



CDP Strategic Plan

2023-2028

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SECTION ONE: BACKGROUND	3
1.1 The Center for Development Policy (CDP).....	3
Value Proposition	3
CDP Framework	3
Vision.....	3
Mission.....	3
Objectives	3
Values	4
CDP Approach	5
CDP Strategic Focus areas	5
CDP Components	6
1.2 CDP Consult Ltd	6
1.3 CDP Success story (2-year realizations)	7
1.3.1 Policy Research	7
1.3.2 Capacity Building via specialized Training Programs	19
1.3.3 Capacity building via Local and International Collaboration	19
SECTION TWO: SITUATION ANALYSIS (SWOT)	20
SECTION THREE: STRATEGIC DIRECTION	27
SECTION FOUR: IMPLEMENTATION FRAMEWORK, MONITORING AND EVALUATION	31

SECTION ONE: BACKGROUND

1.1 The Center for Development Policy (CDP)

The Center for Development Policy (CDP) is a Pan-African and non-partisan think tank headquartered in Rwanda and registered with the Rwanda Governance Board (RGB). The Centre exists to contribute to the development of African countries through policy analysis and capacity strengthening. CDP prioritizes indigenous evidence-based development solutions and promotes local and empirically tested interventions that address the real needs of Africa's population and contribute to the continent's inclusive development. We work with local partners to study, document and share lessons and best practices that influence development outcomes in Africa.

Value Proposition

We employ two arms of policy analysis, policy research, and capacity building to inform evidence-based development solutions. Our uniqueness is that we not only offer policy advice and analysis to organizations but also build their capacities through training and technical support to undertake evidence-informed development interventions.

CDP Framework

The strategic framework of CDP is delivered from its value proposition and its strategic inspirations.

Vision

- We aspire to be a source of credible evidence and expertise that drive inclusive development in Africa.

Mission

- We influence development outcomes by promoting evidence-based interventions that reflect the real needs of African citizens driven by capable organizations.

Objectives

- Be a reliable and credible source of policy research and analysis for evidence-based development interventions;

- Develop a critical mass of indigenous African experts and researchers equipped with the strategic and policy analytical capabilities;
- Promote a culture of policy analysis & evidence-based development interventions;
- Strengthen capabilities of organizations to implement evidence-informed policies and programs;
- Facilitate cross-country learning, collaboration and benchmarking;
- Provide technical support and facilitate Grain Gain for development in Africa

Values

- Reliability and Integrity
- Transparency and Accountability
- Intellectual curiosity and rigor
- Credibility and Excellence
- Diversity
- Professional and Personal Integrity

CDP Approach



CDP Strategic Focus areas

- Financial sector development;
- Energy, Environment and Climate Change;
- Manufacturing and agro-processing
- Gender and women empowerment;
- Employment and Labor market Interventions;
- Poverty, Inequality and Social Protection;
- Trade and Regional Integration;
- Migration and Development;
- Disability and Disability-Inclusive Employment
- Macroeconomic Policies
- Development Aid in Africa

CDP Components

CDP development components include Capacity Building, Policy Hub and Impact Fellowship, and consulting.

Capacity Building	Policy Hub & CDP Impact Fellowship	Consulting
• Policy formulation & Implementation • Policy analysis & advocacy • Institutionalizing evidence & policy engagement • Policy communication • Policy impact evaluation • Strategic planning and M&E • Data analysis, etc • Technical support	• Advancing evidence-based policymaking & research • Policy Hub: Platform for evidence-based policymaking process & nurturing policy experts • CDP Impact Fellowship: Launchpad to building exceptionally impactful policy & policy consulting experts-Incubator of future policy experts. • Brain gain & collaboration • Platform for sharing best-practices among policy practitioners, researchers, and development actors	• Capacity strengthening and Trainings • Policy analysis & policy design • Strategy development • Project management • Technical support • Empirical research & consulting Studies

1.2 CDP Consult Ltd

CDP Consult Ltd is a subsidiary consulting firm of Center for Development Policy (CDP). CDP Consult explicitly focuses on the consultancy services, and uses a pool of researchers and experts of CDP. The firm is registered by Rwanda Development Board (RDB). The consultancy services include but not limited to:

1. Capacity Strengthening (Technical support and Trainings);
2. Policy Formulation & Advisory services;
3. Policy & Strategy development

4. Technical support

5. Conduct studies

The Center for Development Policy (CDP) has delivered several consultancy services to different institutions and organizations. The table below highlights some of these, bearing in mind that CDP also recognizes the importance of other areas such as agriculture, water and sanitation, urbanization, food security and nutrition, and health.

1.3 CDP Success story (2-year realizations)

CDP started its operations as a think tank in 2020 with aim of contributing to inclusive development in Africa through policy analysis and capacity strengthening. The mission focus is Africa though it is currently based in Rwanda. With humble beginnings, the organization started by offering services to different stakeholders through its three guiding mission priorities, namely: 1) Policy research and analysis, 2) Capacity Strengthening, and 3) Consultancy.

