

**REPUBLIC OF RWANDA**



**MINISTRY OF SPORTS AND CULTURE**

# **NATIONAL POLICY OF AWARDING NATIONAL ORDERS**

**November, 2017**

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## **ABBREVIATIONS**

<b>CHENO</b>	: Chancellery for Heroes, National Orders and Decorations of Honour
<b>EICV</b>	: Enquête Intégrale sur les Conditions de Vie de ménage/Integrated Survey on Household's Living Conditions
<b>ICT</b>	: Information and Communication Technology
<b>MINADEF</b>	: Ministry of Defence
<b>MINAFFET</b>	: Ministry of Foreign Affairs, Cooperation and East African Community
<b>MINALOC</b>	: Ministry of Local Government
<b>MINECOFIN</b>	: Ministry of Finance and Economic Planning
<b>MINEDUC</b>	: Ministry of Education
<b>MINICOM</b>	: Ministry of Trade and Industry
<b>MINIJUST</b>	: Ministry of Justice
<b>MINISPOC</b>	: Ministry of Sports and Culture
<b>MICT</b>	: Ministry of ICT
<b>MINIYOUTH</b>	: Ministry of Youth
<b>RCS</b>	: Rwanda Correctional Services
<b>RNP</b>	: Rwanda National Police
<b>PSF</b>	: Private Sector Federation

## **1. FOREWORD**

Awarding outstanding achievers is one of the cultural values that characterized many societies in the World from ancient period up today. In many ancient civilizations like the Greek and the Roman Civilizations, there were modalities of awarding outstanding achievers, especially in military matters. Outstanding achievers were awarded with Orders, Decorations and other forms of awards in recognition for their useful deeds. In most of the cases, different Orders were reserved to both civilians and soldiers, but at the beginning they were mostly reserved for the soldiers.

In Rwandan society, over the past years, awarding outstanding achievers has always been one of the elements and customs of Rwandan society. From pre-colonial period up today, Rwandan society has a value of thanking and honoring people who distinguished themselves by acts of bravery and sacrifice for the interest of the nation.

The development of the National Policy of awarding National Orders derives from political and social conviction to promote and strengthen heroism culture within Rwandan society and to award and thank Rwandans and foreigners who distinguished themselves by outstanding acts of heroism towards Rwandans and Rwanda.

This policy describes the procedures and mechanisms of awarding National Orders and provides guidelines and regulations in setting up awarding mechanisms at both national and institutional levels.

I take this opportunity to thank all our stakeholders who contributed in the elaboration of this policy in one way or another. I argue all Rwandans will contribute in the successful implementation of this policy so as to promote the culture of excellence in all our undertakings.

**UWACU Julienne**  
**Minister of Sports and Culture**

## **2. EXECUTIVE SUMMARY**

Each society has its ways and modalities of awarding, recognising, appreciating and thanking people who distinguished themselves by heroic and outstanding acts. Each society has also its ways of identifying and defining the qualities and achievements necessary to receive an honour based either on military achievements or the contribution to the transformation of the society.

In Rwandan society, the culture of awarding people who did outstanding achievements is considered as the way of encouraging people to adopt the culture of excellence in all their undertakings. It was confirmed that thanking and honoring men, women, boys and girls who did heroic and bravery acts had contributed in inspiring other Rwandans to adopt the spirit of patriotism and sacrifice for the nation.

The investment done by the Government of Rwanda in building the society based on cultural values and reinforcement of the culture of excellence, a lot of things have to be done in order to promote the culture of awarding outstanding achievers.

In order to achieve national objective of promoting the culture of excellence, the current policy encourages the culture of awarding outstanding achievers on both institutional and national levels. The policy calls upon the participation of all institutions, both public and private in encouraging the spirit of excellence in Rwandan society.

In implementing this policy, both public and private institutions need to work together to overcome existing challenges that hinder effective promotion of the culture of excellence in Rwandan society. Some of these challenges include: the wide influence of western culture in Rwandan culture, the genocide ideology and the genocide denial in some Rwandans, disruption of the country's progress by the external influence, limited financial capacity and the poor mind-set of confusing outstanding achievements in terms of material goods. The policy orientations and strategic actions provide forward attempts to provide responses to these challenges.

The policy implementation framework highlights the contribution of each institution in the implementation of this policy. It also shows the role of each institution in the process of identifying and awarding outstanding achievers at both institutional and national levels.

## **3. BACKGROUND**

Awarding outstanding achievers is one of the cultural values that characterized many societies in the World from ancient period up today. In many ancient civilizations like the Greek and the Roman Civilizations, there were modalities of awarding outstanding achievers, especially in military matters. Outstanding achievers were awarded with Orders, Decorations and other forms of awards in recognition for their useful deeds. In most of the cases, different Orders were reserved to both civilians and soldiers, but at the beginning they were mostly reserved for the soldiers.

In different African societies, the awarding system dates from the precolonial period where empires, kingdoms and families had their own ways of awarding the outstanding achievers. People were awarded according to their bravery, courageous activities in battles for expanding their territories and their contribution in defending their kingdoms against foreign invaders.

At the time of colonial conquest, most of the traditional awarding system of the African societies was replaced by the new awarding system imitated from the colonial masters. Most of the awards of the colonial periods in African societies were given to people who had served the interests of colonial masters.

In pre-colonial Rwanda, people who did outstanding acts, especially in the army were awarded National Orders and Decorations of Honour as a symbol of bravery and courage. Awarded soldiers were those who distinguished themselves in the army services related with the expansion of Rwandan territories and defending the kingdom against foreign enemies.

Traditional military Orders and awards were as follows, starting with the lower class:

- 1) **Umudende:** It was a circular shape medal worn around the neck by a brave man for his outstanding actions. It was awarded to the soldier who should kill 7 enemies in the battlefield of defending or extending the Rwandan kingdom.
- 2) **Impotore:** It was a folded circular shape order with two pleats worn by a brave man for his highly remarkable accomplishments. It was awarded to the soldier who should kill 14 enemies in the battlefield of defending or extending the Rwandan kingdom.
- 3) **Gucana uruti:** The warrior having killed 21 enemies was awarded with a grand ceremony called the Cremation of the Javelin. The Cremation of the Javelin (Gucana uruti) was decreed by the King, and its ceremony took place on the highest mountain of the region where the soldier lived.

