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FOREWORD



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Chairperson, PAM-Rwanda

This Strategic plan of 2022-2024 is developed to orient the upcoming activities and focus of Pan-African Movement- Rwanda Chapter. It offers a structured and coordinated approach for long-term organizational objectives as well as strategies for implementing them. It will serve as the guiding document for planning and annual reviews. All PAM units and stakeholders are responsible for translating this strategic plan into a daily contribution to the realization of PAM vision, mission, values and goals.

The defined strategic orientation contained herein builds on results of the existing 2018-2021 strategic plan. The planned strategic actions will serve as a reference tool for consultations with stakeholders. In the wake of numerous challenges facing the African continent and Rwanda in particular, PAM Rwanda Chapter is committing to playing a significant role in complementing African Union (AU), EAC and the Government of Rwanda efforts towards improving the enlightenment of Rwandans in particular and Africans in general on the challenges that Africa faces and their role in overcoming them.

The fact that the Government of Rwanda is active in promoting and championing different AU initiatives, PAM Rwanda has a unique opportunity to exploit this reality to achieve its strategic objectives and become a relevant Pan African movement.

In developing this strategic plan, a situational assessment of PAM-Rwanda Chapter was conducted using SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) leading to the identification of realistic objectives and actions. The attainment of the outcomes outlined under each strategic action will require a strong commitment of every individual espousing the spirit of pan Africanism.

Based on situational analysis, the following are the strategic objectives that were formulated to provide a framework for planning and policy formulation for the period of 2022-2024:

- To transform African mindsets & institutions to reflect continental agendas and promote unity, dignity and solidarity of all the people of African descent
- To promote integration of African countries
- To promote African cultural values and knowledge
- To strengthen principles and practices of governance that are responsive to African problems and that are people-centered, inclusive, accountable and transparent
- To build the capacity of Pan African movement- Rwanda chapter to deliver its mandate
- To collaborate with other national chapters to strengthen Regional, Continental and Global PAM leadership structures.

These strategic objectives were translated into strategic actions where each strategic objective is linked with an activity (or activities) that will help to achieve the intended output. Implementing strategies will therefore involve implementing a set of activities along the way. The action plan has also specified lead responsibilities and time frame for attaining each objective, or who needs to do what and by when.

All PAM members and Rwandans are invited to carefully read this Strategic Plan, and familiarize themselves with PAM-Rwanda Chapter objectives, and activities that are needed to be implemented in 2022-2024 to make pan-African ideology a reality. I particularly urge organs, leadership and staff of PAM-Rwanda Chapter to work in close collaboration with our stakeholders, both public and private, in the implementation of this strategic plan.

LIST OF ACRONYMS AND ABBREVIATIONS

AU:	African Union
GoR:	Government of Rwanda
M&E:	Monitoring and Evaluation
PAM:	Pan African Movement
SWOT:	Strengths, Weaknesses, Opportunities and Threats
SP:	Strategic Plan

INTRODUCTION

Despite some significant progress made (since independence), Africa is still experiencing vestiges of imperialism and exploitation, and from within, it is still fragmented and with some geopolitical rivalries, conflicts and insecurity, weak institutions, diseases and poverty. This reality should push Africans to continue interrogating themselves and finding solutions capable of responding to those challenges. Pan African Movement - Rwanda Chapter (PAM-Rwanda) as an Organization whose mission is to transform Rwandans' mind-sets and institutions to reflect on the dignity and solidarity of Africans is committed to contributing to this quest. This contribution is made through the implementation of different periodic three year strategic plans.

This 2022-2024 Strategic Plan (SP) is the third one that PAM Rwanda chapter has formulated since its reorganization in 2015. It focuses on consolidating and documenting the aspirations of PAM Rwanda and defining a focal point for its growth in the next 3 years.

The strategic plan was developed through a collaborative process with PAM Rwanda chapter and key stakeholders of PAM Rwanda. The work involved an analysis of the current environment of PAM Rwanda, to ascertain the operational background. The situational analysis was done using the SWOT (Strengthens, Weakness, Opportunities and Threats) model.

Subsequently, the strategic objectives and intended outputs were formulated. The strategic objectives are driven by specific activities, which form the action plans for this strategic plan. These are detailed to enable PAM Rwanda chapter realize its Mission and Vision. An action plan was developed based on the objectives and strategies. The lead responsibility of achieving the objectives and strategies is also defined within set time frame during the implementation of this strategic plan.

