

THE REPUBLIC OF RWANDA

NATIONAL ITORERO COMMISSION

STRATEGIC PLAN (2013-2017) OF NATIONAL ITORERO COMMISSION



FINAL REPORT

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ACCRONYMS AND ABBREVIATIONS

BBC	British Broadcasting Corporation
CNF	Conseil National des Femmes
CPCs	Community Policing Committees
EDPRS	Economic Development and Poverty Reduction
MDGs	Millenium Development Goals
MIFOTRA	Ministry of Public Service and Labour
MINAFFET	Ministry of Foreign Affairs
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MININFRA	Ministry of Infrastructure
MINISPOC	Ministry of Sports and Culture
MVK	Mairie de la Ville de Kigali
NEC	National Electoral Commission
NIC	National Itorero Commission
NURC	National Unity and Reconciliation Commission
PCK	Prison Centrale de Kigali
PROBA	Proximity Business Advisory
PSF	Private Sector Federation
RBC	Rwanda Biomedical Center
RCS	Rwanda Correctional Services
RDF	Rwanda Defense Force
RNP	Rwanda National Police

RGB

Rwanda Governance Board

RNP

Rwanda National Police

VOA

Voice of America

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EXECUTIVE SUMMARY

1.1.

Since the 1994 Genocide committed against Tutsi, Rwandans have gone a long way in dealing with the difficult problems inherited from the genocide and its causes.

It is, in that respect, that the Government of Rwanda decided that reviving Itorero ry'Igihugu, was the only possible option that would help Rwandans attain their set objectives and accelerate the rebuilding of their unity and cooperation, by laying them on the firm foundation of cultural values that guarantee the sovereignty, respect and dignity that Rwanda as a nation legitimately deserves in the International Community. Itorero will also help to rebuild a nation where its citizens are proud of their identity, a nation that boasts of a participatory development that benefits every citizen.

The National Itorero Commission has the principal objective of mentoring and molding Rwandans who endeavor and strive for their dignity. Rwandans who are identified by their values, who strive for positive and speedy transformation that lead to socio-economic development built on national unity, good governance and sustainable economy that is driven through internal human and technological resources.

The curriculum content of Itorero ry'Igihugu is peculiar to Rwanda as it is based on principles and values unique to the Rwandan culture; Urugerero (National Service) on the other hand, has much in common with what takes place in other countries.

The Constitution of the Republic of Rwanda promulgated on 4th June 2003, as revised and amended to this day; in its Article 8 of the Preamble, gives guideline on which Itorero ry'Igihugu was founded; that is where it states the following:

“Considering that it is necessary to draw from our centuries-old history the positive values which characterized our ancestors that must be the basis for the existence and flourishing of our Nation”;

Article 47 of the same Constitution provides that; “All citizens have the duty to participate, through work, in the development of the country; to safeguard the peace, democracy, social justice and equality and to participate in the defense of the motherland.

The law shall organize National Service, whether civil or military.”

Five years after the revival of Itorero ry'Igihugu, Law N0 41/2013 of 26/06/2013 establishing the National Itorero Commission and specifying its role, mandate, structure and functions was voted in and published in the Official Gazette No29 of 22July 2013. The Commission is now an autonomous organ that has the mandate to manage its own human and financial resources.

The present Strategic Plan comes in place after the Itorero Task Force has presented its achievements on the following deliverables:

- 1- Establishing structures of Itorero ry'Igihugu from the national level, down to the village level;
- 2- Mentoring various categories of Rwandans to uphold values enshrined in the Rwandan culture, and

3- Training Mentors of Itorero for sustainability and continuity of day to day mentorship of subsequent generations of Intore.

The present Strategic Plan (2013-2017) for National Itorero Commission therefore, is not starting from a scratch. It comes to build on what has already been achieved and to give special focus on identified challenges and what remains to be done.

In order for the country to attain its major goal of molding patriotic citizens characterized by observance of Rwandan cultural values and taboos as well as having the culture of Ubutore (nobility of heart), it is imperative that the National Itorero Commission develops a Strategic Plan that gives guidelines on elaborate and realistic objectives and activities that enable the country to achieve this goal. The present Strategic Plan also clarifies the role played by partners and stakeholders, and puts in place mechanisms to monitor and evaluate their activities.

Various public and private institutions had the opportunity to participate in the making of the 2013-2017 Strategic Plan for the National Itorero Commission. Apart from literature review of the Itorero documents, the rest of the Strategic Plan was knitted through meetings and interviews with partners, and National Itorero Commission staff and leadership.

In order to collect crucial popular information for the knitting together of the Plan, a three day workshop retreat that brought together staff and leaders of the Commission at both national and district levels, representatives of MINEDUC, MINISPOC, NEC, NURC, RNP, RDF and NGO's like Profemmes Twese Hamwe, and representatives of media houses was organized. Those present analyzed the current situation of Itorero ry'Igihugu and came up with major outcomes on which this Strategic Plan is constructed.

