



Institute of Policy Analysis
and Research - Rwanda

ANNUAL REPORT 2019-2020

Improving Policy, Impacting Change.



Institute of Policy Analysis
and Research - Rwanda

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Despite the Covid-19 pandemic which interrupted our research work, I am glad to note that in research and policy analysis, fifteen projects were initiated and twelve of them have been completed.

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Foreword

Dear Stakeholder,

I am delighted to present to you the Institute of Policy Analysis and Research(IPAR-Rwanda) annual report for the financial year 2019/2020. I am happy to note that during this period, IPAR-Rwanda continued to focus on informing policy through research, policy analysis, public policy dialogues and building capacity of staff and partners, as well as collaborating with different stakeholders both in Rwanda and beyond.

Despite the Covid-19 pandemic which interrupted our research work, I am glad to note that in research and policy analysis, fifteen projects were initiated and twelve of them have been completed. In Public Policy Dialogue and Debate, eight key policy dialogues and workshops were conducted. However, due to the Covid-19 pandemic, IPAR-Rwanda 9th Annual Research Conference that was planned in June 2020 was suspended and a number of other workshops were also suspended.

The Institute was actively virtually represented in local and international events. Equally, the Institute sought more collaboration with key institutions such as the University of Rwanda, Helpage Consulting and others in areas of research and policy analysis. In the same year, the Institute was honored to host dignitaries such as the High Commissioner of Canada in Rwanda in the mission to learn about IPAR's work and explore areas of cooperation and support.

As we usher into the financial year 2020/2021, our commitment remains 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. We will continue to observe the fight against Covid-19 pandemic in Rwanda and beyond in order to adopt to quick and safe operational methods to ensure health of our staff.

I take this opportunity to thank all our Stakeholders, Board of Directors and entire IPAR Staff for continued collaboration, support and hard work. I wish you all a healthy stay as we continue to observe measures to fight against Covid-19 pandemic.

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.

An abstract graphic consisting of a thick, light blue line that forms a large, irregular loop, resembling a stylized 'V' or a checkmark. A smaller, horizontal line segment is positioned below the main loop, to the right of its base.

HIGHLIGHTS FROM FINANCIAL YEAR 2019-2020

POLICY ANALYSIS AND RESEARCH

A. Completed Projects

Twelve Research and Policy Analysis projects were completed during the financial year July 1, 2019 and June 30, 2020. 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. **Economic and Demographic Study for the Six Secondary Cities in Rwanda**
- ii. **Information Flows in Decision Making: The case of Girinka and VUP**



Nyagatare District's Potentials as showcased in the District's City MasterPlan.

IPAR-Rwanda in collaboration with Surbana Jurong Consultants completed economic and demographic studies to inform optimum and adequate urban planning in the six secondary cities in Rwanda. The project involved conducting socio-economic analysis, positioning and projections for the Master Plan of each of the secondary cities namely Musanze, Muhanga, Rubavu, Nyagatare, Rusizi and Huye. The study aimed at identifying key social and economic issues for each city, assess long term economic and demographic growth expected in each city, population growth projections over a period of 30 to 50 years and assess broad land requirements for each of the cities. The six secondary cities have been identified by the Government of Rwanda to complement the City of Kigali.

IPAR-Rwanda in collaboration with Palladium Ikiraro cy'Iterambere completed a research project on "Information flow in decision making" from the citizens to the local authorities and vice versa. The research that was conducted on Girinka and Vision 2020 Umurenge Programme (VUP) as case studies, aimed at assessing 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 VUP. Results from the research identified telephone, meetings and WhatsApp as the main tools of communication between administrative officials. However, Telephone and WhatsApp were also found to be inadequate in facilitating the smooth flow of information since they require airtime and internet to receive or send messages.



Respondents in a group discussions during a data collection workshop on Information flow in decision making organized by IPAR-Rwanda.

iii. Social Impact of Specialist Pediatric Surgical Service in Rwanda

IPAR-Rwanda in collaboration with the University Teaching Hospital of Kigali(CHUK) with funding from the University of Aberdeen completed 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.” The study was conducted on 20 families, each with a child with one of four moderately prevalent conditions namely (Nephroblastoma or (Wilms’ tumor), Ano-rectal Malformation, Hirschsprung’s Disease and Hypospadias) that need complex surgery and require the family to provide post-operative care for their child. During the study, the researchers investigated the Pathways to the child’s treatment, travelling for Surgery, Caring for the Child, Impact on caretakers wellbeing, and the impact on the economic security of families. The researchers made ten policy recommendations and they can be found in a policy brief on IPAR’s website <http://www.ipar-rwanda.org/>.