The success of this strategic plan will greatly depend on the organization and leadership of PAM Rwanda Chapter, and the role of lead responsible departments which are expected to work with other organs of PAM-Rwanda Chapter and different stakeholders.

PAM-Rwanda: Vision, Mission and Core Values

The PAM-Rwanda Chapter was reorganized on April 23, 2015 when its interim Governing Council was established. A Consultative Council composed of different commissions was subsequently created to guide the establishment of PAM structures across the country. On August 8th 2015, the first National Congress was organized, leaders at national level were elected and different activities aimed at mobilizing Rwandans and Africans to be self-reliant, to aspire for the integration, unity and prosperity of Africa were launched. On 23rd September 2018, per PAM Internal Rules and Regulations, a second National Congress took place. Since then, PAM-Rwanda consolidated its structures from National to the village levels and continued its activities to mobilize more Rwandans to embrace the spirit of Pan-Africanism.

Vision

PAM Rwanda aspires to see *‘a more dignified, prosperous and peaceful Rwanda integrated into an Africa driven by its citizens and representing a dynamic force in the global arena.*

Mission

PAM Rwanda Chapter’s mission is to transform Rwandans’ mind-sets and institutions to reflect the continental Agenda 2063.

Working in close partnership with the Government of Rwanda (GoR), PAM Rwanda’s Strategic Plan 2022-2024 has a mission that sets all Rwandans at the center of change. It aims to be an effective organization that inspires collaboration with other African country chapters to be more effective in integrating the Pan African ideology in all institutions at all levels and layers of their societies.

PAM Rwanda intends to achieve this mission through mass mobilization, sensitization, education, research, institutional building and other practical programs that enable human dignity, promote pro-people solutions, home-grown knowledge and practices, equality of people, ideological independence and unity of purpose. PAM Rwanda wants to find and support innovative approaches to building a mass movement for change.

Core Values

Guiding principles or core values are defined as inviolable commitments that express “who we are as an organization” and what principles or qualities should infuse all practices and activities within the organization. The nature and implicit values of PAM Rwanda are supported by five fundamental pillars:

1. Equality of people

We are committed to fair processes, to opportunities and respect for all human beings regardless of any background.

2. Ideological independence

We are committed to pursue a way of thinking and doing things aimed at decolonizing our minds and finding institutional frameworks that suite our realities.

3. Unity of purpose

We are committed to come together in identifying, negotiating and resolving differences and building collaborative methods of work that gives all of opportunities to contribute for the good of all.

