



**Institute of Policy Analysis
and Research - Rwanda**

IPAR-RWANDA STRATEGIC PLAN

2026-2031



Mr. SEMINEGA Augustin
Chairperson

It is my pleasure to present the Fifth Strategic Plan (2026–2031) of the Institute of Policy Analysis and Research (IPAR-Rwanda). Since its establishment in 2008, IPAR-Rwanda has continued to evolve as a credible and influential policy think tank dedicated to promoting evidence-based policymaking and contributing to Rwanda’s socioeconomic transformation.

Over the years, IPAR-Rwanda has built a strong reputation for delivering high-quality research, facilitating policy dialogue, and fostering strategic partnerships that contribute to national development priorities. This Strategic Plan comes at a critical moment when Rwanda, like the rest of the world, is navigating rapid technological transformation, increasing demand for innovative policy solutions, and emerging global challenges that require adaptive and forward-looking institutions. The 2026-2031 Strategic Plan builds on the achievements, lessons learned, and institutional growth realized during the previous strategic cycles. It outlines our renewed commitment to strengthening innovative research and policy analysis, enhancing knowledge management and policy engagement, developing human capital, strengthening institutional sustainability through diversified resource mobilization, and promoting strategic leadership and visibility.

This strategic direction is fully aligned with Rwanda’s Vision 2050, the National Strategy for Transformation (NST2), the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and other regional and global development frameworks. Through this plan, IPAR-Rwanda seeks to position itself as a globally recognized center of excellence capable of generating actionable knowledge that informs policy, strengthens institutions, and contributes to inclusive and sustainable development.

The successful implementation of this Strategic Plan will require strong collaboration with Government institutions, development partners, academia, civil society, the private sector, and other stakeholders. We remain committed to nurturing a culture grounded in excellence, integrity, professionalism, innovation, and teamwork as the foundation for delivering impactful results.

On behalf of the Board of Directors, I extend our sincere appreciation to all partners and stakeholders who continue to support IPAR-Rwanda’s mission and growth. We are confident that this Strategic Plan will further strengthen the Institute’s contribution to evidence-based policymaking in Rwanda and beyond.

Aknowlegement



KAYITESI Eugenia
Executive Director

The preparation of the IPAR-Rwanda Strategic Plan 2026–2031 was accomplished through a highly consultative and participatory process involving stakeholders from Government institutions, development partners, academia, civil society, the private sector, and research communities at strategic, managerial, and technical levels. Their valuable contributions enriched the quality, relevance, and strategic direction of this document.

This Strategic Plan builds on the achievements and lessons learned from the implementation of previous strategic plans and reflects IPAR-Rwanda’s continued commitment to strengthening evidence-based policymaking and national development. The Plan focuses on five key strategic priorities: strengthening innovative research and policy analysis, enhancing knowledge management and policy engagement, developing human capital and professional excellence, promoting sustainable resource mobilization, and strengthening institutional governance and visibility.

The Plan is firmly anchored in Rwanda’s long-term development aspirations as articulated in Vision 2050 and the National Strategy for Transformation (NST2), while also aligning with regional and global commitments including the African Union Agenda 2063 and the Sustainable Development Goals (SDGs). Through this framework, IPAR-Rwanda seeks to continue serving as a critical bridge between knowledge generation and policy implementation.

We extend our sincere appreciation to the IPAR-Rwanda Board of Directors for providing strategic oversight and guidance throughout the planning process. We are equally grateful to the Senior Management Team and all members of staff whose dedication, technical input, and commitment greatly contributed to the successful development of this Strategic Plan.

Special appreciation goes to our stakeholders and partners who continuously contributed in different ways to the implementation of the activities that were planned in the previous strategic plans. We equally acknowledge the support of regional and international partners whose collaboration continues to strengthen the Institute’s research capacity, policy influence, and institutional visibility.

As we embark on the implementation of this fifth Strategic Plan, IPAR-Rwanda remains committed to working collaboratively with all stakeholders to achieve the aspirations outlined in this document.

We therefore look forward to continued technical and financial support in advancing evidence-based policy solutions for Rwanda and beyond.

