



Institute of Policy Analysis
and Research - Rwanda

Improving policy, Impacting change

Rising to the Task

IPAR-Rwanda Strategic Plan 2016 – 2021

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FOREWORD



Wellars GASAMAGERA

Dear Stakeholder,

I am glad to present to you the IPAR-Rwanda Strategic Plan 2016-2021. This strategic plan represents the aspirations of the IPAR-Rwanda and our key stakeholders, as we move into the third phase of our strategic planning. IPAR-Rwanda seeks to consolidate on the gains made during the implementation of the first and second strategic plans, with the aim of achieving new heights in the

pathway, while maintaining a focus on our Mission and Vision.

IPAR-Rwanda has successfully implemented the previous strategic plans, and this has not only raised its profile, but has also made it impressively outstanding among local and international think-tanks. The challenges encountered and lessons learnt in the course of implementing development actions as envisaged in both the first and second strategic plans have been taken into consideration in the design of this third strategic plan.

An internal review team was constituted from IPAR-Rwanda senior staff to guide the 2016-2021 strategic plan review process and conduct technical consultations with all internal and external stakeholders to ensure that their views are incorporated in the new strategic plan.

The process aimed at building on consultations conducted at various levels and stages with Board of Directors, Management, Staff and Development Partners, and on the recommendations made in different forums organized by IPAR-Rwanda. It also aimed at aligning the new IPAR-Rwanda aspirations with national development vision and programmes and regional and global development agendas.

The strategic plan marks an important stage in IPAR-Rwanda's journey to consolidating itself as an independent, self-sustaining think tank that is poised to deliver on its mandate without compromising its fundamental values.

Over the next five years, IPAR-Rwanda has set its focus on achieving key four strategic objectives, including:

- Conducting relevant, timely, and quality policy research and analysis to enable evidence-based policy making in Rwanda and beyond;
- Promoting a culture of dialogue and debate on public policy issues to influence policy and impact change
- Building the internal capacity of IPAR-Rwanda and that of collaborating institutions to effectively undertake the tasks of policy analysis and research;
- Mobilizing resources needed to support implementation of the 2016-2021 strategic plan

To achieve these strategic objectives, IPAR-Rwanda shall continue to work with partners and engage new ones to mobilize both technical and financial resources to strengthen our internal capacity to conduct high quality research and policy analysis to impact change.

In addition to our internal team of researchers, we shall engage external researchers to build a strong and capable team of associate researchers as a driving force to conduct more research in diverse areas.

We wish to extend gratitude to our distinguished partners for their important input to this Strategy. We also thank the IPAR-Rwanda Board Members whom provided oversight and valuable inputs to this Strategy as well as Management and Staff members whom tirelessly contributed to not only drafting this Strategy but also to the coordination of processes of gathering all the ideas and inputs without which this document would not be ready today.

It is my honor to invite all our stakeholders, funders and all other critical partners to join us in our journey to make the aspirations of this strategy a success.

Wellars GASAMAGERA

Chairman, Board of Directors

IPAR-Rwanda

1. INTRODUCTION

This strategic plan represents the aspirations of the IPAR-Rwanda team and the key stakeholders, as it moves into the third phase of its strategic planning. It seeks to consolidate on the gains made during the implementation of the first and second strategic plans, with the aim of achieving new heights in the pathway, while maintaining a focus on its Mission and Vision.

IPAR-Rwanda has successfully implemented its first and second strategic plans, and this has not only raised its profile, but has also made it impressively outstanding among local and international think-tanks. The challenges encountered and lessons learnt in the course of implementing development actions as envisaged in both the first and second strategic plans have been taken into consideration in the design of this third strategic plan.

An internal review team was constituted from IPAR-Rwanda senior staff to guide the 2012-2016 strategic plan review process and conduct technical consultations with all internal and external stakeholders to ensure that their views are incorporated in the new strategic plan for the period 2016-2021. The team developed a conceptual framework and a strategy for guiding the internal review process and consultations which were discussed and approved by Management.

The process was aimed at building on consultations conducted at various levels and stages with staff, board members, Development partners, civil society, Private Sector and the Government of Rwanda and on the recommendations made in different forums organised by IPAR-Rwanda. It also aimed at aligning the new IPAR-Rwanda aspirations with national Vision and Development programmes and regional and global development agendas.

The strategic plan marks an important stage in IPAR-Rwanda's journey to establishing itself as an independent, self-sustaining think tank that is poised to deliver on its mandate without compromising its fundamental values.

1.1 BACKGROUND

The Institute of Policy Analysis and Research (IPAR-Rwanda) is the leading independent, not-for-profit research and policy analysis Think Tank in Rwanda. It became fully functional in May 2008 with initial start-up support from the Government of Rwanda, technical and operational support from the African Capacity Building Foundation (ACBF) and Canada's International Development Research Centre (IDRC). In its first and second phases of the strategic planning process, IPAR-Rwanda focused attention on institutional establishment and strengthening. Furthermore, IPAR-Rwanda has made significant efforts to internally generate its own resources in order to pave the way for its own financial sustainability. It has also acquired permanent office premises in a prime location at the heart of the Rwandan capital city Kigali, which not only provides adequate administrative office space, but also greatly adds value to its asset base.

With the growing reduction of funding from IPAR-Rwanda main development partners, it is important for IPAR-Rwanda to focus its attention on raising funds from other sources, in order to close funding gaps resulting from the closure of donor funds as observed from the current trend in the funding arrangement. Therefore, this strategic plan puts emphasis on resource mobilization, targeting among others: Commissioned and joint research, grant proposal writing, Government consultancy opportunities, and instituting innovative resource mobilization initiatives.

To date, IPAR-Rwanda is fully operational and able to conduct and produce quality research, prepare policy briefs and effectively engage stakeholders through policy debates as required under its mandate. It has also been able to train its staff to strengthen internal capacity to undertake research and successfully contributed to the establishment of the Economic Policy Research Network (EPRN) to enhance capacities within external collaborating institutions to undertake research.

As IPAR-Rwanda enters the third phase of its strategic planning, its management with guidance from the Board of Directors undertook an internal review of the strategic plan for the period 2012-2016 and has developed a new strategic plan which will guide IPAR-Rwanda strategic operations for this period.

2.2 THE REVIEW OF THE PREVIOUS STRATEGIC PLAN

IPAR-Rwanda Strategic Plan 2012- 2016 revolved around three key strategic areas namely:

1. **Strengthening capacity for Research**
2. **Enhancing capacity for Policy Dialogue and debate**
3. **Human capacity development.**

A forensic review reveals high level of achievements against planned activities, but some challenges remain. The strategic actions accomplished under each of the key areas of activity highlighted above are presented below:

1.2.1 Strengthening capacity for Research

I. Establishment of thematic research units with a specific focus to fill persistent gaps in policy research to produce empirical research that effectively inform policies.

II. Stakeholder mapping and identification of research priorities, building research partnerships and defining the roles of each stakeholder involved in the research partnership process. However, the practice of stakeholder mapping and consultation process has been done only once.

III. Developing a research agenda to guide core research and commissioned research which is mainly demand driven resulting from the growing confidence for the quality of services offered by IPAR-Rwanda

IV. Established network with more experienced and reputable international universities and think tanks to enable the sharing of lessons of experience and learn from best practices.

- V. Undertaking joint research projects.
- VI. Undertaking both core and commissioned research projects internally.
- VII. **Establish a research Network (EPRN).**
- VIII. **Building research capacity in collaborating institutions.**
- IX. **Acquire IT equipment & research infrastructure.**
- X. **Establish Resource and Knowledge Management Centre:** This centre supports the entire research process, starting with the development of research tools, training of data collectors, actual data collection, entering the data as well as analyzing, translating and editing the data.

