



Institute of Policy Analysis  
and Research - Rwanda

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# **IPAR-RWANDA STRATEGIC PLAN**



# 2021 - 2026

# FOREWORD BY BOARD CHAIRPERSON

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This is the Fourth Strategic Plan (2021-2026) since the establishment of the Institute in 2008. This Strategic Plan embeds pursuit of excellence, integrity and honesty, professionalism, innovation and team work and this makes it practicable for the Institute to deliver on its core mandate.

IPAR – Rwanda will continue to articulate timely and relevant policy advice in supporting the medium and long term development strategies as enshrined the National Development Strategies in current Vision 2050 and NST1) which are implemented through

a series of development policies that are implemented across the various sectors of socio-economic activity in the country.

The Institute is now more than 14 years in existence, the impressive performance exhibited in past years, is now directing our focus in the next five years to deliver on our mandate of continued development and strengthening capacity for research and policy dialogue and debate, resources mobilization and financial sustainability as well as strengthening capacity for policy analysis, implementation oversight and coordination of delivery of the institute’s mandate to inform policy and impact change in Rwanda and beyond.

It is by efficiently exploiting the available synergies that the Institute can responsively inform the National development agenda. To ensure the strategic plan implementation is realized, the Institute’s culture will be nurtured in the context of its values and principles of governance. This way, the Institute will be at the forefront in providing high quality, timely and relevant policy advice to stakeholders at both national and international levels with a strong support for institutional structures.

**Dr. Odette UWIZEYE**  
**CHAIRPERSON**  
**IPAR–RWANDA BOARD OF DIRECTORS**

# ACKNOWLEDGEMENT BY THE EXECUTIVE DIRECTOR

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The IPAR–Rwanda Strategic Plan 2021-2026 preparation process was accomplished through a series of stakeholder’s consultations involving key actors at strategic, managerial and technical levels. It builds on previous successes and seeks to enhance delivery of its mandate by enhancing the institute’s efficiency and effective research processes. As such, the strategic plan focuses on the following key strategic objectives, namely; strengthening capacity for research, policy dialogue and debate, research capacity building, resources mobilization and financial sustainability as well as

providing implementation oversight and coordination of the institute. All this is geared at improving quality, relevance and responsiveness of policy research and analysis, strengthening effectiveness in policy engagement, impactful dialogue and debate, ensuring financial and institutional sustainability, promoting institutional brand to globally position the Institute.

IPAR-Rwanda’s strategic planning process was anchored on the process of achieving the overarching enshrined in the National Development Strategies including the Medium Term Development Strategies enshrined in the current Vision 2050 and NST1), and other government commitments including the implementation of Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063 which are implemented through a series of development policies implemented across the various sectors of socio-economic activity in the Country. The value addition of IPAR-Rwanda’s research and policy analysis work coupled with the enhanced culture of policy dialogue and debate is to inform policy and impact change in the National Development process. The strategic plan will be implemented through annual work plans that will be developed in consultation with departments, management, staff and key stakeholders.

Policy analysis and research programmes will aim to strengthen inter-disciplinary approaches while deepening thematic research and policy analysis activities to allow for more comprehensive coverage of policy issues. The Institute also aims to improve data management, and adopt new technologies and innovations as cornerstones for timely and relevant policy research and analysis.

In ensuring IPAR-Rwanda stays engaged with its stakeholders, the Institute will hold regular policy seminars to allow exchange of policy views for more focused research and analysis. In addition, dissemination workshops will be organized to share the research results, while the Institute’s annual conferences will be used as a platform for sharing experiences and engaging with a wider scope of stakeholders. IPAR-Rwanda will continue providing advisory and technical services through participation in various taskforces and technical working groups. The Institute will expand partnerships to capture the key functions of the Institute, diversify funding sources, strengthen organizational culture and strengthen the monitoring and evaluation function.

IPAR-Rwanda plans to continue improving staff welfare to enhance productivity, building necessary skills to create a pool of experts on various in the established research thematic areas, providing the required infrastructure in knowledge management; promoting brand; adopting new technologies and innovations for communication; and strengthening monitoring and evaluation. IPAR Rwanda is grateful to all those who contributed towards the development of this Strategic Plan. First and foremost, to the Board for providing oversight and the Senior Management team for providing leadership from inception to completion. IPAR Rwanda staff provided valuable observations and inputs into conceptualizing the strategic business model of the Institute, while the Senior Management team invested a lot time of dedicated work into developing the plan.

The Strategic Plan also got enormous support in form of valuable contributions from stakeholders during various stakeholders’ validation meetings held. We would specifically like to thank representatives of the IPAR Rwanda Board of Directors, The Ministry of Finance and Economic Planning and The National Institute of Statistics of Rwanda (NISR) for their inputs and endorsement of the Strategic Plan during the validation workshop

Finally, let me assure our Board of Directors, and all stakeholders, that the Management and staff of IPAR-Rwanda are fully prepared to work as a team to fulfill the plans detailed in this 2021-26 strategic plan document. We therefore count on your technical, financial, and moral support in the next five years and beyond.

**Ms. Eugenia KAYITESI**  
**EXECUTIVE DIRECTOR**  
**IPAR – RWANDA**

# ABBREVIATIONS AND ACRONYMS

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|                  |  |
|------------------|--|
| <b>ACBF</b>      | African Capacity Building Foundation                                       |
| <b>AU</b>        | African Union  |
| <b>AFR</b>       | Access to Finance Rwanda   |
| <b>BNR</b>       | Banque Nationale du Rwanda (National Bank of Rwanda)                       |
| <b>BoD</b>       | Board of Directors   |
| <b>CPAN</b>      | Chronic Poverty Advisory Network   |
| <b>CHUK</b>      | University Teaching Hospital of Kigali                                     |
| <b>EICV</b>      | Enquete Integrale sur les Condition de vie des Manages                     |
| <b>EAC</b>       | East Africa Community  |
| <b>EDPRS</b>     | Economic Development and Poverty Reduction Strategy                        |
| <b>EPRN</b>      | Economic Policy Research Network   |
| <b>Rwf</b>       | Rwanda Francs  |
| <b>GKI</b>       | Global Knowledge Initiative  |
| <b>GDP</b>       | Gross Domestic Product   |
| <b>GIZ</b>       | Gesellschaft für Internationale Zusammenarbeit (German Development Agency) |
| <b>Grow 2</b>    | Global Economic Opportunities for Women                                    |
| <b>GoR</b>       | Government of Rwanda   |
| <b>IDRC</b>      | International Development Research Centre                                  |
| <b>IGC</b>       | International Growth Centre  |
| <b>IPA</b>       | Innovations for Poverty Action   |
| <b>IPAR</b>      | Institute of Policy Analysis and Research                                  |
| <b>M&amp;E</b>   | Monitoring and Evaluation  |
| <b>MDGs</b>      | Millennium Development Goals   |
| <b>MINECOFIN</b> | Ministry of Finance and Economic Planning                                  |
| <b>MoU</b>       | Memorandum of Understanding  |
| <b>MSU</b>       | Michigan State University  |
| <b>NGO</b>       | Non Governmental Organisation  |
| <b>PASGR</b>     | Partnership for African Social and Governance Research                     |
| <b>PRSP</b>      | Poverty Reduction Strategy Paper   |
| <b>NAEB</b>      | National Agriculture Export Board  |

|              |   |
|--------------|---|
| <b>NISR</b>  | National Institute of Statistics of Rwanda    |
| <b>NST1</b>  | National Strategy for Transformation 1        |
| <b>ODI</b>   | Overseas Development Institute                |
| <b>SDGs</b>  | Sustainable Development Goals                 |
| <b>SWOT</b>  | Strengths Weaknesses Opportunities Threats    |
| <b>TA</b>    | Technical Assistance                          |
| <b>UNECA</b> | United Nations Economic Commission for Africa |
| <b>UR</b>    | University of Rwanda                          |
| <b>USD</b>   | United States Dollars                         |
| <b>WASAC</b> | Water and Sanitation Corporation              |
| <b>WB</b>    | World Bank                                    |

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# 1. INTRODUCTION

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IPAR-Rwanda adopted a practice of developing 5-year strategic plans to guide the process of achieving its vision and mission in the context of its mandate. Each of the 5-year strategic plans represents the aspirations of the Board of Directors, Management Team and other Key Stakeholders who are interested in IPAR-Rwanda's work on Policy Analysis and Research to influence Policy and impact change.

The rationale and objective of the fourth 5-year strategic plan (**2021-2026**) is to build on the consolidated gains made in the course of accomplishing activities envisaged in the previous three 5-year strategic plans (**2009-2012, 2012-2016 and 2016-2021**) and effectively support the process of achieving National Development goals in the framework of IPAR-Rwanda's mandate.

The methodology adopted for the preparation of this Strategic Plan (**2021-2026**) entailed: a Review of the previous strategic plan to assess achievements made, challenges met and lessons learnt in order to lay a firm foundation on which the new strategic plan will be established. The process was accomplished through a review of relevant documents (**2016-2021 strategic plan document and related implementation reports**) and conducting a series of stakeholder consultations involving key actors at IPAR-Rwanda's strategic, managerial and technical levels.

At the Strategic level, the Board was consulted to obtain their views and guidance on the strategic direction that IPAR-Rwanda needs to take in the context of its mandate. At the Managerial and technical levels, the consultation process focused on reviewing the lessons learnt and challenges met in the course of accomplishing activities envisaged in the previous Strategic Plan.

The information obtained from the review of relevant documents and consultation with key stakeholders as indicated above, forms a foundation upon which the design of the **2021-2026** Strategic Plan is anchored.

The **2021-2026** Strategic Plan is presented under the following sections: (i) Background and context; (ii) Review and Assessment of the previous Strategic Plan (2016-2021); (iii) Key areas of focus in the 2021-2026 Strategic Plan; (iv) Envisioning of IPAR-Rwanda reflecting on its Vision, Mission and Core Values; (v) Analysis of IPAR-Rwanda's Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis); (vi) IPAR-Rwanda's Strategic Objectives and Key Activities; (vii) Implementation Plan and Budget Implications and (viii) Results Monitoring Framework.

The strategic focus in the implementation of activities envisaged in the 2021-2026 strategic plan shall be to benchmark IPAR-Rwanda's work processes and



products on international best practices and standards. This will enable IPAR-Rwanda to attain the required status of an **“Internationally recognized Policy Analysis and Research Institution”** as reflected in its Vision.

The process of implementing activities envisaged in the 2021-2026 Strategic Plan shall include a continuous Monitoring and Evaluation arrangement to ensure effective attainment of the envisaged objectives as well as the desired outputs

and outcomes. A mid-term evaluation shall be arranged to assess progress in the implementation process and provide recommendations for undertaking any corrections that shall be deemed necessary. At the end of the planning period (5years)an End-of-Period Evaluation shall be commissioned to assess the extent to which the envisaged activities have been accomplished and the set Strategic Objectives have been achieved.

# 2. BACKGROUND AND CONTEXT

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IPAR-Rwanda is the leading independent, not-for-profit research and policy analysis Think Tank in Rwanda. It became fully functional in 2008 with the support of African Capacity Building Foundation (ACBF) and International Development Research Centre (IDRC).

IPAR-Rwanda was established with a mission of enhancing evidence-based policy making by conducting research and policy analysis in the context of improving policy and impacting change in Rwanda. In conducting its core research and policy analysis work, IPAR-Rwanda always aims at becoming an independent, internationally recognized Research and Policy Analysis Centre that promotes a culture of dialogue and debate in Rwanda. In that context therefore, IPAR-Rwanda is always committed to providing quality research and consultancy services that serve the purpose of the client within the confines of its mandate.

IPAR-Rwanda successfully implemented its first, second and third strategic plans, in 2009-2012, 2012-2016 and 2016-2021 respectively. This success not only raised its profile, but also made it impressively outstanding among local and international think-tanks. The achievements registered, challenges encountered and lessons learnt in the course of accomplishing planned actions envisaged in the short, medium and long-

term plans constitute a bedrock on which IPAR-Rwanda benchmarks the planning process in the context of fulfilling its mandate.