Acronyms & Abbreviations

ACBF: African Capacity Building Foundation
AU: African Union
AFR: Access to Finance Rwanda
BNR: Banque Nationale du Rwanda (National Bank of Rwanda)
BoD: Board of Directors
CPAN: Chronic Poverty Advisory Network
CHUK: University Teaching Hospital of Kigali
EICV: Enquete Integrale sur les Condition de vie des Manages
EAC: East Africa Community
EDPRS: Economic Development and Poverty Reduction Strategy
EPRN: Economic Policy Research Network
Rwf: Rwanda Francs
GKI: Global Knowledge Initiative
GDP: Gross Domestic Product
GIZ: (German Development Agency)
Grow 2: Global Economic Opportunities for Women
GoR: Government of Rwanda
IDRC: International Development Research Centre
IGC: International Growth Centre
IPA: Innovations for Poverty Action
IPAR: Institute of Policy Analysis and Research
M&E: Monitoring and Evaluation
MDGs: Millennium Development Goals
MINECOFIN: Ministry of Finance and Economic Planning
MoU: Memorandum of Understanding
MSU: Michigan State University
NGO: Non Governmental Organisation
PASGR: Partnership for African Social and Governance Research
PRSP: Poverty Reduction Strategy Paper
NAEB: National Agriculture Export Board
NISR: National Institute of Statistics of Rwanda
NST1: National Strategy for Transformation 1
ODI: Overseas Development Institute
SDGs: Sustainable Development Goals
SWOT: Strengths Weaknesses Opportunities Threats
TA: Technical Assistance
UNECA: United Nations Economic Commission for Africa
UR: University of Rwanda
USD: United States Dollars
WASAC: Water and Sanitation Corporation
WB: World Bank

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I. Introduction and Background

1.1. Context

Since its inception, the Institute of Policy Analysis and Research (IPAR) Rwanda has utilized five-year strategic cycles to guide its mission of institutionalizing evidence-based policymaking. The Fifth Strategic Plan (2026–2031) paves the way for a historic turning point: The dawn of the “Intelligent Age.” This era represents a transformation as profound as the discovery of electricity, with artificial intelligence (AI) and data-driven insights poised to create over \$15 trillion in global value by 2030. For Rwanda, this strategic window marks a decisive transition from recovery-based socio-economic planning to an intelligence-led structural transformation of the entire economy and society.

The rationale for the 2026–2031 plan is to build upon the foundational bedrock established during the previous four strategic cycles: 2009–2012 (Foundational), 2012–2016 (Consolidation), 2016–2021 (Growth), and 2021–2026 (Resilience). As the nation enters the final acceleration phase of the second National Strategy for Transformation (NST2, 2024–2029), IPAR-Rwanda must evolve from a traditional research entity into a sophisticated Center of Excellence that serves as a technical catalyst for achieving Vision 2050 milestones.

The methodology for preparing this roadmap integrated a multi-tier stakeholder consultation process to ensure the plan is both locally rooted and globally competitive:



Strategic Tier:

Consultations with the Board of Directors focused on achieving “Technology Sovereignty” and long-term institutional independence.



Operational Tier:

Evaluations of the transition toward a Hybrid Business Framework, designed to maintain financial autonomy amidst a global contraction in traditional grant funding.



Technical Tier:

Assessments of “systems thinking” and “predictive policy engineering” required to inform high-stakes national decisions.



IPAR-Rwanda will benchmark its technical rigor and policy influence against global and regional think tanks. Progress will be monitored through a continuous evaluation framework, featuring a Mid-term Review and a comprehensive Impact Evaluation to inform the next planning cycle

1.2. Background

Established in 2008 with the support of the African Capacity Building Foundation (ACBF) and the International Development Research Centre (IDRC), IPAR-Rwanda is the nation's premier independent, not-for-profit policy think tank. Over two decades, the Institute has exhibited impressive performance, raising its profile as a credible arbiter of expertise capable of delivering quality research in an era characterized by information overload and disinformation.

As Rwanda targets a GDP per capita of over \$4,036 by 2035 and seeks to transition into a high-income status by 2050, the demand for high-end policy intelligence has shifted from basic recovery metrics to the navigation of complex global megatrends. The 2026–2031 strategic reorientation is strictly anchored in a multi-level development architecture:

□ National Mandate (NST2 & Vision 2050): IPAR's research is designed to provide the intelligence required to create 1.25 million decent jobs, double exports to \$7.3 billion, and reduce stunting in children to 15%.

□ Regional Integration (AU Agenda 2063 & EAC Vision 2050): The Institute supports the vision of an integrated, prosperous Africa by researching pathways for the AfCFTA and science-driven productivity.

□ Global Commitments (2030 SDGs & Paris Agreement): IPAR-Rwanda aligns with the 2030 Sustainable Development Goals, particularly Goal 8 (Decent Work) and Goal 13 (Climate Action), while supporting the implementation of Rwanda's NDC 3.0 climate targets. In this context, IPAR-Rwanda serves as a critical "Knowledge-to-Policy" bridge. The Institute provides more than just data; it delivers "Actionable Intelligence" that enables policymakers to anticipate challenges such as automation-driven labor displacement—and leverage opportunities in the digital and green economies. By institutionalizing platforms like the AI & Policy Innovation Lab and the Training Resource Center, IPAR-Rwanda ensures that Rwanda's transformation remains data-driven, inclusive, and resilient against global shocks.

