

# ***CHENO***

**CHANCELLERY FOR HEROES, NATIONAL ORDERS AND  
DECORATIONS OF HONOUR**

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**FIVE YEAR STRATEGIC PLAN**

**2015/2016 - 2019/2020**

**FINAL REPORT**

**May 2015**

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## **ABBREVIATIONS AND ACRONYMS**

CHENO:	Chancellery for Heroes, National Orders and Decorations of Honour
EDPRS:	Economic Development and Poverty Reduction Strategy
FY:	Financial Year
LF:	Logical framework
MINISPOC:	Ministry of Sports and Culture
MINADEF:	Ministry of Defense
MoU:	Memorandum of Understanding
MOVs:	Means of Verification
M&E:	Monitoring and Evaluation
OVI:	Objectively Verifiable Indicators
SWOT:	Strengths, Weaknesses, Opportunity and Threats
TOT:	Training of Trainers

## **0. EXECUTIVE SUMMARY**

After six years of implementing the Law N0: 13 bis/2009 of 16/06/2009 determining the responsibilities, the structure and functioning of the Chancellery for Heroes, National Orders and Decorations of Honour, it is now opportune that this institution be provided with a 5 Year Strategic Plan which defines its Vision, the Mission, the Global strategic goal, Strategic objectives, the Logical Frame work, the implementation plan and the Strategic Plan Budget which will help to sustainably achieve its mandate. The present Strategic plan starts by the review of the institution's background and the definition of a Hero in the context of Rwanda, in Africa and elsewhere in the world.

Before the startup of the Chancellery for Heroes, National Orders and Decorations of Honour, the Cabinet meeting held on October 31, 1995 appointed an ad hoc National Commission with following responsibilities:

- To put in place ways and means required for the selecting of National Heroes
- To identify a day for the celebration of National Heroes
- To draft a Law on rewarding and honoring National Heroes

The same National Commission adopted the preliminary list of National Heroes and decided that February 1<sup>st</sup> shall be celebrated as a National Heroes 'Day.

The present Chancellery for Heroes, National Orders and Decorations of Honour was established by the Constitution of 2003 in its article 186 and it is determined by the Law n° 13 bis /2009 of 16/06/2009 determining the responsibilities, structure and functioning of the Chancellery for Heroes, National Orders and Decorations of Honour.

The development of this Strategic Plan was partly based on a research about the Chancellery's perception by CHENO's staff and the Council Members as well as Stakeholders focusing on topics mentioned below.

- o Challenges faced in the implementation of above stated Policy and Law;
- o Review of new eventual categories of National Orders and Decorations of Honour given the progressive socioeconomic context of the Country;

- Identification of social and cultural aspects of the Rwandan society in relation with heroism as the foundation of dignity and development of the nation;
- Ability of the Chancellery to develop and implement sensitization on good example to be emulated particularly to the youth;
- Ability to ensure the recognition of all excellent achievers at national level;
- Relationships between national policy of culture and other government policy goals;
- Actions to be developed in order to inculcate cultural values in Rwandan citizens;
- Actions that allow smooth implementation of strategic plan for promoting heroism culture;
- Collaboration between government's institutions and the civil society to orient strategic goals towards the fulfilling of the Chancellery's mandate.

However, in order to achieve the Chancellery Mission, it is necessary to implement following Strategic objectives.

- ***To preserve heroism heritages and promote the culture of heroism***
- ***To set up mechanism of rewarding and honoring identified men and women outstanding achievers***
- ***To conduct research on outstanding acts and potential man and women outstanding achievers candidates for National Heroes, National Orders and Decorations of honour***
- ***To reinforce Institution's capacity for services provision and funds mobilization***

The designed Logical Framework clearly shows the Strategic objectives, expected outcomes and Outputs, required activities to implementing Strategic Objectives, assumptions and a Five Year Budget of RWF 6,315,000,000.

# **1. INTRODUCTION**

## **1.1. Institutional background**

Before the startup of the Chancellery for Heroes, National Orders and Decorations of Honour, the Cabinet meeting held on October 31, 1995 appointed a National Commission with following responsibilities:

- To put in place ways and means required for the selecting of National Heroes
- To identify a day for the celebration of National Heroes
- To draft a Law on rewarding and honoring National Heroes

The same National Commission adopted the preliminary list of National Heroes and decided that February 1<sup>st</sup> shall be celebrated each year as a National Heroes 'Day.

The Chancellery for Heroes, National Orders and Decorations of Honour was established by the Constitution of 2003 in its article 186 and it is determined by the Law n° 13 bis /2009 of 16/06/2009 determining the responsibilities, structure and functioning of the Chancellery for Heroes, National Orders and Decorations of Honour.

It identifies, thanks, honors and celebrates the memory of Rwandan citizens or foreigners who distinguished themselves by acts of heroism and other acts of bravery serving as good examples.

The law stipulates the main responsibilities of the Chancellery as follows:

1. To participate in designing the policy relating to national heroes and the rewarding of national orders;
2. To carry out research on heroism activities and persons recognized for their acts of heroism and other useful deeds
3. To identify and make a list of persons deserving to be promoted to the rank of national heroes and those eligible for national order rewarding in accordance with the provisions of this Law; to set up procedures for acknowledging, thanking and praising Rwandans or foreigners who were characterized by acts of heroism and other brave and useful deeds;
4. To cooperate with other organs in training and sensitizing Rwandans, especially the youth, on the culture of heroism;
5. To publicize acts of heroism;
6. To set up values of the culture of heroism;

7. To cooperate with other institutions of the same mission at the regional or international level.

The Chancellery gets its funding from the State budget; money from various services of the Chancellery; grants, donation and bequests.

## **1.2. Who is a Hero?**

A National Hero according to Rwandan perspective is defined as any person who pursues objectives he / she undertakes to obtain a special achievement for the public interest and with high proven integrity, sacrifice and noble courage in his / her acts and who avoids being a coward in his / her actions in very trying situations (*O.G n° Special bis of 30/06/2009*).

### **1.2.1 Characteristics of a Hero**

To be classified as a hero, a person shall meet the following criteria:

1. *Proven integrity* :to show a sense of courage, to support positive action, to point out negative actions and dare to fight it with full knowledge of its likely risks;
2. *Patriotism* :to promote the country's sovereignty, development, national pride as well as unity among its inhabitants;
3. *Sacrifice* :denial of personal interests, defense of public interests and, where necessary, sacrifice of one's life;
4. *Vision*: to be visionary and to understand truth that is not open for all;
5. *Proven courage or bravery* : to be famous for one's acts of bravery known to and appreciated by many people;
6. *To serve as an example*: to be famous for one's outstanding achievements which serve as a good example for others ;
7. *Truthfulness* :to be characterized by truth and to defend it without fear of suffering because of it;
8. *Magnanimity* :to demonstrate good manners in one's behavior, relations and interactions ;
9. *Humanity*: to be characterized by love for others instead of being materialistic.

Acts that have characterized the life of a person are considered when analyzing characteristics of heroes. Particular emphasis is placed on those acts that have marked the end of his/her life. Determination of categories of heroes shall base on the following criteria:

1. Supreme sacrifice;
2. Importance demonstrated by the hero;
3. Example demonstrated by the hero.

Every feature shall have a special procedure in which it is analyzed as provided for by Articles 30, 31 and 32 of the law n° 13 bis /2009 of 16/06/2009.

### **1.2.2. Categories of National Heroes**

There is hereby established the following categories of National Heroes:

1. **IMANZI**; Is the supreme Hero who demonstrated outstanding achievements characterized by supreme sacrifice, outstanding importance and example
2. **IMENA**; Is the Hero who seconds IMANZI and who is reputed for his/her extraordinary acts for the country which are characterized by supreme sacrifice, high importance and example
3. **INGENZI**; Is the Hero who seconds IMENA and who is notorious for his/her good ideas or his/her outstanding achievements characterized by supreme sacrifice, great importance and high example

### **1.2.3. Definition of a Decoration of Honour and National Order**

A decoration of honor is a symbol which is rewarded by national authorities to defense forces, national police and to those who demonstrated important and outstanding acts in matters related to national security. A Presidential Order shall determine award of decorations of honor. In addition, a national order is a symbol awarded by national authorities to persons who demonstrated useful and supreme acts. National orders shall be rewarded to persons who dedicated themselves to important acts based on Unity, Culture, Labor, Friendship and Bravery.

### **1.2.4. Institution of national orders**

The law established the following national orders:

1. National Liberation Medal: URUTI

2. Campaign against Genocide Medal: UMURINZI.
3. National Order of Unity: GIHANGA
4. National Order of Friendship: IGIHANGO
5. National Order of Culture: GAKONDO
6. National Order of Labour: INDASHYIKIRWA
7. National Order of Bravery: UBWITANGE

### **1.3. Historical background of heroism and good deeds in Rwanda, in Africa and the World**

#### **1.3.1. Rwanda**

Rwandan States have always honored and rewarded heroic persons who were marked by exceptional courage and bravery particularly on the battlefield to safeguard the country sovereignty and unity.

##### **a) Before the colonial era**

Already before the colonial era, heroic war achievers were awarded of honoring medals after significant battles' victories. It is worth to emphasize that the outright successes by Rwandans during that era cannot be associated with any ethnic group but with one harmonious, homogeneous, patriotic and nationalistic Rwandan society,

**Umudende:** A circular shape medal worn around the neck by a brave man for his outstanding actions. The awarding ceremonies for this decoration of honour were attended by the King or his representative

**Impotore:** A forded circular shape order with two pleats worn by the brave man for his highly remarkable accomplishments. As for the previous medal, the awarding ceremonies for this decoration of honour were attended by the King or his representative.

**Gucana Uruti:** The most prestigious decoration awarded to a brave man for his highly accomplishments. It was an order that was presented publicly during ceremonies attended by the King. The honored person was exempted from any activity related to national defense.

##### **b) Colonial period**

During the colonial period, individual who were recognized as outstanding were those who served interest of the colonialists with exceptional loyalty. Decorations of honour were generally

conferred to the following persons: Administrators of which the Chiefs were decorated after serving ten years, deputy chiefs after fifteen years, the judges and councilors' after twenty years. The awarded medals were Bronze, Silver and Gold depending of the years served.

