



The KENYA INSTITUTE for PUBLIC  
POLICY RESEARCH and ANALYSIS

# KIPPRA IN BRIEF

## 2019





# CONTENTS

ABOUT KIPPRA	5
GOVERNANCE (ORGANIZATIONAL) STRUCTURE	6
RESEARCH PROGRAMMES	7
RESEARCH OUTPUTS	9
CAPACITY BUILDING PROGRAMMES	16
RESEARCH AND CAPACITY BUILDING AGENDA	21
DISSEMINATION OF RESEARCH FINDINGS	22
PARTNERSHIPS AND NETWORKS	23
DEVELOPMENT PARTNERS	24
CAPACITY TO MANAGE AND IMPLEMENT CONTRACTS	25
KEY ACHIEVEMENTS	27
CONTACTS	32

## VISION

An international center of excellence in public policy research and analysis.

## MISSION

To provide quality public policy advice to the Government of Kenya by conducting objective research and analysis and through capacity building to contribute to the achievement of national development goals.



## ABOUT KIPPRA

KIPPRA is an autonomous public institute established in May 1997 through a Legal Notice and commenced operations in June 1999. In January 2007, His Excellency the President signed the KIPPRA Bill into law and the KIPPRA Act No. 15 of 2006 came into force on 1st February 2007.

The mandate of KIPPRA is to develop capacities for policy formulation, implementation and evaluation within National and County governments; undertake relevant and timely policy research and analysis; serve as a point of policy engagement and communication on public policy; and develop and maintain a reservoir of knowledge on public policy in contributing to the achievement of national development goals.

## GOVERNANCE (ORGANIZATIONAL) STRUCTURE

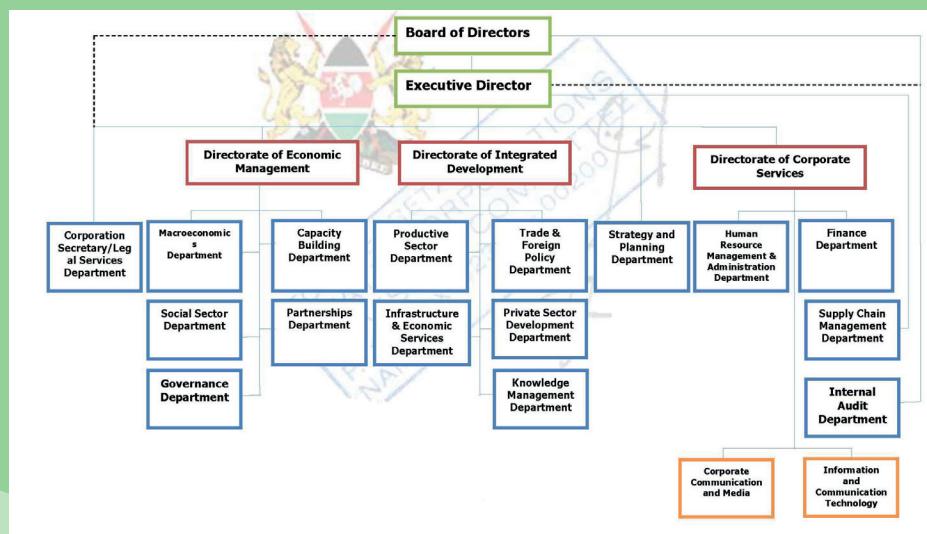
The management of KIPPRA is vested in a Board of Directors. The Chairman of the Board is appointed by His Excellency the President while other Board members, except the Executive Director, are appointed by the Cabinet Secretary at the time in charge of National Treasury and Planning. The Board recruits the Executive Director through a competitive process.

Board members are appointed by virtue of their integrity, knowledge and experience in matters related to public policy, and understanding of management and social science research procedures. The Board operates through four committees (Finance, Audit, Programmes and General Purposes). The operations of the Board are guided by the Board Charter.

The Executive Director is responsible for directing the affairs and transactions of the Institute and ensures the preparation and implementation of the Strategic Plan and Annual Work Plans.

There are three (3) Directorates, headed by Directors, several Departments headed by Deputy Directors, and two (2) Divisions headed by Principal Officers. The Corporation Secretary/Legal Services supports the Executive Director and the Board, and other Departments. The Directors, Deputy Directors, and Heads of Divisions assist the Executive Director in implementing the Strategic Plan and Work Plan activities of the Institute.

Below is the organizational structure of the Institute:



## RESEARCH PROGRAMMES

There are seven (7) broad research programmes/departments of the Institute:

### Macroeconomics

The department contributes to the overall goal of improving public policy for growth, equity and poverty reduction through macroeconomic policy analysis and research. It focuses on research and analysis of pertinent macroeconomic policy issues such as economic growth analysis; fiscal policy; monetary policy; external sector; and macroeconomic forecasting using tools such as the KIPPRA-Treasury Macroeconomic Model (KTMM), Social Accounting Matrix (SAM) and poverty modules.

### Productive Sector

The department focuses on three primary sectors that form the backbone of economic development in Kenya: agriculture, tourism, and natural resources and environment. The aim is to conduct policy research and analysis to identify factors that explain the performance and competitiveness of these sectors.