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

In collaboration with the University of Aberdeen and the University of Rwanda, IPAR-Rwanda completed a baseline study on “Fostering a Social Practice Approach to Adult Literacies for Improving People’s Quality of Life in Western Rwanda”. The objective of the study was to understand the level and perception of adult literacy in the Western Province of Rwanda where IPAR-Rwanda, University of Aberdeen and University of Rwanda are implementing a project on “Social Practice Approach to Adult Literacies” in which adults are equipped with literacy skills. The three-year project is in its second year. A full policy brief from the baseline survey is available on IPAR-Rwanda website www.ipar-rwanda.org.

v. Understanding poverty trends and poverty dynamics in Rwanda

IPAR-Rwanda and the Chronic Poverty Advisory Network (CPAN) completed a study on poverty dynamics in

Rwanda which combines an analysis of a two wave panel data set and a set of 80 life history interviews. The study aimed to explain the slowdown in the rate of poverty reduction in Rwanda, in a context of continued growth, reduced inequality, peace and stability. A full report of the study can be found on IPAR-Rwanda website www.ipar-rwanda.org.

vi. Strengthening the Urbanization of Secondary Cities in Rwanda

IPAR-Rwanda completed a research project on “Strengthening the Urbanization of Secondary Cities in Rwanda” which was conducted in three out of six districts designated as secondary cities. Conducted in Muhanga, Nyagatare and Rubavu Districts, the research analyzed the current socio-economic status and the preferences of a set of representative households from the different sectors in the three districts, the current characteristics and the expectations of a set of businesses, and the views of key informants, citizens and business people on the future drivers of development of the three districts. In all the three districts, 3,503 households and 606 businesses were surveyed. IPAR-Rwanda proposes 13 policy recommendations to address the identified governance related challenges and socio-economic challenges to unlock the potential of secondary cities. A Central Policy Brief on Strengthening Urbanization in Secondary Cities in Rwanda, and Policy Briefs on Muhanga, Nyagatare and Rubavu are available on IPAR-Rwanda website www.ipar-rwanda.org.

vii. Rwanda Open Budget Survey 2019

IPAR-Rwanda in collaboration with the International Budget Partnership (IBP) completed Rwanda Open Budget Survey 2019 which aimed at assessing availability of eight documents namely 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 full report of the survey can be found on IPAR-Rwanda website www.ipar-rwanda.org.

viii. Evaluation of Inland Lakes Integrated Development Project (PAIGELAC)

IPAR-Rwanda completed the evaluation of Inland Lakes Integrated Development Project (PAIGELAC) which was commissioned by the Ministry of Finance and Economic Planning (MINECOFIN). The main objective of the evaluation was to assess the impact of the project 6 years after its completion, identify key challenges encountered and provide recommendations to the commissioning authority to address some of the challenges identified.

Implemented between 2006 and 2013, PAIGELAC was funded by a loan and support from the African Development Bank to promote fisheries in Rwanda. The project activities focused on improving the environment and favoring the sustainability of the aqua biodiversity. At that time, most fishery projects in Rwanda were mainly research-oriented, and the PAIGELAC came to support fishery-related activities. Results from evaluation of the project show significant increase in fish production from 7,711 tons in 2006 to 21,740 tons in 2013 when the project closed. Fish production has since then increased to 31,465 tons in 2018.

ix. Baseline Survey on Trade Mark East Africa interventions in Rwanda



IPAR-Rwanda Research Assistants engaging the business community during the data collection phase in Kigali. Photo By Bosco Kagaba

IPAR-Rwanda completed a baseline survey commissioned by TradeMark East Africa (TMEA) on its interventions which are aimed at improving business environment in Rwanda through extending support to the responsible institutions such as Rwanda Standards Board (RSB), Rwanda Revenue Authority and others. TradeMark East Africa is a multi-donor funded, not-for-profit organization promoting regional trade and prosperity in East Africa, including Rwanda.