### **c) Independence Era**

During independency times, the decorations were awarded also in bronze, silver and gold to the following achievers: Excellent farming and animal husbandry, socio economic merits, cultural merits and national orders for heroic actions.

### **d) Liberation War**

After the Liberation War, new emerging values related to the national unity, national dignity and national pride were integrated into civic and political education, patriotism and moral ethics. These new heroic values were marked by the institutionalization of the Chancellery of Heroes, National Orders and Decoration of Honour, the National Heroes' Day, the Labor Day, the Liberation Day and National Orders.

## **1.3.2 Africa and the World**

Throughout African countries and the world, good deeds are recognized in celebrating Heroes Day or National Day which may refer to a number of commemorations of national heroes in different countries. It is often held on the birthday of a national hero or heroine, or the anniversary of their great deeds that made them heroes. Here is a sample of countries in the region and how they honor their heroes.

### **South Africa**

On May 31, 1910, South Africa declared independence from Britain. But the country celebrates April 27, the day in 1994 when the first democratic, non-racial elections were held. South Africans commemorate the restoration of dignity and human rights after a period of racism and apartheid. Nelson Mandela spent his young life fighting for the freedom of South Africa's black and colored population from oppression imposed by the minority government. He was imprisoned for 27 years. Soon after release, he became the first president of South Africa in elections in which all the people

could vote. Nelson Mandela is considered as a national great hero as he gave great priority on reconciliation between the races.

## **Uganda**

Celebrated every June 9, Uganda National Heroes Day honors all those who sacrificed themselves to better lives of the Ugandan people. Many of the heroes officially recognized by the government are fallen soldiers who died during Uganda's Liberation War in the 1980s.

## **Kenya**

Mashujaa Day, also known as Heroes' Day ("Mashujaa" is Swahili for "heroes"), is a national day in Kenya, which is observed on 20<sup>th</sup> October as a public holiday to collectively honour all those who contributed towards the struggle for Kenya's independence and/or positively contributed in the post-independence Kenya.

## **India**

Mahatma Gandhi is recognized as the bravest Hero after he conducted a resistance and struggle for independence during the period of 1921-1947 of colonial times. He suffered of humiliation and torture for leading passive resistance against the British rule and was assassinated one year after independence. His determination and dedication were rewarded when independency was granted in 1947 and is regarded as a National hero. Mahatma Gandhi was assassinated on 30<sup>th</sup> January 1947 which is commemorated every year as a martyr's day.

## **United States of America**

In United States of America they celebrate heroes on Memorial Day which is a federal holiday in the United States for remembering the men and women who died while serving in the country's armed forces. The holiday, which is celebrated every year on the last Monday of May, was formerly known as Decoration Day and originated after the American Civil War to commemorate the Union and Confederate soldiers who died in the war.

## **France**

France Kings particularly during NAPOLEON era established in 1802 the **Legion d'Honneur** as the highest award to honour a person for his bravery on the battle field or for 20 years of

distinguished service. Every year in France, spectacular ceremonies are organized around the **Pantheon**, a monument where great personalities of this country are honoured.

### **1.3.3. Honoring other outstanding achievers**

The world does also honor other people's deeds which are not related to military achievements like scientists, politicians, literature writers as their work highly contributed to the improvement of people lives. Each year, Nobel Prizes are nominated by their respective countries to recognize their talent, creativity and innovation.

## **2. CHANCELLERY'S PERCEPTION AMONG STAKEHOLDERS, CHENO STAFF AND COUNCIL MEMBERS**

About the perception of the Chancellery's activities, a survey was conducted among stakeholders including partner Ministries having in their attributions the Culture and Youth development, Defense and Police Officials, Education and the civil society. The same survey was conducted within the Chancellery staff and CHENO Council Members.

The respondents stated following challenges faced by the Chancellery:

- Institution is not yet known by all stakeholders;
- Insufficient of annual operational budgets;
- No updated Presidential and Ministerial Orders;
- Low consultation with local governments (Cells, Villages,) ;
- Low information about Chancellery's activities.

There is no need of new categories of National Orders and Decorations of Honour. The Chancellery is able to develop deep identification of heroes and other performers of outstanding acts. Most of interviewees mentioned following values in the context of heroism as the foundation of dignity and development of the Nation:

- Patriotism and the "love" of the country
- Cultural values as a cross cutting aspect of all human achievements;
- Hardworking and Self-reliance

About actions to be developed in order to preserve cultural values, there is a need to implement:

- Programs on heroism,
- Sensitization on cultural values,

- Close work with National ITORERO,
- Monitoring and evaluation of implemented activities.

It is fundamental to develop government goals based on the policy of culture. As regards actions means that allow smooth implementation of present Strategic Plan, it is required to coordinate research operations, develop a work with partners and increase more support to the Chancellery's activities

#### 4. SWOT ANALYSIS

SWOT analysis helps to develop a strong business strategy by making sure you've considered all of your business's strengths and weaknesses, as well as the opportunities and threats CHENO faces in identifying and rewarding potential men and women candidates for National Heroes, National orders and Decorations of honour. The table below shows an analysis of CHENO in relation SWOT.

<b>Internal</b>	<u><b>Strengths</b></u> <ul style="list-style-type: none"> <li>• Committed skillful people</li> <li>• Strong organizational structure</li> <li>• Effective organizational systems and procedures</li> <li>• Innovative culture</li> <li>• Rwandan culture of heroism as inherited in history</li> </ul>	<u><b>Weakness</b></u> <ul style="list-style-type: none"> <li>• Insufficiency researches conducted;</li> <li>• Insufficiency experiences in field researches</li> <li>• Inadequate infrastructure (soft and hard)</li> <li>• Low Coordination with various stakeholders</li> <li>• Low interaction with the Rwandan community abroad</li> <li>• Non updated laws on thanking and rewarding mechanisms</li> </ul>
<b>External</b>	<u><b>Opportunities</b></u> <ul style="list-style-type: none"> <li>• Favorable Laws in Rwanda,</li> <li>• Fast economic growth,</li> <li>• Stable Political environment,</li> <li>• Technological advancement</li> <li>• Committed stakeholders</li> <li>• Supportive media systems.</li> <li>• Decentralized local Governments</li> </ul>	<u><b>Threats</b></u> <ul style="list-style-type: none"> <li>• Loss of heroism heritages and culture of heroism</li> <li>• Abrupt changes in technology</li> </ul>

	<ul style="list-style-type: none"> <li>• Motivated Youth</li> <li>• Performance contracts (IMIHIGO)</li> <li>• Organized partners in the field</li> </ul>	
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## **6. STRATEGIC FRAMEWORK OF CHENO**

### **6.1. Vision**

To be a source of inspiration for Rwandans who want to excel in all their undertakings.

### **6.2. Mission**

Mission of Chancellery for Heroes, National Orders and Decorations of Honour (CHENO) is to identify, thank, honor and celebrate the memory of Rwandan citizens or foreigners who distinguished themselves by acts of Heroism and other acts of bravery serving as good examples.

### **6.3. Values**

- Heroism
- Patriotism
- Humanism
- Hard working
- Transparent interventions
- Team work
- Integrity
- Impartiality
- Creativity
- Mutual respect

#### **6.4. LINK WITH RWANDA VISION 2020 AND EDPRS II**

Institution of National Orders aims at strengthening Rwandan Culture, the National Unity, security and socio economic development as highlighted in Rwanda Vision 2020 and EDPRS II. In Rwanda Vision 2020 (Pillar I: Good Governance and a Capable State) it is stipulated: ‘ ‘ The State is dedicated to the rights, unity and well – being of its people and will ensure the consolidation of the Nation and its security’’. One of the objectives of EDPRS II consist of: ‘‘To continue the progress in restoring relationships and rebuilding the trust among Rwandans that was shaken by the 1994 Genocide against Tutsi, dialogue at grassroots level where people share the same culture, language and history that will be promoted as well in schools and high levels of education’’

#### **6.5. STRATEGIC GOAL**

The ultimate goal is to have citizens who are excellent and results oriented and who are committed in whatever they undertake by accomplishing outstanding acts for which they are recognized and honored.

#### **6.6. STRATEGIC OBJECTIVES 2015/2020**

Below strategic objectives were designed based on Chancellery’s mandate, challenges faced as well observed weaknesses and threats.

<b>Strategic objectives</b>	
I	To preserve heroism heritages and promote the culture of heroism
II	To conduct research on outstanding acts and potential candidates for National heroes, National orders and decorations of honour
III	To set up mechanism of rewarding and honoring identified outstanding achievers
IV	To reinforce Institution’s capacity for services provision and funds mobilization

### **7. ORGANIZATION STRUCTURE**

CHENO function under the supervision of the Ministry of Sports and Culture (MINISPOC) and is headed by the Council of the Chancellery and the Executive Secretariat (See annexed Organizational Chart).

## 8. RISK AND MITIGATION MEASURES

Some of the risks underlying the successful implementation of the Strategic Plan and the overall CHENO Operational agenda are noted and tactical mitigation measure proposed as follows.

Risks	Type of impact	Probability	Mitigation Measures
Financial commitment by Government of Rwanda to Commissions, Organizations and Institutions of good governance dwindles	Financial	Low	The partnership that underpins designed projects needs to be part of ongoing dialogue
Country becomes politically instable through external or regional shocks	Political	Low	Review and assess regional developments systematically.
Impact of project impeded by high staff turn - over, particularly amongst key staff	Organizational	Low	Develop good governance techniques and incentivizing working conditions.

## 8. CHANCELLERY'S ACHIEVEMENTS

In with its mandate, CHENO has so far achieved the following:

1. Participation in the design of the Policy relating to National Heroes and the rewarding of National orders,
2. Participation in the elaboration of the Policy on Culture
3. Participation in the elaboration of values of the culture of heroism, their teaching and sensitization among Rwandans through Clubs of culture and heroism in all primary and secondary schools,

4. Put in place ways and means of thanking, rewarding and honoring persons recognized for their acts of heroism and publicize acts of heroism,
5. Collect information and conduct researches on 147 potential candidates for National heroes of which 14 potential candidates were selected for more deep research
6. Draft Presidential Order determining the structure, rewarding, celebration and awards granted to each National Hero
7. Draft Ministerial Order determining the use of National Orders
8. Preparative Events and celebration each February 1<sup>st</sup> as a National Heroes Day
9. Preparation of the project of modernizing and upgrading National Heroes Mausoleum
10. Conduct advocacy for welfare and education of NYANGE National Heroes
11. Trained 351 staff responsible of Sectors' Education on the functioning of 3103 Clubs of culture and heroism.