1.2.2 Enhancing capacity for Policy Dialogue

- (i) Organise public policy forums: A number of policy forums have been conducted during the implementation of the previous strategic plan. During these policy forums, key policy recommendations were identified and navigated through the policy process for action.
- (ii) **IPAR-Rwanda Annual Research Conference:** The Annual Research Conference aimed at creating a platform to present, share and discuss research findings with stakeholders on identified policy topics to make policy recommendations and suggestions for new research areas.
- (iii) **Public Policy lectures:** policy lectures were organized through EPRN to respond to policy capacity gaps in the area of economic policy research in Rwanda. A number of high-level local and regional workshops were jointly organised by IPAR-Rwanda and other EPRN stakeholders such as UNECA, GIZ, Ministry of Finance and Economic Planning and others.
- (iv) **IPAR-Rwanda is consulted in policy formulation, implementation and evaluation.** For instance, the IPAR-Rwanda was consulted during the formulation process of the Economic Development and Poverty Reduction Strategy (EDPRS I and II). Furthermore, IPAR-Rwanda has been providing an independent view through evaluation of performance of the Rwandan Central and Local Government Performance Contracts (Imihigo) for the fiscal years 2013/2014; 2014/2015; 2015/2016 and 2016/2017.

(v) **Organizing the annual EPRN research conference:** IPAR-Rwanda has been facilitating organization of the Annual EPRN Conferences with support from GIZ. So far, the first and second EPRN Annual Conferences have been successfully organized. Additionally, the activities below were coordinated and successfully implemented:

Coaching and mentorship for young economic policy researchers from selected institutions who presented interesting research proposals.

Publishing research papers from EPRN members in regional and international research journals

Advocating and supporting capacity building within selected 20 Institutions where the EPRN members operate on developing research budgets, research agenda, acquire equipment such as computers with research software applications (SPSS) to support research, gain knowledge and skills to undertake research.

(vi) **Increased stakeholders participation:** A number of researchers have continued to use the annual research conference as an opportunity to showcase their research work, network with the peers and policy-makers thus contributing to the evidence based policy formulation, implementation and evaluation process.

(vii) **Publishing research findings.** A number of policy briefs and research papers have been developed, published and disseminated to the public.

1.2.3 Human Capacity Development

Capacity building focused on the following areas:

(i) **Strengthening Resource Centre.** A number of books related to research were acquired for the physical resource centre while IPAR-Rwanda signed partnership agreements with the Africa Portal in South Africa and the Institute of Development Studies (IDS) at the University of Sussex, UK to disseminate its publications online. Furthermore, about 20 tablets were acquired to facilitate, quicken and ensure quality of data collection process by researchers.

(ii) Strengthening Capacity of Researchers The capacity of researchers was strengthened through relevant workshops and study tours in other research institutes in Africa and beyond

(iii) Organizing short courses: Short training courses were organized with other research institutions and networks on the basic research and policy analysis. IPAR-Rwanda staff participate in the delivery of short training courses as facilitators, and play a key role in providing relevant information to researchers and research assistants

(iv) Staff training: Long and short term training interventions for staff were successfully carried out. A number of IPAR-Rwanda staff members were trained both at PhD and Master's levels in addition to professional development courses. Given the dynamic nature of the research process there is need for continuous training to keep researchers abreast with new developments and innovations in the field of research and policy analysis.

(v) Reduced Staff turn-over. IPAR-Rwanda has continuously invested in retaining researchers and administration staff members through continuous training and skills development which has contributed to staff retention.

IPAR-Rwanda Activities implementation status

The overall implementation status of IPAR-Rwanda activities as of July 2015 is summarized in table 1 below as per the ACBF mid-term review 2015.

Table1: IPAR- implementation status

Planned activity	Target (4 years)	Status of implementation As at July 2015	%-age accomplished
Conduct Research Studies	60	45	75%
Number of research results published	60	45	75%
Qualified researchers recruited	9	8	89%
Person days trained in short courses	180	500	277%
Partnerships established	6	6	100%
Person days for research & support staff trained	160	414	260%
Round table discussions held with policy-making institutions(Ministries)	8	7	88%
Research centres established.	1	1	100%
Annual Conference and Exhibitions Organized	4	3	75%
Planned activity	Target (4 years)	Status of implementation As at July 2015	%-age accomplished
Policy briefs prepared and widely Disseminated	24	14	58%
EPRN strengthened and functional(Active members maintained)	120	140	116%
Training organized on Policy analysis & research to EPRN members	600 person days	300 person days	50%
Percentage of policy Documents by the Government informed by Research studies conducted by IPAR	50%	44%	88%
Percentage of stakeholders reporting that there is an improvement in the Locally led policy making process.	75%	87.2%	116%

1.2.4 Success stories

For the last five years, the projects conducted by IPAR-Rwanda have effectively informed policy and impacted change. Some of the projects accomplished include:

1. Annual Imihigo Evaluations

For the years, 2013/2014, 2014/2015 and 2015/2016 and 2016/2017 IPAR-Rwanda has been commissioned by the Prime Minister's Office to conduct evaluations for performance contracts (Imihigo) of Ministries, their agencies and districts. The main objective of the evaluation was to assess the performance against the targets, identify challenges encountered, establish gaps and give recommendations to inform future policy development in the planning and implementation process.

2. Building resilience in Rwanda through business cooperation

A research project on "Building resilience in Rwanda through business collaboration" was initiated and funded by the Climate and Development Knowledge Network (CDKN) and implemented together with Adelphi. The project was completed and three papers were produced.

3. Mobilising and Managing External Development Assistance for Inclusive Growth: Rwanda Case Study

Research was conducted on aid management and fiscal policy for inclusive growth and lessons from Rwanda which was commissioned by the African Center for Economic Transformation (ACET). The research investigated how Rwanda managed and coordinated development assistance while at the same time mobilizing domestic resources.

4. Production of case studies on Science, Technology and Innovation

IPAR-Rwanda conducted a study for The African Capacity Building Foundation (ACBF) under the theme of 'Building Capacity in Science, Technology and Innovation for Africa's Transformation.' The objectives of this study were to: 1) Examine the Science Technology and Innovation (STI) landscape and uptake by Countries in Africa and the issues, challenges,

opportunities and possibilities facing African countries; 2) Define the key capacity imperatives around STI development and the appropriate roles for Governments, the private sector, civil society, development partners, universities, and research institutions think tanks around the capacity dimension that require attention.

5. Consistence Analysis for existing policies, plans and programmes

A study was conducted on 'Consistency Analysis of Existing policies, plans and programs for development of catchment plans' on behalf of SNV-Rwanda. The objectives of the study were to: 1) Investigate the policy, plans, programs and legislation frameworks in terms of their relevance to IWRM; 2) Examine the implications of these policy instruments for catchment planning and management. A final report was produced and findings were presented in a workshop organized by the Rwanda Natural Resources Authority (RNRA).

6. Strengthening employment of sector policies

A background study on "*Strengthening the Impact of Employment of Sector Policies: A joint Initiative of MIFOTRA, ILO and European Union*" was commissioned by the International Labour Organization (ILO). The study focused on the construction and infrastructure sectors. A final report was produced and findings were presented in a workshop.

