



# Imbuto Foundation Strategic Plan 2024 - 2029

Investing in Human Capital Development for  
a citizen fitting into Rwanda's Vision 2050  
aspirations.

**ENGAGE. EDUCATE. EMPOWER.**



*Literally translated, imbuto  
[eem-bu-toh] means 'seed'.*

**"A seed well planted, watered,  
nurtured and given all the necessary support,  
successfully grows into a healthy plant – one that  
reaches high and stands tall.  
Imbuto Foundation envisions this for all its  
current initiatives and those in the future."**

*H.E. Mrs Jeannette Kagame*

*First Lady of the Republic of Rwanda  
and Chairperson of Imbuto Foundation*



### **OUR VISION**

A nation of empowered and dignified Rwandans.



### **OUR MISSION**

To support the development of a healthy, educated and prosperous society.



### **OUR VALUES**

Excellence, Integrity, Innovation, Solidarity and Commitment.

**ENGAGE. EDUCATE. EMPOWER.**



## 1.0 Background

Imbuto Foundation is a 23-year-old organisation founded and chaired by Her Excellency the First Lady of Rwanda, Mrs. Jeannette Kagame. Over the decades, it has expanded from a single project to a portfolio of eight programmes addressing health, education, youth empowerment needs. Translated, **“Imbuto”** is a Kinyarwanda term for **“seed,”** but also for **“fruit.”**

This reflects its philosophy and belief that, as directly quoted from Her Excellency the First Lady of Rwanda, Mrs. Jeannette Kagame, *“A seed well planted, watered, nurtured, and given all the necessary support, successfully grows into a healthy plant—one that reaches high and stands tall.”*

Imbuto Foundation’s achievements are intrinsically linked to the nation’s broader development gains, driven by values that uphold identity, unity, and resilience. Guided by the principles of Staying Together, Being Accountable, and Thinking Big, the Foundation fosters initiatives that align individual aspirations with national goals. These efforts strengthen the social fabric and promote inclusive, sustainable development for all Rwandans.



**Figure 1: Imbuto Foundation’s Guiding Principles**

# 1.1 Imbuto Foundation Impactful Journey

2001 - 2006

## Addressing Pressing Post-Genocide Issues.



Family Package



Mutuelle de Sante



Care and Treatment Project (CTP)



Promotion of Girls Education



Treat Every Child as Your Own



Edified Generation



Centres des Jeunes



Support to Family Initiatives

2007 - 2015

## Youth Empowerment as a Core Priority.



From PACFA to Imbuto Foundation



Mountain Movers



Youth Forum Series



Imali-Agriculture



Adolescent Sexual and Reproductive Health (ASRH)



ECD & Family

2015 - Present

## Flagship Programmes with a Holistic Approach.



ECD & Family



Family Planning



Twige Neza Dutsinde (TND)



Youth Leadership and Active Citizenship



Adolescent Sexual and Reproductive Health (ASRH) Project:



Innovation and Entrepreneurship



Mental Health



Imali-Agriculture

## Education Programmes



Through our Education Programmes, we are committed to ensuring that children are intellectually stimulated, healthy, and safe.

This holistic approach includes improving learning outcomes through remedial support for under-performing students, supporting high-achieving students from vulnerable backgrounds, and empowering girls to excel in education as well as empowering parents and the community with the right tools to nurture and protect them.

 **185,997**

Children aged 0 to 6 and their families enrolled in model and home based ECD&F centres of the total children.

 **7,632**

Young girls awarded for academic excellence since 2005.

 **46,816**

Children benefitted from extracurricular programmes to improve learning outcomes.

 **10,945**

Annual scholarships have been provided to secondary school students since 2002.

 **17%**

Imbuto Foundation's ECD&Family programme has reached 17% of Rwanda's 1,093,429 children aged 0-6 enrolled in ECD services, enhancing early childhood development and family well-being.



My name is Kelie Umutoniwase, a proud Face of Imbuto under the Twige Neza Dutsinde programme. This transformative initiative supported me as one of the Imbuto Zitoshye students, providing a scholarship that alleviated financial burdens and allowed me to focus on my education.

As a result, I excelled and became the top-performing student in the Ordinary Level national exam for 2022-2023. This experience demonstrated the life-changing impact of support, inspiring hope and enabling students like me to reach their full potential. Programmes like this are vital for empowering individuals and enriching our communities.