x. Study on Youth Employment, Education and Skills (YEES) in Rwanda

IPAR-Rwanda completed a study on Youth Employment, Education and Skills (YEES) in Rwanda. The study was commissioned by the African Center for Economic Transformation (ACET) with the aim to obtain a clearer understanding of the youth (demographic), employment, education/skills challenges in the selected countries and to learn about each country's initiatives to boost decent work in light of the rapidly evolving nature of work; and share these experiences among countries to promote and enhance policy reforms and uptake through national and multi-country platforms for knowledge sharing. In addition, the study aimed at assessing the readiness of secondary school and TVET education curricula in preparing youth for the fourth industrial revolution (4IR) technology and ICT within the Rwandan labor market.



IPAR-Rwanda's researchers (Seated with papers) collecting data for the pilot study. ©IPAR-Rwanda 2019.

xi. Determinants of households' saving in Rwanda

IPAR-Rwanda completed a pilot study on the determinants of households' saving in Rwanda. The objective of the study was to identify the factors driving households' saving in Rwanda. The findings of this pilot study will help to explain households' saving behavior, something that will inform decision and policy makers on the appropriate policies to boost national savings. In Rwanda, the macroeconomic framework for the National Strategy for Transformation (NST1) identifies private saving as the important driver that will boost both private investments and Growth Domestic Product(GDP) growth to reach the desired 9.1% average growth over the NST1 period. To achieve this, Rwanda targets an increase of domestic savings from 12.1% in 2017 to 23.9% in 2024 for the country to remain on its path of economic transformation. If achieved, these targets will help reduce Rwanda's reliance on Overseas Development Assistance (ODA) which has funded 42% of public investment in 2018/19.

xii. Accessibility and Spatial Distribution of Water Supply Systems in Rural Areas in Rwanda

IPAR-Rwanda completed a pilot study on accessibility and special distribution of water supply systems in rural areas in Rwanda. The pilot study was conducted in four administrative sectors of Kamonyi District in Southern Province. The overall objective of the study was to investigate the special distribution of water supply and issues affecting its accessibility in the rural areas. The outcomes of this study will inform the policy and decision-making process in order to tackle the structural barriers faced by the rural communities in accessing clean water.



A water tap in Kamonyi District. ©IPAR-Rwanda 2019.



B. Ongoing Projects

IPAR-Rwanda is implementing three research projects which started in the financial year 2019-2020. The three projects include:

i. Reviewing Rural Water Tariff in Rwanda

Commissioned by Rwanda Utilities Regulatory Authority (RURA) and UNICEF Rwanda, this study aims at determining demand and the willingness of the rural communities in Rwanda to pay for safe and clean water. A pilot study was conducted in March 2020 in Gikomero and Rutunga Sectors of Gasabo District to test the research tools while data collection for entire project will start in mid-August 2020. It is expected that the results from this research will inform the design of a new rural water tariff in Rwanda.

ii. Analysis of Imihigo scores and citizens' welfare

IPAR-Rwanda is analyzing Imihigo (Local and Central Government Annual Performance Contracts) scores and citizens' welfare with the general objective of assessing how performance contracts link with citizens' welfare, and to showcase the best practices, which managed to translate higher Imihigo performance into improved citizens' welfare.

Researchers are specifically assessing the robustness of the Imihigo scoring, the impact of Imihigo performance on socio-economic characteristics of households, the impact of Imihigo performance on citizens' satisfaction

and identify and describe best practices for improved Imihigo impact on citizens' welfare at the district level. The analysis will cover period 2013-2017 of Imihigo evaluation results with the possibility of including the period starting from 2010 depending on the availability of datasets.

iii. Providing Timely Evidence to Facilitate the Socio-Economic Recovery from the Covid-19 pandemic in Rwanda

Funded by Canada's International Development Research Center (IDRC), this three-year research project aims at facilitating evidence based decision making for the Government of Rwanda to provide appropriate socio-economic responses to the Covid-19 outbreak. The project will provide up-to-date and relevant information to policy makers on the impact of Covid-19 on businesses and vulnerable households and to generate and propose policy solutions to the challenges faced by businesses and vulnerable households. The project is being implemented in collaboration with Kivu International and University of Aberdeen in the United Kingdom. IPAR-Rwanda will collect data from 10,000 households and 4,500 businesses in order to gather instantaneous and ready to use information on the socio-economic and labor market impacts of Covid-19.

