

REPUBLIC OF RWANDA



MINISTRY OF SPORTS AND CULTURE

# **NATIONAL CULTURE HERITAGE POLICY**

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## FOREWORD



Rwanda is a country that gives tribute and high value to its culture. Scholars did not succeed to mathematically define culture, but everyone knows that Culture is the pillar of every human society, the sum total of ways of living of that society culture is transmitted from one generation to another.

Rwanda attaches great importance to the preservation and promotion of its culture as a cornerstone for sustainable development.

The present Culture Heritage Policy provides broad pillars and guiding elements to renew our commitment to preserving the core values of our culture and defines strategies to ensure that culture plays its historical role of informing the socio-economic transformation of Rwanda; a task that is incumbent to all Rwandans but more importantly supported by culture practitioners of all walks of life, as well as all partners involved in day to day activities to preserve and promote culture.

This document provides the background of the Rwandan culture evolution, traces the modern times challenges and defines the long-term strategies of making our culture the foundation to sustainable development of Rwanda. It also gives opportunities to all culture practitioners and partners to play their respective roles in the socio cultural development of the country.

I take this opportunity to thank all our partners who contributed to the elaboration of this policy and urge you all to keep the rigor in the implementation of this policy to achieve our common objectives.

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



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## ABBREVIATIONS :

- CHENO : Chancellery for Heroes, National Orders and Decorations of Honour.
- CNF : Conseil National des Femmes.
- CNLG : Commission Nationale de Lutte contre le Genocide.
- COMESA : Common Market for Eastern and Southern Africa .
- DHS : Demographic and Health Survey.
- EAC : East African Community.
- EICV : Enquête Intégrale sur les Condition de Vie des Ménages
- EDPRS : Economic Development and Poverty Reduction Strategies.
- INMR : Institute of National Museums of Rwanda.
- MIGEPROF : Ministère du Genre et de la Promotion de la Famille.
- MINAFFET : Ministère des Affaires Étrangères et de la Coopération.
- MINALOC : Ministère de l'Administration Locale.
- MINECOFIN : Ministère de l'Economie et des Finances.
- MINEDUC : Ministère de l'Education.
- MINICOM : Ministère du Commerce et de l'Industrie.
- MINIJUST : Ministère de la Justice.
- MININFRA : Ministère des Infrastructures.
- MININTER : Ministère de l'Intérieur.
- MINISANTE : Ministère de la Sante.
- MINISPOC : Ministère des Sports et de la Culture.
- MIS : Management Information System.
- MYICT : Ministry of Youth and ICT.



- NCC : National Commission for Children.
- NISR : National Institute of Statistics of Rwanda.
- OPM : Office of the Prime Minister.
- RALC : Rwanda Academy of Language and Culture.
- RALSA : Rwanda Archives and Library Services Authority.
- RBC : Rwanda Biomedical Centre.
- RDB : Rwanda Development Board.
- REB : Rwanda Educational Board
- RHA : Rwanda Housing Authority
- TVET : Technical and Vocational Education and Training.
- WDA : Workforce Development Authority.

## 1. Background and Context

The culture of any country is an integral part of its overall political and socio-economic development framework. It is an embodiment of Social cultural practices, rituals and festive events that structure the lives of communities and groups within Nation States.

In the context of Rwanda, the cultural industry is embedded and closely linked to its traditional, political and religious institutions as well as in its socio-economic practices. In that respect, the changes that were introduced in Rwanda's political and religious institutional arrangements by the colonial governments and post independence regimes coupled with the inevitable changes resulting from globalization and the fast changing information technology combine to define what Rwanda's culture is today.

Traditional Rwanda was founded and governed through a system of Monarchy. The king of Rwanda was called *Umwami*. Umwami, was regarded as the incarnation of Imana (God), and was thereby addressed as Nyagasani, which means God or Lord. Umwami was, according to traditional beliefs anointed by God while still in the womb, and thus was born with the seed of kingship in his hands (Umwami avukana imbutu).

He was therefore believed to derive all his powers from God (*Imana*), the creator (Rurema) and provident (*Rugira*), and who bestowed upon the king divine authority to guide and shepherd His people. It was traditionally accepted that the King was the true owner of all the cows and women as well as the land, and the kingdom could not exist without him. He gave power, wealth, and privilege to his people, but could also take it back in exercise of his authority in the event of disobedience or any other offense. The advent of colonialism that swept Africa tilted the political and socio-economic set up of the traditional Rwandan state, severely destroyed its social, political and cultural fabrics and established a new arrangement that fostered and served social, cultural and economic interests of colonialists to the detriment of the traditional Rwandan values.

## **2. The Situation of Culture Heritage in Rwanda**

Culture can be defined as a set of integrated pattern of knowledge, belief system, behavior, customs, arts, etc. manifested in the ways of life of a particular society transmitted from one generation to another. Culture consists of language, ideas, beliefs, customs, taboos, codes, institutions, tools, techniques, and works of art, rituals, ceremonies, and symbols.

### **2.1. Culture Heritage**

Cultural heritage can be defined as the elements of the physical artifacts and intangible attributes of a society that are passed from past generations, maintained in the present and bestowed for the benefit of future generations. Cultural heritage includes tangible culture elements such as buildings, monuments, landscapes, books, works of art, and artifacts; intangible culture such as practices, representations, expressions, folklore, traditions, language, and knowledge, and natural heritage including culturally significant landscapes, and biodiversity.

These elements of the culture heritage need to be preserved for the future to keep the memory of the past, to offer a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity. They also form part of the tourism industry that produces the revenues for the country's economy.

### **2.2 History**

The Rwandan people and their culture have a very rich history. Unfortunately most of this rich history is predominantly oral. The little part of the Rwandan history that is documented mainly by the agents of colonial administration was grossly distorted. Various authors of the Rwandan history especially those from the colonial camp whose works were globally disseminated; presented picture of Rwandan history from colonial perspective that distorting the origins of the Rwandan people, their political, social and economic

relationships. They categorized Rwandans and what used to be social classes became ethnic groups. This categorization was backed by fabricated theories which held that the Tutsi originated from Ethiopia and therefore belonged to the Hamitic group of people while the Hutu are said to have originated from Chad. As for the Twa, they are said to be the indigenous inhabitants and that therefore, they were the first to settle in Rwanda followed by Hutu and thereafter the Tutsis, who are said to have imposed their political authority and domination over the more “indigenous” ethnic groups found in the then Rwanda. The first two-post colonial regimes unfortunately maintained that Rwandan history to achieve their divisive political motives; a situation that perpetuated divisions of Rwandan society along the ethnic lines which later boiled up into a turmoil that devastated the Rwandan society leading it to the 1994 Genocide against Tutsis.

### **2.3 Values**

During the pre-colonial era, the cultural values were at the heart of the successes registered by Rwandan society in terms of political, social and economic dimensions compared to other kingdoms in the region. The family served as the basic organizational unit in the Rwandan society and it played a watchdog function to ensure that values were inculcated in the youngsters to prepare them for adulthood.