IPAR-Rwanda's strategic planning process is anchored on the process of achieving the overarching goals enshrined in the National Development Strategies (**Medium Term Development Strategies enshrined in NST1 in the framework of Vision 2050**) as well as those embedded in the Regional and International Development Agenda (EAC Vision 2030, Africa agenda 2063 and the SDGs) to which Rwanda subscribes.

The work accomplished in the context of IPAR's mandate contributes to the achievement of the Development Goals highlighted above, through conducting policy analysis and research, enhancing a culture of dialogue and debate on policy matters in Rwanda as well as building institutional and Human resource capacity. The value addition of IPAR-Rwanda's research and policy analysis work coupled with the enhanced culture of policy dialogue and debate, is to inform policy and impact change in the National Development process.

The strategic objectives around which IPAR-Rwanda's Strategic Planning process is anchored include: **(i) Strengthening Capacity for Research; (ii) Enhancing**

**Capacity for Policy Dialogue and Debate and (iii) Human Resources and Institutional Capacity Development; (iv) Resource Mobilization and (vi) Strategic Leadership, Implementation Oversight and Coordination.**

The over-arching goals to which these strategic objectives contribute include: (i) Enhancing the Human and Institutional Capacity of IPAR-Rwanda to conduct relevant research studies that focus on informing policy making processes and (ii) Improving the capabilities of state and non-state actors in Policy Analysis and Management.

Strategic Interventions and Planned Activities to be implemented under each

of the Pillars referred to above are aligned to the process of accomplishing the Annual Research Agenda derived from the **Research Thematic Areas** which are developed by Management with guidance and approval by the Board of Directors of IPAR-Rwanda.

The process of developing this Strategic Plan (2021- 2026), as it is the practice, commences with a Review and Assessment of the previous Strategic plan(2016-2021) to take stock of achievements made, Challenges met and Lessons learnt in the course of implementing activities envisaged in the previous Strategic Plan. This will lay a foundation on which the new Strategic Plan shall be anchored.

# 3. REVIEW AND ASSESSMENT OF THE PREVIOUS STRATEGIC PLAN (2016-2021)

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The review and assessment of the: Achievements, Challenges and Lessons learnt in the previous Strategic Plan (2016-2021) lays down a foundation on which the development of the 2021 - 2026 Strategic Plan is built. It enables IPAR-Rwanda to leverage on the success stories registered in the course of accomplishing planned activities envisaged in the previous Strategic plan as well as address the challenges met and incorporate lessons learnt in the process of defining activities to be implemented under each of the strategic objectives earlier on referred to above:(i) Strengthening Capacity for Research; (ii) Enhancing Capacity for Policy Dialogue and Debate and (iii) Human Resources Capacity Development, over the next 5-year (2021-2026) planning period, (iv) Mobilisation of financial and material resources, (v) Strategic leadership and implementation oversight and coordination.

## 3.1. Achievements made and Success Stories

### a) Conducting timely and relevant Research

The Research Work accomplished by IPAR during the previous 5-year (2016-2021) planning period was quite impressive. All Research Projects were carried with a view

to informing Policy and impacting Change in the National development Process. In that context, all Research activities were fully aligned to the Development Imperatives enshrined in the National Development Agenda.

The most impressive projects accomplished during the period include among others: (i) Evaluation of The Seven Year Government Programs to carry out an independent review of progress against the strategic targets set out in the National Development agenda;(ii) Annual Imihigo Evaluation to assess performance of Local Government Entities in the implementation of Priority Development Actions envisaged in their respective annual performance contracts and (iii) Analysis of the Imihigo(Local and Central Government Annual Performance Contracts) scores to assess how performance contracts link with citizens' welfare, and to show case the best practices, which translate higher Imihigo performance into improved citizens' welfare.

These interventions greatly enhanced IPAR-Rwanda's visibility and strengthened its position as one of the Key partner Institutions that support the Country to effectively achieve Development aspirations enshrined in its Long, Medium and Short-term Development

Plans. Furthermore, IPAR-Rwanda was able to conduct a nation-wide Research with a focus on assessing the level and effectiveness of “Citizen Participation in decision-making processes: Taking the case of agriculture and social protection sectors in Rwanda.” This study was accomplished with funding from “Ikiraro Cy’iterambere”.

A sample of the other important Research Projects that were accomplished during the period include:

- i. A study on “Understanding and supporting sustained pathways out of extreme poverty and deprivation” which was jointly implemented by IPAR-Rwanda and the Chronic Poverty Advisory Network (CPAN) an Overseas Development Initiative (ODI) in London, United Kingdom (UK).
- ii. A study on “Poverty Dynamics in Rwanda” which was commissioned by the Chronic Poverty Advisory Network (CPAN) to provide an analysis of “The determinants of poverty dynamics in Rwanda” A study on the “Ground water and Poverty in Sub-Saharan Africa” supported by UKaid. The aim of the project was to identify which type of water sources are reused by Citizens and whether access to improved ground water affects poverty.
- iii. A study on “Agriculture Finance Year Book 2017/2018” which was undertaken using grant resources from Access to Finance Rwanda (AFR) to produce and publish the first ever Agriculture Finance Year Book.
- iv. A study on “Utafiti Sera on Urban Governance and City Transformation- Case of Rwanda” which was accomplished in collaboration with Partnership for African Social and Governance Research.
- v. A study on “strengthening Rwandan Administrative Justice” which was undertaken in collaboration with the University of Massachusetts (UMASS) Boston.
- vi. An In-Country study on “Fostering a Social Practice Approach to adult Literacies for improving people’s quality of life in Western Rwanda”. This study was accomplished in close collaboration with the University of Rwanda- College of Education under a collaboration agreement signed with the University of Aberdeen.
- vii. A study on the “African Great-lakes Region Coffee (AGLC) Support Program to assess the long term sustainability of the Rwandan coffee sector. This study was accomplished in collaboration with the Michigan State University (MSU), the Global Knowledge Initiative (GKI) and the Export Development Board (NAEB).
- viii. A study on the “Determinants of households’ savings in Rwanda”. The findings of this pilot study helped to explain households’ saving behavior, something that would inform decision and policy makers on the appropriate policies to boost national savings.
- ix. A study on “Providing Timely Evidence to Facilitate the Socio-Economic

Recovery from the Covid-19 pandemic in Rwanda”. This study was funded by Canada’s International Development Research Center (IDRC).

## **b) Public Policy Dialogue and debate**

In pursuit of its mandate, IPAR-Rwanda invested tremendous efforts in engaging Policy Makers and other Key Stakeholders in Public Policy Dialogue and Debate. Policy Briefs and Synthesis Papers summarizing key findings from the accomplished Research projects were prepared and shared with Key Stakeholders.

A sample of workshop events that were organized to facilitate public policy dialogue and debate on issues relating to Public Policies and Programs implemented at all levels is highlighted here below.

### **(i) Four Research Conferences were held during the implementation of the previous Strategic plan.**

They were themed under; Climate change and economic resilience, secure biodiversity and ensure management of natural resources towards sustainable development, policies and programmes to support poverty reduction and urbanization, urban planning and urban governance.

Over 100 participants from the Government, Development Partners, International Non-Governmental Organizations, Civil Society and the academic institutions attended these conferences.

### **(ii) Stakeholders’ forumon “Utafiti Sera on Urban Governance and City Transformation in Rwanda”**

On the 18th of January, 2018, IPAR, in collaboration with Partnership for African Social and Governance Research (PASGR) organized the first Stakeholders’ forum on “Utafiti Sera on Urban Governance and City Transformation: The case of Rwanda”. The forum brought together over 40 participants from public institutions, private sector, academia, development partners and Non-Governmental Organizations that deal with issues of urban governance.

### **(iii) Consultative Meeting on Growth and Economic Opportunities for Women in East Africa.**

On November 27, 2019, IPAR-Rwanda hosted a consultative meeting on Growth and Economic Opportunities for Women (GROW 2), a project that was initiated by Canada’s International Development Research Center (IDRC) to support women’s economic empowerment in East Africa. Rwanda was among the countries to benefit from this project. Participants in areas of gender and women empowerment were drawn from the Government of Rwanda, Civil Society, Private Sector and Research institutions to exchange views on how to support women’s economic empowerment with a specific focus on Rwanda and East Africa in general.

#### **(iv) Presentation of preliminary Social and Economic Findings on Six Secondary Cities to the National Technical Committee**

In November 2019, IPAR-Rwanda presented preliminary findings from its social and economic surveys conducted on Rwanda's six secondary cities. The findings were vital for the design of the master plan for each of the six secondary cities selected by the government of Rwanda as poles of growth to complement the city of Kigali.

#### **(v) Dissemination workshop on Research findings for the "Social Impact of a Specialist Pediatric Surgical Service in Rwanda.**

On the 29th of January, 2020, IPAR-Rwanda, in collaboration with the University Teaching Hospital of Kigali (CHUK) and the University of Aberdeen organized a dissemination workshop to present Research Findings on the "Social impact of a specialist pediatric surgical service in Rwanda".

#### **(vi) Inception workshop for the study on Youth Employment, Education and Skills (YEES) in Rwanda**

On January 23rd, 2020, IPAR-Rwanda organized an inception workshop for the study on Youth Employment, Education and Skills (YEES) in Rwanda. The study was commissioned by the African Center for Economic Transformation (ACET).

As can be deduced from a few of the many events organized by IPAR-Rwanda as highlighted above, IPAR-Rwanda greatly

succeeded in engaging both National level Policy level actors and International level Institutions and Organizations involved and/or interested in Research work. This served to raise its profile as a credible Research Institute capable of delivering quality Research in Rwanda, in line with its Vision and Mission.

#### **c) Capacity Building (Training)**

In terms of Capacity Building, IPAR-Rwanda continued to strengthen capacity of its Research Team and also extended its capacity building services to other beneficiaries including among others; Interns from Universities as well as other professionals who took interest in acquiring Research Skills. A few examples of Capacity Building activities carried out during the period include:

##### **(i) Researchers Trained in Qualitative Data Analysis Techniques.**

Eleven researchers at IPAR-Rwanda were trained to use Nvivo, which is a qualitative data analysis software.

Furthermore, IPAR invested significant efforts in training its staff to the tune of 1034 person days who were trained in short courses as had been planned, thus representing 100% performance level success. In addition, IPAR-Rwanda was able to train 58 Young Professionals to equip them with basic Research knowledge and skills.

In terms of Staff recruitment, 5 new Researchers out of the 7 who had been envisaged to be recruited during the planning period were recruited,

thus representing a performance level success of 71%. Furthermore, IPAR-Rwanda outsourced services of Research Associates to provide additional research capacity to beef up services of IPAR-Rwanda.

### **(ii) Training for Private Rural Water Operators**

This training activity was commissioned by Rwanda Utilities Regulatory Authority (RURA) and UNICEF Rwanda with a view to reviewing the rural water tariff in Rwanda. IPAR-Rwanda in collaboration with Palmer Development Group (PDG), a consulting firm based in South Africa, trained 138 people from 25 Districts to use a new rural water tariff reporting system.

### **(iii) Twenty Candidates Awarded Diploma in Adult Literacies**

On November 29, 2019, IPAR-Rwanda in partnership with the University of Rwanda and University of Aberdeen graduated 20 candidates who had been enrolled under a component of a program entitled “Fostering a Social Practice Approach to Adult Literacies for Improving People’s Quality of Life” that was implemented by IPAR-Rwanda.

### **Capacity Building (Networking, Study Tours to enhance Staff Capacity)**

Another important aspect of Capacity Building activities that were accomplished during the period is covered in the framework of “Networking with other institutions that share same professional interests with IPAR-Rwanda and enhancing Staff Capacity”. A few examples

of the many activities accomplished in this context include:

### **(i) Participation in the African Health Think-Tanks’ Initiative on SDGs implementation**

IPAR-Rwanda was represented by the Director of Research at the follow-up meeting of the regional African Health Think-tanks Initiative to support the implementation of the Sustainable Development Goals (SDGs) which was held in Kampala, Uganda from 13th to 14th, July 2017. This meeting had been organized by the African Centre for Global Health and Social Transformation (ACHEST).