PUBLIC POLICY DIALOGUE AND DEBATE

A. Events organized by IPAR-Rwanda

IPAR-Rwanda organized eight workshops during the period from July 1, 2019 to June 30, 2020. However, due to the Coronavirus outbreak, IPAR-Rwanda had to cancel its most important annual research conference which was scheduled to take place in March 24, 2020 under the theme “Urbanization, Urban planning & Urban governance: The case of Secondary Cities”. The institute also canceled several other workshops which were all lined up to take place between March and June 2020 due to the Coronavirus outbreak. The following are events which IPAR-Rwanda organized before the Coronavirus outbreak in March 2020.



Participants after the launch of the book.

i. Launch of Rwanda Agriculture Finance Year Book First Edition

IPAR-Rwanda in partnership with Access to Finance Rwanda (AFR) launched the first edition of the Rwanda Agriculture Finance Year Book at a ceremony held at Park Inn by Radisson Hotel in Kigali on 31 July 2019. The Rwanda Agriculture Finance Year Book provides vital information on the agriculture financing ecosystem in Rwanda, profiles best practices and emerging innovations in agriculture financing and lays out challenges and lessons to continue improving agriculture financing in the country.



L-R: Country Director of Access to Finance Rwanda (AFR) Ms. Waringa Kibe, Food and Agriculture Organization (FAO) Rwanda Representative Mr. Gualbert Gbehounou and Executive Director of IPAR-Rwanda Ms. Eugenia Kayitesi launching the Book on July 31, 2019. Copyright IPAR-Rwanda 2019.



Country Director of Access to Finance Rwanda (AFR) Ms. Waringa Kibe.

ii. Workshops on Information Flow in Decision Making in Districts

IPAR-Rwanda conducted workshops on “Information Flow in Decision Making” in ten Districts (two from each province and the City of Kigali) from 1-29 August 2019. The workshops were part of the research project on “Information Flow in Decision Making” which was studying the flow of information from the citizens to the local leaders and vice versa with Girinka and Vision 2020 Umurenge Program (VUP) as case studies. The workshops brought together between 60 to 75 Cell and Sector officials who were trained to use a data collection tool developed by IPAR-Rwanda to facilitate data collection using mobile phones or a web-based application.

iii. Stakeholders’ Workshop on Adult Literacies in Western Rwanda

On October 25, 2019, IPAR-Rwanda organized a half-day Stakeholders’ Workshop on “Fostering Social Practice Approach to Adult Literacies for Improving People’s Quality of Life in Western Rwanda”. The workshop was held one-year after the launch and implementation of the four-year Project titled “Fostering Social Practice Approach to Adult Literacies for Improving People’s Quality of Life in Western Rwanda” which is implemented by IPAR-Rwanda in collaboration with the University of Rwanda College of Education and Aberdeen University with funding from the Scottish Government. The



Food and Agriculture Organization (FAO) Rwanda Representative Mr. Gualbert Gbehounou

workshop, which was held at Lemigo Hotel in Kigali, and gathered key stakeholders in education sector, aimed at sharing the experience and progress made during the project’s first year of implementation in the western Province.



IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi addressing the participants during iii. Stakeholders’ Workshop on Adult Literacies in Western Rwanda.

iv. Consultative Meeting on Growth and Economic Opportunities for Women in East Africa

On November 27, 2019, IPAR-Rwanda hosted a consultative meeting on Growth and Economic Opportunities for Women (GROW 2), an upcoming project initiated by Canada’s International Development Research Center (IDRC) to support women’s economic

empowerment in East Africa. Rwanda is among the countries to benefit from this project. The consultative meeting which was organized on behalf of IDRC brought together participants in areas of gender and women empowerment from the Government of Rwanda, Civil Society, Private Sector and Research institutions to exchange views on how to support women's economic empowerment, partly in Rwanda and in East Africa in general.



