



Institute of Policy Analysis  
and Research - Rwanda

# **ANNUAL REPORT** 2017-2018

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*Improving Policy, Impacting Change.*



Institute of Policy Analysis  
and Research - Rwanda

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*The Institute was able to complete six research projects while eleven new ones were initiated.*

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## Foreword

Dear Stakeholder,

I am happy to note that the period 2017-2018 was successful for all of us at IPAR. It was a year of considerable achievements due to the support of the Board of Directors and the hard work of the management and staff. We stood by our mission of enhancing evidence based policy making and promoting dialogue and a culture of debate on policy issues. This is achieved through conducting timely and high quality research, policy analysis and public policy dialogues as well as capacity building in the area of research.

I wish to note that in the period 2017-2018, IPAR Management and Staff spent considerable time and effort engaging and networking with stakeholders through conducting dialogues, capacity building and producing evidence through research.

The Institute was able to complete six research projects while eleven new ones were initiated. We organized six policy dialogues in which findings from our research were discussed with a wide audience including policy makers, development partners, members of the private sector, academics and the civil society. Our Flagship Annual Research Conference brought together over 100 participants to discuss poverty dynamics and how people who migrate from poverty should never fall back. During the same period, we signed new Memoranda of Understandings(MoUs) to increase cooperation with both local and foreign organizations in line with the Institute's mandate.

Let me take the opportunity to thank all our stakeholders for their continued fruitful collaboration, our Board of Directors for their support and entire IPAR Management and Staff for the team work, dedication, and hard work that continually promotes the sustainability of IPAR-Rwanda.

Thank you.

**Eugenia KAYITESI**  
**Executive Director**



# INTRODUCTION



This report highlights activities undertaken by IPAR-Rwanda for the financial year 2018/2019 with a focus on four key areas: 1) Policy Analysis and Research; 2) Public Policy Dialogue and Debate; 3) Capacity Building; and 4) Collaborations.

## BACKGROUND

The Institute of Policy Analysis and Research (IPAR-Rwanda) is the leading independent, not-for-profit research and policy analysis think-tank known for high quality, cutting-edge research on policy issues in Rwanda. Since May 2008, the institute has built a reputation for advancing policy-targeted research agenda, thus providing groundbreaking evidence necessary for policy analysis and development to impact change in the lives of Rwandans.



### IPAR-Rwanda's Core Activities

The work of IPAR-Rwanda revolves around three core areas which include:



Policy Analysis and Research



Public Policy Dialogue and Debate



Capacity Building in research and policy analysis



### IPAR-Rwanda's Research Themes

IPAR-Rwanda conducts research on a wide range of topics with emphasis on five core areas of:

- i. Agriculture, Rural Development and Settlements
- ii. Social Development
- iii. Governance
- iv. Economic Growth and Transformation
- v. Environment and Natural Resources Management



### Vision of IPAR-Rwanda

IPAR-Rwanda seeks to become an Independent recognized Centre of Excellence on policy analysis and research in Rwanda and beyond.



### Mission of IPAR-Rwanda

The mission of IPAR-Rwanda is to promote a culture of dialogue and debate on policy issues through conducting timely, relevant and high quality policy oriented analysis and research.



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## Values of IPAR-Rwanda

The work of IPAR-Rwanda is guided by carefully chosen values as follows:

- i. Pursuit of excellence
- ii. Integrity and honesty
- iii. Professionalism
- iv. Innovation and creativity
- v. Teamwork



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## Strategic Objectives of IPAR-Rwanda

- i. To conduct relevant, timely, and quality policy research and analysis to enable evidence-based policy making in Rwanda;
- ii. To promote a culture of dialogue and debate on public policy issues to influence policy and impact change;
- iii. To build the internal capacity of IPAR and that of collaborating institutions to effectively undertake the tasks of policy analysis and research;
- iv. To build a forum for debate on public policy in Rwanda, East Africa and beyond;
- v. To respond to the need to build external capacity for public policy research and policy analysis in Rwanda;
- vi. To mobilize resources needed to support and sustain IPAR's strategic objectives to fully fulfill its mandate.





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## Governance Structure of IPAR-Rwanda

IPAR-Rwanda is governed by the General Assembly(GA) and Board of Directors supported by the Management team which is entrusted to run the day-to-day operations of the institute.

### i. General Assembly (GA)

The GA is the supreme decision-making body of the institute. It approves the statutes and overall policy direction of the institute.

### ii. Board of Directors(BoD)

The BoD oversees the implementation of the programs and activities of the institute, and monitors the utilization of resources. Its members represent a diversity of interests including the Government, Civil society, Private sector, Development partners and Academia.

### iii. Management

The day-to-day management of IPAR-Rwanda is entrusted to the Executive Director supported by the Director of Research, Finance and Administration Manager, Senior Research Fellows, Research Fellows, Assistant Research Fellows and Administrative staff.