**Kelie Umutoniwase**  
*Face of Imbuto*

## Health Programmes




Health Programmes strive to enhance public health by focusing on three key objectives: empowering citizens to make informed health choices, improving knowledge, attitude and practices related to non-communicable diseases and mental health, and enhancing the accessibility and quality of services.

These goals are achieved by developing skilled workforces, raising awareness through targeted platforms, and upgrading supportive environments for at-risk groups.

 **594,334**

Young people accessed AYSRH&R services, including HIV & STI screening & treatment..

 **31,504**

People were provided with community-based mental health services through weekly sessions in 8,881 community-based safe spaces, and 6,851 school-based safe spaces.

 **87**

The construction of 87 health posts and renovation of 14 secondary posts is improving access to primary healthcare services.

 **35**

Ambulances, 2 mobile clinics and 2 blood collection buses purchased and distributed to health care facilities.



As a couple, we overcame challenges with the support of Baho Neza Safe Space, learning better communication and rarely arguing now. We've grown closer, sharing laughter and strengthening our bond, which even our children have noticed.

Initially, I joined because of my wife during a difficult time, but the guidance we received transformed our family. We've learned conflict resolution, deepened our understanding of each other, and now thrive as a family, raising goats and improving our well-being. This experience has been life-changing, and I encourage everyone to be part of it.

**Simeon Nzirumbanje**  
*Face of Imbuto*



## Youth Empowerment Programmes



The Youth Empowerment Division's targeted programmes, which encompass leadership training, entrepreneurial development, and agricultural enhancement, aim to achieve three key outcomes:

- Enhanced youth leadership, participation, and engagement in national development.
- Improved entrepreneurial and social innovation skills among participating beneficiaries.
- Increased quality, productivity, and production in agriculture and livestock.



**926,824**

Youth empowered through our youth forums



**4,410**

Farmers (2,890 women and 520 men) from 37 cooperatives directly benefited from agriculture interventions in 16 districts.



**439**

Young innovators and artists have been awarded seed funding and trained in entrepreneurship and business skills.



**184**

Young female and male artists benefiting from ArtRwanda - Ubuhanzi incubation programme.



Gildas Kwitonda, founder of G-Proud Company, transformed his business after receiving coaching, training, and a 10 million Rwf grant from Imbuto Foundation's Imali Agribusiness Challenge. By understanding customer needs and refining strategies, he completed two mushroom production phases, boosting sales of mushroom tubes and fresh mushrooms.

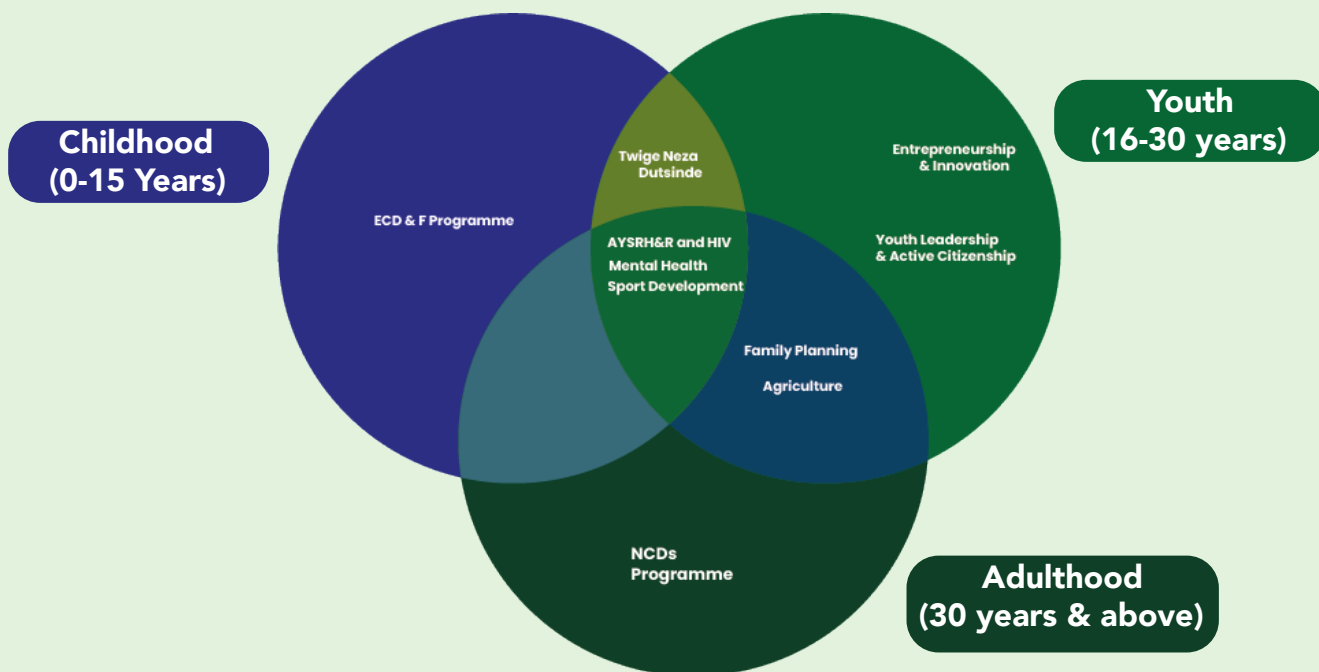
This growth created jobs for 5 permanent and up to 25 casual workers. Improved financial management enabled him to achieve goals, including purchasing a 4,300-square-meter plot of land. Generating 9 million Rwf from sales, Gildas secured a foundation for future production, overcoming challenges and positioning his business for continued success.