1.3. Review and assessment of the previous strategic plan (2021-2026)

The review and assessment of the: Achievements, Challenges and Lessons learnt in the previous Strategic Plan (2021-2026) lays down a foundation on which the development of the 2026- 2031 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 (2026-2031) planning period, (iv) Mobilization of financial and material resources, (v) Strategic leadership and implementation oversight and coordination.



1.3.1. Research and Policy Analysis

The research work accomplished by IPAR during the previous 5-year (2021-2026) 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 major projects accomplished during the period include among others:

The major projects accomplished during the period include among others:

- i. Evaluating the Impact of Holistic Participatory Programs on Reducing and Redistributing Unpaid Care Work among Women in Rwanda
- ii. Fostering a Social Practice Approach to Adult Literacies for Improving People's Quality of Life in Western Rwanda" Project (SPA-ALE)
- iii. Mainstreaming biodiversity Across Agriculture sector in Rwanda
- iv. The Contribution (s) of the Non-Profit Sector to African Economies with specific focus on the creation of employment for young people.
- v. A study on Decent work and Social protection in Rwanda
- vi. Young Women and Men's Aspirations and Resilience: Prospects for Livelihoods, Employment, and Accountability before, during and beyond COVID-19.
- vii. Promoting women's rights, accountability, security, and integrated governance" in ECCAS"
- viii. The Influence and Contribution of Co –Curricular and Extra-Curricular Activities on Youth Employability Trajectories and Outcomes: The Case of Secondary Schools and Tertiary Institutions in Rwanda
- ix. Developing Eco-Friendly Packaging from Cassava Waste and Other Bio-waste in East Africa,
- x. Strengthening Education and Learning Systems to Deliver a Fourth Industrial Revolution
- xi. Strengthening TVET for developing a Ready-Workforce in Rwanda implemented in collaboration with the African Center for Economic Transformation (ACET).
- xii. UTAFITI SERA (Research-Policy Community) project on urban Governance in Rwanda.

These interventions greatly enhanced IPAR-Rwanda's visibility and strengthened institutional contribution to policy and socioeconomic programs design by the Government and other stakeholders.



1.3.2. Public Policy Dialogue and debate

During the 2021-2026 strategic period, IPAR Rwanda consolidated its position as a leading policy think tank through a strong combination of evidence-based advocacy, multi-stakeholder dialogue, and strategic partnerships. This is reflected in both the scale and diversity of its engagements, as well as the breadth of institutions involved at national, regional, and global levels.

IPAR Rwanda organized two flagship Annual Research Conferences which respectively brought together different participants representing government institutions, development partners, academia, civil society, and private sector actors. to reflect on unpaid care work and the contribution of extra and co-curricular activities for youth employment.

Across the period, IPAR Rwanda conducted over 20 multi-stakeholder workshops and policy dialogue events, in collaboration with a wide range of partners. Key engagements included work with the University of Rwanda and the University of Aberdeen on adult literacy; collaboration with MasterCard Foundation under the CAPSI and YES-PACT initiatives; and facilitation of the UTAFITI Sera platform, which convened policymakers, researchers, and local leaders across districts such as Rusizi, Nyagatare, and Huye. Additional engagements brought together stakeholders from the media, private sector, and civil society through platforms such as the Media Knowledge Café on Public-Private Partnerships. These efforts contributed to advancing policy discussions on youth employment, adult literacy, economic resilience, urban governance, and skills development, including advocacy for increased investment in TVET and scaling innovative literacy approaches.

In terms of policy engagement, IPAR-Rwanda facilitated high-level engagements with key government institutions and policymakers, including the Ministry of Education (MINEDUC) on adult literacy policy reforms, the Ministry of Gender and Family Promotion (MIGEPROF) on unpaid care work, and the Ministry of Local Government (MINALOC) on strengthening collaboration for local development. IPAR-Rwanda also engaged Members of Parliament in sustained advocacy processes and convened high-level dialogues involving education sector stakeholders on youth employability. These engagements strengthened the integration of research evidence into policymaking processes and fostered stronger alignment between research and national development priorities.

IPAR Rwanda significantly expanded its strategic partnerships, engaging at least 5 key institutional partners at national, regional, and international levels. These included AKADEMIYA2063 (on evidence-based policymaking and capacity development), the Food and Agriculture Organization (FAO), World Vision (on scaling the Social Practice Approach to adult literacy), and the Zimbabwe Institute of Strategic Thinking (ZIST). The institution also attracted collaboration interest from global partners such as the Agence Française de Développement (AFD) and the Chandler Institute of Governance (Singapore). In addition, IPAR hosted 7 high-level institutional visits, including delegations from the MasterCard

Foundation Regional Office, International Parliamentarians Congress, Manchester University, Nelson Mandela School of Public Governance, and Bio-Innovate, creating opportunities for knowledge exchange, partnership building, and joint initiatives.