7. Midterm evaluation of FONERWA

A mid-term phase evaluation of Rwanda's National Climate Change and Environment Fund, (FONERWA) was conducted. The purpose was to deliberately uncover the contextual conditions affecting the success of FONERWA-supported projects by exploring how distributional benefits vary and the 'how' and 'why' of what enables projects to start delivering benefits. The three project case studies included: integrated land, water resources and clean energy management toward poverty reduction project in Musanze District, to support the integration of Greening district development plans and the Gaseke Hydro power project. The study was carried out in three districts: Gasabo, Gakenke and Musanze.

8. Reviewing policies relevant to biodiversity informatics

Research reviewing policies relevant to biodiversity informatics in Sub-Saharan Africa was conducted with financial support from JRS Foundation. By describing the current policy framework relating to biodiversity informatics, the project looked at the best practices of promoting the use and sharing of biodiversity information. The project was successfully completed with two peer-reviewed journal articles published and three more articles that are still under review.

9. Results based Aid (RBA) Evaluation

The 3rd year evaluation of the Department for International Development's (ODI) Results Based Aid support to the education sector in Rwanda led by Upper Quartile one UK was done. The purpose of the evaluation was to determine whether the additional incentive of RBA impacted on the completion at key stages of education and on additional teachers becoming competent in the use of English as the medium of instruction.

10. VSO Rwanda - external context analysis

An external context analysis project with Voluntary Service Overseas Rwanda (VSOR) was conducted to assess the institutional Policy and operational situation, bottlenecks and identify practical solutions and recommendations towards the achievement of the Vision 2020 and the EDPRS II as well as maximize the impact of VSO in Rwanda. A final report was produced and shared with VSO Rwanda.

11. Street Trading, Street-Connected Children and Young People, Delinquency and On-Street Prostitution in the City of Kigali: Problems and Practical Solutions

The project was conducted through joint collaboration between the City of Kigali and the IPAR-Rwanda. The purpose of the study was to provide a deep understanding of the incidence and persistence of street-connected children and young people, street trading, begging, on-street prostitution and delinquency (collectively referred as 'street work') on the streets of the City of Kigali and how to meet the welfare needs of those that engage

in these activities. It also discussed what the literature suggests are ways of making alternative and sustainable livelihood options available to those working on the street.

Additionally, the following activities were accomplished:

More than three hundred (300) requests for IPAR-Rwanda services and products were received from public and private institutions, development partners and NGOs. Key among them include the Prime ministers' Office, Ministry of Finance and Economic Planning, Action Aid, the City of Kigali, the National Institute of Statistics of Rwanda, Ministry of Local Government, National Commission for Science and Technology, the University of Rwanda, and Rwanda Governance Board.

IPAR-Rwanda provided the following technical support:

The IPAR-Rwanda in partnership with UNECA, ACBF, PEGNet, and Yale University, organized high level conferences and workshops on different policy topics that attracted regional and international high level policy makers to exchange ideas on a number of policy issues in the Country and in the region.

The Executive Director Ms. Eugenia Kayitesi together with researchers provided technical support to the Prime Minister's office, Ministry of Local Government and the Ministry of Finance and Economic Planning before and after the implementation of performance contracts evaluation or Imihigo for the 2015/2016.

IPAR-Rwanda senior staff members are serving on different sector working groups and Boards of Directors for some organizations where they provide technical support. These include: National Institute of Statistics of Rwanda, National Bank of Rwanda, National Capacity Building Secretariat, Rwanda Public Procurement Authority, Economic Policy Research Network and Policy institute committee under the ACBF, among others.

The IPAR-Rwanda Executive Director, Ms. Eugenia Kayitesi, and the Director of Research, Professor Alfred Bizoza, attended the 7th Forum for Agricultural Research in Africa which took place in Kigali, Rwanda, from the 13th to 16th June, 2016

IPAR-Rwanda Resource mobilization Associate participated in the Regional Stakeholder meeting on “Making Investments work for people in the EAC” – 19th – 20th May 2016

IPAR-Rwanda staff and management participated in more than 20 workshops, conferences and/ training in and outside the country, where they presented and discussed research work on different forums, while close to Five hundred (500) high level participants from Government, Civil society, Development agencies, United Nations and Academic Institutions attended various IPAR-Rwanda events implemented in the previous strategic plan.

1.3 GAPS THAT NEED TO BE CLOSED IN ORDER TO ADDRESS CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF IPAR-RWANDA STRATEGIC PLAN 2012-2016

In the course of implementing the 2012-2016 strategic plan, IPAR-Rwanda encountered a number of challenges that constrained the process of delivering planned development results. The gaps that need to be closed in order to address the challenges encountered are highlighted under each of the following major activity areas that guided the implementation of planned actions in the 2012-2016 strategic plan.

1.3.1 Strengthening capacity for Research

IPAR-Rwanda visibly covered immense ground and deployed significant efforts to strengthen its capacity for undertaking research. However, it still faces challenges that continue to constrain the process of attaining its desired full functional capacity. Positions for two Senior Research fellows, one research fellow and four research assistants which had been envisaged in IPAR-Rwanda current organizational structure have been persistently vacant. This gap in its functional capacity is due to limited resources to finance salaries for competent researchers. There are only 2 senior research fellows, 5 researchers and 4 research assistants available to handle the research workload, which is supposed to be handled

by 4 senior research fellows, 8 researchers and 8 research assistants respectively. The research department is not only constrained by the limited number of researchers to deliver on planned research agenda but also by the rising demand for commissioned research resulting from the growing confidence for the quality of services offered by IPAR-Rwanda.

The culture and practice of developing annual research agenda and aligning it to the national development agenda, has not yet taken roots effectively. The stakeholder consultation meetings which were aimed at defining annual research agenda have not been institutionalized. There was only one such event which was conducted in 2012 with facilitation from the ACBF funded project. The investments made during the previous two strategic planning phases, including: conducting stakeholder mapping, identifying research priorities, building research partnerships and defining roles for each of the stakeholders involved in the research partnership process, have therefore not been put to optimal use. This is further constrained by the lack of core funding for the developed research agenda.

Although IPAR-Rwanda was able to access opportunities for undertaking commissioned research, thanks to the growing demand for its services, this resulted in a weak balance between core and commissioned research, making IPAR-Rwanda more reactive than proactive in the process of accomplishing its research agenda.

Although much effort and investments were made to establish a resource center for supporting and enabling the process of sharing research knowledge and skills internally, this activity has not been optimally accomplished, partly due to a very limited space in the work schedules of the few available senior researchers as they are in most cases fully engaged in handling “urgent” tasks arising mainly from projects implemented under commissioned research. Lessons of experience and best practices obtained through participation in research networks, with more experienced and reputable international universities and think tanks, need to be adequately shared with the IPAR-Rwanda staff.

The process of establishing research networks in the country is still at its embryonic stages. The initiatives made and achievements registered so far in establishing EPRN have unveiled the need for enlarging the scope to include more collaborating institutions in the research networks across other sectors of the socio-economic activity in the country. The growing need for policy analysis and research across all sectors of the economy can only be met if sufficient investments are made to enhance the process of establishing research networks and building capacity of enlisted collaborating institutions.

The IT equipment and research infrastructure acquired to equip the resource center are not adequate. Much more investments are needed to make the resource centre fully operational. The IT investments both in terms of hardware and software are needed to support the entire research process, starting with the development of a research proposal, deployment of researchers, and training of data collectors, actual data collection, entering the data as well as analyzing, translating and editing the data.