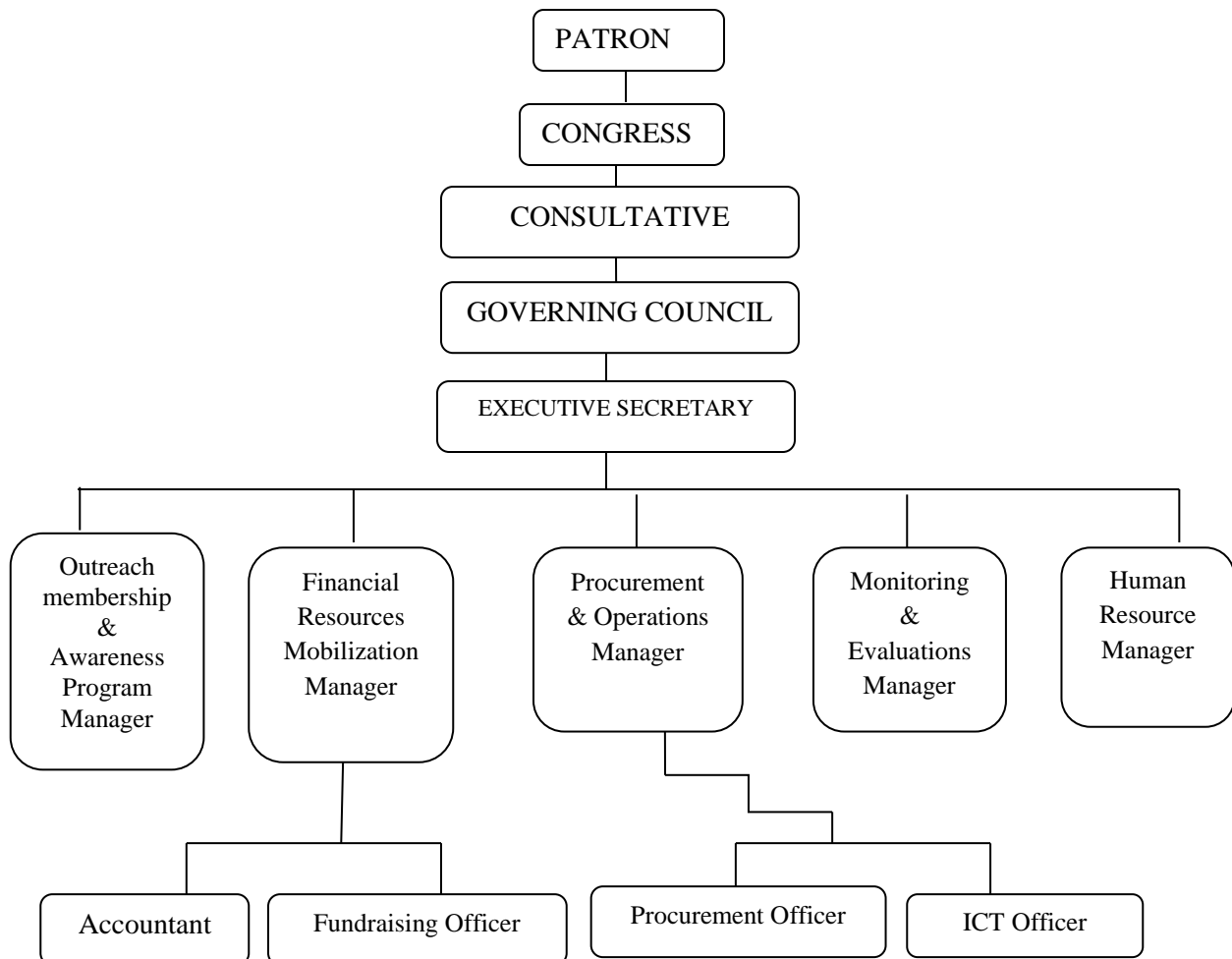
4. Pro-people solution providers based on people centered development

We are committed to being solution seekers to challenges that face Africa through researches carried out by relevant commissions that are based on people centered development.

5. Self-reliance and patriotism

We are committed to developing an innovative transformative mind-set based on individual and national strengths and accomplishments, love of country and desire for constant improvement.

PAM-Rwanda: Organisational Structure



PAM Rwanda currently has a Patron, who is Rwanda's Head of State as it is the adopted practice across Africa. Below the Patron are Consultative and the Governance Councils. The current Governance Council number of members corresponds to the number of Commissions established in 2015. As the organization grows and adapts to new demands and challenges, it will review its priorities and modify its Governance Structure accordingly.

The Secretariat's Management comprises a Bureau headed by a Chairperson, two Vice Chairpersons. A Technical Executive Secretary: The Executive Secretary is a recruited technical person reporting directly to the Chairperson or her/his designee. She or he with her/his team work for the express purpose of supporting the Commissioners to achieve PAM's Strategic Goals

She/he operates on the model of a Chief Operating Officer. She/he will oversee a team of contractual staff members and volunteers, each in their field of expertise to organize and support the implementation of the strategic plan.

PAM Key Achievements in the last 3 years

Despite the different challenges especially those related to covid-19, PAM Rwanda was able to register some significant achievements in the past three years (2018-2021) and below are some of them;

- PAM-Rwanda leadership and management structures from national level, district to village levels were strengthened.
- Regular public talks are held to discuss topical issues concerning Africa.
- Different media channels host PAM members on different topics concerning Pan-Africanism and the socio-economic development of Africa.
- Different Commissions developed Position Papers on important topics related to African Renaissance.
- African Expects Youth Series have been organized to discuss the role of youth in the Agenda 2063 implementation, nationally and continentally.
- African Liberation Day of 25th of May has been celebrated three times and has been organized with increasing involvement of regional and continental Pan Africanists.
- Social outreach activities have been regularly organized in the spirit of "KWITURA" (Giving back). The Pan African Youths spearhead the program.
- Pan African Elders have been encouraged to use Social Media to discuss, Rwanda history, Pan African values and to challenge the element of the Neo-colonial notions in the media.
- In partnership with the Rwandan Writers association and the Ministry of education a reading and writing competition was started in primary and secondary schools. This will be an annual activity.