Despite these military awards, in traditional Rwandan society, men, women, boys and girls who achieved outstanding activities were also awarded with some material goods in recognition for their good deeds: **Kugororera**. Kugororera consisted of offering cows, land and other material goods to recognize the good acts.

During the colonial period, individuals who were recognised as outstanding achievers were those who served the interests of the colonialists with exceptional loyalty. The First Republic (1962-1973) had neither policy nor National organ to deal with medal awards though it awarded medals according to its political interests. Following the example of other countries<sup>1</sup>, the Second

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<sup>1</sup> Decree-Law no 16/76, 7 Avril 1976, J.O., 1976, p.247. There are other laws and regulations completing this law example: Décret-loi no 26/76 establishing decoration, in Official Gazette ., 1976, p.371 ; A Presidential Order no 10/01 establishing the organ in charge of medals and decorations in Official Gazette., 1979, p.47.

Republic (1973-1994) established a National formal Organ for Medals and Orders (*Ordres Nationaux*). The organic law establishing that organ set up four honorary categories of medals. Those categories were classified as follows: The *National Order of Thousand Hills*, the *National Order of the Revolution*, the *Peace Order*, the *National Order of the Great Lakes*.

After the 1994 Genocide against the Tutsi, the Government of National Unity strengthened the legacy of awarding and honoring men, women, boys and girls who did outstanding acts in different domains.

Since 2006, the Government of Rwanda has awarded National Orders to Rwandans and foreigners who demonstrated sacrifice and courage in the struggle for the liberation of Rwanda (Uruti Medal) and in fighting against the 1994 Genocide against the Tutsi (Umurinzi Medal).

There is always a commitment in awarding outstanding achievers as a way to promote the culture of excellence among the Rwandan citizens. In this context, there is a will of awarding outstanding achievers in different domains like security, unity, friendship, work and labour, culture, bravery, etc.

#### **4. CONTEXT AND RATIONALE**

The Government of Rwanda has proved much commitment in promoting the culture of heroism and excellence among the Rwandans, especially the youth. In this context, the institutions in charge of awarding and thanking National Heroes and other people with outstanding acts were established.

In 1995, the Government of National Unity set up a committee that was given three responsibilities: to establish the mechanism of selecting National Heroes, determine the day of annual celebration of National Heroes, to draft the Law relating with national heroes. This committee had identified National Heroes in 2001. These National Heroes are in three categories: Imanzi, Imena, Ingenzi; and designated the 1<sup>st</sup> February each year to be a National Heroes' Day on which the country celebrates the outstanding deeds done by National Heroes.

The Chancellery for Heroes, National Orders and Decorations of Honour was mandated by the 2003 National Constitution as revised in 2015 in its article of 139. It was established by the Law N° 13 bis/2009 of 16/06/2009 that determines its responsibilities, structure and functioning as it was revised up to date.

Apart from establishing the institution in charge of awarding outstanding achievers, the Government of Rwanda has institutionalized different form and categories of National Orders and decorations of Honor that shall be awarded to Rwandans and foreigners who distinguished themselves with outstanding and exemplary actions.

## 4.1. National Orders

National Orders are symbols awarded by National authorities to persons who demonstrated useful and supreme acts. National orders shall be awarded to Rwandans and foreigners, civilians as well as members of the security organs.

In Rwanda, there are National Orders awarded to both civilians and members of the security organs, and those reserved only for members of the security organs. National Orders include, but are not limited to:

1. National Liberation Medal: Uruti
2. Campaign Against Genocide Medal: Umurinzi
3. National Order of Honor: Agaciro
4. National Order of Outstanding Friendship: Igihango
5. National Order of Performance: Indashyikirwa
6. National Order of Culture: Indangamirwa
7. National Order of Bravery: Indengabaganizi

National Heroes, in their three categories are awarded with “Imidende”.

Competent authorities may approve other categories of National Orders in replacement or in addition to the existing ones.

As it is proposed by the Law N° 13 bis/2009 of 16/06/2009 that determines the responsibilities, structure and the functioning of the Chancellery for Heroes, National Orders and Decorations of Honor, as it was revised up to date, a Presidential Order shall determine the nature, the awarding and dispossession of different categories of National Orders.

In reference to Orders awarded to members of the security organs, special status determine the selection and awarding of these orders to individuals (Ref. is made to Presidential Order No. 24/01 of 03/07/2005 modifying and completing Presidential Order No. 72101 of 08/07/2002 establishing army general status. The annex to the above-mentioned PO 24/01 sets a list of honorary distinctions within military order; Ref is also made to Presidential Order N. 22/01 of 21/10/2016 establishing Rwanda Defense Force -RDF Special Status in its article 76 on Medals and Distinctions).

It is important to note that an individual might be awarded more than one National Orders referring to his/her highly important deeds in different domains. A list of awardees is shared for information and documentation with the CHENO.

## 5. BENEFITS OF AWARDING OUTSTANDING ACHIEVERS

- **Promotion of the culture of excellence:** Awarding outstanding achievers is one of the important ways of encouraging people to adopt the spirit of excellence in all their undertakings. Awarded beneficiaries both men and women, Rwandans and foreigners can serve as role models to all those who want to excel in their activities.
- **Sensitization of heroism values:** Thanking and honoring people who distinguished themselves by the acts of high importance can help in spreading heroism values like patriotism, humanity, courage, bravery, excellence to the rest of the population, especially the youth.
- **Preservation of National Culture:** Awarding the outstanding achievers in different domains, will help in preserving Rwandan culture. In Rwandan culture, outstanding achievers are honored in order to preserve their legacy and inspire the youth in their undertakings.
- **Improvement of efficiency and increase of productivity:** Awarding outstanding achievers in the field of labor and work will help in encouraging the Rwandans to adopt the culture of hard working and efficiency. This shall also lead to sustainable social economic development.
- **Promotion of social cohesion and National Unity:** Thanking and honoring people who promoted national unity will help in reinforcing social cohesion among the citizens. It shall also help in reinforcing unity and preserving the identity of being Rwandans.
- **Promotion of International relations:** Awarding foreigners who did outstanding activities for Rwanda will enable Rwanda to reinforce its relations with other countries. It shall also reinforce international cooperation.