### **(ii) Launch of UNDP’s book on “Income Inequality Trends in Sub-Saharan Africa.”**

IPAR-Rwanda was represented by a Senior Research Fellow at the launch of the United Nations Development Programme’s book on inequality in Africa, titled “Income Inequality Trends in sub-Saharan Africa:

Divergence, Determinants and Consequences”. The book was launched on 24 August, 2017 at the margins of the seventh Tokyo International Conference on African Development (TICAD), in Maputo, Mozambique.

### **(iii) Participation in APRM Meeting**

Two researchers from IPAR Rwanda, represented the Institute in a two-day expert meeting organized by the African Peer Review Mechanism (APRM) under



the African Union (AU) with the United Nations Economic Commission for Africa (UNECA) to validate a baseline study on the major bottlenecks facing Africa, which took place in Kigali, Rwanda, from 14 to 15 September 2017.

#### **(iv) Leadership for results training**

IPAR's Monitoring and Evaluation (M&E) Officer attended a training on Leadership for Results and Accountability for Results; Planning for Results and Budgeting for Results; Institutional Capacity to deliver goods and services and information system, M&E and Statistics; Rapid Results Initiatives and High Level Leadership for Results. The training was organized with support from the African Development Bank (AfDB) to the Government of Rwanda as part of Management for Development Results (MfDR) Initiative which is being implemented in all COMESA and ECOWAS member countries, where all participating countries were required to have an active MfDR Community of Practice (CoPs).

#### **(v) Open Budget Survey 2017 Dissemination Training Workshop**

IPAR's Research Fellow, participated in the Open Budget Survey (OBS) 2017 Dissemination Training Workshop organized by the International Budget Partnership (IBP), in Washington DC, USA.

#### **(vi) African Evidence Informed Policy Forum**

IPAR-Rwanda was represented by Executive Director, at the African Evidence

Informed Policy Forum organized by the Think Tank Initiative (TTI), a multi donor programme implemented by Canada's International Development Research Center (IDRC) which was held on March 6-7, 2018 at the Radisson Blu Hotel in Nairobi, Kenya.

#### **(vii) 2018 Africa Think Tank Summit**

IPAR's Executive Director participated in the 2018 Africa Think Tank Summit organized by the African Capacity Building Foundation (ACBF) under the theme "Tackling Africa's Youth Unemployment Challenge: Innovative Solutions from the Think Tanks" held in Accra, Ghana on 5-7 April, 2018.

Executive Director participated in the panel discussion on "Developing the requisite private sector that can create jobs for the youths."

On the sidelines of the summit, Executive Director also participated in the Knowledge Mela, an event where a select number of think tanks showcased success stories from their work.

During the event, the Executive Director presented on IPAR's experience in evaluating performance contracts (Imihigo) of both Central and Local Governments of the Republic of Rwanda.

#### **d) MoUs with Development Partners**

In the course of accomplishing its Research Work, IPAR-Rwanda entered into partnership arrangements with various other Institutions to implement many

of the accomplished Research Projects. The partnerships feature mainly in form of MoUs. A few examples of the MoUs concluded and signed during the period under review include among others:

### **i) Memorandum of Understanding with Korea Africa Centre**

IPAR-Rwanda signed a Memorandum of Understanding (MoU) with the Korea-Africa Center with the objective of facilitating mutual friendship, cooperation in academic research, and educational cooperation.

### **(ii) Memorandum of Understanding with Economic Policy Research Foundation of Turkey**

IPAR signed a Memorandum of Understanding with Economic Policy Research Foundation of Turkey (TEPAV) paving way for mutual collaboration between the two think-thanks.

### **(iii) Partnership Agreement with AMADI**

In March 2018, IPAR signed in a Memorandum of Understanding (MoU) with the Africa Management Development Institute (AMADI), paving way for collaboration between the two institutions.

### **e) Visits to IPAR-Rwanda by Important People**

IPAR-Rwanda has overtime, established contacts with Institutions, Organizations, Universities and sister Think Tanks as well as high profile Individuals with

international reputation who have demonstrated kin interests in IPAR-Rwanda's work. In that context, IPAR-Rwanda received high-level visitors during the period, including among others:

### **(i) Canada's High Commissioner to Rwanda**

Canada's High Commissioner to Rwanda H.E Lisa Stadelbauer visited IPAR-Rwanda. Shewas accompanied by the Head of the High Commission's Office in Kigali.

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

Prof. Adolphe Lawson, Executive Director of the Pan- African Centre for Policy Studies visited IPAR- Rwanda in August 2019. In a brief meeting held with the Executive Directors, areas of mutual interest and cooperation between the two Institutions were discussed.

### **(iii) Visit by Dr. Manfred Öhm from Friedrich - Ebert - Stiftung (FES) Foundation**

Head of Sub-Saharan Africa Department, Division for International Cooperation at Friedrich - Ebert-Stiftung (FES) visited IPAR-Rwanda.

### **(iv) Delegation from Somalia-based Samadoon International Foundation.**

IPAR received a delegation of four persons from Samadoon International Foundation based in Mogadishu, Somalia on December 1, 2017 who came to learn from IPAR's experience and best

practice in conducting policy analysis and research. The delegation was Led by the Foundation's Board of Trustees Chairperson, Mr. Hassan Farah Warfa.

### **(v) President of China Institute of Contemporary International Relations (CICIR)**

The President of China Institute of Contemporary International Relations (CICIR) Mr. Ji Zhiye and his delegation visited IPAR on 21 April 2018 with an intention of learning about IPAR-Rwanda and its research activities as well as establish mutual cooperation between CICIR and IPAR-Rwanda, especially in the area of research.

### **(vi) Israel Ambassador to Rwanda**

The Israel Ambassador to Rwanda H.E Ron Adam paid a courtesy call to IPAR on May 8, 2019. The visit was intended to create a relationship and cooperation between IPAR- Rwanda and Israel and to learn from the Institute's contribution to evidence based policy making in the country.

### **(vii) Vice-Governor of Xinjiang Uygur Autonomous Region in China**

The Vice Governor of Xinjiang Uygur Autonomous Region in China Mr. Wang Mingshan accompanied by other officials from the same province visited IPAR-Rwanda on September 18, 2018. The visit was intended to enable the Xinjiang delegation learn about IPAR's work in the areas of Research, Dialogue and Capacity Building.

### **(viii) Vice President of China Foreign Affairs University Prof. Sun Jisheng**

The Vice President of China Foreign Affairs University (CFAU) Prof. Sun Jisheng accompanied by three other officials visited IPAR- Rwanda. The visit was arranged in order to enhance the exchange and cooperation between Chinese and Rwandan research institutions.

### **(ix) Minister Nkosazana Dlamini Zuma**

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

Minister Nkosazana Dlamini was briefed about IPAR-Rwanda and its role in evaluating annual performance contacts (also locally known as Imihigo) of the Central and Local Government

## **3.2. Challenges met and Lessons learnt in the process of implementing the 2016-2021 Strategic Plan**

Although IPAR-Rwanda registered impressive success in the course of undertaking Research Activities in the context of its mandate, the issues of financial resources constraints and inadequate staffing continued to constrain the process of implementing activities

envisaged in the previous Strategic Plan. As a result of these challenges, the few available staff have been heavily overloaded with work pressure and some important activities such as those of developing a “Resource Mobilization Strategy” and “Staff Retention Strategy” were not accomplished as had been planned, yet they are very key to ensuring IPAR-Rwanda’s self-sufficiency and sustainability.

The good will and reputation created by the quality of the Researchwork produced by IPAR-Rwanda, accompanied by the strengthened partnerships and established networks with various Institutions, Organizations and Individuals with high reputations as well as sister Think Tanks, have tended to generate positive response in the Research Market. As a result of this positive market response, IPAR-Rwanda sometimes gets overwhelmed with client requests to undertake joint Research projects, in the face of inadequate staffing.

The continued tendency for IPAR-Rwanda to undertake Client- driven Research Projects needs to be balanced with the Research Projects derived from the Annual Research Agenda that will be generated and approved by IPAR-Rwanda’s Board and the key stakeholders at the Policy-making level.

The need for developing an Annual Research Agenda is a key imperative for IPAR-Rwanda to be able to effectively accomplish on its mandate.

### 3.3 SWOT Analysis

The Analysis of IPAR’s Strengths, Weaknesses, Opportunities and Threats (SWOT) takes into consideration aspects of: Institutional and Organizational strengths which IPAR-Rwanda has built overtime ever since its establishment; internal weaknesses that may carry a risk of constraining IPAR-Rwanda’s organizational effectiveness in the course of implementing activities to be envisaged in the 2021-2026 Strategic Plan; supporting environment and good will from government and non-government partners who appreciate and value services provided by IPAR-Rwanda and possible threats from the business environment within which IPAR-Rwanda operates. The results of the SWOT analysis is presented in table I below:

team at IPAR-Rwanda in close consultation with Management and the Board needs to develop a list of proposed Research Projects to be included in the Annual Research Agenda to be tabled before the Key Policy-making Stakeholders for consultations and approval.

The approved Annual Research Agenda serves as an important tool for guiding IPAR-Rwanda’s Core Research Work and enabling the Policy making Organ (Board) to effectively oversee and supervise the process of accomplishing envisaged Core Research Objectives across all Approved Thematic Areas.

## Strengths

1. Strong reputation that has made IPAR-Rwanda a leading Research and Policy Analysis Institute in the Country.
2. Relevancy of its Vision and Mission to the National Development Agenda
3. A strong and supporting Board of Directors and a committed Management team
4. Strong networks with International and Regional level Think Tanks.
5. Long-term good working relationship with Key stakeholders.
6. In-house built capacity and credibility for delivering quality services to its clients
7. Staff with high levels of integrity and professionalism
8. Own office premises.

## Opportunities

1. Great potential for high demand of services offered by IPAR-Rwanda in the Policy Analysis and Research market.
2. Good and enabling policy environment for conducting Research in Rwanda.
3. Leading think tank in policy analysis and Research
4. Willingness of DP to support and partner with IPAR-Rwanda in policy Analysis and Research
5. Good will created by IPAR-Rwanda's brand in the research and policy analysis services market
6. Improved visibility to Development Partners and Policy Makers and partnerships with Think Tanks and Universities in the Region and beyond

## Weaknesses

1. Insufficient financial resources to attract and retain enough competent Researchers and other professional Staff.
2. Limitations in mobilizing resources through written up grant proposals
3. Inadequate Long-term financial resources to support core Institutional mandate
4. Limited scope and capacity for Publication and effective dissemination of research findings

## Threats

1. Inadequate availability of Competent and Professional researchers in the Country thus leaving IPAR-Rwanda with the only option of sourcing from external sources which is prohibitively expensive.
2. Mushrooming consultancy firms as well as Research and Policy Analysis Organizations in the Country.
3. Shrinking donor funding to support core research for think tanks
4. Competition from local and International NGOs
5. Challenges related to top and middle management and warson organization and accomplishment of research activities.

# 4. KEY AREAS OF STRATEGIC FOCUS IN THE 2021-2026 STRATEGIC PLAN

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The design of the 2021-2026 Strategic Plan is built on the strong foundation already established in the course of implementing activities envisaged in the first, second and third Strategic Plans. IPAR- Rwanda shall design its 2021-2026 Strategic Plan with a focus among others on: (i) Improving on its Resource Mobilization Capacity; (ii) Reorganization of the Research Team to make them more accountable and; (iii) Putting in place effective arrangements for enhancing Staff Capacity as well as developing a Staff Retention Strategy with in-built attractive Staff Remuneration and Motivation packages.

## **(i) Need for Improving IPAR-Rwanda's Resource Mobilization Capacity.**

The need for IPAR-Rwanda to maintain its independence in accomplishing its mandate cannot be over-emphasized. To minimize possible external influence, there is need for IPAR-Rwanda to generate its own Resources in order to avoid risks of depending on external financing sources. It is imperative therefore that IPAR-Rwanda puts in place efforts to strengthen its capacity for Resource Mobilization.

