



RWANDA SCOUTS ASSOCIATION



RWANDA SCOUTS ASSOCIATION STRATEGIC PLAN 2019-2024



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Dear Friends,

Dear Sisters and Brothers in Scouting, Allow me to introduce you to this **Strategic Plan 2019 – 2024**, a great achievement in the history of Rwanda Scouts Association that sets out direction towards achieving the vision 2023 of the WOSM (World Organization of the Scout Movement) and

beyond, contributing to the Rwanda's ,NST1 (National Strategy for Transformation 1). This plan was achieved through a participatory process that involved the National Board, the Executive team and a team of volunteers who worked on it with dedication, enthusiasm contributing mainly with their time. May all of you find our gratitude in these lines. Achieving this plan will require a combination of commitment, efforts, investments both in terms of finance and human resources. I then call upon every Scout and all Adults in Scouting to put their efforts together towards an effective implementation of this Strategic Plan. Only the combination of our efforts will help us educate the youth in Rwanda to become active and responsible citizens who contribute to positive community transformation, based on Rwandan values. Achieving our Vision 2024 will not be possible without effective and strategic partnerships with organizations and institutions that work towards youth development and empowerment in Rwanda. I invite relevant organizations to consider embarking on this journey with us, to empower the youth of Rwanda towards being responsible and active citizens, contributing to making a better world in their lives, families and communities.

UZABUMUGABO Virgile
Chief Commissioner
Rwanda Scouts Association



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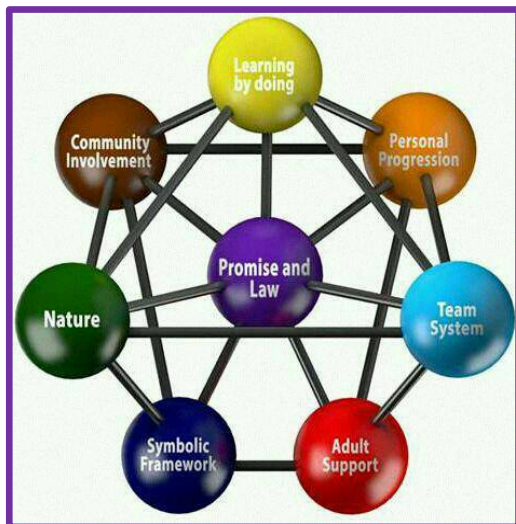


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FOREWORD



Acknowledging our National Council resolutions and decisions; Acknowledging the works done within the WOSM and aware that region and Rwanda each have own context-specific strategies, plans and programs driving action on advances and implementation to address and contribute on Young people education-development and related issue

Recognizing outcomes of WOSM and Africa region processes, including the 2023 and 2021 strategic plan respectively, strategy for scouting, Agenda for Sustainable Development; National Vision 2025, National strategy for Transformation NST1, in Vision Working together to ensure that the RSA can sustainably educate young peoples and improve livelihoods in the fact of a today and tomorrow challenges young peoples and youth are facing.

Recognizing the importance of empowering scouts, scouts leaders, knowledge exchange and partnerships through an open, diverse and inclusive multi-stakeholder platform and diverse events to catalyze actions on enhancing scouts initiatives and inspire better practices and systems that increase youth engagements, activeness and productivity in a sustainable way, improve self-reliance and adaptation of Rwandan youth within a unified global fraternity family of scouting, we so always work strategically with clear vision.