## 6. KEY CHALLENGES FACING AWARDING SYSTEM IN RWANDA

Rwanda's awarding system faces numerous challenges, which include but not limited to the following:

- **Limited sources of information about outstanding achievers.** The identification of outstanding achievers from historical perspective is not easy due to limited sources of information on heroism in different periods. Therefore, there is not enough documentation on ancient history to conduct a scientific research on past outstanding acts.
- **Poor mind-set that confuses awarding outstanding achievers.** There are some Rwandans who believe that awarding outstanding achievers goes with offering material goods to the awarded person. This hinders the system of awarding outstanding achievers

because people may tend to be more attached to material goods rather than striving for national pride and national honour.

- **The influence of western culture in Rwandan culture.** The colonization and the Western culture have led to the loss of some Rwandan cultural values.
- **The genocide ideology and the genocide denial in some Rwandans:** This is a stumbling block to the unity of the country because some people hold negative perception about some outstanding acts, especially those done during the 1994 Genocide against the Tutsi.
- **Disruption of the country's progress by the external influence.** Other external factors like insecurity in the region and terrorism can also hinder the process of awarding outstanding achievers in one way or another.
- **Budget constraint to facilitate the roll out of awarding programs all over the country**

The identification and the awarding of outstanding achievers require different logistic and financial facilities. The lack of sufficient funds could be an obstacle to achieve the fixed goals in awarding system.

## **7. KEY OPPORTUNITIES IN FAVOUR OF THE AWARDING SYSTEM IN RWANDA**

- **An exemplary leadership** as a source of inspiration with a genuine political commitment to promote the spirit of excellent achievements within the Rwandan society.
- **Legal support and protection** especially the constitution of 2003 revised in 2015 that clearly mandates for the creation of Chancellery for Heroes, National Orders and Decorations of Honour and the Law no 13 bis/2009 of 16/06/2009 that determines the responsibilities, structure and the functioning of the Chancellery, as it was revised up to date;
- **The youth that is determined to contribute to the transformation of the Rwandan society.** Rwanda is a country with a growing number of youth. 54% of Rwandan population are of 19 years and below (EICV3<sup>2</sup>), there is a huge opportunity of having the youth committed in promoting national unity and promoting the culture of excellence.
- **The existence of strong traditional cultural heritage related to the awarding and recognition of outstanding achievers.** The culture of awarding outstanding achievers

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<sup>2</sup> EICV3: Enquête Intégrale sur les Conditions de Vie de ménage/Integrated Survey on Household's Living Conditions

dates from pre-colonial periods. Rwandans who excelled in their undertakings were awarded and thanked accordingly.

- **Common National language and cultural values** is a common denominator to facilitate leaders and cadres in their campaigns about the promotion of the culture of excellence.
- **The existence of National policies especially volunteerism policy** that emphasise commitment and sacrifice in rendering National service in social economic activities of the nation.
- **The existence of well organised decentralisation structures** through which the programs proposed by the current policy will be implemented.
- **The existence of military and civilian cadres within Rwandan society** with a background of outstanding deeds.
- **The existence of a growing technological development** as a tool to facilitate the implementations of some activities proposed in this policy.
- **The accessibility to the National media** as a channel of dissemination of heroism cultural values to the public, especially the youth.
- **The presence of other institutions** with the missions partly similar to the mission of the Chancellery and which are also committed in sensitizing the culture of excellence.

## **8. POLICY DEVELOPMENT PROCESS**

The preparation of the National policy of Awarding National Orders derives from political and social conviction of the Government of Rwanda to promote the culture of excellence among the Rwandans. This policy is also inspired by the National Culture Heritage Policy developed by the Ministry of Sports and Culture in 2014.

In the development of this policy, there was the elaboration of terms of references that determined the components and the content of the policy. After the elaboration of the terms of references, the draft policy was elaborated and sent to different stakeholders for inputs. Consultative meetings with stakeholders were also organized in order to ensure that all perspectives are captured.

In addition, various policy documents from other institutions were reviewed in order to align the current policy with other priorities of the country. There was also reference on other countries' practices in matters related with awarding.

After the elaboration of the final version of the policy, it was approved by the Council of the Chancellery for Heroes, National Orders and Decorations of Honour. Finally, the Policy was submitted to National relevant authorities for approval.

## 9. POLICY VISION

The vision of the policy of awarding National Orders is to promote the culture of excellence by awarding men and women who demonstrated courage, bravery, humanity and sacrifice in their undertakings for the interest of the Nation.

## 10. POLICY MISSION

The mission of the policy of awarding National Orders is to provide an appropriate framework for awarding and thanking Rwandans and foreigners who distinguished themselves by exemplary and important acts.

## 11. INSPIRATIONAL TARGET

By 2025, there will be a higher percentage of Rwandan citizens characterized by the culture of heroism and excellence in all their undertakings. Number of institutions, both public and private will adopt the culture of thanking and awarding outstanding achievers in different domains.

The current policy shall be revised in 2025/2026.

## 12. GUIDING PRINCIPLES AND VALUES

The process of awarding outstanding achievers shall establish and reinforce the following key values that characterize National Heroes and other outstanding achievers as they are proposed by the Law no 13 bis/2009 of 16/06/2009 as it was revised up to date:

- **Proven integrity:** In the implementation of this policy, we will encourage the citizens to adopt sense of courage, to support positive action, to point out negative actions and dare to fight it with full knowledge of its likely risks.
- **Patriotism:** The policy will encourage people to promote the country's sovereignty, development, National pride as well as unity among its inhabitants.
- **Sacrifice:** The policy shall encourage people to have the spirits of denial of personal interests, defense of public interests and, where necessary, sacrifices of one's life.
- **Vision:** This policy shall encourage people to have sense of purpose and direction and to understand the truth that is not open for all.
- **Proven courage or bravery:** This is to be famous for one's daring acts known to and appreciated by many people.