Participants during the consultative Meeting on Growth and Economic Opportunities for Women in East Africa at IPAR-Rwanda on November 27, 2019.

v. Presentation of preliminary Social and Economic Findings on Six Secondary Cities to the National Technical Committee

In November 2019, IPAR-Rwanda presented preliminary findings from its social and economic surveys conducted on Rwanda's six secondary cities to the national technical committee for validation in an event held in Musanze District, Northern Province. The preliminary findings covered quality of life, economic activities, infrastructure, business competitiveness, environmental factors (green growth) and housing for each of the six secondary cities namely Rubavu, Huye, Musanze, Nyagatare, Muhanga and Rusizi. The six districts have been selected by the Government of Rwanda as poles of growth to complement the City of Kigali. The findings were vital for the design of the master plan for each of the six secondary cities by Surban and Jurong Consultants.



Participants during the workshop to present preliminary Social and Economic Findings on Six Secondary Cities to the National Technical Committee which was conducted by IPAR-Rwanda.

vi. Preparatory Workshop of Utafiti Sera Forum Phase II

IPAR-Rwanda in collaboration with the Nairobi based Partnership for Social and Governance Research (PASGR) organized a one-day preparatory workshop for the incoming second phase of the Utafiti Sera Forum in Kigali which took place on December 11, 2019 at Lemigo Hotel, Kigali.

The workshop brought together 12 participants mainly from Government Institutions in Rwanda that are directly responsible for urbanization. Represented institutions were the Ministry of Infrastructure, Rwanda Housing Authority, and the City of Kigali in addition to IPAR-Rwanda and PASGR. The theme of the workshop was "Urbanization and Socio-Economic Development in Rwanda: Opportunities and Challenges in the City of Kigali and Secondary Cities".



Participants during a preparatory Workshop of Utafiti Sera Forum Phase II.

vii. Dissemination workshop of Research findings on “Social Impact of a Specialist Pediatric Surgical Service in Rwanda

On 29 January, 2020, IPAR-Rwanda in collaboration with the University Teaching Hospital of Kigali(CHUK) and the University of Aberdeen organized a dissemination workshop of research findings on “Social impact of a specialist pediatric surgical service in Rwanda”.

Funded by the University of Aberdeen Trust Fund, the study was conducted on 20 families, each with a child with one of four moderately prevalent conditions (Nephroblastoma or (Wilms’ tumor), Ano-rectal Malformation, Hirschsprung’s Disease and Hypospadias) that need complex surgery and require the family to provide post-operative care for their child. During the study, the researchers investigated the Pathways to the child’s treatment, travelling for Surgery, Caring for the Child, impact on caretakers wellbeing, and the impact on the economic security of families. The researchers made ten policy recommendations. The policy brief can be found on IPAR’s website <http://www.ipar-rwanda.org/>.

viii. Inception workshop for the study on Youth Employment, Education and Skills (YEES) in Rwanda

On January 23, 2020, IPAR-Rwanda organized an inception workshop for the study on Youth Employment, Education and Skills (YEES) in Rwanda. The workshop was held at Lemigo Hotel. During the workshop, IPAR introduced the study, its methodology and collected feedback from the stakeholders on the methodology in order to fine-tune it to meet the objectives of the study. The study was commissioned by the African Center for Economic Transformation(ACET) with the aim of obtaining a clearer understanding of the youth (demographic), employment, education/skills challenges and to learn about Rwanda’s initiatives to boost decent work in light of the rapidly evolving nature of work; and share these experiences to promote and enhance policy reforms and uptake through national and multi-country platforms for knowledge sharing.



Participants during an inception workshop for the study on Youth Employment, Education and Skills (YEES) in Rwanda.

B. Events in which IPAR-Rwanda Participated

iii. Peace-Building Conference in Côte d'Ivoire

IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi joined several delegates in a four-day peacebuilding conference which was held from July 15-18, 2019 in Abidjan, Côte d'Ivoire.