At the regional and global level, IPAR-Rwanda enhanced its visibility through participation in at least 5 international conferences and policy platforms, including the Africa Think Tank Summit organized by the African Capacity Building Foundation (ACBF), the Southern Voice Conference, the Central African Think Tank Forum, and the EAC/IDRC-supported policy engagements in Nairobi. Participation by IPAR leadership in these forums strengthened cross-country learning, amplified Rwanda's policy experiences, and positioned the institution as an active contributor to continental and global policy debates.

Overall, IPAR Rwanda delivered over 35 policy-relevant engagements during the strategic period, demonstrating a strong and consistent commitment to bridging research and policy. Through these efforts, the institution significantly strengthened its policy influence, expanded its partnership ecosystem, and reinforced its role as a credible knowledge broker and convener in Rwanda and beyond.



1.3.3. Challenges met and Lessons learnt in the process of implementing the 2021-2026 Strategic Plan

Although IPAR-Rwanda registered impressive success in the course of undertaking Research Activities in the context of its mandate, the issues of funding constraints due to reliance of short term project donor funding, limited demand for research work, and stiff competition for research consultancies, inability to recruit and retain a required number of experienced and highly competitive staff across all its thematic areas continued to constrain the process of implementing activities envisaged in the previous Strategic Plan.

The good will and reputation created by the quality of the Research work 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 relies on joint research projects. The continued tendency for IPAR-Rwanda to only rely on external funding needs to be balanced with projects that should generate own income for institutional sustainability. The need for developing an Annual Research Agenda is a key imperative for IPAR-Rwanda to be able to effectively accomplish on its mandate of informing policy and impacting change.

2. SWOT Analysis

S	W	O	T
TRENGTHS 1. Strong reputation that has made IPAR-Rwanda a leading independent local research and Policy Analysis Institute in the Country. 2. Relevancy of its mandate to the National Development Agenda 3. Strong governance frameworks 4. Strong networks with international and regional Think Tanks. 5. Long-term good working relationship with stakeholders. 6. In-house built capacity and credibility for delivering quality services to its clients 7. Own office facilities	WEAKNESSES 1. Insufficient core funding to attract and retain enough competent researchers and other professional staff. 2. Limitations in winning grant proposals 3. Inadequate Long-term financial resources to support core Institutional mandate 4. Limited publications and effective dissemination of research findings 5. Inadequate number of qualified and experienced research staff 6. Limited visibility of IPAR-Rwanda	OPPORTUNITIES 1. High potential demand of services offered by IPAR-Rwanda in the Policy Analysis and Research. 2. Good and enabling policy environment for conducting Research in Rwanda. 3. Willingness of DP to support and partner with IPAR-Rwanda in policy Analysis and Research 4. Goodwill created by IPAR-Rwanda's brand in the research and policy analysis services market 5. Good reputation to Development Partners and Policy makers 6. Established partnerships with think tanks and universities in the Region and beyond	THREATS 1. Inadequate availability of Competent and Professional researchers in the Country 2. Increasing number of individual consultancy firms and other Research and Policy Analysis Organizations in the Country. 3. Shrinking donor funding to support core research for think tanks 4. Competition from International think tanks and consultancy firms 5. Challenges related to global economic and political crisis (wars, pandemics)

3. STRATEGIC FRAMEWORKS

3.1. Vision, Mission, Values



“ To Be a Preferred and Influential Think Tank for Global Policy Impact.”



To enhance evidence-based Policy-making through Research, Policy Analysis, Capacity Building, and Promote a Culture of Dialogue and Debate to Impact Change in Rwanda and Beyond

Values



Excellence



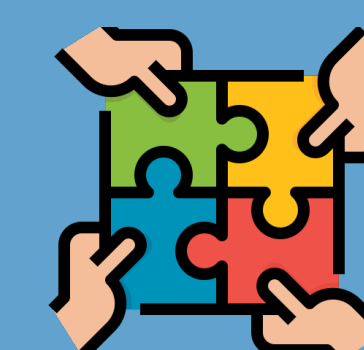
Integrity



Professionalism



Innovation



Teamwork

3.2. Thematic Areas

Economic Growth and Transformation

1

Agriculture and Rural Development

2

Green Growth and Climate Resilience

3

Social Development & Knowledge-based Economy

4

Digital Transformation and Artificial Intelligence

5

Governance and Service Delivery

6

3.3. STRATEGIC OBJECTIVES AND KEY ACTIVITIES

Objective 1:

To strengthen capacity for high-quality research and evidence-based policy analysis

Outcome 1:

Enhanced IPAR-Rwanda’s ability to generate high-quality, innovative research and evidence-based policy analysis that informs decision-making.

