

CITY IMAGES AND THE SUPPORTING EVIDENCE IN SECONDARY CITIES: THE CASE OF RWANDA

YUN LIN

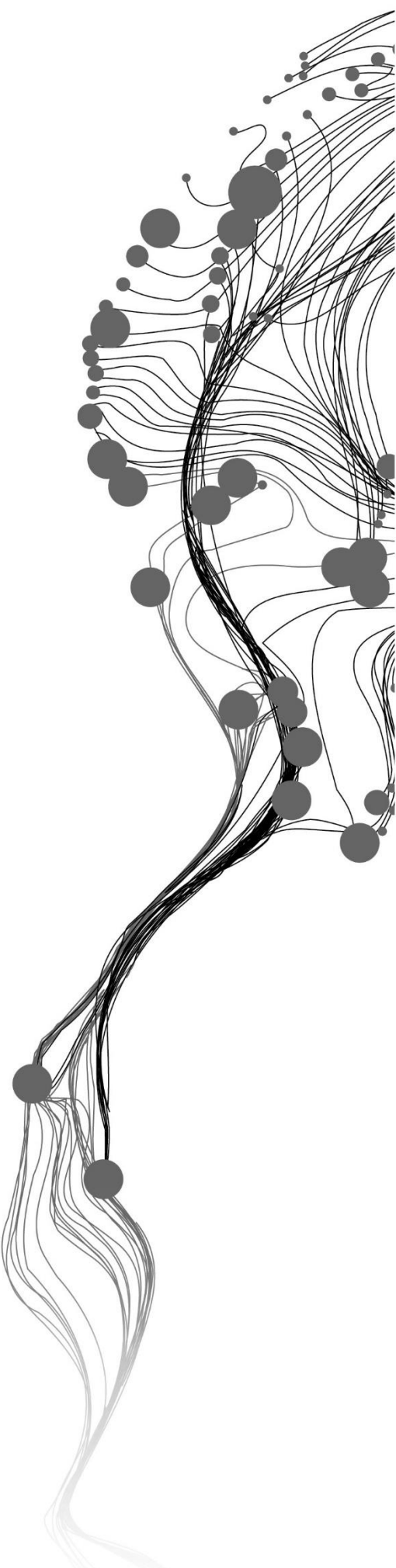
February, 2016

SUPERVISORS:

[Dr.ir. L.G.J. Boerboom (First supervisor)]

[Dr. S. Amer (Second supervisor)]

[Dr. M Madureira (Advisor)]



[CITY IMAGES AND THE SUPPORTING EVIDENCE IN SECONDARY CITIES: THE CASE OF RWANDA]

[YUN LIN]

Enschede, The Netherlands, [February, 2016]

Thesis submitted to the Faculty of Geo-Information Science and Earth Observation of the University of Twente in partial fulfilment of the requirements for the degree of Master of Science in Geo-information Science and Earth Observation.

Specialization: [Urban planning and Management]

SUPERVISORS:

[Dr.ir. L.G.J. Boerboom (First supervisor)]

[Dr. S. Amer (Second supervisor)]

[Dr. M Madureira (Advisor)]

THESIS ASSESSMENT BOARD:

[Prof.dr.ir. M.F.A.M. van Maarseveen (Chair)]

[Dr. M.A. Bontje, University of Amsterdam (External examiner)]

[Dr.ir. L.G.J. Boerboom (First supervisor)]

[Dr. S. Amer (Second supervisor)]

DISCLAIMER

This document describes work undertaken as part of a programme of study at the Faculty of Geo-Information Science and Earth Observation of the University of Twente. All views and opinions expressed therein remain the sole responsibility of the author, and do not necessarily represent those of the Faculty.

ABSTRACT

This paper set out to investigate what type of evidence the government officials use to justify the city images and attract investors to invest in the secondary cities of a developing country, and if the evidence is recognisable and convincing to the investors. Evidence plays a role in making the images of the city more substantive and concrete, which helps to convey the city images to the target group. So far, most studies about the city branding and city images focus on big cities, such as Paris and Barcelona, while most of the cities in the world are much smaller with lower economic impact worldwide, but very important for their national economies. To address this gap, this study is going to look into the city image and the supporting evidence in the context of secondary cities in a developing country, Rwanda. Rwanda has pointed out six secondary cities as growth poles. I choose two of them as the study area: Musanze and Rubavu. I find out that there is a difference in the opinions towards the city images from the perspectives of local government officials and investors. Evidence plays a positive role in increasing the interests of investors to the images, but the government officials seem to not actively be using it. Thus, in the process of branding for secondary cities, it is advisable for the planners to investigate the opinions of investors towards the city images before determining the brand and the images to be conveyed by it. Also, evidence positively influences the opinions of investors towards the city images, and it is suggested to use them to make the city images more concrete in the process of branding.

ACKNOWLEDGEMENTS

Above all, I should say thanks to my supervisors Luc, Sherif and Mafalda. They have given a lot of patients and detailed instructions in this half a year. Second, thanks to the officials and investors in Rwanda. They have provided a lot of help, even if they are very busy, they still give me some time. Thanks to the website of Expert Africa for allowing me to use the map of Rwanda. Finally, I should say thank you to my colleagues, my friends and my families. They help me a lot during this stressful half a year.

As English is not my first language, some of my words in this thesis might sound direct, and my choice of words may be with insufficient nuance. I would like to apologize for this and ask for understanding.

TABLE OF CONTENTS

1.	Introduction and justification	1
1.1.	Background and justification	1
1.2.	Research problem	2
1.3.	Research objectives and questions	3
1.4.	Thesis structure	4
2.	Literature Review	5
2.1.	Branding and image	5
2.2.	Secondary cities	6
2.3.	Growth poles	7
2.4.	Summary	8
3.	Research Design	9
3.1.	Data collection	9
3.2.	Data analysis	12
3.3.	Study area	12
4.	Results	14
4.1.	City Images	14
4.2.	Evidence for the images	15
4.3.	Opinions from the investors	21
5.	Discussion	28
5.1.	Discuss the result of the thesis according to the specific objectives	28
5.2.	Investment images in secondary cities - contributions to the literature	31
5.3.	Limitation in terms of scope and shortcomings	31
5.4.	Summary	32
6.	Conclusion	34

LIST OF FIGURES

Figure 3. 1 Process of data collection and data analysis..... 11

Figure 3. 2 Map of Rwanda 13

Figure 4. 1 Map of tourism..... 18

Figure 4. 2 Picture of Irish potato 18

Figure 4. 3 Pictures of Lake Kivu.....20

LIST OF TABLES

Table 1.1 Research questions.....	4
Table 4. 1 Dominant images for Musanze	14
Table 4. 2 Dominant images for Rubavu	15
Table 4. 3 Evidence for dominant images of Musanze.....	16
Table 4. 4 Evidence for dominant images of Rubavu.....	19
Table 4. 5 Opinions of the Investors towards the images in Musanze.....	21
Table 4. 6 Images of Musanze sorted by the interests of investors	22
Table 4. 7 Number of investors who change their mind.....	23
Table 4. 8 Opinions of investors in Musanze towards the evidence.....	23
Table 4. 9 Suggestions given by investors in Musanze	24
Table 4. 10 Opinions of the Investors towards the images in Rubavu.....	24
Table 4. 11 Images of Rubavu sorted by the interests of investors	25
Table 4. 12 Number of investors who change their mind in Rubavu.....	26
Table 4. 13 Opinions of investors in Rubavu towards the evidence	26
Table 4. 14 Suggestions given by investors in Rubavu.....	27
Table 5. 1 Example of the influence of number of items in the sub lists	32

1. INTRODUCTION AND JUSTIFICATION

In this chapter, I'm going to introduce the background of city branding and city image, and how they relate to the intention of Rwanda government to promote the economic growth of the secondary cities in Rwanda. Then I will propose the research problem, objectives, and the questions to solve in the process of study. In the last sub-chapter, I will introduce the structure of this thesis.

1.1. Background and justification

In the context of globalization, cities are facing increasing competitive pressure. To enhance the competitiveness and attractiveness, it is important for a city to create a brand to make itself stand out from the crowd, which helps the city to attract more resource and opportunities (van Ham, 2008). City branding helps to “convey an image of the city to the world, allowing the city to enjoy competitive advantages regionally and internationally, attracting tourists, and linking the physical character of the city to cultural and economic activities” (Rehan, 2014, p230). Branding aims to strengthen the reputation of the city and achieve competitive advantages (Helmy, 2008), attracting more people to live, to consume or to invest in the city. Thus, city branding is a useful tool to convey positive city images to people.

Image is a sum of people's opinions and impressions towards the place, which represents “a simplification of a large number of associations and pieces of information related to a place” (Avraham, 2004, p472). By influencing the perception that people hold towards the city, images of city play an important role in affecting people's choice of where to consume and invest, which brings a series economic consequence (Bramwell & Rawding, 1996). Thus, image can be used as a tool to sell the cities and attract more consumption and investment into the city. To improve the image of the city and convey it to the target group of people, the city planners use city branding as the strategy, as the main concern in the process of city branding is to define and keep promoting the city image (Helmy, 2008; Kavaratzis & Hatch, 2013). Braun et al.(2014, p65) consider the improvement of image as “the most straightforward indicator of place branding success”. In general, the improvement of the city image is main concern of city branding, while city branding is the process of achieving the improvement of city image and conveying it to people.

There are many cases about improving the competitiveness of the city by building or renewing the city image through the branding process. For example, the city of Paris created an image of leisure shopping for urban tourism based on being historically renown as a capital of style and a commercial metropolis (Rabbiosi, 2014), while Barcelona developed a branding process, using its history and cultural legacy as an instrument to promote its image to increase its reputation of creativity and attract tourists and also residents (Rius Ulldemolins, 2014).

Research about city branding and city image often focuses on megacities as study areas, such as Paris and Barcelona mentioned above, reflecting the special condition on the top of the city hierarchy. Few studies have been done in small cities. However, the megacities are the minority in the world, while most of the cities are much smaller and less international with much lower economic scale. To address this gap, this study is going to look into the city image in the context of secondary cities in Rwanda. The Rwandan

government has recently announced that the development of secondary cities is a priority in its National Urban Policy.

Rwanda has a big ambition of pushing forward its economic growth. The government of Rwanda believes that urbanisation will contribute to economic growth ("Secondary Cities," 2014). However, Rwanda has only one big city, the capital city Kigali, which accounted for 49.5% of urban population and has the highest population density of 1552/ /km² in 2012 ("National Institute of Statistics of Rwanda," 2014). Thus, to promote the urban development outside of the capital city and ensure a more balanced growth, the government has pointed out six secondary cities as the poles of growth for the country: Rubavu, Musanze, Nyagatare, Muhanga, Huye and Rusizi (*Shaping our Development: Economic Development and Poverty Reduction Strategy 2013-2018*, n.d.).

The growth poles theory was firstly introduced into economic literature by Perroux(1950)and was defined as an economic space which consisted of centres of attraction and repulsion. Perroux declared that instead of appearing everywhere at the same time, growth became manifest at points or poles of growth, and then spread through different channels and variably affected the whole economy (David L Mckee, 1970, p93). This theory predicted how economic growth happens, which was later considered as policy recommendation and used as a strategy to achieve a balanced growth and reduce the disparities.

Secondary cities play an important role in both promoting regional development and relieving the immigration pressure of big cities by absorbing migrant populations (Rondinelli, 1986). By selecting these six secondary cities as growth poles, the government hopes to promote the economic growth of the whole country. Thus, to help the development of secondary cities and make them more competitive, it is necessary to create unique and attractive images for the cities.

In the case of Rwanda, the government has already set some images for the six secondary cities:

- Huye - "Education, Knowledge and Cultural History"
- Rubavu - "International Gateway City and Tourism"
- Musanze - "Eco-friendly mountain tourism and industry"
- Nyagatare - "Cattle and Dairy Region/ Commercial Hub of Eastern Region"
- Rusizi - "Cross-border Trade and Transportation Logistics, Nyungwe Forest"
- Muhanga - "Hydropower and Mining Center; Creative Economy: pottery and fashion"(*National Urbanization Policy*, 2015, p34).

These images were simply identified by the National Urbanization Policy, but there is no further descriptions and explanations about how these images were formulated. For helping promote the image building and economic growth, this research is going to investigate the images of the secondary cities in the mind of local government officials and investors, and also is the investors are interested in these images.

1.2. Research problem

Since Hunt(1975) defined the concept of image of place, there had been many studies about building city images in the past decades. However, they didn't explain much about how the city images were justified and whether investors were willing to buy into these images, while this willing of the investors would

influence their decisions of whether or not to invest in this city. This would directly relate to the promotion of the city's economic growth. Without appropriate justification and support, there could be narrow or limited understanding of the images in the investors' mind, which could bring negative influence on the investors' appropriation of the images and fail to increase their interest in investing in the city. To address this gap, this research is going to study how the municipality justifies the city images, and what evidence they would provide for the investors to make the images tangible. I will also study whether this evidence is recognisable and convincing to the investors.

Additionally, the context of this study is in secondary cities of a developing country, which has more reference value for many of the cities in the world.

1.3. Research objectives and questions

1.3.1. Research Objectives

The general objective of this study is to investigate what type of evidence the government officials use to justify the city images and attract investors to invest in the secondary cities of a developing country, and if the evidence is recognisable and convincing to the investors.

To fulfil this objective, first of all, I will identify the investment images for the city from the perspective of government officials. Then, for investigating the grounding and justification for the images, I will ask for the evidence of these images. From the perspective of the investors, I'm going to investigate whether these images are attractive to them, and if the evidence is recognisable to the investors and increase their willingness to buy into the images.

Specific objectives and questions

- 1) To identify what kind of images for investment the local government officials from the secondary cities of a developing country think that their city has.
- 2) To investigate the evidence that the local government officials would use to sustain and justify the city images.
- 3) To identify if the investors are willing to buy into these images and whether the evidence increases their will to invest.

1.3.2. Research Questions

Table 1.1 Research questions

Specific objectives	Questions
1) To identify what kind of investment images the local government officials from the secondary cities of developing country think that their city has.	Who are the local government officials and investors?
	What are the city's investment images in the mind of local government officials who knows the city economy comprehensively?
2) To investigate the evidence that the local government officials would use to support and justify the city images.	What is the evidence for each images?
	What's the problem in the evidence and also in the process of collecting evidence?
3) To identify if the investors are willing to buy into these images and whether the evidences increase their will to invest.	What is the attitude of the investors towards the images?
	Is the attitude changed after seeing the evidence?
	What kind of evidence and images are more attractive to investors?
	Is there any relation in the opinions the investors hold with their business background

1.4. Thesis structure

In this chapter, I first state how the city branding and city image help to increase the competitiveness of a city, and the intention of the Rwanda government to promote the growth of secondary cities. Based on this background, I elicit the research problem and objectives of this study. In chapter two, I'm going to explain the concepts used in this study, such as city branding, city image, the strategy of growth poles and the significance of promoting the development of secondary cities. I will also explain the reason for choosing these concepts and how they are linked. In chapter three, I will describe the method that I use to collect and analyse the data, and explain the reason for choosing this method. Then I will make an introduction of the selected study areas. The result of data collection and data analysis will be displayed in chapter four. In chapter five, I will further discuss the images the officials come up with, the way they sustain and justify the city image, and the attitude of investors and their professions. I will also discuss the limitations and contributions of this study and make suggestions for future work. Then in chapter six, I will give the conclusion for this study.

2. LITERATURE REVIEW

In this chapter, I'm going to discuss the concepts of city branding, city image, the secondary cities and the growth pole theory. After discussing the concepts and their characteristics, based on a literature study, I will also explain the relation between them, which will help to understand how they relate to this research.

In the process of discussing city branding and city image, I will include the terms of place branding and place image. The reason is that city branding can be considered as a subset of place branding, as place branding includes branding of countries, regions and cities (Caldwell & Freire, 2004). In many of the previous studies, they do not explicitly distinguish the concepts of city branding and place branding. I think they have similar characteristics, so I also include the place branding into the related work to help understand the city branding. The same way to the city image and place image. However, after the discussion of the concepts, I will focus only on the city image as the concepts that are used in the following thesis, as the study areas of the research are secondary cities.

2.1. Branding and image

According to (Zenker and Braun, 2010, p3), the place brand is a “network of associations in the consumers’ mind based on the visual, verbal, and behavioural expression of a place, which is embodied through the aims, communication, values, and the general culture of the place’s stakeholders and the overall place design”. Place branding is a process to shape the place and its future with the intention to influence the mental images and perceptions that people hold towards a place (Kavaratzis & Ashworth, 2005).