The 2019 Southern Voices Network for Peacebuilding (SVNP) conference was co-organized by the Wilson Center Africa Program in partnership with the Centre de Recherche et d'Action pour la Paix (CERAP) and Centre Ivoirien de Recherches Economiques et Sociales (CIRES). The SVNP is a Pan-African network consisting of 23 organizations working on various dimensions of peacebuilding in Africa. The theme of the 2019 conference was "Youth and Peacebuilding in Africa." The conference, held at CERAP, convened 22 representatives from the Southern Voices Network for Peacebuilding and over 50 members of the public, policymakers, researchers, and practitioners for dialogue on youth and peacebuilding in Africa.

iv. 23rd Annual Conference of the Intergovernmental Committee of Senior Officials and Experts for Eastern Africa

The Executive Director of IPAR-Rwanda Ms. Eugenia Kayitesi attended the 23rd Conference of the Intergovernmental Committee of Senior Officials and Experts for Eastern Africa organized by the United Nations Economic Commission for Africa(UNECA) in Asmara, Eritrea on 5-7 November 2019. The conference was held under the theme "Leveraging New Opportunities for Regional Integration in Eastern Africa" and its objective was to debate policies that can leverage new opportunities for regional integration in the Eastern Africa sub-region of the United Nations Economic Commission for Africa(UNECA).



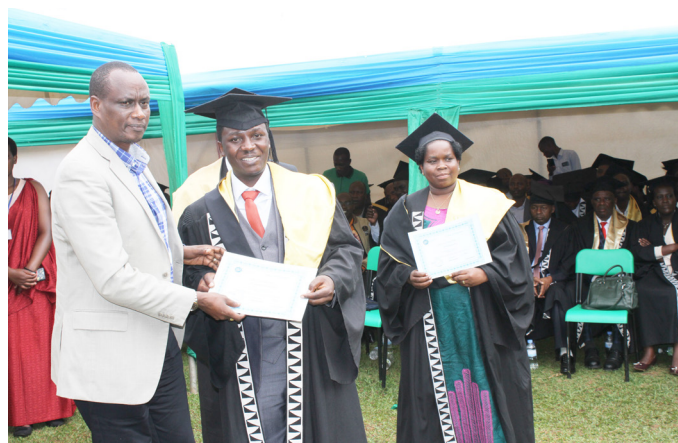
Group photo after the Peace-Building Conference in Côte d'Ivoire. It was attended by IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi (Center in a red Jacket).

CAPACITY BUILDING

In the financial year 2019/2020, IPAR-Rwanda continued to strengthen the capacity of its research team and extended capacity building to other beneficiaries of its programs. 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. Twenty Candidates Awarded Diploma in Adult Literacies

On November 29, 2019, IPAR-Rwanda joined its partners —University of Rwanda and University of Aberdeen— in a graduation ceremony in which 20 candidates were awarded a Continuous Professional Development(CPD) diploma in adult literacies. The ceremony was held at the University of Rwanda College of Education in Rukara, Kayonza District in the Eastern Province. The candidates were enrolled in the program which is a component of the project on “Fostering a Social Practice Approach to Adult Literacies for Improving People’s Quality of Life in Western Rwanda” jointly implemented in the Western Province by IPAR-Rwanda, University of Rwanda and University of Aberdeen with financial support from the Scottish Government.



Graduands pose for a photo with the Mayor of Kayonza District
MURENZI Jean Claude

ii. Researchers Trained in Qualitative Data Analysis Techniques

Eleven researchers at IPAR-Rwanda were trained to use Nvivo, a qualitative data analysis software. The training which was conducted by Dr. Shema Jean Bosco was held at IPAR-Rwanda offices from 25-28 November 2019. Researchers learnt and applied different qualitative data analysis techniques using Nvivo. The training was organized as part of the Institute’s consistent internal capacity building in the areas that are vital to improve the skills and capacity of the staff to do research and analyze policies.



A cross-section of some of IPAR-Rwanda Researchers in the training

iii. Training for Private Rural Water Operators

Commissioned by Rwanda Utilities Regulatory Authority (RURA) and UNICEF Rwanda to review the rural water tariff in Rwanda, IPAR-Rwanda in collaboration with Palmer Development Group(PDG), a consulting firm based in South Africa, trained 138 people from 25 Districts to use a new rural water tariff reporting system. Those trained include private water operators, water and sanitation engineers and support engineers from Water and Sanitation Corporation(WASAC). The training was held from 13 to 30 January, 2020.