### Social Sector

The department conducts research and analysis on issues such as poverty dynamics, social protection, population dynamics, inequalities, health, education, and labour markets. The aim is to provide a resource base on objectively researched policy issues in the social sector in Kenya, and to build capacity in social policy analysis.

### Infrastructure and Economic Services

The department focuses on problems inhibiting the development and provision of physical infrastructure and services in the energy, petroleum transmission and distribution; water and waste management; transport; construction and housing; urban and regional planning and management; information and communications technology (ICT); environmental health; Infrastructure finance, investment and productivity; and public service delivery.

## **Private Sector Development**

The department focuses on policy issues related to growth and development of private sector including investment opportunities and growth; financing needs; the role of the government in private sector growth; and firms' operations and performance.

## **Governance**

The department aims at addressing governance issues affecting Kenya's socio-political and economic development. These issues include devolution and policy process, legal and institutional reforms, economic and corporate governance, land reforms and conflict management. The main objective is to address policy-related governance issues such as strengthening of the rule of law, land management, the fight against corruption, improved security, and enhancement of transparency and accountability in public and corporate institutions.

## **Trade and Foreign Policy**

The department identifies suitable domestic trade reforms and encourages regional cooperation and international trade policy dialogue. Research and analysis on domestic and international trade, and the role of foreign policy to support the development of appropriate trade and investment policies that will spur growth and job creation, foster innovation, promote sustainable development and thus contribute to the prosperity of the country and its people.



## RESEARCH OUTPUTS

KIPRA publishes research outputs under various series:

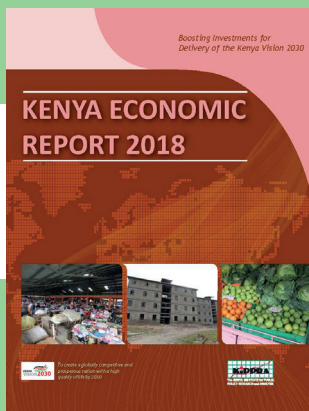
### Kenya Economic Report

This is KIPRA's flagship publication. The report, which is produced annually and presented to Parliament by the Minister in charge of Planning, analyses Kenya's economic performance for the last year, prospects for the next three years, and benchmarks the performance against comparator and selected countries. It is produced in consultation with The National Treasury and Planning, and Central Bank of Kenya. The inaugural report was published in 2009.

The themes covered so far are:

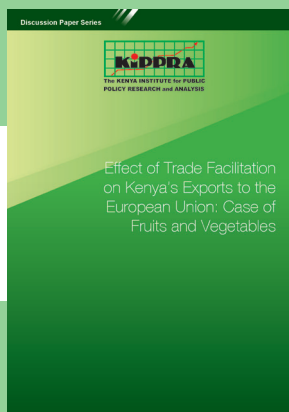
1. 2009: Building a Globally Competitive Economy
2. 2010: Enhancing Sectoral Contribution towards Reducing Poverty, Unemployment and Inequality in Kenya
3. 2011: Transformative Institutions for Delivering Kenya Vision 2030
4. 2012: Imperatives for Reducing the Cost of Living in Kenya
5. 2013: Creating an Enabling Environment for Stimulating Investment for Competitive and Sustainable Counties
6. 2014: Navigating Global Challenges While Exploiting Opportunities for Sustainable Growth
7. 2015: Empowering Youth through Decent and Productive Employment
8. 2016: Fiscal Decentralization in Support of Devolution
9. 2017: Sustaining Kenya's Economic Development by Deepening and Expanding Economic Integration in the Region
10. 2018: Boosting Investments for Delivery of the Kenya Vision 2030





## Discussion Papers

They communicate results and reflections from ongoing research activities at the institute. The papers are internally refereed and are disseminated to inform and invoke debate on policy issues.



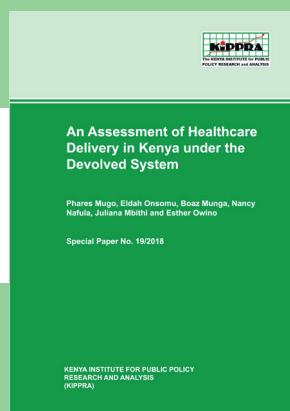
## Working Papers

They disseminate results of on-going research at the institute. The papers in the series cover specific policy issues in detail and are meant to provide policymakers and researchers with background information that can be used in developing refined discussion and policy papers. The papers are authored and reviewed by KIPPRA researchers and disseminated to the public and other stakeholders to provoke debate and solicit comments.



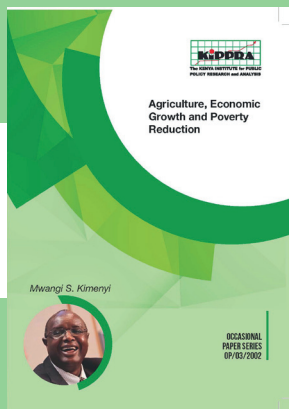
## Special Papers

They deal with specific issues that are of policy concern. The reports provide in-depth survey results and/or analysis on policy issues. They are meant to help policy analysts in their research work and assist policymakers in evaluating various policy options. Deliberate effort is made to simplify the presentation so that issues discussed can easily be grasped by a wide audience.