## 9. LOGICAL FRAMEWORK (LF)

The LF is an explicit, quantifiable and results oriented planning tool that will guide implementation and management of the overall Strategic Plan. It provides a summary of the Strategic objectives, expected outcome and outputs (or expected results) as well as indicators, which help to track performance and provide adequate feedback to implementers. Overall, it makes planning process and implementation much easier.

**The main goal: To preserve heroism heritages, thanking and honoring outstanding achievers, develop researches and programs that promotes heroism culture in Rwandan society**

*Strategic Objective 1: To preserve heroism heritages and promote the culture of heroism*

<b>Outcome 1: Heroism Heritages preserved and culture of heroism promoted</b>						
<b>Sub – Programme</b>	<b>Outputs</b>	<b>Activities</b>	<b>OVI</b>	<b>MOV</b>	<b>Assumptions</b>	<b>Budget in Rwf</b>
<b>1.Education on Heroism Values in Rwanda</b>	1.Cultural values on heroism amongst Rwandan citizens increased	1.Develop teaching modules on the culture of heroism and related values such as patriotism, integrity, dignity , humanism in Rwandan Schools	Number of teaching modules developed	Modules in place and used.	Enhanced collaboration with MINEDUC, Schools, Districts, Sectors Civil society and Communities grass roots.	60,000,000
		2.Monitor the functioning of existing and new clubs of culture and heroism in Schools	Number of existing operational and new formed clubs of culture and	Operational clubs of culture and heroism in Schools		100,000,000

			heroism in Schools			
		3. Conduct Training of Trainers (TOTs) for clubs of culture and heroism	Number of conducted Trainings	Trained Trainers for clubs of culture and heroism	Working in partnership with National Itorero, decentralized entities, MINEDUC and Civil Society will enable successful exercise of TOTs	60,000,000
2. Awareness on heroism culture through creative arts and documentary film raised		1. Conduct creative arts and produce documentary films with artist organizations	Number of of conducted creative arts and produced documentary films	Creative arts under exhibitions documentary films under projection	Develop MoUs with Artists and Film developers 'organizations makes perfect sensitization process	500,000,000
		2. Organize sports competitions aiming at culture and heroism values promotion	Number of sports competitions aiming at culture and heroism values promotion	Organized sports competitions	Cooperation with Government institutions and Decentralized entities from sector level to national level	100,000,000
		3. Organize cultural competitions aiming at culture and heroism values promotion	Number of cultural competitions aiming at culture and heroism values promotion	Conducted cultural competitions	Cooperation with Government institutions and Decentralized entities from sector to national levels	100,000,000
3. Youth mobilized towards the		1. Mobilize and sensitize youth on culture of heroism	Number of youth mobilized	Youth sensitized on	Enhanced cooperation with local governments,	120,000,000

	culture of heroism			culture of heroism	the Ministry of Education, Medias, and Civil Society will enable the mobilization of youth towards heroism culture	
	4.Rwanda cultural values and heroism culture expanded in Rwanda diaspora/ Rwanda Community Abroad	1.Organize cultural shows in Rwandan community abroad 2.Organize visits and conferences abroad	Number of cultural shows, Number of visits and conferences organized with Rwandan Community Abroad	Organized cultural shows abroad, visits and conferences	The support (involvement) from Rwandan community abroad in the organization of cultural shows and conferences will be paramount to inculcate the culture of heroism in Rwandan community abroad with MINAFFET	360,000,000
<b>Modernization and upgrading of National Heroes Mausoleums</b>	5.Modern, well preserved Heroes' Mausoleums, and Monuments	1.Upgrade National Heroes Mausoleums	Modernized and upgraded National Heroism Mausoleum available	Heroes Mausoleums operational	The modernization and upgrading National Heroism Mausoleum shall attract national and foreigners visitors	1,840,000,000
		2. Construct NYANGE Heroes Mausoleum	NYANGE Heroes Mausoleum available	NYANGE Heroes Mausoleum available	Local population and visitors will benefit of more modern facilities from the new Heroes mausoleum	300,000,000
		3.Identify and develop sites depicting heroism in Rwanda	Number of sites depicting heroism in	Identified and developed sites depicting	Selected entrepreneurs well	750,000,000

			Rwanda developed	heroism in Rwanda	skilled to perform construction works	
		4. Promote heroes sites nationally and internationally	A Marketing strategy and Business plan for heroism heritage sites available	Marketing strategy and Business plan for heroism heritage sites available	CHENO's closely working relationship with RDB's tourist experts will help to promote heroes sites even beyond national borders	50,000,000

*Strategic Objective 2: To conduct research on outstanding acts and potential candidates for National heroes, National orders and decorations of honour*

<b>Outcome 2: Research on outstanding acts conducted and potential candidates for national heroes, national orders and decorations of honour identified</b>						
Sub – Programme	Outputs	Activities	OVI's	MOV's	Assumptions	Budget in Rwf
Research on heroism in Rwanda	<b>1. Conducted research on outstanding acts</b>	1. To conduct research on outstanding acts	Number of research on outstanding acts	Research on outstanding acts	Conducting effective research will help to identify new candidates deserving to be thanked and honored.	400,000,000
	<b>2. Research on potential candidates for National heroes, National orders and Decoration of Honour developed</b>	2. Conduct effective research on potential candidates for National heroes, National orders and Decoration of honour 3. To conduct research on the	Number of researches on potential candidates for National heroes, National orders and	Carried out Researches on potential candidates for National heroes, National orders and		

		perception of heroism in Rwanda	Decoration of honour from the field	Decoration of honour from the field		
	<b>3.Biographies of recognized Heroes written and published</b>	1.Write and publish Biographies of recognized Heroes	Number of published Biographies	Published Biographies	The publishing of Biographies of recognized Heroes shall raise public information about national heroes and heroism at large	120,000,000

*Strategic Objective 3:* To set up mechanism of rewarding and honoring identified outstanding achievers

<b>Outcome 3: Mechanisms of rewarding and honoring identified outstanding achievers developed</b>						
<b>Sub – Programme</b>	<b>Outputs</b>	<b>Activities</b>	<b>OVI</b> s	<b>MOV</b> s	<b>Assumptions</b>	<b>Budget in Rwf</b>
<b>Rewarding and thanking mechanisms</b>	1.Legal texts on rewarding and honoring identified outstanding achievers available	1.Elaborate drafts of legal texts on rewarding procedures and honoring identified outstanding achievers	Legal texts elaborated	Official Gazette	Elaborated Laws, Presidential and Ministerial orders will improve rewarding procedures	10,000,000
	2.Improved guidelines on	1.Provide guidelines on rewarding,	Guidelines reports on rewarding,	Guidelines on rewarding,	Guidelines on rewarding, thanking in all	50,000,000

	rewarding, thanking in all institutions	thanking in all institutions	thanking in all institutions available	thanking in all institutions	institutions shall increase awards at national and local levels	
		2.Reward beneficiaries of national orders and decorations of honour	List of beneficiaries of national orders and decorations of honour	Names of beneficiaries rewarded		300,000,000
	3.National Heroes Day celebrated	1.Order and purchase Medals and Symbols to reward outstanding achievers	Number of medals and symbols ordered	National heroes rewarded	Preliminary contacts with medal manufacturer shall facilitate rewards facilities	250,000,000
		2.Organize and conduct National Heroes Days celebration	National Heroes Days celebrated	National Heroes Days celebrated	Organization National Heroes Days celebration in collaboration with all stakeholders	400,000,000