1.3.2 Enhanced public policy dialogue and debate

The role of IPAR-Rwanda in contributing to enhanced public policy dialogue and debate in Rwanda is very critical. In the previous strategic plan, the activities which were planned to facilitate the accomplishment of this role included: (i) Strengthening the Economic Policy Research Network by way of reactivating EPRN in terms of increasing membership, to include professionals working in government, CSOs, the private sector and academic institutions, and organizing regular forums on selected topics and research findings (the results of these forums were to be used to identify policy recommendations, research topics and feedback to research outcomes); (ii) Holding Annual Conference and exhibition events to share and discuss research results and findings, and use the events as forums to link with policy making in order to enhance Publicity and participation; (iii) Organizing round-table discussions with government Ministries concerned with the identified policy topics to discuss the

government's point of view on research findings and suggestions for new research areas; (iv) Publishing and sharing widely, research findings, policy briefs, position papers, annual reports, etc.

Although a lot has been done, much more still needs to be done, since these activities are not one time events and they are repetitive in nature. Besides, as one activity gets accomplished it has a tendency to unveil needs for accomplishing other related activities. For example, when the EPRN were reactivated in terms of re-establishing contacts with the old and new members and more than 100 of them became active, this process unveiled other needs. The outcome of a capacity needs assessment carried out across 20 institutions where EPRN members operate, indicated that there were no research budgets, no research agendas, no equipment to support research (computers with research soft ware applications such as SPSS) and no research knowledge and skills on the part of the officers responsible for research in those institutions despite the fact that their mandate to undertake research is very clear. There is need to define a range of other activities to address the identified issues if the EPRN have to attain desired full functional capacity.

Annual conferences and exhibition events to share and discuss research results and findings were held. The events provided forum to link IPAR-Rwanda with policy makers, and this has greatly contributed to enhanced publicity of IPAR-Rwanda's activities and mandate. Furthermore, the events attracted many stakeholders from the government and non government organizations, including the private sector, CSOs and DPs to participate in the discussion of research results and findings. As a result of increased levels of participation by many policy makers in the annual research conferences and exhibition events, the quality of policy making process in the country is increasingly being informed by research. However, the level and degree of improvement in the policy making process differs from sector to sector due to differing levels of stakeholder participation leaving room for further improvement.

Round-table discussions with government Ministries concerned with the identified policy topics were organized to discuss the government's point of view on research findings and suggestions for new research areas. However, more work on policy analysis and research initiatives is particularly needed to improve quality of policies in other sectors, especially in the critical growth sectors such as food security, modernization of agriculture and value addition, environment, mining, energy generation, transport, export promotion, secondary cities, skills development and employment promotion.

In terms of publishing and wide sharing research findings, policy briefs, position papers, and annual reports, a lot has been done. However, there was no effective mechanism to follow up the adoption of the research findings and the implementation of policy recommendations.

1.3.3 Human capacity Building

The Planned interventions to build the Human Capacity to support IPAR-Rwanda to undertake research focused on the following: (i) Developing Knowledge and skills of Researchers and support staff who are critical to the institute through short term professional training, relevant workshops and study tours in research institutions in Africa; (ii) Organizing short courses with EPRN and other think tank members on the basic research and policy analysis. IPAR-Rwanda was expected to participate in the delivery of short training courses as a facilitator and the Resource centre at IPAR-Rwanda would play a great role in providing up-to-date information to researchers and other think tanks.

The planned training interventions to develop knowledge and skills of researchers and other support staff were successfully carried out. Short courses for EPRN and other think tanks were also successfully organized. The actual number of people who benefitted from these training interventions far exceeded the planned. However, the aspects of training in short courses where the Director of research would serve as a facilitator and the resource center used by researchers and other think tanks as sources of updated information have not yet been fully realized.

Given the dynamic nature of the research process, there is need for continuous training to keep researchers abreast with new developments and innovations in the field of research and policy analysis. Given also the challenges of the staff turn-over, IPAR-Rwanda needs to invest significant amounts of resources on continuous training of researchers and other key staff to avoid possible skills gaps.

In addition, IPAR-Rwanda needs to invest resources in training its leadership and governance team mainly through study visits to other think tanks in the region and at the global level in order to enable them to share, learn from other experiences and appreciate how other think tanks are governed.

1.3.1.1 Strategic repositioning of IPAR-Rwanda

The design of the strategic plan 2016-2021 is informed by recommendations obtained through internal and external stakeholder consultations and the need to align planned activities to the national vision and programmes as well as regional and global development agendas.

Drawing from lessons of experience and challenges encountered in the course of implementing the 2012-2016 strategic plan, stakeholders recommended that IPAR-Rwanda strategically repositions itself to close possible financing gaps that may be created by the declining external financing sources and ensure that its programs and operations continue unhindered. In this repositioning, the IPAR-Rwanda needs to review the current approach in doing its business with a view to adopt a business model that will enable it to generate resources from the services it offers to its clients.

After conducting a review of the achievements, success stories and challenges encountered in the course of implementing the 2012-2016 strategic plan and guided by stakeholder recommendations, IPAR-Rwanda management and staff articulated the 2016-2021 strategic plan around the following four key results areas:

1) Conducting research within three main categories: i) core research, ii) collaborative research, and iii) commissioned research.

Under core research, IPAR-Rwanda will focus on “private sector development” as a flagship research area for a considerable impact and brand development. An annual status report on the extent and progress of the private sector involvement in the design and implementation of development programs and projects across all sectors of socio-economic activity shall be prepared and presented by IPAR-Rwanda to the key stakeholders.

The justification and necessity for undertaking this research draws from the overarching national policy direction which envisages to have a private sector led economy, as one of the six strategic policy pillars of the Vision 2020. Given the trends of the Rwandan economy over the past decades, there is need to engage policy makers and other stakeholders in a policy dialogue and debate on the status of the private sector involvement in the planning and implementation of national development programs and projects across all sectors of socio-economic activity. IPAR will therefore conduct research and prepare a report on an annual basis to examine the extent to which this is being achieved.

Collaborative and commissioned research will be guided by the following broad themes: (1) Sustainable Economic Growth and Transformation, (2) Social Development, (3) Governance and Democracy, (4) Agriculture and Rural Development and Settlement, (5) Environment and Natural Resources Management. Ten (10) research projects under collaborative research area and fifty (50) research projects under commissioned research shall be accomplished during the 2016-2021 strategic planning period.

Research projects under the collaborative research category will be accomplished in partnership with collaborating partner (National, regional and international), research institutions and think tanks and development agencies which will be identified and engaged during the planning stage. Research projects in the commissioned research category shall be entirely demand driven. IPAR-Rwanda shall undertake research projects that are

relevant to its vision and mission and aligned to the national development vision and international development goals to which IPAR-Rwanda subscribes.

2) Enhancing a culture of dialogue and debate on public policies

Under this pillar, IPAR-Rwanda will prepare policy briefs and organize workshops and meetings that will bring together and engage policy makers and other stakeholders into debates and dialogues on public policies. The overall aim is to ensure that IPAR-Rwanda effectively informs policy to impact change through conferences, workshops, roundtable discussions and dialogues.

3) Building IPAR-Rwanda internal capacity (institutional, organisation, and human) and that of collaborating institutions to undertake policy research and analysis (Capacity needs).

At IPAR-Rwanda Level

A compressive needs assessment for IPAR-Rwanda shall be undertaken as a basis for interventions aimed at strengthening its capacity to effectively accomplish planned projects in the 2016 – 2021 strategic plan. More specifically the assessment shall focus on:

I. Reviewing staffing levels in the research department to ensure that adequate researchers (quality and quantity) are available to undertake the planned research projects.