Our administrative system had a way of conveying through “Itorero” the messages to the people regarding national culture in different areas such as language, patriotism, social relations, sports, dance, songs and the defense of the nation. As a result young citizens could grow with an understanding and attachment to their culture. The advent of colonialism with its interference in the day to day political, social and economic life of Rwandan society coupled with the challenges associated with globalization combined to undermine Rwanda’s cultural values in terms of diminished role of the family in imparting cultural values in their children, deteriorating social values and ethics at community level and diminishing culture of patriotism among the Rwandan society as a whole.

## 2.4 Language

Language plays a cardinal role and serves as a medium for expression of culture as it is commonly known in Kinyarwanda “Ururimi n’Ingobyi y’Umuco”. Kinyarwanda, the principle language served as a medium of communication within Rwandan society and was used as an expression of social practices and traditional events, rituals, social expressions such as songs, dances, poems, and rhymes, among others that defined the Rwandan culture.

With the abolition of Itorero (national leadership academy) which served as an institutional arrangement for the teaching and the refining Kinyarwanda language during the pre-colonial era coupled with other forces of colonial administration and globalization, Kinyarwanda language suffered a setback in its use as it massively embraced expressions and jargons from foreign languages which threatened and continue to threaten it thus undermining its own natural sources of development.

The education and training institutions that replaced “Itorero”, which included catechist schools, and other training institutions excluded the teaching and refinement of Kinyarwanda, which used to be taught through “Itorero” from their training curricula.

The new approach to education and training that was imparted into Rwandans after the abolition of “Itorero” focused more on painting a negative picture on the Rwandan tradition and Kinyarwanda language as being primitive and therefore irrelevant to the world of development. Speaking Kinyarwanda at school was regarded as an act of indiscipline and therefore attracted heavy punishment. Without a clear Policy on promoting Kinyarwanda language; adequate and effective mechanisms to preserve it in terms of correcting its written and spoken forms as well as investing significant efforts in its teaching and development, there is a risk of its continuous deterioration and this certainly bears negative impact on Rwandan culture.

## **2.5 Creative arts**

The creative arts industry refers to a sector of economic activity, which is concerned with the generation, or utilization of knowledge and information to generate income through trade and intellectual property rights. The creative economy, which is a direct outcome of the creative arts industry, is an emerging concept dealing with the interface between creativity, culture, economics and technology in a contemporary world dominated by images, sounds, texts and symbols. Today, the creative industries are among the most dynamic sectors in the world economy providing new opportunities for developing countries to leapfrog into emerging high growth areas of the world economy.

In the Rwandan context, the creative arts industry employs a good number of people especially the youth despite the number of issues and challenges that impede the efficiency of their operations as discussed here below:

### **2.5.1. Insufficient Space for cultural expression**

There are limited facilities (space and venues) such as theatres for proper and appropriate showcasing for different artistic performances in the country. Lack of these facilities; limit the development of creative arts industry; in particular and its effective contribution to the national development.

### **2.5.2. High equipment investment costs**

The equipment required for investment in the creative arts industry are expensive as result of high acquisition and shipping costs including high in-land transport costs. Coupled with this, there seems to be limited knowledge on the importance and potential value of this creative art related economic activity and yet this new emerging industry has direct relevance to the two themes of EDPRS II- Economic transformation and productivity and youth employment.

### **2.5.3. Inadequacies in enforcement of the copyrights law**

The existing legal framework for protection of copyrights does not have adequate mechanism for its implementation. Whenever cases of piracy and copyright infringement occur, there are no adequate mechanisms to enforce the law on copyrights protection and as a result, some industry players get frustrated and discouraged to continue with the business.

### **2.5.4. Low levels of technology in the production of traditional Rwandan art crafts**

The traditional Rwandan art crafts such as Agaseke, pottery products and ceramics, mats, wooden engravings, among others are produced using rudimentary technology and therefore cannot make sufficient production to meet the existing market requirements. For instance when the Rwandan Agaseke were introduced to the USA, United Kingdom, Germany and China markets it generated high demand which was not met and this imbalance in supply and demand persists to date because of its low levels of production technology.

The technology for fabrication of visual arts and handicrafts products critically undermines quality and quantity of these products exported to foreign markets. The creative industry has not been able to satisfy popular “Agaseke” demand in foreign markets. The failure to meet the demand of “Agaseke” in these foreign markets critically affects foreign exchange earnings generated from the “Agaseke” products.

### **2.5.5. Inadequate skills for majority of creative industry Players**

The creative arts industry is largely dependent on varied specialized skills in nature across board in the skills mix triangle. There are no specialized training institutions to produce the skills required in the creative industry. For example until 2014, there has not been any institution in Rwanda that provides training in music, dance and drama. Investors in the multi-media industry have to import skills from Uganda, Kenya, Tanzania, South Africa or Europe for quality film production, film shooting, Photoshop, among others at

unbearably high costs. The existing policy and institutional framework to support skills development in the country is inadequate. The in-country capacity to develop appropriate curricula to guide the process of developing specialized technical skills needs to be strengthened. The curricula development Unit in Workforce Development Authority does not have adequate provision to support the development of curricula relating to creative arts industry especially for visual arts.

#### **2.5.6. Lack of reliable and sustainable supply of raw materials for fabrication of artistic culture products (i.e. “Agaseke” and wood engravings)**

The bulk of the handcrafts produced in Rwanda are fabricated from the raw materials that are obtained from swamps and forests. There is a competing interest between the need to protect environment and promotion of art craft industry that uses these raw materials. The challenge is how to strike a balance between these two competing social economic development needs.

#### **2.5.7. Inadequate investments in research relating to culture heritage**

Although the creative art industry in Rwanda exhibits economic potential in the framework of national development agenda, there are little or no investments in research to improve products quality, diversification of sources of raw materials and improved levels of production.

### **2.6 Cultural tourism**

Cultural tourism is one of the sub-sectors of the tourism industry in the country that is still young with a lot of economic potential to contribute to the national development but, it is constrained by four major issues: low levels of infrastructure development at various cultural sites; inadequate mechanism for generation of information resource and provision of appropriate cultural tourism products that can be offered at cultural



tourism sites; inadequate technical and managerial skills to support the process of delivering cultural tourism products and information resources at cultural sites; and inadequate mechanisms to actively and effectively attract the involvement of the private sector to deliver cultural tourism products and information resources.

### **2.6.1 Low levels of infrastructure development at various cultural tourism sites in the country**

There are a number of historical and cultural sites spread across the country. A mapping report compiled by the Ministry of Sports and Culture in 2004 indicates that there are a number of historical and cultural sites with low levels of infrastructure development, which need a lot of refurbishment in terms of their physical infrastructure. This investment is necessary to improve accessibility to those sites in order to tap their economic potential.

### **2.6.2 Inadequate technical and managerial skills to manage cultural tourism activities**

There are no adequate technical and managerial skills to manage cultural activities at each of the mapped cultural sites. Moreover, there are no in-country training institutions (in both public and private) that offer training programs with contents that are specific to cultural tourism. Worse still, there are no adequate provisions related to culture tourism discipline in the curricula of the formal education and training institutions at primary, secondary and tertiary levels. This omission strongly undermines and obscures the value Rwandan society would attach to cultural tourism.