**Strategic Objective 4: To reinforce Institution's capacity for services provision and funds mobilization**

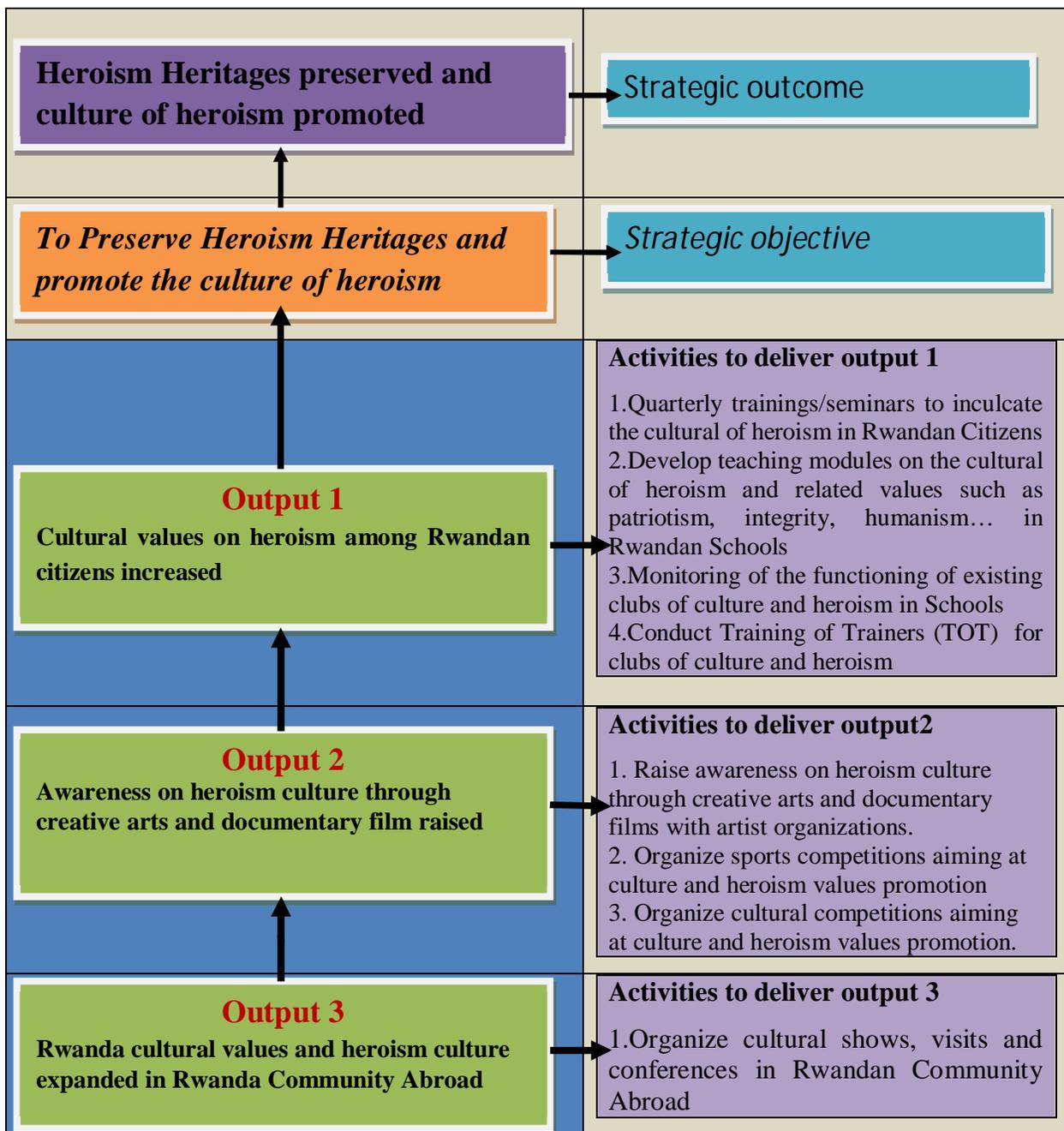
<b>Outcome 4: The capacity of CHENO to achieve its mandate developed</b>						
<b>Sub – Programme</b>	<b>Outputs</b>	<b>Activities</b>	<b>OVI</b> s	<b>MOV</b> s	<b>Assumptions</b>	<b>Budget in Rwf</b>
<b>Capacity building of CHENO</b>	1.Improved communication system and media relations	1.Develop communication systems and media relations to improve CHENO exposure  2.Involve local and International Media to ensure effective awareness  3.Develop content and regularly update CHENO's website	1.Communication tools available  2. Number of media organizations working with CHENO CHENO's website operational	Communication tools available  Media organizations working with CHENO  A website operational	Communication tools developed and effective working relationship with the media will help CHENO to carry forward all important messages that can be of great help in raising awareness of culture of heroism	45,000,000
	2.Enhanced personnel skills and competencies	1.Organize capacity building trainings for CHENO Staff and Council members	Number of trained CHENO staff and Council Members	Training reports and staff performance appraisal results	Training of CHENO staff and Council members will raise institution's performance	100,000,000
	3.Improved database management	1.Gather and screen data 2.Create an appropriate	Database and a Software available	Operational Database and a Software available	Database management improvement and the	90,000,000

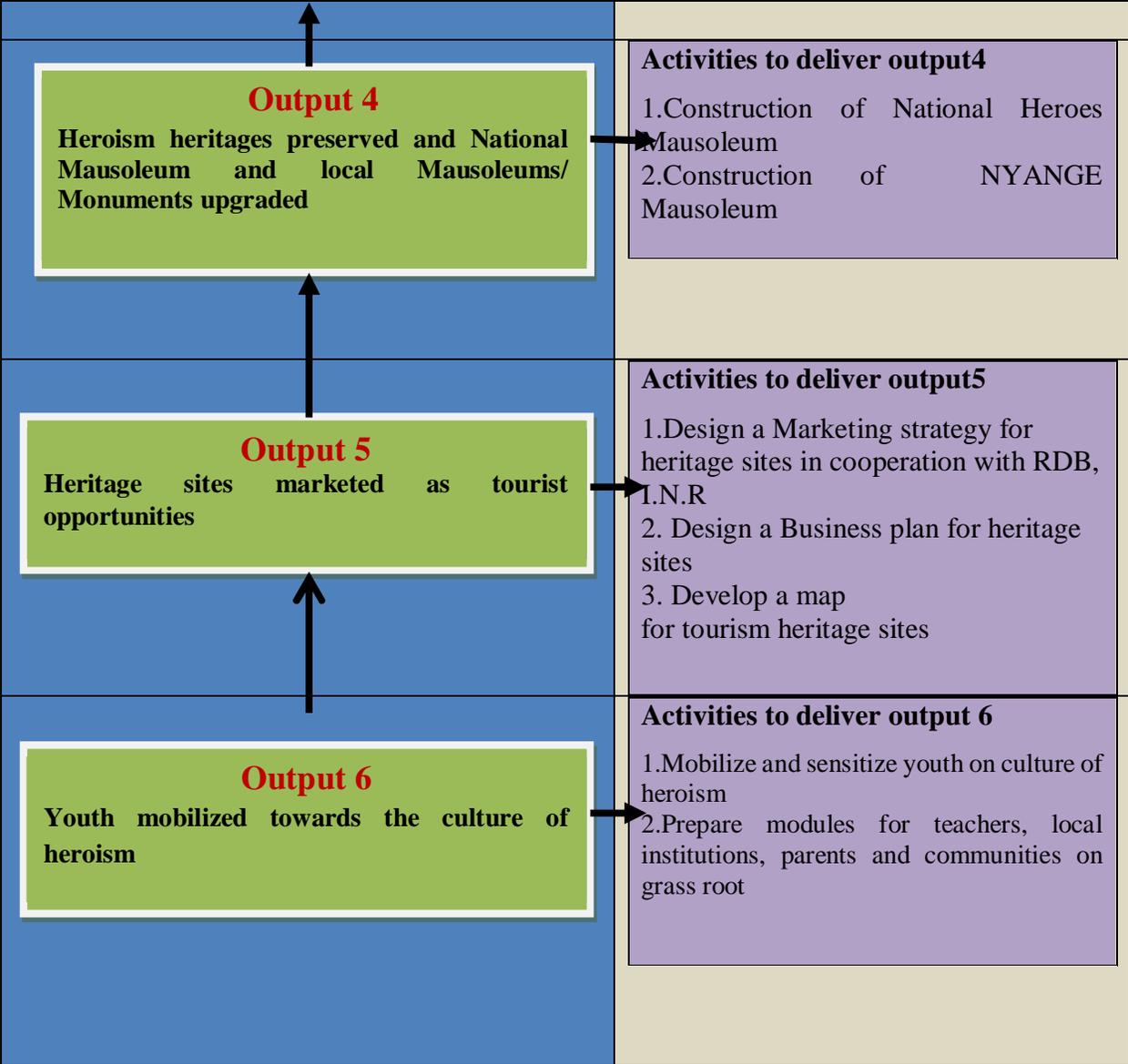
		Software to store and retrieve data			availability of an appropriate software shall allow good keeping of CHENO data/statistics	
<b>Fund mobilization and Coordination</b>	1.Fund mobilization strategy developed and implemented	1.Develop fund mobilization strategy  2. Organize fund mobilization activities and events in Rwanda and abroad  3.Approach donors with projects	1.Fund mobilization strategy available  2.Number of organized events	Annual improvement of financial resources	Effective fund mobilization will help to increase institution's capacity and innovation as well	50,000,000
	2.Partnership strategy between National and International stakeholders initiated	1. Prepare and Sign Partnership memorandums of understanding with individual partner institutions  2.Implement Partnership Strategy	1.Partnership strategy available  2. MoUs prepared and signed	Partnership memorandum available	Partnerships will enable CHENO to build network with national institutions and as well as with regional/international institutions working in similar fields	60,000,000

	3. Monitoring and Evaluation strategy developed (M&E)	<p>1. Prepare M&amp;E strategy to monitor processes and evaluate progress developed</p> <p>2. Monitor council decisions</p> <p>3. Produce comprehensive monthly, quarterly and annual reports</p>	<p>1. M&amp;E Strategy available</p> <p>2. Frequency of monitored council decisions</p> <p>3. Periodical produced reports.</p>	<p>M&amp;E Strategy available</p> <p>Monthly, quarterly and annual reports available for CHENO Council Members</p>	<p>M&amp;E strategy will enable smooth monitoring and evaluation of council decisions and the overall implementation of this strategic plan</p>	100,000,000
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## 10. RESULTS CHAIN INDICATION

A part from this planning document, there will be required each Financial Year (FY) defines targets / milestones to be realized. This process allows progressive development of FY Action Plans to guide implementation of prioritized activities for each financial year. Therefore, if the implementation of Action Plans for FY 2015/16, 2016/17 and part of 2017/18 will be accomplished, there will be a need to conduct the Mid-Term Review and Evaluation.





## 10. A FIVE YEAR IMPLEMENTATION PLAN

### Strategic Objective 1: To preserve cultural heritages and promote the culture of heroism

Outputs	Activities	Baselines	Targets				
			2015	2016	2017	2018	2019
<b>1.Cultural values on heroism amongst Rwandan citizens increased</b>	1.1.Develop teaching modules on the culture of heroism and related values such as patriotism, integrity, dignity , humanism in Rwandan Schools	N/A	Comprehensive teaching modules developed	Full teaching modules implementation in schools  Written teaching materials provided	Updated teaching modules	Monitoring & Evaluation activities	Review and Update training modules
	1.2.Monitor the functioning of existing and new clubs of culture and heroism in Schools	N/A	Monitoring visits	Monitoring visits	Monitoring and evaluation of clubs of culture and heroism in Rwandan Schools	Monitoring visits	Monitoring visits
	1.3.Conduct Training of Trainers (TOTs) for clubs of culture and heroism	Trained 351 staff responsible of Sectors 'Education on the functioning of 3103 Clubs of culture and heroism	Trainings of Trainers	Trainings of Trainers	Trainings of Trainers	Monitoring and evaluation of trained trainers	Monitoring and evaluation of trained trainers
<b>2.Awareness on heroism culture through creative arts</b>	2.1. Conduct creative arts and produce	N/A	creative arts and documentary film	creative arts and	creative arts and documentary film	creative arts and documentary film	creative arts and