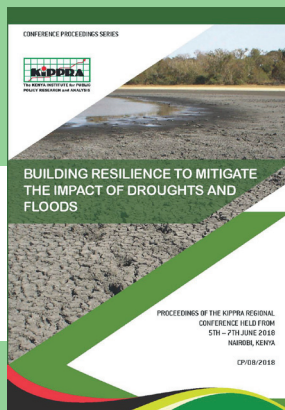
## Occasional Papers

They focus on broad issues that are significant to contemporary policy concerns. Papers in this series are meant to generate debate and to inform a wide range of audience, including the general public. They draw from the practical experience and expertise of a wide cross-section of persons who have been involved in research, policy and leadership positions in government, international organizations, civil society and business.



## Proceedings

They report the proceedings of conferences and workshops organized by KIPPRA. Whenever possible, discussions at such forums are also included. The proceedings are compiled and reviewed by KIPPRA researchers and are disseminated to inform, provoke, and solicit comments.



## Policy Papers

They aim at wide dissemination of the institute's policy research findings. The findings are meant to stimulate discussion and build capacity in the public policy making process in Kenya.



## Policy Briefs

KIPRA Policy Briefs aim to inform policy makers or bring to their attention a policy issue or problem, what needs to be done, policy options, and alternative course of actions and their implications. They distill or synthesize a large amount of information, ideas, research and analysis so that the reader can easily understand the heart of the issue/problem, its background, views of various stakeholders, recommendations and their implications.



## Client Reports

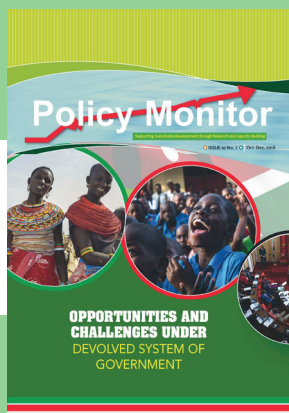
The Institute prepares research reports on various policy issues for specific clients in government and private sector. Some of these reports are available to the public, while others are for limited circulation.

## Journal Articles

Researchers at KIPPRA are encouraged and supported to regularly disseminate KIPPRA research findings by publishing in peer reviewed journals, and book chapters in book series monographs.

## KIPPRA Policy Monitor

This is a quarterly newsletter of the Institute. The newsletter provides a quarterly economic outlook of Kenya's economy and carries incisive articles on various current and relevant policy issues. The aim is to contribute and inform debate on current policy issues. The newsletter also provides snapshots on ongoing KIPPRA research programmes, news and events.



## Media Articles and Blogs

KIPPRA publishes media articles in national newspapers, and blogs on its own website and other reputable international blog forums to contribute to debate on development policy issues. KIPPRA also publishes, on a quarterly basis, an inhouse newsletter, the KIPPRA Policy Monitor. This reviews the Institute's activities and carries incisive articles on current policy issues and debate in the country. It also provides an outlook of Kenya's economy.

## Training Manuals

These are used in KIPPRA's capacity building programmes, which include Young Professionals) programmes, Creating and Enabling Environment for Private Sector (CEEPS), Public Policy Making Process, KIPPRA Mentorship Programme for Universities, Governance Structures in a Devolved System of Government, among others.

## Policy Analysis Tools

Over the years, the Institute has developed and maintained policy analysis tools to support its research and policy analysis programmes, as well as for capacity building. These tools include the KIPPRA-Treasury Macroeconomic Model (KTMM). The Institute also has in its custody various datasets, which are regularly updated.

The various KIPPRA publications are available on the KIPPRA website ([www.kippira.org](http://www.kippira.org)) and library.

## CAPACITY BUILDING PROGRAMMES

Capacity building for stakeholders is part of KIPPRA's core mandate. The objective is to strengthen the ability of government and private sector officers to analyze policy issues and absorb the research and policy analysis products.

The Institute has institutionalized various stakeholder capacity building programmes, some of which are highlighted below:

**KIPPRRA**  
KIPPRRA FOUNDATION

**www.kippra.or.ke**

## KIPPRRA

### YOUNG PROFESSIONAL PROGRAMME

#### About Kippra

Kippra was established in 2010 by a group of young Kenyan business professionals who were passionate about creating a positive impact on the lives of young professionals in Kenya. Kippra is a non-profit organization that is dedicated to developing leadership capacity for young professionals in Kenya. Kippra is a registered company limited by guarantee and is not for profit.

#### Kippra's Vision, Mission and Core Values

**Vision:** To be a leading organization in the development of young professionals in Kenya.

**Mission:** To develop young professionals in Kenya who are equipped with the skills, knowledge and attitude to lead and inspire others.

**Core Values:** Integrity, Accountability, Transparency, Innovation, and Collaboration.

#### Young Professional Programme

The Young Professional Programme is a leadership development programme for young professionals in Kenya. The programme is designed to help young professionals develop the skills, knowledge and attitude to lead and inspire others. The programme is open to young professionals who are currently working in the private sector and who are interested in leadership development.