This objective prioritizes the transition from descriptive research to “Evidence based policy design,” directly supporting national goals such as creating 1.25 million decent jobs and doubling exports to \$7.3 billion.

Strategic Actions

- ❑ Conduct High-Impact Research in alignment with, Government medium and long-term strategies, NST2 , Vision 2050 and global frameworks: To conduct high quality research and policy analysis to inform evidence-based policy making across all thematic areas.
- ❑ Establish and Scale the AI & Policy Innovation Lab: In partnership with Government and relevant stakeholders, the lab will prototype AI-driven data models to simulate the impact of automation on the labor market and optimize e-government services.
- ❑ Expand the Research Associate Framework: Maintain a scalable pool of local and international postdoctoral researchers to provide specialized technical oversight for large-scale consultancy bids.

Objective 2:

To strengthen knowledge management systems that enhance the generation, dissemination, and utilization of evidence.

Outcome 2:

Outcome 2: Increase in the use of evidence-based research and policy analysis in policy development and implementation for a greater impact.,

Aligned with the AU Agenda 2063 goal of a prosperity founded on “informed citizens,” IPAR will transform technical evidence into actionable research and policy analysis for decision-makers.

Strategic actions

Strategic Actions

- ❑ Deploy an Interactive Research Dashboard: Launch a real-time digital portal to visualize socio-economic indicators and research impacts, increasing transparency and institutional visibility.
- ❑ Institutionalize Professional Policy Clinics: Provide on-demand, fee-based advisory services and rapid diagnostics to help institutions including Government, Private Sector, Civil Society to address specific implementation bottlenecks. (to add service delivery assessment in alignment with NST2 priority)
- ❑ Produce Solution-Oriented Knowledge Products: Summarize technical findings into peer-reviewed papers, multimedia products, Policy Briefs and Infographics tailored for different audiences.
- ❑ Convene Strategic National Policy Dialogues: Host annual conferences, workshops, and roundtable discussions to generate Consensus Communiques that inform Sector Strategic Plans (SSPs).
- ❑ Build a forum of debates on public policy in Rwanda and beyond: Organize Panel discussions, Public Policy Experts forums and regular Multi-Sector Dialogues through media and online platforms.

Objective 3:

To strengthen a highly skilled, motivated, and professionally competent workforce that drives organizational excellence.

Outcome 3:

Outcome 3: Enhanced IPAR’s human capital characterized by a highly skilled, innovation-driven, and retained research workforce, demonstrated by increased staff competency in advanced analytics and a sustained retention rate of at least 85% of high-performing researchers, leading to higher-quality and more innovative policy research outputs.

Aligned with the Vision 2050 Human Development pillar, IPAR will treat its personnel as a strategic asset to reap the demographic dividend.

Strategic Actions

- Implement the IPAR Young Fellows Program: Establish a flagship annual residency to graduate 10 junior policy researchers equipped with advanced mixed-methods and AI analytics skills.
- Institutionalize Knowledge and Skills development: Provide “on-the-job” coaching in predictive analytics, systems thinking, and ethical AI governance to ensure staff remain at the global frontier of research.
- Execute a Performance-Based Staff Retention Strategy: Launch a rewards framework featuring international mentorship opportunities and competitive remuneration to prevent talent “brain drain.”

Objective 4:

To ensure financial sustainability through a diversified resource base and a viable social enterprise model

Outcome 4:

Enhanced IPAR’s financial sustainability through diversified revenue streams, demonstrated by at least 50% of its annual budget generated from internal income sources, to ensure long-term operational resilience and growth.

This objective prioritizes the transition from descriptive research to “Evidence based policy design,” directly supporting national goals such as creating 1.25 million decent jobs and doubling exports to \$7.3 billion.

Strategic Actions

- Operationalize the Training Resource Center (TRC): Develop fee-based, accredited professional certificates in M&E, Data Science, and Policy Analysis in collaboration with academic institutions and other relevant institutions.
- Cultivate Strategic Philanthropic Partnerships: Hire a Resource mobilization expert or Manager to engage domestic philanthropists and corporate CSR channels for long-term institutional support.
- Revamp and strengthen IPAR-Consult Ltd as an income generating wing

Objective 5:

To strengthen institutional governance and visibility for national, regional and international influence

Outcome 5:

Strengthened IPAR’s reputation and influence at national, regional, and international levels, evidenced by expanded strategic alliances, increased uptake of IPAR’s knowledge products, and growing demand for its convening and facilitation services.

This objective ensures IPAR operates with the accountability required of a global Center of Excellence.

