



Institute of Policy Analysis
and Research - Rwanda

TTI phase 2 Institutional Support
Grant no. 107909-001
Institute of Policy Analysis and Research (IPAR-Rwanda)
P.O Box 6005
Kigali - Rwanda

Final Technical Report
30th April, 2019

Contents

List of abbreviations3

Executive summary4

1.0 Objectives and Progress towards Milestones7

1.1 Enhancing research quality7

1.2 Improving Organizational Performance9

1.3 Strengthening Policy engagement 13

2.0 Synthesis of results 15

3.0 Problems and Challenges 18

3.1 Administrative Reflections..... 19

3.3 Conclusion and recommendations..... 20

4.0 Annexes 21

4.1 List of completed projects..... 21

4.1 List of Papers, policy briefs and articles 24

List of abbreviations

IPAR – Institute of Policy Analysis and Research –Rwanda

IDRC- International Development Research Centre

TTI – Think Tank Initiative

ACBF – African Capacity Building Foundation

NST1- National Strategy for Transformation 1

EAC – East African Community

SPSS – Statistical Package for Social Sciences

STATA – Statistics and Data

MoU – Memorandum of Understanding

EPRN – Economic Policy Research Network

Executive summary

IPAR-Rwanda was established in 2008, with a mission to enhance evidence-based policy making as well as promote dialogue and a culture of debate on policy issues in Rwanda through conducting timely, relevant high quality public policy analysis and research. Its establishment was part of the ongoing national efforts aimed at supporting the process of achieving the country's development aspirations, through enriched public policy formulation and implementation.

In a bid to deliver on its mission, IPAR developed and successfully implemented a five year strategic plan 2012 -2016 and is now implementing a five year strategic plan 2016-2021 with a focus on achieving the following strategic objectives: (i) Conducting, relevant, timely, and quality policy research and analysis to inform evidence based policy making in Rwanda (ii) Promoting a culture of dialogue and debate on public policy issues to influence policy and impact change (iii) Building the internal capacity of IPAR and that of collaborating institutions to effectively undertake the tasks of policy analysis and research (iv) Mobilising resources needed to support implementation of the 2016 – 2021 strategic plan.

To ensure successful implementation of activities envisaged in both strategic plans, it was deemed imperative for IPAR and its Development Partners to solicit funding that would enable IPAR not only achieve its planned development targets during the planned years but also lay down a firm foundation for sustaining its future operations.

The rationale for TTI phase 2 Institutional Support was to strengthen IPAR-Rwanda's role as a credible public policy analysis and research institution in Rwanda by strengthening its ability to provide high-quality, influential and policy - relevant research.

The project was implemented through the existing IPAR Governance and Management structure with a very close follow-up and guidance from various supervision missions conducted by IDRC program officers, IPAR Board and Management.

The information presented in this project completion report is very valid and reliable as it was obtained from the most credible sources which include the relevant official project documents

(Grant agreement, approved annual action plans and budgets, annual reports, Minutes of BoD meetings and notes from supervision missions).

With TTI Institutional financial and technical support over five years, and with the strategic and visionary support of IPAR BoD and efficient and effective coordination of IPAR management, IPAR was able to work on more than fifty research projects out of these same are still on-going. Project reports, policy briefs, journal articles and background papers were published and shared with stakeholders. With TTI funding too, Institutional departmental units were strengthened. The Research Unit, Administration and Finance Unit, and coordination and management of activities by the Executive Director.

During the TTI phase 2 period, IPAR was able to obtain clean audit reports by external auditors and monitoring teams, and has always adhered to international and national procurement guidelines and complied with the donor reporting requirements.

IPAR has continuously engaged with policy and decision makers at different levels both at local and central government levels, private and civil society leaders through workshops, conferences and discussions in different forums.

IPAR, with the support from the Think Tank Initiative, has been able to collaborate and engage with a number of other development partners, UNDP, USAID, DFID, GIZ, WORLD BANK, AfDB, EU and many others both in and out of Country through conferences, summits and this has widened and increased its visibility and credibility both in Rwanda and beyond.

In conclusion the overall objective of the TTI support for which the project was established was achieved at a highly satisfactory level. Its design and management and technical support provided a firm ground that facilitated its implementation. The oversight and visionary support from Peter Taylor, technical support, oversight and guidance of IDRC program managers, John Okidi and Diakalia Sanoga was a great motivation to the effective implementation of the TTI phase two project.

We highly appreciate the IPAR'S Board's support and visionary leadership, the support and commitment from the IPAR executive Director, the Directors of Research, and his committed and

hardworking team of researchers, the Administration and Finance manager and her Administrative staff and all the staff that enabled this project's success.

Although IPAR has reached a level of institutional development take-off, more efforts are still required to ensure that it has capacity to sustain its operations and continually respond to its mandate.

Despite the high level of achievements obtained in the phase2, IPAR still faces the challenge of financial sustainability to strengthen its internal capacity, through hiring and retaining competent research team to be able to meet the high expectations it has built over time.