### **2.6.3 Inadequate research on various sites to inform the development of appropriate cultural tourism products**

There are no adequate mechanisms and investments to facilitate research for generating the required information resources and cultural tourism products specific to each of the identified cultural and historical sites in the country.

#### **2.6.4 Inadequate mechanisms to lure private investments in cultural tourism industry**

There are no adequate mechanisms to actively and effectively attract and involve private sector investments to deliver cultural tourism products and information resources at each of the mapped cultural and historical sites. The level of investment required to tap existing economic potential at each of the identified cultural sites across the country is very high. Given the competing development needs that require government led investment efforts, there are limited chances of getting sufficient investments in terms of the required massive physical, financial and human resources to unlock the economic potential in the cultural tourism industry. The resource envelope so far allocated for investment in the economic activities identified under the cultural tourism sub-sector of the tourism industry is not adequate to enable cultural tourism industry to play its expected role as a strategic input in the realization of the EDPRS II development goals under the themes of Economic transformation, rural development and productivity and youth employment.

#### **2.7. Reading Culture and Archives Conservation**

Yet, reading is a vital means of acquisition of knowledge, skills and expression of thought especially in this modern world which demands that one should be able to take an intelligent and informed interest in happenings within one's environment and the world at large. Promotion of reading and writing culture is also foundational to building a knowledge-based economy that is one of the pillars of Rwanda's vision 2020. Unfortunately, reading culture and archives conservation has not taken root in Rwanda because of issues some of which are highlighted here under:

##### **2.7.1 Poor reading culture practices within Rwandan society**

At family level, deliberate efforts at initiating the process to adapt the reading culture. No reading materials and no initiatives that promote establishment of community libraries to address this problem.

At the level of education institutions, the reading culture is not also developed as in most cases, students depend more on handouts given by their teachers/lecturers than on the knowledge generated through their own research. There are few or no libraries in the various education and training institutions to aid in enhancing the culture of reading and writing.

At work places, there are no resources centers to help employees have a point of reference for work done say in previous three to five years or even books related to their professions to help them enrich their knowledge and understanding.

### **2.7.2 Inadequate mechanisms for private investments in book sector**

There are no adequate mechanisms to attract private sector investments in establishing of public libraries, bookstores, publishing houses etc. across the country. Moreover, Government does not have sufficient resources to invest in public library projects given other competing development demands. This, therefore, creates a complex situation that requires to be addressed in order to promote the reading culture in Rwanda.

### **2.7.3 Inadequate institutional and organizational capacity to conserve and manage archives across public, private and civil society organizations in the country**

Archives conservation is a planned management of records and archives to prevent unauthorized use and/or neglect leading to destruction and loss of vital information. The archives conservation can take the form of College or University archives which involves preservation of materials relating to specific academic institutions; Corporate archives that involves managing and preserving the records of a given corporation; Government archives which involves managing materials relating to local, state, or national government entities; Museums and other archives that share the goal of preserving vital items of historical significance; Religious archives which involves managing records relating to the traditions or institutions of a major

faith, denominations within a faith, or individual places of worship; and Special collections which involves preserving records relating to materials from individuals, families, and organizations deemed to have significant historical value.

In the context of Rwanda, archives conservation is mainly constrained by the following institutional and organizational problems:

- Limited capacity (in terms of infrastructure, equipment and human resources) of the National archives to accommodate and manage all the government archives;
- Poor institutional records management centers resulting into poor management of records at the institutional level and hence affecting negatively over all archives conservation in the country;
- Lack of awareness on the importance of archives conservation and records management and consequently low priority rating in the budget allocation process at the level of institutions in the public sector, private sector and civil society organizations

As a result, vital pieces of information and records across institutions in all sectors, public sector is at risk of being lost or destroyed.

## **2.8 Genocide Memory**

Genocide memory has been added on the list of Rwandan cultural heritage because of the unfortunate recent history that resulting from the bad leadership that Rwanda experienced since independence that planted genocide ideology that culminated into the 1994 genocide against the Tutsi. Therefore, genocide ideology took root in the Rwandan society and became part of our dark history. Fighting this ideology should be a focus

of every Rwandan but the responsibility of putting in place a framework of how it should be done rests with institutions with culture in their attributes. Preservation of genocide memory is part of the fight against the genocide ideology that helps us understand what happened and what needs to be done prevent it from ever happening again in our country and the world over.

To achieve the above, efforts need to be invested to overcome the following issues:

- **Fighting negation of Genocide against Tutsis**

There are efforts by Genocide perpetrators and their supporters to try and deny that the genocide against Tutsi happened. They try their best to reduce it to mere civil war ignoring the fact that there are enough facts that it was planned and executed by the government. More efforts are needed to fight the denial of the Genocide against Tutsi.

- **Inadequate capacity to construct and maintain Genocide memorial sites**

The construction and maintenance of the existing Genocide memorial sites require significant amount of resources both human and financial that are not currently sufficient. Memorial sites require structures that must stand the test of time given the delicate nature of the genocide memory they should keep. Also the techniques used to preserve genocide memory are sophisticated and very expensive and the available resources are not able to meet this need.

- **Genocide education**

The genocide that took place in Rwanda was taught for many years to ensure that people especially the youth get to understand the need to own it and fully participate. The same process will need to be taken to fight its

ideology that was taught for many years. Genocide lessons need to be taught in schools and families to make sure that people especially youth own and implement never again principle with full understanding of the negative consequences of genocide.

### **3. Rationale for National Culture Heritage Policy**

Rwanda aspires to become a middle-income country with its people “Rwandan” placed at the center of the development process. Our culture gives us a distinctive character as a society, which also serves as a foundation upon which our development is anchored. Culture informs our way of life and this greatly influences the direction of the country’s development efforts. Most of Rwanda’s achievements in EDPRS I were engineered by home grown solutions emanating from our culture. Our culture must, therefore, be preserved, nurtured, protected and developed further to foster a strong sense of national identity, pride and unity and to become a vitalizing force in the country’s development process.

There are issues identified in the process of preserving, nurturing and protecting Rwandan culture. The policy will provide appropriate framework to address the issues identified above and strengthen institutions both public and private that are responsible for various culture components to be more proactive and productive. Furthermore, the policy will provide a framework through which the Rwandan culture shall be enriched through innovative approaches from all players.

### **4. Alignment of the Policy to Vision 2020 and EDPRS**

Culture is the unique identifier of any society from the other societies. In the last 20 years, Rwanda has drawn inspiration from its culture to accelerate development. The various homegrown solutions have significantly contributed to the holistic development the country has achieved in the past 20 years. Culture will continue

to guide our way of life, our interaction with others and the way we do business. This Policy provides a harmonized framework to guide the preservation, protection and promotion of our culture so that it becomes the real anchor of our sustainable development. The Policy is aligned to the Vision 2020 because it contributes to some of its pillars – the reading and writing promotion aspect contributes to a knowledge-based economy. The promotion of positive values contributes to the accountable governance thematic area in the EDPRS II; the culture tourism and creative industry aspects when well exploited shall be significant contributors to the economic transformation and productivity and youth employment by providing alternative sources of revenues and creation of off-farm employment.