In order for the National Itorero Commission to meet its mandate as prescribed by the law establishing it, participants in the retreat examined the Commission's internal strengths and existing opportunities, and its weaknesses and threats which should be mitigated.

This Strategic Plan (2013-2017) of the National Itorero Commission comprises five chapters (5). The first chapter is made up of an introduction which emphasizes that the activities of Itorero ry'Igihugu is the onus of every Rwandan at all administrative and socio-economic levels. This fact underscores the importance of Itorero as a channel through which various objectives of government programs can be achieved.

The second chapter analysis the present situation of the National Itorero Commission.

The detailed evaluation of the previous Strategic Plan of Itorero ry' Igihugu (2007-2012) indicates its achievements during that period on the deliverables of sensitization at the level of general citizenly, on the mentoring of Intore, on the promotion of the culture of Ubutore (nobility of the heart), and on how Rwandans of all walks of life can strive for self-reliance and self-esteem/dignity.

This chapter also looks at the recently concluded Urugerero, (National Service) which despite the fact that it was planned in 2012 and launched in 2013, is already showing tremendous success. This same chapter also has its own SWOT analysis and it gives critical strategies to concentrate on in the next five years (2013-2017).

The third chapter consists of the Actual Five Year Strategic Plan, 2013-2017. After the assessment of the Vision, Mission and Objectives of the Itorero National Commission, this Chapter indicates, in details, the expected deliverables arranged under the target outcomes of the present strategic plan, namely;

- (1) Building the capacity of the National Itorero Commission;
- (2) Sensitizing Rwandans on the culture of ubutare (nobility of heart) self-reliance and self-esteem/dignity;
- (3) Instilling among the Rwandan youth the sense of fraternity, national identity and participation in national programs via Urugerero (national service);
- (4) Promote the culture of selflessness and volunteerism in National Development Programs;
- (5) Building institutional synergy aimed at promoting the culture of ubutare, urugerero, and volunteerism.

The third chapter concludes with a summary of expected outcomes, outputs, activities, objectively verifiable indicators, responsible implementers, timeframe, and budget estimate.

The fourth chapter covers the implementation of this Strategic Plan 2013-2017. It specifies various actors in its implementation, what is expected of each actor and the coordination strategy.

Chapter five indicates monitoring and evaluation framework for the implementation of the Strategic Plan of the National Itorero Commission; information management, while the conclusion shows reporting procedure.

CHAPTER 1: INTRODUCTION

With reference to the History of Rwanda; Itorero ry'Igihugu was an Educational Institution and a mechanism through which the country channeled various instructions relating to her cultural values. It also played a role of a national forum for grooming national leaders.

Itorero trainees would delve deeply in discussions relating to national programs and Rwanda's cultural values with the aim of reaching common vision and instilling in themselves the virtues of humility, good conduct, and common understanding of what the country expects of them, and the role played by the quality of interdependence in the edification of the healthy socio-economic relations.

Between May 1998 and March 1999, Rwanda Government convened consultative meetings in Urugwiro that brought together top national leaders and representatives of senior citizens, to discuss issues of national unity and reconciliation, democracy, justice, economy and security. Among the many recommendations that were passed at that time, was that of reviving the cultural values that could help to cultivate decent citizens.

It is in this spirit that the Rwanda government decided to draw from the Rwandan culture, some home grown tools to deal with our peculiar challenges in the area of governance, economy and social welfare.

The idea of re-establishing Itorero ry'Igihugu came up during the leadership retreat that took place in Akagera in February 2007. It is in this perspective that a Cabinet meeting of 12th November 2007 passed a resolution to revive Itorero ry'Igihugu and make it a channel for instilling a new mindset among Rwandans for speedy achievement of the development goals enshrined in the Vision 2020.

Itorero ry'Igihugu was later revived at the official launch presided upon by His Excellency the President of the Republic of Rwanda on 16/11/2007 in the Parliament Buildings.

Rationale behind Itorero ry'Igihugu

Before colonialism, Itorero ry' Igihugu functioned as school in which Rwandans would be mentored on Rwandan culture, and the values and taboos therein embedded, which enhanced mutual respect, social cohesion, national unity, patriotism, integrity, harmony and other virtues.

These teachings were intended to help the young men to grow up understanding and upholding their culture. Intore, therefore, would mainly train on debating matters of national interest and on Rwandan cultural values.

Since the 1994 genocide committed against Tutsi, Rwandans have done a lot in the area of finding solutions to problems inherited from genocide and its causes. It is in this regard that the Government of Rwanda decided that Itorero ry' Igihugu would serve as an indispensable tool in propelling Rwandans towards achieving their desired

objectives and in strengthening their unity and cooperation founded on traditional values that project a positive image of Rwanda as a respectable and dignified country. A country with which its citizens and visitors are proud to be associated and where everyone benefits from its prosperity.