IPAR needs to grow its scope of services to meet the demand of high quality research to public sector, private and civil society institutions. There is need to maintain the high momentum built to be able to organise high level deliberative forums that inform national and international development programs. There is need to think and act innovatively if IPAR has to sustain its operational activities and be able to continually respond to its mandate.

1.0 Objectives and Progress towards Milestones

The overall objective of the project was to strengthen IPAR-Rwanda's role as a credible public policy institution in Rwanda by strengthening its ability to provide high quality influential and policy relevant research.

Guided by the institutional annual work plans approved by IDRC for the period November 2014 to March 2019, IPAR-Rwanda ensured delivery on its project specific objectives of enhancing research quality, Improving organizational performance and Strengthening policy engagement but also achieve its (IPAR's) objectives as explained below.

1.1 Enhancing research quality

Undertaking the activities (listed hereunder) to enhance research quality during TTI phase two Institutional Support implementation period contributed to achieving the following objectives:

- Improve the capacity of in - house researchers and external associates, especially in the application of Statistical methods and software in the socioeconomic research and policy analysis;
- Strengthen and maintain IPAR-Rwanda's resource center as a valuable research infrastructure for its researchers and external associates to access relevant print and electronic resources;
- Build on existing levels of collaboration and increase the contributions of networking and partnership in advancing IPAR-Rwanda's research; and
- Ensuring that IPAR –Rwanda 's research outputs are accessible to peers, to the general public via media outlets and to policy makers and thus contribute to scholarly and public policy knowledge;

a) Think Tank Initiative supported the following activities;

Under the component of Research quality, IPAR Rwanda implemented a number of activities which aimed at providing quality influential research products that have continually contributed to informing policy through;

- i) *Ensuring quality of research through on job coaching, and mentoring of researchers, peer reviews and publications of research products by the Director of Research;*

- IPAR researchers under the technical guidance of the Director of Research successfully completed more than fifty research projects whose reports were submitted to a number of stakeholders and policy makers who include the government of Rwanda, development partners like(USAID,GIZ,)Universities and civil society institutions.
- IPAR researchers published twenty-one papers in international peer review journals
- IPAR researchers developed eleven policy briefs and background papers for policy makers;
- IPAR Senior Researchers and research fellows participated in different workshops, conferences and trainings where they presented papers, participated as panel members which all contributed to improving their capacity in data collection, analysis and report writing .This further strengthened their capacity to write articles and policy briefs which they have shared with decision makers, research institutions and scholars, and the public at large

ii) ***Provision of research equipment (Statistical research equipment and software) IPAR intends to purchase SPSS Statistics Professional***

Research equipment to support the delivery of quick and quality research products were purchased. These include tablets, iPads, software were purchased under TTI support About 600 research Assistants have been trained in the areas of data collection of both quantitative and qualitative data, data cleaning and data analysis using both SPSS and stata.

iii) ***Support to in-house research Projects (Research assistants, Field and Daily Subsistence Allowance expenses)***

Research fellows, Research assistants were hired, field work expenses such as accommodation, transport and other logistics were covered for all IPAR researchers while on field which enabled the implementation of different research projects over the period.

iv) ***Managing and continuous updating of the online Research Resource Centre (Monthly email update, Website management and upgrade)***

- IPAR's resource centre was established and it is now fully operational, it is equipped with internet, desktops, bookshelves books, articles , newspapers , with different printed resources and electronic copies of different materials;

- Annual subscription fees for hosting IPAR website were paid, allowing IPAR to upload new content of research findings. The process of upgrading the website is still on going and almost reaching completion, this will make access easy by both internal staff and external associates and all our stakeholders both in and outside the country. IPAR website has also become a tool for the marketing of IPAR activities. There is an online connection with African Portal and the London school of economics

v) ***Support to conferences, workshops, and seminars organised by IPAR***

IPAR conducted a number of workshops, conferences and panel discussions which include the following; 7 Annual research conferences, workshops, TV shows and other policy engagements

- A youth workshop with the theme “Pathways for expanding economic opportunities for Rwandan youths. The role of research and evidence”
- The 7-year Government deliberative forum;
- IPAR-Rwanda brought together stakeholders to discuss “Affordable Housing in Kigali”
- IPAR presented draft findings on agriculture financing in Rwanda for validation to the Steering Committee of the Agriculture Finance Year Book 2017/2018;
- Data Collection Workshop for the Market Analysis of Economic Research in Rwanda project
- Stakeholders’ workshop on adult literacy in Western Rwanda
- First Stakeholders’ forum on “Utafiti Sera on Urban Governance and City Transformation in Rwanda

1.2 Improving Organizational Performance

The activities that were envisaged under the organisational performance during phase 2 period contributed much in achieving the following objectives:

- Reinforcing IPAR-Rwanda’s efforts to secure long-term sustainability by diversifying resource mobilization;
- Strengthening of internal systems and processes of financial management, activity coordination and communication packaging that support research and outreach functions;
- Promote organizational effectiveness through a series of institution –wide strategic and function specific reviews; and

- Supporting the implementation of strategic and operational functions that arise from recommendations of institutional reviews;

a. Think tank initiative supported activities;

With the support from the TTI, IPAR Rwanda was able implement resource mobilisation plans which aimed at diversifying funding sources, and bringing new partners on board, for example IPAR was able to submit a number of proposals that attracted funding from GIZ, IKIRARO, and Access to Finance Rwanda, ODI and USAID.