IPAR's Research Fellow Anthony Baguma(Standing) engaging the trainees.

PARTNERSHIPS

During the period from July 1, 2019 to June 30, 2020, IPAR-Rwanda entered into important partnerships with peer organizations aimed at strengthening its mandate and sharing both expertise and experience in evidence-based research and policy analysis. The signed partnership agreements include the following:

i. MoU with University of Rwanda Partnership to Strengthen Research

On October 23, 2019, IPAR-Rwanda and the University of Rwanda (UR) signed a Memorandum of Understanding (MoU), taking a giant step towards building cooperation between both institutions in the areas of research and capacity building. The agreement, which was signed at the University of Rwanda, by IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi and the Vice Chancellor of the University of Rwanda Prof. Philip Cotton, aims at utilizing IPAR-Rwanda experience and expertise to transform research produced by the university of Rwanda into evidence to inform policy-makers and other relevant stakeholders.



IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi (left) with University of Rwanda Vice Chancellor Prof. Philip Cotton after signing the MoU on October 23, 2019 in the University's Board room. Photo by Bosco Kagaba. ©IPAR-Rwanda 2019.

ii. MoU with Helpage Consulting Company Ltd to enhance cooperation in research

IPAR-Rwanda, through its consulting arm, IPAR Consult Ltd, signed a partnership agreement with Helpage Consulting Company Ltd, a consulting arm of Helpage Rwanda, a non-governmental organization. The partnership paved way for both organizations to share experience and the best practices in core areas of research and capacity development. According to the agreement, both organizations agreed to explore opportunities and develop joint projects. Dr Ben Karenzi, IPAR Consult Board Chair and Dr. Alexis Byamana, Chairman of Helpage Rwanda and Helpage Consulting Company Ltd, signed on behalf of both organizations.



Dr Ben Karenzi, IPAR Consult Board Chair (L) and Dr. Alexis Byamana, Chairman of Helpage Rwanda and Helpage Consulting Company Ltd (R) exchanging the signed Memorandum of Understanding. Photo by Bosco Kagaba. ©IPAR-Rwanda 2019.

HIGH-LEVEL VISITORS

IPAR-Rwanda Executive Director received high level guests and discussed with them the Institute's mandate, work and areas of potential collaboration and support. IPAR-Rwanda was honored to receive the following dignitaries:

i. Canada's High Commissioner to Rwanda

Canada's High Commissioner to Rwanda H.E Lisa Stadelbauer visited IPAR-Rwanda and met Executive Director Ms. Eugenia Kayitesi in August 2019. She was accompanied by the Head of the High Commission's Office in Kigali, Ms. Julie Crowley.

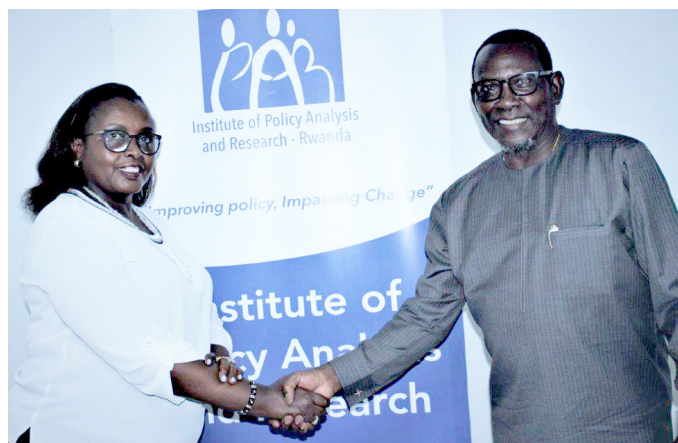
During her visit, the High Commissioner was briefed about IPAR's mandate, work and the contribution the Institute makes in informing policy-making through the analysis of various government policies and conducting policy-oriented research in Rwanda.



IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi (Right) with Canada's High Commissioner to Rwanda H.E Lisa Stadelbauer (Left) at IPAR-Rwanda Office. Photo by Bosco Kagaba. ©IPAR-Rwanda 2019.

ii. Visit by Prof. Adolphe Lawson, Executive Director of The Pan-African Centre for Policy Studies

Prof. Adolphe Lawson, Executive Director of The Pan-African Centre for Policy Studies visited IPAR-Rwanda and met Executive Director Ms. Eugenia Kayitesi in August 2019. In their brief meeting, the Executive Directors explored areas of mutual interest and cooperation between the two Institutions and expressed the need to conduct mutual research on regional and continental issues such as the African Continental Free Trade Area (AfCFTA).



IPAR-Rwanda Executive Director Ms. Eugenia Kayitesi(Left) with Prof. Adolphe Lawson, Executive Director the Pan-African Centre for Policy Studies at IPAR-Rwanda Office. Photo by Bosco Kagaba. ©IPAR-Rwanda 2019.

iii. Dr. Manfred Öhm from Friedrich-Ebert-Stiftung(FES) Foundation

Dr. Manfred Öhm, Head of Sub-Saharan Africa Department, Division for International Cooperation at Friedrich-Ebert-Stiftung(FES) visited IPAR-Rwanda and met with Executive Director Ms. Eugenia Kayitesi on October 28, 2019. During the meeting which was also attended by FES Rwanda Country Director Mr. Oliver Dalichau, and IPAR-Rwanda Finance and Administration Manager Ms. Stella Kabahire, Dr. Manfred was briefed about IPAR's mandate, research themes and the strong ongoing cooperation between both institutions. FES Rwanda funds some activities of IPAR-Rwanda especially in the field of research and capacity building.



IPAR-Rwanda Executive Ms. Eugenia Kayitesi (2nd from right) after meeting Dr. Manfred Öhm(Center) with other officials from both institutions. Photo by Bosco Kagaba.

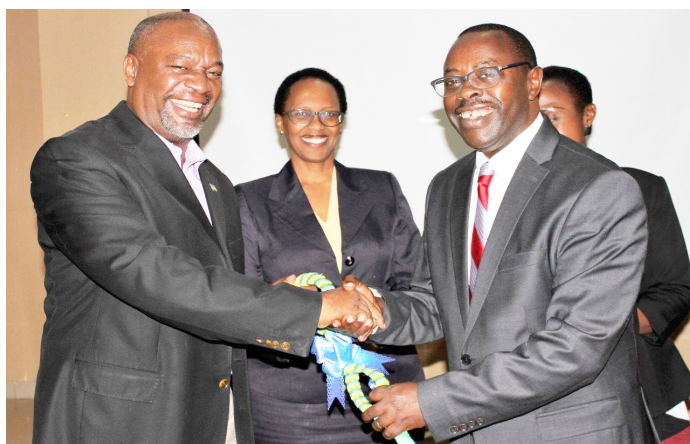
BIDDING FAREWELL TO OUTGOING IPAR-RWANDA CHAIRPERSON

On October 7, 2019, the members of the Board of Directors, Management and Staff of the IPAR-Rwanda convened at Lemigo Hotel to bid farewell to the outgoing Chairperson of the Board of Directors, Ambassador Wellars Gasamagera who was appointed Rwanda's Ambassador to Angola.

An exemplary leader, team-player, motivator and a mentor to many, Amb. Gasamagera had been serving as the Chairperson of the Board of Directors of IPAR-Rwanda for five years since 2015. Under his leadership, IPAR-Rwanda soared to new heights. Notable among the numerous achievements made during his chairmanship, include IPAR's role in the evaluation of both Central and Local Government performance contracts (locally known as Imihigo), evaluation of Seven Year Government Programme (7YGP 2010-2017) and organizing five Annual Research Conferences on different themes aimed at disseminating and discussing new research findings with the policy-makers and other key stakeholders such as the development partners, civil society and the private sector.



IPAR-Rwanda Board Chairman Mr. Wellars GASAMAGERA(left) receiving a gift from fellow Vice-Chairperson Dr. Uwizeye Odette and fellow Board Members.



IPAR-Rwanda Board Chairman Mr. Wellars GASAMAGERA(left) receiving a gift from fellow Board Member Dr. Ben Karenzi.



IPAR-Rwanda Board Chairman Mr. Wellars GASAMAGERA(left) and fellow Board Members in a photo with some of IPAR-Rwanda Staff during a farewell dinner organized in his honor.



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.