## **5. Policy Framework**

### **5.1 Policy Vision, Mission and Goals**

#### **5.1.1 Vision of the National Culture Heritage Policy**

The vision of the policy is to make our culture away to positively think, create, innovate and perform for a better life.

#### **5.1.2 Mission of the National Culture Heritage Policy**

The mission of the culture policy is to provide an appropriate framework for preservation and protection of Rwandan culture in order to provide a foundation upon which country's sustainable development is anchored.

#### **5.1.3 Policy Goals**

**5.1.3.1** To provide a framework for nurturing, preserving and protecting Rwandan culture and use it as an effective mechanism for realization of the country's development goals;

- 5.1.3.2. To strategically position culture as a tool for enhancing good governance and social cohesion among Rwandans;
- 5.1.3.3. To enable culture to shape our attitudes and mindset in order to realize our planned development goals across all sectors of the nation's life;
- 5.1.3.4. To enrich business potential and opportunities embedded in the Rwandan cultural heritage will contribute to the development goals

## **5.2. Policy interventions**

### **5.2.1. Establish effective mechanisms to research, re-write and widely disseminate Rwandan History**

The distorted view of the Rwandan History by the colonial administration, White Fathers and the first two post colonial governments provided a fertile ground on which divisive policies and politics were launched to destroy the social fabric and later culminated into social strife leading to 1994 Genocide. This distorted view must therefore be removed and Rwandan History re-written to portray a true picture of historical events that define the evolution of Rwanda as a society from the pre-colonial period up to the present day.

In order to ensure that the correct version of the Rwandan History takes root and effectively replaces the older version, there shall be established effective mechanisms of research, encouraged support publication and to continuously promote dissemination for the correct version of the Rwandan History through incorporating the correct version in the curricula used by education and training institutions, publishing it through various channels and media of communication, presenting it through artistic performances and/or conferences/workshops, as well as established discussion fora at family and community levels to enlighten their members on the correct version of the Rwandan History.



### **5.2.2 Develop organizational arrangement to disseminate and promote Culture Values**

In an effort to build Rwandan cultural values, the Government of Rwanda established Itorero ry'Igihugu, Chancellery of Heroes, National Orders and Decorations of Honor (CHENO) and Rwanda Academy of Language and Culture (RALC) to provide institutional framework through which the Rwandan cultural values should be preserved and promoted. A set of traditional cultural values defining the Dos and Don'ts (Indangagaciro na Kirazira by'Umuco w'Urwanda) in the Rwandan culture is developed to guide the process of inculcating the Rwandan cultural ideals into Rwandans.

Building on the initiatives highlighted above, a comprehensive organizational arrangement will be set up to disseminate the work developed on culture values to Rwandans of all walks of life focusing mainly on family and schools.

Information materials on cultural values (in both print and electronic forms) including CDs, brochures, pamphlets, pictorials shall be developed and be disseminated country wide and in diaspora.

At the level of education and training institutions, especially pre-primary, primary and secondary levels, the curricula used by respective education and training institutions shall be reviewed to incorporate a component on cultural values. At the level tertiary and specialized training institutions, it shall be made mandatory for all students pursuing various professional disciplines to include a slot on Rwandan cultural values.

At the community level, training programs and functional processes of Itorero ry'Igihugu shall be reviewed to enable it reach out to more people within the communities to strengthen our cultural value system among the citizens.

At the level of work places in the public sector, private sector and CSOs; committees comprising people of integrity at each organization shall be established using criteria that shall be jointly developed by RALC, CHENO and Itorero ry'Igihugu in consultation with the Ministry with culture in its responsibilities.

The committees will be charged with championing of the cultural values in their respective institutions. Individuals and groups exhibiting exemplary performance and conduct shall be recognized to appreciate their efforts and to motivate them to do more.

### **5.2.3 Develop a strategy and programs to preserve and promote Kinyarwanda Language**

The Kinyarwanda language is a pillar of our culture but has had a lot of distortions in its written and spoken forms. The policy will build on the ongoing initiatives to identify distortions and common mistakes in Kinyarwanda language and put in place a comprehensive plan to correct them disseminate the corrected version widely.

The media and the education institutions shall have a leading role in disseminating the correct version of Kinyarwanda language and the correct use of it. RALC will continually conduct research to develop expressions and technical terminologies that match the language used in the modern world of business and information communication technology.

### **5.2.4 Review and or develop legal/operationalize instruments in the creative arts industry to increase their economic benefits.**

The creative arts industry is an emerging sector of the economy especially in Rwanda. It results from an interface between creativity, culture, economics and technology in a contemporary world dominated by images, sounds, texts and symbols. Today, the creative arts are among the most dynamic sectors in the world economy providing new opportunities for developing countries to leapfrog into emerging high growth areas of the world economy.

In recognition of the great economic potential that exists in the creative arts industry, the government of Rwanda through the Ministry of Sports and Culture shall work with private players to establish adequate

infrastructures to increase modern venues for cultural expression such as theaters for professional performing and visual arts. Furthermore, incentive packages shall be developed to attract private investments in the creative arts industry especially with regard to high equipment investment costs in the multi-media industry. In addition to the existing mechanisms aimed at establishing a legal framework for protection of copyrights and establishment of commercial courts, information, education and communication plan shall be developed and effectively implemented to raise public awareness on the importance of protecting copyrights. This shall reduce piracy and copyright infringements, which would otherwise negatively impact, on the development of the creative arts.

Capacity building of creative arts players is also a major focus in this policy in order to reap big from the creative arts. MINISPOC and RALC shall work with training institutions that focus on the production of specialized skills required in creative arts industry to fill skills gap in this area. In partnership with private payers, we shall continually carry out research in the creative arts to enhance quality of products and services in the creative arts area.

### **5.2.5. Develop a comprehensive program to promote cultural tourism in the country**

Cultural tourism is one of the sub-sectors of the tourism industry in the country that is still young but with a lot of economic potential. A comprehensive program to address constraints in the cultural tourism sub sector shall be developed within a framework of four major components:

- Component one shall focus on research to generate information that shall serve as a major input in the development of cultural tourism products to be offered at each of the mapped cultural sites. The mapping report on cultural sites shall be periodically reviewed to incorporate new information to enrich the program design and implementation processes

- Component two shall focus on developing adequate mechanisms to attract private investments to effectively participate in delivering cultural tourism products.
- Component three shall focus on the development of a training program to enhance technical and managerial skills to initiate and manage cultural tourism products and related services
- Component four shall focus on improving physical infrastructures (roads, bridges, and housing structures) as well as basic utilities at each of the mapped cultural and historical sites.

### **5.2.6 Develop a comprehensive institutional and operational framework to promote a reading culture and an effective mechanism for archives management**

Reading and writing culture is an important icon in making Rwanda knowledge based economy. Reading is a vital means of acquisition of knowledge, skills and expression of thought especially in this modern world where innovation and creativity are key to development. Inline with that, a framework for the promotion of reading and writing culture shall be strengthened to raise this culture that is still at a very low level in our country.