Bearing in mind the strategic outcomes of 2019-2024 strategic plans, this highlights the need for RSA to be:

STRATEGIC: Providing more strategic direction to guide RSA work through clearer strategic roles and objectives over the next five years (Governance)

BENEFICIARIES DRIVEN: Ensuring RSA work is guided by the needs and aspirations of beneficiaries and/or Scouts and linked to realities on the ground hence attain membership growth with fruitful actions (Educational methods)

INCLUSIVE: Fostering diversity in membership (geographic and constituency base) and ideas, with special attention to special needs (Diversity and Inclusion)

UPTAKE: Enhancing awareness of RSA and promoting the dissemination, use Scouting values and methods at individual, local, national, regional and global levels (Social Impact and communication)

ENGAGING: Creating strategies momentum and commitment to Services and RSA, resulting in involvement and ownership of RSA members, including at a high-level (Youth Engagement-impact community)

ADEQUATELY RESOURCED: Ensuring sustainable resources to cover the core plans of Rwanda Scouts Association and maintain proper resources uses. (Partnership, financial resources)



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Introduction

We are ready for this strategic plan, and it is important that we set the context within which we have determined ambitions and as clear as strong Imihigo.

Since our take over in May 2018, we have been in a near-continuous time of transition. We have been stretching ourselves in many ways and have begun implementing major initiatives in recent months ranging from Scouts Events "Scouts week, kwibuka, National camp" to Unit leaders trainings, Africa conference participation, partnership mapping and HQ office renovation.

This is the first comprehensive strategic plan for the Rwanda Scouts Association from far long ago in 1968 when we firstly known and registered as Association des Scout du Rwanda. Our Mission Statement and our existing Vision Statement was formulated in 1968. We have been part of the World Organization of the Scout Movement for all these years till today, and it is time for fresh planning, new thinking, even "Projected dream" to lead us well into this 5Years.

Following a directive of National Board, after Trainings administrated by WSB/Africa support center, the strategic planning process commenced, involving both internal and external constituencies, and focused on the mission of RSA as well as the internal and external forces that could shape its future. Through a series of focus groups and workshops; Scouts, Scouts Leaders, Volunteer and professionals were involved in assessing the RSA strengths, weaknesses, opportunities and Threats.



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Community, cultural, education, minority, private and public sector have been taken into account, assessed how well RSA had met the young peoples and community's past needs and expectations and identified how it could more effectively interact with its immediate stakeholders, partners and environment in the future. Five areas "educational/competitive, social/Community, political/legal, Population/demographic and economic/technical," have considered as the potential impact on the future operations. Finally, Volunteer, staff and scouts reflect RSA Goals, which provided a demonstrated attitudes and values.

The RSA completed a draft strategic plan in April 2019 and received feedbacks from committees, Volunteers, the Districts committee members, and a specially appointed Peer Review Team consisting of respected diverse field leaders. The feedback and its incorporation process continued in the last two month of 2019.

The result is this document, **"The excellent educational youth organization enabling 100,000 youth people to be active citizens who contribute to the positive community transformation based on Rwanda shared values"** a new strategic plan (2019-2024) of RSA.



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VISION OF RWANDA SCOUT ASSOCIATION (RSA)



RSA VISION 2024

By 2024, Rwanda Scouts Association will be an excellent educational youth organization enabling 100,000 young people to be active citizens who contribute to the positive community transformation based on Rwanda shared values

2019-2024 STRATEGIC PILLARS

1. GOVERNANCE

The governance of WOSM should be transparent, accountable, efficient and clearly linked to its overall strategy, focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organization should be clearly defined and understood, ensuring a customer-focused approach. In doing so, we ensure high synergy across all levels of WOSM with a high “return on investment”.

2. EDUCATIONAL METHODS

The Youth Programme should provide a non-formal learning environment strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.

3. SOCIAL IMPACT

Every Scout should be involved in community service, and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities development and become leaders of positive change.



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4. YOUTH INVOLVEMENT

Scouting should give young people the opportunity to develop the skills and knowledge empowering them to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.

5. COMMUNICATIONS AND RELATIONS

Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognized as an excellent youth organization.

6. DIVERSITY AND INCLUSION

Scouting is an inclusive, values-based Movement and its membership is open to all young people and adults who accept our fundamental values. In today's context, it is even more important to ensure that young people and adults are equipped to live in an increasingly diverse world. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Organization.