As a branch of place branding, city branding has an analogous definition. City branding is “the means both for achieving competitive advantage in order to increase inward investments and tourism, and also for achieving community development, reinforcing local identity and the identification of the citizens with their city and activating all social forces to support development efforts” (Anttiroiko, 2015, p235). City branding helps to “convey an image of the city to the world, allowing the city to enjoy competitive advantages regionally and internationally, attracting tourists, and linking the physical character of the city to cultural and economic activities” (Rehan, 2014, p230). In general, city branding aims to convey the attractive image of the city and achieve the competitive advantages, which help to attract the investments and consumptions, and help the development of the city.

In the process of branding, a city needs to consider different contexts, stakeholders, inhabitants, potential tourist and visitors, while different stakeholders might hold different interests, views and interpretations towards one brand, as different kind of stakeholders applied “their own filter to interpret the meaning of the city brand” (Merrilees, Miller, & Herington, 2012, p1032). Thus, in many studies, researchers often choose to study one specific group of stakeholders as the study object. For example, in the study from Kaya and Marangoz(2014, p491), they find that “nature, business opportunities and government services” are the main element that form the entrepreneurs’ attitude towards the brand of Muğla province of Turkey. Therefore, for attracting a specific group, the city branding strategies need to be particularly developed (Kaya & Marangoz, 2014). In this study, we are going to concentrate on the group of investors in secondary cities in developing countries, which could potentially stimulate or drive economic growth.

As a branch of place branding, the main concern in the process of city branding is to define and keep promoting the city image, and subsequently help in economic development (Helmy, 2008; Kavaratzis & Hatch, 2013; van Ham, 2008). The image of a place (including city), as defined by Kotler, Haider, and Rein (1993, quoted by Avraham, 2004, p472), is “the sum of beliefs, ideals, and impressions people have toward a certain place” (Kotler et al., 1993). It represents “a simplification of a large number of associations and pieces of information related to a place” (Avraham, 2004, p472). City image has shown its influence on the decision of people about where to consume or invest, for example, it will affect people’s choice of destination for vacations or travel (Baloglu & McCleary, 1999; Telisman-Kosuta, Witt, & Moutinho, 1989), thus images have been used to sell cities and attract consumers through branding. Therefore, the advancement of the image is the most forthright indicator of the success of branding (Michalis Kavaratzis, 2004). In the increasing intense competition, place branding is adopted by the policy makers as a perception management tool to convey specific positive image of the city to particular groups of people, trying to attract economic enterprises, tourists or inhabitants (Braun, 2012; Klijn, Eshuis, & Braun, 2012; Kearns & Philo, 1993).

However, there are also some challenges and difficulties on city branding and city image. Stern and Hall (2010) think that branding has negative effect as it could limit the economic development of the place by binding the place to certain images and types of industries, restricting the range of other possible options for growing. Turok (2009) thinks that a city might focus on the conveying nice images in the branding process, but if it doesn’t address the disadvantages of the city, these disadvantages will discourage people from visiting, consuming or investing here. Thus, he argues that to formulate a better development strategy, we need to examine the local situation, analyse the strengths and weaknesses of the indigenous economy, and then start to formulate the strategy. In this study, I will uncover the images of the city from the local government officials and the attitudes of investors towards them, which potentially reflects more closely the local situations and needs.

In the process of conveying images, there are two types of images, the projected image and received image, where projected images are the images that are available for people’s consideration, and received images are the integration of projected images and the consumer’s opinions (Bramwell & Rawding, 1996). In this case, I’m going to study how the local government officials use evidence to validate the proposed projected images and how the investors receive the images.

2.2. Secondary cities

Many African countries have problems of concentration of population and economic activities in large urban areas, which might generate big economic growth in the short run, however, in the long run it tends to have problems of “spatial polarisation, economic dualism, social inequity and diseconomies of scale”, which undermine the stability of economy (Rondinelli, 1986, p266). In this way, developing the secondary cities is considered as one method to drive the economic growth of surrounding lagging behind areas, providing “services, facilities and productive activities need for widespread economic and social development”, and also attract immigration which release the population stress of mega-cities (Rondinelli, 1986, p267; RONDINELLI, 1983). According to Roberts (2014), secondary cities play an important role in the global development. Many of the secondary cities have driven the economic development in the regional and national level; some of them have become significant manufacturing hubs or ports in the world; and they are considered to have the biggest absolute population growth between 2010 and 2025

(Roberts, 2014). Therefore, to promote the growth of secondary cities, it is advisable to appropriately increase the investment in secondary cities (Richardson, 1977).

However, there are some difficulties in promoting the development of secondary cities. The big cities have many advantages in attracting investors, as agglomeration economies bring many advantages to them. The cluster of manufacturing firms brings convenience in knowledge communication, finding manufactured input providers and specialised labour, and reduces the cost of transporting goods, etc., which enhance the efficiency of production of firms (Glaeser & Gottlieb, 2009; Shaver & Flyer, 2000; Rosenthal & Strange, 2001). As these agglomerations are usually found in big cities, it is more difficult for secondary cities to attract investments. Thus, for competing with big cities, many countries have tried to increase the competitiveness of the secondary cities by enhancing the governance efficiency and the liveability of the city, or collaborate with other cities in aspects of sharing knowledge, manufacturing, etc. (Roberts, 2014). Adding to this, it is also significant to create attractive images for secondary cities, drawing investors to come and stimulating the economic growth.

The strategy of attracting investment in certain places which intend to achieve a balance growth has the name of the growth poles. In the next sub-chapter, I'm going to discuss the theory about growth poles, which has been developed in 1955 and put in practice in several cases, but still has some controversy.

2.3. Growth poles

There are many strategies for promoting balanced economic growth, and some of these follow the growth poles theory, as developed by Perroux. Perroux (1950) defined the growth pole as an economic space which consisted of centres of attraction and repulsion. He argues that "growth does not appear everywhere at the same time; it appears at points or poles of growth with varying intensity; it spreads along various channels and with differing overall effects on the whole economy" (Perroux, 1955, p309, quoted by Parr, 1999, p1197). So for him, growth poles are the points of growth that appear in the first place. This theory has been further developed by others as a strategy to focus the investment in certain number of locations to stimulate the economic growth there and thereby drive the development within that region (Parr, 1999). The main objective of carrying out this strategy is to reduce the disparities and achieve a balanced development (Dranca, 2013).

However, there are some side effects and failed examples of this strategy mentioned in previous studies. Although the strategy might bring positive impact in the adjacent area, the labor and economic activities in the peripheries would also be attracted into the specific region, which increase the disparities within the regions (Gravier, 1947; Dranca, 2013). There is an example in Romania, that the European Cohesion Policy use the growth pole strategy as the main tool to reduce the disparities, but it failed (Dranca, 2013). The reason for this failure is that Romanian government failed to choose the proper position for the poles, as they might use the strategy as a tool to control the important cities. The Regional Operational Program neglects to set a measurable limit in choosing the poles which allow the political class to choose arbitrarily (Dranca, 2013). However, there is another deeper explanation. Perroux only describes how growth happens, but his theory has been used to also plan promote economic growth (Dranca, 2013).

Nevertheless, in the study carried out by Camelia and Bucerzan (2015), they evaluate this program from a different angle and get a different conclusion. They choose to assess the performance in employment-related issues, by comparing the development of the growth poles from both Romania and other countries that have similar development level, with the development occurring in capital cities, in the national levels

and the EU27 average value. They find out that the strategy do contribute to the GDP per capita and the level of employment, and they argue that this will contribute to balance the development.

Although there are different opinions towards this theory, it is still used as a strategy in the case of the secondary cities' strategy in Rwanda. Furthermore, the government don't give the reason for why they select these six cities in the official document, so I cannot confirm if it is chosen arbitrarily or not.

2.4. Summary

In this chapter, I discuss the concepts and characteristics of city branding, city image, the secondary cities and the growth poles. City branding is used as a major process for developing city images, while city images help to attract investors and consumers, which would stimulate the economic growth of the city. Branding for secondary cities and creating attractive images for them would enhance their competitiveness in the competition with big cities and help the development of secondary cities. According to the growth pole theory, development of a certain numbers of poles could drive the development in the peripheral areas, thereby achieving a more comprehensive growth. Thus, the branding for secondary cities, which creates attractive images and attractive investment, would help the development of secondary cities, which are beneficial to decrease the disparities in economic growth and draw a balance development of the whole nation.

3. RESEARCH DESIGN

In this chapter, I will first describe the method that I use to obtain the city images, the supporting evidence, and also the opinions of investors towards these images and evidence. I will also explain the methodology I use to obtain the dominant images for the cities and how I will analyse the relation between the images and evidence with the opinions of investors. Then I will introduce the study areas.

3.1. Data collection

As this research aims to study how people justified the city images and the opinions towards these images of the investors, which influence the economic growth of these secondary cities, I have chosen as the study areas the two secondary cities that have more economic activities than others: Musanze and Rubavu. According to *Establishment Census 2014(2015)*, each of these two cities have 4.3 percent of the companies of the whole country, which is the second high in Rwanda. The city on top is Kigali. By selecting two cities, I could compare the way the local government officials justify the images in the two cities, and how this affect the opinions of investors towards the images. Also, because of the limitation of time for fieldwork, it is only possible to finish the work in two cities.

For knowing the opinion of the local government officials and investors towards the city images, the method I use to collect the primary data is the one on one interview. The government officials are the people that work in the municipality and know the city well, having a comprehensive image of the city economy in their mind. They are from different office and in charge of important domains of the city, such as the resource and forest, the business and investment, the urban planning, the land administration, etc. Meanwhile, the investors are the people who have been doing some business in the secondary cities. These investors will be suggested by the staffs in the local Private Sector Federation officeb(“Profile - The Private Sector Federation Rwanda (PSF),” n.d.). They are people from different professions who speak fluent English and are able to be contacted.

There are three rounds of the interviews. The first round are the one on one interviews with the local government officials at the municipality. The vice mayor who is in charge of the economy of the city helped me to reach the target people. I told him that I needed to meet some officials that knew the city well, especially its economy. Then he introduced me to these people, such as the person who was in charge of business and investment, or the person who is the urban planner of the city. These people would also introduce some of their colleagues who also knew the city well to me. I introduced my thesis topic to them, and told them that I wanted to do interviews about the investment images of the city, trying to make appointments with them.

In the interview, I would ask open questions about what images of the city they thought that could attract investors. The method used here is the Free Listing, which is to ask the informants to list the items that occur in their mind freely when they hear the question, while the list reflects the definition and the boundary that interviewees think of the domain (Weller, 1988). During the interviews, the officials were asked to give all the answers to the question they had in mind, so the lists of the images given by people would present a full view of the city images of the officials. Thus, this method helps to see how these officials understand and define the images of their city. Furthermore, the more salient the items will come out earlier in the list, and it will appears more frequently (Susan C. Weller, 1988). Because the order and frequency are important attributes of the item, I interviewed 12 people in Musanze and 10 people in

Rubavu. Because these interviews were first carried out in Musanze, and then in Rubavu, the time for Rubavu was quite limited to have interviews with more people. During the interviews, I would write down the term they used to present the images, and also the descriptions they made. Then, after each interview, I would have one list of investment images.

With all the lists from the interviews, I calculated the salient value for each of the images based on the frequency and the order that images occurred in the lists. I am going to describe how to calculate the salient value in chapter 3.2. According to the salient value, I took the top five as the dominant images for the city and asked for evidence for these images in the second round of interviews.

In the second round, I tried to make appointment with all the officials who has participated in the first round again and told them that I would ask some question about the evidence for the images. If they were not available, I would go to other officials in the municipality and made appointment with them. During the interviews, I would first explain to them the top five images of the city that I had got from the first round, because some of the images were not easy to understand. For example, for the image of “need in electricity”, I would tell them that people in Rubavu had not enough electricity, while they had rivers with large amount of water, which could be a good opportunity for investment. Then I asked them to write down a lists of bullet points about the evidence that they thought that could be used to underpin these top five images and attract investors, following with where I could get it. I would tell them that I was going to do some interviews with the investors in the third round, and this evidence would be presented to the investors, trying to convince the investors that this city had these attractive images. To help the officials understand the meaning of evidence, I show them some examples of evidence, such as “statistics of education level of the citizens” as the evidence of image “a city with a high education level”.

I had interviewed four people in each city. Most of these people are the interviewees from the first round. A few of them are not, because the interviews in the second round take more time, and officials in the municipalities are often very busy. If the people from first round are not available, I will try to make appointment with other officials. The reason of interviewing four people was that these people work in the same place and share similar opinions about what information they can provide as evidence. Furthermore, these interviews were time costing, while I still needed time to collect evidence from different places.

After the interviews, I summarise the lists they wrote and started to collected evidence. I got most of the evidence from the municipality, except some pictures I should take by myself, and I still needed to use the internet to visit some websites or find some pictures, which the officials asked me to do. After I got all the evidence, I summarised and organised it, and printed it out. I would show it to investors in the third round.

In the third round of interviews, I carried out the one on one interviews with the investors. I went to the Private Sector Federation (PSF) office, where the staff there would help to find some investors to be interviewed. The staff in the PSF office gave me a list of investors to be contacted. These investors were selected by the staff directly. These investors were from different business background, and were people who were able to speak English and available to be contacted. After I get the information of the investors, I tried to contact them and made appointments for the interviews.

In the interviews, I first showed them the top five images of the city, and explained the meaning of them one by one. After explanation, I asked if there had the intention to invest in a city with these images. I would show them the lists of image and asked them to tick on the images they were interested in. Then I also show them the other non-top-five images and also asked them to tick in the images they were

interested in. Next, I showed them the evidence for the top five images that I had collect according to the bullet points from the officials, and then asked the investors' attitude again to see if they changed their mind. If they changed their mind, I would made a mark on it. Furthermore, I also asked which type of the evidence they thought that were very interesting to them. I would write down the name of the evidence. Finally, I ask that except this evidence I had got, what more information they were interested to know, or what evidence they were looking forward to. I would also make notes of that.

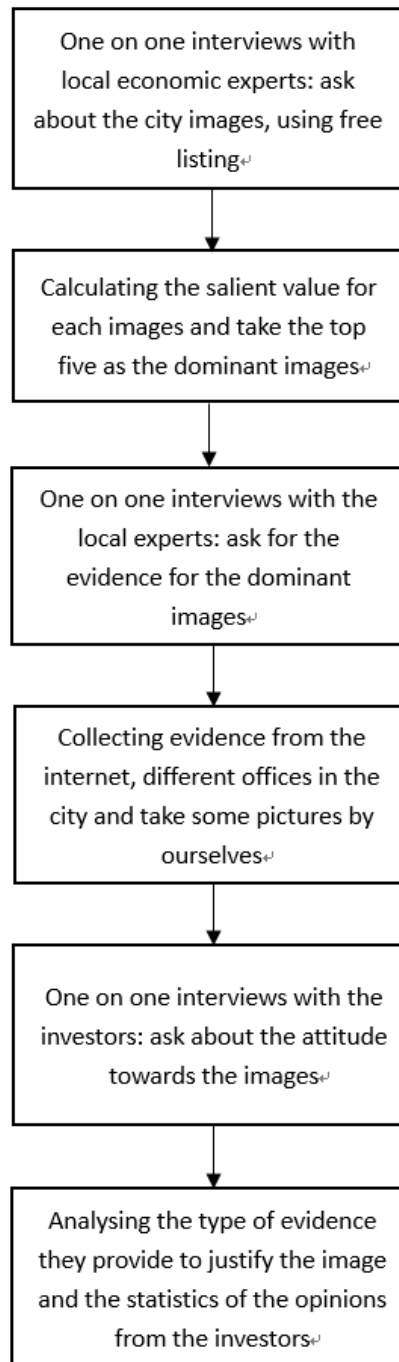


Figure 3. 1 Process of data collection and data analysis

3.2. Data analysis

After the one on one interviews in the first round, I would summarise all the images that appears in the lists of the interviews for each of the city. Then I calculated the salient value for each image. The salient value would be calculate as

$$S_j = 1 - \frac{r_j - 1}{n - 1}$$
$$S_j = \frac{n - r_j}{n - 1}$$

Where S_j means the salient value of the item, r_j means the position of item j in the list, and n means the number of items in the list (Borgatti, 1992).

The salient value was calculated in each sub lists. Then I would summary all the images in a big list, while their salient values in each of the sub list were also added together. Thus, the big list included all the images that appeared in the interviews, with the sum of their salient value, which showed the order and frequency that this image appeared in all the sub lists.

For the analysis of evidence, I would look at the types of the evidence the officials provided for each images. These types were summarised by myself after I collected them. Then I looked at the statistics of the initial attitude that investors hold towards the images, and also their attitude after they saw the evidence. From this, I could learn how government officials in the municipality justified the images and whether these evidence was effective to the investors.

