



Building Science, Technology, and Innovation Capacity in Rwanda

**DEVELOPING PRACTICAL SOLUTIONS
TO PRACTICAL PROBLEMS**

Contents

FOREWORD	ix
ACKNOWLEDGMENTS	xiii
ABBREVIATIONS	xv
EXECUTIVE SUMMARY	xvii
CHAPTER 1 : OVERVIEW AND SUMMARY OF RESULTS	1
Current Social and Economic Situation	2
Improving the Lives of the Rural Poor, Reducing Poverty, and Achieving the MDGs	4
Creating Wealth and Diversifying the Economy	6
Government Commitment to STI Capacity Building	8
Methodology and Design of the STI Capacity-Building Program	11
Lessons Learned	15
Implementation Issues	21
Notes	22
CHAPTER 2 : THE FOOD-PROCESSING INDUSTRY	25
Situation Analysis/Needs Assessment	25
Standardization and Quality Management	27
Human Resource Constraints	27
Markets for Processed Foods	28
Development Potential for the Food-Processing Industry	29
Recommended Strategies	30
Educating and Training People	32
Developing Business Development Services	33
Improving Transport and Packaging	34
Conducting Market Research and Feasibility Studies	34
Adopting Complementary Measures	35

CHAPTER 3 : VALUE-ADDED EXPORTS	37
Situation Analysis/Needs Assessment	37
Recommended Public–Private Partnerships for Capacity Building in Value-Added Enterprises	40
Public–Private Partnership for Technical and Vocational Training	40
Public–Private Grant Facility for Enterprise-Based Training	41
Establishing a Public–Private Technology Information Service	42
Establishing a Matching Grant Program for Investment in Productive Technologies	43
Creating a Public–Private Organic Production and Research Association	43
Building Capacity for Organic Production and Certification	45
Public–Private Instruments for Capacity Building in Design and Product Development	45
Notes	46
 CHAPTER 4 : DEVELOPMENT AND DIFFUSION OF APPROPRIATE TECHNOLOGIES	 47
Situation Analysis/Needs Assessment	47
Agencies and Institutions Responsible for Promoting Appropriate Technology	51
Factors Hampering the Development and Transfer of Appropriate Technology	54
Recommended Strategies	55
Building Capacity at CITT	56
Building Capacity at IRST	58
Building Capacity at Vocational Training Centers	59
Establishing a Technology Development Fund	60
Notes	62
 CHAPTER 5 : DELIVERY OF CLEAN DRINKING WATER	 63
Situation Analysis/Needs Assessment	63
Recommended Strategies	65
Training Local Water Technicians	65
Training District- and National-Level Managers	68
Building Capacity at KIST	68
Building Capacity at NUR	69
Building Capacity at ISAE	70

CHAPTER 6 : GEOSCIENCES AND GEOTHERMAL ENERGY	71
Strategy A: Fast-Track “Urgent” Plan for Geothermal	
Resource Assessment and Pilot Power Generation	72
Institutional Set-Up	74
Capacity Building through Hands-On Training	74
Strategy B: Long-Term Institution/Capacity Building for	
Geothermal Energy and Geoscience Development: The Rwanda	
Geoscientific Center	75
Required Capacity-Building Efforts	80
Notes	82
 CHAPTER 7 : CLIENT-FOCUSED AGRICULTURAL RESEARCH	
AND OUTREACH	83
Situation Analysis/Needs Assessment	83
Weaknesses in the Performance of the Agricultural Research	
and Technology Transfer System	85
Weaknesses in the Public Research and Technology Transfer System	86
Weaknesses in Private Sector Participation	88
Weaknesses in the Agricultural Education and Training System	88
Recommended Strategies for Capacity Building	89
Strengthen the Key Components of the Agricultural Research	
and Technology Transfer System	89
Empower the Beneficiaries of Agricultural Research and Outreach	90
Promote the Profitability of Agriculture and Private Sector Participation	91
Improve ISAR’s Institutional Performance	93
Improve Coordination, Methods, and Performance Standards	
for Agricultural Research and Technology Transfer	94
Develop and Manage Human Resources	95
Build Capacity at ISAE and NUR	96
Notes	97
 APPENDIXES	
APPENDIX 1 : Background Documents	99
APPENDIX 2 : Sample Terms of Reference for the Needs	
Assessment and Action Plan Studies	101
APPENDIX 3 : Public Institutions Involved in STI	
Capacity-Building Action Plans	105
BIBLIOGRAPHY	107
INDEX	109