**Objectives of the Programme**

- To develop young professionals in Kenya who are equipped with the skills, knowledge and attitude to lead and inspire others.
- To provide young professionals in Kenya with the opportunity to network with other young professionals and to learn from their experiences.
- To provide young professionals in Kenya with the opportunity to receive mentorship from experienced professionals.
- To provide young professionals in Kenya with the opportunity to receive training and development opportunities.
- To provide young professionals in Kenya with the opportunity to receive recognition for their achievements.

**Target Group**

The programme is open to young professionals in Kenya who are currently working in the private sector and who are interested in leadership development.



**KIPRA**  
The Institute for Public  
Policy Research and  
Analysis

# KIPRA MENTORSHIP PROGRAMME FOR UNIVERSITIES (KMPUS)

*"Choose to influence your career in public policy with us"*

**KIPRA** is an autonomous public institute established in May 1992. Our mandate is to conduct research and analysis on public policy implementation and evaluation. We have implemented and evaluated various National Development Policies, Ministerial Orders, and Government Policies. We have also been involved in policy development and communication of public policy. We have been instrumental in the development of public policy in contributing to the achievement of national development goals.

**TARGET GROUP**

The programme is targeted for local graduates who are looking for job openings between public policy and development. We include University students, graduates and diploma holders.

**DURATION**

Three to six months depends on the university partners.

**WHAT WE OFFER TO YOU**

We plan to build your experience in policy making and academic in the national and international levels through participation and research. This is expected to enhance your knowledge and skills in public policy analysis in shaping programme and policies. You will also be involved in policy review and policy development projects. You will be given an opportunity to work with the National Development Programme for Universities (NDPU) in developing the programme for Universities to enhance the quality of higher education in the field. We'll also introduce a new learning tool, the *Public Policy and Development* magazine, to help you in promoting or protecting national interest.

**OBJECTIVES OF THE PROGRAMME**

The overall objective of KIPRA is to facilitate to enhance knowledge and develop capability of the University Graduate in understanding the public policy making process.

**HOW WE SPECIFICALLY THE PROGRAMME WILL:**

- Provide an opportunity for the University Graduate to experience the government's planning in policy of the development agencies.
- Provide an opportunity for the University Graduate to experience in public policy research and analysis.
- Provide an opportunity for the University Graduate to experience in policy review and policy development projects to build a career in public policy.
- Provide a platform to discuss emerging policy issues that have the most on-going changes and analysis activity.
- Share with the University Graduate on government agencies that influence the new policy and initiative in the economy, including the national interest.

**PROGRAMME ACTIVITIES**

- Get to face interaction with staff members.
- Have assignments with experts.
- Experience sharing with career development experts.
- Open forum.
- Specialized training programs.



**MODPRA**  
MODERN POLITICAL DESIGN  
PRACTICE

# GOVERNANCE STRUCTURES IN A DEVOLVED SYSTEM OF GOVERNMENT

*"Enhancing your understanding of governance structures and operations"*

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## Who is Kippura?

We are a charity, Kippura Design and Media (KIPURA) is a not-for-profit public interest established in May 2014. We are dedicated to providing quality public information, education and resources with the National and Learning Government Academies and the Local Government Academy, as well as a range of digital engagement and social media content and content creation services. Kippura is a public interest charity established for the advancement of political development goals.

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## Why you should enroll for the training programme

Enrolling in this valuable public interest education and training is a guaranteed transformational experience that will enhance your future success. The Government operates in a pluralistic system of delivering services to its people. This approaching the smaller government entities is necessary to provide the best possible service to the people. Kippura will be the first to provide the best possible service to the people, ensuring that the government is able to deliver the best possible service to the people. The Government operates in a pluralistic system of delivering services to its people. This approaching the smaller government entities is necessary to provide the best possible service to the people. Kippura will be the first to provide the best possible service to the people, ensuring that the government is able to deliver the best possible service to the people. The Government operates in a pluralistic system of delivering services to its people. This approaching the smaller government entities is necessary to provide the best possible service to the people. Kippura will be the first to provide the best possible service to the people, ensuring that the government is able to deliver the best possible service to the people.

## Young Professionals Programme

This programme started in 2003 and over 150 public and private sector officers have graduated from the programme. The Young Professionals (YP) training programme is a 12-month programme targeting officers already working in the public and private sector.

Every year between March and April, the Institute advertises the programme in national dairies and through its website. Ten to twelve officers are enlisted with the Institute, during which they take rigorous courses covering, among other areas: public policy analysis and formulation. Its popularity has grown over the years, with over 300 applications received every year. The recruitment process is highly competitive and successful candidates join the Institute in July.



Suitable candidates must be below 35 years of age, possess an MA or MSc degree in Economics or related social sciences, have at least one (1) year practical experience in the proposed area of training, and have strong analytical skills, problem solving capabilities and be results oriented.