Strategic Actions

- ☐ Establish and operationalize the Conference & Knowledge Events Unit: Position IPAR as the preferred regional hub for technical convening, generating management fees through premium facilitation services.
- ☐ Deepen Regional and International Research Alliances: Establish MoUs with leading global think tanks, academic institutions and development partners
- ☐ Operationalize a comprehensive communication strategy to ensure institutional visibility and knowledge management framework

3.4. KEY AREAS OF FOCUS

The 2026–2031 Strategic Plan represents an institutional pivot from a grant-dependent research body to a mission-driven social enterprise. This transformation is designed to optimize IPAR’s “Knowledge-to-Policy” impact while ensuring long-term institutional resilience through the following three professional pillars:

3.4.1. Reorganization for Thematic Excellence and Accountability

To ensure the rigorous delivery of the Research Agenda, the Research Unit will transition into a matrix structure organized around Specialized Thematic Clusters.

- Cluster-Lead Accountability: Each pillar (Digital, Economic, Green, Social) will be led by a Thematic Expert with seniority in their field. These leads will be responsible for coordination of activities under their cluster including Policy Surveillance, grant proposal writing, report writing, project implementation and dissemination of research publications plus continuous monitoring of sectoral trends to ensure IPAR’s outputs are timely and predictive rather than reactive.
- Technical Team Strengthening: Each cluster will be supported by a core team consisting of senior researchers, Research Fellows, and Research Associates. This allows IPAR to remain lean while scaling technical expertise rapidly in response to large-scale commissioned projects.

3.4.2. Strategic Sustainability through a Social Enterprise Operating Model

In response to the global contraction of traditional grant funding, IPAR-Rwanda will adopt a Social Enterprise-Oriented Operating Model. This strategy prioritizes “Strategic Interdependence” by diversifying revenue streams to contribute at least a 25% self-sufficiency ratio by 2031.

- Commercial Advisory & Policy Clinics: IPAR will leverage IPAR Consult Ltd to institutionalize on-demand “Policy Clinics,” providing rapid-response diagnostics and technical assistance to government task forces and private sector entities.
- Accredited Training Resource Center (TRC): In partnership with accredited institutions, IPAR will establish a professional TRC to offer fee-for-service, accredited executive training in AI governance, advanced fiscal modeling, and Monitoring & Evaluation (M&E).
- Strategic Convening: IPAR will position itself as a premium technical hub for regional conferences and policy workshops, generating management fees through high-value moderation, agenda design, and stakeholder facilitation services.

3.4.3. Human Capital Engineering, Talent Acquisition and Retention through a Social Enterprise Operating Modelmatic Excellence and Accountability

capabilities and knowledge-based economy. IPAR will treat its workforce as a strategic asset, focusing on “Staffing for the Digital Era”.

- AI & Policy Innovation Lab: IPAR will establish a dedicated lab as prototype AI-driven data models to simulate the impact of automation on the labor market and optimize e-government services to bridge the gap between technical data science and policy implementation, train external clients and internal staff in predictive analytics, systems thinking, and ethical AI governance.
- Staff Retention Framework: To mitigate “brain drain” toward international agencies, IPAR will implement a comprehensive Staff Retention Strategy. This includes competitive, performance-based remuneration, international coaching and mentoring for mid-career researchers, and a prestigious “Young Professionals Fellowship” to build a pipeline of future policy leaders.

3.4.4. Strengthening knowledge transfer and communicationneering, Talent Acquisition and Retentionmatic Excellence and Accountability

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- ☐ AI & Policy Innovation Lab: IPAR will establish a dedicated lab as prototype AI-driven data models to simulate the impact of automation on the labor market and optimize e-government services to bridge the gap between technical data science and policy implementation, train external clients and internal staff in predictive analytics, systems thinking, and ethical AI governance.
- ☐ Staff Retention Framework: To mitigate “brain drain” toward international agencies, IPAR will implement a comprehensive Staff Retention Strategy. This includes competitive, performance-based remuneration, international coaching and mentoring for mid-career researchers, and a prestigious “Young Professionals Fellowship” to build a pipeline of future policy leaders.