II. Assessing existing staff retention mechanisms within IPAR-Rwanda to ensure that experienced and quality researchers are attracted and retained.

III. Review the IPAR-Rwanda current organisational structure with a view to putting in place adequate organisational arrangements to take up the new, important, but challenging tasks of resource mobilisation.

IV. Review the existing financial management policies, procedures and practices at IPAR-Rwanda, with a view to enhancing efficiency in service costing, resource allocation and value for money.

V. Implement the policy on working with research associates to support the research department in conducting more research projects, proposal and report writing aimed at strengthening IPAR-Rwanda resource mobilisation efforts

VI. Strengthening the policy on the use of interns to support work at IPAR-Rwanda in different departments

Network (EPRN) level

Building on the initiatives undertaken to establish EPRN in the previous strategic plan and closing capacity gaps, IPAR will:

I. Continue with the process of supporting EPRN member institutions to close capacity gaps identified during the needs assessment conducted in 2015

II. Establish more research networks to widen the scope of research to include other sectors of socio-economic activities in the country.

III. Enhance the capacity of the resource and knowledge management centre established at IPAR to effectively respond to the capacity needs of the network member's institutions.

4) Mobilising resources needed to support the implementation of the 2017 – 2021 strategic plan

I. A resource mobilisation strategy shall be developed to guide the process of resources mobilisation during the planning period

II. Establish clear organisational arrangements and put in place effective mechanisms to support the implementation of the resource mobilisation strategy

III. Develop guidelines for supporting the process of costing IPAR resources to ensure efficiency and effectiveness in their deployment.

The need to accomplish activities envisaged in the four key result areas highlighted above makes it imperative for IPAR to reposition itself in order to rise to the task. The current positioning of IPAR, especially viewed in terms of planning, exhibits features of a think tank whose mandate is to be achieved through a pre-determined resource envelope delivered mainly

from external sources.

IPAR has been financing 30% of its budget from internally generated funds; it is still largely depending on the NGO model and this often tended to influence the planning process, with the unpredictable nature of external financing which carries a risk of frequent downward adjustments in the planning process. In order to address shortcomings associated with the NGO model, there is an absolute need for IPAR to introduce into its operations a business model approach that will allow for obtaining value out of the services and products it offers to its clients. However, IPAR must exercise caution to remain focused on its mandate and avoid being seen as profit orientated.

Therefore, IPAR needs to adopt a hybrid business model approach that will help strike a balance between the need for effective resource mobilisation and remaining committed to its mandate with a focus on ensuring sustainability. The model will contribute to enhanced ability of IPAR to plan and implement its programs without compromising its independence.

5) Envisioning

The solid foundation established during the first and second development phases places IPAR in a favourable position to continue pursuing its development agenda. The desired development imperatives to be undertaken in the third phase will not in any way change the vision and mission to which IPAR committed itself, but they are rather intended to adopt strategies to overcome encountered challenges and accelerate performance. The IPAR Vision and Mission remain as stated below:

1.5.1 The IPAR Vision

To become an Independent recognized Centre of Excellence on Policy Analysis and Research in Rwanda and beyond.

1.5.2 The IPAR Mission

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

2. STRATEGIC OBJECTIVES AND PLANNED INTERVENTIONS TO ACHIEVE IPARS MISSION AND VISION

In the context of the key result areas as defined in the strategic repositioning section highlighted in previous pages, IPAR will pursue the following strategic objectives in order to achieve the stated mission and vision:

- (1) Conducting, relevant, timely, and quality policy research and analysis to enable evidence-based policy making in Rwanda;
- (2) Promoting a culture of dialogue and debate on public policy issues to influence policy and impact change;
- (3) Building the internal capacity of IPAR and that of collaborating institutions (EPRN) to effectively undertake the tasks of policy analysis and research
- (4) Mobilising resources needed to support the implementation of the 2016 – 2021 strategic plan

The strategic interventions and key activities to be accomplished in order to achieve each of the above strategic objectives are detailed in the log-frame below.

1.1 IPAR Core Values

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

1.2 The SWOT Analysis:

With regard to the Strengths, weaknesses, Opportunities and Threats, IPAR's current situation is as follows:

<p><u>Strengths</u></p> <p>Current partnership funding from ACBF, IDRC</p> <p>Strong supportive Board and management team</p> <p>Capacity to respond to the need of stakeholders</p> <p>Increased IPAR visibility and credibility among major stakeholders</p> <p>An enthusiastic, committed, qualified and team spirit staff with Integrity, professionalism, commitment to excellence and quality;</p> <p>Collaboration with regional, international think tanks, and research institutions</p> <p>Leading think tank in Rwanda</p> <p>Own office premises</p>	<p><u>Weaknesses</u></p> <p>These are internal deficiencies in recourses and capabilities which could hinder IPAR from achieving its strategic objectives and which therefore should be addressed. The main weaknesses identified include:</p> <ul style="list-style-type: none"> • Limited resources to hire sufficient number of research and administrative staff • Limited intervention in building the capacity of local researchers outside IPAR • Limited capacity for Publication and effective dissemination of research findings, • Insufficient funds for core research activities • Limited capacity for more grants proposal writing. • No M&E framework to assess the impact created
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> o Not many organizations doing what IPAR is set up to do o High demand for policy Research and Analysis o Goodwill from partners we have worked with. o Good enabling policy environment for research o More space for IPAR's growth as an organization o Create a strong IPAR brand 	<p><u>Threats / Challenges</u></p> <p>Current closing in funding/grants by IPAR main funders</p> <p>Establishment of various policy research organizations in Rwanda</p> <p>Prospect of decreased research funding by development partners</p> <p>Limited number of competent researchers in the country</p>

3. IPAR STRATEGIC PLAN 2016-2021

Strategic Objectives	Strategic Interventions	Key Activities	Out puts	Annual – Targets (Y1 – Y5)	Responsible Person (s)	Budget (Frw)
Conducting relevant, timely, and quality policy research and analysis to enable evidence-based policy making in Rwanda;						
Undertake core research to assess annual status of achieving Vision 2020 goal of a private sector-led economy in Rwanda.						
		Prepare annual research agendas to guide core research activities across socio-economic sectors (education, agriculture, energy, health etc)	5 approved annual research agendas	1 1 1 1 1	Director of Research	50,000,000
		Conduct research projects to inform the preparation of annual reports on the status of achieving Vision 2020 goal of a private sector-led economy in Rwanda.	5 annual reports on the status of achieving Vision 2020 goal of a private sector-led economy in Rwanda.	1 1 1 1 1	Senior researcher in charge of this activity	300,000,000
Under collaborative research with partner institutions and think tanks (national and international) to strengthen IPAR's network and capacity to conduct research						
		Strengthen the existing and establish new partnerships with research institutions and think tanks to enhance IPAR's network	i. Number of MoUs with existing partner institutions renewed ii. 20 new ones established	x y z x y 2 4 6 5 3	Executive Director	30,000,000

	Undertake 10 collaborative research projects through joint proposals and grants	10 collaborative research projects conducted	2	3	0	3	2	Senior researcher in charge of each collaborative research project	800,000,000
Conduct commissioned research to support IPAR's resource mobilisation efforts in line with its vision and mission									
Undertake 50 commissioned research projects									
		50 commissioned research project reports	8	10	9	7	6	Senior researcher in charge of commissioned research project	2,600,000,000
Sub- total for strategic objective 1:									
Promoting a culture of dialogue and debate on public policy issues to influence policy and impact change									
Disseminate research findings to share with a wide audience of policy makers and other stakeholders									
	summarise research findings into policy briefs, position papers, and workshop working documents based on research findings to facilitate discussions in stakeholders' meetings and workshops	<ul style="list-style-type: none"> 40 policy briefs 40 Position papers 20 Workshop working documents 10 meetings and 20 workshops 	7	10	10	6	7	Director of research Resource manager	250,000,000
	Organize annual research conferences that will bring together external and internal research experts, policy makers and key stakeholders share experiences of undertaking policy analysis and research projects.								