3.3. Study area

Rwanda, located in the central east of Africa, has a big ambition of economy development and urbanisation. It aims to transform itself into middle-income country by 2020 (Public of Rwanda, 2012), and increase the urbanization rate from the current 16.5% to 35% (“Secondary Cities,” 2014). Despite of the big ambition, Rwanda has only one big city, the capital city of Kigali, which accounted for almost half of the total urban population (“National Institute of Statistics of Rwanda,” 2014).

To enhance the competitiveness of secondary cities outside of the capital, this research works on the city investment images of the secondary cities. Here I choose Musanze and Rubavu as the cities to be studied in, the two cities that had the most active economic activities among the six secondary cities. In the *National Urbanization Policy*(2015), Musanze is planned to be developed as the city of “Eco-friendly mountain tourism and industry”, while Rubavu as the city of “International Gateway City and Tourism”. Both cities are located in the northwest of the country, near the border, as we can see in Figure 3.2, with Rubavu labelled as Gisenyi in this map.

In 2010-2011, the population in Musanze was 416 000, with the employment rate of 84%; 67% of the job is from agriculture sector (*EICV3 District Profile - Musanze*, 2012). There is a volcano national park located in the north part of the city, which is the main tourism destination. People can find gorillas in the forest of this park.

In 2010-2011, the population in Rubavu was 423 000, with the employment rate of 79.6%; 50% of the job is agricultural sector (*EICV3 DISTRICT PROFILE - Rubavu*, 2012). The most famous tourism spot in Rubavu is the Lake Kivu, which is located in the west side of the city.

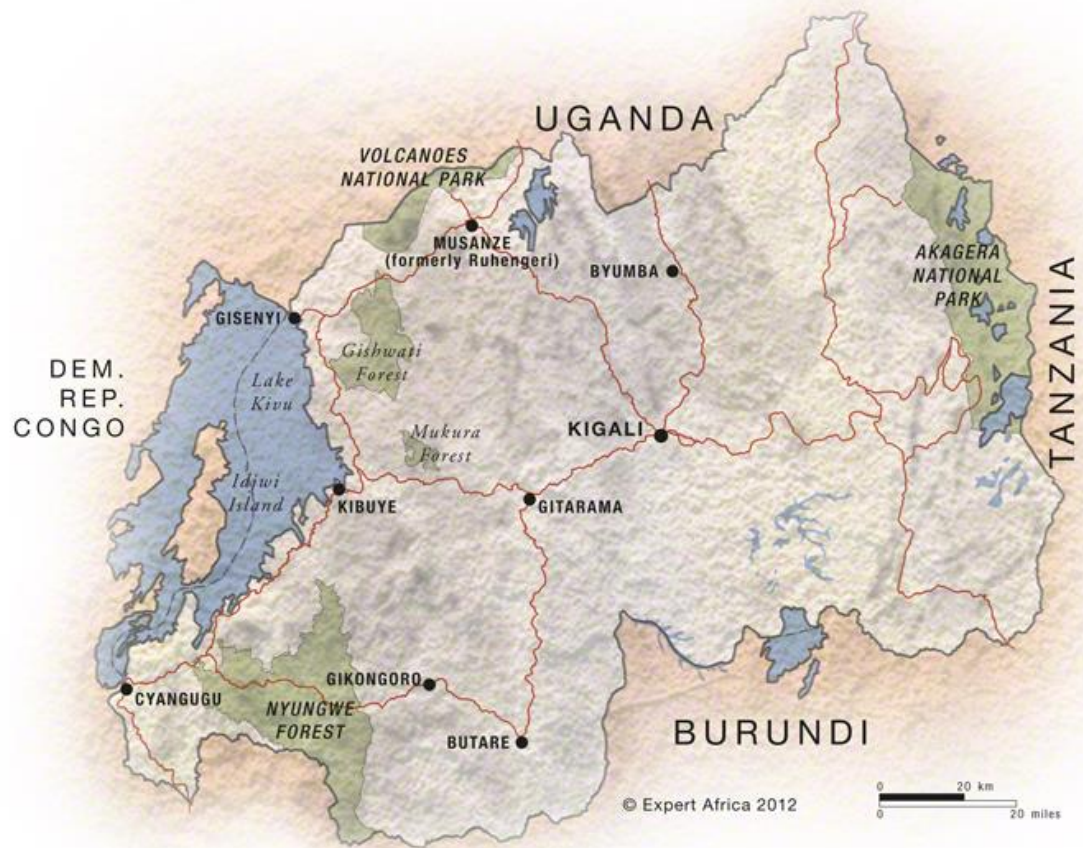


Figure 3. 2 Map of Rwanda
(resource: <https://www.expertafrica.com/rwanda/reference-map>, January, 2016)

4. RESULTS

In this chapter, I'm going to present the result of the interviews about city images for both cities. Then I will summarise some characteristics of the evidence that I get from the municipality. The full content of the evidence is put in the appendix. Finally, I will present the opinions of the investors towards the images before and after seeing the evidence, and also towards the evidence.

4.1. City Images

This subchapter shows the investment images that the local government think their city has according to the result of the first round of interviews. In the first round, there were 12 government officials in Musanze and 10 in Rubavu taking part in the interviews. They answered the question of what images they thought their own cities have that can attract investors. Each of them would give an image list. According to the salient value from the image lists, I summarised the five major image for the two cities. The salient value are related to the order and the frequency the image appeared in the interviews. The top five images for Musanze are shown in table 4.1. The table 4.2 shows the dominant images in Rubavu. Because I should collect the evidence for dominant images of both cities, and the time was limited, I only picked the top five images as the dominant images. The full images list for Musanze and Rubavu with the salient value are on the appendix.

Table 4. 1 Dominant images for Musanze

Order	Images	Salient	Description
1	Touism	10. 181	Musanze is famous for tourism. People come to see the gorillas, the volcano national park, the forest, the caves, etc. These tourism sites attract many people to come to Musanze, providing a big market to the investors.
2	Good climate	4. 129	The climate in Musanze is mild and comfortable, very suitable for living.
3	Fertilizes soil	3. 704	Because the city is near the volcano, the soil is fertilized by the volcano ashes, making it full of nutrition, which is very good for crops.
4	Hardworking/nice people	2. 592	People in the district think that the citizens of Musanze are nice people, providing a good environment for investment. Additionally, they are also seen as hardworking and good workers.
5	Good infrastructure	2. 393	Musanze has good roads, good health facilities, etc., providing convenient condition for living and doing business.
6	Near Border	2. 232	
7	Many hotels	1. 944	
8	Agriculture	1. 885	
9	Energy-water power	1. 029	
10	Immigration	1. 000	

Table 4. 2 Dominant images for Rubavu

Order	Images	Salient	Description
1	Tourism	6. 514	There are a lot of tourism sites within and around Rubavu, such as the volcano national park, the hot spring, the Lake Kivu, the memorial sites of the second world war. These sites attract a lot of tourists to Rubavu, providing big opportunities for the investors.
2	Border with Democratic Republic of Congo (DRC)	5. 746	Rubavu is a border city, where people in both sides of the border can cross the border to do some business or go shopping. Active economic activities and big flow of people provide chance for investors.
3	Gas	2. 575	There is a methane gas well in the Lake Kivu to exploit the gas resource under the Lake Kivu, which is a unique chance in this city.
4	Good service for doing business	2. 569	It is easy for investors to register their business and get land for doing business in Rubavu.
5	Need in electricity	2. 333	People in Rubavu need much more electricity than what they have now. They have rivers with large amount of water but lack of investors. They need investors to invest in electricity generation and they think these are good opportunities.
6	Fertilized soil	1. 708	
7	Kivu Belt Project	1. 690	
8	Good roads	1. 681	
9	Good climate	1. 512	
10	Agriculture production	1. 500	

During the interviews, there were some items that had the similar meanings but different expressions, such as “tourism”, “gorillas”, “volcano” and “national park”, which “tourism” included all of them. Most of the people described the image as “tourism” before they further explained it as “gorillas”, “volcanoes”, etc. So I used the term of “tourism”.

Comparing the images in the two cities, we can see that they have a same top image of tourism. The government officials in both of the cities consider tourism as one of the main images that attract investments. The other four images are different, but they still have some similarities, while some of the major image of this city is not in the non-top-five but still ranked high in the image list of another city. For example, “near border” is ranked in six in the image list of Musanze, while fertile soil ranked in six, good road ranked in eight and good climate ranked in nine in the list of Rubavu (see appendix). I will further discuss the properties of these images in chapter 5.

4.2. Evidence for the images

For each of the top five investment images, I went to the government officials again and showed them the top five images from the first round, explained the meaning of them and asked for evidence to underpin the images to attract investors. Then I collected the evidence and summarised it referring to the categories

of city images. The full content of evidence is put in the appendix. Here in this sub chapter, I will present the lists of the evidence for each image, and describe how I obtain it, then analyse the different types of it.

4.2.1. Evidence for city images of Musanze

Table 4. 3 Evidence for dominant images of Musanze

Order	Images	Types of evidence				
		Statistics	Maps	Pictures	Lists	Websites
1	Tourism	Statistics of tourists visiting the volcano national park per month				
					List of hotels in Musanze	
						Websites for the tourism
				Pictures for the tourism		
			Map of tourism			
2	Good climate	Meteorological statistics				
		Statistics for crop production				
3	Fertile soil	Statistics for crop production				
				Pictures of soil and crops		
		Map of food security				
4	Hardworking/nice people	Statistics of income share				
5	Good infrastructure		Map of roads in Musanze			
				Pictures of roads		
			Map of health facilities in Musanze			
					List of banks	
Sum		5	4	3	2	1

In the process of evidence collection, some evidence that came up by the government officials were not available. They thought that I could find it in the municipality, but actually they didn't have it. These are map of the distribution of fertile soil and soil analysis reports for image of “fertile soil”, and per capita income of Musanze for image of “hardworking people”. For the map of distribution of fertile soil, the municipality provided the map of food security instead. For the per capita income, they provided the statistics of income share as the substitute. They also mentioned some websites and a book, and told me to find evidence there, but there was no related information there. The book named “Atlas of Rwanda”. The official told me to find some content about the climate of Musanze. The websites were the official website for Rwanda Development Board, where I was told to find statistics about tourists, Rwanda Agriculture Board, where I was told to find maps of distribution of fertile soil and crop cultivation, and the Ministry of Infrastructure, where I was told to find maps of infrastructure. But all of them were not available, so I abstained statistics of tourists and map of roads from other means. And for hardworking/nice people, I was also told to go to the street to experience it.

As we can see from table 4.3, there are five types of evidence in the list. Let's look at each type of evidence one by one.

First of all, the most common used type of evidence is the statistics. All the statistics are given by the municipality. The statistics of tourists visiting the volcano national park per month shows the number of tourists visiting the parks per month in Musanze from 2012 to 2015. The meteorological statistics includes

the statistics of temperature each month in Musanze in 2011 and of precipitation each month in Musanze in 2014. The statistics for crop production includes the statistics out output for the four main crops in Musanze in June 2015. The four main crops are maize, wheat, Irish potato and bean. The statistics of income share shows the different components and their percentage in the income of people in different cities and also the national level of Rwanda in 2011.

In the interviews, the officials always mentioned this evidence vaguely. For example, for the statistics of tourism, they only told me to ask for this data. They thought this could tell the investors how many people came to this city each month. They also didn't mention the time for the statistics. Then the time for the statistics would be decided by the people who gave it to me, or they would ask me to decide the time, while the people who gave the data as evidence were always not the people who mentioned this evidence in the interview. For the statistics of tourists, they asked me to choose it, and I chose it for the recent three years. The statistics for crop production was decided directly by the people who gave it to me. He only gave me this statistics in June 2015. The statistics of income share was given as a substitute of per capita income by the people who gave this data, while the latter was not existing. This statistics was from a government report and was for 2011.

On exception is the meteorological statistics. The people who mentioned the meteorological statistics had one copy on this data, and he gave me all the data he had. The data for precipitation was available from 2010 to July of 2015. Given the data for 2015 was not complete yet, I chose the data of the whole year of 2014. For the statistics for temperature, they had this data from recent years also, but for some of the month it is absent. Only for 2011, the temperature statistics were complete. So I choose the temperature data of 2011 as the evidence to show to the investors.

The second most frequent type of evidence are the maps. Also, the maps are given by the municipalities. The map of tourism shows the main tourism spots around the national park and the hotels in the town of Musanze in 2011(see figure 4.1). Actually this map of tourism was not mentioned in the interview but given as evidence because it had the information of hotels on it. Map of food security shows the average level of calorie each person can get per day in each city of Rwanda. Map of roads in Musanze shows the main roads in Musanze in 2013. Map of health facilities shows the health facilities in the city.

For the map, only the one about food security was provided by the people who had mentioned it in the interview. It was provided as the substitute of map of distribution of fertile soil. The official wanted to show the investors the location of fertile soil in Musanze, but he found that this map did not exist in the municipality. Then he provided this map of food security instead. For the map of tourism, they provided it as the list of hotels, as it contained the information about the hotels in the city. For the map of roads, municipality had a newer version of it, but the only computer which saved this map was attacked by the virus and could not be turned on. So they provided a paper map and scanned it for me. And because of the limitation of the scanner, the map was scanned half by half, and spliced together by myself. For the map of health facilities, they provided a map that had two boundaries of the city which were not matched well, and there were no time and no legend on the map, which made the map difficult to read.

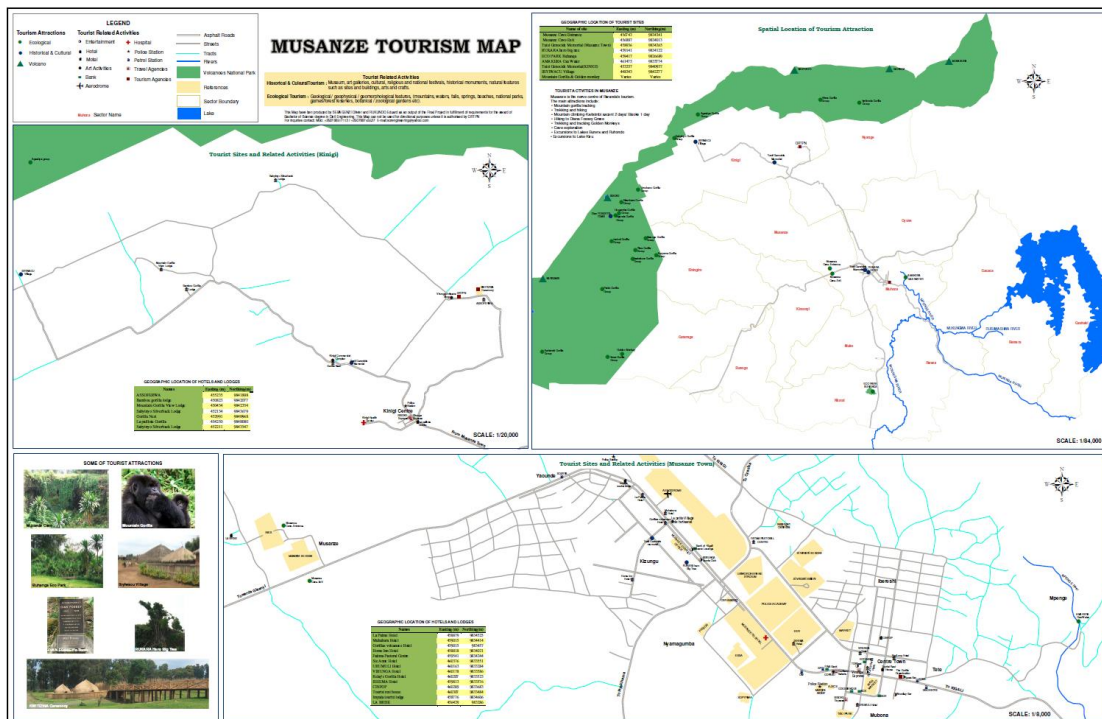


Figure 4. 1 Map of tourism
(source: the municipality of Musanze, Rwanda, Oct, 2015)

On the third place are the pictures. The pictures for the tourism are from both internet and municipality. They are pictures of the volcano national park, of gorillas and hotels. Pictures of soil and crops are given by the municipality. They are pictures about the fertile soil, the main crops such as Irish potato, how people cultivate the crops and the storehouse for crops (see figure 4.2).

For these pictures, the officials gave me a document that introduce the attractiveness of Musanze, which include the pictures of tourism sites, crops and soil. They also gave me a website that introduce the tourism site of Rwanda, and told me to find the pictures of on the website.



Figure 4. 2 Picture of Irish potato
(source: the municipality of Musanze, Rwanda, Oct, 2015)

Then are the lists. All these lists are given by the municipality. The list of hotels shows the name of the hotels, the number of rooms, the number of workers and the information of the contacts. It is the newest version of 2015. The list of banks shows the name of the bank and the contacts. It is for 2013.

There is only one piece of evidence that is a website. It is the website that given to find pictures for tourism.