4. IMPLEMENTATION PLAN AND M&E FRAMEWORK

SSP Results/Outputs	Indicator	Units	Baseline	ANNUAL TARGETS					Responsible	Data Sources	Means of Verification
				2026/27	2027/28	2028/29	2029/30	2030/31			
Outcome 1: Strengthened Capacity for Research and Evidence-Based Policymaking in Rwanda											
Strategic Priority 1: Strengthen institutional research capacity, innovation, and evidence generation for national policy transformation.											
Output 1.1: Research thematic structures operationalized	Number of thematic research clusters established and operational	#	0	5	-	-	-	-	Director of Research	IPAR Annual Reports	Administrative review
Output 1.2: Annual research agenda developed and implemented	Number of approved annual research agendas	#	0	1	1	1	1	1	Director of Research	Research Agenda Reports	Board approval reports
Output 1.3: AI & Policy Innovation Lab established and operationalized	Number of predictive analytics prototypes developed and deployed	#	0	-	-	1	-	-	Director of Research	Lab Reports	Prototype validation reports
Output 1.4: Core research strengthened	Number of core research projects completed annually	#	2	2	2	2	2	2	Research Clusters	Research Reports	Published reports
	Number of collaborative and commissioned research projects completed annually	#	5	10	10	10	10	10	Director of Research	Consultancy Reports	Signed project completion reports
Output 1.5: Young Fellows Program operationalized	Number of young fellows trained annually	#	0	15	15	15	15	15	Director of Research	Fellowship Database	Certificates and placement records
Output 1.6: Research partnerships strengthened	Number of active institutional MoUs	#	5	5	5	5	5	5	Executive Director	MoU Registry	Signed MoUs
Output 1.7: Research teams equipped with digital tools and infrastructure	Number of research units equipped with required hardware and software	#	1	3	5	5	5	5	Finance & Administration	Procurement Reports	Asset inventory records
Output 1.1: Research thematic structures operationalized	Number of thematic research clusters established and operational	#	0	5	5	5	5	5	Director of Research	IPAR Annual Reports	Administrative review

SSP Results/Outputs	Indicator	Units	Baseline	ANNUAL TARGETS					Responsible	Data Sources	Means of Verification
				2026/27	2027/28	2028/29	2029/30	2030/31			
Outcome 2: Enhanced Policy Dialogue, Public Engagement and Knowledge Transfer											
Strategic Priority 2: Strengthen dissemination systems, policy engagement platforms, and public participation in evidence-based policymaking.											
Output 2.1: Research findings disseminated through policy briefs and publications	Number of policy briefs and position papers published annually	#	4	8	8	8	8	8	PR & Communications Expert	Publication Database	Published briefs
Output 2.2: Policy Clinics institutionalized	Number of advisory memos and diagnostics delivered annually	#	0	6	6	6	6	6	Director of Research	Consultancy Logs	Client reports
Output 2.3: National policy conferences and roundtables organized	Number of conferences and policy roundtables conducted annually	#	0	1	1	1	1	1	Director of Research	Conference Reports	Proceedings and attendance lists
Output 2.4: Interactive Research Dashboard operationalized	Number of monthly active users accessing the dashboard	#	0	2000	4000	6000	8000	10000	Director of Research	Web Analytics	Dashboard analytics reports
Output 2.5: Media engagement strengthened	Number of TV and radio policy engagement programs hosted annually	#	0	8	8	8	8	8	PR & Communications Expert	Media Monitoring Reports	Recorded programs
Output 2.6: Digital public engagement platforms operationalized	Number of active online policy debate forums and engagements	#	0	12	12	12	12	12	PR & Communications Expert	Social Media Analytics	Online engagement reports

SSP Results/Outputs	Indicator	Units	Baseline	ANNUAL TARGETS					Responsible	Data Sources	Means of Verification
				2026/27	2027/28	2028/29	2029/30	2030/31			
Outcome 3: Enhanced Human Resource Capacity and Institutional Excellence											
Strategic Priority 3: Strengthen institutional systems, technical competencies and staff retention for effective implementation.											
Output 3.1: Functional review and HR capacity development plan completed	Functional review and HR capacity plan approved	#	0	1	-	-	-	-	Director of Finance & Administration	HR Reports	Approved HR documents
Output 3.2: Staff retention strategy implemented	Percentage of senior research staff retained annually	%	85	85	85	85	85	90	Finance & Administration	HR Records	Staff retention reports
Output 3.3: Technical capacity building strengthened	Number of staff trained in predictive analytics, AI governance and systems thinking	#	5	15	20	25	30	35	Director of Research	Training Reports	Training certificates
Output 3.4: Institutional performance management strengthened	Percentage of staff appraised annually using approved appraisal system	%	0	20	20	20	20		Finance & Administration	HR Appraisal Reports	Staff appraisal forms

SSP Results/Outputs	Indicator	Units	Baseline	ANNUAL TARGETS					Responsible	Data Sources	Means of Verification
				2026/27	2027/28	2028/29	2029/30	2030/31			
Outcome 4: Sustainable Resource Mobilization and Financial Resilience Achieved											
Strategic Priority 4:Strengthen institutional sustainability through diversified financing and strategic partnerships.											
Output 4.1: Social enterprise model operationalized	Percentage share of own-source revenue to total institutional revenue	%	5	10	15	18	22	25	Finance & Administration	Audited Financial Statements	Annual financial reports
Output 4.2: Strategic donor and institutional partnerships strengthened	Number of strategic funding MoUs signed	#	5	5	5	5	5	5	Executive Director	Partnership Reports	Signed MoUs
Output 4.3: Consultancy and training services expanded	Annual revenue generated from consultancy and training services	Frw	69M	120M	180M	250M	320M	400M	Business Development Unit	Financial Reports	Audited accounts
Output 4.4: Resource mobilization systems strengthened	Number of successful grant and consultancy proposals secured annually	#	2	5	7	8	10	12	Business Development Unit	Proposal Tracking Reports	Signed contracts