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## Quality Assurance

IPAR-Rwanda is committed to providing quality research and consultancy services that serve the purpose of our stakeholders and considers the various systems at play to create rich feedback opportunities for effectiveness and continued improvement. The management constantly monitors all work undertaken to ensure quality of the highest standards.

A stylized, thick blue line graphic that forms a large, abstract shape resembling a checkmark or a stylized letter 'A'. It has rounded ends and a horizontal base.

# **HIGHLIGHTS FROM FINANCIAL YEAR 2017-2018**

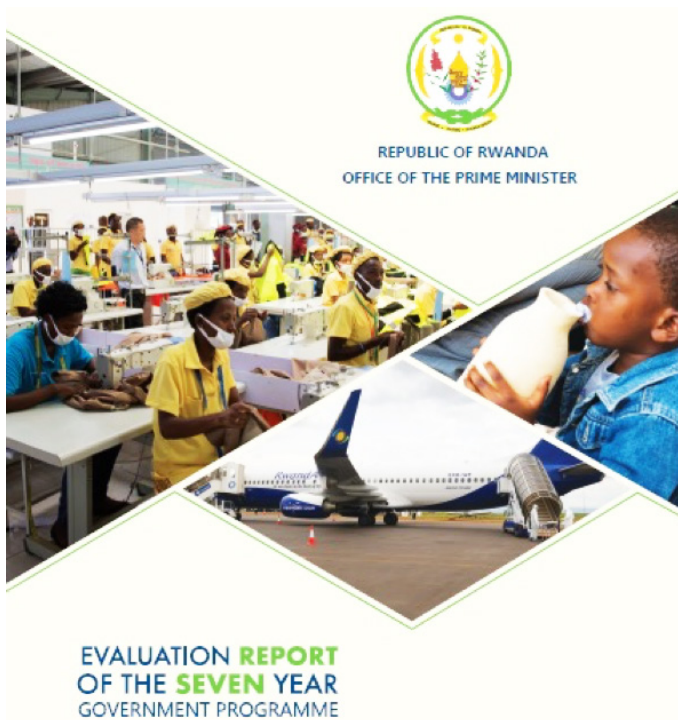
## POLICY ANALYSIS AND RESEARCH

### A. Completed Research Projects

Six research projects were completed during this fiscal year while eleven new projects were initiated. These projects were in line with IPAR's research themes, mission and vision. Through these projects we informed policy making process and impacted change in a number of areas.

#### 2.1.1. Evaluation of The Seven Year Government Program (2010-2017)

IPAR completed and submitted the final evaluation report of the Seven Year Government Program (7YGP 2010-2017) of the Republic of Rwanda to the Office of the Prime Minister in August 2017. The evaluation process had been going on since the end of November 2016. The report draws a curtain on the 7YGP 2010-2017 which also coincides with the Presidential term. It highlights the performance of Government and evaluates progress against the strategic targets set out in the 7YGP whose shape was mainly built on achievements realized in the previous 7YGP 2003-2010.



#### 2.1.2. Annual Imihigo Evaluation for the period 2016/2017

IPAR completed and submitted to the Office of the Prime Minister the final evaluation report of the annual performance contracts (also known as Imihigo) for the Rwandan Central and Local Government for the period 2016/2017. The final Imihigo evaluation report was launched in a ceremony presided over by President Paul Kagame at the Rwandan Parliament on October 6, 2017. Three Districts which emerged the best performers – Rwamagana District (82.2%), Musanze District (81.28%) and Huye District (80.55%)--were recognized. A delegation from IPAR led by the Executive Director and Senior Researchers attended the ceremony. IPAR has been carrying out evaluation of the Imihigo for four consecutive years since the fiscal year 2013/2014.



Mayors of the best evaluated Districts with their awards/©Urugwiro Village.



### 2.1.3. Citizen Participation in Government Decision Making: The Case of Agriculture and Social Protection Sectors in Rwanda

With funding from “Ikiraro Cy’iterambere”, IPAR completed a research project on the “Citizen Participation in Government decision making: The case of agriculture and social protection sectors in Rwanda.” The final report of the project analyses where citizens’ participation does and does not occur along the decision making cycle. It also looks at how citizens have contributed to policy changes. The study consists of a literature review and various consultations at the national and district levels. It brings interesting results in terms of where to strengthen citizen participation in decision making along the policy decision cycle in Rwanda.



*A citizen feeding his cow.*

### 2.1.4. Understanding and supporting sustained pathways out of extreme poverty and deprivation

IPAR completed a study on understanding and supporting sustained pathways out of extreme poverty and deprivation. This research project was jointly implemented by The Chronic Poverty Advisory Network (CPAN) at Overseas Development Initiative (ODI) in London, United Kingdom(UK). This was the third year of the project’s implementation.