Rising to the Task

	Organise IPAR's Annual Research Conferences	5 IPAR Annual Research Conference reports	1	1	1	1	1	Director of research	50,000,000
Organize Public lectures and debates on public policy topical issues to share knowledge with policy makers and other stakeholders in Rwanda									
	Organise quarterly public policy debates on key critical local and international issues to inform policy making process in Rwanda.	20 reports on quarterly policy debates organised	4	4	4	4	4	Events officer	40,000,000
	Organise Public Policy lectures by inviting accomplished scholars and policy experts	10 reports on Mid-year public lecture sessions organised	2	2	2	2	2	Events officer	100,000,000
Establish effective communication mechanism to enhance dialogue and debate on public policy issues among key stakeholders.									
	Organise Television and Radio call in programs on policies to increase stakeholder participation in policy processes and provide feedback on research findings	20 Quarterly TV and Radio programs registered	4	4	4	4	4	Finance and Administration	20,000,000
	Create an interactive online platform to enable policy debates on twitters, chats and blogs using the IPAR's website	Online platform to be operational and active	1	-	-	-	-	Resource and IT Manager	30,000,000
Sub- total for strategic objective 2: Building the internal capacity of IPAR and that of collaborating institutions (EPRN) to effectively undertake the tasks of policy analysis and research									
	490,000,000								
Put in place adequate arrangements to enhance institutional, organisational and human resources capacity of IPAR to take up tasks associated with the hybrid business model adopted in the 2016 – 2021 strategic plan.									

		Conduct a comprehensive functional review of the IPAR, reflecting capacity gaps at institutional, organisational and individual levels and develop a capacity building plan to close identified gaps.	A report on comprehensive functional review of IPAR with detailed action recommendations to close identified capacity gaps - institutional, organisational and human resource levels and a capacity building plan (2017 – 2021) for IPAR	1	-	-	-	-	Finance and Administration manager	30,000,000
		Recruit personnel to close identified gaps in the staffing levels at IPAR	staff recruitment report	1	-	-	-	-	Finance and Administration manager	10,000,000
		Put in place a clear staff retention policy and effective mechanism to monitor its implementation to ensure that IPAR attracts and retains competent and experienced staff.	IPAR staff retention policy document and annual staff utilisation, development and retention monitoring reports	1	-	-	-	-	Finance and Administration manager	5,000,000
		Put in place a clear policy to guide outsourcing of short term expertise (consultants) to boost	Policy document	-	1	1	1	1	Director of research	20,000,000

Rising to the Task

		<p>IPAR's internal capacity to accomplish demand driven projects in research and resource mobilisation efforts</p> <p>Develop a marketing and outreach strategy and implementation plan to consolidate IPAR's brand and increase visibility</p>	<p>Marketing strategy and implementation plan document</p>	1	-	-	-	-	Finance and Administration	7,000,000
		<p>Conduct marketing and outreach activities through:</p> <ul style="list-style-type: none"> • TV and radio adverts • Distribution of brochures, banners and posters 	<ul style="list-style-type: none"> • Quarterly TV and radio adverts 1000 • Brochures, 500 posters 100 banners 	4	4	4	4	4	Finance and administration	50,000,000
				200	200	200	200	200		1,500,000
				100	100	100	100	100		1,000,000
				20	20	20	20	20		3,500,000
		<p>Enhance capacity of IPAR staff to effectively accomplish individual and collective tasks envisaged in the implementation of the 2016 – 2021 strategic plan</p>		-	1	-	-	-	Finance and Administration	10,000,000
		<p>Carry out a training needs assessment and develop a training program for the IPAR's staff</p>	<p>Training needs assessment report and training program for the IPAR's staff</p>	-	-	-	-	-		

		<p>Organise staff training programs with a focus on:</p> <ul style="list-style-type: none"> • Induction training • On-job training including mentorship and coaching for the IPAR's staff • Short-course training • Exchange visits and study tours 	<ul style="list-style-type: none"> • 5 induction training sessions • 5 trainers to support on-job trainings including mentorship and coaching for the IPAR's staff • 10 short-course trainings • 5 Exchange visits and study tours 	1	1	1	1	Finance and Administration	10,000,000
				1	1	1	2	50,000,000	
				1	1	1	1	40,000,000	
		<p>Support EPRN member institutions to close capacity gaps to focus on:</p> <ul style="list-style-type: none"> • On-job training including mentorship and coaching for the IPAR's staff 	<ul style="list-style-type: none"> • On-job training including mentorship and coaching for the 				EPRN Coordinator	50,000,000	

Continue to support EPRN and establish more research networks to widen the scope of research to include other sectors of socio-economic activities in the country

Rising to the Task

	<ul style="list-style-type: none"> Short training courses on methodology and techniques Exchange visits and study tours 	<ul style="list-style-type: none"> IPAR's staff Short-training course on research methodology and techniques Exchange visits and study tours 																		20,000,000	
	Equip the resource centre established at IPAR to effectively respond to the capacity needs of the network member institutions	New equipment (soft and hardware)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Resource and IT manager	30,000,000
Sub- total for strategic objective 3:																					
Mobilise resources needed to support implementation of the 2016 – 2021 strategic plan																					
Develop resource mobilisation initiatives to guide the process of resource mobilisation during the strategic plan period																					
	Develop a resource mobilisation strategy and an implementation plan to guide resource mobilisation activities	Resource mobilisation strategy and implementation plan document	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Resource Mobilisation Associate	20,000,000
	Implement annual resource mobilisation activities that will include partners' get-together and outreach events	Annual resource mobilisation plan and budget for partners get-together and outreach events	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Resource Mobilisation Associate	100,000,000

		Establish partnerships with resource mobilisation experts to support the implementation of the resource mobilisation strategy	MoUs and partnership contracts	4	4	4	4	4	4	4	Resource Mobilisation Associate	2,000,000
		Develop guidelines to support the process of costing IPAR's resources to ensure efficiency and effectiveness deployment.	IPAR costing manual document	1	-	-	-	-	-	-	Finance and Administration	10,000,000
Sub- total for strategic objective 4:												
Grand total												
											132,000,000	
											4,775,000,000	

Rising to the Task

4. IPAR STRATEGIC PLAN 2016-2021

RESULTS MEASUREMENT FRAMEWORK (RMF)