7. GROWTH

Growth is very important and relevant segment for Scouting. It is part of the RSA Plan and as well as the Africa Scout Region's contribution to global vision ... Scouting can only have a real impact as a social force if it is able to attract and retain more young people and supporting adults to really make a difference... The factors which can affect the growth trends and development in RSA are not constant and similar for all and at all levels but, whatever the situation, offering better Scouting to more young people requires a strategic approach.

8. FINANCIAL RESOURCES

This refers to all activities involved in securing current resources and additional resources for RSA. It also involves making better use of, and maximizing, existing resources which could be identified as liquidity, assets, funds, grants and gifts. To make sure that RSA will continuously serve the purpose of scouting, we must ensure that we have clear systems, strategies and procedures for better practices in financial resources management. This is critical as it helps RSA by ensuring continuation in service provision and Supports organizational sustainability as well as undertakes new initiatives



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1. GOVERNANCE



Situational View

Apart from internal leadership, structures and systems, we testify Good Governance in Rwanda and political will which brings youth in the playground for development and as well in WOSM Leadership-the fact that we have to address where we want to be hence took actions to strengthen good governance...Enabling us to achieve our 2024 Vision

Objectives1: Ensure that essential policies, procedures and other governance systems are in place and regularly updated

Activity: Revise , amend and disseminate the details of responsibilities assigned to the leaders, policies and strategies which are effective (Safe from harm, Child protection, whistle blower, Youth Involvement Policy, national volunteering policy , Gender, code of Conduct, Scout Centers Management, volunteering, Brand Manual Policy, Conflict of Interest, Communication policy, Partnership Policy).

Indicator: By 2020 RSA Have Revise, amended and disseminated details of responsibilities assigned to the leaders, policies and strategies which are effective

Objectives2: Ensure governance structures are decentralized and Facilitate RSA to achieve RSA Vision 2024 and the Scouting Mission.

Indicator: by the end of 2020, Governing representation has to be extended to sectors level

Activity: To elect and empower Scout Sector committee members

Objectives3: Develop a data management system serving in RSA operation

Activity: Put in place a data management system that informs the Association operation

Indicator; Running system with current data-information will be available by 2021

Objective4: Ensure the RSA compliance to the Global Support Assessment Tool (GSAT-WOSM standards).

Indicator: by 2020, RSA will complete a GSAT-WOSM Assessment

Indicator: by 2023, RSA have certified to GSAT.

Activity1: Organize and conduct GSAT Workshops to meet GSAT requirements

Activity2: assessment of RSA on GSAT by WOSM/Africa Support center



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2. EDUCATIONAL METHODS



Situational View

After Youth Programme reviews which have been consistently conducted; RSA implement educational programme which respond to the young peoples and community needs as well as their aspirations. Even though we have update youth programme, we have not also reached all Country corners to support Youth Programme delivery which is fundamental processes in implementation of scouting mission so that we motivate young peoples to learn skills, develop attitudes, and acquire competencies hence practice and inspire others. Inadequate Infrastructure, materials for youth programme delivery and low number of qualified unit leaders all affects this scope serving educational purposes.

A. Youth programme



Objective1: adopt and implement Global Programmes as a way of enriching RSA educational programme. (e.g. Better world framework and other relevant programme.)

Indicator: by the end of 2022, 4 programmes have adopted and implemented along with RSA Youth Programme

Activity: Introduce the scouts' leader on the programme and monitor its implementations

Objective2: To have Ingenzi (Rovers) who are able to solve the key pressing issues on the community

Activity: Empower Ingenzi (the rovers) on the needed skills to initiate the activities that respond to the community needs.

Indicator: at least 60 scouts unit implement community project each year

Objective3: improve the implementation of spiritual skills and values in scouting

Indicator: At least once years RSA organizes and conduct national interfaith/interreligious camp

Activity: To develop spiritual Guides for all scouts relative to their religions/confessions

Objective4: Operationalize the Scout Centers (Camping and Training Centers)

Indicator: By 2022, at least 4 RSA scout centers have been rehabilitated and host the scouting activities. (CFS)

Activity: Develop policies and programs guiding the operation of the Scout Centers.