### 2.1.5. Ground Water and Poverty in Sub-Saharan Africa

IPAR contributed to the analysis of the link between groundwater access and poverty in Sub-Saharan Africa. This research was part of the UPGro – unlocking the potential of Groundwater for the poor – programme, supported by UKaid, NERC and the Economic & Social Research Council (ESRC). The aim of the project was to identify which type of water sources are used by citizens and whether access to improved groundwater affects poverty.

### 2.1.6. Transformative Leadership for Africa’s Socio-Economic Leap-Forward: Rwanda Case Study

IPAR carried out a study on Transformative Leadership for Africa’s Socio-Economic Leap-Forward commissioned the African Capacity Building Foundation (ACBF) and the final report was submitted to the ACBF.

## B. New Research Projects Initiated

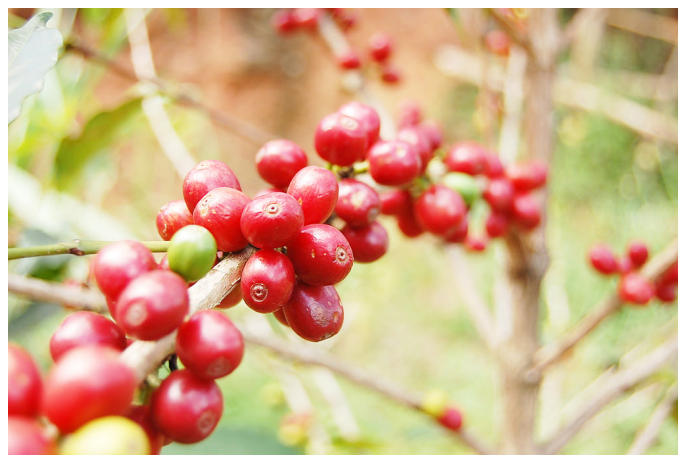
During the period July 1, 2017 to June 30, 2018, eleven new research projects were initiated in collaboration with different stakeholders. These projects are under implementation phase.

### 2.2.1. Scoping study on health-sector related SDGs

IPAR signed a Memorandum of Understanding (MoU) with the African Centre for Global Health and Social Transformation (ACHEST) on 7 August, 2017 to undertake a scoping study of the various national-level institutional arrangements for the Sustainable Development Goals(SDGs) implementation and monitoring in Rwanda. Particular attention was paid on arrangement for implementation of SDG3 in the case of Rwanda.

### 2.2.2. The African Greatlakes Region Coffee Support Program

IPAR started implementation of the third phase of the 'African Great Lakes Region Coffee Support Program Project (AGLC)' in collaboration with Michigan State University (MSU), The Global Knowledge Initiative (GKI), the National Agricultural Export Development Board (NAEB), and the University of Rwanda (UR). The focus of this research project was on long-term sustainability of the Rwandan coffee sector. The project was completed and closed in June 2018.



*A coffee tree with ripe coffee beans.*

### 2.2.3. Strengthening Rwandan Administrative Justice

IPAR in collaboration with the University of Massachusetts Boston(UMASS) signed an agreement leading to the implementation of a new project called "Strengthening Rwandan Administrative Justice (SRAJ)". The main objectives of this project are: a) Training of public officials, government legal officers and other professionals on administrative justice issues; b) Citizen information about the administrative process; and, c) Legal and policy reforms to strengthen the quality, legality and effectiveness of administrative justice in Rwanda.

### 2.2.4. Assessing Gender Profile in Health and Energy Sectors

The purpose of this study was to assess the gender profile in the Health and Energy sectors in Rwanda. The role of IPAR in this project was to ensure the quality of the report on behalf of the Belgium Technical Cooperation (BTC).

### 2.2.5. Utafiti Sera on Urban Governance and City Transformation

IPAR in collaboration with the Partnership for African Social and Governance Research (PASGR) signed a contract for the implementation of a project entitled "Utafiti Sera on Urban Governance and City Transformation: The case of Rwanda". The activities envisaged to be implemented include: i) mapping of Stakeholders on Urban Governance; ii) synthesis of existing studies on Urban Governance, iii). Organizing forums on Urban Governance based on research evidence; iv) facilitating and enabling an active community of practice around urban governance issues in Rwanda. Since the signing of the contract, IPAR has produced two synthesis papers, and organised two policy dialogues--one on Urbanisation in Kigali City and another one on Affordable Housing in Kigali City. The third forum is expected early 2019.



## 2.2.6. Market analysis of Economic Research in Rwanda

IPAR was commissioned by GIZ in collaboration with the Ministry of Finance and Economic Planning (MINECOFIN) to conduct a study on “Economic Research in Rwanda”. The purpose of this study is to bridge the mutual information gap between the demand and supply of Economic Research in Rwanda. The results of this study will be an asset to both demand and supply sides of the economic research in the country.