IPAR was also able to organise conferences, round table discussions and branding of IPAR’s image through production of marketing materials

- i) *Implement resource mobilization plan for financial sustainability by diversifying funding sources (new partners) and increasing core funding by 2019; included participating in conferences, organising round table discussions with development partners and other stake holders, branding IPAR's image and producing promotional materials (posters, pull-up banners , brochures, note books and pens)*

- Michigan State University in partnership with IPAR-Rwanda undertook the Feed for the Future Africa Great Lakes Coffee Support program, a three year funded USAID project that aimed at implementing 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 implemented the project activities focused on coffee farmers, notably their cost of production and the determinants of farmer incentives to invest in their coffee plantations. IPAR-Rwanda collected and analyzed data on the coffee washing stations where the sampled producers process their cherry. The research findings informed government on a number of challenges that coffee farmers were facing in Rwanda and this led to the revision and rise of coffee prices farmers were getting.
- IPAR-Rwanda with financial support from Climate and Development Knowledge Network (CDKN) conducted a study on “Strengthening resilience through businesses collaborations in dealing with Extreme Weather Events: Case study of Kigali;

- IPAR was given a grant to carry out research on “Reviewing policies that promote Biodiversity informatics in Sub-Saharan Africa;
- IPAR-Rwanda in collaboration with United Nations Economic Commission for Africa organized a High-Level Workshop on "Accelerating Economic Growth in Rwanda" in Rubavu District from the 6th December to 8th December 2015. IPAR was able to engage with high level policy makers in the country including the Minister of Trade and Industry, Governor of the Central Bank, Minister of Finance, Minister of Agriculture and other high level delegates both national and international and deliberated on issues that accelerate Rwandan economic growth by 2020;
- A stakeholders’ workshop on “understanding and supporting sustained pathways out of extreme poverty and deprivation” was held on 28th October 2015 at Umubano Hotel. The project was led by the Chronic Poverty Advisory Network (CPAN) at the Overseas Development Institute (ODI). The project was implemented by three East African research bodies namely, Association of Ethiopian Microfinance Institutions (AEMFI) in Ethiopia, Economic and social research foundation (ESRF) in Tanzania and IPAR in Rwanda.
- IPAR-Rwanda in conjunction with EPRN organized a high level dialogue to discuss ways of enhancing Citizen Participation in Economic Development and Poverty Reduction Strategy 3 (EDPRS 3) on 26th May 2017 at Lemigo Hotel. The dialogue attracted over one hundred participants from all sectors of the economy.
- IPAR-Rwanda signed on 30th January 2017 a partnership agreement with Palladium International Limited under the program “Ikiraro cy’Iterambere (Rwanda Multi Donor Civil Society Support Programme) to carry out a project on results of citizen participation in government decision making.
- IPAR-Rwanda and Korea-Africa Center signed a partnership agreement on 6th Feb 2017.
- IPAR-Rwanda and Economic Policy Research Foundation of Turkey signed an MoU on 28th April 2017. All these MoUs and many more others aimed at strengthening IPAR’s partnerships and collaboration with likeminded institutions for networking and knowledge exchange and sharing.

ii) Support to the development and implementation of business model for think tank sustainability

The Executive Director and one senior research fellow participated in a workshop on business model for think tanks sustainability in Dar-es-salaam, Tanzania organised by IDRC. Equally, Three IPAR staff participated in three webinars organised by IDRC that brought together seven think tanks to discuss strategies for resource mobilization for sustainability of think tanks.

In a bid to diversify funding sources, IPAR opened an endowment fund account which will act as a savings account for future use. IPAR staff were also trained on strategic costing, BoD engagement and private sector engagement by Anthony Boateng in a three days' seminar in May 2017 aimed at engaging staff on resource mobilization.

iii) Research Administration, Monitoring and Evaluation

The Research Administrator and Monitoring and Evaluation Officer coordinated and produced institutional reports in compliance with donor and other IPAR stakeholders reporting requirements. This enabled IPAR to comply and submit quality and timely reports. Examples of such reports include; Bi-weekly reports on the status of ongoing projects which help management in tracking progress and constant follow-up of project (s) implementation; Quarterly donor reports that are usually done on time and with good quality adhering to donor guidelines and procedures, Stakeholder's satisfactory survey report produced based on an online survey. This assists the institution to establish the extent to which IPAR products and services respond to stakeholder's expectations and are appreciated by stakeholders. IPAR-Rwanda was also able to effectively monitor the implementation of the institutional annual work plan and budget, and reporting to the Institution's Management team. This position supported the effective organisation of Board of Directors' meetings scheduled every quarter.

iv) Support the functioning of Fiduciary Units (Procurement and Finance), salaries for Accountants and procurement officers, indicators include clean audit reports, timely payments to clients, efficient management of finances and compliance with procurement procedures.

