA	Rwanda Revenue Authority
TEPC	Telecom Equipment and Services Export Promotion Council
UNAMIR	United Nations Assistance Mission for Rwanda
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WTO	World Trade Organisation
WTTC	World Travel and Tourism Council

India-Rwanda Friendship Association (IRFA) is a registered Charitable Trust that was founded in 2018 as a people-to-people connect between the communities of India and Rwanda. It acts as goodwill ambassador for both countries and assist in Cultural, Educational, Economic, Social and Sports cooperation and collaboration.

The objectives and main thrust areas of activities of the Trust are:

- Promote people-to-people relations in the development of Educational, sports-oriented, social and cultural cooperation
- Share advancements and exchanges in art, culture, education, healthcare, science, technology and innovation, sports, vocational and skill development between the two countries
- Organise conferences, seminars and exhibitions and producing and distributing relevant literature, including books and journals for universal benefit from them.
- Celebrate festivals for each other and exchange greetings on such occasions to make friendship deeper and practical between the people of the two nations.
- Organise delegation visits between the countries to meet people in all fields and vocations, including for economic, science and technology, cultural exchange and education
- Assist both country during natural calamities and distress situations, if any
- Raise funds for the purposes of the objects of the Trust
- Maintain the Trust as a not-for-profit organisation

IRFA was registered as a Trust under the Indian Trusts Act, 1882, in New Delhi in March 2021. Its, registration no. is 1023 vide Book No. 4, Volume No 4499 at Sub Registrar, New Delhi. The PAN number is AABTI9075J.



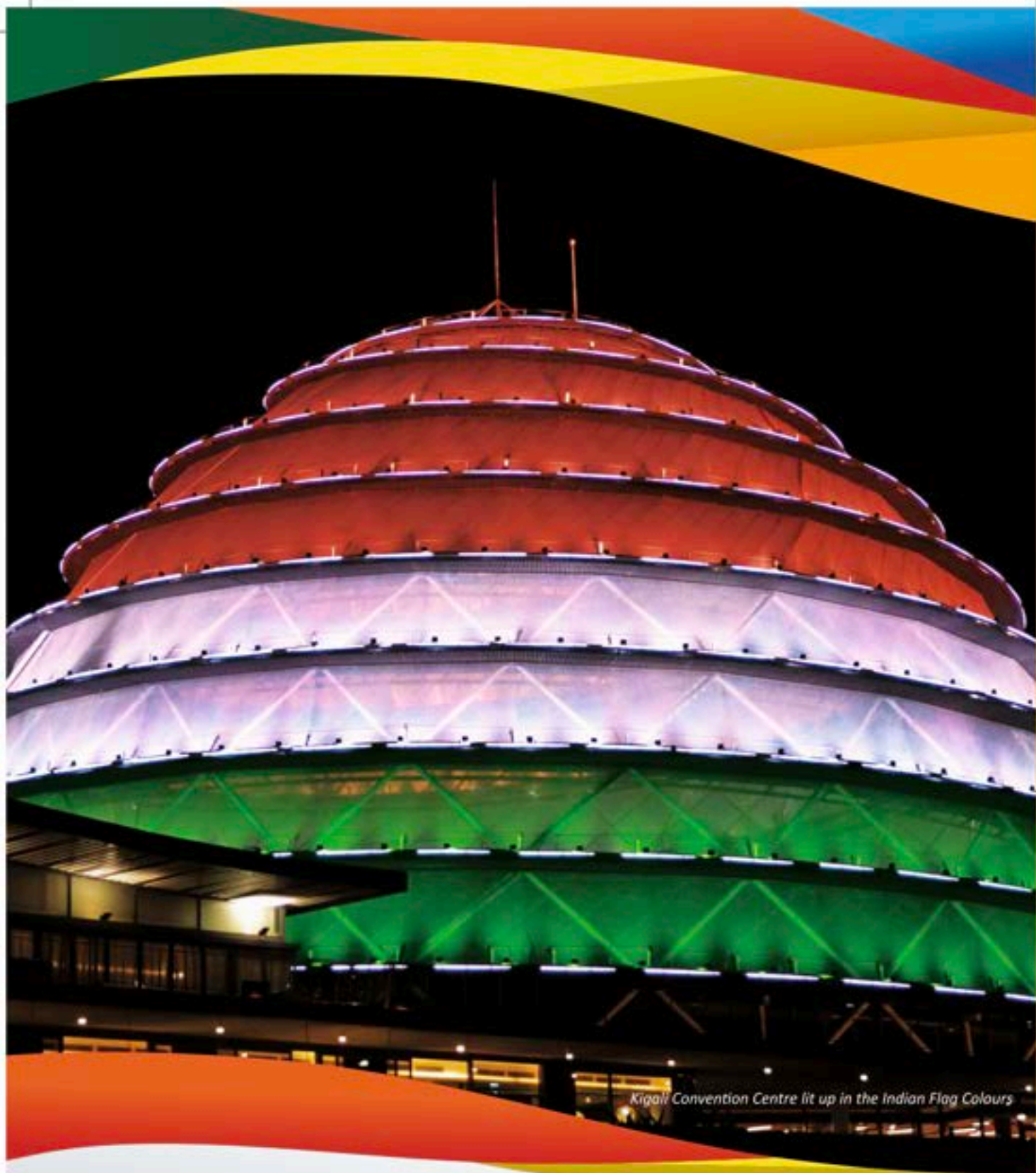
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Kigali Convention Centre lit up in the Indian Flag Colours

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