In that respect, a number of policy actions shall be undertaken to promote reading culture and archives conservation and these include:

#### **a) Reading and Writing Culture:**

- Developing and implementing information, education and communication strategy targeted to instill mindset change on value of reading and writing at both family, community and school levels;
- Work with schools and training institutions to make research a core part of the school assessment processes right from the primary schools.

- Reviewing the accreditation criteria for public and private education and training institutions to incorporate a “well” established and equipped library as one of the major requirements for approval of accreditation requests;
- Encouraging and supporting private and Civil Society organizations to put up and manage mini-libraries/reading collections at their premises and other meeting places with a view to promoting reading culture among their members/followers;
- Develop a strategy to attract private sector to set up libraries across the country to contribute to the promotion of reading and writing culture;
- Work with training institutions to increase skills in the library management and librarianship

#### **b) Records and Archives Management:**

Archives conservation is a planned management of records and archives to prevent unauthorized use and/or neglect leading to destruction and loss of vital information. Proper archives management is critical to keeping and retrieving when needed vital information for research and other development purposes. Archives management goes hand in hand with library management in as far as research and acquisition of knowledge is concerned.

A policy and strategy to building capacity of public, civil society and private sector institutions were developed to properly manage their records and archives management are in place but need effective implementation. Ministry with Culture in its responsibility with other relevant institutions will develop institutional arrangements to effectively operationalize these strategies to reach the intended objectives.

For purposes of institutionalizing archives conservation, all public institutions shall be encouraged to incorporate records and archives conservation in their performance objectives.

### **5.2.7 Develop Strategies to strengthen the preservation of Genocide memory, Fight Genocide Ideology and negation of Genocide Against Tutsi**

Genocide memory offers a reflection on the darkest period within the Rwanda history and a realization that Rwandan as a society should own their destiny against all odds. In that respect, every effort shall be made to effectively preserve Genocide memory.

Building on initiatives undertaken by the government of Rwanda through the establishment of CNLG and existing legal instruments, the following actions shall be undertaken to preserve Genocide memory, Fight Genocide Ideology and Denial:

- Establishing and empowering citizens through “Ndi Umunyarwanda” program at community level to regularly dialogue on Genocide issues and invoke traditional community solutions to problems of such magnitude in the context of the Rwandan culture.
- Incorporating Genocide studies in curricula used by education and training institutions in the country in order to equip Rwandans especially the youth with proper historical facts about Genocide against the Tutsi in the context of its history and culture;
- Developing required capacity for the construction, maintenance and management of physical infrastructures at Genocide memorial sites. This shall be done by acquisition of skills in the construction of memorial sites, preservation of remains of the Genocide victims in a modern way and their management and proper understanding and sharing of the history of Genocide by the managers of the Genocide Memorial Sites.
- Continuous research on genocide to collect enough evidence to educate citizens and fight the deniers of the Genocide against Tutsi.

## 5.3 Cross Cutting Issues

### 5.3.1 Unity and Reconciliation

The culture policy shall at all times focus on activities that will contribute to and foster national unity and reconciliation. In its interventions and actions, care and caution shall be taken to ensure that all activities focus on aspects that promote unity among Rwandans. Example, the activities in the creative arts industry such as performance arts (traditional dances, plays, prose and poetry, songs) shall not only bond performing artists together in the course of performing but will also pass messages that will foster unity and reconciliation among Rwandans. Genocide memory therefore shall be used to serve the purpose of creating closer bonds among Rwandans as enshrined in “**Ndi Umunyarwanda**” program.

### 5.3.2 Gender equality

In all interventions and activities envisaged in the culture policy, the issue of gender equality shall be key and at the heart of its implementation process. Trained trainers who will lead the process of promoting cultural values shall include both male and female with inclination to more female than male because mothers play a pivotal role in the family in the traditional Rwandan society. Mothers provide basic package of cultural values to their children and serve as focal point of most cultural activities in a given family. In terms of economic initiative from culture activities, deliberate efforts shall be made to encourage females to actively participate in the various income-generating activities to take advantage of wealth creation opportunities that exist in the sector. Deliberate efforts shall also be made to encourage, facilitate and involve Rwandan women to actively participate in socio-economic as well as political activities at home, in the region and at international level in order to enable them exploit their potential.

### **5.3.3 Sports for Peace and development**

Pursuant to the provisions in the existing policy on Sports, it is considered as one of the key pillars for promoting health, socio-economic development and poverty reduction. In this context therefore sports shall be used as a tool to promote culture besides its other benefits. Sports is known to bring many people together and this is an opportunity in the framework of implementing this policy to ensure that culture program components are integrated with those of sports to generate mutual benefits for both sports and culture subsectors.

### **5.3.4 HIV/AIDS**

The interventions and actions undertaken in the framework of the culture policy shall contribute to both the reduction of HIV/AIDS transmission and its negative socio-economic impact within the Rwandan society. In the course of inculcating cultural values among Rwandans, specific focus shall be put on pre-marital behavioral tendencies including promotion of abstinence from sex before marriage and behavior change. Promotion of culture values will incorporate HIV/AIDS prevention so that culture values form the basis for behavior change. In terms of reduction in its socio-economic impact, families and individuals shall be encouraged to avoid stigma and discrimination against People with HIV and provide support and to them and their families.

### **5.3.5. Regional Integration**

The culture policy shall explore opportunities to strengthen economic ties between Rwandan and other communities in the region. For instance products from the Rwandan cultural artistic work like “Agaseke”, which have unique features and quality, shall be encouraged to have production and marketing outlets in other areas in the EAC and COMESA member states. In addition, through the implementation of this policy, we shall encourage cultural exchanges shall be encouraged to promote our culture products to citizens in other countries of particular blocks.



## 6. Policy Implementation Strategy

The culture policy shall be implemented through well-defined strategic objectives under each of the policy interventions highlighted in section 4.0 above. Specific strategic actions shall be defined and implemented under each of the strategic objectives to realize expected policy outcomes.

### 6.1 Strategic Objectives and expected policy outcomes

Policy intervention	Strategic Objectives	Expected policy outcomes
1. Establish effective mechanisms to research, re-write and widely disseminate Rwandan History	Conduct a comprehensive research on the Rwandan history with a view to re-writing and disseminating its correct version to ensure a harmonized understanding of our history	A harmonized understanding among Rwandan and foreigners of the correct version of the Rwandan history
2. Develop organizational arrangement to disseminate and promote Culture Values	Promote Rwandan cultural values among Rwandans with a focus on the family and in schools	A Rwandan society that is mindful of the cultural values that shape our way of life.
3. Develop a strategy to preserve and promote Kinyarwanda Language	Identify and correct distortions in the use of Kinyarwanda language as well as develop new terminology to enrich Kinyarwanda	Adoption of the correct version on the writing and use of Kinyarwanda language; improvement in the daily use of Kinyarwanda language; new terminologies created periodically enriching Kinyarwanda language