IPAR's finance department ensured transparency and accountability of the Institution's finances by using SAGE Paste software in ensuring books of accounts are well kept hence contributing to

Institutional strengthening. Research staff were given full support in the implementation of research projects especially in ensuring that data collection fees are catered for.

The Institution managed to obtain clean audit reports for the financial years from 2014 to date and procurement guidelines and procedures were adhered to.

v) *Provision of Strategic Leadership on implementation of IPAR's vision and mission objectives and overseeing the development and implementation of institutional strategy - remunerations to ED, managing IPAR's relations with the Board of Directors, development partners, implementation of board resolutions, meeting with policy makers, and other stakeholders. Marketing of IPAR's products and services and increased networks through conferences, both in and outside the country.*

This support was in line with Executive Director's mandate of providing an institutional support strategic direction, through articulating and implementing organizational strategic objectives defined in the vision and mission of the Institute and under the Board's oversight and guidance. This further entailed ensuring efficient and effective management of organizational financial and human resources, monitoring the implementation of planned activities with support from M&E and Administration and Finance Manager working with the research unit to produce quality research reports, papers and disseminate to policy makers.

vi) *Office stationary and Utilities*

The acquisition of additional tablets for data collection quickened and eased the process of data collection, data analysis and report writing. This further reduced the number of research assistants hired to go on field and had an impact on the data entry fees hence provided value for money.

The use of tablets reduced the number of days researchers spend on field and at the same time quality was not compromised.

1.3 Strengthening Policy engagement

Undertaking the activities (listed hereunder) to strengthen policy engagement during TTI phase two Institutional Support implementation period has contributed much in achieving the following objectives:

- Promoting research – to – policy outreach through networking and partnership with national and international stakeholders;
- Ensuring continuous contribution to policy debates through public forums and other research output dissemination strategies; and
- Promoting the uptake of IPAR-Rwanda ‘s research in national public policy processes through strategic alliances with key policy actors;

a) **With Think tank initiative support the following activities were further undertaken by IPAR;**

i) Annual Research Conferences

IPAR managed to organise annual research conferences for the years: 2015, 2017 and 2018. The themes were; Building on MDGs progress for the future of Developing countries, secure biodiversity and ensure natural resources management toward sustainable development and Policies and programmes to support poverty reduction respectively to the years mentioned. Over three hundred participants attended from Government, civil society Institutions, academic Institutions and development partners like USAID, World Bank, DFID, GIZ among others. High level policy makers always participated like ministers, members of Parliament and Senate heads of institutions, District governors and Mayors.

Networking and partnership with national and international stakeholders

IPAR started partnerships with both local and international partners. Among the local partners, government ministries and agencies have been key. IPAR partnered with government on different projects especially where they needed an independent eye on policy issues facing the country. For example; IPAR partnered with the National Institute of Statistics during the evaluation of Imihigo project commissioned by the Prime minister’s office among others.

IPAR managed to engage policy makers through conducting different workshops, dissemination of project reports, policy briefs and meetings with officials from all levels in government.

In line with networking, a stakeholders’ dinner was organised on the 19th of May 2018 which brought together staff and board members from the Institute with policy makers, government and

ministry representatives to better inform them on what IPAR-Rwanda has been doing during the last seven years, on what it is capable of, and on its future projects which are of major interest for Rwanda's development.

Internationally, and regional institutions visited and learnt from IPAR a Malawi based Institution called Malawi Public Policy Research and Analysis project was hosted at IPAR on the 31st March 2017 where both think tanks shared their experiences as think tanks and which lessons each could learn from another. IPAR, South African Minister of Foreign Affairs who had come to the performance evaluation framework and Methodology. We hosted a number of delegations from China, Sudan, South Korea and many others

2.0 Synthesis of Results

The findings in this report are derived from an analysis of information obtained from the review of relevant documents; Grant agreements, Annual plans and budget, project implementation reports, project reports data base and IPAR monthly newsletters. To clearly understand the project background and context and to understand how TTI phase 2 project goals and objectives contributed to overarching national development policy direction, the results of the analyzed information are presented in the context of the purpose and objectives of the project.

The project immensely contributed to strengthened internal capacity of IPAR to undertake policy analysis and research as evidenced by (i) increased number of research projects undertaken during the project period, with resources and facilitation provided by the project (ii) Short and long term training opportunities including coaching and mentoring offered to IPAR researchers and non-research support staff using resources provided by the project; (iii) Organisational support services and resources (Consultants, office furniture and equipment, a resource centre equipped with desktops and laptops as well as software packages to support research).