Itorero ry'Igihugu, therefore, has the objective of cultivating self-respecting citizens who are identified by their national values, who are eager to embrace speedy and innovations that have positive impact on their social welfare.

Itorero ry'Igihugu also aims at cultivating visionary, patriotic, and exemplary servant leaders at all level of governance, leaders who have a heart for the people and their wellbeing.

A culture of selflessness and volunteerism is also being revived and entrenched among Rwandans of all walks of life. The mediation committees, Gacaca's people of integrity, community health counselors, the National Youth Council members, Women Council members and Counselors at various administrative levels; all these, are groups of volunteers in the service of the nation.

The curriculum content for Itorero ry'igihugu is unique to Rwanda due to the fact that it is based on principles and values peculiar to the Rwandan culture. While Urugero (National Service) on the other hand, has much in common with what takes place in other countries.

Participating in Itorero is the obligation of every Rwandan, regardless of status and social group. They include children from seven years old and the youth from the age of 18 to 35 years. For the latter age group, participating in Urugerero (National Service) is obligatory and it is provided for by the law. Rwandans above 35 years of age can only opt to volunteer if they so wish.

Provisions of the Law, government policies and programs vis à vis Itorero ry' Igihugu.

The Constitution of the Republic of Rwanda, promulgated on 4th June2003, as revised and amended to this day; in its Article 8 of the Preamble gives the guideline on which Itorero ry'igihugu was established; that is where it states the following;

“Considering that it is necessary to draw from our centuries-old history the positive values which characterized our ancestors that must be the basis for the existence and flourishing our Nation.....”³

The Article 47 of the same Constitution, provides that:

“All citizens have the duty to participate, through work, in the development of the country; to safeguard peace, democracy, social justice and equality and to participate in the defense of the motherland. The law shall organize national service, whether civil or military.”

The vision 2020 envisages Rwanda as a new nation, strong, united and proud of its cultural values, with good governance and devoid of discrimination. It envisages

Rwandans who have the same vision for the future and who are prepared to give their contribution to ensure that harmony, justice, and equal opportunity are entrenched.⁵

The positive ground covered by Rwanda in the area of good governance is based on the following:

- Political will,
- Inclusive governance policy,
- Commitment to implementing decentralization policy,
- Putting in place home-grown mechanisms for dealing with community challenges via performance contracts, community work, Leaders' Annual Summit (Inama y'Umushyikirano), VUP program, Gira Inka Munyarwanda, Ubudehe, Voluntary work, Mutual health insurance, Itorero ry'Igihugu and Agaciro Development Fund.

The establishment of Itorero ry'Igihugu serves the purpose of mentoring Rwandans on Rwandan cultural values, and for enhancing the already existing culture of selflessness and volunteerism. Selflessness and volunteerism has manifested in the Rwandan way of life in many ways; such as The Mediation Committees, Gacaca's People of Integrity, Community Health Counselors, the National Youth Council Members, Women Council Members and Counselors at various administrative structures.

The Rwanda Government's 7 year Plan of Action (2010-2017) is designed to build on what has already been achieved, and to strengthen the fundamental change in the Rwandan politics that we have known since 1994. The level of good governance that Rwanda has so far attained aims at promoting unity, national identity, harmonious coexistence, and this change should continue to be a catalyst for a rapid economic development.

To this end, the following activities will be carried out:

- To continue sensitization process through strengthening Itorero ry' Igihugu from the top to the Cell and Village levels so that all Rwandans above seven years of age, are well instructed in the culture of patriotism and national dignity, sacrificial service in the cause of the Nation, in integrity, nobility of heart, in resilience and courage whenever they are confronted by challenges,
- To improve the plan of involving various categories of Rwandans in civic education and sensitizing them on various government programs,
- To continue promoting the Rwandan culture so that the values embedded in it, become catalyst for national development.

Itorero framework that focuses on sustainable development founded on cultural values fits very well in the Vision 2020, Millennium Development Goals (MDGs) and in the Economic Development and Poverty Reduction Strategy (EDPRS).

Itorero ry'Igihugu gives impetus to rapid change of mindset and behavior, as well as to the removal of barriers that impede efficient service delivery. Itorero's aim is to mold a Rwandan who is a catalyst to positive change. Its activities through moral values existing in the Rwandan culture permit Rwandans to become that desired catalysts to positive change. The activities of Itorero ry'Igihugu therefore, are a responsibility of Rwandans of

all categories and all walks of life and they have the potential to positively influence other national programs.

1.2. Rationale for developing the Strategic Plan of National Itorero Commission (2013-2017)

Five years after the establishment of Itorero ry'Igihugu, Law No 41/2013 of 16/06/2013 elevating Itorero ry' Igihugu to a National Itorero Commission was voted in and published in the Official Gazette No 29, of 22 July 2013. The National Itorero Commission is now an organ that has a legal mandate to manage its own human and financial resources.

