IPAR – RWANDA
PROFILE

Improving Policy, Impacting Change

Kigali – Rwanda, 2019
Introduction

The Institute of Policy Analysis and Research (IPAR-Rwanda) is the leading independent, not-for-profit research and policy analysis Think Tank in Rwanda. It became fully functional in 2008 with initial start-up support from the Government of Rwanda, technical and operational support from the African Capacity Building Foundation (ACBF) and Canada’s International Development Research Center (IDRC).

IPAR-Rwanda has a reputation for conducting high quality research and policy analysis and promotion of a culture of debate and dialogue on policy issues. Through consultations with a wide range of stakeholders, IPAR-Rwanda research hinges on five major themes:

1. Agriculture, Rural Development and Settlements
2. Social Development;
3. Governance
4. Economic Growth and Transformation
5. Environment and Natural Resources Management

Vision

To become an Independent recognized Centre of Excellence on policy analysis and research in Rwanda and beyond.

Mission

To enhance evidence-based policy making through research and policy analysis, promote a culture of dialogue and debate to improve policy and impact change in Rwanda.

Strategic Objectives

- Conducting, relevant, timely, and quality policy research and analysis to enable evidence-based policy making in Rwanda;
- Promoting a culture of dialogue and debate on public policy issues to influence policy and impact change;
- Building the internal capacity of IPAR-Rwanda and that of collaborating institutions to effectively undertake the tasks of policy analysis and research;
- To build a forum for debate on public policy in Rwanda and beyond;
- To respond to the need to build external capacity for public policy research and policy analysis in Rwanda;
- Mobilizing resources needed to support and sustain IPAR’s operations

Values

- Pursuit of excellence
- Integrity and honesty
- Professionalism
- Innovation and creativity
- Teamwork

**Ethical Considerations**

The IPAR-Rwanda research follows international best practice principles and is subject to scrutiny by the IPAR-Rwanda Research Governance and Ethics Committee. IPAR-Rwanda research is underpinned by a commitment to integrity, honesty and competence.

All informants are asked to give informed consent to their participation in the research. IPAR-Rwanda ensures high confidentiality of the respondents and their details don’t appear in the report. For national quantitative surveys, IPAR-Rwanda engages the National Institute of Statistics of Rwanda (NISR) for a visa. Furthermore, NISR ensures quality assurance by checking the methodology and the tools and offer feedback when necessary. When the target population is below 18 years and the research is related to health issues, IPAR-Rwanda seeks approval from the Ministry of Health Ethical committee. This helps to ensure the study being undertaken meets all regulations.

**Governance and Management**

IPAR-Rwanda is governed by a General Assembly (GA) and a Board of Directors (BoD). The GA is the supreme decision-making body of the institute. It approves the statutes and overall policy direction of the institute. The BoD is appointed by the GA to oversee 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. The overall management and coordination of activities of the institute is entrusted to an Executive Director supported by the Director of Research who coordinates research activities and the Administration and Finance Manager who oversees Administration and Finance department.

**IPAR-Rwanda Competence**

IPAR-Rwanda is the sole leading independent think-tank in Rwanda undertaking public policy analysis and research. IPAR-Rwanda’s team is composed of highly skilled and experienced local senior researchers, research fellows and research assistants, with a full understanding of the local context. The in-house researchers are composed of Economists, Statisticians, Agricultural Economists, Social Scientists, Governance experts, Gender experts and Environmental specialists.
They are supported by a competent team of research associates and regional and international experts skilled in various fields. IPAR-Rwanda has also established strong local, regional and international collaborations with other think-tanks and universities that bring independence and quality to policy analysis and research.

Our research staff has had wide consultancy and research experience nationally and internationally and have collaborated and consulted with institutions in Europe, America and many countries in Africa. The researchers have expertise in running surveys (sampling, questionnaire design, data collection using both electronic and paper based questionnaires, design of data entry templates, data cleaning and data analysis). In addition, the researchers have the capacity to carry out qualitative research using various methods (Rapid appraisals, observation, focus group discussions and key informant interviews). In data analysis, researchers have good experience in using statistical data analysis software such as SPSS, CSPrO, STATA, STATISTICA, and Nvivo.