During the project period, IPAR was able to successfully accomplish more than fifty research projects against a total of 60 which had been planned. The remaining 10 projects are still on-going but were also initiated during the project period. At the time of preparing the project completion report, other research projects were being initiated and are in pipeline.

Local and international workshops as well as study tours were offered to members of IPAR Board, Management and staff, using IDRC support in addition to top up from internally generated revenues to enable them share experience and best practices with other experts involved in research field.

In the context of organisational support services and resources, the project provided resources to hire Consultants that supported the process of proof reading research reports, acquiring of office furniture and equipment and establishing a resource centre equipped with desktops and laptops as well as software packages to support research.

The project also provided resources to strengthen institutional and organisational set up needed to support research. In this respect, the project provided resources to review and update IPAR's strategic plan, including the review of operational manuals (HR, Procurement, Financial and administrative) to support research.

IPAR-Rwanda's core mission is to enhance evidence-based policy making as well as promote dialogue and a culture of debate on policy issues in Rwanda, through conducting timely, relevant high quality public policy analysis and research. The main research users of IPAR's research outputs are policy makers, academicians and the private sector. In this context, a number of research studies were conducted. Some of them include the following:

- The Office of the Prime Minister commissioned IPAR-Rwanda to conduct the evaluation of the performance contracts (known as Imihigo) for the central and local government for five consecutive years from 2014 to 2018. The main objective of the evaluation was to assess the performance against the targets, identify challenges encountered, establish gaps and give recommendations to inform the future generation of the Government of Rwanda Imihigo planning and implementation process. Results are always expected to **improve the future planning, accountability, and increased knowledge and better decision making.** IPAR-Rwanda's visibility and credibility has greatly increased over the last five years as a result of its involvement in this important this particular project.
- IPAR-Rwanda evaluated the Seven Year Government Program (2010-2017) which informed the next presidential term priorities in all sectors of the country's economy.

- IPAR-Rwanda under the study “Africa Great Lakes Region Coffee support program project (AGLC)”, collaborated with Global Knowledge Initiative, Michigan State University, NAEB, and the University of Rwanda, to conduct five Round table discussions bringing together stakeholders from across the Rwandan specialty coffee sector, as well as US-Rwanda based research partners. The topics included; Understanding farmer motivation and encouraging farmers to invest in their coffee; Ensuring producers are paid for high quality coffee, and that premiums can reach them; Optimizing financing for farmers and cooperatives; Ensuring a higher proportion of coffee moves through the fully washed channel (e.g. zoning policy, farmer incentives, etc.) and Availability and effective use of pesticides and fertilizers.
- IPAR-Rwanda generated a very useful baseline on coffee which provided very important information to guide the coffee sector including cost of production and farmer incentives which was reflected in the new policy on coffee. This was a success story of the first year of project implementation as far as IPAR’s mandate is to advise policy-makers among others is concerned.
- Publication of an excellent review of east African policies on biodiversity informatics in the Journal for Nature Conservation (Elsevier publisher) which appeared on 25th May 2016. This article is particularly notable for being – to our knowledge – the first ever African policy publication reviewing the biodiversity information landscape outside of South Africa. This review highlights the growing awareness about the importance of sufficient high-quality information on the species living in some of the fastest-developing regions worldwide.
- In terms of creating a culture of policy debate and dialogue in Rwanda, the project provided resources to support conduct of round table discussions and policy forums in at least 15 policy making institutions and holding seven Annual Research Conferences.
- National launch of the Africa report on Science, Technology and Innovation (ACR ON STI) 2017 on 17th February 2017 and many more others.

3.0 Problems and Challenges

The project risks and related risk mitigation measures have been categorised as follows; the first category related to possible loss of Government good will when IPAR tries to exercise its independence in delivering its research results. IPAR's relationship with Government has remained strong and government buy-in of research findings is visibly increasing as evidenced by the increasing demand for IPAR's services through commissioned research by various government partner institutions. The involvement of IPAR-Rwanda in the IMIHIGO evaluation process is in itself a living testimony of the degree of trust and confidence government has in IPAR.

The increasing trend in the country's development process and the independence of IPAR increases opportunities for further research and reduces the level of anticipated risks.

The second category of risks identified during the project implementation phase related to high staff turn-over especially for senior researchers. The issue of inadequate researchers in the country has indeed been a constraint in the project implementation process. However, IPAR has had to close gaps by recruiting from regional sources on the one hand and identify from universities, students with high performing scores who have interest in research to undergo training for purposes of developing them into researchers. This initiative however, needs to be developed further into a future capacity building initiative to support the development of researchers in the country. This is a grey area and IPAR needs to seize the opportunity to partner with government and DPs through NCBS to enhance capacity for research in the country.

The declining of donor funds is posing a major risk to weakening the internal capacity hence IPAR staff working under pressure due to the limited number of quality researchers. This has therefore led to less publications by researchers, limited capacity building for research staff all of which contribute to weakening the quality and timely delivery of research products.