SWOT ANALYSIS

The drafting of the strategic plan 2022-2024 came after conducting a SWOT analysis which enabled PAM Rwanda to understand both internal and external environment that is capable of impacting (positively or negatively) the implementation of the strategic plan.

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> - PAM Rwanda works within existing structures and networks in Rwanda; - Existing initiatives such as <i>ndi umunyarwanda</i>, <i>ndi-umunyafurika</i>; - Involvement of youth and students is on the rise - The power of Rwanda culture: language for easy communication of PAM ideology and messages. - Members are and have been Pan-Africanists in spirit; - There is a culture of voluntarism among members; - PAM Rwanda has an inclusive level of organization; - PAM Rwanda is breaking from elitist to a mass movement; - Members with different backgrounds and expertise. 	<ul style="list-style-type: none"> - Inadequate human and financial resources; - PAM agenda not yet clear to all Rwandans; - Measuring what we do as PAM Rwanda is still lacking; - Management is still voluntary and volunteers have other commitments; - Inadequate program monitoring and Evaluation tools and systems; - Inadequate staffing and staff training; - Over-reliance on membership subscriptions as a source of funds; - Inadequate management system of PAM Rwanda members; - Lack of a strategy to exploit the different backgrounds and expertise of PAM members.
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> - Existence of objective economic conditions through home-grown solutions; - Education for all targeting the youth presents an opening to streamline PAM ideology in schools; - Regional integration blocs which provide a very good forum of unified entities; - Advancement in technology that PAM Rwanda can take advantage of to serve its members better and reduce operational costs; - Institutional and Political support from Rwanda's top national leadership to promote Pan-Africanism; - Willingness of different institutions to enter partnerships with PAM; - Globalization presents an opportunity for markets, trade and easy communication with other Africans; - AU is founded on Pan Africanism and Africa Agenda 2063 adopted by all AU membership; 	<ul style="list-style-type: none"> - Existence of hegemony and trade imbalances in relation with other parts of the world; - Genocide ideology, sectarianism-based conflicts, and terrorism; - Continued conflicts in Africa; - Education system not responding to African needs; - Absence of Regional and continental leadership forum to keep Pan-Africanism vibrant; - Globalization with its western influences affecting African culture and other initiatives; - Prevalence of colonial mentalities; - Economic competition between emerging powers and their intent to draw Africa into their web.

STRATEGIC PLAN 2022-2024

In order to implement the mandate of PAM-Rwanda, a strategic plan is important to highlight the key strategic objectives, intended outputs and activities to be implemented in the next period (2022-2024). This Strategic Plan is designed in a way that consolidates the achievements of the past two periods and considering the current and future contexts. The process of developing this strategic plan followed an evaluation of the implementation of previous strategic plans. Therefore, priority actions of this strategic plan have been inspired by past achievements, lessons learnt and recommendations highlighted by PAM members. In addition to those objectives, PAM Rwanda authorities have determined strategic pillars which shall guide future actions in order to deliver effectively on the organizational mandate and these guiding pillars constitute also the foundation of this strategic plan.

The strategic plan will lead on to the creation of Annual Plans, which will define in detail the action required to implement the strategic plan over time, and to the allocation of unit and individual responsibilities which will facilitate implementation and monitoring of progress. A robust monitoring and evaluation mechanism will inform management of results-based performance and enable corrective action to be taken.

The development of this strategic plan was a very consultative exercise. After reviewing different documents (including the past two strategic plans, the performance assessment report indicating achievements and challenges, the SWOT analysis, and the Statute establishing PAM Rwanda), different interviews and consultations of some members and stakeholders were conducted to analyse the current situation and document the strategic gaps.

The first draft was shared and approved through all organs of PAM-Rwanda. The feedback generated at every stage of consultation was used to improve the final Strategic Plan 2022-2024.

Below is a table indicating strategic objectives, output, activities to be implemented, indicators, timeline and who to lead the implementation.

This Strategic Plan is intentionally made very precise and concise in order to facilitate easy reading and understanding.

