



Institute of Policy Analysis
and Research - Rwanda

ANNUAL REPORT

2018-2019

Improving Policy, Impacting Change.



Institute of Policy Analysis
and Research - Rwanda

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It was a year of considerable achievements due to the support of the IPAR Board of Directors and the team work of the management and staff. In total, IPAR-Rwanda was able to implement thirteen projects.

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Foreword

Dear Stakeholder,

I am delighted to present to you Annual Report 2018/2019 for the Institute of Policy Analysis and Research(IPAR-Rwanda). I am happy to note that during this period, IPAR-Rwanda continued to focus on its mandate of improving policy and impacting change through policy analysis and research and dialogue on policy issues in Rwanda and beyond. It was a year of considerable achievements due to the support of the IPAR Board of Directors and the team work of the management and staff.

In total, IPAR-Rwanda was able to implement thirteen projects. During the same period, IPAR-Rwanda organized high-level research and policy dialogues including the Flagship Annual Research Conference bringing together close to 100 participants, strengthened staff and Board capacity through training in corporate governance and provided internship opportunities to more than ten internees in its broad internship program. The Institute also hosted high-level delegations from China, Israel and South Africa to learn from its experience and to explore opportunities for partnership.

As we usher into the financial year 2019/2020, our commitment to implement more research projects, organize more public policy dialogues and continue to strengthen the internal capacity to deliver on the mandate of the institute remains high.

I take this opportunity to greatly thank our stakeholders, including Government, Development Partners and like-minded Institutions across Africa for their continued partnership and collaboration. I also wish to thank our Board of Directors for the continued support and guidance. My appreciation finally goes to IPAR Management and entire staff for the team spirit, dedication, sacrifice and hard work that is contributing to the sustainability and good performance of the Institute.

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.



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



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.



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.



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 2018-2019

POLICY ANALYSIS AND RESEARCH

A. Completed Projects

Eight projects were completed in Policy Analysis and Research during the financial year July 1, 2018 and June 30, 2019. These projects were in line with IPAR-Rwanda research themes, mission and vision. Through these projects, IPAR-Rwanda informed policy making process and impacted change in a number of areas. The completed projects include:

i. Evaluation of Government Annual Performance Contracts (Imihigo) 2017/2018

IPAR-Rwanda in collaboration with the National Institute of Statistics of Rwanda (NISR) completed the evaluation of the Central and Local Government Annual Performance Contracts (also known as Imihigo) for the period 2017/2018. The Imihigo Evaluation Report was submitted to NISR which also submitted it to the Office of the Prime Minister. On 9th August 2018, President Paul Kagame presided over the ceremony to award the best performing districts and to sign the Imihigo for the period 2018/2019 at the Parliament. Rwamagana District in Eastern Province emerged the best performer for the second time with 84.5 %, followed by Gasabo District in the City of Kigali and Rulindo District in the Northern Province both with 82.5% respectively. This was the fifth time IPAR-Rwanda had evaluated the Government of Rwanda Annual Performance Contracts.



Gasabo District represented by its Mayor Stephen Rwamurangwa was awarded as the second best performer.



ii. Market Analysis of Economic Research in Rwanda

This study on market analysis of economic research in Rwanda was commissioned by GIZ in collaboration with the Ministry of Finance and Economic Planning (MINECOFIN) and was implemented by IPAR-Rwanda. The purpose of the study was 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.

iii. Construction Sector Barometer for Rwanda

IPAR-Rwanda completed the first Construction Sector Barometer for Rwanda which was commissioned by GIZ in collaboration with the Ministry of Finance and Economic Planning (MINECOFIN). The purpose of the study leading to the development of the first Construction Barometer in Rwanda aimed at producing 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 and business climate.

iv. Rwanda Agriculture Finance Year Book First Edition

In collaboration with Access to Finance Rwanda (AFR), IPAR-Rwanda produced the first edition of the Rwanda Agriculture Finance Year Book which highlighted progress in agriculture financing ecosystem in the country. The Agriculture Finance Year Book provides the picture of agriculture financing in Rwanda, identifies agriculture financing services and products, agriculture financing actors, policies, constraints and opportunities.

v. Public Expenditure Tracking Surveys (PETS)

IPAR-Rwanda collaborated with the Ministry of Finance and Economic Planning (MINECOFIN) to compile the reports on Public Expenditure covering Agriculture, Environment and Nutrition at the local government level. The surveys sought to track the flow of public funds from the central government to the local administrative entities in the three areas.