## 2.2.67. Social Impact of Specialist Pediatric Surgical Service in Rwanda

The University Court of the University of Aberdeen, a charity registered in Scotland, awarded a grant to IPAR to conduct a study on “The Social Impact of a Specialist Paediatric Surgical Service in Rwanda: A Qualitative Evaluation of the Effects on Child, Family and Community” in collaboration with the Centre Hospitalier Universitaire de Kigali (CHUK). The results of this study are expected to inform future decisions on Specialist Paediatric Surgical Service in Rwanda.

## 2.2.8. Fostering a Social Practice Approach to Adult Literacies for Improving People’s Quality of Life in Western Rwanda

IPAR signed a collaboration agreement with the University of Aberdeen to conduct a study on Fostering a Social Practice Approach to Adult Literacies for Improving People’s Quality of Life in Western Rwanda. This in-country study is led by IPAR and will be implemented in collaboration with the University of Rwanda College of Education.



*Employees of a milk collection cooperative in Gicumbi District as one of the access to finance innovations identified during the research.*

## 2.2.9. Agriculture Finance Year Book 2017/2018

IPAR on March 28, 2018 signed a grant agreement with Access to Finance Rwanda (AFR) to produce and publish the first ever Agriculture Finance Year Book for Rwanda (2017/2018). The Agriculture Finance Year Book 2017/2018 will provide the picture of agriculture financing in Rwanda, identify agriculture financing services and products, agriculture financing actors, policies, constraints and opportunities.

## 2.2.10. Construction Sector Barometer

IPAR was commissioned by GIZ in collaboration with the Ministry of Finance and Economic Planning (MINECOFIN) to provide a “Construction Sector Barometer” for Rwanda. The purpose of this study is to produce indicators of the construction sector to inform the current and expected trend of the sector. Indicators cover the sector value, growth, employment as well as data on housing, business climate.

## 2.2.11. Poverty Dynamics in Rwanda

IPAR was commissioned by the Chronic Poverty Advisory Network (CPAN) to provide analysis of “The determinants of poverty dynamics in Rwanda”. Using panel households survey data from the recent EICV, the study identifies the drivers of poverty escape as well as the drivers preventing impoverishment in Rwanda.



## PAPERS, REPORTS AND POLICY BRIEFS

This section covers peer reviewed papers, project reports and policy briefs published during the reporting period from July 1, 2017 to June 30, 2018.

### 2.3.1. Synthesis of the Literature of Studies on Affordable Housing in Kigali

This working paper on Affordable Housing in Rwanda was published on the website of Social Science Research Network(SSRN) in June 2018. It was based on the synthesis of available literature on affordable housing in Kigali. Rwanda suffers of a very important deficit of affordable housing and the bulk of it is due to the inability of the financial sector to attend low-income households. Numerous initiatives have been implemented by the Government of Rwanda to alleviate this problem, but the deficit keeps on deepening. This paper analyzes the causes of the problem and provides a synthesis of the major challenges in delivery of low-cost housing in Rwanda. This was done with the focus on the City of Kigali, based on the empirical studies and policy documents with a view to providing relevant policy recommendations to various stakeholders in the sector of urban governance in Rwanda.

### 2.3.2. First Utafiti Sera Forum Report on Urban Governance and City Transformation: The case of Kigali, Rwanda

This is a report of the first Utafiti Sera Stakeholders' Forum on Urban Governance in Kigali which was held on January 18, 2018 at Marasa Umubano Hotel, Kigali, Rwanda. The forum brought together 40 stakeholders from local, national and international institutions concerned with research, urban governance and transformation, and policymaking. The aim was to introduce Utafiti Sera to the stakeholders in the urban governance in Rwanda, to constitute an Utafiti Sera house and to determine key areas of focus under the Project "Utafiti Sera on Urban Governance and City Transformation: The Case of Rwanda". The project is being implemented by IPAR in partnership with the Partnership for Social and Governance Research(PASGR) based in Nairobi, Kenya. The report was published on researchgate.net

### 2.3.3. Policy Brief on the First Utafiti Sera Stakeholders Forum on Urban Governance in Rwanda

IPAR published the first policy brief on affordable housing in Kigali titled "Issues and Recommendations". The policy brief was a result of the synthesis of literature on the affordable housing dynamics in Kigali.