Objective5: Ensure the talents development opportunities are available for the Youth

Indicator: by 2020, RSA have identified talents in diverse discipline

Activity: To organize competition based on the available talents within the youth

Objective 6. Ensure that the Scouts got the capacity to entertain the participants in various events Hosted by RSA and other Scouts may invited in to entertain

Indicator: by 2020, RSA have a Musical Troop in modern and local appearance

Activity: To mobilize equipment and empower scouts on music-ensemble competences



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B. Adults in Scouting



Situational View

With the current membership and needed increasing in number of Scouts, there is a demand for more trained and competent adults to implement the Youth Programme. We have experienced decline of trainer's pool due to the historical constraints but now in combination of updated training scheme, we need to increase numbers of trained, competent volunteers serving in leadership and management roles on various levels as we train more Unit leaders, Assistant Leader Trainers and Leader Trainers.

To do so we strive to disseminate and monitor usefulness of risk management policy, health and safety, and child protection which guide each and every one to properly help young peoples in playing their Game.

Besides some leaders who may exhibit selfish interests, self-occupation due to many reasons and lack the spirit of volunteerism we need to develop and implement volunteering policy hoping that it will solve volunteers' constraint to RSA.

In this scope of adult in scouting; we are thrilled to foster proper recruitment, training, support, recognition, and retention structures through adult's life cycle.

Objective1: Strengthen leaders' competency who are in RSA governance structures to fulfill their duties

Indicator: by 2024, 90% of the sectors, district and national leaders fulfill their responsibilities as required.

Activity: To prepare/revise, train and evaluate the leaders on their roles and responsibilities

Objective2: Strengthen the implementation of all aspects of the life cycle of Adults in Scouting (include; recruitment, training, support, recognition, and retention).

Indicator: by 2020, RSA will have update national adult in scouting policy

Activity: To train the adults responsible on the national adult in scouting policy and ensure leaders' follow up and responsibilities based evaluations.

Objective 3: Ensure health and safety environment in scouting activities

Indicator: by 2019, RSA have disseminated safe from harm policy

Activity: Develop national safe from harm policy

Objective 4: Ensure trainings for adults serving in various roles and responsibilities are responsive to individual and/or position training needs

Indicator 1: by 2019, the RSA will have revised, update and disseminated adults trainings scheme

Indicator 3: By the end of 2023, 80% of leaders will have wood badge training.

Indicator 2: By the end of 2024 RSA will have at least 35 active ALTs and conduct LTs trainings

Activity 1: Implement and evaluate the National Adult in scouting policy

Activity 2: Organize and Conduct Trainings for adults.

Objective 5: Effective adults' appraisal systems for RSA are in place

Indicator 1: by 2020, RSA has update, operational, efficient appraisal system

Activity 1: Putting in place national adults' appraisal system.

3. EVENTS



Situation view

Rwanda Scouts Association has shortage of local events organized and/or supported by Association which would bring together scouts from different destination. Also miss opportunities to fully participate and benefit from different events due to the numbers of reasons including; high cost of travel, visa challenges and related fees. Apart from Regional and international events, In some instances, there is challenge to disseminate the lessons learnt or give formal feedback inhibiting enrichment through exchange

Objective1: Organize and host events allowing worldwide Scouts/Volunteers to participate

Indicator1: By 2020, RSA will conduct 4th National Jamboree with at least 2000 participants

Indicator2: by 2021, RSA Will host Rover way with at least 500 Participants

Indicator3: by 2023, RSA will have Rover Moot with at least 1000 participants

Indicator4: by 2022, RSA will have 5th National Jamboree with at least 3000 Participants

Objective2: Increase participation in the local, regional and international events

Indicator1: Each year RSA conduct National camp with representation of scouts from all 30 districts

Indicator2: RSA have 50 delegate members in Africa Jamboree in 2020

Indicator3: RSA have regular scouts and leaders participation in East Africa zonal, Africa, and international activities/events

Indicator4: RSA participate in 25th World Scout Jamboree going to be hosted by the Korea Scout Association (KSA) for the year 2023 in South Korea



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4. YOUTH ENGAGEMENT



Situational view

The growth and development of Scouting largely relies on how its young people are equipped to address the challenges they face today and empowered to face what the future holds. Sometimes we experience challenges of lack of meaningful involvement of young people in decision making and inadequate support and preparations of young people to participate in international events.