1.3.1 Policy Research

Policy research and analysis is among the principle mission priority for CDP. Through policy research and analysis, CDP experts have published a quite number of research papers, and developed research projects, as well as research grant proposals. The details of research projects, research papers and grant proposals are presented in the table here below.

Table 1: A summary of CDP's projects, research papers and grant proposals from 2021-2021.

Project Title	Brief Summary	Client
Consultancies Delivered by CDP Experts		
The ILO/ITU/AU Joint Program on Boosting Decent Jobs and Enhancing Skills for Youth in Africa's Digital Economy in Rwanda	The program focuses on three main components; labour market, demand, supply and intermediation, and aims to realize the following five main outcomes: 1. Increased job creation and entrepreneurship opportunities in the digital economy; 2. Improved digital skills of young men and women; 3.	ILO/ITU/AU Budget: USD 5 million

	Enhanced public and private employment services delivered to young women and men; 4. Data analysis and Diagnosis; and 5. Partnerships. These outcomes will be derived from the implementation of different project interventions, implemented by various stakeholders, as they are defined in the result framework of the project. The project provides an institutional framework that will coordinate and follow-up implementation. The project targets youth from secondary cities. It is a five- year project with a total budget of \$ 5 million.	
Empowering Youth and Women in Informal Cross-Border Trade in The Great Lakes Region	This project seeks to contribute to the improvement of the socio-economic welfare of WICBT between DRC and Rwanda described above by taking actions focusing on four outcomes: (i) improved legal services for WICBT, (ii) improved laws and policies affecting WICBT, (iii) improved sexual and reproductive health and rights for WICBT, (iv) improved entrepreneurial and financial capacity, and (v) strengthen the governance and functioning of WICBT Cooperatives and Associations. This 30-month project will target 5,525 women and youth, as well as 280 border officials on both sides of Goma-Rubavu and Bukavu-Rusizi borders for an approximate budget of 2 million euros.	PRO-FEMMES, I-PEACE and Dutch Embassy Budget= 2 million EUR
Position Paper: Disability-Inclusive Public Procurement: Promoting Accessibility of Persons with Disability in WASH Facilities	This position paper presents the impetus for integrating disability and accessibility in public procurement. It discusses accessibility barriers persons with disabilities (PWDs) encounter to access WASH facilities in Rwanda. The paper suggests actionable policy recommendations to sustainably	UPHLS, 2020

	address the accessibility issue. It concludes with the implementation plan of the above-mentioned policy options.	
Position paper on; Disability-Inclusive Employment in the Private Sector in Rwanda	The paper presents a detailed policy analysis about how people with disabilities are less considered in the private sector, hence affect their employment outcome. The paper concludes with actionable recommendations, as well as the work plan to implement the issues raised.	NUDOR & UG
Participation in Vision 2020 evaluation and mid-term review of NST1 (2017-2024) with IPAR-Rwanda	The assignment involved a final assessment of Vision 2020 and mid-term review of the National Strategy for Transformation (NST1, 2017-2024)	Done in partnership with IPAR-Rwanda, for MINECOFIN
End line evaluation of Grofin financial instrument for SMEs in Rwanda	The evaluation was conducted by Ecorys on behalf of the Dutch Development Fund and was aimed at assessing the extent to which the equity fund promoted collateral-constrained SMEs to expand their operations. Working closely with Grofin Rwanda, the consultant's tasks included selecting beneficiaries for interview, conducting interviews and writing parts of the evaluation report including the state of the private sector in Rwanda.	Ecorys Netherlands under a sub-contracting arrangement with the Dutch Development Fund
Consultancy to prepare a study and position paper on Women & Youth in Trade to inform negotiation of AfCFTA Protocol on Women and Youth in Trade	The study aimed at generating contextual findings that informed the preparation of a position paper that will help to come up with policy areas for Rwanda's negotiators that will inform and guide the negotiation team on the topics of Women & Youth in Trade during the negotiations of the protocol of women and youth in Trade. The position paper was informed by a comprehensive study on women and youth trade in Rwanda.	GIZ and Ministry of Trade and Industry

Training Consultancy on Trade Facilitation in the Framework of AfCFTA (NTB Elimination Mechanisms, SPS Measures, and TBT) targeting key markets and products identified under the National Strategy for Implementation of AfCFTA	The training aimed at strengthening the institutional Capacity of the AfCFTA Implementing Committee Working Groups and increase the understanding of members on AfCFTA through their respective working groups on Trade facilitation in the framework of AfCFTA with the focus on trade facilitation agreement, NTB elimination mechanisms, SPS measures and TBT targeting key markets and products identified under the National strategy for implementation of AfCFTA and countries participating under AfCFTA pilot phase.	GIZ, Ministry of Trade and Industry
Training for Rwanda Civil Society Platform, its members and their affiliate CSOs on Budgeting and Financial Management	The training aimed at bridging and enhancing the capability of Rwanda Civil Society Platform, members and their affiliates in budgeting and management of their financial resources.	Rwanda Civil Society Platform
Analysis of financial inclusion for persons with disabilities in Rwanda	The study involved assessment of financial inclusion among PWDs in Rwanda, including challenges and opportunities for developing disability-inclusive financial services. The findings were used to develop an action plan for stakeholders.	UNDP Rwanda
Publications – Journal articles, policy papers, working papers, and policy briefs		
Working Paper: Effect of International Remittances on Poverty in Rwanda:	This paper contributes to the scholarship by examining how international remittances affect poverty and contribute to other development outcomes. Ordinary least square and propensity score matching techniques were employed. The results suggest that, international remittances increase consumption expenditure per adult equivalent of recipient households between 39.3% and 46.3% in Rwanda. Similar results find that international remittances increase the probability of spending on development outcomes by poor recipient households who are in the lower income distribution. The	Center for Development Policy