Strategic objective 1: Transform African mindsets & institutions to reflect on continental agendas and promote unity, dignity and solidarity of all the people of African descent				
Outcome/Output	Activities	Indicators	Timeline	Lead Responsibility¹
Outcome/Output 1.1: Awareness on Pan African ideology is increased	1.1.1. Conduct media programs on Pan African ideology	<ul style="list-style-type: none"> ▪ # & frequency of media programs conducted; ▪ #of annual African Liberation Day and other events organized ▪ # of public talks organised. ▪ # of public events organized 	2022-2024	Commission in charge of mobilization and Commission for Information.
	1.1.2 Organize conferences on African Liberation Day and other relevant events			
	1.1.3 Organize public talks in schools, public and private institutions			
	1.1.4 Writing competitions in schools on 2063 agenda			
	1.1.5 Organising mass sports and Umuganda.			
1.2: The importance of promoting values of unity, dignity and solidarity of people of African descent is understood in Rwanda	1.2.1. Conduct a survey on understanding Pan African ideology and philosophy	<ul style="list-style-type: none"> ▪ # of Rwandans who attended media programs, public talks, conferences & other events ▪ # of community campaigns organized; 	2022-2024	
	1.2.2. Organise awareness community-based campaigns and engagements			
Strategic objective 2: Promote integration of African countries				
Outcome 2.1: Awareness on regional economic blocs and continental integration mechanisms is improved	2.1.1. Organise public talks and implementation review meetings on the AU/Regional Blocks Statutes, agreements, protocols	<ul style="list-style-type: none"> ▪ # of Public reviews and talks; ▪ # of advocacy missions conducted + mission reports 	2023	All commissions
	2.1.2. Conduct advocacy missions on free movement and			

¹ Every lead responsibility will work with other relevant commissions and stakeholders.

	visa upon arrival for Africans			
	2.1.3. Conduct advocacy missions for equal tuitions for all African students			
Strategic objective 3: <i>Promote African cultural values and knowledge</i>				
Output 3.1: African cultural values and knowledge transmitting systems are documented	3.1.1. Compile a report on Rwandan cultural values and indigenous knowledge transmission systems	<ul style="list-style-type: none"> ▪ Study roadmap availability ▪ Baseline study report available. 	2024	<ul style="list-style-type: none"> - Commission in charge of academia, - Culture, arts and media and - Education
Output 3.2: African cultural values and knowledge systems are disseminated	3.2.1. Organise an international seminar on African values and indigenous knowledge transmission	<ul style="list-style-type: none"> ▪ # of African countries attending the conference 	2024	
Output 3.3: African values and beliefs are streamlined through education and research	3.3.1. Organise seminar series and debates on education system that is capable of producing knowledge that is oriented towards finding solutions to African problems	<ul style="list-style-type: none"> ▪ # of seminar series and debates organised; ▪ # of higher education curricula changed 	2022-2024	
Strategic objective 4: <i>Strengthen principles and practices of governance that are responsive to African problems, people-centered, inclusive, accountable and transparent</i>				
Output 4.1: Pan African leadership courses are developed and conducted	<p>4.1.1. Develop Pan African leadership and governance training materials</p> <p>4.1.2. Conduct trainings on African responsive leadership and governance</p>	<ul style="list-style-type: none"> ▪ # and quality of developed materials ▪ # of trainings conducted; level of attendance 	2023-2024	- All commissions