- **To serve as an example:** The implementation of this policy will focus on encouraging people to perform outstanding acts that can serve as a good example for others.
- **Truthfulness:** The policy will develop the spirit of being loyal to the country and to be characterized by defending the truth without fear of suffering any consequences.
- **Magnanimity:** Rwandans will be encouraged to demonstrate self-dignity and to relate well with others.
- **Humanity:** The policy will incite people to be characterized by the love and respect of others, rather than being materialistic and selfish.
- **Equity and gender equality:** The policy will promote equal and fair treatment of all categories of people and put emphasis on the promotion of heroism and excellence culture for both males and females.

### 13. OBJECTIVES OF THE POLICY

#### a) General objective

The general objective of the current policy is to establish a framework to encourage the culture of excellence among the Rwandans through the awarding of outstanding achievers in different domains.

#### b) Specific objectives

National Policy of awarding National Orders aims at achieving the following specific objectives:

- Provide a framework for the identification of men and women who did outstanding acts deserving to be awarded with National Orders.
- Explain the institutional participation and their role in the process of identification and awarding men and women who demonstrated outstanding achievements in different domains.
- Encourage the Rwandans to adopt the culture of hard working and excellence in all their activities for future development through different sensitization campaigns and civic education.
- Develop operational legal instruments determining the process of awarding National Orders.
- Develop a strategy to promote the culture of recognition of actions excellently accomplished among the Rwandans.

- Ensure institutional capacity building in areas of research and recognition of outstanding achievers.

## **14. POLICY ORIENTATIONS AND STRATEGIC ACTIONS**

This policy requires policy orientations and strategic actions to translate the objectives into implementable elements. These policy orientations and strategic objectives are the following:

### **Policy Orientation 1:**

*Establishing effective mechanisms to conduct research on men and women recognized for their useful deeds in different domains.*

### **Strategic Actions:**

- Set up an effective mechanism to identify potential candidates who performed outstanding acts in all corners of Rwanda;
- Put in place adequate tools and guidelines for carrying out research on Rwandans and foreigners who distinguished themselves by outstanding acts;
- Set up exhaustive criteria for each category of National Order that shall guide in research;
- Conduct effective and objective research to identify the acts of great importance performed by these candidates;
- Write reports on candidates' biographies and their outstanding acts and compile lists of persons eligible for National Orders;
- Ensure effective cooperation with National and International research institutions in the process of identification and research on the potential recipients of National Orders.

### **Policy Orientation 2:**

*Encourage the Rwandans to adopt the culture of hard working and excellence in all their activities for future development through different sensitization campaigns and civic education.*

### **Strategic Actions**

- Publish and disseminate the biographies of men and women who were awarded National Orders in order to encourage people to take them as their role models;
- Organize National ceremonies to award Rwandans and foreigners who did useful deeds. This shall also encourage the citizens to adopt the culture of hard working and excellence;

- Ensure civic education and sensitize the acts of exemplary courage and excellence by taking reference to the recipients of National Orders;
- Produce different civic education and sensitization materials like films, songs, and other artistic actions that teach the spirit of doing outstanding actions;
- Establish permanent and effective channels for public awareness concerning the acts of sacrifice, bravery, courage and the culture of excellence;
- Use media to frequently interact with the public and disseminate relevant information regarding the awarding and recognition of outstanding achievers;
- Develop a strategy to promote the culture of recognition for excellent actions accomplished among the Rwandans.

### **Policy Orientation 3:**

*Determine the institutional participation and their role in the process of identification and awarding people who demonstrated outstanding achievements in different domains.*

#### **Strategic Actions:**

- Involve other institutions in the process of identification and awarding Rwandans who did outstanding acts in different domains;
- Establish a permanent institutional framework in the process of identification and awarding of people who demonstrated outstanding activities in different domains;
- Encourage and support both public and private institutions' initiatives that promote the culture of recognition to those who performed outstanding activities;
- Provide each institution's responsibilities in the process of awarding outstanding achievers at both national and institutional levels.

### **Policy Orientation 4:**

*Develop operational legal instruments determining the process of awarding National Orders.*

#### **Strategic Actions:**

- Set up presidential and ministerial Orders that determine the process and modalities of awarding and recognizing Rwandans and foreigners who performed outstanding acts;

- Set up rules and regulations that determine the responsibilities of CHENO and other institutions in the process of identification of the candidates who deserve to be awarded with National Orders.

### **Policy Orientation 5:**

*Develop a strategy to promote the culture of recognition for outstanding actions accomplished among the Rwandans.*

#### **Strategic Actions:**

- Sensitize both local and International community about the culture of recognizing and awarding individuals who have rendered exceptional service to the nation;
- Develop and implement a comprehensive information, education and communication strategy to raise public awareness on the importance of awarding outstanding achievers;
- Design and acquire different National Orders and encourage other institutions, both public and private to build a system of awarding in their institutions.

### **Policy Orientation 6:**

*Ensure institutional capacity building in areas of research and recognition of outstanding achievers*

#### **Strategic Actions:**

- Training of CHENO staff in field related with research and awarding the outstanding achievers in different domains;
- Set up and operationalize the strategy to enhance capacity of staff in public, private sector institutions that are key actors in the process of promoting the culture of excellence among the Rwandans (Training of trainers);
- Cooperate and share experience with other Regional and International institutions that have among their missions to award and recognize people who did outstanding and useful deeds.

## **15. POLICY IMPLEMENTATION FRAMEWORK**

In order to ensure effective implementation of this policy, there is a need to determine the coordination and participation of all stakeholders and all the citizens to make sure that the policy reaches the expected results.

The responsibility of awarding outstanding achievers at National level falls in the responsibilities of the Chancellery for Heroes, National Orders and Decorations of Honour. Other institutions, local Government entities and organizations are allowed to award outstanding achievers on institutional level.