Strategic Objective 1: Conducting relevant, timely, and quality policy research and analysis to enable evidence based policy making in Rwanda;						
Strategic Intervention 1: Undertake core research to assess annual status of achieving Vision 2020 goal of a private sector led-economy in Rwanda.						
Key activities	Output (s)	Strategic Plan Targets				
		Baseline	Key Performance Indicators	Means of verification	Assumptions and risks	Risk mitigation measures
Prepare annual research agendas to guide core research activities across socio-economic sectors (education, agriculture, energy, health etc)	5 approved annual research agendas	1	Annual research agenda meetings Approved annual research agenda documents	Minutes of annual research meetings and reports	Stakeholder buy-in and their effective attendance and participation at the annual research agenda meetings	Prior consultations and effective engagement of stakeholders involved in defining and approving of annual research agendas to ensure their buy-in
Conduct research to inform the preparation of annual reports on the status of achieving Vision 2020 goal of a private sector-led economy in Rwanda.	5 annual reports on the status of achieving Vision 2020 goal of a private sector-led economy in Rwanda.	-	Number of research reports published of core research projects	Research reports	Effective stakeholders' participation	Full stakeholders' engagement
Strategic Intervention 2: Undertake collaborative research with partner institutions and think tanks (national, regional and international) to strengthen IPAR's network and capacity to conduct research						
Strengthen existing and establish new partnerships with research institutions and think tanks to enhance IPAR's network	i. Number of MoUs existing with partner institutions renewed 20 new ones established ii.	10	-Minutes of partnership meetings -Number of MoUs renewed and new ones signed	Meetings minutes and copies of MoUs signed	Research institutions and think tanks demonstrate interest in collaborating with IPAR	Intensive outreach campaigns and lobby collaborations

Undertake collaborative projects through joint proposals and grants	20 research joint projects conducted	20 collaborative research projects	-Approved joint proposals and grants -Number of collaborative research project reports produced. published collaborative research projects	Research project reports	Readiness of partner research institutions and think tanks to undertake joint research projects with IPAR.	Effective engagement of partner research institutions and think tanks to undertake joint research projects with IPAR.
Strategic Intervention 3: Conduct commissioned research to support IPAR's resource mobilization efforts in line with its vision and mission						
Undertake commissioned research projects	20 research report	20 commissioned research projects	Number of commissioned research projects reports	Research report documents	Effective demand for commissioned research. Active stakeholders' involvement	Intensive marketing and lobby to activate demand for IPAR services. Quality work and timely delivery

Strategic Objective 2: Promoting a culture of dialogue and debate on public policy issues to influence policy and impact change				
Strategic Intervention 1: Disseminate research findings to share with a wide audience of policy makers and other stakeholders				
Summarize research findings into policy briefs, position papers, and workshop working documents based on research findings to facilitate discussions in stakeholders' meetings and workshops	<ul style="list-style-type: none"> • 40 policy briefs • 40 Position papers • 20 Workshop working documents • 10 meetings and 20 workshops 	Number of policy briefs, position papers and workshop reports produced	<ul style="list-style-type: none"> - Quality of discussions held in the stakeholder meetings and workshops on policy issues highlighted in the various policy briefs and position papers. 	<p>Policy briefs, position papers and workshop reports</p> <p>-Feedback from stakeholders who participate in meetings and workshops to discuss policy issues highlighted in the various policy briefs and position papers.</p>
			Effective attendance and participation by policy level officials and other key stakeholders at workshops and meetings organized to discuss policy issues.	Thorough organization of workshops and meetings to discuss policy issues and continuous engagement of policy level officials and other key stakeholders to attend and effectively participate in the policy debates meetings and workshops. summarizes with key research findings
Strategic Intervention 2: Organize annual research conferences that will bring together external and internal research experts, policy makers and key stakeholders to share experiences of undertaking policy analysis and research projects.				
Organize IPAR's Annual Research Conferences	5 IPAR's Annual Research Conferences organized	5	Number of IPAR's Annual Research Conferences Organized	<p>Conference reports</p> <p>Early preparations and full stakeholder engagement to ensure effective participation</p>
			Inadequate organization and weak attendance	summarizes with key research findings

Organize annual research conference for research network members	5 annual research conferences for research network members organized	2	Number of annual research conferences for research network members Organized.	A research conference reports	Inadequate organization and weak attendance	Early preparations and full stakeholder's engagement to ensure effective participation.
Strategic Intervention 3: Organize lectures and debates on public policy topical issues to share knowledge with policy makers and other stakeholders in Rwanda						
Organize quarterly public policy debates on key critical local and international issues to inform the policy making process in Rwanda.	20 quarterly policy debates organised		Number of Policy debates organized	Reports on quarterly policy debates	Inadequate organization and weak attendance	Early preparations and full stakeholder engagement to ensure effective participation.
Organize Public Policy lectures by inviting accomplished scholars and policy experts	10 reports on Mid-year public lecture sessions organized		public lecture sessions organized	Reports on public lectures organized	Inadequate organization and weak attendance	Early preparations and full stakeholder's engagement to ensure effective participation.
Strategic Intervention 3: Establish effective communication mechanism to enhance dialogue and debate on public policy issues among key stakeholders.						
Organize Television and Radio call-in programs on policies to increase stakeholders' participation in policy processes and provide feedback on research findings	20 Quarterly TV and Radio programs aired		Number of TV and Radio programs aired	Reports on TV and Radio programs aired	Weak audience and low levels of stakeholder participation	Intensive sensitization campaign before airing TV and Radio programs.

Organize annual research conference for research network members	5 annual research conferences for research network members organized	2	Number of annual research conferences for research network members Organized.	A research conference reports	Inadequate organization and weak attendance	Early preparations and full stakeholder's engagement to ensure effective participation.
Strategic Intervention 3: Organize lectures and debates on public policy topical issues to share knowledge with policy makers and other stakeholders in Rwanda						
Organize quarterly public policy debates on key critical local and international issues to inform the policy making process in Rwanda.	20 quarterly policy debates organized		Number of Policy debates organized	Reports on quarterly policy debates	Inadequate organization and weak attendance	Early preparations and full stakeholder engagement to ensure effective participation.
Organize Public Policy lectures by inviting accomplished scholars and policy experts	10 reports on Mid-year public lecture sessions organized		public lecture sessions organized	Reports on public lectures organized	Inadequate organization and weak attendance	Early preparations and full stakeholder's engagement to ensure effective participation.
Strategic Intervention 3: Establish effective communication mechanism to enhance dialogue and debate on public policy issues among key stakeholders.						
Organize Television and Radio call-in programs on policies to increase stakeholders' participation in policy processes and provide feedback on research findings	20 Quarterly TV and Radio programs aired		Number of TV and Radio programs aired	Reports on TV and Radio programs aired	Weak audience and low levels of stakeholder participation	Intensive sensitization campaign before airing TV and Radio programs.

Put in place a clear staff retention policy and monitor its implementation to ensure that IPAR attracts and retains competent and experienced staff.	The IPAR's staff retention policy developed and approved -Guidelines to ensure that the staff retention policy is developed and effectively implemented	Approved IPAR staff retention policy Guidelines to ensure the implementation of the staff retention policy Policy implementation monitoring reports	IPAR Staff Retention policy document Documents on guidelines to ensure implementation of the staff retention policy Policy implementation monitoring reports	Weak internal capacity at IPAR to develop, implement and effectively monitor implementation of the Staff Retention policy	Strong supervision and close follow-up of their process of developing a staff retention policy and monitoring its implementation.
Put in place a clear policy to guide outsourcing of short term expertise (consultants) to boost IPAR's internal capacity to accomplish demand driven projects in research and resource mobilization efforts	A Policy to guide outsourcing of short term expertise (consultants) in IPAR.	-ToR for the assignment to develop a policy to guide outsourcing of short term expertise (Consultants) -Approved policy to guide outsourcing of short term expertise in IPAR	Approved policy document.	Effective use of the policy by IPAR's technical staff to boost their internal capacity to accomplish demand driven projects in research and resource mobilization efforts.	Raise awareness among IPAR technical staff to appreciate the need for and make effective use of the policy to boost their internal capacity to accomplish demand driven projects in research and resource mobilization efforts. reOutsourcing is timely and responding to