Output 4.2: Principles of African effective leadership and governance are known particularly among the youth	4.2.1. Train Africans on effective leadership and governance principles	<ul style="list-style-type: none"> ▪ # of African countries and PAM chapters involved in the trainings; ▪ # % of the youth attending the trainings 	2024	
Strategic objective 5: <i>Build the capacity of Pan African movement- Rwanda chapter to deliver its mandate effectively</i>				
Output 5.1: PAM Rwanda governance and management tools are improved	5.1.1. Assess the state of governance and management of PAM Rwanda chapter and identify needs that require further actions	<ul style="list-style-type: none"> ▪ Assessment report & list of needs and recommendations 	2022	PAM Governing Council
5.2: PAM Rwanda Executive Secretariat is empowered	5.2.1 Train members of the Executive Secretariat in various areas of interest	<ul style="list-style-type: none"> ▪ # of trainings; # of themes covered and # and positions of participants 	2023	
	5.2.2 Put in place a better facilitation of staff system			
Output 5.3: PAM Rwanda decentralized structures are strengthened	<p>5.3.1. establish PAM structures up to cell level and in all schools</p> <p>5.3.2. Train leaders on PAM ideology, methods of work and key programs</p> <p>5.3.3 all levels to develop action plans.</p> <p>5.3.3. Identify, recruit and train champion teachers in all school.</p> <p>5.3.4. Put a robust monitoring, coaching and mentoring system</p>	<ul style="list-style-type: none"> ▪ # of cell with PAM/good governance clubs leadership. ▪ Number of trainings; ▪ Number of Integration Youth Ambassadors in each district. ▪ Number of active PAM champion teachers in district. 	2023-2024	
Output 5.4: PAM Rwanda's financial autonomy is	5.4.1. Devise means of collecting membership fee.	<ul style="list-style-type: none"> ▪ Existence of a database for members ▪ Regular payment of 	2023-2024	

increased	5.4.2. Invest some into opportunities that can generate more income.	<ul style="list-style-type: none"> ▪ membership fee ▪ # of investments made. 		
Strategic objective 6: To collaborate with other National Chapters to strengthen regional,` continental and global PAM leadership structures				
Output 6.1: Regional, Continental and Global PAM leadership structures strengthened.	<p>6.6.1. Carry out consultations with other Eastern national chapters on the way forward</p> <p>6.6.2. organize Africa Expects youth and Women topical discussion series</p> <p>6.6.3. In partnership with other Eastern Africa National PAM chapters organise an Eastern African Regional Congress</p> <p>6.6.4. Advocate for A global PAM Congress to convene.</p>	<ul style="list-style-type: none"> ▪ A report on the consultations ▪ A strong network of Youth and of Women Pan Africanists in all Countries of Africa. ▪ Regional Leadership established ▪ Firm dates for the Global Congress agreed upon. 	2022	PAM governing Council

IMPLEMENTATION FRAMEWORK & KEY ADMINISTRATIVE PRINCIPLES

For PAM Rwanda to fully implement the above activities within the next planning period, an appropriate implementation mode is necessary. The top-down approach and bottom-up approach will both be used concurrently. The bottom-up approach will entail supervisees consulting their supervisors where some activities need clarification while the top down approach will require supervisors to indeed supervise people they supervise.

The third element will be the respect of agreed upon positions and values of PAM Rwanda. Every member who is required to do a task or delegated to do a task by the supervisor will be expected to observe timelines and quality performance.

Finally, to attain the set targets PAM Rwanda will be guided by key administrative principles among which include:

- **Specialization of tasks:** each Leader shall be expected to focus his or her attention on work for which he or she was elected for and where he or she is presumed to have a competitive advantage. This principle however will work alongside the practice of multi-tasking as PAM Rwanda endeavors to be cost-effective in delivery of its services.
- **Autonomy and effective decision making at all levels:** each unit and organ of PAM Rwanda shall be empowered to make their own decisions as long as those decisions are not intended to affect negatively the philosophy, goals and mission of PAM Rwanda.
- **Customer care and responsiveness across all levels:** all leaders will be expected to maintain a high degree of respect for both internal and external stakeholders reflecting the image of PAM Rwanda. This applies to email communication, telephone discussions and physical presence.
- **Teamwork and collegiality:** teamwork across all levels will be a key principle in ensuring our success. When a member is undertaking a task which is needed urgently, it shall be a duty of the other members to help out in ensuring the task is completed as quickly as possible. Special activities like summit, conferences, public talks, etc. will be handled through joint teams.
- **Respect for PAM Rwanda values:** every staffs/members shall respect PAM Rwanda values and we shall transact our business using business-like styles and techniques to avoid a culture of public sector mentality. However, some good practices of public sector will be applied in our quest to offer distinctive service.
- **Efficiency and effectiveness:** these will be ensured in all administrative processes of PAM Rwanda. Financial prudence, openness and accountability will be key parameters for ensuring efficiency.

- **Records:** all official matters will be communicated in writing and PAM Rwanda will ensure there is a system of records management for all records of PAM. Administrative records will be secured in the best effective ways possible (both soft and hard copies).