In this context, the responsibilities of the Chancellery in the process of awarding include but not limited to the following:

- Draw up the policies, strategies, plans and guidelines related to the recognition and awarding of National Orders;
- Coordinate the process of identification of potential candidates who shall be awarded with National Orders;
- Set up and provide guidelines and criteria for each category of National Order to be awarded to men and women who did outstanding acts in different domains;
- Collect and keep data about the candidates who were awarded by different institutions and organizations, especially those who potentially could be awarded at National level;
- Conduct deep research to persons recognized for their outstanding acts that played a great importance in Rwandan society;
- Cooperate with other institutions in training and sensitizing Rwandans, especially the youth, on the culture of heroism and excellence;
- Design and avail all categories of National Orders to be awarded to the identified outstanding achievers;
- Participate in the organization and coordination of ceremonies of awarding outstanding achievers at National level;
- Establish a framework for monitoring National Orders beneficiaries;
- Monitor and control the respect of awarding mechanisms and procedures proposed by this policy.
- Cooperate with other institutions with the same mission at the regional and international level

The responsibilities of other institutions and organizations in the process of awarding outstanding achievers include also the following:

- Different institutions and organizations, both public and private shall award outstanding achievers at their levels. They are allowed to award with different awarding mechanisms by offering both material goods and symbols (eg: Certificates, Medals, awards, trophies, cups,...);
- Submit to the Chancellery the list of people who were awarded at institutional level in order to determine people who shall be awarded at National level through research;
- Provide relevant information on people who were awarded at institutional level in order to facilitate research.

### **15.1. Collaborative effort to support the implementation of this policy**

The collaborative effort of many institutions will be the key pillar in the successful implementation of this policy. The role of each institution in the implementation of this policy is determined as follows:

#### **(a) The Chancellery for Heroes, National Orders and Decorations of Honor**

The Chancellery for Heroes, National Orders and Decorations of Honour is under direct supervision of the Presidency Office and the Ministry of Sports and Culture which supervises the Chancellery in technical matters. CHENO, as a leading institution responsible for the coordination of the implementation of the current Policy, it endeavours to partner with institutions and individuals that intervene in the promotion of the culture of excellence within the country. The main responsibilities of the Chancellery are stated above (§15).

#### **(b) Ministry in charge of Sports and Culture**

- The Ministry in charge of Sports and Culture being in charge of overseeing the day to day running of the Chancellery, will play the advisory role in the day to day activities of the Chancellery and do the monitoring of the implementation for the policy;
- Monitor and approve the activities related with the identification of the recipients of National Orders;
- Particularly, it shall facilitate in the identification of potential recipients of National Order of Culture: Indangamirwa.

### **(c) Ministry in charge of Finance and Economic Planning**

- The Ministry in charge of Finance and Economic Planning will play a significant role of ensuring that in budgeting process, sufficient resources are allocated in the sector related with awarding and thanking outstanding achievers according to the proposed strategic and action plans by the Chancellery.
- Facilitate in the identification of men and women who did outstanding achievements in matters related to finance and National economy who shall be awarded with National Order of Highest Performance: Indashyikirwa.

### **(d) Ministry in charge of Education**

- Ensure that heroism concept is embedded in the National curricula for primary and secondary education;
- Facilitate the creation and monitoring of student's heroism clubs at their schools in which students shall be inculcated with the culture of excellence;
- Introduce the culture of awarding schools and individuals who got excellent performances in competitions of different arts, sports and scientific activities;
- Participate in the identification of potential candidates who did outstanding acts that promote education in Rwanda and who shall be awarded with National Order of Highest Performance: Indashyikirwa in the field of education;
- Facilitate in the identification of potential recipients of the National Order of Highest Performance: Indashyikirwa in matters related with research, science, technology and arts.

### **(e) Ministry in charge of Defence**

- Facilitate research on soldiers who demonstrated outstanding courage and bravery in active military services to the Nation;
- Award military personnel with different military Orders and Decorations of Honour;
- Submit to the Chancellery the names of Officers and, men and women who were awarded different National Orders for data keeping.

**(f) Ministry in charge of Justice**

- Facilitate research to people who performed outstanding activities in matters of justice;
- Ensure the respect of awarding procedures and regulations proposed by the current policy;
- Provide advice and approve different Laws and Orders proposed by the current policy.

**(g) Ministry in charge of Foreign Affairs, Cooperation and East African Community**

- Participate in the identification of foreigners or friends of Rwanda who may have been involved in highly remarkable actions that have positively impacted on the development of the country;
- Participate in the identification of men and women deserving to be awarded with National Order of Friendship: Igihango and the National Order of Honour: Agaciro;
- It shall facilitate research, sensitization and awarding activities in Rwandan Community Abroad;
- The Ministry will act as a bridge between the Chancellery and foreigners who wish to intervene in the promotion of the culture of excellence in the country.

**(h) Ministry in charge of Public Service and Labour**

- Develop guidelines related to how results based performances are assessed and how performing civil servants are appreciated and awarded;
- Organise Labour Day celebrations and take the lead in preparing awards for best performing civil servants;
- Track and keep records of exceptional and long service performers for future bonuses and other awards;
- It shall participate in the identification of potential candidates who deserve to be awarded with National Order of Highest Performance: Indashyikirwa in Public Institutions.

**(i) Ministry in charge of ICT**

- It shall integrate the culture of excellence and exemplary performance in Information and Communication Technology;
- It shall participate in identifying people who did outstanding acts in the fields of ICT and innovations.

**(j) Ministry in charge of youth**

- Participate in the sensitization of the culture of excellence in the youth;
- It shall mobilize the youth in the activities that promote the culture of heroism and excellence;
- It shall participate in the identification of the youth who did outstanding acts in different domains.