It will be very necessary and critical for IPAR- Rwanda to invest efforts in developing a "Resource mobilization Strategy" and put in place arrangements

for its implementation as key among the interventions to be envisaged in the 2021-2026 Strategic Plan.

## **(ii) Need for re-organizing the Research team to make them more accountable**

The current organizational arrangements of the Research Team at IPAR-Rwanda needs to be re-organized and grouped under each of the Thematic Areas where all activities to be implemented under each Thematic Area are placed under the responsibility of a Thematic Expert to be drawn from the existing team of senior Researchers.

Each Thematic Expert shall be supported by: (i) one Research Fellow to be appointed from among the members of the Research Team and (ii) 2 Research assistants to be drawn from the Team of Research Assistants.

A team of 2 Research Associates who will be serving on the basis of a framework contract shall also be deployed to serve under each Thematic Expert.

Altogether, activities under each Thematic Area shall be entrusted to a team of 4 permanent staff and 2 staff who will be called upon as and when there is work to be accomplished.

### **(iii) Need for Enhancing Staff Capacity & Developing a Staff Retention Strategy.**

The ability of IPAR-Rwanda to succeed in delivering on its mandate largely depends on the Capacity of its staff to effectively implement activities envisaged in strategic and operational plans.

It is very imperative that IPAR-Rwanda puts in place adequate arrangements

for enhancing Staff Capacity. First, there is need to conduct a comprehensive functional review to assess functional challenges and define appropriate Capacity Building Interventions to address the identified functional gaps.

These interventions shall be part of key activities to be envisaged in the 2021-2026 Strategic Plan.

# 5. ENVISIONING IPAR-RWANDA'S VISION, MISSION AND CORE VALUES

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The Vision and Mission adopted by IPAR-Rwanda ever since its establishment focused on establishing an effective institutional framework for leading the process of enhancing evidence-policy making in Rwanda, through conducting research and policy analysis. The activities that were accomplished in the course of implementing its first, second and third Strategic Plans were guided by the motive to achieve the desired Vision and Mission. Similarly, the activities to be envisaged in the fourth Strategic Plan (2021-2026) shall be focused on achieving the same Vision and Mission as stated here-under:

## 5.1 IPAR Rwanda's Vision

The Vision of IPAR-Rwanda is “To become an independent, Internationally recognized Centre of Excellence on Policy analysis and Research in Rwanda”

## 5.2 IPAR Rwanda's Mission

The Mission of IPAR-Rwanda is “To enhance evidence-based Policy-making through conducting research and policy analysis and promoting a culture of dialogue and debate to improve policy and impact change in Rwanda”

## 5.3 IPAR Rwanda's Core Values

In the course of accomplishing activities envisaged in the Strategic Plan to achieve its desired Vision and Mission, the staff and personnel of IPAR-Rwanda are bound by the following Core Values:

- Pursuit of excellence
- Integrity and Honesty
- Professionalism
- Innovation & Creativity
- Teamwork

## 5.4 Outline of Research Thematic Areas

- Economic Growth & Transformation
- Environment and Natural resources
- Agriculture and Rural Development
- Social Development
- Governance



# 6. IPAR-RWANDA'S STRATEGIC OBJECTIVES AND KEY ACTIVITIES

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The over-all goal to which IPAR-Rwanda contributes in the context of its mandate is to “Conduct research and policy analysis with a focus on influencing Policy and impacting change in the National Development process”.The Strategic focus adopted by IPAR-Rwanda to achieve this goal revolves around the following Strategic objectives: (i) Strengthening Capacity for Research; (ii) Enhancing Capacity for Policy Dialogue and Debate and (iii) Human Resources Capacity Development. (iv) Mobilization of financial and Material resources (v) Strategic leadership, implementation oversight and coordination. All activities to be implemented in the 2021-2026 Strategic Plan shall be defined under each of the Strategic Pillars referred to above, with a view to achieving the overall goal pursued by IPAR-Rwanda in the context of its mandate as highlighted above.

## 6.1 Strengthening Capacity for Research

The process of strengthening Capacity for research in the context of the 2021-2026 Strategic Plan shall focus on the following Key Activities: (i) Defining Research Thematic Areas from which Research Projects to be implemented during the 2021-2026 Planning Period shall be drawn; (ii) Developing Annual Research

Agenda to guide implementation of research activities envisaged in the 2021-2026 Strategic Plan; (iii) Re-organization of the Research Unit to include the positions of Thematic Experts who will take responsibility for planning and supervision of research activities undertaken under each of the Research Thematic Areas referred to in (i) above;(iv) Developing a Training Program for Thematic Experts and other members of the Research team to equip them with knowledge and skills required for planning and supervising implementation of Research Activities envisaged under each of the Research Thematic Areas referred to in (i) above;(v) Procuring logistical support and other equipment to support research activities; (vi) Assembling and deploying teams of researchers and other support personnel to undertake Core Research activities under each of the 5 Thematic areas;(vii) Initiate consultations with Partner Institutions, Universities and Think Tanks (National, Regional and International) to establish contacts and enhance networks for undertaking collaborative Commissioned research.

## 6.2 Enhancing Capacity for Policy Dialogue and Debate

The information obtained from the Research and Policy Analysis work

undertaken by IPAR-Rwanda shall be shared with key stakeholders to facilitate the process of Policy Dialogue and Debate using information from the Research Results. The Key activities envisaged to accomplish the process of information sharing shall include: (i) Preparation of Policy Briefs from the Research and Policy Analysis Reports, Position papers and workshop working documents based on research findings to facilitate discussions in stakeholder meetings and workshops,

(ii) Establishing a network of Stakeholders drawn from Government and Non-Government Actors whose work mandate Policy-making process; (iii) Organize and convene Annual Research Conferences;

(iv) Organize Public Lectures and debate on Public Policy Topical issues to equip Policy makers with additional knowledge on Public Policy; (v) Arrange communication sessions through public media (TVs, Radios and other online Platforms) to enhance dialogue and debate on public policy issues with key stakeholders.

### **6.3 Human Resources Capacity Development**

The ability of IPAR-Rwanda to deliver on its mandate largely depends on the capabilities of its Human Resources to handle the strategic and operational responsibilities required to guide and support implementation of activities envisaged in the 2021- 2026 Strategic Plan. In this context, IPAR-Rwanda shall invest significant efforts in developing

its HR Capacity at both Strategic and Operational levels to ensure effective accomplishment of planned activities in the course of implementing the fourth Strategic Plan. The key activities to be accomplished shall include: (i) Review of the current staffing arrangements at IPAR-Rwanda with a view to ascertaining their adequacy in terms of numbers, functional arrangements and their technical and professional ability to effectively accomplish tasks entrusted to them in the course of implementing activities envisaged in the 2021-2026 Strategic Plan;

(ii) Conduct a Training Needs assessment and develop a Training Plan to guide training actions in the course of implementing activities envisaged in the 2021- 2026 Strategic Plan; (iii) Recruit personnel to close identified staffing gaps in order to ensure effective implementation of activities envisaged in the 2021- 2026 Strategic Plan; (iv) Develop and implement a staff retention strategy (Pay policy, other benefits and rewards for exemplary performance) to avoid frequent staff turn-over resulting into disruption of activity implementation process; (v) Conduct regular Staff Performance review and appraisal; (vi) Organize training to impart skills to the personnel of Institutions and organizations in the Public, Sector, Private Sector and Civil Society Organization, who are interested in acquiring those Skills as required under IPAR-Rwanda's mandate.

## 6.4 Mobilization of Financial and Material resources to support implementation of activities envisaged in the 2021-2026 Strategic Plan

The cost implications of implementing activities envisaged in the 2021-2026 Strategic Plan is significantly high. IPAR-Rwanda deems it imperative to mobilize the material and financial resources required for supporting implementation of activities envisaged in the 2021-2026 Strategic Plan. The Key activities to be accomplished include: (i) Developing a Resource Mobilization Strategy to guide the process of mobilizing required material and financial resources; (ii) Establishing contacts with potential donors (Institutions, Organizations and Individuals who are interested in the services rendered by IPAR- Rwanda) for purposes of establishing partnerships and (iii) Hiring TA to develop and support the process of implementing activities envisaged in the Resource Mobilization Strategy.

## 6.5 Strengthening Strategic Leadership, Implementation oversight and Coordination of activities envisaged in the 2021- 2026 strategic Plan

The role and importance of Strategic Leadership, Implementation Oversight and Coordination of the process of accomplishing activities envisaged in the 2021-2026 Strategic Plan cannot be

over-emphasized. The Board and the Office of the Executive Director shall be supported to provide strategic leadership and institutional guidance in the course of implementing planned activities. The Directorate of Research and the Office of the Director of Administration and Finance shall also be providing implementation oversight and coordination support required for implementation of Activities envisaged in the 2021-2026 Strategic Plan.

The key activities envisaged to be accomplished in order to strengthen Strategic Leadership, Implementation Oversight and Coordination shall include: (i) Organizing annual General Assembly and Quarterly Board Meetings; (ii) Organizing and arranging meetings for establishing networks and partnerships with sister Think Tanks and other Research related Institutions; (iii) Organization of Monthly Management meetings to follow-up and guide implementation of activities envisaged in the 2021-2026 Strategic Plan. (iv) Hiring a Strategic Advisor to take up the responsibility for ensuring quality in the implementation of the activities envisaged in the strategic plan. (v) Developing an Information, education and communication strategy and support its implementation. (v) Remunerating Personnel in the Office of the Executive Director; (vi) Providing Office equipment and supplies required by the office of the Executive Director; (vii) Organizing weekly Meetings to monitor progress and guide Research Activities undertaken across all the 5 Thematic Areas; (viii) Organizing field visits to track progress

in the implementation of Research Activities across all the 5 Thematic Areas; (ix) Remunerating the personnel in the Directorate of Research;(x) Providing Office equipment and supplies required by the Directorate of Research; (xi) Organize weekly Meetings to follow up and effectively coordinate IPAR-

Rwanda's Administrative and logistical functions; (xii) Remunerate the personnel in the Directorate of Finance and Administration; (xiii) Provide Office equipment and supplies required by the office of the Directorate of Administration and Finance.

# 7. IMPLEMENTATION ARRANGEMENTS

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The activities highlighted in sub-sections 6.1-6.5 above, shall be implemented with a focus on achieving the strategic objectives defined in the framework of the 2021-2026 Strategic Plan. In that context IPAR-Rwanda shall deploy enormous efforts at mobilizing adequate resources required for implementation of planned activities. The Implementation Plan and Costs implications as well as the Revenue Estimates for ensuring effective accomplishment of activities envisaged in the 2021-2026 Strategic Plan are detailed in tables 2&3 below:

**Table 2: Implementation Plan & Cost Implications**

| Strategic Objectives   | Strategic Interventions | Key Activities   | Expected Outputs   | Annual-Targets(Y1-Y5) | Responsible Person (s) | Budget (Frw) |
|--|-------------------------|--|--|-----------------------|------------------------|--------------|
| <b>1.Strengthening Capacity for Research</b>   |                         |  |  |                       |                        |              |
| <b>1.1Conductrelevant,timely,andqualitypolicyresearchandanalysis toenableevidence-based policymaking in Rwanda</b> |                         |  |  |                       |                        |              |
|  |                         | 1.1.1 Define Research Thematic Areas from which Research Projects for implementation during the 2021-2026 Planning Period shall be drawn.  | 5 approved Thematic Areas and detailed sub-themes from which Core Research Projects shall be drawn. (Refer: Annex 1) | 1 - - - -             | Director of Research   | N/A          |
|  |                         | 1.1.2 Re-organize the Research Unit to include the positions of Thematic Experts who will take responsibility for planning and supervision of research activities undertaken under each of the Research Thematic Areas | 5 Thematic Experts identified from the team of Senior Researchers duly appointed (To serve a minimum of 5 years)     | 5 - - - -             | Executive Director     | N/A          |

|   |  |  |    |    |    |    |    |                      |                      |
|---|--|--|----|----|----|----|----|----------------------|----------------------|
| 1.1.3 Develop Annual Research Agenda to guide implementation of research activities envisaged in the 2021-2026 Strategic Plan | i) Consultant hired to support the process of development the annual research agenda.  | 1  | 1  | 1  | 1  | 1  | 1  | Director of research | 30,000,000           |
|   |  | ii) One approved set of Annual Research agenda to guide research activities in each Financial Year (FY) over the 5-year Planning Period (2021- 2026) | 5  | 5  | 5  | 5  | 5  | 5                    | Director of research |
|   | (ii) 5 Approved proposal- sand Budget for Core Research Projects to be accomplished in each Financial Year (FY) over the 5-year Planning Period (2021-2026)  | 5  | 5  | 5  | 5  | 5  | 5  | Director of research | N/A                  |
|   | (iii) 20 Approved Proposals and Budget for Commissioned and Collaborative Research Proposals to be accomplished Annually in year 1 and 2, then 25 annually in Year 3, 4 and 5. Over the 5-year Planning Period (2021-2026) | 20   | 20 | 25 | 25 | 25 | 25 | Director of research | N/A                  |
|   |  |  |    |    |    |    |    |                      |                      |
|   |  |  |    |    |    |    |    |                      |                      |
|   |  |  |    |    |    |    |    |                      |                      |
|   |  |  |    |    |    |    |    |                      |                      |
|   |  |  |    |    |    |    |    |                      |                      |
|   |  |  |    |    |    |    |    |                      |                      |





|  |  |    |    |    |    |    |    |                              |               |
|--|--|----|----|----|----|----|----|------------------------------|---------------|
| 1.1.6 Assemble and deploy teams of researchers and other support personnel to undertake Core Research activities under each of the 5 Thematic areas. The teams shall also be responsible for developing project proposals and supervision of Collaborative & Commissioned research Projects undertaken by IPAR - Rwanda. | (i) 5 Research teams setup and deployed.<br><br>Composition of one research Team: 5 Thematic Experts + 5 RF meaning 1 on@, 10 R.Assoc, and 10 RA   | 5  | 5  | 5  | 5  | 5  | 5  | Office of Executive Director | 2,506,532,041 |
|  |  | 5  | 5  | 5  | 5  | 5  | 5  | 1,000,000,000                |               |
|  | ii) 5 Core Research Projects accomplished every Financial Year(FY)<br><br>iii) 20 Collaborative & Commissioned Research Projects in the first two years and 25 projects annually in the next three years | 20 | 20 | 25 | 25 | 25 | 25 |                              | 1,449,000,000 |
|  |  | 4  | 5  | 5  | 5  | 5  | 5  | Office of Executive Director | N/A           |
| 1.1.7 Initiate consultations and establish networks with Institutions, Universities and Think Tanks (National, Regional and International) to create partnerships for undertaking collaborative & Commissioned research  | (j) Number of MoUs with existing partner institutions renewed  | 4  | 5  | 5  | 5  | 5  | 5  |                              |               |



2. Enhancing a culture of dialogue and debate on public policy issues to influence policy and impact change

2.1 Disseminate research findings to share with a wide audience of policy makers and other stakeholders

|  |  |    |    |    |    |    |    |                              |           |
|--|--|----|----|----|----|----|----|------------------------------|-----------|
| <p>2.1.1 Summarize research findings and prepare policy briefs, position papers, and workshop working documents based on research findings to facilitate discussions</p> | <p>(i) Policy briefs prepared and sent out to Stakeholders (Assume one policy brief per Research Project=5 core and 5 Col &amp; com projects per an num in the first two years and 30 in the next three years.</p> | 10 | 10 | 10 | 10 | 10 | 10 | <p>Director of re-search</p> | 4,000,000 |
| <p>in stakeholders' meetings and workshops</p>   | <p>(ii) Position papers prepared and sent out to Stakeholders (Assume 1 position papers per workshop for each of the core research)</p>  | 5  | 5  | 5  | 5  | 5  | 5  |                              | 3,000,000 |
|  | <p>(iii) Dissemination of policy briefs and position papers sent out to participants.<br/>(Assume 5 Position papers per w/shop for Core research projects and 10 for Col&amp;Com Agenda docs)</p>                  | 15 | 15 | 15 | 15 | 15 | 15 |                              | 1,400,000 |

|  |   |    |    |    |    |    |    |            |            |
|--|---|----|----|----|----|----|----|------------|------------|
| 2.1.2 Establish a network of Stakeholders drawn from Government and Non- Government Actors whose work mandate entails among others supporting Policy-making. | Established list of Stakeholders to be consulted for purposes of supporting Policy-making   | 1  | -  | -  | -  | -  | -  | -          | N/A        |
|  | 2.1.3 Organize and convene Meetings, Workshops and Annual Research Conferences to discuss issues relating to Policy-making processes  | 52 | 52 | 62 | 62 | 62 | 62 | 62         | 92,000,000 |
|  | (i) 52 Meetings annually for the first two years and 62 annually for the third, fourth and fifth years. (Assume 2 meetings for preparation of each w/ shop plus Annual research Conference) | 25 | 25 | 30 | 30 | 30 | 30 |            |            |
|  | (ii) 25W/Shops annually in the first two years and 30w/shops in the third, fourth, and fifth year (for both Core and Col&Com)   | 1  | 1  | 1  | 1  | 1  | 1  | 25,000,000 |            |
|  | (iii) 5 Annual Research Conferences   | 1  | 1  | 1  | 1  | 1  | 1  |            |            |



|   |  |   |   |   |   |   |   |  |            |
|---|--|---|---|---|---|---|---|--|------------|
|   | 2.2.2 Create an interactive online platform to enable policy debates on twitters, chats and blogs using the IP-AR's website  | An on-line platform to be established and made operational  | 1 | - | - | - | - | Resource and IT Manager                  | 3,500,000  |
| <b>Sub-total for strategic objective 2 (SO2):</b>   |  |   |   |   |   |   |   |  |            |
| <b>178,000,000</b>  |  |   |   |   |   |   |   |  |            |
| <b>3. Human resources Capacity Development</b>  |  |   |   |   |   |   |   |  |            |
| <b>3.1 Put in place a framework for enhancing the Human resources capacity required for taking up tasks and responsibilities for implementing activities envisaged in the 2011 - 2026 Strategic plan.</b> |  |   |   |   |   |   |   |  |            |
|   | 3.1.1 Conduct a comprehensive functional review of IPAR- Rwanda's staffing structure reflecting capacity gaps in terms of the required number of staff and individual ability to perform tasks assigned to him/her as well as develop a Human Resources Capacity Building plan to close identified gaps. | (i) Engage services of a consultant to support the functional review process<br><br>(ii) An approved report on the functional review of IPAR- Rwanda's staffing structure and a Human Resource Capacity Building Plan to close identified functional gaps | 1 | - | - | - | - | Administration and Finance Manager (AFM) | 10,000,000 |



|   |   |   |          |          |          |          |          |   |   |
|---|---|---|----------|----------|----------|----------|----------|---|---|
|   | <p>3.1.4 Develop and implement a staff retention strategy (Pay policy and other benefits including rewards for exemplary performance) to avoid frequent staff turnover resulting into disruption of activity implementation process</p> | <p>An approved Staff Retention Strategy for IPAR-Rwanda, reflecting “Attractive Pay Policy, Staff benefits and Rewards for exemplary performance”</p> | <p>1</p> | <p>-</p> | <p>-</p> | <p>-</p> | <p>-</p> | <p>-</p>  | <p>5,000,000</p>  |
|   | <p>3.1.5Developa- framework for conducting regular Staff Performance review and appraisal.</p>  | <p>An approved HR Management &amp; Staff Appraisal template and guidelines for conducting regular staff performance appraisal</p>                     | <p>1</p> | <p>-</p> | <p>-</p> | <p>-</p> | <p>-</p> | <p>Director of Administration &amp; Finance</p> | <p>(Cost of consultancy input to be covered under the Staff retention Strategy development consultancy)</p> |
| <p><b>Sub-total for strategic objective 3(SO3):</b></p> |   |   |          |          |          |          |          |   | <p><b>315,000,000</b></p>   |



**4. Mobilization of Financial and Material resources to support implementation of activities envisaged in the 2021-2026 Strategic Plan**

**4.1 Putting in place a Strategic Framework for guiding the process of mobilizing Financial and Material resources required for supporting implementation of activities envisaged in the 2021-2026 strategic Plan.**

|  |  |   |   |   |   |   |   |   |                                      |    |
|--|--|---|---|---|---|---|---|---|--------------------------------------|----|
|  | <p>4.1.1 Develop a Resource Mobilization Strategy to guide the process of mobilizing required material and financial resources to support accomplishment of activities envisaged in the 2021- 2026 Strategic Plan</p>                        | <p>(i) Engage services of a Consultant to support the process of developing a resource mobilization Strategy</p>  | 1 | - | - | - | - | - | Director of Administration & Finance | NA |
|  |  | <p>(ii) An approved Resource Mobilization Strategy</p>  | 1 | - | - | - | - | - |                                      |    |
|  | <p>4.1.2 Establish contacts with Potential Donors (Institutions, Organizations and Individuals) who express interest in supporting the process of delivering services rendered by IPAR-Rwanda) for purposes of establishing partnerships</p> | <p>(i) A list of potential Donors established and MoUs signed between IPAR- Rwanda and those who are willing to support implementation of activities envisaged in the 2021-2026 Strategic Plan.</p> | 1 | - | - | - | - | - |                                      |    |

|   |   |   |   |    |    |    |    |    |    |  |  |
|---|---|---|---|----|----|----|----|----|----|--|--|
|   |   | 4.1.3.Hiring TA to develop and support the process of implementing activities envisaged in the Resource Mobilization Strategy | (i)TA to support the process of developing Resource Mobilization strategy and supporting implementation (to be hired on retainership basis<br>(ii)Quarterly Reports | 1  | -  | -  | -  | -  | -  | 120,000,000<br>Retainer fee for 1st year | Director of Finance and administration |
| <b>Sub Total for Strategic Objective 4 (SO4)</b>  |   |   |   |    |    |    |    |    |    |  | <b>120,000,000</b>                     |
| <b>5.Strengthening Strategic Leadership, Implementation oversight and Coordination of activities envisaged in the 2021-2026 strategic Plan</b>  |   |   |   |    |    |    |    |    |    |  |  |
| <b>5.1Support the Office of the Executive Director &amp; BoD to provide strategic leadership and implementation oversight in the process of accomplishing activities envisaged in the 2021-2026 strategic Plan.</b> |   |   |   |    |    |    |    |    |    |  |  |
|   | 5.1.1 Organize Monthly Management meetings to follow-up and guide implementation of activities envisaged in the 2021- 2026 Strategic Plan | 60 sets of Management Meetings Minutes  | 12  | 12 | 12 | 12 | 12 | 12 | 12 | N/A                                      |  |



|  |  |   |   |    |    |    |    |            |           |
|--|--|---|---|----|----|----|----|------------|-----------|
|  |  | 5.1.5 Publications, packaging and circulating annual report. The annual report shall be produced and officially launched through a high-profile forum   | Annual report prepared, published, launched and circulated. | 1  | 1  | 1  | 1  | 1          | 2,000,000 |
|  | 5.1.6 Publications, packaging and circulating monthly newsletters and promotional materials. IPAR Rwanda newsletters shall be produced in an electronic version, which is more flexible in terms of timely production, and much easier to distribute to a wide audience. | A hired TA produces Institutional newsletters and electronically circulates the on a monthly basis. The TA manages, updates and put content on the website and social media and managing public relations | 12  | 12 | 12 | 12 | 12 | 65,000,000 |           |