<p>4. Review and or develop legal instruments in the creative arts sub sector to increase their economic benefits.</p>	<p>Operationalize the existing or develop new legal instruments and facilitate full exploitation of the economic potential in the creative arts</p>	<p>A creative arts sub sector that offers a wide range of socio-economic activities and employment opportunities especially for the youths and women</p>
<p>5. Develop a comprehensive strategy to promote cultural tourism in the country</p>	<p>Develop a strategy to exploit the socio-economic potential around the mapped cultural and historical sites</p>	<p>A cultural tourism industry that promotes not only the Rwandan culture but also provides a wide range of socio-economic opportunities and employment</p>
<p>6. Develop a comprehensive institutional and operational framework to promote a reading culture and effective archives management</p>	<p>Enhance the culture of reading and writing among Rwandans and strengthen the management of archives practices across public sector, private sector and civil society organizations.</p>	<p>A Rwandan society that has fully adopted reading culture as part of their day-to-day practices; institutions/organizations with enhanced capacity for the proper management of archives</p>
<p>7. Develop Strategies to strengthen the preservation of Genocide memory, Fight Genocide Ideology and negation of Genocide Against Tutsi</p>	<p>Preserve Genocide memory in a durable manner and fight against genocide ideology and its negation</p>	<p>Genocide memory well preserved; Genocide ideology minimized or abolished among Rwandans and Genocide negation countered</p>

## 6.2 Proposed strategic actions

Specific strategic actions defined under each of the strategic objectives highlighted in table 1 above shall be informed by the need to realize expected policy outcomes corresponding to each strategic objective as highlighted hereunder:

**SO1:** To conduct a comprehensive research on the Rwandan history with a view to re-writing and disseminating its correct version to ensure a harmonized understanding of our history.

**SA1:** Conduct a research and correct the distortion in the Rwandan history.

**SA2:** Develop and implement a comprehensive dissemination program to raise awareness among Rwandan of all walks of life within and outside the country as well as foreigners on the true history of Rwanda reflecting the evolution of their society from the colonial period to date.

**SO2:** To promote Rwandan cultural values among Rwandans with a focus on the family and in schools.

**SA1:** Develop and implement a comprehensive awareness campaign to disseminate the Culture Values with a view to inculcating cultural values into Rwandan at all levels with focus on the family and schools.

**SA2:** Incorporate a component on cultural values in the curricula of education and training at all levels (pre-primary, primary, secondary and tertiary).

**SA3:** Develop guidelines to facilitate recognition and rewarding of individuals and groups for their exemplary performance and conduct in promoting Rwandan cultural values at the level of community and in schools.

**SA4:** Develop guidelines to facilitate organization and celebration of traditional social events such as

harvests (Umuganura), Ibitaramo and /or Inkeraz'Imihigo at the community level.

**SO3:** Identify and correct distortions in the use of Kinyarwanda language as well as develop new terminology to enrich Kinyarwanda.

**SA1:** Undertake research aimed at identifying and correcting distortions in the use of Kinyarwanda language.

**SA2:** Develop an effective organizational system to disseminate the correct version of Kinyarwanda language and promote the correct use of Kinyarwanda;

**SA3:** Develop technical Kinyarwanda terms to reflect the changes in the modern world.

**SO4:** Operationalize the existing or develop new legal instruments and facilitate full exploitation of the economic potential in the creative arts.

**SA1:** Develop a strategy and related legal instruments for the development and promotion of creative arts sub sector to contribute to economic development of the country;

**SA2:** Develop a mechanism to attract the private investments in the creative arts.

**SA3:** Raise public awareness on copyright law requirements and enforcement.

**SA4:** Work with existing training institutions (especially TVET ones) to offer specialized skills required in creative arts business.

**SA5:** Facilitate research and development in the creative arts to improve the quality of products and services;

**SO5:** Develop a strategy to exploit the socio-economic potential around the mapped cultural and historical sites.

- SA1:** Develop and implement a comprehensive plan for the development and promotion of cultural tourism;
  - SA2:** Advocacy for improvement of physical infrastructures (roads, bridges, and housing structures) as well as basic utilities at each of the mapped cultural and historical sites in the country to make them more accessible;
  - SA3:** Develop and implement, training programs for the technical and managerial skills required to support the process of delivering cultural tourism products and information resources;
  - SA4:** Undertake research to generate information to inform the development of cultural tourism products that shall be offered at each of the mapped cultural and historical sites in the country;
  - SA5:** Develop and implement a plan to attract private investments to develop culture tourism products and the required infrastructures at each of the mapped cultural tourism sites.
- SO6:** Enhance the culture of reading and writing among Rwandans and strengthen the management of archives practices across public sector, private sector and civil society organizations.
- SA1:** Develop and implement a plan to instill mindset change on value of reading and writing among Rwandans with the focus of young people.
  - SA2:** Review the education and training curricula to accommodate research and creative writing;
  - SA3:** Review the accreditation criteria for public and private education and training institutions to incorporate a “well” established and equipped library as one of the major requirements for accreditation requests;
  - SA4:** Encourage and support private players to put up and manage mini-libraries/reading collections to promote reading and writing culture among their communities;

- SA5:** Develop and implement a plan to enhance capacity of staff in public, private sector institutions as well as CSOs to properly manage their libraries, records and archives;
- SA6:** Ensure the incorporation of records and archives management in annual performance objectives for public institutions.
- SO7:** To preserve Genocide memory in a durable manner and fight against genocide ideology and its negation.
- SA1:** Establish a continuous mechanism of dialogue on Genocide issues at community level through “Ndi Umunyarwanda” program;
- SA2:** Develop and implement a plan of proper management of Genocide memorial sites with focus on construction, maintenance of physical infrastructures; preservation of remains of the Genocide victims, artifacts and Gacaca records as well as building required skills.
- SA3:** Continuous research on genocide planning and implementation and its consequences to the Rwandans.

## 7. INDICATIVE BUDGET AND PROPOSED FUNDING ARRANGEMENTS

In order to effectively realize expected policy outcomes highlighted in section/table1 above, it is estimated that a total investment of RwF5 billion shall need to be made. The indicative broad cost breakdown is presented in table 2 hereunder.

**Table 2: Indicative broad cost breakdown, possible funding sources, implementation responsibility and timeframe**

Strategic Objective	Proposed Strategic actions	Estimated budget (in RwF)	Possible funding sources	Implementation responsibility	Time frame
SO1:To conduct a comprehensive research on the Rwandan history with a view to re-writing and disseminating its correct version to ensure a harmonized understanding of our history.	SA1	90M	MINISPOC/RALC	RALC	Ongoing - 2017
	SA2	120M	MINISPOC/RALC	RALC	2017-2018
<b>Sub-Total</b>		<b>210M</b>			