### Quality Assurance

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

The IPAR-Rwanda Director of Research is responsible for oversight of the research projects and the quality assurance of the final reports. The research assistants are trained in data collection methods and research fellows oversee data collection. Quality assurance checks include a 10 per cent call-back by the supervisors and checking of a sample of questionnaires in the field. Any data collectors whose work is found to be substandard are warned, their work subjected to more detailed scrutiny and their contracts terminated if it does not reach a satisfactory standard. The data collection coordinator makes visits to the teams during fieldwork. On return to the office, all questionnaires are checked, and any with more than 10 per cent of questions not answered are rejected. IPAR-Rwanda’s final research products are peer reviewed internally by a team of competent researchers headed by the Director of Research and external peer reviewers. IPAR-Rwanda researchers also publish their research work in recognized national, regional and international peer reviewed research journals.

### IPAR-Rwanda accomplishments in Policy Analysis and Research

IPAR-Rwanda has vast experience and competence required in effecting all round research and evaluation studies. Over the past ten years, IPAR-Rwanda has conducted various studies which have influenced policy and practice. Some of the accomplished research projects include:
1. **Evaluation of the Seven-Year Government Program (7YGP 2010-2017).** IPAR-Rwanda was commissioned by the Office of the Prime Minister of the Republic of Rwanda to conduct independent evaluation of the 7YGP 2010-2017 which was built on three major pillars, namely: Good Governance and Justice; Economic Development; and Social Welfare. The evaluation exercise was completed and the final report was submitted to the Office of the Prime Minister in August 2017.

2. **Evaluation of the Rwandan Central and Local Government Performance Contracts.** IPAR-Rwanda has been commissioned by the office of the Prime Minister of the Republic of Rwanda to conduct an independent evaluation of the Annual Rwandan Central and Local Government Performance Contracts also known as the *Imihigo* since 2013. This has enabled IPAR-Rwanda to evaluate Imihigo for the fiscal years 2013/2014; 2014/2015; 2015/2016 and the recently 2016/2017 and 2017/2018.

3. **Public Expenditure Tracking Surveys (PETS)**
   In 2019, IPAR-Rwanda was honored to collaborate 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.

4. **Socio-Economic Studies for Kigali City Masterplan Update**
   In 2019, IPAR-Rwanda provided socio-economic data and analysis which informed the development of the socio-economic projections for the update of the Kigali City master plan (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).

5. **Research on Strengthening Rwandan Administrative Justice in Rwanda**
   In 2019, 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.

6. **Economic and Demographic Study for the Six Secondary Cities in Rwanda**
In 2019, IPAR-Rwanda was hired to conduct 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 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.

7. Information Flows in Decision Making: The case of Girinka and VUP
   In 2019, IPAR-Rwanda conducted a research project on “Information flows in decision making” from the citizens to the local authorities and vice versa. The project takes Girinka and Vision2020 Umurenge Programme (VUP) as case studies. The objective of the research is 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. This study builds 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 feedback on the messages they receive from the citizens.

8. Scoping study on health-sector related Sustainable Development Goals (SDGs)
   In 2017, IPAR-Rwanda in collaboration with the African Centre for Global Health and Social Transformation (ACHEST) undertook 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.

9. Undertaking and supporting sustained pathways out of extreme poverty and deprivation: IPAR-Rwanda in partnership with the Chronic Poverty Advisory Network (CPAN) at Overseas Development Institute (ODI) carried out a study on “Understanding and supporting sustained pathways out of extreme poverty and deprivation”. The aim of this project is to increase understanding of the factors associated with sustained escapes from poverty, how policies and programmes can support these escapes and the political and institutional pre-conditions under which these policies can successfully be initiated.