**5.2 Support the Office of the Directorate of Research to over-see, guide and effectively coordinate the process of accomplishing all Research Activities envisaged in the 2021-2026 Strategic Plan.**

|   |  |    |    |    |    |    |  |
|---|--|----|----|----|----|----|--|
| 5.2.1 Organize weekly Meetings to monitor progress and guide Research Activities undertaken across all the 5 Thematic Areas | 48 sets of weekly meetings minutes for monitoring progress of Research Activities undertaken across all the 5 Thematic areas every year. | 48 | 48 | 48 | 48 | 48 | N/A  |
| 5.2.2 Organize field visits to track progress in the implementation of Research Activities across all the 5 Thematic Areas. | 55 Field visits Reports  |    |    |    |    |    | NA ( Costs catered for under core and Commissioned Research) |
| 5.2.3 Remunerate the personnel in the Directorate of Research   | Staff Payroll  |    |    |    |    |    | NA   |

| 5.3 Support the Office of the Directorate of Finance and Administration to provide administrative and logistical support services to all IPAR- functional Units. |  |   |  |  |  |   |
|--|--|---|--|--|--|---|
|  | 5.3.1 Organize weekly Meetings to follow up and effectively coordinate IPAR-Rwanda's Administrative and logistical functions | 48 sets of weekly meetings minutes for follow up and coordination of IPAR-Rwanda's Administrative and Logistical functions. |  |  |  | N/A                                       |
|  | 5.3.2 Remunerate IPAR Administrative and support staff   | i) Staff Payroll  |  |  |  | 441,362,635                               |
|  | 5.3.3 Provide Office equipment and supplies required by the office of the Directorate of Administration and Finance          | ii) Assortment of Office Equipment and Supplies<br>iii) Institutional support expenditures.                                 |  |  |  | NA Catered for under 1.1.5<br>504,138,651 |
| <b>Sub-total for strategic objective 5(SO5):</b>   |  |   |  |  |  | <b>1,512,415,953</b>                      |
| <b>Grand total (SO1+SO2+SO3+SO4+SO5)</b>   |  |   |  |  |  | <b>6,826,745,489</b>                      |

**Table3: Estimates for the sources of Revenue required for implementing activities envisaged in the 2021-2026 Strategic Plan.**

| S/No | Revenue sources  | Year1       | Year2       | Year3         | Year4         | Year5         | Total (Rwf)   |
|------|--|-------------|-------------|---------------|---------------|---------------|---------------|
| 1    | Contribution from Development Partners to support Core research activities     | 242,949,098 | 164,087,668 | 164,087,668   | 156,857,525   | 147,474,510   | 875,456,469   |
| 2    | Commissioned and Collaborative research projects                               | 800,000,000 | 800,000,000 | 1,125,000,000 | 1,250,000,000 | 1,250,000,000 | 5,225,000,000 |
| 3    | Contribution from Development Partners to support Capacity building activities | 59,400,000  | 39,684,642  | 39,684,642    | 37,877,107    | 35,531,353    | 212,177,745   |
| 4    | Earnings from IPAR Consult Ltd   |             | 69,326,788  | 69,326,788    | 75,439,467    | 76,050,734    | 290,143,776   |
| 5    | Training and other services delivered by IPAR Rwanda                           |             | 3,000,000   | 3,000,000     | 3,300,000     | 3,330,000     | 12,630,000    |



|   |   |                      |                      |                      |                      |                      |
|---|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| 6 | Annual exhibitions and fund-raising events        | 26,250,000           | 26,250,000           | 28,875,000           | 39,962,500           | 121,337,500          |
| 7 | Other sources (interest earned on cash deposits ) | 18,000,000           | 18,000,000           | 18,000,000           | 18,000,000           | 90,000,000           |
|   | <b>Total expected revenue sources</b>             | <b>1,120,349,098</b> | <b>1,120,349,098</b> | <b>1,570,349,098</b> | <b>1,570,349,098</b> | <b>6,826,745,490</b> |

# 8. KEY STRATEGIC RISKS AND RISKS MITIGATION MEASURES

The key assumptions made in the design of the 2021-2026 Strategic Plan include among others: (i) Ability and readiness of IPAR-Rwanda to mobilize resources required for supporting implementation of activities envisaged in the 2021-2026 Strategic Plan; (ii) Demonstrated interest and positive response from IPAR- Rwanda’s Development Partners to provide financial and material support for implementation of activities envisaged in the 2021-2026 Strategic Plan; (iii) Availability competent and professional Researchers to undertake Core, Collaborative and Commissioned Research envisaged in the 2021-2026 Strategic Plan and (iv) Motivated staff to support the process of implementing activities envisaged in the 2021-2026 Strategic Plan. The anticipated Strategic Risks and Risks Mitigation Measures are detailed in Table 4 here-below:

**Table 4: Strategic Risks & Risks Mitigation Measures**

| Sr | Strategic risks  | Risk mitigation measures  |
|----|--|---|
| 1  | Inability to mobilize adequate resources required to support implementation of activities envisaged in the 2021-2026 Strategic Plan  | The process of developing a Resource Mobilization Strategy should be fast-tracked and IPAR-Rwanda management and the board need to take lead in the Resource Mobilization process.                                      |
| 2  | Little demonstrated interest or no positive response from some Development Partners to provide financial and material support  | Invest great amount of time and efforts to lobby Potential Development Partners to provide financial and material resources to support implementation of activities envisaged in the 2021-2026 Strategic Plan.          |
| 3  | Limited Capacity to attract Competent Researchers required for development of IPAR- Rwanda’s Research Agenda and guiding implementation of Research Activities envisaged there-in. | Reach out to sister Think Tanks, Universities and Development Partners to solicit funding for TA to support the process of developing IPAR-Rwanda’s Research Agenda and to guide implementation of Research Activities. |
| 4  | Low motivation on the part of IPAR- Rwanda’s Staff to sustain and support the process of implementing activities envisaged in the 2021-2026 Strategic                              | Develop and implement a Staff retention policy to ensure that IPAR-Rwanda Staff are adequately motivated  |

# 9. RESULTS MONITORING FRAMEWORK

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Success in the implementation of activities envisaged in the 2021-2026 Strategic Plan shall be measured in terms of the extent to which expected outputs under each of the Strategic Objectives shall have been realized. In that context a Results Monitoring Framework reflecting: (i) Key activities; (ii) Expected Outputs; (iii) Baseline; (iv) Key Performance Indicators; (v) Means of verification; (vi) Assumptions & Risks and (vii) Risks Mitigation Measures was developed (Refer to Table 5 below) to guide the process.

**Table 5: Results Monitoring Framework**

| Expected Outcome 1: Strengthened Capacity for Research at IPAR   |   |                        |  |  |  |  |
|--|---|------------------------|--|--|--|--|
| Strategic Intervention 1: Conducting relevant, timely and quality policy research and analysis to enable evidence based policy making in Rwanda; |   |                        |  |  |  |  |
| Key activities/ inputs   | Expected Output(s)  | Strategic Plan Targets |  |  | Assumptions and risks  | Risk mitigation measures   |
|  |   | Base-line              | Key Performance Indicators   | Means of verification  |  |  |
| Define Research Thematic Areas from which Research Projects for implementation during the 2021-2026 Planning Period shall be drawn               | 5 approved Thematic Areas and detailed sub-themes from which Core Research Projects shall be drawn.   | 0                      | Document detailing the Approved Thematic Areas (Refer:Annex1)        | Minutes of Management and BOARD meetings approving the 5 Thematic areas              | Clear and harmonized understanding among the Key Actors (Members of the BOARD, Management & Research Team) on the 5 approved Thematic Areas. | Full involvement of all stakeholders in the process of defining and approving the 5 Thematic Areas in order to ensure ownership.   |
| Develop Annual Research Agenda to guide implementation of research activities envisaged in the 2021-2026 Strategic Plan                          | One approved set of Annual Research agenda to guide research activities in each Financial Year (FY) over the 5-year Planning Period (2021-2026) | 0                      | Annual research agenda meetings and Stakeholder Validation Workshops | Reports on the Annual Research agenda Consultative Meetings and Validation Workshops | Stakeholder buy-in and their effective attendance and participation at the annual research agenda meetings and Validation workshops          | Prior consultations and effective engagement of stakeholders involved in defining and approving of annual research agendas to ensure their buy-in<br><br>Full engagement of all stakeholders in the process of defining and approving The Annual Research Agenda |

|   |   |          |   |  |  |   |
|---|---|----------|---|--|--|---|
| <p>Re-organize the Research Unit to include the positions of Thematic Experts who will take responsibility for planning and supervision of research activities undertaken under each of the Research Thematic Areas</p> | <p>5 Approved proposals and Budget for Core Research Projects to be accomplished in each Financial Year(FY)over the 5-year Planning Period (2021-2026)</p>                              | <p>0</p> | <p>Approved core research projects conducted every year</p>                           | <p>Minutes of the Validation meetings and workshops on the Core Research projects conducted.</p>   | <p>Effective Stakeholder participation in Validation meetings and Workshops</p>  | <p>Full engagement of all stakeholders in the Validation of the Core Research Projects under taken across all the 5 Thematic Areas</p>  |
|   | <p>10 Approved Proposals and Budget for Commissioned and Collaborative Research Projects to be accomplished in each Financial Year (FY) over the 5-year Planning Period (2021-2026)</p> | <p>0</p> | <p>Approved Commissioned and Collaborative Research projects conducted every year</p> | <p>Feedback from Clients on their views and comments on the quality of the Reports of the Commissioned and Collaborative Research Projects undertaken by IPAR-Rwanda</p> | <p>Ability of IPAR-Rwanda Research Team to produce quality Reports on Commissioned and Collaborative Research Project to be undertaken by IPAR-Rwanda.</p> | <p>Ensure deployment of Competent Research Team on every Commissioned and Collaborative Research Project to be undertaken by IPAR-Rwanda.</p>   |
|   | <p>5 Thematic Experts identified from the team of Senior Researchers duly appointed (To serve a minimum of 5 years).</p>  | <p>0</p> | <p>Thematic Experts identified and deployed to commence work</p>                      | <p>Appointment letters for the Thematic Experts</p>  | <p>The Thematic Experts have the required Organizational Ability, Knowledge, Skills and Professional attitude to enable them accomplish their duties.</p>  | <p>Provide continuous on-the-job training to Thematic Experts to equip them with required Organizational Ability, Knowledge, Skills and Professional attitude to enable them accomplish their duties.</p> |

|   |   |   |   |  |   |   |
|---|---|---|---|--|---|---|
| Develop and support implementation of a Training Program for Thematic Experts and other members of the Research team to equip them with knowledge and skills required for planning and supporting implementation of Research Activities envisaged under each of the 5 Research Thematic Areas | An approved training program for equipping Thematic Experts and other members of the Research teams to equip them with the required knowledge and skills. | 0 | Report on the Training program Validation meeting         | Training Program document                    | Resources for meeting payments for the TA to support the design and implementation of the program are available | Initiate the process of mobilizing Resources required for implementation of activities envisaged in the 2021-2026 Strategic Plan  |
|   | TA to support the design and implementation of the training program   | 0 | TA Appointed to design and implement the Training Program |  | Resources for meeting payments for the TA to support the design and implementation of the program are available | Initiate the process of mobilizing Resources required for implementation of activities envisaged in the 2021-2026 Strategic Plan. |
| Procure equipment and software required to support research activities  | An assortment of equipment (Computer and software) required for facilitating research activities.   | 0 | Computer Hardware acquired                                | List of Computer Hardware equipment acquired | Resources for meeting payments for Computer Hardware equipment to be acquired                                   | Initiate the process of mobilizing Resources required for implementation of activities envisaged in the 2021-2026 Strategic Plan. |