**Gildas Kwitonda**  
*Face of Imbuto*

# 1.2 The Lifecycle Approach

From its genesis, PACFA’s original approach was holistic, family-centred, and sought to meet the pressing needs of the people through their entire lifecycle. Under this philosophy, Imbuto Foundation’s interventions are designed to meet the needs of every individual in a family and an all-encompassing approach across three cycles: early childhood (0–15 years), youth (16–30 years), and adulthood (30 years and above).

**Figure 2 : Imbuto Foundation’s Lifecycle Approach**



# 1.3 Outstanding Challenges.

To develop this Strategic Plan, we identified critical challenges requiring attention during the implementation of our programmes in the next five years. These include child stunting, unemployment, mental health issues, and family issues.

1		Stunting, Developmental & Learning Outcomes	3		Mental Health
2		Unemployment	4		Family Issues



## 2.1. The Strategic Goal

**Investing in Human Capital Development for a citizen fitting into Rwanda's Vision 2050 aspirations.**



Imbuto Foundation aligns with Rwanda's Vision 2050 by prioritising Human Capital Development to build a healthy, educated, and skilled workforce for achieving the country's goals. Rwanda aims to become a middle-income country by 2035 with a GDP of 4,036 USD and a high-income country by 2050 with a GDP of 12,476 USD. Investing in Human Capital Development fosters individuals who are innovative, productive, and contributes to reducing inequalities. This drives sustainable development with lasting benefits for future generations.