SO2: To promote Rwandan cultural values among Rwandans with a focus on the family and in schools.	SA1	100M	MINISPOC/RALC	RALC	Ongoing-2018
	SA2	20M	MINEDUC	REB	2016
	SA3	5M	MINISPOC/ CHENO	CHENO	2015-2016
	SA4	2M	MINISPOC	MINISPOC	2015-2016
<b>Sub-Total</b>		<b>127M</b>			
SO3: Identify and correct distortions in the use of Kinyarwanda language as well as develop new terminology to enrich Kinyarwanda.	SA1	30M	RALC	RALC	On going
	SA2	90M	RALC	RALC	Ongoing
	SA3	25M	RALC	RALC	ongoing
<b>Sub-Total</b>		<b>145M</b>			
SO4: Operationalize the existing or develop new legal instruments and facilitate full exploitation of the economic potential in the creative arts	SA1	30M	MINISPOC	MINISPOC	2015-2016
	SA2	30M	RDB	RDB	2016-2017
	SA3	5M	MINISPOC	MINISPOC	2016
	SA4	50M	MINEDUC	WDA	Ongoing
	SA5	50M	RALC	RALC	2016-2017
<b>Sub-Total</b>		<b>165 M</b>			



SO5: Develop a strategy to exploit the socio-economic potential around the mapped cultural and historical sites.	SA1	25M	MINISPOC/ INMR	INMR	2016
	SA2	5M	MINISPOC	MINISPOC	2016-2020
	SA3	60M	MINISPOC	INMR	Ongoing
	SA4	100M	INMR	INMR	2016-2017
	SA5	50M	RDB	RDB	2015-2016
<b>Sub-Total</b>		<b>240M</b>			
SO6: Enhance the culture of reading and writing among Rwandans and strengthen the management of archives practices across public sector, private sector and civil society organizations	SA1	200M	RALSA	RALSA	Ongoing
	SA2	50M	REB	REB	Ongoing -2016
	SA3	12M	MINEDUC	REB, HEC	2016-2017
	SA4	50M	MINISPOC	RALSA	2016-2018
	SA5	40M	RALSA	RALSA	Ongoing
	SA6	50M	RALSA	RALSA	Ongoing
<b>Sub-Total</b>		<b>402M</b>			
SO7: To preserve Genocide memory in a durable manner and fight against genocide ideology and its negation.	SA1	100M	CNLG	CNLG	Ongoing -2020
	SA2	3B	CNLG	CNLG	Ongoing -2020
	SA3	150M	CNLG	CNLG	Ongoing -2020
<b>Sub-Total</b>		<b>3.25B</b>			
<b>Grand Total</b>		<b>RwF4.314 B</b>			

## **7.1 Funding arrangements**

In addition to the traditional annual budget allocations from the national treasury, the implementation of the culture policy shall benefit from other funding sources including PPPs, earnings from revenue generating projects implemented in the framework of this policy and contributions from development partners. The Ministry of Sports and Culture and its affiliated Agencies shall take a pro-active role to solicit funding for the planned interventions under this policy. Significant efforts shall therefore be invested in mobilizing the private sector to invest various culture initiatives. The ministry and affiliated agencies will do everything possible to conduct research to provide sufficient data on the opportunities available in the area of culture and share with the private sector to take advantage of them.

Already, research is being conducted on culture/historical sites to gather sufficient information on the stories being each of these sites and to indicate business potential of each of the sites. Similar work will be done in other areas to make sure that their economic value is fully exploited.

## **8. Institutional framework and implementation arrangements**

The institutions that will be involved in the oversight; coordination and implementation shall be drawn from key stakeholder institutions at the central and local government levels. The private sector and civil society organizations shall also take an active role especially at the implementation level. The stakeholder institutions include: OPM, MINISPOC, MYICT, MINALOC, MINEDUC, MINAFET, MINECOFIN, MINISANTE, MININFRA, MIGEPROF, MINICOM, RDB, RALC, Itorero ry'Igihugu, Chancellery for Heroes, National Orders and Decoration of Honor, and Decentralized administrative entities and Private Sector and Civil Society organizations. The specific role and responsibilities of each of the above highlighted institutions is summarized in table 3 hereunder:

**Table 3: Roles and responsibilities for stakeholder institutions in implementation of culture policy**

No	Institution	Specific roles and responsibilities
1.	<b>Office of the Prime Minister</b>	<ul style="list-style-type: none"> <li>• Coordination of all concerned institutions to ensure implementation of the policy is harmonized.</li> </ul>
2.	<b>MINISPOC</b>	<ul style="list-style-type: none"> <li>• Coordinate, monitor and evaluate the culture heritage policy implementation</li> <li>• Operationalize the existing or new legal instruments to facilitate full exploitation of the economic potential in the culture sub sector highlighted in this policy</li> <li>• Ensure the initiation, review and dissemination of laws related to cultural heritage protection and development;</li> <li>• Ensure the development and enforcement of regulations, standards and guidelines for culture development;</li> <li>• Mobilize resources for the implementation of the culture heritage objectives;</li> <li>• Create awareness about cultural heritage preservation, protection and promotion;</li> <li>• Establishing mechanisms for coordination of institutions that promote cultural values and arts;</li> <li>• Build the capacity of culture practitioners/professionals, service providers and institutions that promote culture and arts;</li> <li>• Develop a National Action Plan to implement the culture development programs;</li> <li>• Promote the development of traditional sports in institutions of learning at all levels</li> </ul>

3.	<b>RALC</b>	<ul style="list-style-type: none"> <li>• Develop and Implement the culture and creative arts strategic plan</li> <li>• Undertake research on the Rwandan history with a view to re-writing and disseminating its correct version to ensure a harmonized understanding of our history.</li> <li>• Promote Rwandan cultural values among Rwandan with a focus on the family as a basic organizational unit and in schools</li> <li>• Undertake research and commission studies aimed at identifying distortions and common mistakes in the use of Kinyarwanda language;</li> <li>• Correct the distortions and teach the correct version of Kinyarwanda;</li> <li>• Develop new terminologies that reflect the changes in modern world to enrich Kinyarwanda;</li> <li>• Undertake research and documentation in cultural and historical fields</li> <li>• Support the establishment of theaters and cultural centers;</li> <li>• Encourage and develop cultural and artistic activities;</li> </ul>
4.	<b>CHENO</b>	<ul style="list-style-type: none"> <li>• Develop and implement the heroism strategy</li> <li>• Create awareness on the culture of patriotism and heroism among Rwandans especially the young people</li> </ul>
5.	<b>INMR</b>	<ul style="list-style-type: none"> <li>• Develop and implement historical and cultural sites valorization strategy</li> <li>• Identify, collect and showcase items of cultural heritage interest;</li> <li>• Develop and promote natural, historical and cultural sites;</li> <li>• Identify, document, and gazette historical sites and monuments;</li> <li>• Conserve and store cultural objects;</li> <li>• Carry out educational outreach programs on cultural heritage to schools and communities</li> <li>• Market and increase revenues from the various culture heritage components</li> </ul>