This Strategic plan (2013-2017) comes in place after the Itorero Task Force has presented its achievements, including elaboration of the structures of Itorero ry'Igihugu from the national level down to the village level, mentoring various categories of Rwandans to uphold values enshrined in the Rwandan culture and training Itorero mentors for sustainability and continuity of day to day mentorship.

The present strategic plan (2013-2017) for National Itorero Commission therefore, comes to build on what has already been achieved and to give special focus on what remains to be done.

In order for the country to attain its principal objective of cultivating patriotic citizens, characterized by observance of Rwandan cultural values and taboos and who are noble at heart; it is imperative that the National Itorero Commission develops a strategic plan that gives guidelines on how to go about relevant and realistic activities that contribute to attaining that same objective.

This same Strategic Plan will also contribute to achieving the Government's 7 year Action Program (2010-2017) and the Economic Development and Poverty Reduction Strategy (EDPRS II) (2013-2018) through constant sensitization on and promotion of Itorero ry'Igihugu at all levels. This will in turn ensure constant awareness campaign on civic education and entrenchment of our cultural values as well as participation in other government programs.

This strategic plan will also enable the National Itorero Commission to put in place efficient working mechanisms for the attainment of its major obligations of mentoring Rwandans on common values and taboos, on patriotism, on mentoring high quality servant leaders, and on collaborative and complimentary networking among Government organs, Private Sector, Non-Governmental Organizations, in order for them to effectively participate in the planning and monitoring of programs of National Service (Urugerero).

It is important, right from the very outset, to understand that this Strategic Plan cannot be achieved without the collaboration and participation of everyone involved.

1.3. Methodology

The elaboration of this Strategic Plan of the National Itorero Commission (2013-2017) has been largely participatory. The methodologies used include a review of existing Government policy and program documents relating to Itorero ry'Igihugu, consultative meetings with government organs and Itorero stakeholders, and information gathering meetings with Itorero ry' Igihugu Task Force leadership and staff.

- **Literature review** sought to clearly understand the Government policy and programs relating to Itorero ry'Igihugu. Documents reviewed are indicated in appendix 2.
- **Consultations** with representatives of various institutions and key stakeholders of the National Itorero Commission were organized in the form of interviews. This was followed by a 3 day workshop retreat that brought together staff and leadership of the Commission at national and district levels, Government representatives (MINEDUC, MINISPOC, NEC, NURC, RNP and RDF), NGOs, and representatives of media houses. Those present analyzed the current situation of Itorero ry'Igihugu and came up with the key outcomes on which this Strategic Plan is knitted.
- For each strategic outcome; its outputs, activities and their implementation in the next five years, were elaborated.
- Basing on the fact that activities of the National Itorero Commission are crosscutting, the retreat also defined coordination, and monitoring and evaluation mechanisms for the implementation of these activities.
- The present Strategic Plan of the National Itorero Commission was approved by a validation workshop of stakeholders at national level.

CHAPTER 2: SITUATIONAL ANALYSIS

Evaluation of Itorero ry'Igihugu activities since 2007 to 2012) revealed, quite in details, a number of positive achievements especially in the area of sensitizing Rwandans of all categories about the importance of Itorero, mentoring them on the promotion of the culture of Ubutore, self-reliance and self-esteem.

This chapter highlights key achievements in terms of building the capacity of Itorero ry'Igihugu, instilling among the youth the sense of fraternity, of national identity and the importance of participating in national programs via National Service (Urugerero).

The Itorero ry' Igihugu also puts emphasis on selflessness and volunteerism which will also be entrenched in the present Strategic Plan. This evaluation concludes with the achievements in the area of partnering and networking with various stakeholders for the promotion of the culture of Ubutore and participation in the National Service program. Activities that will have special attention in the present Strategic Plan (2013-2017) were also highlighted.

1.4. Achievements of Itorero ry'Igihugu

2.1.1. Capacity building for Itorero ry'Igihugu

Following the official launching of Itorero ry'Igihugu by His Excellency the President of the Republic of Rwanda on 16 November 2007, a Coordination Committee headed by the Ministry of Local Government was put in place and it immediately started planning and steering the initial activities of Itorero. Later on, the National Unity and Reconciliation Commission was entrusted with the duty of coordinating the activities of Itorero, in addition to its day to day mandate. The Cabinet meeting held on 24 December 2008, established a Task Force of Itorero ry'Igihugu to man and coordinate all Itorero activities, and the Task Force was placed within the National Unity and Reconciliation Commission.

On 1st July 2009, structures of Intore were elected from villages up to Sector levels in accordance with the Ministerial Order n° 01/7/09 of 18/6/2009 issued by the Minister of Local Government. Later in 2012, Itorero ry'Igihugu was officially launched in primary and secondary schools.