4.2.2. Evidence for city images of Rubavu

Table 4. 4 Evidence for dominant images of Rubavu

Order	Images	Types of evidence				
		Statistics	Pictures	Lists	Websites	Text
1	Tourism		Pictures of tourism sites			
		Statistics of passengers boats				
				Lists of hotels		
2	Border with DRC	Statistics of people crossing the border every day				
			Pictures of the border			
3	Methane Gas		Pictures of the gas well			
4	Good service for doing business	Statistics of land registration				
						Introduction of process of getting land for business
					Website of business registration online	
5	Need in electricity	Statistics of accessibility to electricity				
Sum		4	3	1	1	1

Table 4.4 shows the evidence for the dominant images of Rubavu. There were also pieces of evidence mentioned out by the government officials but not available. They were statistics of tourists for image of “tourism” which was expected to be found in the office of Rwanda Development Board (RDB), plans for exploitation of methane gas for image of “methane gas” which was expected to be found in RDB or the website of RDB, policy document for loan of “good service for doing business”, statistics of demand and supply of electricity for “need in electricity”.

There are also five types of evidence provided by the municipality of Rubavu. We will look at each type of the evidence separately.

Statistics is still the most common type. Like in the case of Musanze, all these statistics are from the municipality. Statistics of passenger boats are statistics about the number of boats and the number of passengers that boats can hold at present. Statistics of land registration includes the percent of the land registered, the code of land, the price, the information of the land owner, etc. It is the newest version and is kept updating. Statistics of accessibility to electricity shows the percentage of people in Rubavu who have the accessibility to electricity at present.

Many of these statistics were not presented in table, but described by a few words, such as the statistics for boats, the number of people crossing the border every day, and the people have the accessibility to electricity. The complete statistics of people crossing border was available in the migration office. However, it is an independent office that out of municipality. For obtaining data, it needed the

introduction letter from Ministry of infrastructure. But the Ministry of infrastructure only introduced me to the municipality by message. So I didn't have an official introduction letter. Instead, the officials in the municipality told me an approximate number of it directly. Many of them were familiar with this statistics. For the statistics of boats, they didn't have written or electronic document for it, but they could tell it by a few words. And for the accessibility to electricity, they only told me the number of the percentage of people having the accessibility to electricity in Rubavu at present.

Second most common type of evidence are the Pictures. Pictures of tourism sites were taken from the municipality and the Internet. They are pictures about the Lake Kivu, the historic site in the forests, the hot spring and caves (see figure 4.3). Pictures of the border are taken by myself. They are pictures of the border and the crossing people. Pictures of the gas well are from internet or taken by myself. They show the appearance of the gas well.

The pictures of tourism site were also from the website of tourism in Rwanda. Officials in Rubavu also gave me a document that introduce the attractiveness of Rubavu which include many pictures. For the pictures of the border and the gas well, they asked me to go there and take it by myself.



Figure 4. 3 Pictures of Lake Kivu
(source: the municipality of Rubavu, Rwanda, Oct, 2015)

The rest of the three pieces of evidence are in three different kind of types. The list of hotels shows the hotels in Rubavu at present. The people who gave this statistics told me that Rubavu had begun to classify the hotel into different level referring to their service quality. Some hotels were already put into different class. This is also demonstrated in the list. Except, there is also a website that allows people to register their business online, which is convenient for investors. It is the website of Rwanda Development Board. The officials gave the address of the website and also showed it to me. The paragraph of text which introduce the process for investors to obtain land was also taken from this website.

4.2.3. Summary

This subchapter present the evidence for the dominant images of each of the cities. In the evidence for both cities, the most popular types are the statistics and pictures. The government officials in Musanze thought of the maps more often. In addition, the statistics evidence provided by experts in Musanze are always more explicit and presented in tables, while this type of evidence got from Rubavu government officials are always described in a few words. Also, for both of the cities, the officials had mentioned some of the evidence in the interviews, but when I tried to collect it, it was not possible for me to get it because of problems with authorisation. This will also affect the outcome of evidence collection.

In chapter 5, I will further discuss about the properties and quality of the evidence they provided, and also the way they describe and gave the evidence.

4.3. Opinions from the investors

In this sub-chapter, I present the opinions of the investors towards the image before and after seeing the evidence, and also their attitude towards the evidence, which could be used to answer the research questions for objective three. As described in the chapter three, these investors are people who have been doing some business in the city and have registered in the Private Sector Federation. In each city, I have 7 investors as respondents.

4.3.1. Opinions of the investors in Musanze

Table 4. 5 Opinions of the Investors towards the images in Musanze

	Profession of the investor	Secondary school	Restaurant	Pharmacy	Hotel	Stationary	Tax advisor	Clinic	Sum	
Order	Images	Attitude towards the images							interest	Not
1	Tourism	interest	interest	interest	interest	interest	interest	interest	7	0
2	Good climate	interest	interest	interest	interest	interest	interest	interest	7	0
3	Fertile soil	interest	not	not	interest	interest	interest	interest	5	2
4	Hardworking/nice people	interest	interest	interest	not	interest	interest	interest	6	1
5	Good infrastructure	interest	interest	interest	not	interest	interest	interest	6	1
6	Near Border	interest	not	interest	interest	interest	interest	not	5	2
7	Many hotels	interest	not	interest	interest	interest	interest	interest	6	1
8	Agriculture	interest	not	not	not	interest	interest	interest	4	3
9	Energy-water power	interest	interest	interest	not	interest	interest	interest	6	1
10	Immigration	interest	interest	interest	not	interest	interest	not	5	2
11	Many banks	interest	interest	interest	not	interest	interest	interest	7	0
12	Livestock	interest	not	not	not	not	interest	not	2	5
13	Many travel agency	interest	interest	interest	interest	interest	interest	interest	7	0
14	Rivers for fish feeding	interest	not	not	not	not	interest	interest	3	4
15	High-level education	not	not	interest	interest	not	interest	interest	4	3
16	Free land	interest	not	not	not	interest	interest	not	3	4
17	Stones from volcano	not	not	not	interest	interest	interest	not	3	4
18	Corporate business	interest	interest	interest	interest	interest	interest	interest	7	0
19	Lack of leisure facilities	not	not	not	not	not	not	interest	1	6
20	Political centre	interest	not	interest	interest	interest	interest	interest	6	1
21	Many green area	interest	interest	interest	not	interest	interest	interest	6	1
22	Hand craft	interest	interest	not	interest	not	interest	interest	5	2
23	Friend policy environment	interest	interest	interest	interest	interest	interest	interest	7	0
24	Good governance	interest	interest	interest	interest	interest	interest	interest	7	0
25	An under-constructing market	interest	not	not	not	interest	not	not	2	5
26	Many sport facilities	interest	not	interest	interest	not	not	interest	4	3
27	Minerals	interest	not	not	not	not	not	not	1	6
28	Accessible location	interest	interest	interest	interest	interest	interest	interest	7	0
29	Water resource	interest	interest	interest	not	interest	interest	interest	6	1
30	Industries	interest	not	interest	not	not	interest	interest	4	3
31	A cultural centre	interest	not	interest	interest	not	interest	interest	5	2

Table 4.5 shows the opinions of the seven investors towards the images of Musanze. The column “Order” shows the order of each image referring to the salient value. The first line shows the business the investors are doing in the city. Below the type of business, “inter” means that this investor thinks this image is interesting, and “not” means this investor thinks this image is not interesting. The last two column of “Sum” show the total number of people who think this image interesting or not interesting. The yellow characters in the table shows this investor changes his/her opinion towards this image after seeing the evidence.

For the top five images, all the investors thought that “tourism” and “good climate” are interesting. Two of them thought the “fertile soil” is not interesting. There was one thinking that “hardworking/nice people” not interesting and one thinking “good infrastructure” not interesting.

Table 4. 6 Images of Musanze sorted by the interests of investors

Order	Images	Sum	
		Inter	Not
1	Tourism	7	0
2	Good climate	7	0
11	Many banks	7	0
13	Many travel agencies	7	0
18	Corporative business	7	0
23	Friend policy environment	7	0
24	Good governance	7	0
28	Accessible location	7	0
4	Hardworking/nice people	6	1
5	Good infrastructure	6	1
7	Many hotels	6	1
9	Energy-water power	6	1
20	Political centre	6	1
21	Many green area	6	1
29	Water resource	6	1
3	Fertile soil	5	2
6	Near Border	5	2
10	Immigration	5	2
22	Hand craft	5	2
31	A cultural centre	5	2
8	Agriculture	4	3
15	High-level education	4	3
26	Many sport facilities	4	3
30	Industries	4	3
14	Rivers for fish feeding	3	4
16	Free land	3	4
17	Stones from volcano	3	4
12	Livestock	2	5
25	An under-constructing market	2	5
19	Lack of leisure facilities	1	6
27	Minerals	1	6

In table 4.6, the images are sorted referring to the number of investors that are interested in them. Except the “tourism” and “good climate”, there are some also some popular images, they are “many bank”, “many travel agency”, “corporative business”, “friendly policy environment”, “good governance” and “accessible location”. None of the seven investors thinks they are not interesting. The most unpopular images are “rivers for fish feeding”, “free land”, “stones from volcano”, “livestock”, “an under-constructing market”, “lack of leisure facilities”, and “minerals”. Over half of the seven investors think they are not interesting.

After seeing the evidence, some investors changed their mind from not interesting to interesting. None of them changed from interesting to not interesting.

Table 4. 7 Number of investors who change their mind

Image	No. of people change
Fertile soil	2
Good infrastructure	1
Agriculture	1

The two people who thought that “fertile soil” is not interesting had changed their mind. The only one who thought “good infrastructure” was not interesting also changed his mind. What’s more, without showing any evidence supporting the image of “agriculture”, one person had changed his mind from not interesting to interesting. However, some evidence for “fertile soil” could also be considered as evidence for “agriculture”.

Table 4. 8 Opinions of investors in Musanze towards the evidence

Evidence	Image	No. of people prefer	Background of the investors
Statistics of tourism per month	Tourism	4	Clinic, stationary, restaurant, secondary school
Map of health facilities	Good infrastructure	3	Tax advisor, hotel, restaurant
Meteorological statistics	Good climate	2	Pharmacy, restaurant
Pictures of soil and crops	Fertile soil	2	Tax advisor, hotel
Map of food security	Fertile soil	2	Restaurant, secondary school
Statistics of income share	Hardworking /nice people	2	Clinic, restaurant
Pictures of roads	Good infrastructure	1	Secondary school
Map of roads	Good infrastructure	1	Restaurant
Statistics for crop production	Fertile soil; Good climate	1	Secondary school
Pictures of tourism	Tourism	1	Hotel
Tourism map	Tourism	1	Restaurant

The most popular evidence is the statistics of tourism and the map of health facilities. Investors are attracted by the number of people visiting the city, and also the health infrastructures in the city. Also, we can see from the table that investors like the evidence of statistics, maps and pictures.

According to table 4.5, some investors changed their mind after seeing the evidence, the evidence for “fertile soil” and for “good infrastructure” should also be considered as attractive.

Investors also had given some suggestion on what more evidence they are interested in. We can see that the investor who has been doing restaurant business in the city is very interested in the image of tourism. Both investors are interested in the plan of the government.

Table 4. 9 Suggestions given by investors in Muasanze

Images	Suggestions	Background of the investors
Tourism	Booking statistics of tourism site	Restaurant
	People's comments	Restaurant
	Plan of tourism development	Restaurant
Fertilizes soil	Plan of updating the technology to increase the productivity of land	Tax advisor

4.3.2. Opinions of the investors in Rubavu

Table 4. 10 Opinions of the Investors towards the images in Rubavu

Order	Images	Profession of the investor	Slaughter house	Restaurant	University of tourism, technology and business studies	ICT	Costume rental	Hotel	Building Materials	Sum	
										Interest	Not
1	Tourism	interest	interest	interest	interest	not	interest	interest	interest	6	1
2	Border with DRC	interest	interest	interest	interest	not	interest	interest	interest	6	1
3	Methane gas	interest	interest	interest	not	interest	interest	interest	interest	6	1
4	Good service for doing business	interest	interest	interest	interest	not	interest	interest	interest	6	1
5	Need in electricity	interest	not	not	not	interest	interest	interest	interest	4	3
6	Fertile soil	interest	interest	interest	not	not	interest	not	not	4	3
7	Kivu belt project	interest	interest	interest	interest	not	interest	not	not	5	2
8	Good roads	interest	interest	interest	not	not	not	not	not	3	4
9	Good climate	interest	interest	interest	interest	interest	not	not	not	5	2
10	Agriculture production	interest	interest	interest	not	not	not	interest	interest	4	3
11	Transport on the lake	interest	interest	interest	not	not	interest	not	not	4	3
12	Fisheries	interest	not	interest	not	not	interest	interest	interest	4	3
13	Trading	interest	not	interest	interest	not	interest	not	not	4	3
14	Big population	interest	interest	not	interest	interest	not	not	not	4	3
15	Need in petroleum stations	not	not	interest	not	not	not	not	not	1	6
16	Good hotels	interest	interest	interest	interest	not	interest	not	not	5	2
17	Security	interest	interest	interest	not	interest	interest	interest	interest	6	1
18	Hardworking people	interest	interest	interest	interest	interest	interest	not	not	6	1
19	Need in sanitation facilities	not	interest	interest	interest	not	not	not	not	3	4
20	Cash crops	interest	interest	interest	not	not	not	not	not	3	4
21	Plan for roads	interest	interest	interest	interest	not	interest	not	not	5	2
22	Good water infrastructure	interest	interest	interest	interest	interest	interest	interest	interest	7	0
23	Need in hospital	interest	interest	not	interest	not	interest	not	not	4	3
24	Good electricity infrastructure	interest	interest	not	interest	not	interest	not	not	4	3
25	Need in education	interest	interest	not	interest	not	not	interest	interest	4	3
26	good governance	interest	interest	interest	interest	interest	interest	interest	interest	7	0
27	Airport	not	interest	not	not	not	interest	interest	interest	3	4
28	Mining	interest	not	interest	not	not	interest	not	not	3	4
29	Customer-care people	interest	interest	not	interest	not	interest	not	not	4	3
30	Livestock	not	interest	not	interest	not	interest	not	not	3	4
31	Industry	interest	interest	not	not	not	interest	not	not	3	4

Table 4.10 shows the opinions of the seven investors towards the images of Rubavu. As in table 4.5, the column "Order" shows the order of each image referring to the salient value. The first line shows the

business the investors are doing in the city. Below, “interesting” in the column shows that this investor thinks this image is interesting, and “not” shows this investors thinks this image is not interesting. The last two column of “Sum” show the total number of people who think this image is interesting or not interesting. The yellow characters shows this investor change his opinion towards this image after seeing the evidence.

Most of the images in the top five are popular, except the image of “need in electricity”. There are three in seven investors who think it not interesting.

Table 4. 11 Images of Rubavu sorted by the interests of investors

Order	Images	Sum	
		Inter	Not
22	Good water infrastructure	7	0
26	good governance	7	0
1	Tourism	6	1
2	Border with DRC	6	1
3	Methane gas	6	1
4	Good service for doing business	6	1
17	Security	6	1
18	Hardworking people	6	1
7	Kivu belt project	5	2
9	Good climate	5	2
16	Good hotels	5	2
21	Plan for roads	5	2
5	Need in electricity	4	3
6	Fertile soil	4	3
10	Agriculture production	4	3
11	Transport on the lake	4	3
12	Fisheries	4	3
13	Trading	4	3
14	Big population	4	3
23	Need in hospital	4	3
24	Good electricity infrastructure	4	3
25	Need in education	4	3
29	Customer-care people	4	3
8	Good roads	3	4
19	Need in sanitation facilities	3	4
20	Cash crops	3	4
27	Airport	3	4
28	Mining	3	4
30	Livestock	3	4
31	Industry	3	4
15	Need in petroleum stations	1	6

Within the whole list, the most popular images are “good water infrastructure” and “good governance”, while none of the seven investors thinks them not interesting. On the contrary, the least popular image is

need in petroleum stations. Six of seven people think it not interesting. Besides, images of “good roads”, “need in sanitation facilities”, “cash crops”, “airport”, “mining” “livestock” and “industry” are also less popular, while over half of the investors think they are not interesting.

Table 4. 12 Number of investors who change their mind in Rubavu

Image	No. of people change
Tourism	1
Need in electricity	1

The only person thought that the tourism in Rubavu was not interesting changed his mind after seeing the evidence. One of the three people who was not interesting in “need in electricity” changed his mind.