SSP Results/Outputs	Indicator	Units	Baseline	ANNUAL TARGETS					Responsible	Data Sources	Means of Verification
				2026/27	2027/28	2028/29	2029/30	2030/31			
Outcome 5: Strengthened Strategic Leadership, Governance and Institutional Coordination Strategic Priority 5:Strengthen institutional governance, coordination, accountability and implementation oversight.											
Output 5.1: Strategic management meetings conducted regularly	Number of management meetings conducted annually	#	12	12	12	12	12	12	Executive Director	Meeting Minutes	Administrative review
Output 5.2: Governance organs supported effectively	Number of Board meetings conducted annually	#	4	4	4	4	4	4	Executive Director	Board Reports	Board minutes
	Number of Annual General Assemblies conducted	#	1	1	1	1	1	1	Executive Director	AGM Reports	AGM minutes
Output 5.3: Institutional coordination strengthened	Percentage of strategic plan implementation milestones achieved annually	%	50	65	75	85	90	95	Executive Director	Annual Progress Reports	Performance review reports

5. ESTIMATED BUDGET

SSP Results / Outputs	Indicator	Estimated costs
Outcome 1: Strengthened Capacity for Research and Evidence-Based Policymaking in Rwanda		
Output 1.1: Research thematic structures operationalized	Number of thematic research clusters established and operational	
Output 1.2: Annual research agenda developed and implemented	Number of approved annual research agendas	
Output 1.3: AI & Policy Innovation Lab established and operationalized	Number of predictive analytics prototypes developed and deployed	150,000,000
Output 1.4: Core research strengthened	Number of core research projects completed annually	360,000,000
	Number of collaborative and commissioned research projects completed annually	2,205,000,000
Output 1.5: Young Fellows Program operationalized	Number of young fellows trained annually	22,500,000
Output 1.6: Research partnerships strengthened	Number of active institutional MoUs	48,000,000
Output 1.7: Research teams equipped with digital tools and infrastructure	Number of research units equipped with required hardware and software	50,000,000
Sub/Total1		2,835,500,000
Outcome 2: Enhanced Policy Dialogue, Public Engagement and Knowledge Transfer		
Output 2.1: Research findings disseminated through policy briefs and publications	Number of policy briefs and position papers published annually	18,000,000
Output 2.2: Policy Clinics institutionalized	Number of advisory memos and diagnostics delivered annually	60,000,000
Output 2.3: National policy conferences and roundtables organized	Number of conferences and policy roundtables conducted annually	50,000,000
Output 2.4: Interactive Research Dashboard operationalized	Number of monthly active users accessing the dashboard	15,500,000
Output 2.5: Media engagement strengthened	Number of TV and radio policy engagement programs hosted annually	20,000,000
Output 2.6: Digital public engagement platforms operationalized	Number of active online policy debate forums and engagements	5,000,000
Sub/Tota2		168,500,000
Outcome 3: Enhanced Human Resource Capacity and Institutional Excellence		
Output 3.1: Functional review and HR capacity development plan completed	Functional review and HR capacity plan approved	5,000,000
Output 3.2: Staff retention strategy implemented	Percentage of senior research staff retained annually	
Output 3.3: Technical capacity building strengthened	Number of staff trained in predictive analytics, AI governance and systems thinking	
Output 3.4: Institutional performance management strengthened	Percentage of staff appraised annually using approved appraisal system	
Sub/Total 3		5,000,000
Outcome 4: Sustainable Resource Mobilization and Financial Resilience Achieved		
Output 4.1: Social enterprise model operationalized	Percentage share of own-source revenue to total institutional revenue	30,000,000
Output 4.2: Strategic donor and institutional partnerships strengthened	Number of strategic funding MoUs signed	
Output 4.3: Consultancy and training services expanded	Annual revenue generated from consultancy and training services	
Output 4.4: Resource mobilization systems strengthened	Number of successful grant and consultancy proposals secured annually	
Sub/Total4		30,000,000
Outcome 5: Strengthened Strategic Leadership, Governance and Institutional Coordination		
Output 5.1: Governance organs supported effectively	Number of Board meetings conducted annually	60,000,000
Output 5.2: Thematic research experts remunerated	Monthly payroll for thematic experts.	1,383,143,924
Output 5.3: support staff remunerated	Monthly payroll for support units.	580,306,813
Output 5.4: Functional and office facilities properly maintained	Functional office facilities maintained.	425,000,000
Sub/Total 5		2,448,450,737
GRANDA TOTAL		5,452,450,737