The research covered agriculture as one of the areas in which the Government spends a lot of money in the Local Government.

vi. Kigali City Masterplan Update.

IPAR-Rwanda provided socio-economic data which informed the development of the socio-economic projections for the update of the Kigali City master plan for the next 30 years (Kigali Master Plan 2050). The objective of the research was to generate projections of population growth, employment creation and economic growth projections of different economic activities in Kigali. Areas covered include Social-Economic development, Housing development and Commercial Real Estate development. The projections will inform the land use planning for the City of Kigali over the next 30 years (2050). IPAR-Rwanda collaborated with Surbana



Jurong Consultants which was the main contractor for the update of the Kigali City masterplan.



The Masterplan 2050 is expected to ease both housing in the City of Kigali.

vii. Strengthening Rwandan Administrative Justice.

IPAR-Rwanda in collaboration with the University of Massachusetts Boston (UMass) completed a research project on “Strengthening Rwandan Administrative Justice (SRAJ).” To understand how administrative justice is administered in Rwanda and the perceptions of the people, researchers studied three areas, which include; Land expropriation, Public and Private Labor and Public Procurement. According to the findings, in land expropriation, delays in compensation and unfair valuation of land owned by citizens were reported as

the most common reasons for complaining (61% and 60% respectively). In private labor (employment), 69% of the respondents pointed at termination of contract and dismissal as the most common reason for complaining. In public labor, the most common reason for complaining was about the recruitment process (61%), while in public procurement, the most common reason for complaining by the bidders was reported to be supporting documents required for tendering (23%) in the public tenders.

viii. Utafiti Sera on Urban Governance and City Transformation: The Case of Rwanda

IPAR-Rwanda in collaboration with the Partnership for Social and Governance Research (PASGR), a non-profit research organization based in Nairobi, Kenya, completed “Utafiti Sera on Urban Governance and City Transformation: The Case of Rwanda project”. Through this project, IPAR-Rwanda conducted desk research on three major areas of urban governance in Kigali namely: Urbanization, Affordable Housing and Sanitation. Three papers were successfully published and three policy briefs on the identified issues were published. IPAR-Rwanda also organized three stakeholder workshops in which research evidence on the three major urban governance challenges were discussed. Recommendations were also shared with relevant actors including the government institutions responsible for urban governance in Kigali.

B. Other Research Projects Conducted

Five new research projects were launched and they include:

i. Economic and Demographic Study for the Six Secondary Cities in Rwanda

IPAR-Rwanda in collaboration with Surbana Jurong Consultants conducted economic and demographic study to inform optimum and adequate urban planning in the six secondary cities in Rwanda. The work involved conducting socio-economic analysis, positioning and projections for the Master Plan of each of the secondary cities of Musanze, Muhanga, Rubavu, Nyagatare, Rusizi and Huye. The study identified key social and economic issues for each city, assessed long term economic and demographic growth in each city, population growth projections over a period of 30 to 50 years and assessed broad land requirements for each of the cities.

ii. Rwanda Open Budget Survey 2018

IPAR-Rwanda in collaboration with the International Budget Partnership (IBP) implemented a research project on “Rwanda Open Budget Survey 2018” which assessed availability of eight documents--Pre-Budget Statement, Executive’s Budget Proposal, Enacted Budget, Citizens Budget, In-Year Reports, Mid-Year Review, and Audit Report Year-End Report on Rwanda’s national budget to the public via the website of the Ministry of Finance and Economic Planning (MINECOFIN) which is responsible for the national budget. The survey began in January 2019. The survey which covered slightly over 100 countries informed the central governments on their budget transparency.

iii. Information Flows in Decision Making: The case of Girinka and VUP



Former Governor of the Eastern Province Ms. Judith Kazayire interacting with the residents. Courtesy Photo