Table 4. 13 Opinions of investors in Rubavu towards the evidence

Evidence	Image	No. of people prefer	Background of the investors
Pictures of border	Border with DRC	4	Costume rental, restaurant, university, ICT
Pictures of tourism sites	Tourism	3	Costume rental, hotel, construction material
Statistics of access to electricity	Need in electricity	3	Hotel, slaughter house, ICT
Statistics of land registration	Good service for doing business	2	University, ICT
Statistics of people crossing the border	Border with DRC	2	ICT, restaurant
Pictures of gas well	Methane gas	2	Restaurant, university
Introduction of process of getting land for business	Good service for doing business	1	Costume rental

The most popular evidence is the pictures of border with DRC, which shows many people crossing the border and doing business there. The most popular types of evidence are pictures and statistics in Rubavu.

According to table 4.10, some investors had changed their mind in “tourism” and “need in electricity” after seeing the evidence. So the evidence for these two images should also be considered as attractive.

Investors also had given some suggestions on what more evidence they want. These suggestions are given in table 4.14.

Table 4. 14 Suggestions given by investors in Rubavu

Images	Suggestions	Background of the investors
Tourism	Pictures of hotels	University
	Pictures of boats	University
Border with DRC	More statistics of people crossing border	Construction material
Need in electricity	Statistics of demand and supply of electricity	ICT
Fertile soil	Distribution of fertilized soil	ICT
Mining	Location of mining	ICT

Here we have four suggestions for the top five images and two suggestions for the non-top-five images. The tourism is also the most concerned image in Rubavu, which has two suggestions and all of them are about pictures. Other two suggestions for top five images are all statistics. The two suggestions for non-top-five images are both about the distribution or location.

The investors working with the university are interested in the image of tourism. The investor of ICT wants more information about the accessibility to electricity, fertile soil and mining.

4.3.3. Summary

Most of the top five images for both cities are popular within the investors. And some investors will be interested in images that seems to have no relation with the business they are doing in the city. Some investors are interested in most of the images, while some are not interested in most of them. In both of the cities, there are investors who changed their opinions towards the images after seeing the evidence. Besides, the most popular types of evidence in both cities also has some similarities. The most popular types in Musanze are statistics and maps, while in Rubavu investors are interested pictures and statistics. Yet there were no maps provided in Rubavu. For the suggestions on evidence, investors in both cities would like to see image of tourism and fertile soil, while fertile soil is not in the top five image of Rubavu.

In the next chapter, I will discuss the attitude of investors towards the image, combining with their professions. Because of the limit number of investors being interviewed, I will also reflect some problem that exist in this research.

5. DISCUSSION

The general objective of this thesis is to investigate what type of evidence the government officials use to justify the city images and attract investors to invest in the secondary cities of a developing country, and if the evidence is recognisable and convincing to the investors. To fulfil this objective, first of all, I will identify the investment images for the city from the perspective of government officials. So the first specific objective is to identify what kind of images for investment the local government officials from the secondary cities of a developing country think that their city has. Then, for investigating the grounding and justification for the images, I will ask for the evidence of these images. Thus, the second specific objective is to investigate the evidence that the local government officials would use to sustain and justify the city images. Next, from the perspective of the investors, I'm going to investigate whether these images are attractive to them, and if the evidence is recognisable to the investors and increase their willingness to buy into the images. So the third specific objective is to identify if the investors are willing to buy into these images and whether the evidence increases their will to invest.

In this chapter, I will first discuss the result of the thesis according to the three specific objectives. Second, I will discuss externally about the contribution of this study according to the previous research and the existing gap. Then, I will give some reflection on the limitations in terms of scope and shortcomings of this study. Finally, I will summarise how this study achieve the main aim that proposed in the first chapter.

5.1. Discuss the result of the thesis according to the specific objectives

5.1.1. The images of the cities from the perspective of government officials

The first specific objective is to identify what kind of images for investment the local government officials from the secondary cities of a developing country think that their city has. To address this, I propose to answer these two research questions: who the local government officials and investors are and what the city's investment images are in the mind of local government officials who knows the city economy comprehensively.

The government officials are the people in charge of important domains of the city in the municipality. They work in the department of resource and forest, the business and investment, the urban planning, the land administration, etc. They know the city well and have a comprehensive image of the city economy in their mind. The investors are the people who have been doing some business in the secondary cities. From the result of the first round of interviews with the officials, we can see the city images in the local government officials' mind in both of the cities.

In Musanze, the five dominant images are “tourism”, “good climate”, “fertile soil”, “hardworking /nice people” and “good infrastructure”, among which the hardworking/nice people is somehow different from other images. It is an intangible image that the local officials have met some difficulty to provide some evidence to underpin it. Some of the officials have asked me to go to the street and experience it. The only evidence they proposed is the statistics of per capita income of Musanze, which does not exist in the district. Actually, there could be some evidence for this image, such as statistics of labour productivity of the city.

In Rubavu, the five dominant images are “tourism”, “border with DRC”, “gas”, “good service for doing business” and “need in electricity”. Here, the image “need in electricity” is different from the others.

Other images shows the positive side of the city, while “need in electricity” shows the lack of electricity in the city, which could be considered as a negative image of the city. For those investors who do not have any intentions of investing in electricity generation but want to start some business that requires electricity supply, this image could drive them away. But from the other perspective, the officials in Rubavu have seen the opportunities behind the problem of lack of electricity and want to show these opportunities to the potential investors.

5.1.2. The evidence provided for supporting and justifying the images

The second specific objective is to investigate the evidence that the local government officials would use to sustain and justify the city images. The two research questions to be answered are what the evidence for each images is and what the problem is in the evidence and also in the process of collecting evidence.

The specific evidence lists for each of the image could be found in chapter 4. In Musanze, there are five types of evidence provided: statistics, maps, pictures, lists and websites. In Rubavu, there are also five types of evidence: statistics, pictures, lists, websites and text. The officials try to use this evidence to make the images more substantive.

Here, I’m going to discuss the characteristics of the evidence and also how officials treat it. Among the evidence, one of the most common types is the statistics. Officials like to give the statistics as evidence, but they only give the absolute value of the indicators, without giving any comparison or doing some visualisation. For example, for the Meteorological statistics in Musanze, we can only see the value for temperature and precipitation. But for people without some professional knowledge, it is meaningless for them to see this data, as they could not understand it at all. Also, without comparison with other cities, we cannot see the advantages of the city in the competition with other cities. From this we can see that the officials know the value of the statistics and try to use these statistics to make the images more tangible, but they do not know how to or they do not pay attention in making it understandable for the investors. In addition, some of the statistics are not complete, such as the meteorological statistics in Musanze. The statistics for temperature is absent in some months or years. This demonstrates that the officials do not use this evidence most of the time.

Meanwhile, some evidence is in poor quality, such as the map of health facilities in Musanze. The map has two city boundaries which do not match with each other, and the map does not have a legend. A reader could not understand what is shown on the map. It seems like nobody used it before. In addition, in both cities, officials expect more evidence to be found on the official government website, such as website of the Ministry of Infrastructure of Rwanda, but it was not there. It seems like the construction of the official government website do not match with officials’ expectation. It also shows that the officials are not familiar with these websites. Except, the officials in Rubavu sometimes use the evidence that actually does not prove the advantage of the city in comparison to other cities. For example, they use the webpage of business registration on the website of RDB to prove that service for doing business in Rubavu is good, but the RDB website is for the whole country, and this only shows that this service is available for doing business in the whole country. These officials in Rubavu seems not catching the unique advantages of the city in the image of “good service for doing business”.

There are also some positive aspects to be mentioned in the process of providing evidence. In both of the cities, they have shown a PowerPoint file that present the attractive points of the cities when they try to provide the pictures of the tourism. This file is trying to attract people to do some business here. We can see their wish to convey the images to the potential investors. What’s more, for people in Rubavu, despite that the official often describe the statistics using few words instead of table, many of the officials are

familiar with this statistics, for example, the statistics of people crossing the border every day. This shows that they are familiar with this data and they have already start to use it to convey this image to other people and present the opportunity behind.

In general, we can see that officials do not usually use the evidence. They only provide the evidence after I ask for it. The most common types of evidence are statistics and pictures. Evidence are used to underpin the images, but it need to be processed to make it more understandable for the investors.

5.1.3. To the third specific objective

The third specific objective is to identify if the investors are willing to buy into these images and whether the evidence increases their will to invest. The investors are people have been doing the business in the city. The questions proposed to be answered are what the attitude of the investors towards the images is, whether the attitude is changed after seeing the evidence, what kind of evidence and images are more attractive to investors, and whether there is any relation in the opinions the investors hold with their business background.

The specific attitude towards the images before and after seeing the evidence in each city is shown in chapter 4. In Musanze, the most popular images are “tourism”, “good climate”, “many banks”, “ many travel agencies”, “corporate business”, “friendly policy environment”, “good governance” and “accessible location”. All of the seven investors thinks they are interesting. Among thses, only “tourism” and “good climate” are the in the top five images according to the answers of the officials. On the contrary, the most unpopular images are “rivers for fish feeding”, “free land”, “stones from volcano”, “livestock”, “an under-constructing market”, “lack of leisure facilities”, and “minerals”. Over half of the seven investors think they are not interesting. In Rubavu, the most popular images are “good water infrastructure” and “good governance”, while all of the seven investors thinks them interesting. But both of them are not in the top five images according to the officials. On the contrary, images of “need in petroleum stations”, “good roads”, “need in sanitation facilities”, “cash crops”, “airport”, “mining” “livestock” and “industry” are also less popular, while over half of the investors think they are not interesting.

According to the list, we can see that some images that ranked in a relative low place according to the opinions of officials are popular with the investors. This reflects the difference in the opinions towards the image of officials and investors. The officials in the municipality do not fully understand the preference of the investors. Nonetheless, many of the investors show some interests in some images that do not have much relation with their profession.

After seeing the evidence for the dominant images of the cities, there are two of the seven investors in Musanze and four of the seven in Rubavu that change their mind towards some of the images, which show that the evidence, which make the images more tangible and substantive, has some ability to change the opinions the investors holds towards the images. The investors have also chosen the evidence they prefer. In Musanze, the most popular evidence is the “statistics of tourism per month”. Some investors are interested in the some more information about “tourism” and “fertile soil”, while both of them care the plan of the government. In Rubavu, the most popular evidence is the “pictures of border”. Investors want more evidence for “tourism”, “border with DRC”, “need in electricity”, “fertile soil” and “mining”. The types mentioned are pictures, statistics and information of locations.

In this phase, we can see that there are some difference in the images that attract investors and the images that government officials think could attract investors. The government officials do not fully catch the

interests of the investors. Also, the evidence shows some effects in increasing the interests of investors. The most popular type of evidence are statistics and pictures, which are matched with the common type of evidence provided by the municipality.

5.2. Investment images in secondary cities - contributions to the literature

This study concentrates on studying the images for investment in the secondary cities in a developing country, while most of the studies about city images are in big cities, such as Paris (Rabbiosi, 2014) and Barcelona (Rius Ulldemolins, 2014). But there are much less big cities in the world, while most of the cities are smaller. Thus, this study have more reference value for most of the cities.

Additionally, in previous studies, researchers have studied the city image and city brand in different group of people, such as Gilboa, Jaffe, Vianelli, Pastore and Herstein(2015) who study the factors that comprise the city image in residents and tourists, and Kaya & Marangoz(2014) who study the indicators that affect the attitude of entrepreneur towards the city brand. Here, I study the opinions towards city images from both the perspective of government officials and investors, which relates the city images to the economic development by focusing on the potential of investment. This study shows the difference in the images that attract investors and the images that government officials think could attract investors, which suggests the planners to investigate the opinions of target groups before determining the image and brand of the city.

Also, this study shows the effect of evidence on the opinions of investors towards images. This suggests that there could be more use of evidence in conveying the images. With the concentration on the images for investment and the context of secondary cities in developing country, this study contribute to help to achieve a more comprehensive and balanced development in a lagging-behind country, which is valuable for more cases in the world.

Also, I've found a different type of image in this study. In precious studies, most of the images used to achieve competitive advantages in the branding process are positive images, such as creativity for Barcelona (Rius Ulldemolins, 2014). However, in this study, I find some negative images that used to attract investors, as the government officials thinks that the opportunities behind this negative image could be attractive for investors.

5.3. Limitation in terms of scope and shortcomings

In this study, there are some limitations existing in the design and practice of the research. In the method design, there are four limitations that I'm going to mention here. First is the merger of some images. For example, I might have images of "gorillas" and "volcano national park" in the first interview, but I find that people in the following interviews presenting this images as "tourism". So I should merge the images in the first interviews, which makes the number of items in the first sub list decrease. This would influence the salient value, which influences the result of the dominant images of the city. The dominant images are selected according to the total salient value. The total salient value is the sum of the salient value of each image in each sub list. After each interview, there will be a sub list. I will calculate the salient value for each image in each sub list. In each sub list, the salient values are distributed from 0 to 1. If the number of items in the list is fewer, the items have a higher order in the short list will have a very big value. For example, if one item appears for just one time in a sub list with three items, and it is in the second order, its total salient value will be 0.5, which will be bigger than the salient value of item that appears four times in the 9th order of sub lists with 10 items. See table 5.1. Column "o" presents the order of the items in the

lists, “n” presents the total number of items in the lists and “s” presents the salient value of the images in each sub list. Thus, the merger of the items will make the list short, which will influence the salient value, which brings some effect on the selection of dominant images.

Table 5. 1 Example of the influence of number of items in the sub lists

Images	First interview			Second interview			Third interview			Fourth interview			Fifth interview			Total salient
	o	n	s	o	n	s	o	n	s	o	n	s	o	n	s	
Tourism	2	3	0.5													0.5
Good infrastructure				9	10	0.1	9	10	0.1	9	10	0.1	9	10	0.1	0.4

Second is about the selection of investors. Because of the time limitation, I could not find more investors to be interviewed, and from each profession, there is only one representative, which could not fully represent the opinions of investors from that profession. Additionally, I only investigated the opinions of investors who had been doing business in the city, but I didn't investigate the opinions of investors that outside the city.

The third is that I haven't asked whether or not the investors agree that the city have these image, and if they think the city have more attractive images. So this fails to present a comprehensive overview of the opinions of the investors towards the images.

The fourth is that I only study the images in the city, while people outside the city could have different opinions towards the city images, as the images are not only used to attract investors that are inside the city, but also outside the city. But because of the limited time and resources, I could only finish the study inside the city.

Also, there are some problems existing in the practice of the study. First, I summarised some of the images in an ambiguous way, which could generate ambiguity in the understanding of the image. For example, for the image of “hand craft” in Musanze, investors could understand it as “Musanze has a lot of industries producing hand craft” or “there are many hand craft shops in the city”. Although these investors are the local investors who are familiar with the city, they might understand it in a different way. Also, because they are local investors, they would have an impression of the city. In the investigation of their opinions towards the images, they could have some disagreement with the images. Some of them have mentioned it in the interviews, and I have explained to them that the question is “are you interested in investing in the city with these images”, not “do you think the city has these images”, but some of their answer seems to be influence by their own impression of the city. But I don't have longer interviews with them, so I could not clarify if this influence exist or not. The last problem is the English level of the mine and also the local officials and investors. English is not my mother tongue, so sometimes I could not express what I mean in a precise way. People in the study areas are not good very at speaking English, as most of these officials and investors use French. This would have some influence in the communication in the process of interview.

5.4. Summary

The general objective of this study is to investigate what type of evidence the government officials use to justify the city images and attract investors to invest in the secondary cities of a developing country, and if the evidence is recognisable and convincing to the investors. In this study, I found out that there are some

differences in the images that attract investors and the images that government officials think could attract investors. The officials do not actively use the evidence to support the images, while the evidence plays a positive role in increasing the interests of investors. In the next chapter, I will discuss the conclusions of this study and, how they contribute to the branding process in secondary cities.

6. CONCLUSION

As we mentioned in chapter two, city branding is a process of conveying attractive images and achieve competitive advantages, which helps to attract investments and promote consumption, and then sequentially promote the economic growth of the city. Evidence plays a role in underpinning the images, making them more substantive, which helps convey the images to the investors and increase their interests in the city. This study concentrates on investigating the types of evidence the government officials use to justify the city images and attract investors to invest in the secondary cities of a developing country, and if the evidence is recognisable and convincing to the investors.

From this study, we can see that there are many images in the city that could attract investors. Many of them show the advantages of the city, but some of them also present some negative side of the city. If the officials aims to attract tourists and new residents, this image would not be useful. But since they want to attract potential investment, then the negative images can be dressed up in a marketing campaign or a branding strategy as opportunities for investment. Thus, in the process of branding, planners need to look into both positive images of the city and the opportunities behind the negative images of the city.

By investigating the opinions towards images from the perspectives of both local government officials and investors, we can see that some images not that appreciated by officials are very popular in the investors. This shows that planners and government officials need to learn more about the need and preference of the investors before determining the brand of the city.