Following a decision by the Cabinet meeting, a handover of all instruments of Itorero ry'Igihugu was done on 22 May 2012, between the National Unity and Reconciliation Commission and the Ministry of Local Government. Currently, Itorero ry'Igihugu is under the supervision of the same Ministry, which at the same time is in charge of good governance, monitoring of grassroots activities and community mobilization.

With regard to the allocation of staff; since 2008 up to 2012, the Task Force of Itorero ry'Igihugu has managed with a minimum of only 4 employees at the head office. In 2012, 19 more employees were hired at the head office, and only 1 staff member at the District level. Presently, Itorero ry'Igihugu has 49 staff members altogether.

Law No 41/2013 of 16/06/2013 establishing the National Itorero Commission, its mandate, functions and structure was published in the Government Gazette No 29, of 22 July 2013. The National Itorero Commission has already put in place its structure.

2.1.2 Instilling the culture of Unity, truth and hard work among Rwandans

From 19 November 2007, Itorero ry'Igihugu was launched in all districts of the country. On December 2007, a ceremony to present nationwide Intore regiments at district level to His Excellency the President of the Republic of Rwanda and other senior Government officials took place at Amahoro stadium. Each district's regiment presented their performance contract at that colorful ceremony marked by cultural festivals. Each district's Intore regiment publically announced its Identification Name.

At the national level, all the 30 District Intore regiments comprise One National Itorero, but each District regiment has its Identification Name. Each district regiment can have an affiliate sub-division which can, in turn, also have a different Identification Name. There is also Itorero for Rwandan Diaspora that has the authority to develop its affiliated sub-division.

From November 2007 up to the end of 2012, Itorero ry' Igihugu had a total of 284,209 trained Intore. See the table below.

Table 1: Total Intore trained at the national level from 2007 to 2012

Year	Number of Intore trained
2007	23 862
2008	44 288
2009	91 030
2010	38 900
2011	39 956
2012	46 173
Total	284 209

In order to enable each Intore to benefit and experience change of mindset, each group chooses its Identification Name and sets objectives it must achieve.

Those projected objectives must be achieved during or after training, and this is confirmed by the performance contracts that necessarily have to be accomplished. With this obligation in mind, each individual also sets personal objective that in turn contributes to the success of the corporate objectives.

The number of Intore who have been trained at the Village level amounts to a total of 814 587. Those mentored at the national level are the ones who go down to mentor in villages, schools, and at various work places.

In total, 1 098 599 Rwandans have been mentored nationwide.

2.1.2. . Achievements Made Through Urugerero Program.

Plans to implement Urugerero (National Service) started toward the end of 2012 and the actual implementation started in 2013. Despite this short time however, Urugerero program has started to yield impressive results. Students who completed Secondary School in 2012 went through Itorero mentorship between 30/11 and 17/12/ 2012. Upon completion of the prescribed course, participants were given certificates, but later on they had to undergo practical exercise of Urugerero organized through various activities designed to promote social cohesion and community wellness in particular, and boost national development in general.

Intore mentored at that time totaled 40,730. Among them, 19,285 were female, while 21,445 were male. However, those who joined Urugerero were 37,660, female being 18,675 while male participants were 18,985. Those who did not turn up were 3,070 in total.

Actual Urugerero activities started on 17/1/2013, but it was officially launched on 22/1/2013 by the Right Honorable Prime Minister, in a ceremony that took place in Rwamagana District at national level, and coincided with the launch of the month of good governance.

Starting Urugerero during the month of good governance (17/01/2013 up to 15/03/2013) was not accidental. The aim was to implement activities designed for that

month, which included general community sensitization, collection of essential data base, and community work of support to vulnerable groups.

The achievements of this pioneer group of Urugerero can be categorized as follows:

- Sensitizing Rwandans on the eradication of genocide and its ideology;
- Encouraging all Rwandans to participate in activities organized to commemorate the genocide committed against Tutsi in 1994;
- Sensitizing the community on the importance of mutual health insurance;
- Sensitization on adult literacy;
- Sensitizing the community in general and the youth in particular, to fight against drug abuse;
- Sensitizing the community on the importance of legalizing their marriages especially for families that are just cohabitating;
- Organizing meetings at village levels aimed at educating the community on Rwandan cultural values, unity, patriotism, and development;
- Sensitizing the community to participate in ceremonies organized to honor national heroes and the International Women's Day
- Educating the population on personal hygiene and cleanliness of their environment.
- Sensitizing the population on environmental protection
- Sensitizing the communities on the culture of saving via SACCOs and other nearby banking institutions.

➤ **Activities relating to Data collection:**

- Collecting data on illiterate people in their area of operations;
- Collecting data on people who have not yet registered for mutual health insurance;
- Collecting data on people legible for paying tax and making inventories of Districts' property;
- Collecting data of school dropouts and children of school going age who are not yet in school;
- Collecting data on illegal marriages.