<b>and documentary film raised</b>	documentary films with artist organizations			documentary film			documentary film
	2.2. Organize sports competitions aiming at culture and heroism values promotion	N/A	sports competitions in each Province and operational	Sports competitions in each Province and operational	sports competitions in each Province and operational	sports competitions in each Province and operational	sports competitions in each Province and operational
	2.3. Organize cultural competitions aiming at culture and heroism values promotion	N/A	Cultural competitions of different artists initiated in each district and operational	Cultural competitions of different artists initiated in each Sector and operational	Cultural competitions of different artists initiated in each cell and operational	Cultural competitions of different artists initiated in each village and operational	Capacity building of cultural groups and set up sustainability measures
<b>3.Youth mobilized towards the culture of heroism</b>	3.1. Mobilize and sensitize Youth on the culture of heroism	/N/A	Youth clubs initiated in each district and operational	Youth clubs initiated in each district and operational	Youth clubs initiated in each district and operational	Youth clubs initiated in each district and operational	Youth clubs initiated in each district and operational
<b>4.Rwanda cultural values and heroism culture expanded in Rwanda Community Abroad</b>	4.1.Organize cultural shows and conferences in Rwandan community abroad	N/A	cultural and heroism event organized in Rwandan Community abroad	cultural and heroism event organized in Rwandan Community abroad	cultural and heroism event organized in Rwandan Community abroad	cultural and heroism event organized in Rwandan Community abroad	cultural and heroism event organized in Rwandan Community abroad
	4.2. Organize cultural shows and conferences in	NA	Visit and conference organized	Visit and conference organized	Visit and conference organized	Visit and conference organized	Visit and conference organized

	Rwandan community abroad						
5. Modern, well preserved National Heroes' Mausoleums	5.1. Upgrade National Heroes Mausoleums	Existing National Heroes Mausoleum	Studies for National Heroes Mausoleum	Construction works of National Heroism Mausoleum	Construction works of National Heroism Mausoleum	Turn heroism heritages infrastructures into tourism destinations	Turn heroism heritages infrastructures into tourism destinations
	5.2. Construct NYANGE Mausoleum	N/A	N/A	Studies for Construction of NYANGE Mausoleum	Construction of NYANGE Mausoleum	Turn heroism heritages infrastructures into tourism destinations	Turn heroism heritages infrastructures into tourism destinations
	5.3. Identify and develop sites depicting heroism in Rwanda	N/A	Sites identification	Development of Heroism sites	Development of Heroism sites	Development of Heroism sites	Development of Heroism sites
	5.4. Promote heroes sites nationally and internationally	N/A	Marketing strategy for the promotion of heroism nationally and internationally	Implement Marketing strategy for the promotion of heroism nationally and internationally	Marketing strategy for the promotion of heroism nationally and internationally	Marketing strategy for the promotion of heroism nationally and internationally	Marketing strategy for the promotion of heroism nationally and internationally

**Strategic Objective 2: To conduct research on outstanding acts and potential candidates for National heroes, National orders and decorations of honour**

Outputs	Activities	Baselines	Targets/Milestones				
			2015	2016	2017	2018	2019
1. Research report on outstanding acts and potential candidates for National heroes, National orders and decoration of Honour developed	1.1. Conduct Research of outstanding acts	N/A	Elaborate a comprehensive research action plan	Collect information on outstanding acts and potential Candidates for decoration of Honor	Collect information on outstanding acts and potential Candidates for decoration of Honor	Collect information on outstanding acts and potential Candidates for decoration of Honor	Collect information on outstanding acts and potential Candidates for decoration of Honor
	1.2. Conduct effective research on potential Candidates for national heroes, National orders and Decoration of Honor	Identified 147 potential candidates for National heroes of which 14 potential candidates were selected for more deep research	Identify a number potential candidates for National heroes , National orders and decoration of honour	Identify a number of potential candidates for National heroes , National orders and decoration of honour	Identify a number of potential candidates for National heroes , National orders and decoration of honour	Identify a number of potential candidates for National heroes , National orders and decoration of honour	Identify a number of potential candidates for National heroes, National orders and decoration of honour

	1.3. To conduct research on the perception of heroism in Rwanda	N/A			perception survey		
<b>2. Biographies of recognized Heroes written and published</b>	2.1. Write and publish 10 Biographies of recognized Heroes	N/A	Biographies	Biographies	Biographies	Biographies	Biographies

**Strategic Objective 3: To set up mechanism of rewarding and honoring identified outstanding achievers**

Outputs	Activities	Baselines	Targets				
			2015	2016	2017	2018	2019
<b>1. Legal texts on rewarding and honoring identified outstanding achievers available</b>	1.1. Elaborate drafts of legal texts on rewarding procedures and honoring identified outstanding achievers	20 Legal texts including services contracts	Legal texts including services contracts	Legal texts including services contracts	Legal texts including services contracts	Legal texts including services contracts	Legal texts including services contracts
<b>2. Improved guidelines on rewarding, thanking in all institutions</b>	2.1. Elaborate and provide guidelines on rewarding, thanking in all institutions	N/A	Provide guidelines on rewarding, and thanking in all institutions	Follow up of provided guidelines on rewarding, and thanking in all institutions	Update guidelines on rewarding, and thanking in all institutions	Update and follow up guidelines on rewarding, thanking in all institutions	Evaluate results from guidelines on rewarding, and thanking

							in all institutions
	2.2.Reward beneficiaries of national orders and decorations of honour	Two categories of medal approved and rewarded: URUTI and UMURINZI  Four Draft Presidential and Ministerial Orders related to the rewarding of medal	Continued research on potential beneficiaries of National heroes, national orders and decorations of honour	Reward identified beneficiaries of National heroes, national orders and decorations of honour	Reward identified beneficiaries of National heroes, national orders and decorations of honour	Reward identified beneficiaries of National heroes, National orders and decorations of honour	Reward identified beneficiaries of National heroes, national orders and decorations of honour
<b>3.National Heroes Day celebrated</b>	3.1. Order and Purchase medals and symbols to reward outstanding achievers	NA	Order and purchase medals and symbols	Order and purchase medals and symbols	Order and purchase medals and symbols	Order and purchase medals and symbols	Order and purchase medals and symbols
	3.2.Organize and conduct National Heroes Days	National Heroes Days celebrated	Celebrate National Heroes Day	Celebrate National Heroes Day	Celebrate National Heroes Day	Celebrate National Heroes Day	Celebrate National Heroes Day

**Strategic Objective 4: To reinforce Institution's capacity for services provision and funds mobilization**

Outputs	Activities	Baselines	Targets/Milestones				
			2015	2016	2017	2018	2019
<b>1.Improved communication system and media relations</b>	1.1.Develop communication system and media relations improve CHENO exposure	N/A	Implement communication systems	Implement communication systems	Implement communication systems	Implement communication systems	Implement communication systems
	1.2.Involve local and International Media to ensure effective awareness	N/A	Invite national and international journalist to cover events organized by CHENO	Invite national and international journalists to cover events organized by CHENO	Invite national and international journalists to cover events organized by CHENO	Invite national and international journalists to cover events organized by CHENO	Invite national and international journalists to cover events organized by CHENO
	1.3.Develop content and regularly update CHENO's website	N/A	Write and publish on website heroism and cultural stories and press releases	Write and publish on website heroism and cultural stories and press releases	Write and publish on website heroism and cultural stories and press releases	Write and publish on website heroism and cultural stories and press releases	Write and publish on website heroism and cultural stories and press releases

<b>2.Enhanced personnel skills and competencies</b>	2.1.Conduct training sessions of capacity building for CHENO Staff and Council Members	N/A	Develop a comprehensive capacity building plan	Implement capacity building for CHENO Staff and Council Members	Implement One capacity building for CHENO Staff and Council Members	Implement capacity building for CHENO Staff and Council Members	Implement capacity building for CHENO Staff and Council Members
<b>3.Improved database management</b>	3.1. Gather and screen data	N/A	Order and Supply an appropriate Software	Implement the use of an appropriate Software	Update the use of an appropriate Software	Implement the use of an appropriate Software	Implement the use of an appropriate Software
	3.2.Create an appropriate Software to store and retrieve data	N/A	Recruit a firm to develop an information management software				
<b>4.Fund mobilization strategy developed and implemented</b>	4.1.Develop fund mobilization strategy	N/A	Implement the fund mobilization strategy	Implement the fund mobilization strategy	Implement the fund mobilization strategy	Implement the fund mobilization strategy	Implement the fund mobilization strategy
	4.2. Organize fund mobilization activities and events in Rwanda and abroad	N/A		Organize a fund mobilization event in USA		Organize a fund mobilization event in USA	
<b>5.Partnership strategy between</b>	5.1.Prepare and Sign Partnership	N/A	Implement Partnership	Follow up of concluded	Implement New Partnership	Follow up of	Follow up of

<b>national and international stakeholders initiated</b>	memorandums of understanding with individual partner institutions		memorandums of understanding with individual partner institutions	Partnership memorandums of understanding with individual partner institutions	memorandums of understanding with individual partner institutions	concluded Partnership memorandums of understanding with individual partner institutions	concluded Partnership memorandums of understanding with individual partner institutions
	5.2.Implement Partnership Strategy	N/A	engage potential stakeholders in implementing some activities	engage potential stakeholders in implementing some activities	engage potential stakeholders in implementing some activities	engage potential stakeholders in implementing some activities	engage potential stakeholders in implementing some activities
<b>6.Monitoring and Evaluation (M&amp;E) strategy developed</b>	6.1.Prepare M&E strategy to monitor processes and evaluate progress developed	N/A	Monitor council decisions  Produce comprehensive monthly, quarterly and annual reports	Monitor council decisions  Produce comprehensive monthly, quarterly and annual reports	Monitor council decisions  Produce comprehensive monthly, quarterly and annual reports Monitor council decisions	Monitor council decisions  Produce comprehensive monthly, quarterly and annual reports	Monitor council decisions  Produce comprehensive monthly, quarterly and annual reports

	6.2. Monitor Council decisions	N/A	Reporting on implementation progress of council decisions				
	6.3. Produce comprehensive monthly, quarterly and annual reports	N/A	Avail periodical reports				

## **12. CONCLUSION**

Present Strategic Plan shall allow the Chancellery for Heroes, National Orders and Decoration of Honour to strengthen future activities and the respective outputs during the period of 2015/2016 – 2019/2020. Strategic objectives were defined as follows: i) To preserve heroism heritages and promote the culture of heroism, ii) To conduct research on outstanding acts and potential candidates for decorations of honor, iii) To set up mechanism of rewarding and honoring identified outstanding achievers and iv) To develop institution's capacity building.