## **Public Policy Making Process**

The Public Policy Making Process course is designed to introduce participants to formulation of public policy by the government on behalf of the citizens. The broad objective of the course is to enhance the learner's knowledge and understanding of how public policies are designed and the various ways in which they can shape public policy. Specifically, the programme will: Impart knowledge and understanding of the public policy making environment in Kenya; Provide the steps involved in defining policy questions and structuring policy issues; Create awareness on ways in which various actors can influence the policy making process, especially by providing inputs into the national policy agenda; Provide the mechanics of policy design and the requisite policy tools used by governments to influence change; Apply skills and knowledge that governments use to ensure that public policies are efficient, effective and deliver results for citizens; and Create awareness on the linkages between research and public policy

The course is structured into ten (10) modules and takes five (5) days of intensive learning, analyzing case studies and solving problems using group assignments. The target group comprises policy makers, policy analysts and implementors (in both national and county governments and the private sector), bureaucrats and other related professionals.

## **Creating an Enabling Environment for Private Sector**

The Institute has been providing the programme on Creating an Enabling Environment for Private Sector (CEEPs) since its early days. However, the programme has been revamped since 2018 to align the governance structures arising from the Constitution of Kenya 2010, and the changing business environment.

The capacity development programme is focusing on strengthening the capacity of government officers at county level in articulating key priorities in providing an enabling environment to grow private sector economic activity.

With the devolved system of government, counties have a significant role to play in national development, expanding livelihood opportunities for the communities and enabling private sector participation in the development agenda. It is therefore necessary that they make the right policies and prioritize interventions.

The objectives of the programme are to:

- (i) Create awareness on key factors to consider in designing development strategies and policies that promote strong inclusive growth
- (ii) Provide a framework to guide in prioritizing reforms and evaluating their outcomes
- (iii) Support in identifying exploitable opportunities to engage the populace productively in improving social welfare
- (iv) Develop capacity to strengthen policy research and analysis

The scope of the programme includes:

- Understanding the long-term development agenda and the role of the county governments in achieving the set objectives
- Setting appropriate policy, legal, and regulatory frameworks to promote business activities and boost job creation
- Promoting national cohesion and conflict management to secure market confidence in exploiting available opportunities
- Promoting our culture through creative art and tourism
- Strengthening environmental management to achieve sustainable development
- Supporting human capital development with adequate and appropriate investments in health and education
- Embracing public sector reforms to enhance delivery of public service
- Identifying opportunities to expand trade, increase investment and promote technology - based industrial growth
- Using economic tools to support the policy making process

The course mainly targets county officers and Members of the County Assembly. While the Institute has developed an annual calendar of training, there is flexibility to respond to the needs of organizations as they arise.

The four (4) day capacity development course is delivered through presentations, group discussions, case studies, documentaries, among others.

## Governance Structures in a Devolved System of Government

This course started in 2018. The course is designed to enlighten public officers on their role in the governance system and cultivate their ownership in supporting the government execute its mandate. It also helps to enhance the knowledge base of public and private sector practitioners on government operations, and prepare and develop leaders, managers, analysts and administrators to take up challenges of governance structures in the public sector. The course looks at the technical and policy aspects of governance and the complex interplay between agencies and institutions at all levels of government.

The course is offered on request for a duration of five days. The modules covered include:

- Theoretical framework and conceptualization of governance structures
- Understanding the Government: Actors and governance systems
- Inter-relationships between national and county governments
- The role of Independent offices, Commissions and other government agencies in the governance structure
- Components of devolution, roles and functions

Delivery is mainly through lectures, group discussions, case studies and class exercises to ensure it is interactive.

The training programme is open to policy makers and implementers in the public and private sector, alongside those in research, academia, private sector and to committed to a better understanding of governance in Kenya.

## Macroeconomic Modelling

KIPPRA offers capacity development in macroeconomic modelling and other courses to government officials and the private sector. This course is very popular, especially with economists in government ministries, and regional member states. The capacity development is mainly based on the KIPPRA-Treasury Macroeconomic Model (KTMM) which is used by the Government of Kenya and KIPPRA in policy analysis, forecasting and simulations.

The KTMM was developed between 2000 and 2003 as a joint project between the Kenya Institute for Public Policy Research and Analysis (KIPPRA), the Micromacro Consultants (MMC) and the Institute of Social Studies (ISS) both of the Netherlands.

The first operational version of the model was realized by August 2000. Since then the model has been used to support budget formulation and preparation process especially through inputs in the macroeconomic framework for the Fiscal Strategy Paper (FSP) and its successors Budget Outlook Paper (BOPA) and Budget Strategy Paper (BSP). Simulation runs of the model provided the basis for the macroeconomic framework for the 8th National Development Plan and the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC 2003-2007). In addition, important policy issues have often been analyzed using the model under different alternative policy scenarios. The model has also been the basis of KIPPRA's capacity building for regional macro-modeling courses, and training for Young Professionals and economists serving within the government.

While county governments may not have reached a stage to develop own forecasting and simulation models, there is an opportunity to learn from the experience of KIPPRA on how counties could come up with more realistic budget forecasts.

## **KIPPRA Mentorship Programme for Universities**

This programme was relaunched in 2018 with a more proactive approach. The overall objective of the programme is to create awareness and develop capacity of the University Community in understanding the public policy making process. More specifically, the programme aims to:

- Enlighten the university community on public policy the government is implementing in pursuit of the development agenda.
- Provide an information resource for students seeking career experience in public policy research and analysis.
- Nurture mentorship to strengthen skills of students aspiring to build a career in public policy process.
- Provide a platform to discuss emerging policy issues that have the potential to shape research and analysis activity.
- Share with the university community on governance aspects that influence the way we engage in building the economy, including the national values.