## Strategic Focus and Mode of operation

### Strategic Focus

Investing in Foundational Learning

01

Investing in universal health coverage

02

Investing in engaged and productive youth

03



### Mode of Operation

01

Holistic Model Programmes

02

Citizen-Centred Approach And localisation of services

03

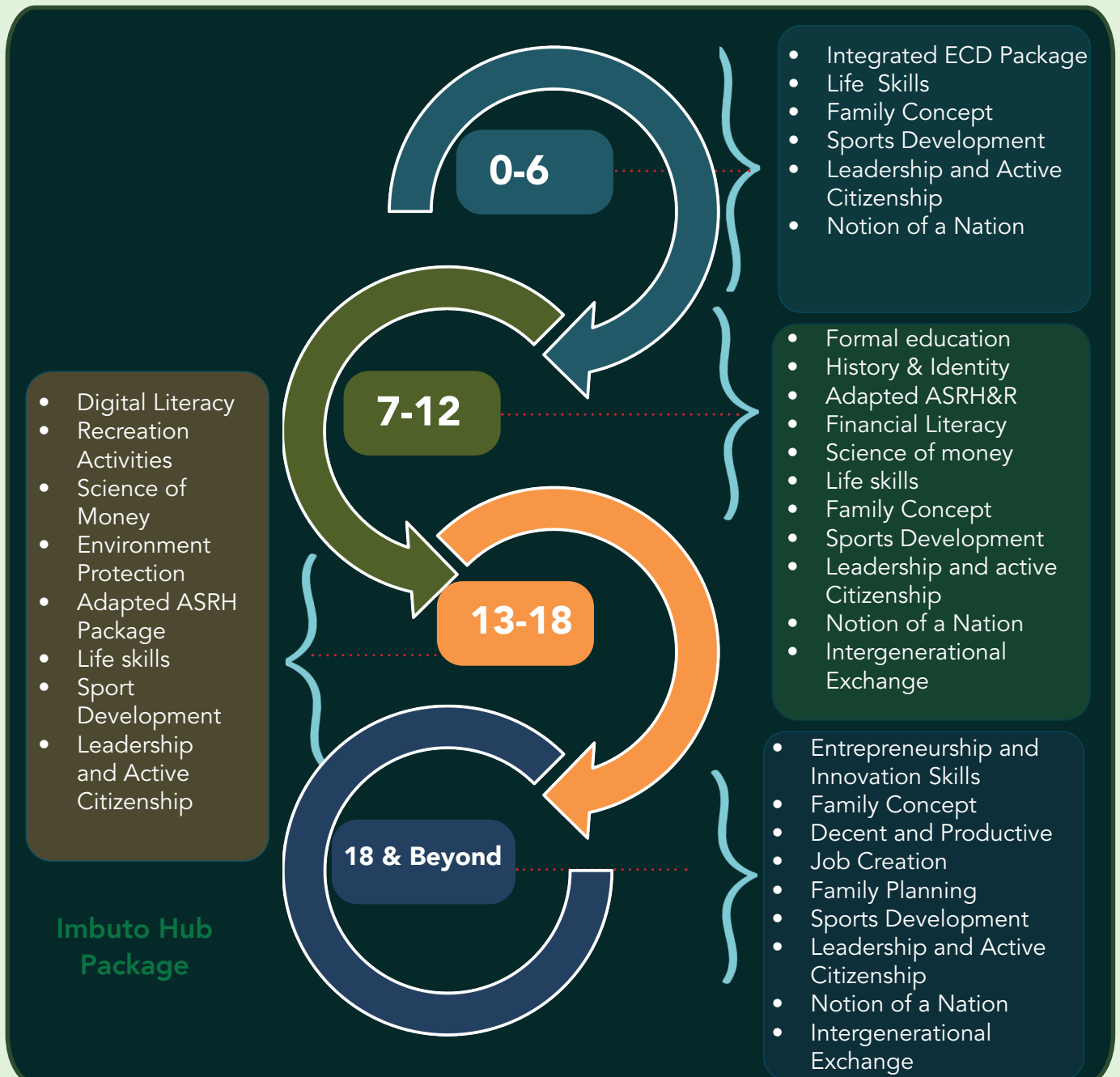
Imbuto Hubs as a Social Enterprise

## 2.2 Implementation Setting: Imbuto Hub

Imbuto Foundation’s strategic orientation emphasizes implementing its programs through Imbuto Hubs across all 30 districts. These hubs empower Rwanda’s youth and communities by providing skills, resources, and support in economic empowerment, health, community engagement, personal development, and cultural expression. Aligned with the foundation’s mission, they contribute to national priorities, including NST2 and Vision 2050.