	PSM results reveal that, on average, remittances affect poverty of recipient households by 54.7% significantly more than non-recipients. Similar findings suggest that, international remittances increase significantly spending on physical investments, human capital development indicators, savings and business. The findings suggest that government can harness formal remittance inflows by introducing mechanisms through which these inflows are channeled into savings, investments and socio-economic activities that spur socio-economic development in the country.	
The Brain Gain (skilled emigrants) and Economic Development in Sub-Saharan African (SSA) Countries Authors: Edward Kadozi (PhD), Ggombe Kasim Munyegera (PhD), Ignance H. Kabano (PhD) Working Paper	This paper examines the development impact of skilled migration for 38 Sub-Saharan African (SSA) countries between 1980 and 2019. Skilled emigration ratios are measured as the ratio of the total, low-skilled, medium-skilled and high-skilled emigrants from a particular SSA country to a destination OECD country. The Ordinary Least Squares (OLS) method is used as a baseline model supplemented by fixed effects (FE) and Generalized Method of Moments (GMM) as robustness checks. The OLS results indicate statistically significant effect of total and low-skilled emigration on GDP per capita in the SSA countries than a medium and highly skilled emigration. At country level, the skilled emigration-growth effect holds and is mediated by the human capital development. Although the FE results show no significant level effects of skilled migration on GDP per capita, the growth effect is positively mediated by the quality of institutions in the countries of origin. The GMM results reveal statistically significant effect of skilled migration on GDP per capita in SSA countries. Additionally, the effect of highly-skilled migration on GDP per capita is statistically significantly conditioned	Center for Development Policy

	by institutional quality. The findings of this study suggest that suitable policy and institutional frameworks are imperative to attract and condition the growth and development impact of skilled emigration in the SSA region.	
The potential for cashless economy in Rwanda	The policy research was done for IGC Rwanda to assess the opportunities and challenges for Rwanda to digitally transform payments towards a more cashless economy.	IGC Rwanda
Weather Shocks and Urban Livelihood Strategies: The Gender Dimension of Household Vulnerability in the Kumi District Of Uganda	The objective of this study was to analyse the impact of weather shocks and assess the coping strategies used by urban residents to cope against these shocks while hinging on the gender dimension of these vulnerabilities at the household level. The Teso sub-region of Uganda suffered numerous weather shocks in the past, with devastating food security consequences. Using household fixed effects and propensity score matching methods, we analyse the impact of exposure to drought, flood and severe incidence of pests and diseases on household consumption expenditure per adult equivalent for a random sample of households from Kumi Town Council. We find that weather shocks reduce consumption by 17 per cent and that the consumption decline is significantly larger among female-headed households. We also find a higher likelihood of non-farm employment, borrowing and receiving remittances in order to cope with the shocks.	Center for Development Policy

Immigrants' contribution to public finance in Rwanda, Chapter 6 in an OECD book on How Immigrants Contribute to Rwanda's Economy Author: Ggombe Kasim Munyegera (PhD) Publication link: https://www.oecd.org/countries/rwanda/how-immigrants-contribute-to-rwanda-s-economy-9789264291829-en.htm	This chapter investigates the role played by the immigrant population in Rwanda's fiscal balance in 2012. It uses a combination of administrative reports and household surveys and broadly applies the estimation approach developed by Dustmann and Frattini (2014). The difference between revenue contributions and the value of public expenditure made in favor of immigrants is estimated and compared to that of the native-born Rwandan population. The chapter starts with a brief overview of Rwanda's performance in the fiscal year 2012/13. This is followed by the structure of taxes, investment incentives and social security, and a description of how the various components of revenue and expenditure are calculated. The final section presents the results of the net fiscal contribution by each nationality category.	
The gender gap in firm productivity in Rwanda – Evidence from establishment and household enterprise data Authors: Ggombe Kasim Munyegera (PhD) and Akampumuza Precious (PhD) Working Paper Link: UNU-WIDER : Working Paper : The gender gap in firm productivity in Rwanda	Rwanda is one of the countries with the best strategies for women empowerment and gender equality in Africa and globally. Nonetheless, some inequalities exist especially in education attainment. This study investigates the gender gaps in business performance using nationally representative household survey and establishment census data. Ordinary Least Squares results indicate that female-owned business enterprises employ fewer workers and are less productive than male-owned counterparts. Specifically, turnover and net revenue per worker are 20-22 per cent and 22-25 per cent lower among female-owned enterprises. The results are corroborated by propensity score matching estimates, implying that the estimated gender	Center for Development Policy and UNU-WIDER