**(k) Ministry in charge of Local Government**

- Facilitate and coordinate the culture of excellence mainstreaming initiatives at district and sector levels;
- Ensure that heroism and culture of excellence in civic education are inculcated to all categories of people passing in Itorero;
- Facilitate in the decentralization of different programs and activities of the Chancellery so that they can reach local Government institutions and the whole population;
- Participate in the identification of potential candidates who did outstanding acts in local government;

**(l) Ministry in charge of Agriculture**

- It shall help in the identification of people who did outstanding activities in agriculture and livestock who deserve to be awarded with National Order of Highest Performance: Indashyikirwa in matters related to agriculture and livestock.

**(m) The Ministry in charge of Trade and Industries**

- It shall help in the identification of people who did outstanding activities in trade activities and industrial development, who deserve to be awarded with National Order of Highest Performance: Indashyikirwa in matters related with trade and industries;
- Participate in awarding people who did outstanding acts in matters of entrepreneurship and job creation;

**(n) The Ministry in charge of Gender and Family Promotion**

- It shall participate in encouraging the participation of women in activities related with heroism culture promotion;
- Participate in the identification of women who distinguished themselves with outstanding acts in different domains.

**(o) The Ministry in Charge of Health**

-It shall participate in the identification of Rwandans and foreigners who contributed in the development of health sector in Rwanda,

-It shall participate in the identification of both public and private employees in the sector of health who distinguished themselves by outstanding performances.

**(p) The Ministry in charge of Environment**

-Participate in the identification of people who did outstanding achievement in matters of environment protection and development.

**(q) The Ministry in charge of Infrastructures**

- Participate in the identification of people who distinguished themselves in promoting the Country's development of infrastructures, urban planning, transport, etc.

**(r) The Ministry in charge of Disaster Management and Refugee Affairs**

- Participate in the identification of people who were marked by courage in preventing and stopping catastrophes and disasters;

- It shall also participate in identification of people who were characterized by courage of saving others' life in times of disasters, who deserve to be awarded with National Order of Bravery: Indengabaganizi.

**(s) Rwanda National Police**

- Facilitate research on police personnel who demonstrated outstanding courage and bravery in active security services to the Nation;
- Award National Police officers, men and women who did outstanding acts in matters related with National security;
- Submit to the Chancellery the names of Officers and staff of the Rwanda National Police who were awarded different National Orders for data keeping;

**(t) Other Security Organs**

- Facilitate research on their staff members who demonstrated outstanding acts in security services to the Nation;
- Award their staff who did outstanding acts in matters related with National security
- Submit to the Chancellery the names staff members who were awarded different National Orders for data keeping;

#### **(u) Media**

- Disseminate through media outlets activities and programmes that promote the culture of excellence among the Rwandans;
- Organize debates, talks and contests on excellence and innovation culture and its socio-economic and political implication on the Nation's development;
- Assist the Chancellery in the process of publication and dissemination of the culture of excellence and exemplary performance;
- They shall serve as source of information about people who did outstanding activities in different domains.

#### **(v) Research and Higher Learning Institutions**

- Contribute to the preservation of material and immaterial evidence regarding people recognized for their greatly remarkable acts;
- Organize exhibitions of Rwandan works awarded at the National as well as the International level;
- Assist the Chancellery in the researches to identify potential recipients of National Orders;
- Participate in identifying people who did outstanding activities and important discoveries in different sciences.

#### **(w) The Private Sector and Civil Society**

- They shall help in sensitizing and spreading the culture of excellence to the Rwandans that are in the private sector and civil societies;
- The Private sector shall particularly participate in the identification of potential recipients of the National Order of Highest Performance: Indashyikirwa who did outstanding acts for the development of Rwanda in the private sector;
- Award private outstanding achievers who contributed in the county's development in different ways;
- The Civil society shall also participate in the identification of potential candidates who did the activities related with the promotion of unity, wellbeing and social cohesion among the Rwandans.

The above-mentioned institutions are not exhaustive. The long-range objective is to see increased participation in the promotion of the culture of excellence in all sectors, public and private.

## **16. POLICY IMPLEMENTATION SCHEDULE**

(See appendix 1)

## **17. MONITORING AND EVALUATION**

In order to ensure effective implementation of the current policy, a reliable monitoring and evaluation system has to be established. The Chancellery for Heroes, National Orders and Decorations of Honour will take a lead in coordinating, monitoring and evaluating the implementation of this policy.

Mechanisms to facilitate the monitoring and evaluation activities of this policy shall be instituted and they include the following:

- Organise ongoing stakeholders' meetings to review the progress, challenges and issues regarding the process of awarding outstanding achievers. Resolve any immediate issues as a means to accelerate the implementation of this policy;

- Involve all stakeholders in the process of implementation, monitoring and evaluation of the progress of this policy. Stakeholders, both public and private shall be involved in order to ensure successful monitoring and evaluation of the policy implementation;
- Conduct periodic reviews to assess the progressive implementation of the policy on both national and institutional levels. This review will be done annually;
- As part of ensuring real success of the implementation of the policy, there will be a significant need to establish ongoing database of qualitative and quantitative data about people who were awarded at both institutional and national levels;
- Conduct periodic surveys to check the successful implementation of the policy. The surveys will also concern all stakeholders and shall be done with the support of all stakeholders.

## **18. BUDGET (See the Appendix 2)**

To implement the current policy, estimates for the required financial resources have been made based on the experience from other different activities of the chancellery. The estimated budget has also taken into consideration of the financial capacity of our country. The budget estimate for all activities proposed by this policy has been calculated for the period from 2017/2018 to 2025/2026 as it shown in the appendix 2.

This estimated budget shall mainly be used in the activities of identification of the potential recipients of National Orders, designing and purchasing medals to be awarded to the outstanding achievers, organizing ceremonies and events aiming at awarding outstanding achievers and awareness and sensitization of heroism and excellence values.

Apart from using the state budget, some of the strategies to raise this budget include: involvement of all institutions in the process of awarding, promotion of private involvement in the process of awarding outstanding achievers, cooperation with regional and international institutions having the same mission as CHENO and initiation of the projects that can directly or indirectly generate income.