**Imbuto Hub package is tailored to age-appropriate categories to address the diverse needs of the population.**

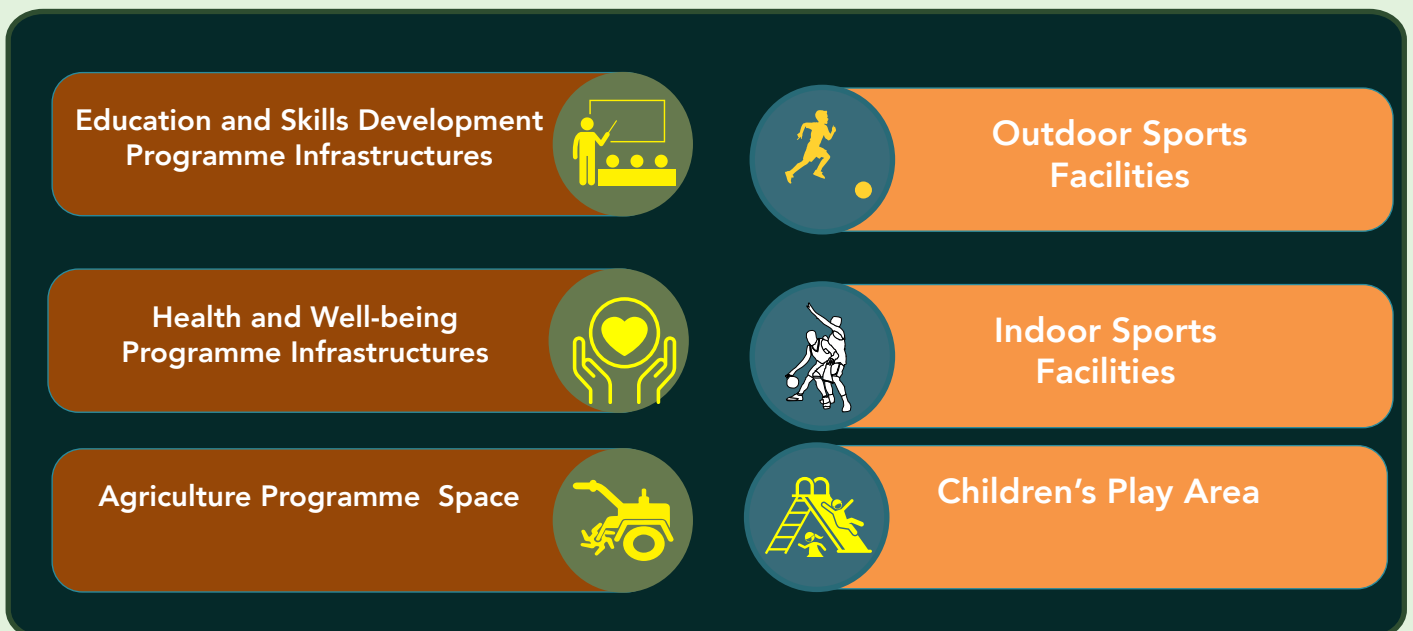
### Imbuto Hub Package



## 2.3 Imbuto Hubs Functions



## 2.4 Imbuto Hubs Features





## 2.5 The Strategic Priorities 2024 - 2029

### Main Goal

Investing in Human Capital Development for a citizen fitting into Rwanda's Vision 2050 aspirations.

### Outcomes

- Improved quality ECD& F services for programme and basic education for a solid foundation for the future.
- Empowered youth and adults to make informed choices about their reproductive health and mental well-being.
- Enhanced youth engagement in leadership and active citizenship.
- Accelerated youth involvement in modernised agriculture, cultural, and creative industries to boost productivity and create decent jobs.

### Strategic Outputs

- Increased availability, accessibility, and provision of high-quality ECD&F services.
- Established model for learning and support that fosters excellence.
- To institutionalise a talent detection model for healthy youth and psychologically fit.
- Established community-based health, ASRH&R, and Mental wellbeing model.
- To establish and scale sports partnerships and participation in local and regional competitions.
- Increased youth participation in economic transformation sectors.
- Increased youth participation in economic transformation sectors.

### Aligning Human Capital Development with IF's Strategic Vision

#### Education



Prepares individuals with skills and knowledge for productivity.

Impact: **A knowledge-driven workforce to support Vision 2050.**

#### Health



Healthy individuals contribute effectively to the economy.

Impact: **Improved life expectancy and productivity.**

#### Skills Development



Builds workforce adaptability and competitiveness.

Impact: **Future-ready workforce driving economic growth.**

# Imbuto Foundation value proposition & alignment with National and International Priorities

## Alignment with National Priorities



Creating decent and Productive jobs



Reducing Stunting and Malnutrition



Human Development



Agriculture for wealth creation.



Boosting Exports



Enhancing public service delivery



Improving the quality of education



Competitiveness and integration.



Urbanization and agglomeration.



Accountable and capable state institution.

## Alignment with International Priorities

### SDGs



### Agenda 2063 Aspirations for the Africa We Want



Africa as a strong, united, resilient and influential global player and partner.

An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.

A prosperous Africa based on inclusive growth and sustainable development.

An Africa with a strong cultural identity, common heritage, shared values and ethics.

An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance.

A peaceful and secure Africa.

An Africa of good governance, democracy, respect for human rights, justice and the rule of law.

## 2.6 Organisational Effectiveness

### Knowledge Management and Research Main Goal

To build a Foundation's strong knowledge-driven function that produces high-quality research for informed decision-making and scalable impact.

#### Outcomes

- **Enhanced research competency leading to evidence-based programming..**
- **Improved institutional knowledge management for better collaboration, decision-making, and programme**

#### Strategic Outputs

- Improved IF staff research literacy, leading to peer-reviewed publications and research grant applications.
- Established framework and systems for capturing, storing, and sharing organisational knowledge.
- Established partnerships with research institutions for effective products and services for the country's critical needs.