In the process of collecting evidence, I found out that the government officials do not actively use the evidence to support the image, but the evidence does play a positive role in increasing the interest of investors, as some investors change their opinions towards the images after seeing the evidence. It is recognisable and convincing to the investors. Thus, in the process of branding for these secondary cities in developing countries, evidence could be considered as an important tool of conveying the city images by making them more concrete. Also, there are several types of evidence that are popular in investors, such as statistics and, pictures. Therefore, this evidence could be a good tool for conveying images, but it should be used with an explanation and in a comparison to other competing cities. It might need to be processed to be more understandable and emphasise the advantages of the city.

APPENDIX

Content

1. Lists of city images
2. Evidence for top five images
 - 2.1 Evidence for top five images in Musanze
 - 2.1.1 For tourism
 - Statistics of tourists visiting the volcano national park per month
 - Lists of hotels
 - Websites for the tourism
 - Pictures for the tourism
 - Map of tourism
 - 2.1.2 For good climate
 - Meteorological statistics
 - Statistics for crop production
 - 2.1.3 For fertile soil
 - Statistics for crop production
 - Pictures of soil and crops
 - Map of food security
 - 2.1.4 For hardworking people
 - Statistics of income share
 - 2.1.5 For good infrastructure
 - Map of roads
 - Pictures of roads
 - Map of health facilities
 - Lists of banks
 - 2.1.6 Evidence mentioned by people by not available
 - 2.2 Evidence for top five images in Rubavu
 - 2.2.1 For tourism
 - Pictures of tourism sites
 - Statistics of passengers boats
 - List of hotels
 - 2.2.2 For border with DRC
 - Statistics of people crossing the border
 - Pictures of border
 - 2.2.3 For the methane gas well
 - Pictures of gas well
 - 2.2.4 For the good service for doing business
 - Statistics of land registration
 - Introduction of process of getting land for business
 - Website of business registration online
 - 2.2.5 For need in electricity
 - Statistics of access to electricity
 - 2.2.6 Evidence mentioned by people by not available

1. Lists of city images

Table 1.1 Image lists of Musanze

Order	Images	Salient
1	Tourism	10.181
2	Good climate	4.129
3	Fertile soil	3.704
4	Hardworking/nice people	2.592
5	Good infrastructure	2.393
6	Near Border	2.232
7	Many hotels	1.944
8	Agriculture	1.885
9	Energy-water power	1.029
10	Immigration	1.000
11	Many banks	0.923
12	Livestock	0.879
13	Many travel agency	0.872
14	Rivers for fish feeding	0.833
15	High-level education	0.750
16	Free land	0.667
17	Stones from volcano	0.500
18	Corporative business	0.462
19	Lack of leisure facilities	0.286
20	Political centre	0.250
21	Many green area	0.250
22	Hand craft	0.231
23	Friend policy environment	0.222
24	Good governance	0.154
25	An under-constructing market	0.143
26	Many sport facilities	0.077
27	Minerals	0.000
28	Accessible location	0.000
29	Water resource	0.000
30	Industries	0.000
31	A cultural centre	0.000

Table 1.1 shows the images and their salient value in Musanze. The top five salient images are tourism, good climate, fertile soil, hardworking/nice people and good infrastructure.

Table 1.2 Image list of Rubavu

Order	Images	Salient
1	Tourism	6.514
2	Border with DRC	5.746
3	Methane gas	2.575
4	Good service for doing business	2.569
5	Need in electricity	2.333
6	Fertile soil	1.708
7	Kivu belt project	1.690
8	Good roads	1.681
9	Good climate	1.512
10	Agriculture production	1.500
11	Transport on the lake	1.289
12	Fisheries	0.933
13	Trading	0.875
14	Big population	0.750
15	Need in petroleum stations	0.750
16	Good hotels	0.750
17	Security	0.667
18	Hardworking people	0.667
19	Need in sanitation facilities	0.625
20	Cash crops	0.575
21	Plan for roads	0.500
22	Good water infrastructure	0.444
23	Need in hospital	0.393
24	Good electricity infrastructure	0.333
25	Need in education	0.286
26	good governance	0.250
27	Airport	0.250
28	Mining	0.167
29	Customer-care people	0.167
30	Livestock	0.000
31	Industry	0.000

Table1.2 shows the images and their salient value in Rubavu. The top five salient images is tourism, border with DRC, methane gas, good service for doing business and need in electricity.

2. Evidence for top five images

2.1 Evidence for top five images in Musanze

2.1.1 For tourism

- Statistics of tourists visiting the volcano national park per month

Table 2.1 Statistics of tourists visiting the volcano national park per month

	2012	2013	2014	2015
Jan	2711	1901	2167	2013
Feb	2516	2002	2080	2171
Mar	1937	1927	1895	1675
Apr	1443	862	1365	1101
May	1624	1151	1399	1681
Jun	2690	2379	2664	2440
Jul	3149	3208	3429	3357
Aug	3220	3346	3445	3416
Sep	2843	3035	3246	3166
Oct	2906	2071	2488	
Nov	1584	1558	1703	
Dec	1824	1900	2017	
Total	28447	25340	27898	21020

According to the statistics, in the peak months, there would be over 3000 tourists visiting the volcano national park in Musanze, while in the lowest month, there would still be around 1000 visitors.

- Lists of hotels

Table 2.2 Hotel lists in Musanze

	Name of the hotel	Location
1	LA PALME HOTEL	Ruhengeri/ Muhoza
2	MUHABURA HOTEL	Rwebeya/Cyuve
3	GORILLAS HOTEL	
4	CENTRE PASTORAL NOTRE DAME DE FATIMA	Mpenge/Muhoza
5	LA BRISE HOTEL	Rwimbogo/Musanze
6	VIRUNGA HOTEL	Mpenge/Muhoza
7	RELAY'S GORILLA HOTEL	Rukora/Muhoza
8	HOTEL SAINT ANNE	Cyabararika/Muhoza
9	HOTEL URUMURI	Mubona/Muhoza
10	ASSOFERWA	Nyonirima/Kinigi

11	MOUNTAIN GORILLA VIEW LODGE	Nyabigoma/Kinigi
12	GOVERNORS SABIYINYO SILVERBACK	Nyabigoma/Kinigi
13	MOUNTAIN GORILLA LODGE	Kampanga/Kinigi
14	GORILLA	
15	BAMBOO HOTEL	
16	HOMME INN HOTEL	
17	SNOW HOTEL	
18	BEST VIEW HOTEL	
19	FARAJA HOTEL	

Table 2.2 shows the hotels in Musanze. The hotels provide lodge to tourists.

● Websites for tourism



This corner or northwestern Rwanda is a breathtaking unforgettable place where culture, adventure and conservation intersect.

The "Parc National de Volcans" (or PNV as it's known by locals) lies along the Virunga Mountains, with 8 ancient volcanoes, which are shared by Rwanda, Uganda and the Democratic Republic of Congo. Just a short two hour drive from Rwanda's capital of Kigali, the park is a central location for exploring some distinctly Rwandan experiences. While a visit to the mountain gorillas is often at the top of visitor, the dramatic landscape also offers thrilling hiking and visits to the fascinating golden monkeys.



PNV is also one of Rwanda's conservation epicenters, where many non-profit organizations base their operations. Visitors can pay homage to the legendary scientist and gorilla advocate Dian Fossey with a hike to her tomb or a visit to the Dian Fossey Gorilla Fund that continues her legacy of research and advocacy to this day.

Near the park, the bustling and vibrant markets of Musanze are a place to immerse yourself into everyday Rwandan culture. Go deep into the earth with Musanze's caves - one of the area's newest attractions.

Read more about activities in Volcanoes National Park:

Primate Tracking & Hiking Musanze Caves Buhanga EcoPark Iby'Iwacu Cultural Village

Tracking the endangered mountain gorillas on the slopes of the Virunga volcanoes is a magical experience. Hike through mountain forests to experience these gentle creatures or make your way through airy bamboo forests to find the charming Golden Monkey.



Rwanda is one of only three countries in the world where the critically endangered mountain gorillas live.

Gorilla tracking in Rwanda is often described as "life changing" and with good reason. With only an estimated 880 Gorillas left in the world, to see these gentle creatures in their natural habitat is a truly unique moment.

Gorillas make their homes in and amongst the bamboo-covered slopes of the Virunga Mountains in the Volcanoes National Park in northern Rwanda. Trek to see them and you'll be introduced by your expert trackers and guides to one of the fully-habituated families of mountain gorillas and you can stay with them for an awe-inspiring hour, often crouching just a few feet away, whilst the gorillas go about their daily lives.



Hikes in the mountains can last anywhere from 30 minutes to 4 hours + depending on the family allocated to your group and their location. The journey back can take just as long, but you are often carried along by the euphoria you feel at seeing the gorillas!

Expert guides give a pre-trek briefing on specific protocols and rules for visiting the gorillas that live within an altitude of 2500 and 4000m. Porters are available to help carry backpacks and cameras, as well as helping you with your footing along your hike which can be hard work, but well worth it.

Gorilla Permits Practicalities Gorilla Guidelines Gorilla Families

Gorilla Permits

Book your permit: Gorilla permits can be booked at the RDB Tourism and Conservation Reservation Office in person, by telephone (252 57 65 14) or via email: reservation@rwandatourism.com.

Figure 2.1 Website of tourism sites in Musanze
(resource: <http://www.rwandatourism.com/>, October, 2015)

The tourism website of Rwanda shows the main tourism sites in the country, which includes the some of them in Musanze. On the website, there are some description text and pictures of the scenery of the tourism sites and animals such as gorillas and golden monkeys.

- Pictures for tourism



Figure 2.2 Pictures of the tourism spot in Musanze – from the Internet
(resource: <http://www.rwandatourism.com/>, October, 2015)



Figure 2.3 Pictures of the tourism spot in Musanze – from the municipality
(source: the municipality of Musanze, Rwanda, Oct, 2015)

● Map of tourism

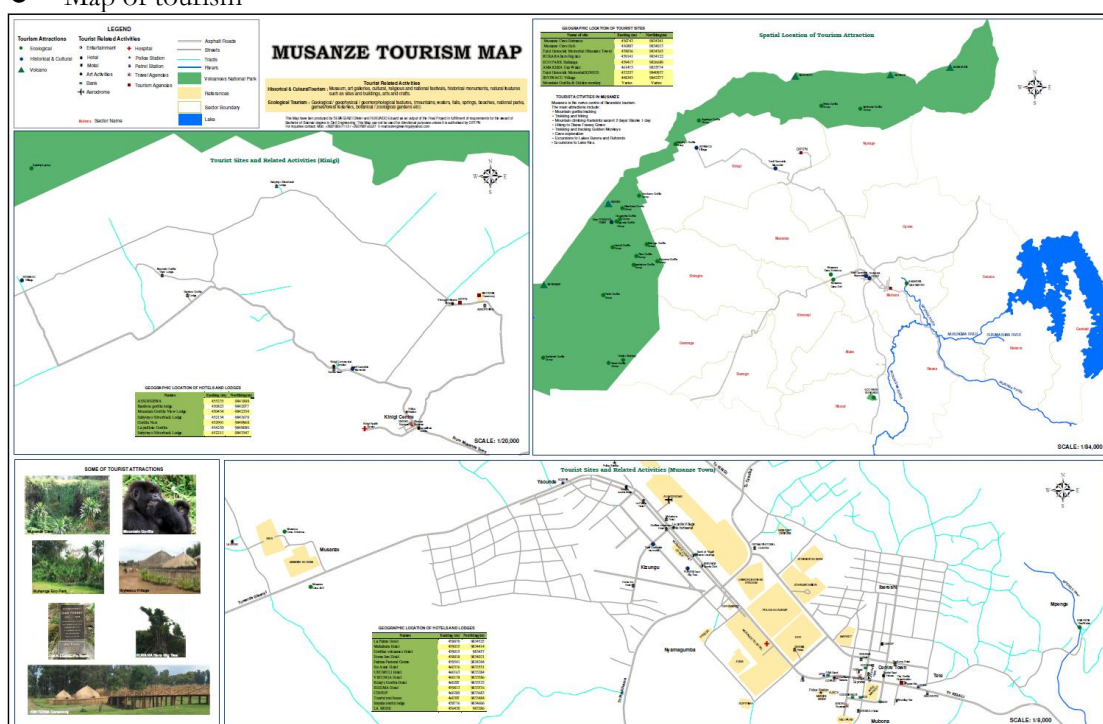


Figure 2.2 Map of tourism in Musanze

(source: the municipality of Musanze, Rwanda, Oct, 2015)

This map shows the main tourism spots around the national park and the main hotel in the town. It was made in 2010.

2.1.2 For good climate

● Meteorological statistics

Table 2.3 statistics of temperature in Musanze in 2011

	Jan		Feb		Mar		Apr	
	Max	Min	Max	Min	Max	Min	Max	Min
Max	22.80	6.60	23.40	8.10	22.00	7.00	21.60	6.10
Min	16.50	6.10	18.50	6.40	16.50	5.30	17.40	5.60
Average	20.61	6.41	21.08	6.81	19.81	6.14	19.43	5.82
	May		Jun		July		Aug	
	Max	Min	Max	Min	Max	Min	Max	Min
Max	21.80	6.10	21.60	6.20	22.60	6.30	21.90	6.40
Min	16.40	5.80	15.50	5.90	17.00	6.00	16.50	5.80
Average	18.95	5.96	19.24	6.02	20.17	6.13	19.44	6.08
	Sep		Oct		Nov		Dec	
	Max	Min	Max	Min	Max	Min	Max	Min
Max	22.10	6.30	22.20	6.50	22.10	6.60	22.30	6.60
Min	17.20	5.90	16.00	5.80	17.10	5.90	18.00	5.60
Average	19.47	6.16	19.48	6.22	19.88	6.27	20.51	6.19

As we can see, the temperate ranges from around 6 degree centigrade to around 22 degree centigrade. It is stable and moderate.

Table 2.4 statistics of precipitation in Musanze in 2014

Date	Jan	Feb	Mar	Apr	May	Jun
0	0					
1	2.2	10.5	2.5	26.1	0	0
2	3.3	5.8	0	0	0.2	0
3	0	4	0	0	0	0
4	0	1.4	0	22.5	0	0.2
5	3.2	16.2	0	11	0	0.9
6	0	2	11.5	2.5	0	0
7	0	0	9.1	2	18.8	51.4
8	0	0	0	11.9	2.6	0
9	0	1.1	5.6	0	5.1	0
10	0	0.9	16.7	0	0.1	0
11	0	0.9	16.9	33.6	10.2	0
12	3.2	0	8.5	2.3	3.7	0
13	0	0	1.4	0	11.9	6
14	0	0	3.1	10.4	2.7	6.2
15	4.1	0	12.5	11	0	3.8
16	0	0	12	1	1.7	0
17	0	0	0.4	12.8	11.2	2
18	0	0	0	1.8	0.3	6.5
19	6	0	0	11	0	3.6
20	0.5	4.5	0	0.8	0	0
21	2	12.1	0	7.7	14.9	0
22	0	0	0	1	0.5	0
23	0	1.4	18.4	0.7	0	0
24	0	0.3	31.2	0	0	0
25	0	16.2	1	1.8	0	0
26	6	9.4	12.4	2.7	0	0
27	3.6	0	7.3	2.4	0	0
28	0	0	15	0	22.1	0
29	0		20.4	0	0	0
30	0		8.8	0	0	0
31	0		0		0	
0.00	34.10	86.70	214.70	177.00	106.00	80.60
0.00	1.10	3.10	6.93	5.90	3.42	2.69

Date	July	Aug	Sep	Oct	Nov	Dec
0						
1	0	0	4.1	1.6	0.5	5.8
2	0	0	0.2	2.7	6	1.3
3	0	0	0	5.9	13.6	13
4	0	0	23.5	6.7	5.6	0
5	0	0	23	3.9	0	0
6	0	0	1.9	6.9	1.8	0
7	0	0	0	0	0.9	0
8	0	0	0	0	0.8	13.7
9	0	0.5	0	0.4	0	11.6
10	0	0.8	0	4.7	0.1	12.5
11	0	23.3	0	0	1.1	6.6
12	0	2.3	0	0	7.4	0
13	0	3	2.3	0	16.5	0
14	0	22.2	3.4	12.6	2.6	0
15	0	0.1	0.6	0.8	24.1	0
16	0	0.7	0	1.8	11.2	8
17	0	0	0.4	25.3	0	8.6
18	0	0	0	28.8	4.2	0
19	0.3	4	0	23.5	8.3	5.1
20	2.4	1.9	1	2.7	2.2	22.3
21	21.5	4.2	1	3.2	0	2.6
22	0	0.8	0	3.1	0	22.8
23	0	5.4	0	6	0	8.8
24	0	24.3	0	3.2	18.5	5.5
25	0.1	0	1.9	0.6	1.4	1.8
26	0	9	10.8	12.6	5.9	3.2
27	17	9.8	6.5	20.2	16.6	0.9
28	3	0	1.3	0.4	3.4	0
29	0	0	10.8	6.7	5.6	2.3
30	0	2.3	7.8	3.6	2.7	8.3
31	0	4.1		5.6		0
0.00	44.30	118.70	100.50	193.50	161.00	164.70
0.00	1.43	3.83	3.35	6.24	5.37	5.31

From the statistics of precipitation, we can see that each month have some rainfall, not too heavy nor too dry.