Hiring of research associates to complement the existing IPAR research team has greatly helped in terms of meeting project completion deadlines. IPAR has a diverse research associate data base used to hire them on project basis. IPAR management opted to use research associates as means of having the needed expertise on projects in a cost effective way rather than having a big number of researchers employed fulltime. However, getting committed and less costly research associates

has proved expensive and their quality and timely delivery of work is not always assured since they are always committed elsewhere.

3.1 Administrative Reflections

The arrangements for Project Governance & Management for TTI phase 2 Institutional support exhibited unique features. The common Governance & Management practices of donor funded projects is that of establishing project steering committees and project management units with separate management systems and operational procedures. The donor organisations appoint task team leaders to oversee and often guide implementation of all project activities through the instruments of no-objections and supervising missions. Very often the task team leaders have more authority over project implementation processes than the beneficiary organisations.

In the case of TTI phase 2 Institutional support, the project Governance and Management were fully mainstreamed and imbedded in the existing organisational structures of IPAR without creating unnecessary parallel functional structures. The Board of Directors had oversight role for the whole organization and the implementation of the project. Now that the project has closed, the Board will continue its oversight role without any need to change the structure.

The procedures used for planning and implementation of the project activities do not differ in any way from those used for planning activities of IPAR. IPAR prepares its annual action plans and Budgets which are submitted to the Board for approval. The same action plans and Budget are shared with the donors to check their relevance with the projects they funded and there after approving them. There is no marked difference between implementation of project activities and those of IPAR.

The arrangements for the project supervision, Monitoring & Evaluation by the project officers also present good lessons of experience. IDRC conducted four supervision missions aimed at following up project implementation. It had always been noted that the discussions held between the supervision teams and the project team (IPAR BoD members and IPAR staff) at IPAR during the supervision missions were always friendly and educative.

There are no issues of disagreements arising out of procurement or any other project management related activities. There are no major issues of disallowed expenses and mis-procurement that usually feature in many donor-funded projects.

3.3 Conclusion and recommendations

The overall objective for which TTI phase 2 Institutional support project was established was achieved at highly satisfactory levels. Its design, Governance and Management provided a firm ground that effectively facilitated its implementation. The good will and support provided by IDRC and other partners added great value to the project implementation process.

The institutional, organisational and human resource capacity created at IPAR through the resources provided by the project constitute a bedrock around which future projects shall be anchored.

Although IPAR reached a level of institutional development take-off, much more effort is still required to ensure that it has capacity to sustain its operations.

It is recommended therefore that IPAR engages its development partners to identify and secure additional funding to support implementation of the last four years of its 2016-2021 strategic plan and beyond.

IPAR Board and Management are very grateful to the both financial and technical support obtained from the IDRC under TTI funding. The team is very grateful to the tireless support we got from Peter Taylor (Program Manager TTI), John Okidi the Senior IDRC program Specialist and Diakalia Sanogo the program specialist for their strategic and technical support to IPAR during implementation of both TTI funding (phase1 and 2). With TTI support IPAR was able to secure office premises which have greatly contributed to the sustainability of the institution, IPAR was able to support and retain competent staff that have continually and tirelessly worked hard to raise the visibility of IPAR both Nationally and international, networked with other policy think tanks across the globe, raised funds to support the institutional activities and engaged with policy makers at all levels hence responding to the original IPAR mandate.

The challenge however remains. IPAR is not yet able to raise enough resources to meet the research demand that it has created both in public, private and civil society institutions

Due to dependence on project funding, IPAR is not able to have its own research agenda that will help in responding to its mandate of informing policy in Rwanda.

IPAR is not be able to grow and widen its research activities, publication and effective dissemination of its research products is limited due to limited funds since most of it funding is ear marked for specific project activities. IPAR’s current capacity to develop relevant articles, policy briefs, and newsletters is limited due to lack of funds hence this affects research dissemination and limits evidence uptake by the policy makers and the public

We therefore request that IDRC continues support to think tanks since they are still key in informing policy design and implementation in Africa. As Rwanda implements vision 2050 and National Strategy for Transformation NSTI which are to drive Rwanda into a middle Income nation by 2030 and upper middle income Nation by 2050 and as African Countries implements SDGs and Agenda 2063, the role of research remains key and concerted effort by both development partners and respective governments of African countries need to fund research that will provide data to inform implementation of these polices

4.0 Annexes

4.1 List of completed projects

Fiscal Year	Projects contracted and Implemented during TTI Phase 2 funding in conjunction with ACBF and Internally generated funding
2014-2015	1. Imihigo Evaluation 2013/2014 - PMO 2. Gender Analysis - OXFAM