## EVENTS

One of the core activities of IPAR is conducting policy dialogues. It is in this context that six events were held during 2017-2018 with the objective to engage stakeholders in discussions related to the research evidence. Some of these events include the following:



*UNDP Rwanda Resident Representative Mr. Stephen Rodriques speaking at the opening of the Conference.*

### 2.4.1. IPAR's 7th Annual Research Conference

IPAR's 7th Annual Research Conference was held on the 22nd February, 2018 under the theme "Policies and programmes to support poverty reduction". Co-organised with the Chronic Poverty Advisory Network (CPAN), the conference was held at Kigali Marriott Hotel and brought together over 100 participants from the government, development partners, International Non-Governmental Organisations, Civil Society and the academic institutions. Ten papers and one key note address were made during the conference to reflect on theme. Ten policy recommendations emerged from the conference as follows:

- i. **There is need for improved data on poverty.** High-quality, timely, reliable data disaggregated by income, sex, age, disability and multi-dimensional
- ii. **There is need to apply targets,** evaluation and adaptation to improve the impact of policy implementation;
- iii. **There is need to address inequality:** Progressive taxation, women's access to property, targeted social protection programs, investments in agricultural productivity were all highlighted as measures that be used to address inequality;
- iv. There is need to deepen structural transformation for inclusive growth;
- v. **Improve productivity and quality of production in agriculture:** promoting commercialization; public investment in the rural

Poverty Index;



economy, infrastructure for irrigation;

**vi. Infrastructure transformation** should shift the economies from low to high value addition, ICT investment should be reinforced for its potential in creating more jobs and access to public services; (feeder)-roads, electrification, health; This will support building resilience that allows households and communities to deal effectively with shocks (including climate change, disaster etc.);

**vii. Improve Service delivery for improved human capital:** Healthy, knowledgeable and empowered citizens are essential to transforming an economy. Focusing on training, innovation and the adoption of new technologies;

**viii. Developing Climate smart growth strategies:** Given Africa's high exposure to climate hazards, investment in disaster risk reduction and climate change adaptation should be an essential part of inclusive and sustainable growth strategies. A dollar invested in disaster risk reduction today can

save four or more dollars in future costs of relief and rehabilitation, and save communities and countries from experiencing huge development setbacks. Policies which promote low-emissions growth and climate-resilience will put economies on to more inclusive and sustainable pathways;

**ix. More transparent and accountable public institutions:** effort to promote peace and justice, tackle corruption. Rwanda is at the forefront of leveraging governance to foster sustainable and inclusive development. For instance, the role of Home-grown solutions and the local adaptation of good practices delivered tangible results;

**x. Access to finance and insurance:** Stop Impoverishment through availability of Insurance, management of conflict and economic vulnerability as well easy access to credit. The poor need tool kits and business start-ups, safety nets and support instead of direct handouts; Reinforce social protection and establish pension and saving schemes for informal sector in order to ensure there is no shocks and falling back.



*A group of the participants of the 7th IPAR-Rwanda Annual Research Conference.*

### 2.4.2. Data Collection Workshop for the Market Analysis of Economic Research in Rwanda project

IPAR in collaboration with GIZ held a half-day workshop on Tuesday, 28 November, 2017 to collect data for the Market Analysis of Economic Research Project. The participants during the workshop held at the Marasa Umubano Hotel included those who consume Economic Research and those who supply expertise in economic research such as independent consultants and researchers. The workshop aimed at engaging the participants to answer questions which will aid the research. During the workshop, the participants provided input on the characteristics of their staff and organization, field of expertise, market assessment, finance and project sourcing for economic research in Rwanda..



Group photo of the participants/Photo by Bosco Kagaba. ©IPAR-Rwanda

### 2.4.3. Stakeholders' workshop on adult literacy in Western Rwanda

On 12 January 2018, IPAR organised a half-day workshop to present a new project to over 40 stakeholders whose aim is to improve adult literacy in Rwanda, with the immediate focus on the Western Province. The workshop was held at Marasa Umubano Hotel, Kigali.

Funded by the Scottish Government and led by the United Kingdom based University of Aberdeen, the project on 'Fostering a Social Practice Approach to Adult Literacies for Improving People's Quality of Life in Western Rwanda' is jointly implemented by IPAR, the University of Rwanda College of Education (UR-CoE) and

three teacher training colleges—Mururu, Gacuba II and Rubengera—in the Western Province. The project being implemented in all the 7 districts of the western province. IPAR leads the research component while UR-CoE leads the implementation component jointly with the three teacher training colleges.

According to the EICV 4, in the western Province, literacy rate among the population aged between 15-24 years stood at 85.3% while among the population aged 15 years and above, it stood at 69.3%.



Group photo of the participants/Photo by Bosco Kagaba. ©IPAR-Rwanda.

### 2.4.4. First Stakeholders' forum on "Utafiti Sera on Urban Governance and City Transformation in Rwanda

On 18th January, 2018, IPAR in collaboration with Partnership for African Social and Governance Research (PASGR) organized the first Stakeholders' forum on "Utafiti Sera on Urban Governance and City Transformation: The case of Rwanda". The forum was held at Marasa Umubano Hotel, Kigali and brought together over 40 participants from public institutions, private sector, academia, development partners and Non-Governmental Organizations dealing with urban governance issues.

The aim of the forum was to identify the focus areas on Urban Governance and city transformation in Kigali, which would be at the centre of discussions during the next two forums to be held in the course of 2018. According to the government target, 35% of the Rwandan population will be living in urban areas by 2020 up from 17.3% in 2014.





*IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi (Middle) speaking during the opening of the workshop.*



*A participant reacting to the discussions during the workshop.*

#### 2.4.5. Workshop on Affordable Housing in Kigali City

On 26th April, 2018 IPAR organized the second Utafiti Sera Stakeholders' Forum on Affordable Housing in Kigali City. The forum was attended by over 40 participants from Central and Local Government, Development Partners, the Civil Society, Academia, the Private Sector and the Media discussing affordable housing challenges, opportunities and solutions to the existing demand for low-cost housing in the Rwandan capital.

The forum was organized as part of Utafiti Sera Forum on Urban Governance and City Transformation: The case of Rwanda, a project implemented by IPAR in collaboration with the Partnership for African Social and Governance Research (PASGR), a non-profit research organization based in Nairobi, Kenya.

Kigali faces an acute shortage of affordable or low-cost housing. Demand for new dwellings in Kigali from 2012 to 2022 will reach 344,068 Dwelling Units (DU), which is equivalent to an average of 31,279 DU per year which is not matched with corresponding supply of around 1000



*Participants pose for a group photo after the launch of the forum. ©IPAR-Rwanda.*

A large, light blue, stylized outline of two hands shaking, centered in the background of the page.

# **MEMORANDA OF UNDERSTANDINGS SIGNED IN 2017-2018**

In the year 2017-2018, IPAR signed 3 major Memoranda of Understandings (MoUs) with other institutions. They include the following:

### 3.1. Memorandum of Understanding with Korea Africa Centre

IPAR signed a Memorandum of Understanding (MoU) with the Korea-Africa Center with the objective of facilitating mutual friendship, cooperation in academic research, and educational cooperation. The MoU is an opportunity for both parties to undertake various activities such as: Organization of joint research projects, conferences and workshops; the exchange of information and publications, and exchange of visits by scholars; Building capacity of researchers in research and policy analysis and other activities mutually agreed upon by the two institutions.

### 3.3. Partnership Agreement with AMADI

In March 2018, IPAR signed in a Memorandum of Understanding (MoU) with the Africa Management Development Institute (AMADI), paving the way for collaboration between the two institutions.

The MoU was signed by the Executive Director of IPAR Ms. Eugenia Kayitesi and Mr. J.F Bukutu, the Executive Director

### 3.2. Memorandum of Understanding with Economic Policy Research Foundation of Turkey

IPAR signed a Memorandum of Understanding with Economic Policy Research Foundation of Turkey (TEPAV) paving way for mutual collaboration in between the two think-thanks. With this MoU, IPAR-Rwanda and TEPAV opened the avenue to allow their researchers to share experience, knowledge and skills and to conduct common policy oriented research projects and to widen the networks.

of AMADI. The two institutions seek to collaborate on a cooperative programme aimed at promoting sustainable research and capacity development.

AMADI is a management training, research and consultancy firm registered in Swaziland, Mozambique, Zimbabwe, South Africa and Namibia. Since 2003, AMADI has been conducting training courses and applied research to organizations across Africa including Rwanda.



*Executive Director, AMADI Mr. J.F Bukutu (L) and IPAR-Rwanda Executive Director, Ms. Eugenia Kayitesi exchanging the agreements after signing at IPAR-Rwanda Office. ©IPAR-Rwanda*



**NETWORKING, STUDY  
TOURS AND STAFF  
CAPACITY BUILDING**



Networking with other institutions we share the same vision and building the capacity of our staff were some of the priorities for the fiscal year 2017-2018. In total, 11 networking and capacity building activities were carried out during this period. They are as follows:

#### 4.1. African Health Think-Tanks' Initiative on SDGs implementation

IPAR was represented by the former Director of Research, Prof. Alfred Bizosa, at the follow-up meeting of the regional African Health Think-tanks Initiative to support the implementation of the Sustainable Development Goals (SDGs) which was held in Kampala, Uganda from 13th to 14th, July 2017. Organized by the African Centre for Global Health and Social Transformation (ACHEST), the two-day meeting aimed at discussing ways to implement a study on "Health SDGs domestication in Uganda, Tanzania, Rwanda, Kenya, Zambia, Ethiopia and Zimbabwe".

#### 4.2. Launch of UNDP's book on "Income Inequality Trends in Sub-Saharan Africa."

IPAR was represented by Mr. Gatete Nyiringabo, a former Senior Research Fellow during the launch of the United Nations Development Programme's book on inequality in Africa, titled "Income Inequality Trends in sub-Saharan Africa: Divergence, Determinants and Consequences". The book was launched on 24 August, 2017 at the margins of the seventh Tokyo International Conference on African Development (TICAD), in Maputo, Mozambique – at the Joaquim Chissano Conference Centre.