The whole day sessions, mainly held at the universities, involve face to face interaction with guest speakers, panel discussions with experts, experience-sharing with career practitioners, open fairs, and specialized training programs.

## RESEARCH AND CAPACITY BUILDING AGENDA

KIPPRA identifies its research and capacity building agenda from various government development blueprints, and through client feedback mechanisms that the Institute has institutionalized over the years.

As a public policy think tank, the Institute provides research and policy analysis technical backstopping on various government development blue prints, such as the Kenya Vision 2030 and its five year-medium term plans. Moreover, the Institute is alive to other regional and global development agendas such as the Sustainable Development Goals, the AU Agenda 2063, among others, which not only influence Kenya's development agenda but also provide the Institute with an opportunity to articulate development issues at global level.

Within every two years, the Institute conducts a client satisfaction survey during which various stakeholders give essential feedback on the products and services from KIPPRA, and policy and capacity building areas that the Institute could focus on. The main focus during the survey is on quality and relevance of products and services, ease of access and use of the products and services, organizational visibility and influence, and emerging policy issues or concerns. This feedback has been most useful in developing the research agenda of the Institute.

KIPPRA interacts with government and private sector stakeholders during public policy debates, government medium and long term development blueprints, and through proactive approaches, especially in identifying long term research agenda. Every year, KIPPRA participates in over 25 government -appointed taskforces and technical working groups. These have been important forums from which the Institute is able to pick out emerging policy issues, and gaps.

Internally, the Institute has put in place mechanisms for collating emerging policy issues through a policy surveillance mechanism which enable it to keep on top of current and relevant policy issues. The Institute is able to inform and influence debate on issues through quick policy blogs and articles, and also through annual work plans.

Going forward, the Institute will be putting more emphasis on long term development issues that are or will affect the country and other countries in the region and in Africa.

## DISSEMINATION OF RESEARCH FINDINGS

KIPPRA disseminates its research findings through a wide array of channels. These include workshops, seminars, roundtables, conferences, etc; distribution of publications to stakeholders, including foreign missions; availing outputs through the website, [www.kippira.org](http://www.kippira.org); participation in public exhibitions, book fairs and trade fairs; and publishing journal articles in peer reviewed journals, and publishing media articles and blogs in local and international media outlets and blog forums.

The Institute regularly organizes high profile dissemination workshops during which findings of KIPPRA research are disseminated to stakeholders and debated. Moreover, the Institute convenes numerous roundtables with stakeholders on various policy issues.

Every year, the Institute endeavors to organize a high-level conference on a thematic area that is highly current and relevant with a view to bringing together key stakeholder to discuss pertinent policy issues

The reports of the proceedings of conferences and workshops organized by the Institute are disseminated to inform, provoke, and solicit comments.

One of the key mandates of KIPPRA is to organize symposia, conferences, workshops and other meetings to promote the exchange of views on issues relating to public policy research and analysis. Although organizing a conference of this magnitude is resource-intensive and time consuming, KIPPRA endeavours to organize annual conferences on pertinent policy issues to serve as a point of communication and encourage the exchange of views between the national government, county governments, the private sector and other bodies or agencies of the national and county governments on matters relating to public policy research and analysis.

In 2018/2019, the Institute organized a conference themed “Building Resilience to Mitigate the Impact of Drought and Floods”.

## PARTNERSHIPS AND NETWORKS

KIPPRA has established links with local and international organizations and maintained a resourceful network of researchers. These networks have been very useful in facilitating joint projects, as sources of data and information, and in providing capacity building opportunities for KIPPRA researchers.

At the national level, KIPPRA collaborates with various government ministries, departments and agencies; various constitutional commissions; the National assembly; and the Senate.

At the regional level, the institute has established networks with the African Economic Research Consortium (AERC), and Food and Agricultural Policy Research and Analysis Network (FANRPAN).

At the international level, the institute has established networks with the World Bank, International Monetary Fund, United Nations Development Programme (UNDP), United Nations Development Fund for Women (UNIFEM), International Food Policy Research Institute (IFPRI), Brookings Institution, Global Development Network (GDN), World Health Organization (WHO), Food and Agriculture Organization (FAO), Swedish International Development Cooperation Agency (SIDA), International Development Research Centre (IDRC), United Nations Environment Programme (UNEP), International Institute of Legislative Affairs (IILA), among others

The Institute has also developed partnerships with various local and international universities.

## DEVELOPMENT PARTNERS

KIPPRA's activities are mainly supported by the Government of Kenya, and the Think Tank Initiative of IDRC, and own-generated resources through contracted projects and investments. Government funding is in the tune of about 60 percent.

The institute has established clear financial procedures that assure accountability.

The KIPPRA Board approves an annual programme and budget. The Institute like other public entities in Kenya is audited by the Kenya National Audit Office Auditor-General, and audit reports are available on a regular basis and are circulated to all development partners. Development partners also conduct audits on the projects supported.