The elaboration processes consisted of documentation review (the Policy and the Law establishing the Chancellery), a field research near the Stakeholders, the Chancellery's Staff and the Council Members and various consulting meetings held with CHENO Staff and the Stakeholders.

The main aspects of this Strategic Plan are composed of the definition of the Vision, the Mission, the Strategic Goal, the background and review of Heroism and other outstanding acts in Rwanda and various other countries, the Logical Framework, an Implementation Plan and a Five Year Budget.

Implementation of present Strategic Plan requires preparing MTEF and the Annual Plan of Action as well follow up and evaluation mechanisms

**ANNEX:**

- 1. Five Year Budget in Rwandan Francs**
- 2. Organizational Chart**
- 3. List of Interviewees and Institutions**
- 4. Interview Guide**

## Annex 1 Five Year Budget

*Strategic Objective 1: To preserve cultural heritages and promote the culture of heroism*

### Output 1: Cultural values on heroism among Rwandan citizens increased

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
1.1.Develop teaching modules on the culture of heroism and related values such as patriotism, integrity, dignity , humanism in Rwandan Schools	60,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
1.2.Monitor the functioning of existing and new clubs of culture and heroism in Schools	100,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
1.3.Conduct Training of Trainers (TOTs) for clubs of culture and heroism	60,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
<b>Subtotal</b>	<b>220,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>	<b>44,000,000</b>

**Output 2: Awareness on heroism culture through creative arts and documentary film raised**

<b>Activities</b>	<b>Total Cost</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
2.1. Conduct creative arts and produce documentary films with artist organizations	500,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
2.2. Organize sports at province, district and Sector levels competitions aiming at culture and heroism values promotion	100,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
2.3. Organize cultural competitions aiming at culture and heroism values promotion	100,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
<b>Subtotal</b>	<b>700,000,000</b>	<b>140,000,000</b>	<b>140,000,000</b>	<b>140,000,000</b>	<b>140,000,000</b>	<b>140,000,000</b>

**Output 3: Youth mobilized towards the culture of heroism**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
3.1. Mobilize and sensitize Youth on the culture of heroism	120,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000
<b>Subtotal</b>	<b>120,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>

**Output 4: Rwanda cultural values and heroism culture expanded in Rwanda Community Abroad**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
4.1. Organize cultural shows and conferences in Rwandan community abroad	360,000,000	72,000,000	72,000,000	72,000,000	72,000,000	72,000,000
<b>Subtotal</b>	<b>360,000,000</b>	<b>72,000,000</b>	<b>72,000,000</b>	<b>72,000,000</b>	<b>72,000,000</b>	<b>72,000,000</b>

**Output 5: Modern, well preserved Heroes' Mausoleums, and Monuments**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
5.1. Upgrade National Heroes Mausoleums	1,840,000,000	-	1,840,000,000	-	-	-
5.2. Construct NYANGE Mausoleum	300,000,000	-	-	300,000,000	-	-
5.3. Identify and develop sites depicting heroism in Rwanda	750,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000

5.4. Promote heroes sites nationally and internationally	50,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
<b>Subtotal</b>	<b>2,940,000,000</b>	<b>160,000,000</b>	<b>2,000,000,000</b>	<b>460,000,000</b>	<b>160,000,000</b>	<b>160,000,000</b>
<b>Total 1</b>	<b>4,340,000,000</b>	<b>440,000,000</b>	<b>2,280,000,000</b>	<b>740,000,000</b>	<b>440,000,000</b>	<b>440,000,000</b>

*Strategic Objective 2: To conduct research on outstanding acts and potential men and women candidates for decoration of honor*

**Output 1: Research report on outstanding acts and potential candidates for national heroes, national orders and decoration of Honour developed**

<b>Activities</b>	<b>Total Cost</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
1.1. Conduct Research of outstanding acts	150,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000
1.2. Conduct effective research on potential Candidates for National heroes, National orders and decoration of Honor	150,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000
1.3. To conduct research on the perception of heroism in Rwanda	70,000,000			70,000,000		
<b>Subtotal</b>	<b>370,000,000</b>	<b>60,000,000</b>	<b>60,000,000</b>	<b>130,000,000</b>	<b>60,000,000</b>	<b>60,000,000</b>

**Output 2: Biographies of recognized Heroes written and published**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
2.1. Write and publish 10 Biographies of recognized Heroes	120,000,000	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000
<b>Subtotal</b>	<b>120,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>	<b>24,000,000</b>
<b>Total 2</b>	<b>490,000,000</b>	<b>84,000,000</b>	<b>84,000,000,000</b>	<b>154,000,000</b>	<b>84,000,000</b>	<b>84,000,000</b>

*Strategic Objective 3: To set up mechanisms of rewarding and honoring identified men and women outstanding achievers*

**Output 1: 1. Legal texts on rewarding and honoring identified outstanding achievers available orders and decoration of Honour developed**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
1.1. Elaborate drafts of legal texts on rewarding procedures and honoring identified outstanding achievers	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Subtotal</b>	<b>10,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

**Output 2: Improved guidelines on rewarding, thanking in all institutions**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
2.1. Elaborate and provide guidelines on rewarding, thanking in all institutions	50,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000

2.2.Reward beneficiaries of national orders and decorations of honour	300,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000
<b>Subtotal</b>	<b>350,000,000</b>	<b>70,000,000</b>	<b>70,000,000</b>	<b>70,000,000</b>	<b>70,000,000</b>	<b>70,000,000</b>

### Output 3: National Heroes Day celebrated

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
3.1. Order and Purchase medals and symbols to reward outstanding achievers	250,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
3.2. Organize and conduct National Heroes Days	400,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000
<b>Subtotal</b>	<b>650,000,000</b>	<b>130,000,000</b>	<b>130,000,000</b>	<b>130,000,000</b>	<b>130,000,000</b>	<b>130,000,000</b>
<b>Total 3</b>	<b>1,010,000,000</b>	<b>202,000,000</b>	<b>202,000,000</b>	<b>202,000,000</b>	<b>202,000,000</b>	<b>202,000,000</b>

### *Strategic Objective 4: To reinforce Institution's capacity for services provision and fund mobilization*

<b>Output 1: Improved communication system and media relations</b>						
Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
1.1. Develop communication system and media relations	45,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000

1.2.Involve local and International Media to ensure effective awareness	15,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
1.3.Develop content and regularly update CHENO's website	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Subtotal</b>	<b>70,000,000</b>	<b>14,000,000</b>	<b>14,000,000</b>	<b>14,000,000</b>	<b>14,000,000</b>	<b>14,000,000</b>

#### **Output 2: Enhanced personnel skills and competencies**

<b>Activities</b>	<b>Total Cost</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
2.1.Conduct training sessions of capacity building for CHENO Staff and Council Members	50,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
<b>Subtotal</b>	<b>50,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>

#### **Output 3: Improved database management**

<b>Activities</b>	<b>Total Cost</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
3.1. Gather and screen data	90,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000
3.2.Create an appropriate Software to store and retrieve data	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Subtotal</b>	<b>100,000,000</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>20,000,000</b>

#### **Output 4 :Fund mobilization strategy developed and implemented**

<b>Activities</b>	<b>Total Cost</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
4.1.Develop fund mobilization strategy	10,000,000	10,000,000				

4.2. Organize fund mobilization activities and events in Rwanda and abroad	70,000,000	-	30,000,000	-	40,000,000	-
<b>Subtotal</b>	<b>80,000,000</b>	<b>10,000,000</b>	<b>30,000,000</b>		<b>40,000,000</b>	

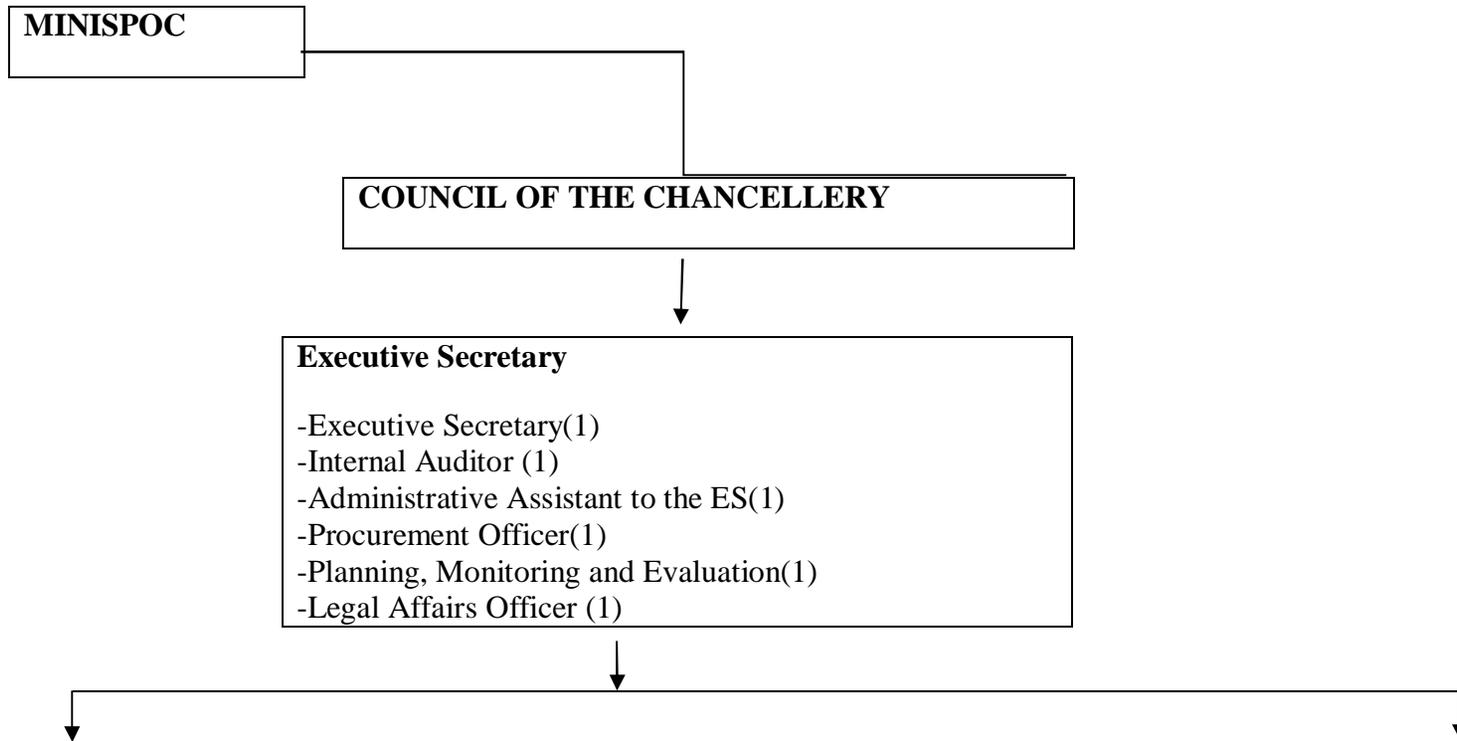
**Output 5: Partnership strategy between national and international stakeholders initiated**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
5.1.Prepare and Sign Partnership memorandums of understanding with individual partner institutions	60,000,000	-	20,000,000	20,000,000	20,000,000	-
5.2.Implement Partnership Strategy	15,000,000	-	-	5,000,000	5,000,000	5,000,000
<b>Subtotal</b>	<b>75,000,000</b>		<b>20,000,000</b>	<b>25,000,000</b>	<b>25,000,000</b>	<b>5,000,000</b>