#### 4.3. Participation in APRM Meeting

Two researchers at the IPAR Rwanda Mr. Roger Mugisha and Mr. Nyiringabo Gatete represented the institute in a two-day expert meeting organized by the African Peer Review Mechanism (APRM) under the African Union (AU) with the United Nations Economic Commission for

Africa (UNECA) to validate a baseline study on the major bottlenecks facing Africa, which took place in Kigali, Rwanda, from 14 to 15 September 2017.

#### 4.4. Leadership for results training

IPAR's Monitoring and Evaluation (M&E) Officer Ms. Annet Mahoro attended a training on Leadership for Results and Accountability for Results; Planning for Results and Budgeting for Results; Institutional Capacity to deliver goods and services and information system, M&E and Statistics; Rapid Results Initiatives and High Level Leadership for Results. The training was held following the support from the African Development Bank (AfDB) to the Government of Rwanda to be part of Management for Development Results (MfDR) Initiative which is being implemented in all COMESA and ECOWAS member countries, where all participating countries are required to have an active MfDR Community of Practice (CoPs).



*Group photo of the Participants. Courtesy*



#### 4.5. Open Budget Survey 2017 Dissemination Training Workshop

IPAR's Research Fellow Mr. Roger Mugisha participated in the Open Budget Survey (OBS) 2017 Dissemination Training Workshop organized by the International Budget Partnership (IBP), in Washington DC, USA from 31 October to 2 November 2017. During the workshop, the participants gained deeper understanding of IBP's OBS 2017 dissemination strategy; identified and accessed resources from IBP dissemination strategy for use in developing in their own country-level open budget strategic dissemination plans; exchanged ideas with fellow participants for effectively communicating OBS 2017 results to key audiences and shared experiences related to message development, and identifying channels for dissemination; made significant progress for finalizing a dissemination plan for the release of the OBS 2017 and their country score, including goal, objective, audience identification, key messages concepts and practiced speaking about the OBS results and methodology.

#### 4.6. WriteShop on Sustained Escapes from Extreme Poverty

IPAR's researchers, Dr. Alex Simons and Anthony Baguma, attended a 'WriteShop' on Sustained Escapes from Extreme Poverty in Dar Es Salaam, Tanzania on November 7-8, 2017. Hosted by the Economic and Social Research Foundation (ESRF), the Writeshop was organized by the Chronic Poverty Advisory Network (CPAN) with the purpose of providing some common findings from Rwanda, Ethiopia, and Tanzania and share them with the team and Tanzanian decision-makers and in the end inform the national reports. This was in relation to the research on Sustained Escapes from Extreme Poverty which was conducted in Rwanda, Tanzania and Ethiopia. IPAR was responsible for the Rwandan case study.

#### 4.5. Panel discussion on poverty dynamics

IPAR's Acting Director of Research, Dr. Alexandre Simons, on February 6th, 2018 participated in the panel discussion hosted by the Chronic Poverty Advisory Network (CPAN) at London's Overseas Development Institute (ODI). The main question was: How can civil society and governments

support households that are beginning to leave poverty behind so that they never again fall below the poverty line? This discussion was part of the international project on poverty dynamics to which IPAR is a partner.

#### 4.7. African Evidence Informed Policy Forum

IPAR was represented by Executive Director, Ms. Eugenia Kayitesi at the African Evidence Informed Policy Forum organized by the Think Tank Initiative (TTI), a multi donor programme implemented by Canada's International Development Research Center (IDRC) which was held on March 6-7, 2018 at the Radisson Blu Hotel in Nairobi, Kenya.

The policy forum sought to understand how different actors engaged in evidence to policy processes in African contexts foster a culture of evidence use and promote social and economic evidence, data and analysis in policy making. It brought together think tank representatives, including young researchers, as well as civil society actors, donors, policymakers, academics, and members of the private sector.

#### 4.8. 2018 Africa Think Tank Summit

IPAR's Executive Director Ms. Eugenia Kayitesi participated in the 2018 Africa Think Tank Summit organized by the African Capacity Building Foundation (ACBF) under the theme "Tackling Africa's Youth Unemployment Challenge: Innovative Solutions from the Think Tanks" held in Accra, Ghana on 5-7 April, 2018.

The summit brought together the African Thinks and several actors in Africa's development issues to discuss innovative solutions to tackle Africa's youth unemployment challenge.

Ms. Kayitesi participated in the panel discussions on "Developing the requisite private sector that can create jobs for the youths." In her remarks, she noted that political will is needed to defeat the crisis of youth unemployment on the African continent. Referring to the evidence based on research, Ms. Kayitesi noted that two of the main factors hindering business growth in Africa, especially new start-ups, are the lack of investment





capital and access to markets. If these two factors are guaranteed, she said, the business environment in Africa will be revolutionized.