In the ways of engaging youth properly, RSA have been introduced in RSA constitution/Status with at least two Youth representatives in National Board and their representation in all District Committee. RSA 2024 vision comes to give young people the opportunity to develop the skills and knowledge needed to take an active part in the RSA and in their communities.

Objective1. Ensure Youth empowerment and Involvement in decision-making through Youth Programme and Youth representation at all levels.

Activity: develop, amend and disseminate national youth involvement and youth forum policies

Indicator1: by 2020, Youth forum and involvement policies have been disseminated

Indicator2: National youth forum is conducted once a year and their resolutions are considered in the National council

Indicator3: by 2021, RSA constitution/Statutes state the under 30year's old representation at all level

Objective2. Offering to the youth the Leadership Experiences

Indicator: by 2021, at least 30 youth received leadership trainings

Activity: To help youth to access and/or participate in leadership training

Activity: To develop and implement national mentorship program

5. DIVERSITY AND INCLUSION



Situation view

Rwanda Scouts Association strives to reach out to all segments of the society such as the rural areas, refugee camps, prisons and resident/expatriate foreigners. Diversity and inclusion also need to highlights the representation of gender and person with disabilities and others... RSA needs to reach out to young people beyond their usual high catchment areas. Through this we will continue to testify scouting openness to all hence educate more young peoples.

Objective: Ensure scouting in Rwanda is accessible to all

Indicator1: by 2020, RSA have introduced systems to accommodate diverse people (gender, disabilities, rural, expatriate and etc.)

Activity1: Develop, disseminate and implement national diversity and inclusion policy and programs

Activity2: Capacity building for youth and Adults on diversity and inclusion programs

6. COMMUNICATION AND RELATIONS



Situational View

Rwanda Scout Association strives to have effective internal and external communications system enabling RSA Scouting storytelling, communicating to our key audience, stakeholders and partners.

Communications is a key element for sustainable growth to RSA and it is imperative for us to invest in our internal and external communications

Objective 1: Ensure awareness and true image of scouting to the stakeholders including Religious confessions and government body

Indicator 1: by the end of 2020, RSA communication strategy is in place and implemented effectively

Activity 1: Conduct Inter faith Round Table with at least representation of 6 religious confession

Activity 2. Organize interfaith camp with 1000 participants from diverse confession

Activity 3: Develop and implement national communication strategy

Activity 4: District Scout Committee Join *Joint Action Development Forum (JADF)*

Objective 2: Improve the RSA internal & external communication.

Indicator1: by the end of 2019, communication commission will be in place and active

Activity 1: To develop and implement Communication Policy

Activity 2: To develop and disseminate National Brand Manuel Policy

Activity 3: To conduct communication training with at least 30 participants

Indicator2: by 2020, needed information are shared regularly through RSA Communication channels



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7. Social Impact



Situation view

RSA enable young people to create a better world, through finding solutions to the problems that matter for their communities (school dropouts, early pregnancies, stunting, sanitation, drug abuse, and etc...) and become agents of positive change.

Objective1. Prepare scouts to be Active Citizens who take actions on the social affairs/ community development

Indicator1: Young people contribute to the positive transformation of their communities through the implementation of at least 30 youth led (INGENZI) community projects each year.

Indicator2: at least 80% of Scout units in each district initiate, organize and/or participate in community development projects.

Activity: Empower 2000 Ingenzi in community project development and help them to meet funding for their initiatives

Objective2: Enhance Scouts contribution in public-based programs (Umuganda, inteko z'Abaturage, kuremera abatishoboye, and etc.)