	productivity gap is robust to observed heterogeneity between male- and female-owned enterprises.	
Raising exports and attracting FDI in Rwanda Authors: Ggombe Kasim Munyegera (PhD), Philip English (PhD) and Patrick McSharry (PhD) Working Paper	Increasing exports and attracting foreign direct investment are central priorities of the Government of Rwanda and of DfID in its Invest Africa initiative. Rwanda must create some 200,000 jobs per year to absorb its expanding population and even more are required to relieve the pressure on rural land. While export growth has slowed recently, the export portfolio has become more diverse in terms of both products and markets – though some vulnerabilities remain. These include shrinking global market shares in certain sectors and a lack of focus where world trade is expanding. Economy-wide efforts to deepen the supply chain and improve incentives in key sectors such as tourism, coffee and tea, mining, livestock products, and horticulture offer many opportunities that should be further explored by policymakers. This policy brief summarizes recent export and FDI performance and some of the key sectoral and cross-cutting issues. It sketches out some policy priorities and areas where additional donor support might contribute to increasing exports, attracting more FDI, and accelerating growth in national incomes.	Center for Development Policy and IGC Rwanda
Rwanda-From devastation to services-first transformation Author:	This article examines the determinants of the growth path of the Rwandan economy, focusing on: the central role of government; the structural transformation of the economy; the role of exports and foreign investment; and particularly the role of ‘industries without smokestacks’. Policy	Center for Development Policy and UNU-WIDER

Working Paper	coherence, together with substantial international support, allowed Rwanda to embark on a growth path.	
ICT for financial access: Mobile money and the financial behavior of rural households in Uganda Authors: Ggombe Kasim Munyegera (PhD) and Tomoya Matsumoto (PhD) Publication link: ICT for financial access: Mobile money and the financial behavior of rural households in Uganda - Munyegera - 2018 - Review of Development Economics - Wiley Online Library	Mobile money usage has expanded tremendously in Uganda, reaching over 40% of the adult population within 8 years of inception. We use data from 820 rural households to examine the effect of this financial innovation on their financial behavior. We find that using mobile money services increases the likelihood of saving, borrowing, and receiving remittances. The corresponding amounts of each service are also significantly higher among mobile money user households relative to their nonuser counterparts. We demonstrate that the mechanism of this impact is a reduction in transaction costs—a combination of transportation fares and service charges—associated with household proximity to mobile money agents. To illustrate the convenience of service proximity, we demonstrate that the household's likelihood and frequency of using mobile money services reduces with the distance to the nearest mobile money agent.	Center for Development Policy

Mobile Money, Remittances, and Household Welfare: Panel Evidence from Rural Uganda Authors: Ggombe Kasim Munyegera (PhD) and Tomoya Matsumoto (PhD) Publication link Mobile Money, Remittances, and Household Welfare: Panel Evidence from Rural Uganda - ScienceDirect	Access to financial services is crucial for development as it enhances resource mobilization needed for productive investment and facilitates consumption smoothing. With a vast majority of adult Ugandans having no access to formal financial services, mobile money is expected to bridge this gap especially in rural areas. The mechanism of this impact is the facilitation of remittances; user households are more likely to receive remittances, receive remittances more frequently, and the total value received is significantly higher than that of non-user households. We attribute this impact on the reduction in transaction, transport, and time costs associated with mobile phone-based financial transactions.	Center for Development Policy
Remittance Inflows and Economic Development in Rwanda; DOI: 10.13140/RG.2.2.26303.25762 Author: Edward KADOZI, PhD	This study examines the effects of remittances on economic development and the intermediate role of institutional and development factors. It examines the development impact of remittances in Sub-Saharan African (SSA) countries for the period between 1980 and 2014, with a particular focus on Rwanda. The findings find no significant effect of remittances on economic growth in the SSA region. This seems to imply that the remittance-growth effect plays out differently within the region. Similar findings reveal that on average, the remittance-growth impact is positively and significantly influenced by a country's level of development, financial development and education.	University of Amsterdam, Netherlands Center for Development Policy
Exploring Children's Representation in the Rwandan Child Care Deinstitutionalization		

through the Program “Tubarerere Mu Muryango”. Authors: Alida Ahishakiye, Dr. Maggi Leung and Dr. Edward Kadozi	The study addressed the following questions: “How are the interests of children represented and advanced through the design and implementation of the deinstitutionalization program “Tubarerere mu Muryango”?”	University of AMSTERDAM, Netherlands & Center for Development Policy
The Future of work and the global economy: impacts of Digitalisation on youth labour markets in Sub-Saharan Africa By: Adio-Adet T Dinika, Dr Andreas Klee, Prof. Dr Klaus Schlichte and Dr. Edward KADOZI	The seeks to examine how digitalization is impacting jobs, workers and their livelihoods as well as how African government together with external partners, are dealing with changes brought about by digitalization in a bid to minimize its adverse effects and reap maximum benefits from its positive effects; particularly in providing decent work for the youth.	University of Bremen, Germany & Center for Development Policy
Working Paper: Foreign aids on domestic tax revenue mobilization in SSA countries (1980-2020) Authors: Karangwa Mathias (PhD Candidate) & Dr. Edward KADOZI	The study examines the effect of foreign aids on domestic tax revenue mobilization in SSA countries. This study focuses on SSA countries since they share similar characteristics. In the analytical frameworks, outliers such as resource countries are excluded. In addition, the study employs appropriate methodologies capable deriving consistent estimators in line fine sample properties. More so, the study considers the conditional role of institutions in the analysis, and institutional variables are interacted with other relevant control variables to determine the mediated role of institutional and policy framework in the Aid-tax revenue mobilization in SSA countries.	CDP & AERC