	<ol style="list-style-type: none"> 3. Security implications and practical solutions to the incidence of vendors, beggars, delinquents and prostitutes in the City of Kigali – City of Kigali 4. Public Policy Responses for Climate Resilient Development – IIED 5. Update selected indicators in the log frame for the land tenure regularization program – DFID 6. Biodiversity Informatics – Biodiversity foundation 7. CDKN 8. Study on airfreight competitiveness in Rwanda – PSDAG/USAID 9. Assessing the policy, Institutional and operational situation, bottlenecks and identify practical solutions and recommendations that will maximize the impact of VSO – VSOR 10. Rwanda’s approach to mobilizing, allocating and managing development finances as well as examine the nature of their engagements with the different providers – ACET 11. Annual financial budget analysis 2014/2015 – Action aid 12. Imihigo Evaluation 2014/2015 - PMO 13. Evaluation of Results based Aid in the Education Sector in Rwanda – DFID 14. Country reviews and CPIA study – ACBF 15. Independent interim reviews and final evaluation of Rwanda Climate change and Environment fund support projects (FONERWA) - DFID 16. Undertaking supporting sustained pathways out of extreme poverty and deprivation - ODI 17. Great lakes coffee support program - MSU 18. Country's approach to mobilizing, mobilizing, allocating and managing development finance – ACET 19. Study on airfreight competitiveness in Rwanda - (PSDAG)/ USAID
2015-2016	<ol style="list-style-type: none"> 1. Strengthening the impact on employment of sector policies - ILO

	<ol style="list-style-type: none"> 2. Analysis of existing policies, plans and programs for development of catchment plans – SNV 3. Production of case studies on Science, Technology and Innovation in Rwanda – ACBF 4. Imihigo Evaluation 2015/2016 – PMO 5. Child birth registration Assessment – World Vision 6. Land Tenure Regularization – African Development Bank 7. Health SDG integration - ACHEST
2016-2017	<ol style="list-style-type: none"> 1. Disability Rights Fund 2. Evaluation of the Seven Year Government Program 2016/2017– PMO 3. Water and Poverty project – SKAT 4. Advancing Rwandan Administrative Justice Activity 5. Africa Capacity Report : Transformative Leadership - ACBF 6. Results of Citizen Participation in Government Decision Making’ – IKIRARO 7. Gender profile in Health and Energy- CTB 8. Open Budget Survey – International Budget Partnership
2017-2018	<ol style="list-style-type: none"> 1. Fostering a social practice approach to adult literacies for improving people's quality of life in western Rwanda - University of Aberdeen 2. Utafiti Sera – PASGR 3. Imihigo Evaluation 2017/2018 – PMO 5. Business Cycle Indicators – GIZ 6. Market Analysis – GIZ 7. Evaluation of 7yrs Government program – PMO

2018-2019	<ol style="list-style-type: none"> 1. Agricultural Finance Year book – Access to Finance Rwanda 2. Ikiraro Cy'iterambere phase 2 – DFID 3. Surgery project - University of Aberdeen 4. Mid - term Imihigo REG - Energy Development Cooperation 6. Updating the 2013 Kigali Master Plan and another study on secondary cities - SUBARNA and Jurong consultants 7. FES – Poverty Advisory Group 8. GIZ – Macroeconomic and investment project 9. ODI- Determinants of poverty Dynamics in Rwanda
-----------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

4.1 List of Papers, policy briefs and articles

October 2014 to September 2015

April- June 2015

PAPERS

1. Tsinda, A. Abbott, P. Chenoweth, J., 2015. Sanitation markets in urban informal settlements of East Africa. *Habitat International*. 49, 21-29.
2. Tsinda, A., Mutesi, L., Mugisha, R., 2015. Assessment of the sediment budget and water balance, Nyabihu, Rwanda. *J. Environ. Sci. Water Resource*. 4(2): 039-052.
3. Tsinda A., Mugisha R., Mutesi L., Bizoza A. Abbott P., 2015. Biodiversity informatics in Eastern Africa: Status, drivers and barriers. *International Journal of Biodiversity and Conservation* (Under review).
4. A paper done and presented by IPAR Director of Research on SOIL erosion and Land tenure regularization in Rwanda: a historical perspective “2015 World Bank Conference on Land and Poverty”

October 2015 to September 2016

January- March 2016

Policy briefs developed

1. Policy Brief on “2014/15 Imihigo Evaluation - January 2016
2. Analysis of Rwanda’s Agriculture Budget Expenditure 2015-2016
3. Vision 2020, EDPRS and PSTA: their impact on women small Farmers

A review paper on policies relevant to biodiversity informatics in East Africa countries was published by IPAR team. The article, which appeared in the most recent issue of *The African Technopolitician Magazine*, summarizes the institutional landscape of biodiversity information in the region, identifies national barriers and enabling conditions for the successful assembly and maintenance of data related to biodiversity.