➤ **Activities relating to service provision and delivery:**

Some groups of Intore in Urugerero opted to demonstrate how speedy and exceptional service could be rendered while working with various public offices. This kind of support work was done in Health Centers, Cell offices, District offices, especially in the services relating to issuing of documents, data entry in computers and customer care.

➤ **Activities relating to manual community work:**

- Vegetable gardening for family consumption;
- Shelters construction for vulnerable families;
- Participation in the construction of Cell Offices and their compounds' landscaping;
- In the area of environmental protection, Intore constructed terraces and planted trees as a measure of preventing soil erosion

➤ **Activities relating to the promotion of the Volunteer Services in National Development Programs:**

In the Rwandan culture, “volunteerism” means rendering a sacrificial and selfless service out of love either to a national cause or to a needy neighbor.

According to the policy of Itorero ry’ Igihugu, volunteerism refers to any unpaid communal work, voluntarily undertaken in the service of the nation.

Volunteerism is reflected in various community works such as Umuganda, Ubudehe and contributions to a common cause. Other voluntary activities include those of Community Mediators, various Councils, Community Health Workers, Community Policing Committees/CPCs, Red Cross volunteers, etc.

2.1.3. Partnership with other Organs/Stakeholders.

Itorero ry’ Igihugu as home-grown educational institution was revived to complement existing Government organs and initiatives, Civil Society Organizations, and Religious Institutions in their work of molding Rwandans with appropriate moral values. It is in this regard that Itorero ry’Igihugu has sought partnership with these institutions, especially for the purpose of harnessing synergy in availing resources (financial, human and materials) with the aim of speeding up the desired transformation. Each stakeholder has contributed in the programs of Itorero ry’ Igihugu and this has made Itorero, an exemplary partnership undertaking.

Itorero ry’igihugu has established partnership with other institutions in the following way:

- Each Ministry and any other organ that make up Itorero National Coordination Committee, contributed funds from its own budget to mentor Intore relevant to their mandate and their staff participated in the mentoring and follow-up of Intore during and after the training sessions. In particular, the National Electoral Commission (NEC) offered its printing facility to multiply, free of charge, all documents produced by Itorero ry’ Igihugu since its inception.
- There is also partnership with security organs in the framework of providing security to Intore during the mentoring sessions and their leadership participated in actual mentoring.
- Itorero ry’ Igihugu cooperated with various Ministries and Institutions that are not a part of its Coordination Committee, by mentoring their internal groups of Intore. Those include MINICOM, MINAGRI, PSF and Kigali City Council. These institutions provided technical and financial support for the mentoring activities.
- In the framework of mentoring youth of the Rwandan Diaspora, Itorero ry’ Igihugu cooperated with Rwandan Embassies in Belgium and Canada as well as MINAFFET.
- Itorero ry’Igihugu in partnership with MINEDUC, MINAFFET and other organs, mentored Rwandan students in universities abroad.

- At the grassroots level, Itorero ry' Igihugu established partnership with institutions and departments working in Districts to mentor and follow up Intore at their level.

1.5. SWOT Analysis

This Five Year Strategic Plan of the National Itorero Commission (2013-2017) is expected to serve as a tool that will enable the Commission to fulfill the obligations it is given by the law. By analyzing and bringing out the Commission's strength and opportunity it has at present, the Commission will use them to build on the existing firm foundation while the unearthed internal weaknesses could be minimized as well as mitigating the obstacles imposed by external factors. All these are analyzed and indicated in the table below.

Table 1. Strengths, weaknesses, opportunities and threats

INTERNAL FACTORS	
Strengths	Weaknesses
<ul style="list-style-type: none"> ✎ Various categories of Rwandans have been mentored in Itorero ry' Igihugu. ✎ Structures of Itorero have been put in place from National down to the Village level ✎ Itorero Mentors at various levels have been trained ✎ Evident commitment shown by Itorero ry'Igihugu leadership ✎ Experienced and knowledgeable staff of Itorero ry'Igihugu ✎ Existing and available training modules ✎ Documents prepared by Itorero ry'Igihugu itself ✎ Existence of Nkumba as Center for Itorero training, research and archive. 	<ul style="list-style-type: none"> ✎ The National Itorero Commission is an emerging institution with insufficient office space and equipment ✎ Inadequate staff for the monitoring and evaluation of Itorero activities ✎ Insufficient logistics for monitoring and evaluation of Itorero activities ✎ Training modules and internal regulations and procedures governing Itorero programs not yet refined. ✎ Districts lack sufficient training facilities ✎ Insufficient logistics for Urugerero Monitoring Committees ✎ Some Itorero mentors lack sufficient capacity to train other people. ✎ Low level of understanding the important role of Itorero ry' Igihugu on the part of partners ✎ The National Itorero Commission does not get adequate information on partners' commitment to Volunteer Services.