**Output 6: Monitoring and Evaluation (M&E) strategy developed**

Activities	Total Cost	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
6.1.Prepare M&E strategy to monitor processes and evaluate progress	50,000,000	30,000,000	-	-	20,000,000	-
6.2.Monitor Council decisions	20,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
6.3.Produce comprehensive monthly, quarterly and annual reports	30,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
<b>Subtotal</b>	<b>100,000,000</b>	<b>40,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>30,000,000</b>	<b>10,000,000</b>
<b>Total</b>	<b>475,000,000</b>	<b>94,000,000</b>	<b>104,000,000</b>	<b>79,000,000</b>	<b>139,000,000</b>	<b>59,000,000</b>
<b>General Total</b>	<b>6,315,000,000</b>	<b>820,000,000</b>	<b>2,670,000,000</b>	<b>1,175,000,000</b>	<b>865,000,000</b>	<b>785,000,000</b>

**Annex 2: Organizational Chart**



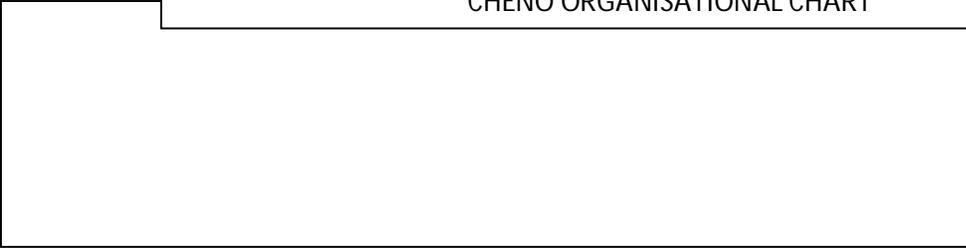
**Research on Heroism and Decorations of Honour Unit**

- Director of the Unit(1)
- Research on National Heroes, National Orders and Decorations of Honour and Heroism History in Rwandan Society (3)
- Documentation, Publication, Education and Preservation of Heroism Values Officer (1)
- Heroes Mausoleums Officer (1)
- National Orders and Decorations of Honor Officer(1)

**Finance and Administration Unit**

- Director (1)
- Accountant(1)
- ICT& Database Officer (1)
- Human Resources & Logistics officer
- Secretary to DAF(1)

CHENO ORGANISATIONAL CHART



**Annex 3: List of Institutions and Respondents**

<b>NO</b>	<b>INSTITUTION</b>	<b>NAMES</b>	<b>FUNCTIONS</b>	<b>TEL</b>
1	MINISPOC	KALISA EDWARD	PERMANENT SECRETARY	
2	MINISPOC	UWIRINGIYIMANA CALLIXTE	DIRECTOR OF PLANNING	0788762257
3	MINAFFET	NZEYIMANA BENJAMIN	DIRECTOR OF EUROPE AND AMERICA UNIT	0783223656
4	MININFRA	KAMANZI EMMANUEL	PRINCIPAL SENIOR ENGINEER ENERGY	0788431109
5	MINADEF	COLONEL NSENGA	RESPONSIBLE OF MILITARY AND CIVIL RELATIONS	0788303785
5	MINADEF	MAJOR NYIRIMANZI	MILITARY HISTORY	
6	MINADEF	MAJOR NGENDAHIMANA	MILITARY LEGAL AFFAIRS	
7	MIGEPROF	UMUHIRE CHRISTIANE	DIRECTOR OF FAMILY PROMOTION AND CHILD PROTECTION	0788843611
8	MIGEPROF	BATETE REDEMPTE	DIRECTOR OF GENDER PROMOTION	0783006704
9	MIFOTRA	RUGAZA JOVIAN	DIRECTOR OF ADMINISTRATION AND FINANCE	0788627778
10	MINEDUC	NIYIBIZI JOHN	DIRECTOR OF ADMINISTRATION AND FINANCE	0788357511
11	MINALOC	RUTAYISIRE A. DIDIER	SECTORAL DECENTRALIZATION OFFICER	0788431674

12	NATIONAL POLICE	COMMISSIONER GATETE	COMMANDANT OF RESERVE POLICE	
13	NATIONAL POLICE	COMMISSIONER KABERA	POLICE COMMUNICATIONS AND INORMATION SYSTEMS	
14	NATIONAL POLICE	SUPERINTENDANT RULINDA	POLICE LEGAL AFFAIRS	
15	NATIONAL POLICE	SENIOR SUPERINTENDANT NKUBITO	DEPARTMENT OF ADMINISTRATION IN CHARGE OF MEDALS AND REWARDS	
16	MYICT	KAYITABA EMMANUEL AMANI	DIRECTOR OF ICT	0733049160
17	RWANDABROADCASTING AGENCY	BYUMA GABRIEL	SALES AND ADVERTISING MANAGER	0782176400
18	KOMISIYO Y'IGIHUGU Y'UBUMWE N'UBWIYUNGE	NZABONIMPA Deo	DIRECTOR OF ADMINISTRATION AND FINANCE	0788672349
19	KOMISIYO Y'IGIHUGU YO KURWANYA GENOSIDE (CNLG)	GAHONGAYIRE LIBERATA	RESEARCH FELLOW	0788504076
20	ITORERO RY'IGIHUGU	RUCAGU BONIFACE	PRESIDENT OF NATIONAL ITORERO	0788306344
21	INTEKO Y'IGIHUGU Y'URULIMI N'UMUCO	NIYOMUGABA JONATHAN	CULTURE UNIT AND AUDIO VISUAL MONITORING OFFICER	0788677225
22	IKIGO CY'INGORO Z'UMURAGE W'U RWANDA	KARANGWA JEROME	HEAD OF RESEARCH UNIT	0788640820
23	IKIGO CY'IGIHUGU CY'ITERAMBERE (RDB	SIBOMANA JEAN AIME	LEISURE AND SPORTING TOURISM SPECIALIST	0788506216
24	INAMA Y'IGIHUGU Y'URUBYIRUKO	CHARITE EPHREM	HUMAN RESOURCE MANAGER	0788762148

25	KOMISIYO Y'IGIHUGU Y'ABAGORE	NTAGORAMA EMILE	INTERNAL AUDITOR	0788543735
26	FORUM OF POLITICAL PARTIES	KAYIGEMA ANICET	EXECUTIVE SECRETARY	0788301406
27	FORUM OF POLITICAL PARTIES	KAWERA MARIE SYLVIE	DIRECTOR OF COMMUNICATION	0788515410
28	URUGAGA RW'ABIKORERA (PSF)	MUREKATETE CLEMENCE	EMPLOYMENT AND LABOR RELATIONS	0788300691
29	AKARERE KA GASABO	SAFARI PASCAL	YOUTH SPORT AND CULTURE	0788678315
	<b>SOSIYETE SIVILE</b>			
30	INTEKO IZIRIKANA	MUVUNANYAMBO APPOLINAIRE	VICE PRESIDENT	0788302891
31	ISYIRAHAMWE KOMEZA UBUTWARI RY'INTWARI Z'INYANGE	SINDAYIHEBA PHANUEL	PRESIDENT	0788644473
32	ISYIRAHAMWE KOMEZA UBUTWARI RY'INTWARI Z'INYANGE	NTAKIRUTIMANA JEAN CLAUDE	MEMBER	0788767308
33	MEMBERS OF PARLIAMANENT, FIRST CHAMBER	NYIRAHIRWA VENERANDA  UWIRINGIYIMANA Philbert	Vice - President of the Commission of Education, Culture, Technology and Youth Commission Member of Education, Culture, Technology and Youth, Representing the Youth in the Parliament	0788570791 0783870791
34	FAMILY HEROES	JEANETTE RWIGEMA	SPOUSE OF HEROE GISA RWIGEMA	0788300256
35	COUNCIL MEMBER	IYAMUREMYE AUGUSTIN	CHANCELLOR OF CHENO COUNCIL	0788300206
36	COUNCIL MEMBER	MUKANTABANA MARIE	CHENO COUNCIL MEMBER	0788301504

37	CHENO OFFICIALS	NKUSI Deo	EXECUTIVE SECRETARY	0788300632
38		Patrick BYISHIMO	CHENO official	0788624943
39		UGIZENEZA JANVIERE	CHENO Director	0781541502
40		UMUTONI DENISE	CHENO official	0788752853
41		MURAMUTSA ETIENNE	CHENO official	0784435565
42		NZARAMBA KABUYANDA	CHENO PLANNING OFFICER	0787365158

**Annex 4: Interview Guide**

**SURVEY ON THE STRATEGIC PLAN OF THE CHANCELLERY OF HEROES,  
NATIONAL ORDER AND DECORATIONS OF HONOR**

**UBUSHAKSHATSI KURI GAHUNDA Y'INGAMBA Y'URWEGO RW'IGIHUGU  
RUSHINZWE INTWARI Z'IGIHUGU, IMIDARI N'IMPETA BY'ISHIMWE**

**Interview Guide/Infashakiganiro**

QUESTION DATE: DATE:   MONTH:  YEAR:

START UP TIME   END OF THE INTERVIEW

INTERVIEWEE NAME: .....