6.	<b>RALSA</b>	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive plan to enhance the culture of reading and writing among Rwandans;</li> <li>• Strengthen the management of archives practices across public sector, private sector and civil society organizations</li> <li>• Monitor the implementation of the Archives and Library policies</li> <li>• Support capacity building of stakeholders and in archives and Library management and reading and writing promotion</li> </ul>
7.	<b>CNLG</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive strategy to preserve genocide memory and to fight genocide ideology and denial</li> <li>• Preserve Genocide memory in a durable manner;</li> <li>• Develop a plan for continuous research that informs education of Rwandans about the history of Genocide to help fight against genocide ideology and its negation</li> </ul>
8.	<b>MYICT/NYC</b>	<ul style="list-style-type: none"> <li>• Ensure the participation of young people in culture protection and development;</li> <li>• Participate in the education of culture values to the youth</li> <li>• Ensure that ICT is used in the distribution of cultural and arts products;</li> <li>• Ensure that ICT is integrated in the management system of cultural professionals/practitioners for a day to day follow up and performance management;</li> <li>• Establish a system of tracking cultural practitioners from talent identification stage through to full development</li> <li>• Ensure that National Youth Council committees actively take part in monitoring of culture development at all levels</li> </ul>

9.	MINALOC	<ul style="list-style-type: none"> <li>• Support the promotion of cultural values from the grass root level and develop culture and arts performance in urban and rural area;</li> <li>• Ensure that culture activities benefit from the earmarked transfer and culture development activities are part of the performance contract of Local entities (districts);</li> <li>• Map out culture related products with economic potential that private players can invest in and participate in the mobilization of investors to develop them;</li> <li>• Plan and implement regular competitions to support cultural talent detection and development program in local community;</li> <li>• Establish a system for continuous interaction between young generation and elders to ensure effective transfer of heritage knowledge.</li> </ul>
10.	MINEDUC/REB/ WDA	<ul style="list-style-type: none"> <li>• Integrate culture issues and concerns into educational policies, plans, programs and in the curricula;</li> <li>• Promote the development and use of mother tongue (Kinyarwanda) in education programs at all levels;</li> <li>• Promote culture activities and competitions in schools and institutions of learning at all levels;</li> <li>• Integrate culture and arts courses in curricula at all levels of education.</li> <li>• Promote development of programs and spaces for cultural creation and expression / exhibition of cultural talents in schools;</li> <li>• Develop capacity of talented people through vocational training and higher education program to strengthen cultural industries;</li> <li>• Plan and implement regular competitions to support cultural talent detection and development programs in schools.</li> </ul>

11.	<b>MINAFFET</b>	<ul style="list-style-type: none"> <li>• Ratify relevant international and regional instruments that promote culture development;</li> <li>• Participate in negotiation and clearance of cultural agreements;</li> <li>• Domesticate international and regional Conventions relating to culture;</li> <li>• Facilitate in cultural partnerships between Rwanda and other countries.</li> <li>• Facilitate the promotion of Rwandan culture among Rwandans living abroad</li> </ul>
12.	<b>MINECOFIN</b>	<ul style="list-style-type: none"> <li>• Support the measurement of the contribution of the culture development activities to National Development;</li> <li>• Ensure that culture related activities are mainstreamed in the relevant long term and medium term development plans of the country to ensure that our development is anchored on our culture in order for it to be sustainable</li> <li>• Support mobilization of resources for effective realization of planned culture policy outcomes;</li> <li>• Ensure that culture development indicators are incorporate in the measurement system (monitoring and evaluation systems) to assess the progress in the realization of the planned results;</li> </ul>
13.	<b>MINISANTE/RBC</b>	<ul style="list-style-type: none"> <li>• Design and implement capacity building programs for traditional health service providers;</li> <li>• Research, document and disseminate findings on traditional medicine and traditional service providers;</li> <li>• Develop and disseminate traditional health service delivery standards and guidelines.</li> <li>• Ensure that the services offered by traditional healers meet the required standards</li> </ul>
14.	<b>MININFRA/RHA</b>	<ul style="list-style-type: none"> <li>• Facilitate in designing of specific requirements and ToR related to the construction of cultural infrastructure;</li> <li>• Ensure that cultural infrastructure facilities are part of settlement plans and master plan.</li> </ul>

15.	<b>MINICOM</b>	<ul style="list-style-type: none"> <li>• Ensure that culture tourism is integrated in the wider tourism development policy;</li> <li>• Ensure community, civil society and private sector participation in the conservation and development of cultural and historical sites;</li> <li>• Promote the development of cultural industries.</li> </ul>
16.	<b>RDB</b>	<ul style="list-style-type: none"> <li>• Develop a strategy to exploit the socio-economic potential around the mapped cultural and historical sites in order to fully exploit economic benefits in the cultural tourism area.</li> <li>• In partnership with local government, ensure the protection of local communities from the negative influences of tourism;</li> <li>• Develop a marketing strategy to valorize cultural and historical sites</li> <li>• Develop information guide for cultural business and cultural tourism opportunities present in Rwanda to attract and sensitize investors</li> <li>• Develop legal instruments to guide payment of royalties;</li> </ul>
17.	<b>Itorero ry'Igihugu</b>	<ul style="list-style-type: none"> <li>• Include cultural values in the civic education manual and teach them in different sessions of ITORERO</li> </ul>
18.	<b>MININTER/National Police</b>	<ul style="list-style-type: none"> <li>• Ensure the enforcement of laws and regulations relevant to culture preservation and protection.</li> </ul>
19.	<b>MINIJUST</b>	<ul style="list-style-type: none"> <li>• Support the formulation and revision of laws pertaining to culture development.</li> </ul>
20.	<b>NISR</b>	<ul style="list-style-type: none"> <li>• Facilitate in data Collection and dissemination of statistics on culture</li> <li>• Incorporate Culture indicators in the various surveys that take place periodically (DHS, EICV, National Census etc) to assess the status of Culture in the development of the country</li> </ul>



21.	<b>MIGEPROF/CNF/ NCC</b>	<ul style="list-style-type: none"> <li>• Promote Rwandan cultural values among Rwandans with a focus on the family</li> <li>• Ensure that gender and child protection and development programs are incorporated in all areas of culture education;</li> <li>• Support establishment of community structures to promote culture education to help our children grow up as responsible and patriotic citizens.</li> </ul>
22.	<b>Cultural associations and federations/ bodies</b>	<ul style="list-style-type: none"> <li>• Ensure that all strategic and tactical plans and related activities are in total conformity with the National Culture Policy guidelines;</li> <li>• Organize and implement culture development programs to develop and improve their performance;</li> <li>• All cultural bodies to put in place a MIS to ensure effective management of their programs including culture professionals' career development and tracking;</li> <li>• Actively participate in partnership creation and resource mobilization for culture development.</li> <li>• Participate in the development of standards for respective or related arts categories infrastructure</li> <li>• Create and support cultural centers and schools to develop &amp; implement development programs in various arts categories.</li> <li>• Plan and implement regular competitions to support cultural talent detection and development program</li> </ul>

<b>23.</b>	<b>Private sector and Civil Society Organizations</b>	<ul style="list-style-type: none"><li>• Strengthen the involvement of the private sector, civil society and development partners in the promotion of culture program and activities;</li><li>• Provide funding for cultural development activities, events, festivals and competitions in different arts categories;</li><li>• Incorporate arts and culture development in their plans and programs as marketing and promotion tools to their activities;</li><li>• Support capacity building of partners to ensure culture economic potential is fully exploited.</li></ul>
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Po. Box: 1 882 Kigali-Rwanda  
Tel: (+250) (0) 788303889  
E-mail:hakizae2007@yahoo.fr*