EXTERNAL FACTORS	
Opportunities	Threats
<ul style="list-style-type: none"> ✘ Presence of political will to promote Itorero ry'Igihugu ✘ The Constitution of the Republic of Rwanda gives guidelines on which Itorero ry'Igihugu is founded ✘ Existence of Vision 2020, EDPRS, and the Government's 7 year Program. ✘ Existence of the law establishing National Itorero Commission, its structure and functions ✘ The nature of Local Administrative structures make it easier to implement programs of Itorero ✘ Existing Rwandan culture of cooperation and volunteerism when it comes to activities of common interest and benefits ✘ Itorero and Urugerero are rooted in the Rwandan culture and history ✘ Willingness on the part of partners to support Itorero Programs ✘ Willingness on the part of various Government institutions to offer voluntary work to willing volunteers. ✘ Youth in the Urugerero age group make up the majority of this country. 	<ul style="list-style-type: none"> ✘ Some Rwandans who oppose Itorero programs ✘ Existence of some Rwandans still entangled in the past dark history of our country ✘ Low understanding of the role of Itorero especially at the village level ✘ Insufficient budget allocated to Itorero ry'Igihugu ✘ Existence of some institutions that are not yet clear about the importance of National Service and Volunteer Services. ✘ Existence of some partners who haven't yet included activities relating to the promotion of Ubutore culture in their plan of action ✘ A number of various institutions in the country haven't yet started considering voluntary and national service activities in their planning.

1.6. . Priority objectives in the next five years (2013-2017)

In general, the National Itorero Commission will focus on strengthening the functioning of Itorero at the level of villages, schools, and institutions' place of work, and on ensuring that those who go through Itorero contribute gainfully to the development of the country. The National Itorero Commission will also continue to sensitize all Rwandans to promote values and observe taboos in their day to day lives. This can only be possible when the National Itorero Commission continues to train Intore Mentors at all established levels.

In particular, the National Itorero Commission will put emphasis on improving the functioning of Urugerero and entrenching the culture of volunteerism among the Rwandan society. Though Urugerero program has started, there is still need to improve its functionality so that it becomes profitable for both the country and participants. Educating Rwandans on the program of Urugerero and ensuring it produces desired results will continue to be one of the major preoccupations of the National Itorero Commission during the life of this Strategic Plan.

Instilling the values found in the Rwandan culture and ensuring they are used in everyday life at all levels of the Rwandan society, will require substantial budget for training as many Intore as possible at various levels of the Rwandan society. The budget is also necessary to permit the Commission to do the follow up of Intore undergoing Urugerero and those involved in the volunteer services. It will also require commitment on the part of various public and private partners, if Itorero as an institution has to become that desired channel of rapid development.

CHAPTER 3: STRATEGIC PLAN FOR THE NEXT FIVE YEARS (2013-2017)

3.1. Vision, Mission and Objectives of the National Itorero Commission

3.1.1. Vision of the National Itorero Commission

The Vision of the National Itorero Commission is to mold Rwandans:

- with common positive mindset, common moral values geared at building unity and patriotism;
- who understand the national vision, how it can be achieved and the role they are supposed to play in its implementation;
- who are confident of addressing and solving their own problems;
- who are characterized by a common vision of finding pride and satisfaction in personal and national development;

3.1.2. Mission of the National Itorero Commission

As provided by the Article 7 of the law establishing the National Itorero Commission, its structure and functions, the National Itorero Commission has the following Mission attributions:

1. To mentor and produce Rwandan citizens:
 - a. who have common understand of the shared values and taboos in their day to day life, who are patriotic and committed to national development;
 - b. who understand the national vision, and how it can be achieved;
 - c. who are confident of addressing and solving their own problems and have thrill of self-esteem;
 - d. who are Intore depicting the best of their national identity and are catalysts of positive transformation;
 - e. who have the culture of selflessness when it comes to matters concerning the service of the nation;
 - f. who find pride in setting purposeful objectives and in achieving them.
2. Mentor value oriented and quality leaders
3. Mentor Rwandans who promote their cultural values and observe their taboos as the foundations of their social fabric and national development;
4. Synergize with and seek advice from other Government organs, private sector, Non-governmental Organizations that are involved in the promotion and instilling of values and taboos.
5. Plan and follow up implementation of Urugerero activities in the whole country.

3.1.3. Global Objective of the National Itorero Commission (NIC)

The global objective of NIC is to cultivate a patriotic Rwandan who has values and observes taboos founded on the Rwandan culture and who is characterized by a culture of Ubutore.

3.2. Key outcomes in the next five years (2013-2017)

The Strategic Plan of Itorero ry'Igihugu has the following five keys (5) outcomes

- The capacity of National Itorero Commission built;
- The culture of Ubutore, self-reliance and self-esteem/dignity promoted and entrenched among Rwandans;
- Fraternity, national identity and sacrificial national service via Urugerero instilled and entrenched among the youth;
- Selflessness and volunteerism in national developmental programs promoted;
- Partnerships and synergy in the promotion of the culture of Ubutore, Urugerero and volunteerism established.