IPAR-Rwanda in collaboration with Palladium Ikiraro cy’Iterambere implemented a research project on “Information flows in decision making” from the citizens to the local authorities and vice versa. The project used Girinka and Vision2020 Umurenge Programme (VUP) as case studies. The objective of the research project was to assess channels of communication for effective citizen participation in the planning, budgeting, design, monitoring and evaluation, feed-back and reform of policy and service delivery in relation to Girinka and Vision 2020 Umurenge Programme. The study built on the evidence from a previous study on citizen participation in decision making which suggested that some information shared by the citizens does not necessarily reach the decision makers and/or decision makers do not provide timely feedback on the messages they receive from the citizens.

iv. Social Impact of Specialist Pediatric Surgical Service in Rwanda

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

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

IPAR-Rwanda in 2018 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. Led by IPAR-Rwanda, the study was implemented in collaboration with the University of Rwanda, College of Education and three Teacher Training Colleges in Western Rwanda.

PUBLIC POLICY DIALOGUE AND DEBATE

A. Events organized by IPAR-Rwanda

i. Eight Annual Research Conference on Urbanization, Urban Planning and Urban Governance

IPAR-Rwanda organized its flagship Annual Research Conference for the eighth year in row on June 19, 2019. The conference was held under the theme “Urbanization, Urban Planning and Urban Governance” and brought together over 60 participants from government, development agencies, civil society, academia, research and private sector. The conference was officially opened by the Minister of Infrastructure, Hon. Amb. Gatete Claver. In addition, there was also the UN Resident Coordinator Mr. Fode Ndiaye.



The Guest of Honour Hon. Amb. Claver Gatete, Minister of Infrastructure addressing the conference participants.



UN Resident Coordinator Mr. Fodé Ndiaye delivering a key note address to the conference participants.



IPAR-Rwanda Executive Director welcoming the participants.



R-L: IPAR-Rwanda Board Chairman Mr. Wellars Gasamagera, Guest of Honour Hon. Amb. Claver Gatete, Minister of Infrastructure and UN Resident Coordinator Mr. Fodé Ndiaye during the conference.

ii. Validation Workshop of Agriculture Finance Year Book

IPAR-Rwanda organized a validation workshop of the Agriculture Finance Year Book on August 9, 2019. The workshop was attended by the Steering Committee of the Agriculture Finance Year Book First Edition which included Access to Finance Rwanda (AFR), Ministry of Agriculture, Ministry of Finance and Economic Planning, National Bank of Rwanda, Rwanda Bankers' Association (RBA), Association of Rwandan Insurers (ASSAR), World Food Program (WFP), Urugaga Imbaraga, SNV, National Cooperative Confederation (NCC) and ActionAid Rwanda. The aim of the workshop was to collect feedback on the preliminary findings on agriculture financing in Rwanda.

iii. Third Stakeholders' Forum on "Utafiti Sera on Urban Governance and City Transformation in Kigali

IPAR-Rwanda in collaboration with the Partnership for Social and Governance Research (PASGR) based in Nairobi, Kenya organized the third stakeholders' forum on "Utafiti Sera on Urban Governance and City Transformation, the case of Rwanda", which took place on Thursday, 14th February, 2019 at the Marasa Umubano Hotel, Kigali, Rwanda.

The forum which attracted over 50 participants, aimed at disseminating research evidence on three areas of urban governance including Sanitation, Housing and Urbanization in the City of Kigali. Participants came from Public Sector, Private Sector, Development Agencies, Civil Society, Academia and Research Institutions.



Executive Director of Partnership for Social and Governance Research (PASGR) based in Nairobi Prof. Tade Akin Aina (L) and IPAR-Rwanda's Director of Research Dr. Alexandre Simons during the opening of the third Stakeholders' Forum on "Utafiti Sera on Urban Governance and City Transformation in Kigali."



Group photo of the participants during the Stakeholders' Forum on "Utafiti Sera on Urban Governance and City Transformation in Kigali."

iv. Workshop on Information Flows in Decision Making

IPAR-Rwanda with funding from Palladium Ikiraro Cy'iterambere organized a workshop on "Information Flows in Decision Making at the local government level" which was held on 14th March, 2019 at Marasa Umubano Hotel, Kigali.