Develop marketing and outreach strategy and implementation plan to consolidate IPAR's brand and increase its visibility	Marketing strategy and implementation plan approved.	-ToR for developing a marketing strategy and an implementation plan. -Approved marketing strategy and implementation plan.	Marketing strategy and implementation plan document	Effective use of the by IPAR staff to guide outreach initiatives	Guide IPAR staff on the use of the marketing strategy to guide outreach initiatives
Conduct marketing and outreach activities through TV and radio adverts. Distribution of brochures, banners and posters	<ul style="list-style-type: none"> Quarterly TV and radio adverts 1000 Brochures, 500 posters, 100 banners 	TV, Radio adverts, Brochures, Posters and Banners produced	TV, Radio adverts aired and copies of Brochures, Posters and Banners	effective communication plan to guide the initiatives	Stakeholders' mapping and awareness campaigns to ensure effective communication
Enhance the capacity of the IPAR's staff to effectively accomplish individual and collective tasks envisaged in the implementation of the 2016 – 2021 strategic plan					
Carry out a training needs assessment and develop a training program for the IPAR's staff	Training needs assessment report and training program for IPAR staff	Training program for the IPAR's staff	Recommendations on training needs	Comprehensive training program for the IPAR's staff	Availability of resources to undertake the training
Organise staff training programs with a focus on: <ul style="list-style-type: none"> Induction training On-job training including mentorship and coaching for the IPAR's staff Short-course training Exchange visits and study tours	<ul style="list-style-type: none"> 5 induction training session 5 trainers to support on-job training including mentorship and coaching for the IPAR's staff 10 Short-course courses 5 Exchange visits and study tours 	Number of training sessions on: <ul style="list-style-type: none"> induction training on-job, training mentorship and coaching for the IPAR's staff conducted. 	Training reports	Effective training delivery by trainers and commitment on the part of trainees to attend all training sessions.	Put in place effective mechanisms to monitor training delivery effectiveness and regularity of trainee attendance.

Continue supporting existing research net work members and establish more research networks to widen the scope of research to include other sectors of socio-economic activities in the country					
<p>Support existing research network institutions to close capacity gaps through:</p> <ul style="list-style-type: none"> On-job training including mentorship and coaching for the IPAR's staff Short courses on research methodology and techniques Exchange visits and study tours 	<ul style="list-style-type: none"> 5 On-job training including mentorship and coaching for the IPAR's staff 5 Short courses on research methodology and techniques 5 Exchange visits and study tours 	<p>Number of training sessions conducted for existing research net work member institutions to close capacity gaps through:</p> <ul style="list-style-type: none"> On-job training including mentorship and coaching for the IPAR's staff Short training courses on research methodology and techniques Exchange visits and study tours 	<p>Training reports</p>	<p>Effective training delivery by trainers and commitment on the part of trainees to attend all training sessions.</p>	<p>Put in place effective mechanisms to monitor training delivery effectiveness and regularity of trainee attendance</p>
<p>Equip the resource centre established at IPAR to effectively respond to the capacity needs of the network member institutions</p>	<p>New hardware and software equipment acquired.</p>	<p>Quantity and quality of new hardware and software equipment acquired</p>	<p>Records of new equipment (soft and hardware)</p>	<p>Resource center effectively utilized to enhance the capacity of IPAR and Research network members to undertake research. Engagement</p>	<p>Put in place an effective organizational arrangements to ensure that the resource center is effectively utilized.</p>

Strategic Objective 4: Mobilize resources needed to support implementation of the 2016 – 2021 strategic plan					
Strategic Intervention 1: Develop resource mobilization initiatives to guide the process of resources mobilization during the strategic plan period					
Develop a resource mobilization strategy and an implementation plan to guide resource mobilization activities	Resource mobilization strategy and implementation plan developed	-ToR for developing a resource mobilization strategy and its implementation plan -Approved resource mobilization strategy and its implementation plan.	The resource mobilization strategy and implementation plan document	An effective resource mobilization strategy to guide outreach initiatives	Stakeholders' mapping for effective impact
Establish partnerships with resource mobilization experts to support the implementation of the resource mobilization strategy	MoUs and partnership contracts	New MoUs and partnership agreements signed	Number of MoUs and partnership agreements signed	Effective outreach and collaboration meetings	Build specific partnerships and collaborations
Develop guidelines to support the process of costing IPAR's resources to ensure efficient and effective deployment.	IPAR resource costing manual document	Consultant hired and IPAR resource costing manual developed	IPAR resource costing manual document	Full IPAR team cooperation on resource costing to ensure efficiency and effectiveness	comprehensive guidelines on resource costing to ensure efficiency and effectiveness

5. FINANCING THE STRATEGIC PLAN

9.1 Budget summary and Assumptions

REVENUES SOURCES	AMOUNT(Frw)	Assumptions
Core research	250,000,000	During the 3, 4 and 5 year IPAR will raise 100 million each year, through commissioned, collaborative and other partnership projects within the core research flagship area
Collaborative research	800,000,000	Each of the planned 10 collaborative research projects expected to bring in 80,000,000 francs
Commissioned research	2,600,000,000	Each of the planned 40 commissioned research projects expected to bring in 52,000,000 francs
Capacity building	50,000,000	A training fee of 250,000 Rwandan francs shall be charged on each of the 200 researchers from network member institutions to be trained.
IDRC	350,000,000	IDRC contribution
Others donations	600,000,000	Building on the strong relationships that IPAR has established and new partnerships anticipated to be developed during the planning period an income of 600,000,000 from other donations is expected.
TOTAL Expected Revenue	4,650,000,000	

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6. PROJECTED INCOME AND EXPENDITURE

REVENUES SOURCES	Year 1	Year 2	Year 3	Year 4	Year 5	Total Revenue for the 5 years
Core research			83,333,333	83,333,333	83,333,333	250,000,000
Collaborative research	240,000,000	160,000,000		240,000,000	160,000,000	800,000,000
Commissioned research	520,000,000	520,000,000	520,000,000	520,000,000	520,000,000	2,600,000,000
Capacity building	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
IDRC	116,666,667	116,666,667	116,666,667			350,000,000
Others donations	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	600,000,000
TOTAL Expected Revenue	1,006,666,667	926,666,667	850,000,000	973,333,333	893,333,333	4,650,000,000
Planned EXPENDITURES	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure for the 5 years
Core research	34,781,888	34,781,888	34,781,888	34,781,888	34,781,888	173,909,442
Collaborative research	38,776,926	38,776,926	18,776,926	38,776,926	38,776,926	173,884,629
Commissioned research	162,863,088	162,863,088	162,863,088	162,863,088	162,863,088	814,315,441
Research agenda and partnerships	13,912,755	13,912,755	13,912,755	13,912,755	13,912,755	69,563,777
Policy dialogue and debates	56,346,659	56,346,659	56,346,659	56,346,659	56,346,659	281,733,296
Capacity building	37,981,822	37,981,822	37,981,822	37,981,822	37,981,822	189,909,111
Resource mobilization	18,364,837	18,364,837	18,364,837	18,364,837	18,364,837	91,824,186

IPAR Staff salaries	408,937,410	408,937,410	408,937,410	408,937,410	408,937,410	408,937,410	2,044,687,052
Administrative costs	38,260,077	38,260,077	38,260,077	38,260,077	38,260,077	38,260,077	191,300,386
Total planned expenditures	810,225,464	810,225,464	790,225,464	810,225,464	810,225,464	810,225,464	4,031,127,320
Total surplus	196,441,202.63	116,441,202.63	59,774,535.96	163,107,869.30	83,107,869.30	83,107,869.30	618,872,680

Improving policy, Impacting change