## CAPACITY TO MANAGE AND IMPLEMENT CONTRACTS

The Institute's strategic role in policy research and analysis and in building capacity for policy formulation has deepened because of renewed government commitment to reforms for accelerating economic growth and poverty reduction, coupled with the devolved structure of government because of the Constitution of Kenya 2010. The importance of KIPPRA in providing leadership in research and policy analysis can be demonstrated through the major projects it has handled in the recent past, among them:

1. Baseline Revenue Analysis for Office of the Controller of Budget
2. Assessment of Equality and Inclusion in Kenya, for the National Gender and Equality Commission, Kenya
3. Development of the Green Economy Indicators, for UNEP
4. Green Growth Diagnostics for Africa, with Institute of Development Studies, Sussex
5. National Values and Principles of Governance Survey, for the State Department of Interior Coordination, Kenya
6. Assessment of Devolution in Kenya, for the State Department of Devolution
7. Survey on Micro and Small Enterprises in Kenya, for the Micro and Small Enterprises Authority
8. Values and Principles of Public Service, for the Public Service Commission Kenya
9. Development of Kenya Railways Strategic Plan, for the Kenya Railways Corporation
10. Strengthening Public Finance Management of County Government in Kenya, funded by the Think Tank Initiative of IDRC
11. Economic Inclusion of Youth and Women through Inclusive Entrepreneurship in Kenya, a collaborative project with Economic Policy Analysis of CIREs (CAPEC) of Ivory Coast, and Laboratory of Quantitative Analysis Applied to Development – SAHEL (LAQAD-S) of Burkina Faso

### Staffing

As at January 2019, KIPPRA had a staff capacity of 56, of whom 33 were male and 22 female. Total research staff are 34 against non-research staff capacity of 22. Out of the 34 research staff, 23 are male and 11 are female.

The research staff capacity of 34 comprises nine (9) PhD holders in various disciplines, and mainly Economics, while 25 are Masters degree holders with vast experience in research and policy analysis.

The non-research staff capacity of 22 comprises one (1) PhD holder, nine (9) Masters, six (6) Bachelors, one (1) Diploma and five (5) certificates.

In 2017, the government of Kenya approved a new organizational structure for KIPPRA that is being implemented progressively towards an optimal staffing capacity of 169 staff in the coming few years.

## **Information and Communication Technology**

KIPPRA has high level information and communication technology. Every staff member has a computer connected to the Internet, and running on a Local Area Network. All staff are ICT literate. The Institute has been modernizing service delivery by automating most of its processes, including in such areas as data collection.

## **ISO Certification**

The Institute became certified on 20th October 2010 under the ISO 9001: 2008 Quality Management System. In 2018, the Institute successfully transited and was certified under the ISO 9001: 2015 Quality Management System. The Quality Management System has enabled the Institute achieve improved business planning, better process integration, greater quality awareness within the Institute, improved credibility and image of Institute, and most importantly improved customer satisfaction. The Institute is committed to continuously improve the Quality Management System.

## KEY ACHIEVEMENTS

Since KIPPRA became operational in June 1999, the value of an independent research institute has been demonstrated by the frequent use of its policy outputs and the involvement in taskforces and working groups. Perhaps the most important achievement KIPPRA has made is the establishment of strong research capacity and infrastructure, and a strong reputation and brand name. By its third year of operation, KIPPRA had begun consolidating its position as a centre of excellence in policy research and analysis. One of the institute's projects won the 2001 Outstanding Research on Development by the Global Development Network. This was a notable achievement, considering that the competition included long established research institutes from over 70 countries.

KIPPRA played a key role in developing the Economic Recovery Strategy 2003-2008, whose implementation saw Kenya's annual economic growth accelerate from 0.5% in 2003 to 7.0% in 2007; Vision 2030, which charts the way for Kenya to join the league of middle income countries by 2030; and the Vision's medium term plans. Another indicator of the institute's impact and reputation is the rapidly growing demand for its products and services.

In 2004, a study conducted by KIPPRA on primary school education received the second prize for outstanding research from the Global Development Network (GDN). The paper was selected as a chapter in a book published by the GDN.

In 2007, an article on access to secondary education won the Emerald Literati Network Award for Excellence. In 2007, the Foreign Policy Research, an American Think Tank (Foreign Policy Research Institute, under its Think Tanks and Civil Societies Programme) that used a panel of international experts and also looked at the quality of the products of various think tanks around the world listed KIPPRA as one of the 'GO TO' think tanks in the world, and among the top five think tanks in Africa. KIPPRA was the only think tank from Kenya to make the list, out of the 26 considered.

With respect to capacity building, the Young Professionals programme has become the flagship capacity building programme of the institute, with a clear calendar, selection process, and course material development process.