Differences in the Formation and Development of Informal Settlements and their Effects on Resident's Health and Safety Investigators: Julia Dickson-Gomez, Ph.D & Dr. Edward KADOZI	The research team are currently conducting a formative research in Kigali, Rwanda as part of a larger research agenda to compare informal settlements in four countries in East Africa, Uganda, Rwanda, Tanzania and Kenya to determine how history of formation, government strategies to improve settlements and the kinds of improvements that have been made affect the health and well-being of residents.	Institute for Health and Equity, Medical College of Wisconsin & Center for Development Policy
Title: Mapping and examining the economic contribution of returnee diaspora to the creative economy in Rwanda Investigators: Dr. Jen Dickinson and Dr. Edward Kadozi	The study examines the contributions of diaspora knowledge to creative sectors in Rwanda. The study seeks to answer the following questions: 1. What are the characteristics of returning diaspora contributions to the creative sector in Rwanda? 2. What are the key influences contributing to the decision to return? 3. What are the characteristics of diaspora-linked businesses in the creative sector in Rwanda? 4. What has been the impact of returnee's professional and technical skills brought via diaspora channels or return migration?	University of Southampton (UK) & Center for Development Policy, Rwanda
Title: Causality between Macroeconomic determinants and Energy Consumption in Rwanda (1990-2021), Working Paper Investigators:	Currently, energy access and its use are increasingly becoming compelling development priorities for Africa, and Rwanda in particular, as a stimulus for economic growth and development. This paper examines causal relationship between energy consumption and the macroeconomic variables in Rwanda for the period from 1990-2021. The findings from this study reiterate indispensable role of energy use in stimulating economic growth and	Center for Development Policy

Dr. Edward KADOZI & Leon Moise MINANI	development in Rwanda, and the need to implement energy efficiency policies and technologies for less and clean energy consumption.	
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1.3.2 Capacity Building via specialized Training Programs

In line with its mission of bridging capacity deficiency in policy analysis and existing capacity gaps within organizations, CDP delivered different trainings to African professionals and students. Most of the trainings were requested by organizations. Over 148 professionals and students from Rwanda and other African countries have been trained in different professional courses such as; Policy design and implementation, Policy Analysis and Advocacy, Research Methods applied to Policy Analysis, Data Analysis, Result-Based Monitoring and Evaluation, Financial Management and Budgeting, and Trade Facilitation in the Framework of AfCFTA (NTB Elimination Mechanisms, SPS Measures, and TBT) to the committee members of the National Strategy for Implementation of AfCFTA from different public and private organizations in Rwanda. CDP experts have supervised and facilitated different researchers to conduct research projects in Africa and Rwanda in particular.

1.3.3 Capacity building via Local and International Collaboration

CDP continues to promote national and international collaboration as part of its mission priorities. It continues to work hard to establish local, regional and international collaboration, based on research, training, and sharing of the best practices in different development areas. CDP has engaged with Government institutions, local & international organizations and private sector Institutions to establish collaborative partnership. Currently, CDP has formal partnership with the Africa-Europe Capacity Building Foundation in Netherlands, George Washington University, Akazi Kanoze and National Rehabilitation Service (NRS), Scope Insights International, Innovation for Poverty Action (IPA), Rwanda Civil Society Platform, University of Southampton (UK), to mention but a few.

SECTION TWO: SITUATION ANALYSIS (SWOT)

Situation analysis is key to understanding the conditions under which the Center for Development Policy (CDP) operates. For CDP to thrive in the arena of policy research centers, there is need to streamline business planning and develop a strong business strategy. The conditions under which CDP operates are both internal and external, thus the process of elaborating CDP's strategic plan presents an opportunity to evaluate internal and external factors that influence the effective operation of the research center, enabling the establishment of strategies that will take the organization forward. This situation analysis elaborates the internal and external environment under which CDP operates, summarized in form of strengths, weaknesses, opportunities and threats (SWOT). Strengths and weaknesses are internal factors, over which an organization has control, while opportunities and threats are external influences – positive and negative, respectively – beyond the control of the organization.

Strengths. These are positive attributes which CDP possess or does, including what the organization is doing well, the unique human and financial resources available, or any factor internal to the organization that enhance its effectiveness in executing its mandate and duties.

Weaknesses. These are areas where the organization is not doing well, for instance lack of critical financial and human resources for the effective running of the organization's main functions. However, these are factors the organization could improve, suggesting that they can be addressed and overcome.

Opportunities. These are external factors that the organization can leverage on to improve its effective delivery upon its mandate. These could be for examples resources or emerging trends (economic, social, technological, environmental, and political, etc.) that could be beneficial to the operations of the organization.