## APPENDIX 1: POLICY IMPLEMENTATION SCHEDULE

POLICY ORIENTATIONS /ACTIVITIES	2018	2019	2020	2021	2022	2023	2024	2025	RESPONSIBILITIES
<b>Policy Orientation 1:</b> <i>Establishing effective mechanisms to conduct research on men and women recognized for their useful deeds in different domains.</i>									
1.1. Set up an effective mechanism to identify potential candidates who performed outstanding acts in all the corners of Rwanda;									CHENO, MINISPOC, MINALOC, MINICOM, MINAFFET, MIFOTRA, MINADEF, RNP
1.2. Put in place adequate tools and guidelines for carrying out research on Rwandans and foreigners who distinguished themselves by outstanding acts;									CHENO, MINISPOC, MINADEF, MINEDUC, MINAFFET, MIFOTRA
1.3. Set up the exhaustive criteria for each category of National Order that shall guide in research;									CHENO, MINISPOC, MINAFFET, RNP, MINALOC
1.4. Conduct effective and objective research to identify the acts of great importance performed by these candidates;									CHENO, MINISPOC, MINEDUC, MINADEF
1.5. Write the reports on candidates' biographies and their outstanding acts and compile lists of persons eligible for National Orders.									CHENO, MINISPOC, MINEDUC, MINADEF
1.6. Ensure effective cooperation with National and International research institutions in the process of identification and research on the potential recipients of National Orders.									CHENO, MINISPOC, MINAFFET, MINEDUC, MINALOC, MIFOTRA
<b>Policy Orientation 2:</b> <i>Encourage the Rwandans to adopt the culture of hard working and excellence in all their activities for future development through different sensitization campaigns and civic education.</i>									
2.1. Publish and disseminate the biographies of people who were awarded National Orders in order to encourage people to take them as their									CHENO, MINISPOC, MINEDUC, MINALOC, MIFOTRA, MINADEF,

role models.									RNP
2.2. Organize National ceremonies to award Rwandan and foreigners who did useful deeds. This shall also encourage the citizens to adopt the culture of excellence.									CHENO, MINISPOC, MINALOC, MINADEF, RNP, RCS, NISS, MINAFFET, MINECOFIN,
2.3. Ensure civic education and sensitize the acts of exemplary courage and excellence by taking reference to the recipients of National Orders.									CHENO, MINALOC, MINEDUC, MINISPOC, MICT, MINICYOUTH, MIGEPROFE
2.4. Produce different civic education and sensitization materials like films, songs, and other artistic actions that teach the spirit of doing outstanding actions.									CHENO, MINISPOC, MINEDUC, MINADEF, RNP, MINALOC, RCS, Civil Society
2.5. Establish permanent and effective channels for public awareness concerning the acts of bravery and courage and the culture of excellence.									CHENO, MINEDUC, MINISPOC, MINALOC, MINAFFET, MINADEF, RNP, MIGEPROFE MIFOTRA
2.6. Develop a strategy to promote the culture of recognition for excellent actions accomplished among the Rwandans.									CHENO, MINISPOC, MINALOC, MINEDUC, MIFOTRA, MINAFFET
<b>Policy Orientation 3:</b> <i>Determine the institutional participation and their role in the process of identification and awarding people who demonstrated outstanding achievements in different domains.</i>									
3.1. Involve other institutions in the process of identification and awarding Rwandans who did outstanding acts in different domains;									CHENO, CIVIL SOCIETY, PSF, ALL MINISTRIES
3.2. Establish a permanent institutional framework in the process of identification and awarding of people who demonstrated outstanding activities in different domains;									CHENO, All Ministries
3.3. Encourage and support both public and private institutions' initiatives that promote the culture of recognition to those who performed									CHENO, MINISPOC, PSF, CIVIL SOCIETY, MINALOC, MINICOM,

outstanding activities;									MINIYOUTH
3.4. Provide each institution's responsibilities in the process of awarding outstanding achievers at both national and institutional levels.									CHENO, MINISPOC
<b>Policy Orientation 4:</b> <i>Develop operational legal instruments determining the process of awarding National Orders.</i>									
4.1. Set up presidential and ministerial Orders that determine the process and modalities of awarding and recognizing Rwandans and foreigners who performed outstanding acts;									CHENO, MINISPOC, MINIJUST
4.2. Set up rules and guidelines that determine the responsibilities of CHENO and other institutions in the process of identification of the candidates who deserve to be awarded with National Orders.									CHENO, MINISPOC, MINIJUST
<b>Policy Orientation 5:</b> <i>Develop a strategy to promote the culture of recognition for outstanding actions accomplished among the Rwandans.</i>									
5.1. Sensitise both local and International community about the culture of appreciating and awarding individuals who have demonstrated exceptional service and made a difference to the nation;									CHENO, MINISPOC, MINAFFET, MINALOC, MINADEF, MINIJUST, RNP, MINEDUC, MINIYOUTH
5.2. Develop and implement a comprehensive information, education and communication strategy to raise public awareness on the importance of awarding outstanding achievers;									CHENO, MINISPOC, MINEDUC, MICT, MINALOC
5.3. Design and acquire different insignia, medals and decorations of honours and encourage other institutions and Organization to build a system of awarding in their institutions.									CHENO, ALL MINISTRIES, PSF

**Policy Orientation 6: *Ensure institutional capacity building in areas of research and recognition of outstanding achievers.***

6.1. Training of CHENO staff in fields related with research and awarding the outstanding achievers in different domains;									CHENO, MINISPOC, MIFOTRA, MINAFET, MINEDUC
6.2. Set up and operationalize the strategy to enhance capacity of staff in public, private sector institutions that are key actors in the process of promoting the culture of excellence among the Rwandans (Training of trainers);									CHENO, MNISPOC, MINEDUC, MICT, MIFOTRA
6.3. Cooperate and share experience with other Regional and International institutions that have among their missions to award and recognize people who did outstanding and useful deeds.									CHENO, MINISPOC, MINAFFET, MINADEF, RNP