- Statistics for crop production

Table 2.5 Statistics for crop production in Musanze in each sector

NO	Sector	MAIZE (t/ha)	WHEAT (t/ha)	IRISH POT (t/ha)	BEANS (t/ha)
		Achievement	Achievement	Achievement	Achievement
1	Busogo	4.6	4.7	28	2.6
2	Cyuve	4.9		30.21	3.03
3	Gacaca	4.2			2.9
4	Gashaki	4.13			3.4
5	Gataraga	4.3	4.3	30.6	2.8
6	Kimonyi	3.71	3.4		2.28
7	Kinigi	3.9		35	
8	Muhoza	4.1			2.7
9	Muko	4.5			2.81
10	Musanze	4.3		22.58	2.32
11	Nkotsi	4.3	4.2		2.7
12	Nyange	4.34	4.3	28.8	2.7
13	Remera	4.16			2.42
14	Rwaza	4.37			2.8
15	Shingiro	4.34	4.26	35.09	3.12
DISTRICT		4.28	4.19	30.04	2.76

Here is the production of 4 main crop in Musanze.

2.1.3 For fertile soil

- Statistics for crop production

It is the same statistics with 2.1.2. The production could also proof the fertilization of soil.

- Pictures of soil and crops



Figure 2.4 Picture of fertile soil and Irish potatoes
(source: the municipality of Musanze, Rwanda, Oct, 2015)

The pictures shows the soil and the crop that cultivated on it.

● Map of food security

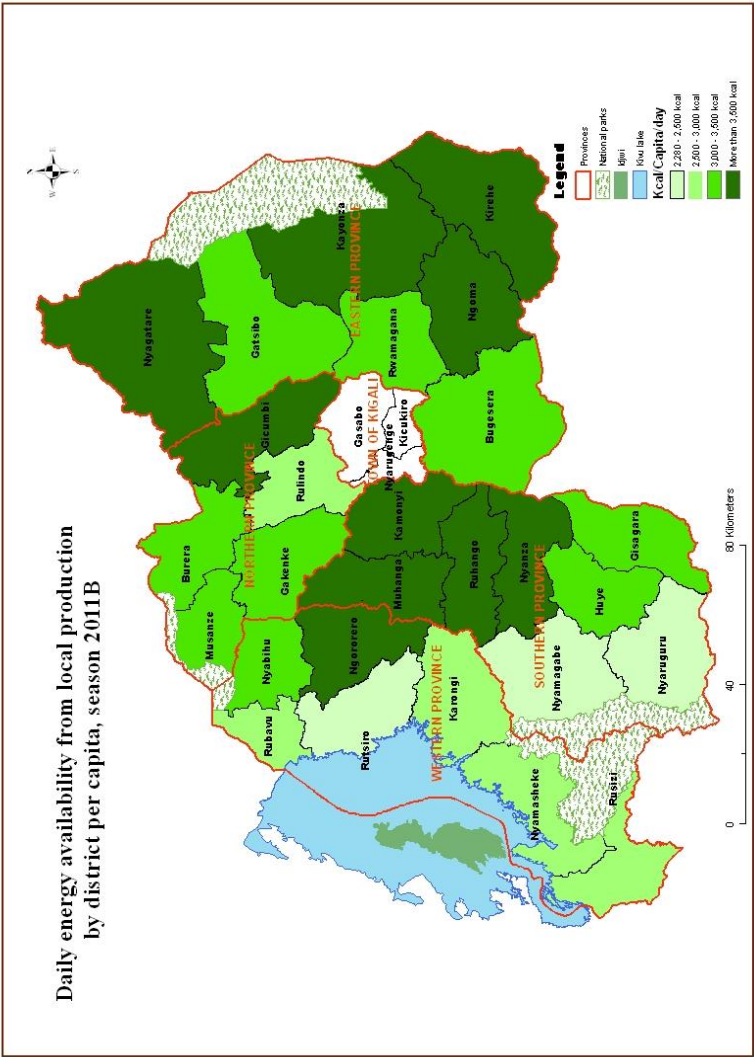


Figure 2.5 Map of food security in Rwanda
(source: the municipality of Musanze, Rwanda, Oct, 2015)

As we can see in the map, Musanze is in the level of 3,000 to 3,500 cal/day, which is relatively high in the whole country.

2.1.4 For hardworking people

● Statistics of income share

Table 2.6 Statistics of income share in Musanze

	Agriculture	Wages	Business income	Public transfers	Private transfers	Rents	Total	Total number of hh (000s)
All Rwanda	45.7%	25.3%	10.5%	3.2%	6.9%	8.4%	100.0%	2,253
Nyarugenge	9.1%	40.1%	28.1%	3.0%	10.7%	9.0%	100.0%	60
Gasaccbo	16.4%	42.2%	18.0%	2.1%	9.5%	11.8	100.0%	99
Kicukiro	7.0%	50.3%	20.9%	2.4%	10.1%	9.3%	100.0%	64
Nyanzac	52.4%	20.4%	9.3%	1.1%	7.3%	9.5%	100.0%	67
Gisagara	52.9%	21.8%	4.9%	7.0%	5.4%	8.1%	100.0%	74
Nyaruguru	49.9%	21.7%	6.8%	7.4%	5.6%	8.7%	100.0%	61
Huyeccccc	47.7%	27.9%	8.5%	0.7%	6.4%	8.7%	100.0%	70
Nyamagabe	42.8%	25.5%	7.3%	8.9%	8.2%	7.3%	100.0%	71
Ruhango	56.2%	22.4%	-0.9%	0.8%	9.6%	11.8	100.0%	71
Muhanga	55.1%	20.0%	8.0%	1.3%	7.1%	8.6%	100.0%	63
Kamonyi	54.5%	20.3%	9.8%	1.0%	5.7%	8.7%	100.0%	72
Karongi	51.2%	20.7%	5.3%	8.8%	8.3%	5.8%	100.0%	77
Rutsiro	49.4%	23.2%	12.7%	1.4%	6.9%	6.4%	100.0%	69
Rubavu	29.3%	27.1%	21.7%	6.4%	7.4%	8.2%	100.0%	82
Nyabihu	43.0%	25.7%	12.4%	6.7%	6.6%	5.6%	100.0%	68
Ngororero	53.9%	20.7%	7.5%	5.6%	6.4%	5.9%	100.0%	74
Rusizi	43.6%	22.8%	16.1%	1.0%	6.7%	9.8%	100.0%	78
Nyamasheke	44.3%	29.0%	8.5%	0.7%	9.1%	8.4%	100.0%	80
Rulindo	52.4%	23.5%	8.8%	3.0%	4.7%	7.6%	100.0%	63
Gakenke	56.5%	21.6%	7.0%	3.5%	6.1%	5.5%	100.0%	76
Musanze	46.1%	26.5%	10.2%	3.5%	6.9%	6.9%	100.0%	87
Burera	45.7%	25.6%	10.1%	5.9%	5.7%	7.0%	100.0%	71
Gicumbi	48.4%	24.8%	9.3%	3.3%	5.1%	9.0%	100.0%	113
Rwamagana	42.3%	22.3%	20.6%	0.2%	4.6%	10.1	100.0%	68
Nyagatare	44.8%	25.0%	8.6%	4.4%	8.3%	8.9%	100.0%	84
Gatsibo	60.2%	16.0%	8.0%	2.1%	5.7%	8.0%	100.0%	100
Kayonza	57.4%	18.9%	11.4%	0.1%	5.5%	6.6%	100.0%	70
Kirehe	54.4%	23.2%	4.3%	2.3%	4.6%	11.3	100.0%	72
Ngoma	56.3%	21.3%	8.0%	0.2%	5.1%	9.1%	100.0%	68
Bugesera	46.2%	28.2%	6.6%	0.7%	8.3%	10.1	100.0%	80

People mentioned the income level per capita in Musanze as the evidence for hardworking people.

However, there was no this statistics available. We got the income share instead, which showed different proportion of citizen's income.

As we can see from the table, 46.1% of the income of people in Musanze comes from agriculture, 26.5% comes from wages and 10.2% comes from business.

2.1.5 For good infrastructure

● Map of roads

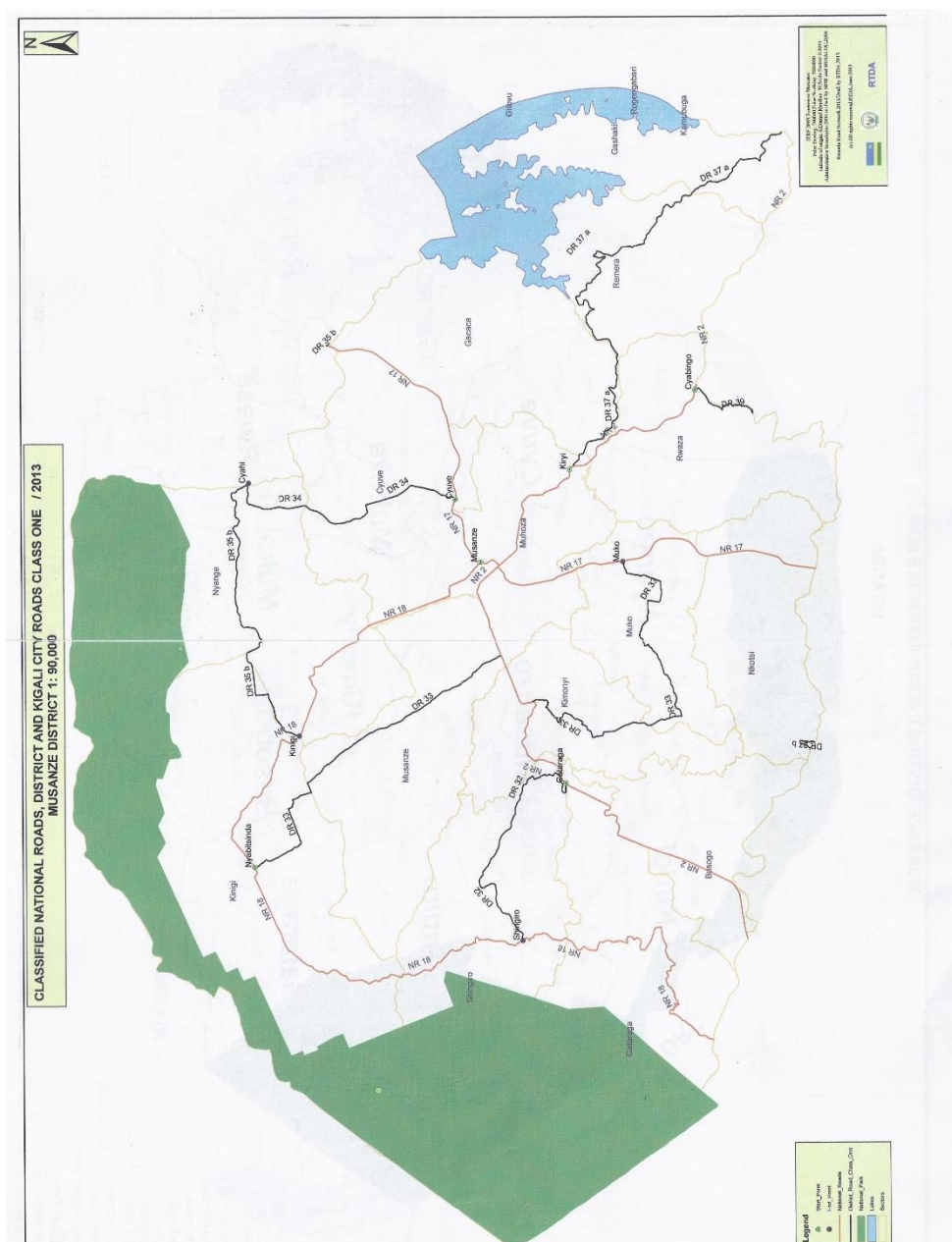


Figure 2.6 Map of Roads in Musanze
(source: the municipality of Musanze, Rwanda, Oct, 2015)

This map is made in 2013. It shows the main roads in Musanze. Because the digital version is not available, this map is scanned half by half and put together manually, which might influence the exactness of the map.



(source: the municipality of Musanze, Rwanda, Oct, 2015)

Musanze HF



(source: the municipality of Musanze, Rwanda, Oct, 2015)

51

- Lists of banks

Table 2.7 List of banks in Musanze

N°	NAMES OF BANK	NAME OF MANAGER	TELEPHONE
1	BNR	KAGABA Charles	0788306251
2	BANQUE POPULAIRE KIGOMBE	KAGENZA JMV	0788864716
3	BANQUE DE KIGALI	BAHUMBE K. Christian	0788302515
4	FINA BANQUE	Jean Claude KAGIRANEZA	0788473344
5	ACCES BANQUE	UMUTONI Sheila	0788697362
6	ECO BANQUE	RUTEBUKA Emmanuel	0788652611
7	BCR	RUTABAYIRU Fidele	0788302993
8	KCB	Etienne MASENGESHO	0788304034
9	COGEBANQUE	Livingstone KUBAYEZU	0788302550
10	EQUITY BANK	Alphonse NGIRABAKUNZI	0788471188
11	UNGUKA BANK	MUPENZI Innocent	0788471092
12	GAUCHENE	RUSINGIZA Esron	0788436915
13	AGASEKE BANK	Marie Claire UWERA	0788574942
14	BRD	SHEMA	0788530968
15	URWEGO OPPORTUNITY	Clement MUHIMA	0788524460

The table shows the banks in Musanze, and also the contact of the manager. Banks make it easier for people to do business in the city.

2.1.6 Evidence mentioned by people by not available

There are some evidence mentioned by people in the interview but cannot be got because of some reasons.

They are:

- For fertile soil: map of distribution of fertile soil
- For hardworking people: statistics of per capita income in Musanze

2.2 Evidence for top five images in Rubavu

2.2.1 For tourism

● Pictures of tourism sites



Figure 2.9 Pictures of tourism sites in Rubavu – from the Internet
(resource: <http://www.rwandatourism.com/>, October, 2015)

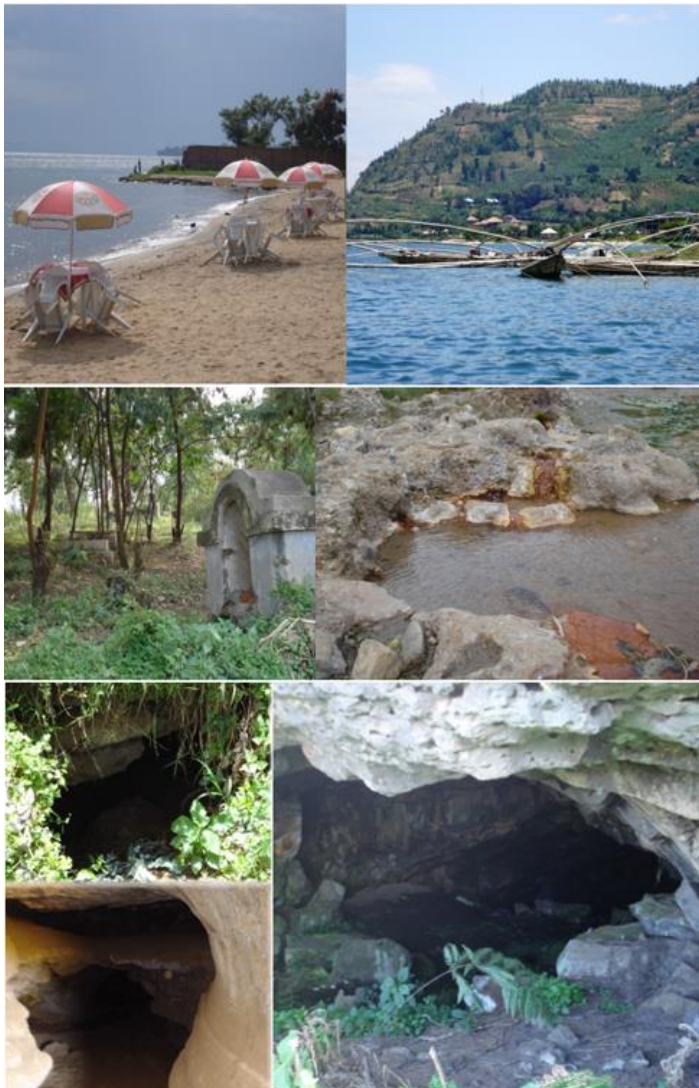


Figure 2.10 Pictures of tourism sites in Rubavu – from the municipality
(source: the municipality of Rubavu, Rwanda, Oct, 2015)

- Statistics of passengers boats

There is 7 boats that used for taking passengers. One of them is a big boat that can contain 90 people, while the rest six are speed boats.