Threats. These are external factors that could negatively affect the organization. Examples could include the emergency of strong competitors in the industry, emerging unfavorable policies, technological changes that could render the organization's technology obsolete, among others.

Having defined both the internal and external factors that influence the daily operation as well as survival and success of an organization, there is need for CDP to conduct a self-assessment to identify its strong points to be leveraged on as well as loopholes to be addressed. Externally, there is not only need to plan how to take CDP to the next level, leveraging on the prevailing conducive environment, but also predict the emerging challenges that CDP is likely to face. In line with the above, CDP made as assessment of strengths, weaknesses, opportunities as well as threats that may impact its operations. The results are presented in Table 2.

Table 2: Analysis of CDP's strengths, weaknesses, opportunities and threats

SWOT ANALYSIS	
Strengths	Building on strengths
1. Unique, market tailored training programs and policy-actionable research	1. Design and offer tailored capacity building programs to respond to market needs; 2. Engage more with institutions to increase uptake of CDP's training programs and other technical support initiatives. 3. Leverage on the CDP experts who have vast experience & understand the local context.
2. Dedicated skilled research associates, fellows and trainers with vast understanding of the local market needs	1. Use them optimally and provide exposure opportunities for professional growth; 2. Further enhancing skills accumulation through market-relevant capacity building; 3. Create opportunities for researchers and experts to contribute to evidence-based policy interventions;

	4. Pairing experienced and young researchers to ensure skills transfer through coaching and mentorship is successful;
3. Strong and active Board of Directors with vast understanding of local market needs and with vast experience and network	1. Board of Directors capable of giving strategic orientation and operational guidance to CDP; 2. Board of Directors capable of promoting CDP, building on their expertise, experience and networks; 3. Board of Directors capable of assisting CDP in the mobilization of resources to ensure sustainable growth.
4. Partnership with reputable local and international partners	1. Strengthen, maintain and establish more partnerships and cooperation through MoUs and collaborative research; 2. Encourage knowledge sharing and skills transfer initiatives and the sharing of best practices; 3. Capitalize on the established partnerships to efficiently mobilize resources;
Weaknesses	Mitigating the weaknesses
1. Lack of sufficient funding for research and capacity building	1. Strengthen resource mobilization including through seeking more medium and long-term institutional partnerships & building internal revenue generation initiatives (e.g. via consulting services) and exploring philanthropic funding; 2. Tap into international sources of financing through grant proposal writing;

	3. Encourage joint/collaborative research and capacity-building initiatives.
2. Limited human resources for capacity development, research creation and policy analysis	1. Mobilize resources persons in different areas/disciplines; 2. Attract international resource persons with relevant expertise and industry experience; 3. Attract skilled African/Rwandan experts in the diaspora with industry experience; 4. Progressively build a pool of CDP experts to bridge the gap between market needs and existing skills.
3. Low visibility of CDP	1. Making better use of media platforms & other online marketing tools; 2. Organize regular workshops to disseminate CDP's research outputs; 3. More engagement with institutions to encourage uptake of CDP's capacity-building programs & research collaboration; 4. Regularly organize public lectures and talk shows on topical issues.
Opportunities	Leveraging on opportunities
1. Growing demand for research in different fields to facilitate evidence-based decision making	1. Continuously explore institutional collaborations, including regularly engaging government and non-government institutions;

	2. Keep being informed about trends and venture into new fields and methodologies; 3. Focus on but not limited to the following key sectors: Trade and regional integration, Employment and labor market intervention, financial sector development, environment and climate change, gender and women empowerment and international capital flows, migration and development.
2. Increasing appetite for institutions to work with research organizations	1. Continuous engagement with institutions to bridge research and capacity gaps; 2. Collaborate with relevant institutions to design market-tailored capacity-building programs;
3. Skills mismatch between market needs and academia	1. Dynamically design capacity building sessions that address emerging skills demand; 2. Conduct studies to identify skills development gaps and the impact of skills development on employment; 3. Design bridging capacity building programs for fresh graduates and young professionals; 4. Engage with academic institutions and other organizations responsible for skills development to influence the re-designing of

	curriculum and other skills development interventions;
4. Technological advancement	1. Leverage on technological innovation to expand outreach via e-learning, virtual conferencing, and digital data collection; 2. Create a database of publicly available information on key development indicators; 3. Leverage on technology to enhance collaborative and reproducible research;
5. Existence of potential funders	1. Mapping of potential funders and stakeholders for research and capacity building collaboration; 2. Explore different international organizations interested in research and capacity development in Africa for collaboration
Threats	Combating the threats
1. Competition from other research centers	1. Identify niche fields and market segments where CDP could build its competitive advantage; 2. Improve collaboration, partnerships and quality of delivery of research outputs, and capacity building programs;

2. Low affordability of training fees by individual trainees	1. Engage with institutions to support the training of their employees; 2. Look for cost-effective delivery of training programs, such as virtual training, and collaboration with universities and other organizations in charge of skills development; 3. Work on the recognition and certification of CDP trainings
3. Negative public perception	1. Strengthen communication of CDP's vision, mission, core values, and operations; 2. Continued delivery of quality capacity building programs and research outputs
4. New and emerging research areas for which in-house team lacks capacity	1. Engage diverse research associates and continue building their capacity through tailored training & coaching; 2. Promote local and international research collaboration; 3. Build a cohort of young researchers in different areas;

SECTION THREE: STRATEGIC DIRECTION

The strategic direction of the CDP strategic plan is derived from the situational analysis that includes the current status, enablers and challenges. This chapter highlights the themes, strategic objectives, performance measures and strategic initiatives that will enable CDP to attain its overall mission and vision. This strategic plan will focus on four main themes for the next five years (2023-2028).