Activity: To organize workshops and campaign on citizen participation

Indicator: at least 70% of Scout units in each district participate in diverse public program

Objective3: Organize international and national days' celebration to welcome encounter for their awareness and engagement (peace day, African child, street children day, education day, women day and etc.)

Indicator: At least each year RSA conduct 3 event celebration in relation to national and international day

8. Growth



Situational view

For over a hundred years, Scouting has been making a real contribution to create a better world by helping young people to develop their full potential as individuals and to play a constructive role in society. However, Scouting can only have a real impact as a social force if it is able to attract and retain young people and supporting adults.

As a voluntary Movement, young people must make a conscious decision to join and to stay. It is therefore unrealistic to assume that scouting will accidentally attract young people. However, there are many more young people and supporting adults who would enjoy and benefit from Scouting than we currently serve. While the growth of our Movement is ultimately the result of delivering high quality scouting, unplanned growth is not sustainable. The factors affecting the growth and development of RSA vary from one district to another, but, whatever the situation, offering quality scouting to more young people requires a strategic focus. By then RSA Strive to attract and retain more young people in various segments on our country targeting all areas of our society.

RSA have discussed growth challenges and developed new strategies to achieve growth goals of the WOSM and Africa Region and give orientation to 5 years strategic plan resulting into 100.000 members target by 2024.

Objective1: Ensure exact statistical data of RSA membership are available.

Indicator: By 2020 the system to track the Association Membership growth will be operating

Activity: To conduct a census of the current RSA Membership by 2019

Objective2: Ensure 2024 RSA membership target being achieved

Indicator1: By the end of 2024, RSA membership will have reached 100,000 active members.

Activity1: To create a system to track the Association's Membership growth.

Activity2: Develop the strategy to increase and retain the members of RSA (recruitment and retention strategy)

Activity3: Develop a Strategy for RSA Membership Management.

Objective3: Introduce effective and more fruitful program to be operated in Scouts centers

Activity: Develop youth benefiting programs in the Scout Centers.

Indicator: by 2021, Scout centers have been revitalized and efficiently managed

Objective: Ensure that RSA have ability to implement the 2024 Strategic plan

Indicator: by 2024, RSA have 2 cars enabling the smooth functioning

Indicator: by 2024, RSA have at least 10 regular employees



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9. FINANCIAL RESOURCES



Situation view

The RSA aims at having a strong structure, accountable and transparent financial practices. Its structure and good practices allows us to respond to the priorities needs while creating a positive work climate for its staff, volunteers and daily functioning of RSA. The RSA financial capability from various sources of revenue, allows to support RSA ongoing efforts and to undertake new initiatives.

Objective1: Ensure effective financial policies, resource generation, allocation and financial control procedures are in place.

Indicator: By the end of 2020 RSA has defined and implemented a financial and accounting system

Activity: Develop financial policy and financial control procedures

Objective 2: Establishing the income generating activities which align to scouting spirit/values

Indicator 1: by the end of 2023 all RSA Scout Centers contribute in resources generation

Indicator 2: by the end of 2019, RSA have equipped scout shop containing scouting equipment, personal and promotional materials under the guidelines of the WOSM requirements.

Objective 3: Ensure that the financial control procedures and standard requirement are met.

Activity: To conduct regular internal and external audit

Indicator: By the end of each year RSA have internal and external financial audit reports

Objective4: Improve the existing partnerships and initiate new partnerships.

Indicator1: by 2022, at least RSA have identified and signed 5 new partnerships

Activity1: Develop partnership and resources mobilizations strategy

Indicator2: by 2019, RSA have active Fund mobilization commission/team

Activity2. : Identify, map and Approach potential partners and develop sustainable partnership framework..

Ojective5: Ensure Compliance with the country requirements to the Staffs and properties of RSA

Indicator: Each Year RSA ensure the timely payment of taxes and insurances



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