The workshop brought together local leaders from eight Sectors in Gasabo District, City of Kigali. The aim of the workshop was to introduce the study on information flows in decision making to the stakeholders and to collect data for the case studies on Girinka and VUP Programs as well train the local leaders who will participate in the pilot study.

B. High Level Visitors

During the financial year 2018/2019, IPAR-Rwanda received high level delegations from different countries, with the aim to learn from IPAR's work, share their experience and explore potential for collaboration. Delegations received were from China, Israel and South Africa. Some of the high-level visitors include:

i. Minister Nkosazana Dlamini Zuma, Republic of South Africa

Hon. Dr. Nkosazana Dlamini Zuma, Minister in the Presidency for Planning, Monitoring and Evaluation of the Republic of South Africa visited IPAR-Rwanda on August 29, 2018 as part of her study tour in Rwanda on Planning, Monitoring and Evaluation of the public sector.

During her visit at IPAR-Rwanda, Minister Nkosazana Dlamini was received by IPAR-Rwanda Board Chair, Mr. Gasamagera Wellars, Executive Director, Ms. Eugenia Kayitesi and senior staff members including Senior Researchers. Accompanied by five other officials from South Africa's Presidency, Minister Nkosazana

Dlamini was briefed about IPAR-Rwanda and its role in evaluating annual performance contracts (also locally known as Imihigo) of the Central and Local Government since 2013/2014 Fiscal Year. In her remarks, Minister Nkosazana Dlamini sought to understand whether the Imihigo evaluation findings would be the basis for the state to prosecute the public officials who may be found guilty of over spending on public projects which don't match their quality upon completion and was informed that accountability is one of the main values that drive performance in Rwanda. Minister Nkosazana Dlamini and her delegation thanked IPAR-Rwanda for the warm hospitality and the shared experience in evaluating Imihigo.



Hon. Dr. Nkosazana Dlamini Zuma, Minister in the Presidency for Planning, Monitoring and Evaluation of the Republic of South Africa meeting IPAR-Rwanda Board Chairman Mr. Wellars Gasamagera during her visit to IPAR-Rwanda.



ii. Vice President of China Foreign Affairs University Prof. Sun Jisheng

The Vice President of China Foreign Affairs University (CFAU) Prof. Sun Jisheng accompanied by three other officials from the same University visited IPAR-Rwanda on August 3, 2018 and were received by IPAR's Board Chair Mr. Gasamagera Wellars, Vice Chair, Ms. Odette Uwizeye, Executive Director Ms. Eugenia Kayitesi and other Senior Staff Members of the Institute. The visit was arranged in order to enhance the exchange and cooperation between Chinese and Rwandan research institutions. The delegation was briefly introduced to IPAR-Rwanda and its work on research and policy analysis in Rwanda.

iii. Vice-Governor of Xinjiang Uygur Autonomous Region in China

The Vice Governor of Xinjiang Uygur Autonomous Region in China Mr. Wang Mingshan accompanied by other officials from the same province visited IPAR-Rwanda on September 18, 2018. They were received by IPAR's Board Chair Mr. Wellars Gasamagera and Senior Researchers. During the meeting, the Xinjiang delegation learnt about IPAR's work in the areas of Research, Dialogue and Capacity Building and IPAR's team shared with the delegation ideas on Rwanda's achievements in the areas of Unity and Reconciliation, Poverty Reduction, Population Growth and Gacaca Courts two decades after the 1994 Genocide against the Tutsi. Xinjiang is China's largest province located in the northwestern border of the Asian country.