BUDGET

The budget is a key tool for the implementation of the SP. Every year an action plan shall be extracted from this Strategic Plan to define annual activities and targets. The action plan will be accompanied by a yearly budget.

MONITORING AND EVALUATION (M&E)

Each of the tasks will be carefully monitored and evaluated on progress of set targets. Management reports will be a key tool for measuring the progress and the reporting will always cover activity, persons in charge, progress, variances, reasons for variation if any, proposals on how the issues can be addressed and lessons/best practices.

The following Strategic and Annual Action Plans will comprise the periodic examination of the inputs, outputs and outcomes of Strategic Goals. It is purposed to enable PAM Rwanda assess achievements, changes and shortfalls and give direction for the improvements.

Results from such assessments and analyses will be produced periodically and disseminated and shared through public presentations and PAM website to keep stakeholders actively informed and involved. Each PAM commission/unit will produce an annual work plan that translates the Strategic Goals into operational activities, expected results, schedules and persons responsible.

Each year, implementation monitoring data will be collected, analyzed and reported to enrich the annual reports. These monitoring and reporting exercises will be internal. Two independent evaluation actions will be conducted throughout the duration of the strategic plan implementation process:

- 1) A mid-term evaluation in mid-2023 and
- 2) A summative evaluation in mid-2024.

1) Mid-term evaluation: The mid-term evaluation will measure the level and quality of results, interventions in financial management, the quality of the monitoring and of its implementation. It will highlight changes in the general context and judge whether the strategic goals remain relevant.

2) The Summative Evaluation: The final evaluation will give a measure of the entire Strategic Plan performance. It will account for the use of resources and will report on the effectiveness and efficiency of interventions and the extent to which expected outcomes were achieved. The primary evaluative and research questions will revolve around:

- Relevance: the extent to which the Strategic Plan responded to PAM needs and priorities;
- Effectiveness: the extent to which the Strategic Goals were achieved or whether more could have been obtained by using different means;
- Efficiency: whether the strategic goals were achieved at the lowest possible cost;
- Sustainability: the extent to which the results, including institutional changes, are sustainable and enduring after the implementation of the first PAM strategic plan.

M&E FRAMEWORK

Strategic objective 1: Transform African mindsets & institutions to reflect on continental agendas and promote unity, dignity and solidarity of all the people of African descent						
Output activity	Indicator	Means of verification/source of data	Data collection method	Data collection frequency	Lead responsible	Partners
Conduct media programs on Pan African ideology	▪ # & frequency of media programs conducted;	Media news & action plans	Media survey	Annually	Commission in charge of mobilization and Commission for Information	To be selected from Public and Private Sectors and Civil Society.
Organize conferences on African Liberation Day and other relevant events	#of annual African Liberation Day and other events organized	PAM Rwanda activity reports	Desk review & interviews	Annually		
Organize public talks in schools, public and private institutions	▪ # of public talks organised. # of public events organized	Public talks	Desk review	Monthly	PAM bureau/secretariat	Public and private sectors
Writing competitions in schools on 2063 agenda	# of writing competitions are organized No. of youth involved.	Competitions	Desk review	Quarterly	Commission of Education, Mobilization,	Public and private sectors, CSOs
Organizing mass sports and Umuganda	# of mass sport and umuganda are organized events are organized	PAM Rwanda activity reports	Desk review	quarterly	Commission of Cultural, Mobilization	Public, private, CSOs
Conduct a survey on understanding Pan African ideology and philosophy	▪ # of Rwandans who attended media programs, public talks, conferences & other events	Action plan	Media survey	Annually	Mobilization, academia	Public and private sectors, CSOs,
Organise awareness community-based campaigns and engagements	# of community campaigns organized;	Activity reports		Quarterly	Mobilization	Public and private sectors, CSOs