### Planning, Monitoring, Evaluation, and Reporting Main Goal

Self-Sustained and Impactful Foundation

#### Outcome

- **Improved organisational efficiency and effectiveness for data driven decision-making.**

#### Strategic Outputs

- Strengthened institutional M&E and reporting system
- Increased Programme efficiency and effectiveness.
- Evidence-based development strengthened.
- Functional Multisector Learning and Experience-Sharing Platform.



## Resource Mobilization and Partnerships Main Goal

Achieve a sustainable and self-sufficient organisation by reducing dependency on external funding sources and building internal capabilities to respond to evolving priorities.

### Outcomes

- **Enhanced partnerships to increase opportunities and resources mobilized for creating a self-sustained Foundation.**
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### Strategic Outputs

- Secured partnerships aligned with the requirements for operationalising imbuto hubs.
- Strengthened Trust Fund's investment and partnerships to sustain programmes delivery through the hubs.
- Amplified Imbuto Foundation's global brand identity and expanded visibility through the Media Hub.

## Finance and administration Main Goal

Achieve a robust and compliant system for resource management and operational efficiency in maintaining financial sustainability.

### Outcome

- **Enhanced management of Imbuto Foundation resources for optimizing value for money and impact.**

### Strategic Outputs

- Comprehensive HR Policy Framework.
- Integrated Financial Management System.
- Compliance and risk management protocols

## Change Management Main Goal

Enhancing the Foundation's impact, sustainability, and ability to adapt to future challenges and opportunities.

### Outcomes

- **Enhanced organisation capable of adapting quickly to changing circumstances and emerging needs.**
- **Improved workforce capacity to foster innovation and amplify.**

### Strategic Outputs

- A more agile and responsive organization is established to swiftly adapt to changing circumstances and facilitate rapid decision-making.
- Strengthened capacity and community engagement for effective implementation of Imbuto Foundation's programmes.
- Knowledgeable and skilled workforce is strengthened for driving Imbuto Foundation as an impactful connector.

# A LIFE SHAPED BY IMBUTO.

## KEZA' s Story

1

### Discovering the World (Early Childhood Development Space)



As a young child, Keza's first steps in learning were shaped in the ECD Space, where she was nurtured in a safe, stimulating environment. Here, she learned the basics of literacy, social interaction, and creativity.

2

### Unveiling New Possibilities (Library/ Reading Room)



At age 6, Keza's curiosity bloomed as she discovered the Library. Surrounded by books and knowledge, she was inspired by stories of doctors and pioneers, sparking her dream of becoming a doctor.

3

### Exploring Digital Horizons (ICT Area)



As a teenager, Keza found herself in the ICT Area, where she explored digital tools that brought her medical studies and passions to life. This access to technology ignited her interest in medical research and digital health solutions.

4

### Building Dreams and Skills (Skills & Economic Empowerment)



At 16, Keza enrolled in the Skills & Economic Empowerment programs. She learned practical skills, from financial literacy to entrepreneurial thinking, helping her understand how to turn her dreams into reality.

5

### A Creative Passion (Arts & Creative Expression)



Keza's love for design flourished in the Arts & Creative Expression zone, where she learned to combine her medical passion with her flair for fashion. She began designing innovative medical uniforms and accessories.

6

### Fostering Physical and Mental Well-being (Sports & Well-being)



Throughout her teenage years, Keza took part in activities in the Sports & Well-being area, strengthening both her body and mind. These programs not only kept her physically fit but also helped her navigate stress, fostering mental resilience.

7

### Finding Purpose and Leadership (Community & Leadership)



At 18, Keza's leadership abilities began to emerge in the Community & Leadership hub. She took part in youth-led projects, organizing community health initiatives and advocating for youth involvement in Rwanda's development.

8

### Deepening Knowledge and Wisdom (Intergenerational Dialogues)



As a young adult, Keza engaged in intergenerational dialogues within the hubs, learning from elders and gaining invaluable wisdom that helped guide her career and personal growth.

8

### Becoming a Doctor (Health & Wellness)



Keza's medical journey was supported by the Health & Wellness programs at the hub. From mentorship on navigating medical school to wellness tips that kept her grounded, the hub helped her thrive in both her personal and academic life.

10

### Returning as a Mentor (Coworking & Collaboration)



After becoming a doctor, Keza returned to the Imbuto Hubs, now a mentor. She collaborated with young aspiring doctors, sharing her knowledge, experience, and wisdom. The Coworking & Collaboration spaces became her platform for giving back, empowering the next generation of Rwandan leaders.





**GET INVOLVED**  
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