10. Production of case studies on Science, Technology and Innovation in Rwanda: IPAR-Rwanda conducted a study for The African Capacity Building Foundation (ACBF), which focused on the theme “Building Capacity in Science, Technology and Innovation for Africa’s Transformation.” The Objectives of this study included: Examine the Science Technology and Innovation (STI) landscape and uptake by
Countries in Africa; Examine the issues, challenges, opportunities and possibilities facing African countries, Regional Economic Communities (RECs), Continental bodies as well as non-state actors in creating sustainable STI platforms for the continent's economic, political and social transformation; Define the key capacity imperatives around STI development and the appropriate roles for Governments, RECs, Continental bodies and non-state actors; and Serve as a knowledge product targeting Africa’s continental bodies, RECs, policy makers, private sector, civil society, development partners, universities, and research institutes/think tanks around the capacity dimension that require attention.

11. **End-of-Line Evaluation of the UNFPA Rwanda 6th Country Program**: The purpose of the assignment was to carry out an independent end line evaluation of the UNFPA Rwanda 6th Country Program January 2008 – June 2013 to complement a Mid Term Review (MTR) carried out in 2010.

12. **Analysis of Three Rwanda Strategic Agricultural Policies and Programmes (Vision 2020, EDPRS, PSTA) with a Critical Gender-Informed Review of their implementation and financing** commissioned by Action Aid International in 2014. This was a baseline study of the position of smallholder farmers, and particularly women farmers living in the 11 sectors where Action Aid International works. The report provided an in-depth analysis of the extent to which the agricultural policy is improving the socioeconomic situation of women smallholder farmers and made policy recommendations that will benefit them based on the findings.

13. **Gender analysis on sustainable livelihoods and participatory governance in 2015**. This study was commissioned by OXFAM to inform its Rwanda Country Programme. The study analyzed the gender differences in Rwanda and explored why these differences exist and what they mean for sustainable livelihoods and participatory governance. The report includes an analysis of the legal and policy framework for gender equality and the empowerment of women, an analysis of secondary data and insights from qualitative research with key informants and women and men in Rwanda.

14. **The MDG 2010 Country Update Report**: This report was commissioned by UNDP and provided the first analysis of inequalities with respect to the MDGs as well as an evaluation of the potential for Rwanda achieving the Targets by 2015. The findings were influential in President Paul Kagame being invited to co-chair one of the committees at the MDG Summit in 2010. This report included an analysis of the impact of the economic downturn and climate change on Rwanda.

15. **Feed the Future Africa Great Lakes Coffee support program**: IPAR-Rwanda, in partnership with the Michigan State University, are undertaking the Feed for the Future
Africa Great Lakes Coffee Support program, a three year USAID funded project that aims to implement an integrative program of collaborative research, policy engagement and producer capacity building in the Great Lakes Region of Africa to control potato taste defect (PTD) and improve coffee productivity. IPAR-Rwanda will implement the project activities focused on coffee farmers, notably their cost of production and the determinants of farmer incentives to invest in their coffee plantations.

**Innovations**

IPAR has moved from paper based data collection to electronic data collection. Researchers have been trained in programming tablets using CSPro and now they can use electronic tablets in collection of quantitative data since 2016.

Overall, the institute has worked well with private organizations, Governmental and non-Governmental organizations in undertaking project assessments and developing monitoring and evaluation programs, strategic plans and resource mobilization strategies. IPAR-Rwanda has also had a highly professional relationship with other think tanks in Africa and we are confident that we have an able team with sufficient research skills that is able to undertake any activity that falls within our mandate.

IPAR-Rwanda has the advantage of operating in an environment it understands very well so the findings of the study are more likely to be used to influence policy-making in Rwanda.

**Address & Contacts**

**Institute of Policy Analysis and Research (IPAR-Rwanda)**
Kimihurura, KG 627 St, Building No.4
P.O Box 6005 Kigali
Tel: (+250) 789099704
E-mail: info@ipar-rwanda.org | Website: www.ipar-rwanda.org

**Find us on Social Media**

Facebook: IPAR Rwanda
Twitter: @iparrwanda