Strategic objective 2: Promote integration of African countries							
Organise public talks and implementation review meetings on the AU/Regional Blocks Statutes, agreements, protocols	▪ # of Public reviews and talks;	Conference report	Desk review	After two years	Commission for Political Integration & International Relations	To be selected from Public and Private Sectors and Civil Society.	
Conduct advocacy missions on free movement and visa upon arrival for Africans	# of advocacy missions conducted + mission reports	Mission reports Advocacy plan & briefs	Media survey & interviews	After two years			
Conduct advocacy missions for equal tuitions for all African students		Mission reports and advocacy plan	Media survey	Annually	Education Mobilization	Public and private sectors	
Strategic objective 3: Promote African cultural values and knowledge							
Compile a report on Rwandan cultural values and indigenous knowledge transmission systems	▪ Study roadmap availability ▪ Baseline study report available.	Study report	Survey & research	After 2 years	Commission in charge of academia	To be selected from Public and Private Sectors and Civil Society.	
Organise an international seminar on African values and indigenous knowledge transmission	# of African countries attending the conference	Conference report	Desk review	After 2 years			
Organise seminar series and debates on education system that is capable of producing knowledge that is oriented towards finding solutions to African problems	▪ # of seminar series and debates organised; # of higher education curricula changed	Seminar themes & reports	Desk review & interviews	Annually			
Strategic objective 4: Strengthen principles and practices of governance that are responsive to African problems, people-centered, inclusive, accountable and transparent							
Develop Pan African leadership and governance training materials	# and quality of developed materials	PAM Activity & annual reports	Desk review & interviews	After two years	Commission for Politics & Governance	To be selected from Public and Private Sectors and Civil Society.	
Conduct trainings on African responsive leadership and governance	# of trainings conducted; level of attendance	PAM Activity & annual reports	Desk review & interviews	After two years			

Train Africans on effective leadership and governance principles	# of African countries and PAM chapters involved in the trainings; # % of the youth attending the trainings	PAM Activity, annual reports & training reports	Desk review & interviews	After three years		
Strategic objective 5: <i>Build the capacity of Pan African movement Rwanda chapter to deliver its mandate effectively</i>						
Assess the state of governance and management of PAM Rwanda chapter and identify needs that require further actions	Assessment report & list of needs and recommendations	Assessment report	Desk review	Annually	PAM Bureau & Executive Secretariat	To be selected from Public and Private Sectors and Civil Society.
Train members of the Executive Secretariat in various areas of interest	# of trainings; # of themes covered and # and positions of participants	Training & activity reports	Desk review; evaluation missions	Annually		
Put in place a better facilitation of staff system						
Scale up PAM Rwanda to lower administration layers	# and types of localized activities; Administrative & geographical distribution of localized activities	Activity & annual reports	Desk review & interviews	After three years	Bureau Secretariat Mobilization	
Devise means of collecting membership fee	Existence of a database for members; % of members who regularly contribute fee	Annual reports	Desk review	Quarterly		
Invest into opportunities that can generate more income	# of investment projects	Activity and annual reports	Desk review	After three years		
Organize a conference/meeting of all chairpersons of national chapters	Report on the conference or meetings organized and strategies adopted	Activity and annual reports	Desk review	After two years		
Establish a working relationship with other national chapters	Frequency of communication between national chapters.	Activity and annual reports	Desk review	After two years		

Strategic objective 6: To collaborate with other National Chapters to strengthen regional, continental and global PAM leadership structures						
Carry out consultations with other Eastern national chapters on the way forward	<ul style="list-style-type: none"> ▪ A report on the consultations ▪ A strong network of Youth and of Women Pan Africanists in all Countries of Africa. ▪ Regional Leadership established ▪ Firm dates for the Global Congress agreed upon 	Activity and annual reports	Desk review	After two years	Bureau	
organize Africa Expects youth and Women topical discussion series		Activity and annual reports	Desk review	Annually	Youth commission gender commission	Public and private, CSOs
In partnership with other Eastern Africa National PAM chapters organise an Eastern African Regional Congress		Activity and annual reports	Desk review	After two years	Bureau	Public, private
Advocate for A global PAM Congress to convene.		Activity and annual reports	Desk review	After two years	Bureau	

Conclusion

The present strategic plan is a guiding tool that sets out clearly future commitments of PAM Rwanda Chapter in a bid to deliver on its mandate.

It constitutes a comprehensive document that will guide both institutional and individual actions and performances.

It shall not be used as a static document, instead it may be updated to include emerging realities falling under the portfolio of PAM Rwanda Chapter during the course of its implementation.

Activities planned for the next 3 years build on existing achievements and will come to strengthen them.

Mechanisms for monitoring and evaluation put in place shows that the intended activities will be achieved in partnership with all stakeholders.