Link: <http://www.acts>

[net.org/images/Pubs/Magazine/The_African_Technopolitan_January_2016_Issue.pdf](http://www.acts.net.org/images/Pubs/Magazine/The_African_Technopolitan_January_2016_Issue.pdf)

IPAR developed an article on its achievements and contributions to the policy environment in Rwanda which appeared in the December 2016 issue of the *Peace Fruits* magazine. It is a national magazine that features highlights on Rwanda’s Development;

April-June 2016

Policy briefs/background papers developed

1. Understanding farmer motivation and encouraging farmers to invest in their coffee
2. Ensuring producers are paid for high quality coffee, and that premiums can reach them
3. Optimizing financing for farmers and cooperatives
4. Ensuring a higher proportion of coffee moves through the fully washed channel (e.g. zoning policy, farmer incentives, etc.)
5. Availability and effective use of pesticides and fertilizers

Paper published

A paper from the project Biodiversity Informatics was published on 25 May 2016

<http://www.sciencedirect.com/science/article/pii/S1617138116300383>

Kind, C., Tsinda, A., 2016. Cooperation among Rwandan businesses for increasing resilience: Analysing existing initiatives and scoping potentials (RSGL-1301). Climate & Development Knowledge Network (CDKN).

Access link: ps://cdkn.org/wp-content/uploads/2015/05/D6-adelphi-IPAR-2016-Final-Report-Business-Collaboration-Rwanda-RSGL-1301_v2.pdf

Kind, C., Tsinda, A., 2016. How to protect your business and property from flooding. Climate & Development Knowledge Network (CDKN).

Access link: <https://cdkn.org/wp-content/uploads/2015/05/Flood.23.pdf>

Tsinda, A; Mugisha, R; Mutesi, L; Bizoza, A; Kayitesi, E; Abbott, P; 2016 . Biodiversity informatics in Eastern Africa: Status, drivers and barriers. Journal for Nature Conservation 32 (2016) 67–

80. Access link: <http://www.sciencedirect.com/science/article/pii/S1617138116300383>

Kind, C., **Tsinda, A.**, 2016. Cooperation among Rwandan businesses for increasing resilience: Analysing existing initiatives and scoping potentials (RSGL-1301). Climate & Development Knowledge Network (CDKN). **Access link:** ps://cdkn.org/wp-content/uploads/2015/05/D6-adelphi-IPAR-2016-Final-Report-Business-Collaboration-Rwanda-RSGL-1301_v2.pdf

Kind, C., Tsinda, A., 2016. How to protect your business and property from flooding. Climate & Development Knowledge Network (CDKN). **Access link:** <https://cdkn.org/wp-content/uploads/2015/05/Flood.23.pdf>

IPAR's Executive Director and the Director of Research worked on an article entitled "Eight regional economic communities (RECs) have been established in Africa, but regional integration still leaves a lot to be desired. For example, formal private- sector activity tends to remain too weak," published in the Development and Cooperation Magazine (WWW.DANDC.EU), September – October 2016;

2017/2018

Papers

Tsinda, A., Abbott, P. A., & Mugisha, R. (2018). *Review of Policies for Biodiversity Informatics in Southern Africa: Case Studies of Botswana and South Africa*. SSRN.

Tsinda, A; Kind, C., 2017. Results from a business survey on flooding in Kigali. CDKN Workshop, Kigali-Rwanda.

Tsinda, A. 2017. Biodiversity informatics in Eastern Africa, Technopolitan. Access link: [http://www.actsnet.org/images/Pubs/Magazine/The African Technopolitan January 2017 Issue.pdf](http://www.actsnet.org/images/Pubs/Magazine/The_African_Technopolitan_January_2017_Issue.pdf)

Tsinda, A; Abbott, P; Chenoweth, J; Pedley, S; Kwizera, M; 2017. Improving sanitation in informal settlements of East African cities: hybrid of market and state-led approaches, International Journal of Water Resources Development, DOI:10.1080/07900627.2017.1310090
Access link: <http://www.tandfonline.com/doi/abs/10.1080/07900627.2017.1310090>

Tsinda, A and Abbott; P, 2017. Between the Market and the State: Financing and Servicing Self-Sustaining Sanitation Chains in Informal Settlements in East African Cities (April 12, 2017). Working Paper 1, Centre for Global Development, University of Aberdeen. Available at SSRN: <https://ssrn.com/abstract=2951915>

Tsinda, A., 2017. Runoff and Flooding in the City of Kigali: Physical factors and coping strategies. International Conference organised by IPAR-Rwanda, Kigali, Rwanda.

Tsinda, A., 2017. Building inclusive, resilient and sustainable cities. Presentation during ACU Commonwealth Summer School 2016, University of Rwanda.

Michael Tusiime, Alfred Otara, Ali Kaleeba, Annet Kaviira, **Aime Tsinda**, 2017. Gender Differences in Enrollment and Graduation Rates in Private and Public Higher Learning Institution in Rwanda. Rwanda Journal ISSN 2305-2678 (Print); ISSN 2305-5944 (Online)
DOI: <http://dx.doi.org/10.4314/rj.v4i1.2B>

Policy brief published: A policy brief on Imihigo Evaluation

<http://www.thinktankinitiative.org/content/ipar-rwanda-evaluating-performance-contracts-imihigo-improve-lives-rwandans>