On the sidelines of the summit, Ms. Kayitesi also participated in the Knowledge Mela, an event where a select number of think tanks showcased success stories from their work. During the event, Ms. Kayitesi presented on IPAR's experience in evaluating performance contracts (Imihigo) of both Central and Local Governments of the Republic of Rwanda.

#### 4.9. Validation workshop of ICR Report

IPAR's Executive Director, Ms. Eugenia Kayitesi, participated in the validation workshop of the Implementation Completion and Results (ICR) Report of the African Capacity Building Foundation (ACBF) Regional Capacity Building Project held in Harare, Zimbabwe on 15-16 May 2018.

The ICR process is conducted to assess the extent to which the Project's Development Objectives (PDOs) and results have been achieved and identify key lessons learnt from the interventions. The ACBF Secretariat and a number of ACBF-supported institutions were visited by the ICR team between January and April 2018 to gather data needed for the completion report. The ICR report validation workshop provided an opportunity to the participants and ICR team to discuss the preliminary

findings of the review. IPAR-Rwanda is one of the think-tanks which have received the ACBF funding for capacity building.

#### 4.10. Think-Tank Business Model Workshop

IPAR's Executive Director Ms. Eugenia Kayitesi, Administration and Finance Manager Ms. Stella Kabahire and Senior Research Fellow Dr. Dickson Malunda attended and participated in the last business models' meeting for think-tanks organized by Canada's International Development Research Center (IDRC) in Dar es Salaam, Tanzania in May 2018.

During the workshop, one of the key points of discussion entailed the need for think-tanks to budget strategically in order to capture all their costs during project budgeting. Think tanks were also advised to use their mandates to strengthen their financial stability without losing their identity and missions of doing research to inform policy. Think tanks were advised to continuously collaborate and network in order to take advantage of research opportunities while saving some money into their endowment funds to ensure financial sustainability. This workshop was important for IPAR as it continues to raise its own financial resources amid the declining donor funding.



# VISITS BY IMPORTANT GUESTS TO IPAR

During the period from July 1, 2017 to June 30, 2018, IPAR received high-level visitors coming to learn and share experience with IPAR team on a number of areas in line with IPAR's work. They include the following:

### 5.1. Delegation from Somalia-based Samadoon International Foundation

IPAR received a delegation of four persons from Samadoon International Foundation based in Mogadisho, Somalia on December 1, 2017. Led by the Foundation's Board of Trustees Chairperson, Mr. Hassan Farah Warfa, the delegation had come to learn from IPAR's best practices in a wide-range of operational fields.

The delegation met and held discussions with IPAR' Senior Research Fellow Dr. Aime Tsinda who shared the organization's core activities in the field of research and best practices in working with multiple stakeholders. On their part, the delegation shared their organization's objectives and congratulated IPAR for its achievements.

The Samadoon International Foundation is a charitable, non-profit and non-partisan organization, which aims to promote peace and social cohesion as well as the improvement of the education and health services throughout the Somali inhabited regions of the Horn and East Africa.



The delegation from Samadoon International Foundation poses for a photo with some of the IPAR-Rwanda Researchers. Photo by Bosco Kagaba/©IPAR-Rwanda.

### 5.2. President of China Institutes of Contemporary International Relations (CICIR)

The President of China Institutes of Contemporary International Relations (CICIR) Mr. Ji Zhiye and his delegation visited IPAR on 21 April 2018. Mr. Zhiye met and held discussions with IPAR's Board Chairperson Mr. Wellars Gasamagera, Vice Chairperson Ms. Uwizeye Odette, Executive Director Ms. Eugenia Kayitesi, and Acting Director of Research Dr. Alexandre Simmons and the Administration and Finance Manager Ms. Stella Kabahire.

The delegation from CICIR intended to learn about IPAR-Rwanda and its research activities and create mutual cooperation between CICIR and IPAR-Rwanda especially in the area of research. During their discussions, Mr. Zhiye expressed appreciation for the work done by IPAR-Rwanda and IPAR's board Chair thanked Mr. Mr. Zhiye for having spared time to visit and learn about the work done by IPAR-Rwanda in improving policy and impacting change in Rwanda through research. Both leaders pledged to build on the information shared during the discussions to build lasting mutual cooperation between the two institutions. IPAR-Rwanda pledged to return a visit to CICIR.



IPAR's Board Chairperson (L) Mr. Wellars Gasamagera, the President of China Institutes of Contemporary International Relations (CICIR) Mr. Ji Zhiye(C) and IPAR's Executive Director Ms. Eugenia Kayitesi after the meeting. Photo by Bosco Kagaba/©IPAR-Rwanda.



# APPENDIX

## IPAR'S MANAGEMENT TEAM



**Ms. Eugenia Kayitesi**  
Executive Director



**Alexandre Simons Ph.D.**  
Director of Research



**Ms. Stella KABAIRE**  
Administration and Finance Manager

*Improving Policy, Impacting Change.*