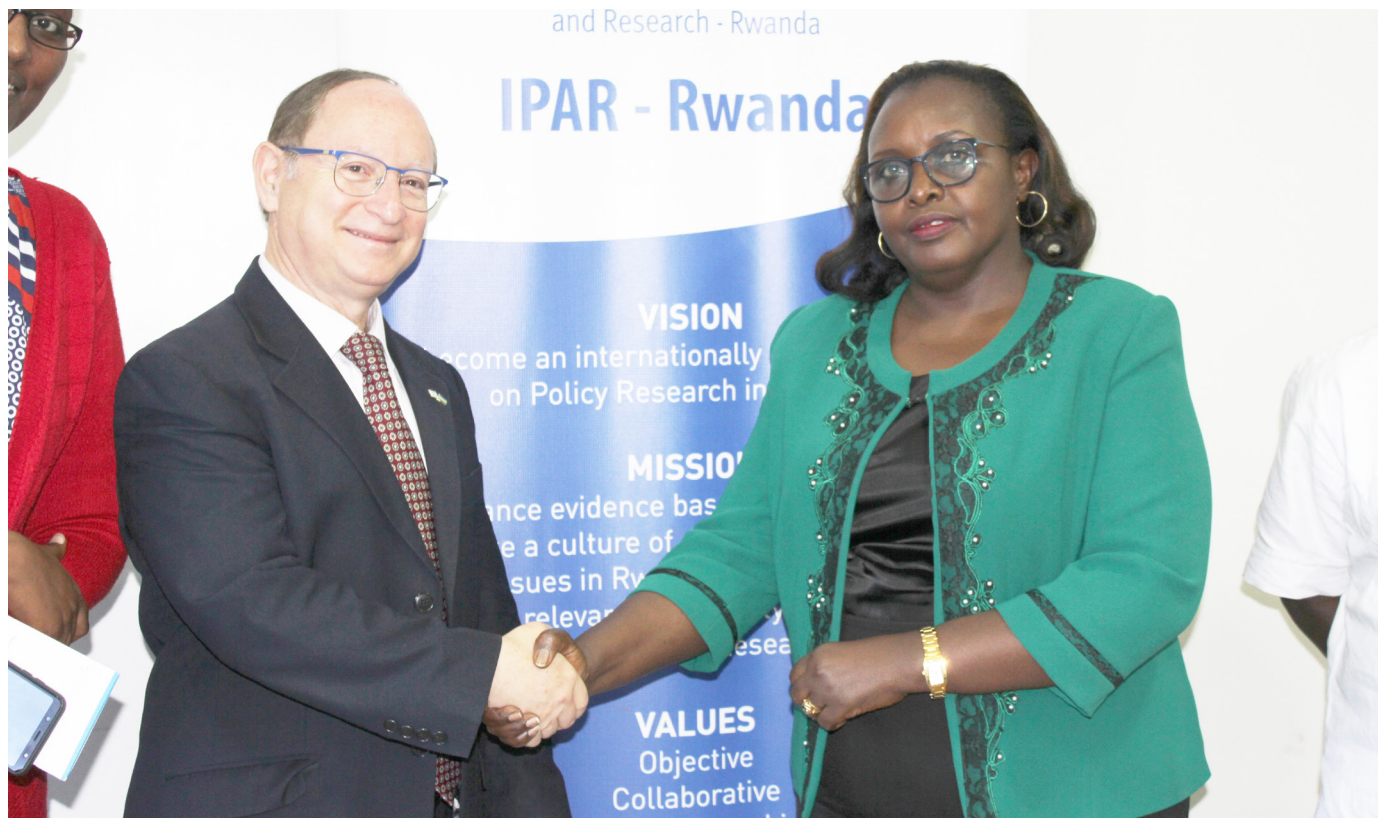


The Vice Governor of Xinjiang Uygur Autonomous Region in China Mr. Wang Mingshan met with IPAR-Rwanda Board Chairperson Mr. Wellars Gasamagera.

iv. Israel Ambassador to Rwanda

The Israel Ambassador to Rwanda H.E Ron Adam paid a courtesy call to Ms. Eugenia Kayitesi, Executive Director of IPAR-Rwanda on May 8, 2019. Amb. Ron was briefed on the historical background of IPAR-Rwanda, its core activities of Research and Policy Analysis, Public Policy Dialogue and Debate and Capacity building. H.E Ron's visit intended to create a relationship and cooperation

between IPAR-Rwanda and Israel and to learn from the institute's contribution in evidence based policy making in the country. In her remarks, Eugenia Kayitesi reiterated the institute's mission to enhance evidence-based policy making through research and policy analysis and to promote a culture of dialogue and debate to improve policy and impact change in Rwanda.