RESPONSIBILITY:

TEL:

Province:

District:

**A. CHANCELLERY SENIOR OFFICIALS INCLUDING CHANCELLERY'S  
COUNCIL MEMBERS**

The Chancellery has in its mandate to fulfill among others, following responsibilities:  
To participate in the designing the policy relating to national heroes and the awarding of national heroes, to carry out research on heroism activities and persons recognized for their acts of heroism and other useful deeds, to identify and make a list of persons deserving to be promoted to the rank of heroes, to set up procedures for acknowledging, thanking and praising Rwandans or foreigners who were characterized by acts of heroism and other brave and useful deeds, to cooperate with other organs and training and sensitizing Rwandans, especially the Youth on the culture of heroism, to publicize acts of heroism, to set up values of the culture of heroism and to cooperate with other institutions of the same mission at the regional and international level.

*Urwego rw'IgihugurushinzweIntwariz'Igihugu,*

*Imidarin'Impetaby'Ishimwerufiteinshinganozikurikira:*

*Kugirauruhare mu igenyambere y'ubushakishatsi kubikorwaby'ubutwarin'abavugwaho ubutwari; Kugaragaza no gushyirakurutonde abakwiyekugirwaintwariz'igihugun'abakwiyeguhabwaimidariy'ishimwe hashingiwewe kubiteganwa n'itegeko; Guteguruburyobwogushima, gushimira no kurata abanyarwanda n'abanyamahanga baranzwe n'ibikorwaby'ubutwarin'ibindibikorwaby'in girakamarokandibihebuje; Gufatanyan'izindi Nzegokwigisha no gukangurira abanyarwanda cyane cyane urubyiruko, umucow'ubutwari;*

<i>Guteguraindangagaciroz’umuCow’ubutwari; Kwamamazaibikorwaby’ubutwari no</i>		<i>gukoranan’izindinzegobihujeinshinganokurwegorw’AkarerecyangwaMpuzamahanga</i>	
Q1	Do you face any constraint or challenge in the fulfilling of above attributions? <i>Hariingorane, imbogamizicyangwaibibazomuhuranabyo mu gushira mu bikorwainshinganozivuzweharuguru?</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Q2	<i>If yes what are the main constraints/challenges are you facing? NibaariYegoniizihengorane, imbogamizicyangwaibibazo CHENO ihuranabyo mu gushyira mu bikorwainshinganozivuzweharuguru?</i>	1..... ..... 2..... ..... 3..... ..... 4..... ..... 5..... ..... 6..... .....	
<p>The Chancellery of Heroes, National Orders and Decorations of Honor established following categories:  National Liberation Medal: URUTI; Campaign against Genocid Medal: UMURINZI; National Order of Unity; National Order of Friendship; National Order of Humanity and National Order of Labor.  <i>Mu Rwanda hari Inzego zikurikira z’imidari n’Impeta by’ishimwe: Umudari wo Kubohora Igihugu: URUTI; Umudari w’Ishimwe ryo Kurwanya Genocide: UMURINZI; Umudari w’Ishimwe ry’Ubumwe; Umudari w’Ishimwe ry’Ubumuntu, Umudari w’Ishimwe ry’Ubushuti, n’ Umudari w’Ishimwe ry’Umurimo.</i></p>			
Q3.	Given the quick growth of socio economic trends of Rwanda and diversity of new cultural, technical and economic values, do you think there could be institutionalized new National Orders and Decorations of Honor? <i>Mukurikuje ukwihuta kw’imiterere y’umuco n’ubukungu bw’u Rwanda murasanaga hashobora gukenerwa ubundi bwoko bw’Imidari n’Impeta by’Ishimwe?</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Q4.	<p>If Yes, could you suggest additional National Orders and Decorations of Honor with justifications.</p> <p><i>Niba ari Yego mwatubwira ubundi bwoko bw'Imidari n'Impeta by'Ishimwe yashyirwa ku rutonde rw'inzego z'Imidari n'Impeta by'Ishimwe munavuga n'impamvu?</i></p>	<p>1..... .....</p> <p>2..... .....</p> <p>3..... .....</p> <p>4..... .....</p> <p>5..... .....</p> <p>6..... .....</p>
<p>The global objective of the Chancellery consist of identifying the heroes and other performers of outstanding acts, the recognition of all excellent achievers at national level and the sensitization on good examples to be emulated.</p> <p><i>Inshinganorusangey'Urwegorw'IgihugurushinzweIntwariz'Igihugu, Impetan'Imidariby'Ishimweniugukoraubushakashatsibwimbitsebugamijekumenyaintwariz'igi hugun'abandi bantu bagaragajeibikorwaby'intangarugero, gushimaabantubosebaranzwen'ibikorwaby'ikirenga mu rwegorw'igihugu no kumenyekanishaingeronzizazikwiyegukurikizwa.</i></p>		
Q5	<p>Are you able to develop deep identification of the heroes and other performers of outstanding acts?</p> <p><i>Mwabamushoboragukoraubushakashatsib wimbitsebugamijekumenyaintwariz'igihugu n'abandi bantu bagaragajeibikorwaby'intangarugero</i></p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
Q6	<p>If No what measures/actions do you suggest that allow deep identification of the heroes and other performers of outstanding acts?</p> <p><i>NibaariOya, nuuzihengamba/ibikorwabyatumahakorwaub ushakashatsibwimbitsebugamijekumenyaint wariz'igihugun'abandi bantu bagaragajeibikorwaby'intangarugero?</i></p>	<p>1..... .....</p> <p>2..... .....</p> <p>3..... .....</p> <p>4..... .....</p> <p>5..... .....</p>

		6..... .....
Q7	<p>Could you state social and cultural aspects of the Rwandan society in the context of heroism as the foundation of dignity and development of the nation</p> <p><i>Mwatubwiraibikorwabishingiyekumibereho n’umuco mu Rwanda mu rwego rw’ubutwaribyabaumusingiwokwiyubahan’iteramberery’igihugu?</i></p>	<p>1..... .....</p> <p>2..... .....</p> <p>3..... .....</p> <p>4..... .....</p> <p>5..... .....</p> <p>6..... .....</p>
Q8	<p>Are you able to ensure the recognition of all excellent achievers at national level?</p> <p><i>Mwabamushoboragushimiraabagizeibikorwaby’indashyikirwabose mu rwego rw’igihugu?</i></p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
Q9	<p>If No, what are the actions/activities do you propose in order to ensure the recognition of all excellent achievers at national level?</p> <p><i>NibaariOyahakorwaikingomushoboregushimiraabagizeibikorwaby’indashyikirwabose mu rwego rw’igihugu?</i></p>	<p>1..... .....</p> <p>2..... .....</p> <p>3..... .....</p> <p>4..... .....</p> <p>5..... .....</p> <p>6..... .....</p>
Q10	<p>Are you able to develop and implement actions of sensitization on good examples to be emulated, particularly to the Youth?</p> <p><i>MufitegahundazihamyegushishikarizaUrubwirukon’abandibanyarwandakungeronziz</i></p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>

	<i>az'ubutwarizaberaabandiurugerocyanecyan e mu Rubyiruko?</i>	
Q1 1	<p>If Yes what are those actions do you develop and implement towards the sensitization on good examples to be emulated, particularly to the Youth?</p> <p><i>NibaariYegoniizihegahundamufitezigamije gushishikarizaUrubyirukon'abandibanyarwandakungeronzizaz'ubutwarizaberaabandiu rugero?</i></p>	<p>1.....</p> <p>.....</p> <p>2.....</p> <p>.....</p> <p>3.....</p> <p>.....</p> <p>4.....</p> <p>.....</p> <p>5.....</p> <p>.....</p> <p>6.....</p> <p>.....</p>
Q1 2	<p>How do you ensure relationships between the national policy of culture and other government policy goals, particularly those in education, security, social welfare and local governance policies?</p> <p><i>Muhuza mute Politikiy'igihuguy'Umucon'izindipolitikizis hingiyekuBurezi, Umutekano, ImiberehomyizanaPolitikiy'imiyoboreremyiza?</i></p>	<p>1.....</p> <p>.....</p> <p>2.....</p> <p>.....</p> <p>3.....</p> <p>.....</p> <p>4.....</p> <p>.....</p> <p>5.....</p> <p>.....</p> <p>6.....</p> <p>.....</p>
Q1 3	<p>What actions/programs you can develop in order to inculcate cultural values in Rwandan Citizens?</p> <p><i>Ni ibihebikorwacyangwagahundazatumahashi mangirwaumucow'indangagaciro mu Baturarwanda?</i></p>	<p>1.....</p> <p>.....</p> <p>2.....</p> <p>.....</p> <p>3.....</p> <p>.....</p> <p>4.....</p> <p>.....</p> <p>5.....</p> <p>.....</p>

		6..... .....
Q1 4	<p>What means to put into actions do you propose allowing smooth implementation of the strategic plan for promoting heroism culture?</p> <p><i>Ni izihagahundazakorwazatuma Strategic Plan (Gahunday'Ingamba) yogutezaimbereUmuCow'ubutwariishyirwa mu bikorwa?</i></p>	<p>1..... .....</p> <p>2..... .....</p> <p>3..... .....</p> <p>4..... .....</p> <p>5..... .....</p> <p>6..... .....</p>
Q1 5	<p>How government institutions and civil society could be used to orient strategic goals towards the Chancellery's mandate?</p> <p><i>InzegozaLetan'imiryangoitegamiyekuriLeta bakorana bate ngoingambaz'ibikorwazitumeharangizwane zainshinganoz'Urwegorw'Igihugurushinzw eIntwari, imidarin'Impetaby'Ishimwe?</i></p>	<p>1..... .....</p> <p>2..... .....</p> <p>3..... .....</p> <p>4..... .....</p> <p>5..... .....</p> <p>6..... .....</p>

**RANGIZA IKIGANIRO USHIMIRA  
END THE INTERVIEW BY THANKING**