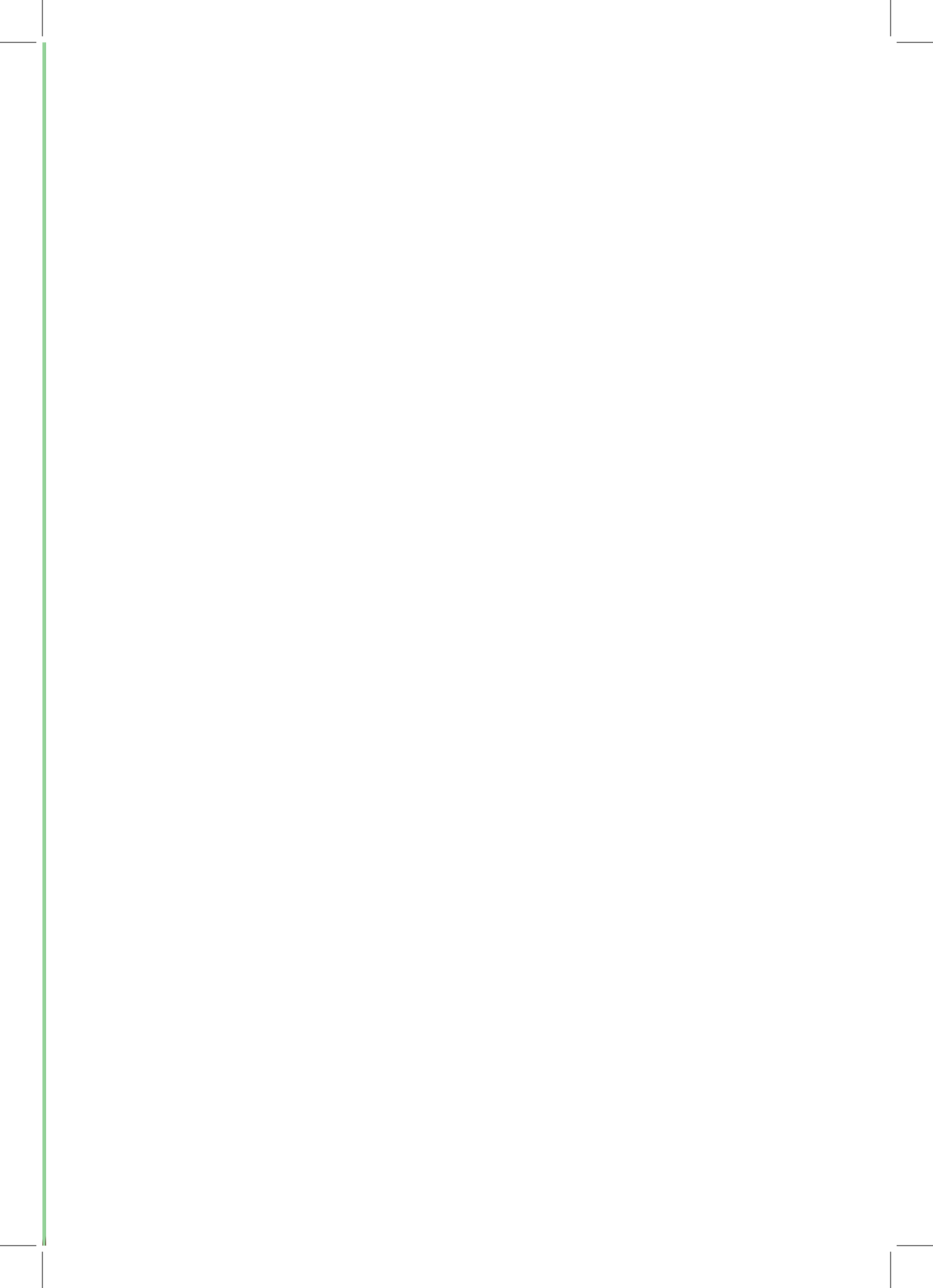
In 2009, KIPPRA won a grant of Canadian Dollars 1.7 million (Ksh 138 million)

from the International Advisory Group of the Think Tank Initiative of IDRC. The grant, which followed a successful proposal submitted by KIPPRA, provides four-year budgetary support to the institute. The Think Tank Initiative is an initiative of IDRC, the William and Flora Hewlett Foundation, and the Bill & Melinda Gates Foundation. During Phase 1, the initiative has been supporting 24 think tanks in East and West Africa, enabling them to provide sound research that informs and influences national policies in their respective countries.

In June 2014, KIPPRA received enhanced funding from IDRC through the Think Tank Initiative (TTI). The Phase 2 funding will begin in October 2014 and end in March 2019, coming straight after completion of Phase 1 (2009-2014) funding amounting to Ksh 138 million. The Phase 2 funding will enable KIPPRA expand its capacity to provide high quality public policy research and analysis, and strengthen policy engagement and communication. Full details of the grant will be announced later in the month by the Board of IDRC, which supports the Think Tank Initiative.

In 2010, the Institute received Phase III of ACBF funding of US\$ 2 million for five years, which ended in 2015. The grant has enabled the Institute reduce strain on sustainability resources.

In 2014, KIPPRA was ranked the top think tank in Sub-Saharan Africa (SSA), according to the 2014 Global Go-To Think Tank Index Report. This was a major improvement from the previous year where the same index report ranked KIPPRA number 15. In the 2014 ranking, only eight other Kenyan think tanks featured in the Sub-African category and three in the world wide category. KIPPRA was also one of the only Kenyan think tanks in the following categories: Best think tank conference, Best trans-disciplinary research programme, Best use of social networks, Best external relations/public engagement programme and Outstanding policy oriented public programmes. KIPPRA has remained among the top ten think tanks in Sub-Saharan Africa during the period 2014-2018.







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