This five years' CDP strategic plan will focus on addressing existing research and capacity gaps by addressing the mismatch between research and policy needs and influencing researchers, research and academic institutions to give priority to applied rather than academic research. For quite some time, there has been limited collaboration between policy makers and researchers, making research less responsive to pertinent policy relevant questions. This has been re-enforced by the fact that most researchers are detached from the industry. There has also been less collaboration between more and less experienced researchers, both locally and internationally, making it hard to create a desired pool of researchers. Hence, making the country to depend on foreign expatriates, worsened by the tendency to overlook local experts. Indeed, most of the capacity building programs are not tailored to market needs, a challenge that hampers research and analytical capacities and thus the policy making process. Most of the existing gaps in the policy design and implementation, including other development interventions are attributed to the critical gap in analytical and strategic capabilities, coupled with less interest in using evidence in designing policies, strategies and other development interventions. Another challenge is that while many organizations rely on foreign expatriates, there has been no arrangement for effective skills transfer for sustainable capacity development. While strides has been made in terms of data collection, there is limited use of these data to enhance research and analysis so as to influence evidence-based policy interventions. Also, there is limited dissemination of the existing research output, making it less used to inform policy. The research and skills gap in the country have been worsened by the inability to tap the skills and expertise of African/Rwandan experts in diaspora and the limited funding for research activities and specialized capacity building. The

thematic themes, strategic objectives and strategic initiatives of this five years strategic plan are developed in the context of addressing the above-mentioned challenges.

Theme 1: Quality improvement

The main focus of CDP for the next five years shall be to produce high quality research outputs as well as deliver high quality capacity building programs to influence policy and bridge capacity gaps, especially in identified sectors.

Goal 1: Improve the quality of policy-oriented research		
STRATEGIC OBJECTIVE	PERFORMANCE MEASURE	STRATEGIC INITIATIVES
Bridge the existing mismatch between research and policy needs	Number of policy-relevant research outputs	- Mapping of policy research needs from identified sectors; - Build collaboration between researchers and industry practitioners; - Initiate local and international collaborative research; - Pairing more and less experienced researchers to enable the transfer of research skills;
Goal 2: High-quality capacity-building programs		
Design and implement market-tailored capacity-building programs	Number of institutions that benefited from CDP's capacity building programs	- Engage with institutions to support the training of their employees; - Look for cost-effective delivery of training programs, such as virtual training/blended trainings, and collaboration with universities and other organizations in charge of skills development; - Mobilize resource persons in different areas/disciplines; - Attract international resource persons with relevant expertise and industry experience;

	• Number of individuals that benefited from CDP's capacity building programs	• Attract skilled African/Rwandan experts in the diaspora with industry experience; • Progressively build a pool of CDP experts to bridge the gap between market needs and existing skills. • Pursue the process of certifying CDP industry trainings. • Offer technical support to institutions aimed at mentorship and coaching of young professionals.
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Theme 2: Ensure sustainability

Goal 1: Strengthen CDP's capacity to mobilize local and external resources		
Strategic Objective	Performance Measure	Strategic Initiatives
Secure sustainable financial resources for research and capacity building initiatives	• Number of research projects funded • Number of capacity building programs funded	• Strengthen resource mobilization through seeking more medium and long-term institutional partnerships; • Building internal revenue generation initiatives (e.g. via consulting services); • Tap into international sources of financing through grant proposal writing; • Build the capacity of research fellows and associates in the development of research grant proposals.

Theme 3: Increase CDP's influence

Goal 1: Strengthen CDP's position in policy research and capacity building		
Strategic Objective	Performance Measure	Strategic Initiatives
Create a collaborating platform for national and regional institutions to promote the use of empirical evidence in decision making	• Number of institutions in collaboration with CDP • Uptake level of CDP's research output & training programs	• Making better use of media platforms; • Organize dissemination workshops on emerging policy issues, current research, and policy recommendations; • More engagement with institutions to encourage uptake of CDP's capacity-building programs; • Regularly organize public lectures and talk shows on topical issues. • Mobilize other institutions and think tanks to support local capacity-building through economic research and provision of policy advice; • Engaging the CDP network of experts and research fellows to provide specialized support to policymakers through evidence;

SECTION FOUR: IMPLEMENTATION FRAMEWORK, MONITORING AND EVALUATION

This strategic plan will mainly be implemented by CDP in collaboration with different stakeholders, including but not limited to: think tanks, NGOs, relevant government agencies, universities, research fellows and associates, local and international experts including Africans and Rwandans in diaspora. Below, is an outline of the log-frame, showing how different strategic initiatives will be executed and how the progress will be assessed.