## APPENDIX 2: POLICY BUDGET

ESTIMATED BUDGET IN RWANDAN FRANCS									
Policy Orientations/Activities	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
<b>Policy Orientation 1: <i>Establishing effective mechanisms to conduct research on men and women recognized for their useful deeds in different domains.</i></b>									
1.1. Set up an effective mechanism to identify potential candidates who performed outstanding acts in all the corners of Rwanda;	5,000,000	5,500,000							
1.2. Put in place adequate tools and guidelines for carrying out research on Rwandans and foreigners who distinguished themselves by outstanding acts;	1,000,000	3,500,000	4,000,000						
1.3. Set up the exhaustive criteria for each category of National Order that shall guide in research;	500,000	500,000	1,000,000						
1.4. Conduct effective and objective research to identify the acts of great importance performed by these candidates;	45,000,000	50,000,000	50,000,000	55,000,000	60,000,000	95,000,000	125,000,000	125,000,000	130,000,000
1.5. Write the reports on candidates' biographies and their outstanding acts and compile lists of persons eligible for National Orders.	6,500,000	7,000,000	8,500,000	10,000,000	12,000,000	12,000,000	12,000,000	15,000,000	15,000,000
1.6. Ensure effective cooperation with National and International research institutions in the process of identification and research on the potential recipients of National Orders	10,000,000	15,000,000	18,000,000	20,000,000	20,000,000	25,000,000	25,000,000	40,000,000	46,000,000
<b>Policy Orientation 2: <i>Encourage the Rwandans to adopt the culture of excellence in all their activities for future development through different sensitization campaigns and civic education.</i></b>									
2.1. Publish and disseminate the biographies of people who were awarded National Orders in order to encourage people to take them as their role models.	6,000,000	6,500,000	7,500,000	11,000,000	12,000,000	12,000,000	13,000,000	15,000,000	15,000,000
2.2. Organize National ceremonies to award Rwandan and foreigners who did useful deeds. This shall also encourage the citizens to adopt the culture of excellence.	100,000,000	100,000,000	120,000,000	135,000,000	145,000,000	160,000,000	160,000,000	165,000,000	165,000,000
2.3. Ensure civic education and sensitize the	35,200,000	36,500,000	46,500,000	55,000,000	55,000,000	65,000,000	65,000,000	65,000,000	67,000,000

acts of exemplary courage and excellence by taking reference to the recipients of National Orders.										
2.4. Produce different civic education and sensitization materials like films, songs, and other artistic actions that teach the spirit of doing outstanding actions.	15,500,000	35,500,000	45,000,000	55,000,000						
2.5. Establish permanent and effective channels for public awareness concerning the acts of bravery and courage and the culture of excellence.										
2.6. Develop a strategy to promote the culture of recognition for excellent actions accomplished among the Rwandans.	500,000	500,000								
<b>Policy Orientation 3: Determine the institutional participation and their role in the process of identification and awarding people who demonstrated outstanding achievements in different domains.</b>										
3.1. Involve other institutions in the process of identification and awarding Rwandans who did outstanding acts in different domains;	500,000	1,000,000	1,000,000	1,500,000	1,500,000	1,000,000	2,500,000	2,500,000	2,500,000	
3.2. Establish a permanent institutional framework in the process of identification and awarding of people who demonstrated outstanding activities in different domains;	5,000,000	6,000,000	6,500,000							
3.3. Encourage and support both public and private institutions' initiatives that promote the culture of recognition to those who performed outstanding activities;	15,000,000	16,500,000	16,500,000	16,500,000	20,000,000	20,000,000	25,000,000	25,500,000	25,500,000	
3.4. Provide each institution's responsibilities in the process of awarding outstanding achievers at both national and institutional levels.	-	-								
<b>Policy Orientation 4: Develop operational legal instruments determining the process of awarding National Orders.</b>										
4.1. Set up presidential and ministerial Orders that determine the process and modalities of awarding and recognizing Rwandans and foreigners who performed outstanding acts;	500,000	500,000								
4.2. Set up rules and guidelines that determine the responsibilities of CHENO and other	2,000,000	5,000,000								

institutions in the process of identification of the candidates who deserve to be awarded with National Orders.									
<b>Policy Orientation 5: <i>Develop a strategy to promote the culture of recognition of actions excellently accomplished among the Rwandans.</i></b>									
5.1. Sensitise both local and International community about the culture of appreciating and awarding individuals who have demonstrated exceptional service and made a difference to the nation;	45,200,000	46,500,000	46,500,000	55,000,000	55,000,000	65,000,000	65,000,000	65,000,000	68,000,000
5.2. Develop and implement a comprehensive information, education and communication strategy to raise public awareness on the importance of awarding outstanding achievers;	10,000,000	15,000,000	15,000,000						
5.3. Design and acquire different insignia, medals and decorations of honours and encourage other institutions and Organization to build a system of awarding in their institutions.	15,000,000	125,000,000	125,000,000	140,000,000	140,000,000	165,000,000	165,000,000	165,000,000	165,000,000
<b>Policy Orientation 6: <i>Ensure institutional capacity building in areas of research and recognition of outstanding achievers</i></b>									
6.1. Training of CHENO staff in field related with research and awarding the outstanding achievers in different domains;	45,000,000	57,000,000	65,000,000	65,000,000	75,000,000	90,000,000	90,000,000	100,000,000	100,000,000
6.2. Set up and operationalize the strategy to enhance capacity of staff in public, private sector institutions that are key actors in the process of promoting the culture of excellence among the Rwandans (Training of trainers);	25,000,000	25,500,000	25,500,000	35,500,000	40,000,000	40,000,000	46,000,000	46,500,000	46,500,000
6.3. Cooperate and share experience with other Regional and International institutions that have among their missions to award and recognize people who did outstanding and useful deeds.	15,000,000	16,000,000	16,500,000	16,500,000	16,500,000	18,000,000	18,500,000	18,500,000	20,000,000
<b>TOTAL</b>	<b>403,400,000</b>	<b>574,500,000</b>	<b>618,000,000</b>	<b>671,000,000</b>	<b>652,000,000</b>	<b>768,000,000</b>	<b>812,000,000</b>	<b>848,000,000</b>	<b>865,500,000</b>