The Israel Ambassador to Rwanda H.E Ron Adam paid courtesy visit to IPAR-Rwanda and met with Executive Director Ms. Eugenia Kayitesi.

C. Events in which IPAR-Rwanda Participated

i. Seventh China-Africa Think-Tank Forum in Beijing

IPAR-Rwanda was among African and Chinese Think-Tanks which participated in the Seventh Meeting of the China-Africa Think Tanks Forum held at the Diaoyutai State Guesthouse in Beijing on July 4-5, 2018.

Organized under the theme of “China-Africa relations over the course of reform and opening up”, the meeting was hosted by the Secretariat of Chinese Follow-up Committee of the Forum on China-Africa Cooperation (FOCAC) and jointly organized by Institute of African Studies of Zhejiang Normal University and Centre for International Strategic Studies of Counsellors’ Office of the State Council. In the meeting which brought

together more than 380 participants, IPAR-Rwanda was represented by its Public Relations and Communication Expert, Mr. Bosco Kagaba.

ii. Gender Statistics Workshop

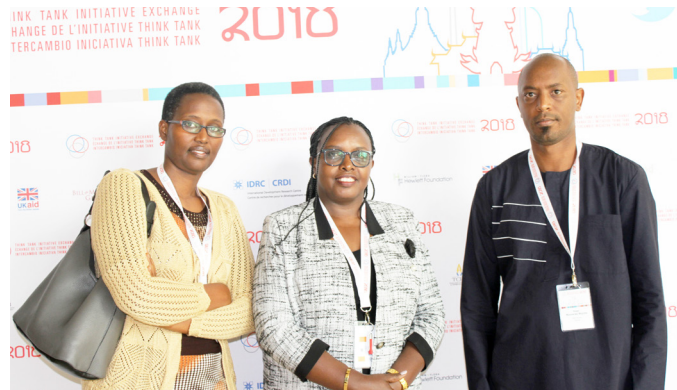
During this workshop which was held in Kampala, Uganda from 22-26 October 2018, IPAR-Rwanda was represented by its research fellow Mr. Roger Mugisha. The workshop which was organised by the Swedish International Development Agency(SIDA) under its international Training Programmes, brought together participants from Rwanda, Uganda, Tanzania, Palestine and Bangladesh with the aim of strengthening the capacities of the participants to generate statistics on gender equality in their respective countries.

iii. Think-Tank Initiative Exchange(TTI) Closing Conference in Bangkok

IPAR’s Executive Director, Ms. Eugenia Kayitesi and three other staff members attended the closing conference of the Think-Tank Initiative(TTI), a multi-donor program created in 2008 to support think tanks in 20 developing countries in Africa, South Asia and Latin America. The program was under the management of Canada’s International Research Development Centre (IDRC). The 2018 Think-Tank Initiative Exchange(TTIX) was held in Bangkok, Thailand on 12-14 November, bringing together 43 think-tanks and over 200 participants. Under the theme “Sustainable Organizations for Sustainable Development”, the aim of the conference was to discuss sustainability strategies for think tanks, exploring opportunities for how think tanks can contribute to future development efforts, and celebrating ten years of TTI efforts to strengthen policy research organizations in Latin America, Africa and South Asia. During the same conference, IPAR-Rwanda presented its successful evaluation of the Government performance contracts (locally known as Imihigo) to the international audience of funders, think-tankers and policy actors.



IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi receiving visitors at the Institute's booth in the knowledge exhibition booth which was organized alongside the Think-Tank Initiative Exchange(TTI) Closing Conference in Bangkok.