Outcome 1: Improved quality of policy-oriented research					
Output	Indicators	Target/2028	Activities	Means of Verification	Budget
Production of policy-relevant research outputs	Number of policy-relevant research outputs	10 per year	• Mapping of policy research needs from identified sectors; • Build collaboration between researchers and industry practitioners; • Initiate local and international collaborative research; • Pairing more and less experienced researchers to enable the transfer of research skills;	• Mapping report • MOUs • Letters of intent • Co-authored research output	50,000,000
					45,000,000

Outcome 1: Improved quality of policy-oriented research					
Output	Indicators	Target/2028	Activities	Means of Verification	Budget
			In collaboration with partner institutions/organizations organize annual research competitions for young researchers		
Outcome 2: High-quality capacity-building programs Delivered					
Output	Indicators	Targets/2028	Activities	Means of Verifications	
A pool of local and international experts created to deliver quality capacity building programs	1. # No of local experts & research fellows 2. # No of international experts & research fellows 3. # of African/ Rwandan experts in the diaspora	50 local & international experts and research fellows disaggregated as follows: (30 locals; 10 Int'l experts; and 10 African/ Rwandan experts in the diaspora)	1. Mobilize both local and international resource persons in different areas/disciplines; 2. Attract skilled African/Rwandan experts in the diaspora with industry experience	- Training reports; - Database of resource persons & experts - Letters of intent	25,000,000
Output 2: Mismatch between academia and	1. # of mapping studies conducted	1. Three mapping studies; 2. 80 institutions/organization	1. Map out capacity building gaps in the	Mapping reports	

Outcome 1: Improved quality of policy-oriented research					
Output	Indicators	Target/2028	Activities	Means of Verification	Budget
market skills needs bridged	2. # of institutions engaged & benefited from CDP's capacity building programs; 3. # of individuals that benefited from CDP's capacity building programs	s from academia, gov`t, private sector, Int'l organizations, & CSOs; 600 beneficiaries	identified CDP priority sectors; 2. Engage with institutions/organizations to support the training of their employees; 3. Design cost-effective means of delivering training programs; 4. Engage with recognized training institutions to offer joint certificates to CDP trainees;	MoUs/ Letter of intent/contracts Training reports	38,000,000
		30 Young professionals	5. Establish & operationalize CDP mentorship and coaching program for young professionals.	Project document and mentorship and coaching reports	240,000,000
Outcome 3: Strengthen CDP's capacity to mobilize local and external resources					
Output	Output Indicators	Target/2028	Activities	Means of Verification	

Outcome 1: Improved quality of policy-oriented research					
Output	Indicators	Target/2028	Activities	Means of Verification	Budget
Increased capacity of CDP to mobilize local & external resources	1. # of collaborative projects funded & implemented; 2. # of grant proposal accepted 3. # of consultancies implemented 4. # of internal trainings delivered to professionals and client institutions	1. 20 collaborative projects 2. 10 grant proposals accepted 3. 25 Consultancy projects delivered 4. 60 trainings delivered	1. Seek medium and long-term institutional partnerships for resource mobilization; 2. Strengthen internal revenue generating activities (e.g. via consulting services & offering trainings to client institutions/organizations); 3. Tap into international sources of financing through grant proposal writing; 4. Build the capacity of research fellows and associates in the development of research grant proposals;	1. Project documents, MoUs, contracts, letters of intent; consultancy reports, certificates of completion, training reports, organizational annual reports, financial audited reports	35,000,000
					62,000,000

Outcome 1: Improved quality of policy-oriented research					
Output	Indicators	Target/2028	Activities	Means of Verification	Budget
			5. Strengthen CDP's organizational and financial management systems.		
Outcome 4: Strengthened CDP's position in policy research and capacity building					
Output	Output Indicators	Target/2028	Activities	Means of Verification	
Improved CDP's position in policy research and capacity building	1. # of followers & feedbacks on CDP activities 2. # of institutions in collaboration with CDP 3. # of uptake level of CDP's research outputs & training programs	1000 followers	1. Enhance the better use of media platforms to communicate/promote CDP activities; 2. Organize dissemination workshops on emerging policy issues, current research, and policy recommendations; 3. Engage more with institutions to encourage uptake of CDP's capacity-building programs;	Media platforms, MoUs/contracts/letters of intent Research papers and working papers, blogs Seminar reports	32,000,000
		50 partner institutions/organizations 10 public lectures 5 Joint collaborative research seminars			65,000,000

Outcome 1: Improved quality of policy-oriented research					
Output	Indicators	Target/2028	Activities	Means of Verification	Budget
	4. # of CDP public lecturers 5. # of joint collaborative seminars conducted		4. Organize public lectures and talk shows on topical issues. 5. Sensitize other institutions and think tanks to support local capacity-building through economic research and provision of policy advice; 6. Engage and incentivize the CDP network of experts and research fellows to provide specialized support to policymakers through evidence-based interventions		24,000,000
Grand Budget					616,000,000