|  |   |   |  |   |   |  |
|--|---|---|--|---|---|--|
| Assemble and deploy teams of researchers and other support personnel to undertake Core Research activities under each of the 5 Thematic areas. The teams shall also be responsible for developing project proposals and supervision of Collaborative & Commissioned research Projects undertaken by IPAR-Rwanda. | 5 Research teams set up and deployed.<br><br>Composition of one research Team: 5 Thematic Experts + 10 RF2 on @ and 10R. Assoc2 on @) | 0 | One Thematic Expert with support Staff (2 Research Fellows and 2 Research Associates) assigned to each of the 5 approved Thematic Areas. | Appointment letters and Staff contracts for each of the Thematic Experts and their respective Staff (2RF+2RA)         | Resources for meeting payments for Staff Salaries are available   | Initiate the process of mobilizing Resources required for implementation of activities envisaged in the 2021-2026 Strategic Plan.      |
|  | 5 Core Research Projects accomplished every Financial Year (FY)   | 0 | Reports on 5 Core Research Projects accomplished   | Minutes and Validation Reports on the 5 Core Research Projects accomplished   | Ability of IPAR-Rwanda Research Team to produce quality Reports on Core Research Projects conducted.  | Ensure deployment of Competent Research Team on every Core Research Project to be undertaken by IPAR-Rwanda.                           |
|  | 50 Collaborative & Commissioned Research Projects Accomplished every Financial Year (FY)  | 0 | Reports on 50 Commissioned and Collaborative Research Projects accomplished  | Feedback from the Clients approving the each of the 50 Commissioned and Collaborative Research Projects accomplished. | Ability of IPAR-Rwanda Research Team to produce quality Reports on Commissioned and Collaborative Research Project to be undertaken by IPAR-Rwanda. | Ensure deployment of Competent Research Team on every Commissioned and Collaborative Research Project to be undertaken by IPAR-Rwanda. |

|   |   |   |   |  |   |   |
|---|---|---|---|--|---|---|
| Initiate consultations and establish networks with Institutions, Universities and Think Tanks (National, Regional and International) to create partnerships for undertaking collaborative & Commissioned research | Number of MoUs with existing partner institutions renewed   | ? | Minutes of negotiations between the Officials of IPAR-Rwanda and Representatives of existing Partner Institutions.    | Documents on meetings arrangements between IPAR-Rwanda and Partner Institutions.         | Good Will and Positive Response on the part of Partner Institutions to support IPAR-Rwanda accomplish its mandate.. | Reach out to High Profile individuals to lobby for IPAR-Rwanda's support  |
|   | Number of new MoUs Established  | 0 | Minutes of negotiations between the Officials of IP-AR-Rwanda and Representatives of new Partner Institutions         | Documents on meetings arrangements between IPAR-Rwanda and Partner Institutions.         | Good Will and Positive Response on the part of Partner Institutions to support IPAR-Rwanda accomplish its mandate   | Reach out to High Profile individuals to lobby for IPAR-Rwanda's support.   |
| Assemble a technical team to support IP-AR-Consult in the preparation of tender bids for Research & Consultancy opportunities available in the Local, Regional and International markets.                         | At least 2 Research Associates who will support IPAR-Consult to prepare tender bids for Consultancy projects            | 1 | 2 Research Associates appointed and assigned to IPAR-Rwanda Consult to support the process of Tender Bids preparation | Framework Contracts for the 2 Research Associates to support IPAR-Consult                | Resources for meeting payments for the Research Associates to support IPAR-Consult                                  | Initiate the process of mobilizing Resources required for implementation of activities envisaged in the 2021-2026 Strategic Plan. |
|   | At least 12 Consultancy Projects and related contracts to be accomplished by IPAR-Consult for every Financial Year (FY) | 0 | Approved Reportson 12 Consultancy Projects accomplished By IPAR-Consult every Financial Year (FY)                     | Feed-back from Clients on the Reports of Consultancy Projects undertaken by IPAR-Consult | Availability of Consultancy Opportunities in the local, Regional and International Consultancy Market               | Conduct Intensive search and lobby for consultancy opportunities in the local, Regional and International Consultancy Markets     |



**Expected Outcome2: Enhanced culture of dialogue and debate on public policy issues among key actors in policy making in Rwanda**

**Strategic Intervention 1: Disseminate research findings to share with a wide audience of policy makers and other stakeholders**

|  |  |          |   |   |   |   |
|--|--|----------|---|---|---|---|
| <p>Summarize research findings and prepare policy briefs, position papers, and workshop working documents based on research findings to facilitate discussions in stakeholders' meetings and workshops</p> | <p>55Policybriefsprepared and sent out to Stakeholders (<b>Assume one policy brief per Research Project= 5 core and 50 Col &amp; com</b>)</p>  | <p>0</p> | <p>Number of Policy Briefs on Research Projects conducted which are prepared and sent out to Stakeholders</p>                                 | <p>List of Policy Briefs prepared and sent out to Stakeholders</p>  | <p>Stakeholder's interest and buy-in</p>  | <p>Make prior contact and consultations with Key Stakeholders in Policy-making to generate their interest in reading Policy briefs and internalizing the contents.</p>  |
| <p>Establish a network of Stakeholders drawn from Government and Non-Government Actors whose work mandate entails among others supporting Policy-making.</p>   | <p>Position papers prepared and sent out to Stakeholders (<b>Assume 3 position papers per workshop</b>)</p> <p>Workshop working papers prepared and sent out to participants.</p> <p>(<b>Assume 3 Position papers per w/shop and one w/shop agenda docs</b>)</p> <p>Number of Stakeholders to be consulted for purposes of supporting Policy-making.</p> | <p>0</p> | <p>Number of Position Papers prepared and sent out to Stakeholders</p> <p>Number of Workshop Papers prepared and sent out to Stakeholders</p> | <p>List of Position Papers prepared and sent out to Stakeholders</p> <p>List of Position Papers prepared and sent out to Stakeholders</p> | <p>Stakeholder's interest and buy-in</p> <p>Stakeholder interest And buy-in</p> | <p>Make prior contact and consultations with Key Stakeholders in Policy-making to generate their interest in reading Position Papers and internalizing the contents.</p> <p>Make prior contact and consultations with Key Stakeholders in Policy-making to generate their interest and buy-in</p> |

|   |   |          |   |   |  |  |
|---|---|----------|---|---|--|--|
| <p>Organize and convene Meetings, Workshops and Annual Research Conferences to discuss issues relating to Policy-making processes.</p>  | <p>112 Meetings per Year (Assume 2 meetings for preparation of each w/shop plus Annual research Conference)</p>   | <p>0</p> | <p>Number of meetings held to prepare W/Shops and Annual Research Conferences</p> | <p>Minutes of Meetings for preparation of W/shops and Annual Research Conferences</p> | <p>Stakeholder interest And buy-in</p> | <p>Make prior contact and consultations with Key Stakeholders in Policy-making to generate their interest and buy-in</p> |
|   | <p>55 W/Shops per year</p>  | <p>0</p> | <p>Number of W/shops convened</p>   | <p>W/shops reports</p>  | <p>Stakeholder interest And buy-in</p> | <p>Make prior contact and consultations with Key Stakeholders in Policy-making to generate their interest and buy-in</p> |
|   | <p>5 Annual Research Conferences</p>  | <p>0</p> | <p>Number of Annual Research Conferences convened</p>                             | <p>Reports on Annual Research Conferences</p>   | <p>Stakeholder interest And buy-in</p> | <p>Make prior contact and consultations with Key Stakeholders in Policy-making to generate their interest and buy-in</p> |
| <p>Organize Public Lectures to guide debate on Public Policy topical issues for enabling Policy makers appreciate</p> <p>The need for embracing new knowledge on Public Policy matters.</p> | <p>Number of Public Lectures and debate on Public Policy topical issues to enable Policy makers appreciate the need for embracing new knowledge on Public Policy matters.</p> | <p>0</p> | <p>Reports on public lecture sessions organized</p>                               | <p>Documents on the preparations for hosting Public lectures</p>                      | <p>Stakeholder interest And buy-in</p> | <p>Make prior contact and consultations with Key Stakeholders in Policy-making to generate their interest and buy-in</p> |

**Strategic Intervention 2: Establish effective communication mechanism to enhance dialogue and debate on public policy issues among key stakeholders.**

|   |   |          |  |   |  |   |
|---|---|----------|--|---|--|---|
| <p>Organize Television and Radio call-in programs on policies to increase stakeholder participation in policy processes and provide feedback on research findings</p> | <p>Quarterly TV and Radio programs hosted.</p>              | <p>0</p> | <p>Number of TV and Radio programs hosted</p>  | <p>Reports on TV and Radio programs hosted</p>                                      | <p>Stakeholder Interest and buy-in</p>                           | <p>Make prior contact and consultations with Key Stake- holders in Policy- makers to generate their interest and buy-in</p> |
| <p>Create an interactive online platform to enable policy debates on twitters, chats and blogs using the IPAR's website</p>   | <p>An on-line platform established and made operational</p> | <p>0</p> | <p>An accessible and well-functioning online platform that enables Policy Debates on Twitters, Chats And Blogs which is hosted on IPAR - Rwanda's Website.</p> | <p>Tweets, Chats and Blogs on policy Debates featuring on IPAR-Rwanda's Website</p> | <p>Stakeholder's interest in accessing IPAR-Rwanda's website</p> | <p>Make prior contact and consultations with Key Stake- holders in Policy- makers to generate their interest and buy-in</p> |

**Expected Output 3: Enhanced Human Resources and Institutional Capacity to take up tasks and responsibilities for implementing activities envisaged in the 2021 - 2026 Strategic plan in the context of IPAR's Mandate.**

**Strategic Intervention 1: Put in place a framework for enhancing the Human Resources capacity required for taking up tasks and responsibilities for implementing activities envisaged in the 2021 - 2026 Strategic plan.**

|   |  |   |  |   |   |
|---|--|---|--|---|---|
| <p>Conduct a comprehensive review of IPAR-Rwanda's staffing structure reflecting capacity gaps in terms of the required number of staff and individual ability to perform tasks assigned to him/her as well as develop a Human Resources Capacity Building plan to close identified gaps.</p> | <p>A consultant hired to support the functional review process</p>   | <p>Approved Contract for hiring services of a consultant to support the functional Review process</p>   | <p>Docs on the process of contracting the Consultant to develop a functional review for IPAR-Rwanda's Staff.</p> | <p>Selection process to bring out a very competent professional Consultant</p>  | <p>Develop clear ToRs and put in place effective mechanism for selecting a competent professional HR Consultant to conduct<br/><br/>A comprehensive functional review of IPAR Rwanda's staffing structure and prepare a Human Resources Capacity Building Plan.</p> |
|   | <p>An approved report on the functional review of IPAR-Rwanda's staffing structure and a Human Resource Capacity Building Plan to close identified functional gaps</p> | <p>Stakeholder validation report of the functional review of IPAR-Rwanda's staffing structure and a Human Resource Capacity Building Plan</p> | <p>Documents on the functional review report approval process</p>  | <p>High quality functional review report and a Human Resources Capacity Building Plan to close identified functional Gaps</p> | <p>Put in place effective mechanism to closely monitor the functional review process and the preparation of the HR Capacity Building Plan.</p>  |

|   |  |  |                                 |  |  |  |
|---|--|--|---------------------------------|--|--|--|
| recruit personnel to close identified staffing gaps in order to ensure effective implementation of activities envisaged in the 2021-2026 Strategic Plan | Engage Technical Assistance (TA) to provide <b>“on-the-job training, coaching and mentoring”</b> services with a focus on enhancing Capacity of Thematic Experts to enable them effectively accomplish tasks entrusted to them under each of the 5 Thematic Areas. | Newly recruited Staff  | Staff recruitment report        | Docs on the Staff recruitment Process  | Competent Personnel recruited the Staff  | Ensure close monitoring of the Staff recruitment process |
|   | TA to provide <b>“on-the-job training, coaching and mentoring”</b> services hired.   | Contract for the TA to provide <b>“on-the-job training, coaching and mentoring”</b> services         | Docs on the recruitment process | Competent Professional hired to provide <b>“on-the-job training, coaching and mentoring”</b> services                  | Put in place effective arrangements to ensure close monitoring of the TA selection   |  |
|   | Quarterly Progress Reports for the <b>“on-the-job training, coaching and mentoring”</b> services   | D Detailed work plan for TA activities and targets against which Quarterly Progress reports are made | Work Plan and Reports docs      | Visible improvements in the Organizational Capacity, Knowledge, Skills and Professional Attitudes for Thematic Experts | Put in place effective arrangements to ensure close monitoring of <b>“on-the-job training, coaching and mentoring”</b> process |  |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| <p>Develop and implement a staff retention strategy (<b>Pay policy and other benefits including rewards for exemplary performance</b>) to avoid frequent staff turnover resulting into disruption of activity implementation process</p> | <p>An approved Staff Retention Strategy for IPAR-Rwanda, reflecting <b>“Attractive Pay Policy, Staff benefits and Rewards for exemplary performance”</b></p> | <p>Report on the validation W/shop for approval of the Staff Retention Strategy for IPAR-Rwanda, reflecting <b>“Attractive Pay Policy, Staff benefits and Rewards for exemplary performance”</b></p> | <p>Docs on the validation W/shop for approval of IP-AR-Rwanda’s Staff Retention Strategy</p>   | <p>Resources for implementing the Staff Retention Strategy are available.</p>  | <p>Initiate the process of mobilizing Resources required for implementation of activities envisaged in the 2021- 2026 Strategic Plan..</p>   |
| <p>Develop a framework for conducting regular Staff Performance review and appraisal.</p>  | <p>An approved HR Management &amp; Staff Appraisal template and guidelines for conducting regular staff performance appraisal</p>                            | <p>Report on the validation W/shop for approval of HR Management &amp; Staff Appraisal template and guidelines for conducting regular staff performance appraisal</p>                                | <p>Docs on the validation W/shop for approval of IPAR-Rwanda’s HR Management &amp; Staff Appraisal template and guidelines for conducting regular staff performance appraisal.</p> | <p>HR Management &amp; Staff Appraisal template and guidelines for conducting regular staff performance appraisal is effectively adopted and put to use by IPAR-Rwanda</p> | <p>Put in place mechanism for ensuring institutionalization of the <b>“HR Management &amp; Staff Appraisal template and guidelines for conducting regular staff performance appraisal”</b></p> |