L-R: IPAR-Rwanda Administration and Finance Manager Ms. Stella Kabahire, Executive Director Ms. Eugenia Kayitesi and Research Fellow Mr. Roger Mugisha were among the participants of the Think-Tank Initiative Exchange(TTI) Closing Conference in Bangkok.



iv. International Conference on the Emergence of Africa (ICEA)

IPAR-Rwanda was represented by its Executive Director Ms. Eugenia Kayitesi the third edition of the International Conference on the Emergence of Africa (ICEA) which was held from 17-19 January, 2019 in Dakar, Senegal. Organized by the Government of Senegal, this conference was held under the theme “Emergence, Private Sector and Inclusiveness”. The conference brought together close to 2,000 participants including Africa’s decision-makers and leaders of international organizations very active in the development of Africa. It provided an opportunity for African policy research organizations to share the results of their work on various themes and to learn from the various concerns which will help to guide their work with an objective of deepening the debate on the robustness of growth and inclusivity in Africa’s emergency plans through a better positioning of the private sector in support with the public sector to promote resilient and inclusive growth.

v. Utafiti Sera Interhouses Meeting in Mombasa, Kenya

Two research fellows at IPAR-Rwanda Mr. Roger Mugisha and Evariste Gahima participated in the Utafiti Sera Interhouses’ Meeting in Mombasa, Kenya from February 28 to March 1, 2019. The meeting was organized by the Partnership for African Social and Governance Research (PASGR) based in Nairobi, Kenya. The meeting brought together members of the Utafiti Sera (Research-Policy Community) Houses in Kenya, Nigeria and Rwanda.

Participants discussed research evidence brought forward by the different Utafiti Sera Houses in the three countries. In Rwanda, the Utafiti Sera House focused on the available research evidence on urban governance issues mainly Urbanization, Sanitation and Housing in the City of Kigali. The meeting was also an opportunity for the members of the Utafiti Sera Houses to discuss the future of their work and to determine other relevant stakeholders and the roadmap for sustaining the work started by the Utafiti Sera Houses in the three countries.

vi. The Sixth Africa Think Tank Summit in Nairobi, Kenya

IPAR’s Executive Director Ms. Eugenia Kayitesi joined more than 100 heads of African think-tanks and other stakeholders in the sixth Africa Think Tank Summit in Nairobi, Kenya from 24-26 April 2019. The Africa Think Tank Summit aims at proposing strategies and actionable recommendations for think tanks to meaningfully contribute to tackling policy implementation challenges within the context of Africa’s vision as reflected in Agenda 2063 of the African Union and the Sustainable Development Goals (SDGs), through sharing knowledge and country case studies on good practices in ensuring successful implementation of policies and strategies.

The summit was organized by the African Capacity Building Foundation (ACBF) under the theme “Tackling Implementation Challenges for Africa’s Sustainable Development”.



CAPACITY BUILDING

In the financial year 2018/2019, IPAR-Rwanda continued to strengthen the capacity of its staff members, research assistants, management and Members of the Board of Directors. More efforts were directed towards building the capacity of research assistants who collect data from the field. The institute also received a great number of internees from universities and others who sought professional internship in various fields. Notable achievements in the field of capacity building include:

i. Governance and Leadership Skills Training for BoD and Management

Three members of the Board of Directors and three senior staff of IPAR-Rwanda attended a one-week high level professional development training on leadership and Governance in Nairobi, Kenya from September 17-21, 2018. The training was conducted by Aga Khan University for Graduate studies in Nairobi Kenya with the support from the International Development Research Center (IDRC). Its aim was to strengthen IPAR's Governance. Major areas covered in the training include, Board Governance, Strategic management, corporate governance, change management, working with media, ethics and culture which all aim at strengthening the organizational management.

ii. Internship Program

During the financial year 2018/2019, IPAR-Rwanda provided academic and professional internship to more than nine university students pursuing undergraduate studies in Rwanda and abroad. Majority of the students were pursuing their first degree in Economics while others were enrolled in business, finance and applied statistics. While at IPAR-Rwanda, the students have access to the resource center which is equipped with computers with internet connection and a library. In the resource center, they gain access to a wide range of IPAR-Rwanda publications on a wide of range of themes. The students are also mentored by the senior researchers at IPAR-Rwanda to gain practical experience in research, data collection and data analysis using specialized software packages. The students also attend various events organized by IPAR-Rwanda and its stakeholders and follow or take part in the discussions especially on policy issues.



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.