- List of hotels

Table 2.8 List of hotels in Rubavu

1	Kivu Serena Hotel
2	Peace land Hotel (CLOSED)
3	Stipp Hotel
4	Le Belvedere
5	Hotel Ubumwe
6	Dian Fossey Lodge
7	Presbyterian Church Centre d'Accueil
8	Mango Guesthouse
9	La Corniche
10	Methodist Church Centre d'Accueil
11	Guest house Oasis
12	Paradis Malahide Motel
13	Motel la Bella
14	Kilimanjalo Gusset House
15	DISCOVER RWANDA HOTEL
16	Auberge de Gisenyi
17	Home St.François
18	Peace Guesthouse
19	Logement Ituze
20	New Kingdom Lodge
21	SAWA SAWA LODGE
22	Peace Corner Bar-Resto.logement
23	plazza Motel
24	Lake View Apartments
25	La serenite Guest House
26	Twahageze
27	Logement la Rose
28	Sun Rise Hotel
29	Ten To ten Lodge
30	Transit Lodge
31	Logement La Transparence
32	Motel Ituze
33	Mostej Hotel
34	Musanto house Hotel
35	Pyramide Lodge
36	Gorilla Lake Kivu hotel

37	Transparence Chez Alice Lodge
38	Ubumwe Hotel
39	Virunga Guest House
40	Bar- Lodge umuganda
41	Bar Resto- Logement Piazza 1
42	Centre Daccuel St Francois xavier
43	Chez Mama Chacula
44	Retrouaille Lodge
45	City Lodge
46	Eglise Methodiste Libre Au Rwanda
47	El Shadia Guest Houses
48	EPR Gisenyi (Center D'ccuel
49	Gloria Lodge and Bar - Resto
50	Green Place Bar-Resto -Lodge
51	Guest House Soleil
52	Havana Guest House
53	Home Des Amis Res Jevis Christ
54	Isangano Bar Lodge
55	Iwacu Sun City Lodge

This is the full list of hotels in Rubavu.

Table 2.9 List of classified hotels in Rubavu

1	Lake Kivu Serena	☆☆☆☆
2	Stipp Rubavu Hotel	☆☆
3	Mostej Hotel	☆☆
4	Peace Land Hotel	☆☆
5	Le Belvedere Hotel	☆☆
6	Dian Fossey	☆☆
7	Sun Rise	☆

Some hotels are classified into different level. The number of stars shows the levels.

2.2.2 For border with DRC

● Statistics of people crossing the border

The border is the second border in Africa, which has about 25,000 to 30,000 people crossing the border every day.

- Pictures of border



Figure 2.11 Pictures of border with DRC in Rubavu

In the pictures we can see that many people are crossing the border and doing business there.

2.2.3 For the methane gas well

- Pictures of gas well



Figure 2.12 Pictures of the gas well in the Lake Kivu - from the Internet

(Source: <http://www.rwandaenergy.com/2014/07/rwanda-invites-proposals-for-exploration-rights-to-huge-deposits-under-lake-kivu/>; <http://rwandacentral.com/category.aspx?fridcategory=4>, October, 2015)



Figure 2.13 Pictures of the gas well in the Lake Kivu

- Statistics of land registration

- Statistics of land registration

[illegible]

Figure 2.14 Table of land registration in Rubavu
(source: the municipality of Rubavu, Rwanda, Oct, 2015)

The figure shows the table that record the land registration in Rubavu. Above 80% of the land is registered, which make it easy to managed and trade.

- Introduction of process of getting land for business

In Rubavu, land can easily be obtained for projects and this is done in two ways:

- Privately purchasing land from the private sector;
- RDB can apply for public sector land on your behalf of the investor for special considerations to cabinet, should RDB deem the project to be significant business or strategic importance.

- Website of business registration online

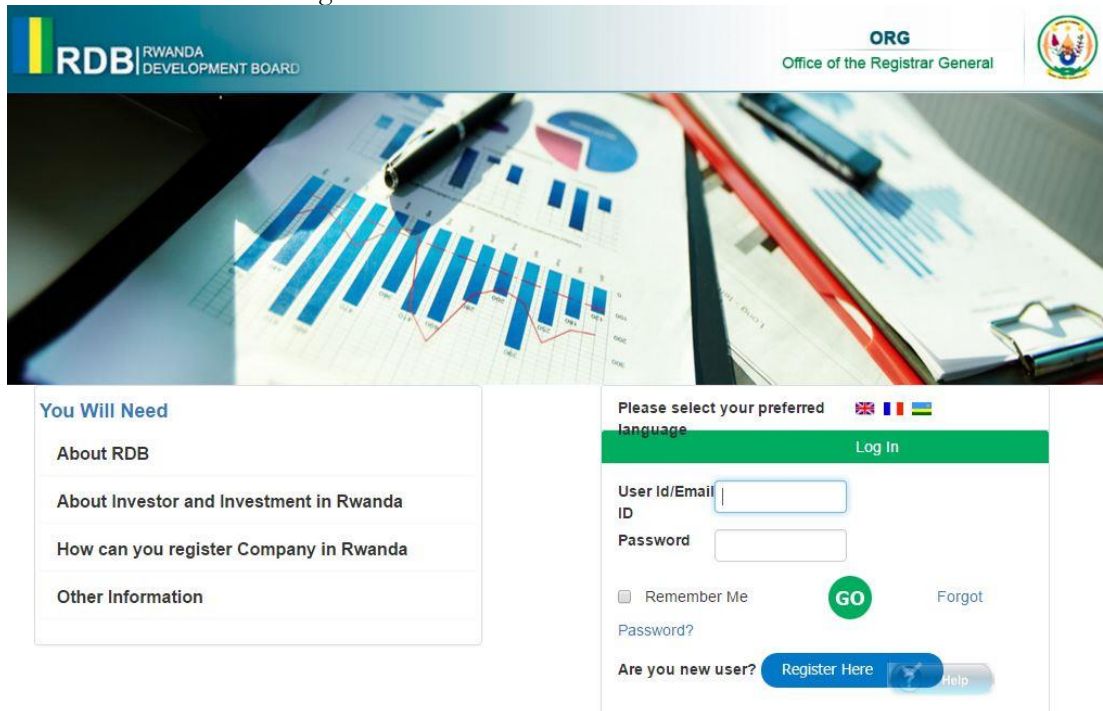


Figure 2.15 Website of registering company online
(Source: <http://org.rdb.rw/busregonline>, October, 2015)

People can register their business online through this website. It will be easy for people to start business.

2.2.5 For need in electricity

- Statistics of access to electricity

There is only 27.3% of the population in Rubavu have the access to the electricity.

2.2.6 Evidence mentioned by people by not available

There are some evidence mentioned by people in the interview but cannot be got because of some reasons. They are:

- For tourism: statistics of tourist
- For methane gas well: plans of gas development
- For need in electricity: statistics of demand and supply of electricity

LIST OF REFERENCES

- Anttiroiko, A.-V. (2015). City Branding as a Response to Global Intercity Competition. *Growth and Change*, 46(2), 233–252. <http://doi.org/10.1111/grow.12085>
- Avraham, E. (2004). Media strategies for improving an unfavorable city image. *Cities*, 21(6), 471–479. <http://doi.org/10.1016/j.cities.2004.08.005>
- Baloglu, S., & McCleary, K. W. (1999). a Model of Destination Image. *Science*, 26(4), 868–897. [http://doi.org/10.1016/S0160-7383\(99\)00030-4](http://doi.org/10.1016/S0160-7383(99)00030-4)
- Borgatti, S. P. (1992). *ANTHROPAC version 4.0. Methods Guide*. Columbia, SC: Analytic Technologies.
- Bramwell, B., & Rawding, L. (1996). Tourism marketing images of industrial cities. *Annals of Tourism Research*, 23(1), 201–221. [http://doi.org/10.1016/0160-7383\(95\)00061-5](http://doi.org/10.1016/0160-7383(95)00061-5)
- Braun, E. (2012). Putting city branding into practice. *Journal of Brand Management*, 19(4), 257–267.
- Braun, E., Eshuis, J., & Klijn, E.-H. (2014). The effectiveness of place brand communication. *Cities*, 41, 64–70. <http://doi.org/10.1016/j.cities.2014.05.007>
- Caldwell, N., & Freire, J. R. (2004). The differences between branding a country, a region and a city: Applying the Brand Box Model. *The Journal of Brand Management*, 12(1), 50–61.
- Camelia, R., & Bucerzan, I. (2015). On Growth Poles from EU Countries in The Framework of Europe, 23(October 2014), 920–925. [http://doi.org/10.1016/S2212-5671\(15\)00519-5](http://doi.org/10.1016/S2212-5671(15)00519-5)
- David L Mckee, R. D. D. (1970). *Regional economics : theory and practice*. (W. H. Leahy, Ed.).
- Dranca, D. (2013). CLUJ-NAPOCA METROPOLITAN ZONE : BETWEEN A GROWTH POLE AND A DEPRIVED AREA, (40), 49 – 70.
- Eicv3 District Profile - Musanze. (2012).
- EICV3 DISTRICT PROFILE - Rubavu. (2012).
- Establishment Census 2014. (2015).
- Gilboa, S., Jaffe, E. D., Vianelli, D., Pastore, A., & Herstein, R. (2015). A summated rating scale for measuring city image. *Cities*, 44, 50–59. <http://doi.org/10.1016/j.cities.2015.01.002>
- Glaeser, E. L., & Gottlieb, J. D. (2009). The Wealth of Cities: Agglomeration Economies and Spatial Equilibrium in the United States. *Journal of Economic Literature*, 47(4), 983–1028. <http://doi.org/10.1257/jel.47.4.983>
- Gravier, J. F. (1947). Paris and the French desert. *Paris: Portulan*.
- Helmy, M. (2008). *Urban branding strategies and the emerging Arab cityscape : the image of the Gulf city*. University of Stuttgart. Retrieved from <http://elib.uni-stuttgart.de/opus/volltexte/2008/3728/>
- Hunt, J. D. (1975). Image as a factor in tourism development. *Journal of Travel Research*, 13(3), 1–7.

- Kavaratzis, M. (2004). From city marketing to city branding: Towards a theoretical framework for developing city brands. *Place Branding*, 1(1), 58–73. Retrieved from <http://www.ingentaconnect.com/content/pal/pb/2004/00000001/00000001/art00005>
- Kavaratzis, M., & Ashworth, G. J. (2005). City Branding: an Effective Assertion of Identity or a Transitory Marketing Trick? *Tijdschrift Voor Economische En Sociale Geografie*, 96(5), 506–514. <http://doi.org/10.1111/j.1467-9663.2005.00482.x>
- Kavaratzis, M., & Hatch, M. J. (2013). The dynamics of place brands: An identity-based approach to place branding theory. *Marketing Theory*, 13(1), 69–86. <http://doi.org/10.1177/1470593112467268>
- Kaya, F., & Marangoz, M. (2014). Brand Attitudes of Entrepreneurs as a Stakeholder towards a City. *Procedia - Social and Behavioral Sciences*, 150, 485–493. <http://doi.org/10.1016/j.sbspro.2014.09.060>
- Kearns, G., & Philo, C. (1993). *Selling places: The city as cultural capital, past and present*. Pergamon Press.
- Klijn, E.-H., Eshuis, J., & Braun, E. (2012). The Influence of Stakeholder Involvement on The Effectiveness of Place Branding. *Public Management Review*, 14(4), 499–519. <http://doi.org/10.1080/14719037.2011.649972>
- Kotler, P., Haider, D. H., & Rein, I. (1993). *Attracting Investment, Industry, and Tourism to Cities, States and Nations-Marketing Places*. New York: The Free Press How to measure the economic impact of mega-events-World Economic Forum Davos.
- Merrilees, B., Miller, D., & Herington, C. (2012). Multiple stakeholders and multiple city brand meanings. *European Journal of Marketing*, 46(7/8), 1032–1047. <http://doi.org/10.1108/03090561211230188>
- Ministry of Infrastructure. (2015). *National Urbanization Policy*.
- “National Institute of Statistics of Rwanda,” “Ministry of Finance and Economic Planning.” (2014). *Fourth Population and Housing Census, Rwanda, 2012 Final results Main indicator report*.
- Parr, J. B. (1999). Growth-pole Strategies in Regional Economic Planning : A Retrospective View . Part 1 . Origins and Advocacy, 36(7), 1195–1215.
- Perroux, F. (1950). Economic Space : Theory and Applications. *The Quarterly Journal of Economics*, 64(1), 89–104.
- Perroux, F. (1955). Note sur la notion de pôle de croissance. *Economie Appliquée*, 8, 307–320.
- Profile - The Private Sector Federation Rwanda (PSF). (n.d.). Retrieved September 15, 2015, from <http://www.psf.org.rw/about-us/profile?lang=en>
- Public of Rwanda. (2012). *Rwanda vision 2020*. Retrieved from http://www.minecofin.gov.rw/fileadmin/General/Vision_2020/Vision-2020.pdf
- Rabbiosi, C. (2014). Renewing a historical legacy: Tourism, leisure shopping and urban branding in Paris. *Cities*, 42, 195–203. <http://doi.org/10.1016/j.cities.2014.07.001>
- Rehan, R. M. (2014). Urban branding as an effective sustainability tool in urban development. *HBRC Journal*, 10(2), 222–230. <http://doi.org/10.1016/j.hbrj.2013.11.007>
- Richardson, H. W. (1977). City size and national spatial strategies in developing countries.

- Rius Ulldemolins, J. (2014). Culture and authenticity in urban regeneration processes: Place branding in central Barcelona. *Urban Studies*, 51(14), 3026–3045. <http://doi.org/10.1177/0042098013515762>
- Roberts, B. H. (2014). *Managing Systems of Secondary Cities: Policy Responses in International Development*. (J. G. Wood, Ed.). Brussels: Cities Alliance/UNOPS. Retrieved from <http://www.citiesalliance.org/node/4978>
- RONDINELLI, D. A. (1983). DYNAMICS OF GROWTH OF SECONDARY CITIES IN DEVELOPING COUNTRIES. *Geographical Review*, 73(1), 42–57.
- Rondinelli, D. A. (1986). Metropolitan growth and secondary cities development policy. *Habitat International*, 10(1-2), 263–271. [http://doi.org/10.1016/0197-3975\(86\)90029-9](http://doi.org/10.1016/0197-3975(86)90029-9)
- Rosenthal, S. S., & Strange, W. C. (2001). The Determinants of Agglomeration. *Journal of Urban Economics*, 50(2), 191–229. <http://doi.org/10.1006/juec.2001.2230>
- Secondary Cities. (2014). Retrieved August 24, 2015, from <http://www.mininfra.gov.rw/index.php?id=94>
- Shaping our Development: Economic Development and Poverty Reduction Strategy 2013-2018*. (n.d.). Retrieved from [http://www.usaid.gov/sites/default/files/documents/1860/Economic Development and Poverty Reduction Strategy, 2013-2018.pdf](http://www.usaid.gov/sites/default/files/documents/1860/Economic%20Development%20and%20Poverty%20Reduction%20Strategy%202013-2018.pdf)
- Shaver, J. M., & Flyer, F. (2000). Agglomeration economies, firm heterogeneity, and foreign direct investment in the United States. *Strategic Management Journal*, 21(12), 1175–1193. [http://doi.org/10.1002/1097-0266\(200012\)21:12<1175::AID-SMJ139>3.0.CO;2-Q](http://doi.org/10.1002/1097-0266(200012)21:12<1175::AID-SMJ139>3.0.CO;2-Q)
- Stern, P., & Hall, P. V. (2010). Historical limits: Narrowing possibilities in “Ontario”’s most historic town’. *Canadian Geographer*, 54(2), 209–227. <http://doi.org/10.1111/j.1541-0064.2009.00296.x>
- Susan C. Weller, A. K. R. (1988). *Systematic Data Collection*. SAGE PUBLICATIONS INC.
- Telisman-Kosuta, N., Witt, S. F., & Moutinho, L. (1989). Tourist destination image. *Tourism Marketing and Management Handbook*, 557–561.
- Turok, I. (2009). The distinctive city: Pitfalls in the pursuit of differential advantage. *Environment and Planning A*, 41(1), 13–30. <http://doi.org/10.1068/a37379>
- Van Ham, P. (2008). Place Branding: The State of the Art. *The ANNALS of the American Academy of Political and Social Science*, 616(1), 126–149. <http://doi.org/10.1177/0002716207312274>
- Zenker, S., & Braun, E. (2010). The Place Brand Centre – A Conceptual Approach for the Brand Management of Places. In *39th European Marketing Academy Conference* (pp. 1–8). Copenhagen.