**Expected outcome 4: Availability of Financial and Material resources required to support implementation of activities envisaged in the 2021-2026 Strategic Plan.**

**Strategic Intervention 1: Putting in place a Strategic Framework for guiding the process of mobilizing Financial and Material resources required for supporting implementation of activities envisaged in the 2021-2026 strategic Plan.**

|  |   |   |   |  |  |  |
|--|---|---|---|--|--|--|
| <p>Develop a Resource Mobilization Strategy to guide the process of mobilizing required material and financial resources to support accomplishment of activities envisaged in the 2021-2026 Strategic Plan</p> | <p>A Consultant to support the process of developing source mobilization Strategy is hired.</p> | 5 | <p>Contract for hiring a consultant to develop a Resource Mobilization Strategy</p>     | <p>Documents on the process of hiring a Consultant to develop a Resource Mobilization Strategy</p> | <p>Competent Professional hired to provide “<b>on-the-job training, coaching and mentoring</b>” services</p>   | <p>Put in place effective arrangements to ensure close monitoring of the TA selection</p>  |
|  | <p>An approved Resource Mobilization Strategy</p>   | 2 | <p>Report on the validation W/shop for approval of a Resource Mobilization Strategy</p> | <p>Docs on the validation W/shop for approval of a Resource Mobilization Strategy</p>              | <p>Resources for developing a Resource Mobilization Strategy and support its implementation are available.</p> | <p>Reach out to Development Partners to seek their support for financing TA to develop a Resource Mobilization Strategy and support its implementation</p> |

|   |  |  |   |   |  |  |
|---|--|--|---|---|--|--|
| <p>Establish contacts with Potential Donors (<b>Institutions, Organizations and Individuals</b>) who express interest in supporting the process of delivering services rendered by IPAR-Rwanda) for purposes of establishing partnerships</p> | <p>A list of potential Donors established and MoUs signed between IPAR-Rwanda and those who are willing to support implementation of activities envisaged in the 2021-2026 Strategic Plan.</p> |  | <p>Number of MoUs established between IPAR-Rwanda and Development Partner willing to support Resource mobilization efforts.</p> | <p>Docs on the consultation process and signed MoUs</p>   | <p>Demonstrated interests and Positive response from Development Partners to support IPAR-Rwanda's Resource Mobilization efforts</p> | <p>Reach out to High Profile individuals to lobby for IPAR-Rwanda's supporting its Resource Mobilization efforts.</p>  |
|   | <p>TA to support the process of developing Resource Mobilization strategy and supporting implementation (to be hired on retainer basis</p>   |  | <p>Contract for TA to support the process of developing Resource Mobilization strategy and supporting its implementation.</p>   | <p>Docs for recruitment of TA to develop a Resource Mobilization Strategy and supporting its implementation</p> | <p>Resources for developing a Resource Mobilization Strategy and support its implementation are available.</p>                       | <p>Reach out to Development Partners to seek their support for financing TA for developing a Resource Mobilization Strategy and support its implementation</p> |
| <p>Quarterly Reports on TA implementation progress</p>  | <p>Quarterly Reports on TA implementation progress</p>   |  | <p>Detailed work plan for TA activities and targets against which Quarterly Progress reports are made</p>                       | <p>Work Plan and quarterly Reports docs</p>   | <p>Positive progress in the Resource Mobilization Process</p>  | <p>Put in place effective arrangements to ensure close monitoring of the Resource Mobilization process</p>   |



**Expected Outcome 5: Enhanced capacity for undertaking Strategic Leadership, Implementation oversight and Coordination of activities envisaged in the 2021-2026 strategic plan**

**Strategic Intervention 1: Support the Office of the Executive Director & BoD to provide strategic leadership and implementation oversight in the process of accomplishing activities envisaged in the 2021-2026 strategic Plan.**

|   |   |   |   |  |  |
|---|---|---|---|--|--|
| <p>Organize Monthly Management meetings to follow-up and guide implementation of activities envisaged in the 2021-2026 Strategic Plan</p> | <p>60 sets of Management Meetings Minutes</p>   | <p>Implemented Meetings action points</p> | <p>Docs on implemented Action Points arising out of the Minutes Resolutions</p> | <p>Regular update on implementation progress for all activities envisaged in the 2021-2026 Strategic Plan.</p> | <p>Put in place an effective M&amp;E arrangement for tracking activity implementation and reporting.</p> |
| <p>Organize Quarterly Board Meetings and Annual General Assembly</p>  | <p>20 sets of Board Meetings Minutes</p>        | <p>Implemented Meetings action points</p> | <p>Docs on implemented Action Points arising out of the Minutes Resolutions</p> | <p>Regular update on implementation progress for all activities envisaged in the 2021-2026 Strategic Plan.</p> | <p>Put in place an effective M&amp;E arrangement for tracking activity implementation and reporting.</p> |
| <p>5 sets of Annual General Meeting Minutes</p>   | <p>5 sets of Annual General Meeting Minutes</p> | <p>Implemented Meetings action points</p> | <p>Docs on implemented Action Points arising out of the Minutes Resolutions</p> | <p>Regular update on implementation progress for all activities envisaged in the 2021-2026 Strategic Plan.</p> | <p>Put in place an effective M&amp;E arrangement for tracking activity implementation and reporting.</p> |

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| Organize and arrange meetings for establishing networks and partnerships with sister Think Tanks and other Research related Institutions | Signed MoUs and Partnership agreements   | Reports on MoUs implementation progress   | Docs on MoUs and Reports on implementation progress  | Demonstrated interest and Positive response from Sister Think Tanks and other Research related Institutions to establish networks with IPAR-Rwanda | Reach out to sister Think Tanks and other Research Related Institutions to inform them about IPAR-Rwanda's Mandate and its role in the Country's Development Process  |
| Hire a Strategic Advisor to take up the responsibility for editing reports to be sent out by the Office of ED                            | Contract for the Strategic Advisor   | Work plan and Quarterly progress reports compiled by the Strategic Advisor                                    | Docs on the Work Plan and Quarterly Progress Reports   | Competent Professional hired to support office of the Executive Director in editing Reports  | Put in place effective arrangements to ensure close monitoring of the Strategic advisor selection Process   |
| Remunerate Personnel in the Office of the Executive Director   | 55 Reports edited and sent out every year.<br><br>Staff Payroll                                | Number and quality of edited Reports sent out.<br><br>Approved Monthly Staff Pay-roll                         | Report Documents<br><br>Pay-in slips   | High Quality Edited Reports  | Set up a team to review and provide quality assurance of the edited Reports before sending them out.<br><br>Include the cost of Staff Salaries in the Annual Expenditure Budget requirements to ensure availability of required Resources |
| Provide Office equipment and supplies required by the office of the Executive Director   | A list of assortment of Office Equipment and Supplies for the Office of the Executive Director | Approved payment for the assortment of Office Equipment and Supplies for the Office of the Executive Director | Approved payment Request docs for the assortment of Office Equipment and Supplies for the Office of the Executive Director | Availability of Resources to meet Monthly Staff salaries   | Include the cost of Office Equipment and Supplies in the Annual Expenditure Budget requirements to Ensure availability required Resources.  |

**Strategic Intervention 2: Support the Office of the Directorate of Research to over-see, guide and effectively coordinate the process of accomplishing all Research Activities envisaged in the 2021-2026 Strategic Plan..**


|   |  |   |  |   |  |
|---|--|---|--|---|--|
| Organize weekly Meetings to monitor progress and guide Research Activities undertaken across all the 5 Thematic Areas | 48 sets of weekly meetings minutes for monitoring progress of Research Activities undertaken across all the 5 Thematic areas every year. | Implemented Meetings action points  | Docs on implemented Action Points arising out of the Minutes Resolutions                                       | Regular update on implementation progress for Research activities undertaken across all the 5 Thematic Areas. | Put in place an effective M&E arrangement for tracking implementation of all Research activities undertaken across the 5 Thematic Areas.   |
| Organize field visits to track progress in the implementation of Research Activities across all the 5 Thematic Areas. | 55 Field Visits Reports  | Number of field visits Reports  | Docs on field visits Reports   | Resources for meeting the costs of field visits are available   | Include the cost of field visits in the Annual Expenditure Budget requirements to ensure availability required Resources                   |
| Remunerate the personnel in the Directorate of Research   | Staff Payroll  | Approved Monthly Staff Pay-roll   | Pay-in slips   | Availability of Resources to meet Monthly Staff salaries  | Include the cost of Staff Salaries in the Annual Expenditure Budget requirements to ensure availability of required Resources              |
| Provide Office equipment and supplies required by the Directorate of Research   | A list of assortment of Office Equipment and Supplies for the use by the Directorate of Research   | Approved payment for the assortment of Office Equipment and Supplies for the Office of the Director of Research | Approved payment Request docs for the assortment of Office Equipment and Supplies for the Director of Research | Availability of Resources to pay for Office equipment and Supplies.   | Include the cost of Office Equipment and Supplies in the Annual Expenditure Budget requirements to Ensure availability required Resources. |

### Strategic Intervention 3: Support the Office of the Directorate of Finance and Administration to provide administrative and logistical support services to all IPAR-functional Units

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|--|--|--|--|--|--|
| Organize weekly Meetings to follow up and effectively coordinate IPAR-Rwanda's Administrative and Logistical functions | 48 sets of weekly meetings minutes for follow up and coordination of IPAR-Rwanda's Administrative and Logistical functions     | Implemented Meetings action points   | Docs on implemented Action Points arising out of the Minutes Resolutions   | Regular update on implementation progress for coordination of IPAR -Rwanda's Administrative and Logistical functions | Put in place an effective M&E arrangement for tracking coordination of IPAR-Rwanda's Administrative and logistical functions               |
| Remunerate the personnel in the Directorate of Finance and Administration.   | Staff Payroll  | Approved Monthly Staff Pay-roll  | Pay-in slips   | Availability of Resources to meet Monthly Staff salaries.  | Include the cost of Staff Salaries in the Annual Expenditure Budget requirements to ensure availability of required Resources.             |
| Provide Office equipment and supplies required by the Directorate of Administration and Finance                        | A list of assortments of Office Equipment and Supplies required by the Office of the Directorate of Administration and Finance | Approved payment for the assortment of Office Equipment and Supplies for the Office of the Directorate of Administration and Finance | Approved payment Request docs for the assortment of Office Equipment and Supplies for the Directorate of Administration and Finance. | Availability of Resources to pay for Office equipment and Supplies.  | Include the cost of Office Equipment and Supplies in the Annual Expenditure Budget requirements to Ensure availability required Resources. |



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