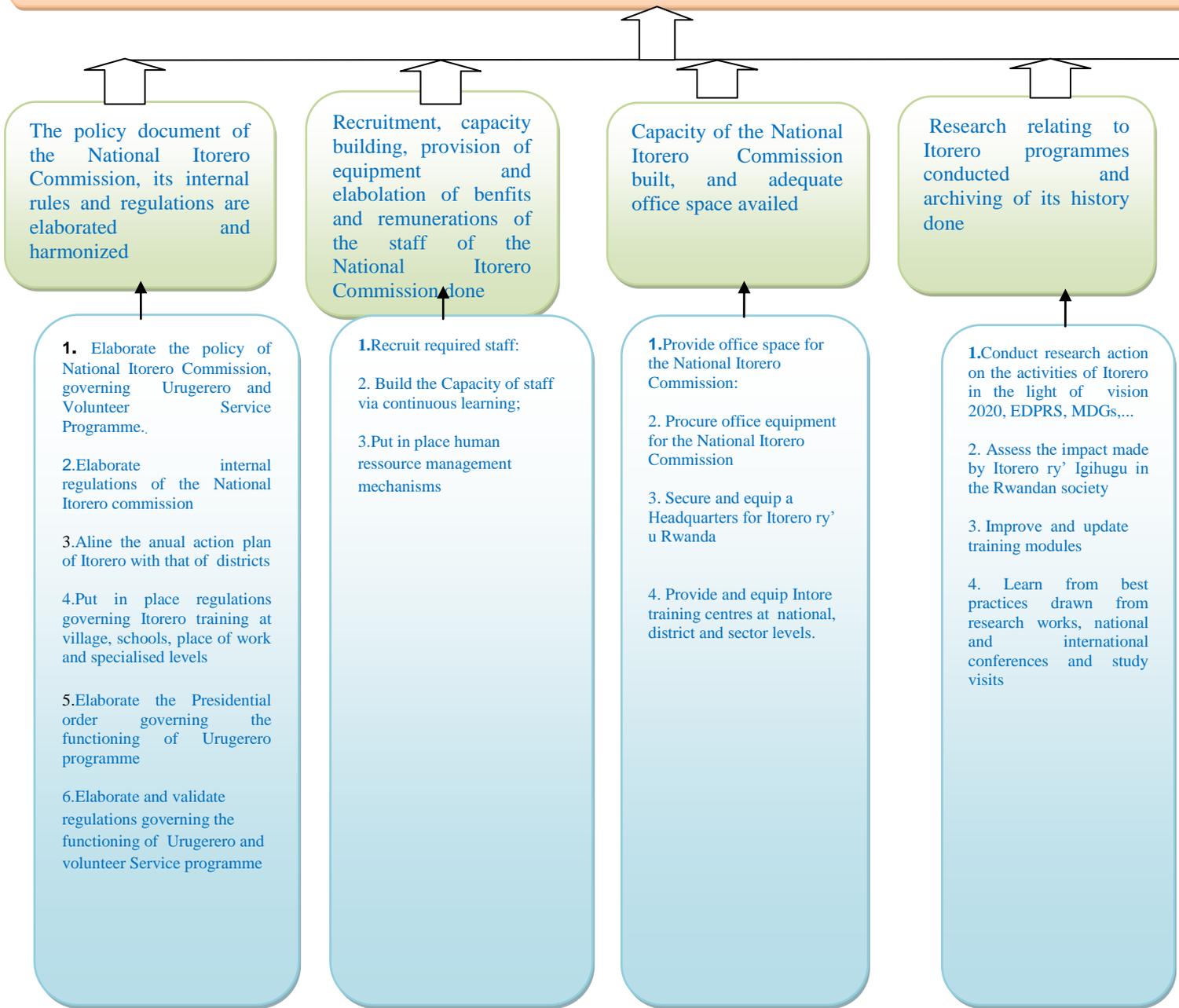
3.2.1. Outcome 1: The Capacity of the National Itorero Commission built.

The expected results to be achieved in building the capacity of the National Itorero Commission are embedded in following five outputs:

- The policy document of the National Itorero Commission, its internal rules and regulations are elaborated and harmonized;
- Recruitment, capacity building, provision of equipment and harmonization of remuneration and benefits of the staff of the National Itorero Commission done;
- Capacity of the National Itorero Commission built, and adequate office space provided;
- Research related to Itorero programs conducted and archiving of its history done;
- Coordination, monitoring, and evaluation of Itorero activities done.

The outputs and activities relating to building the capacity of the National Itorero Commission are indicated in the Flow Chart.

Outcome 1: The Capacity of National Itorero Commission built



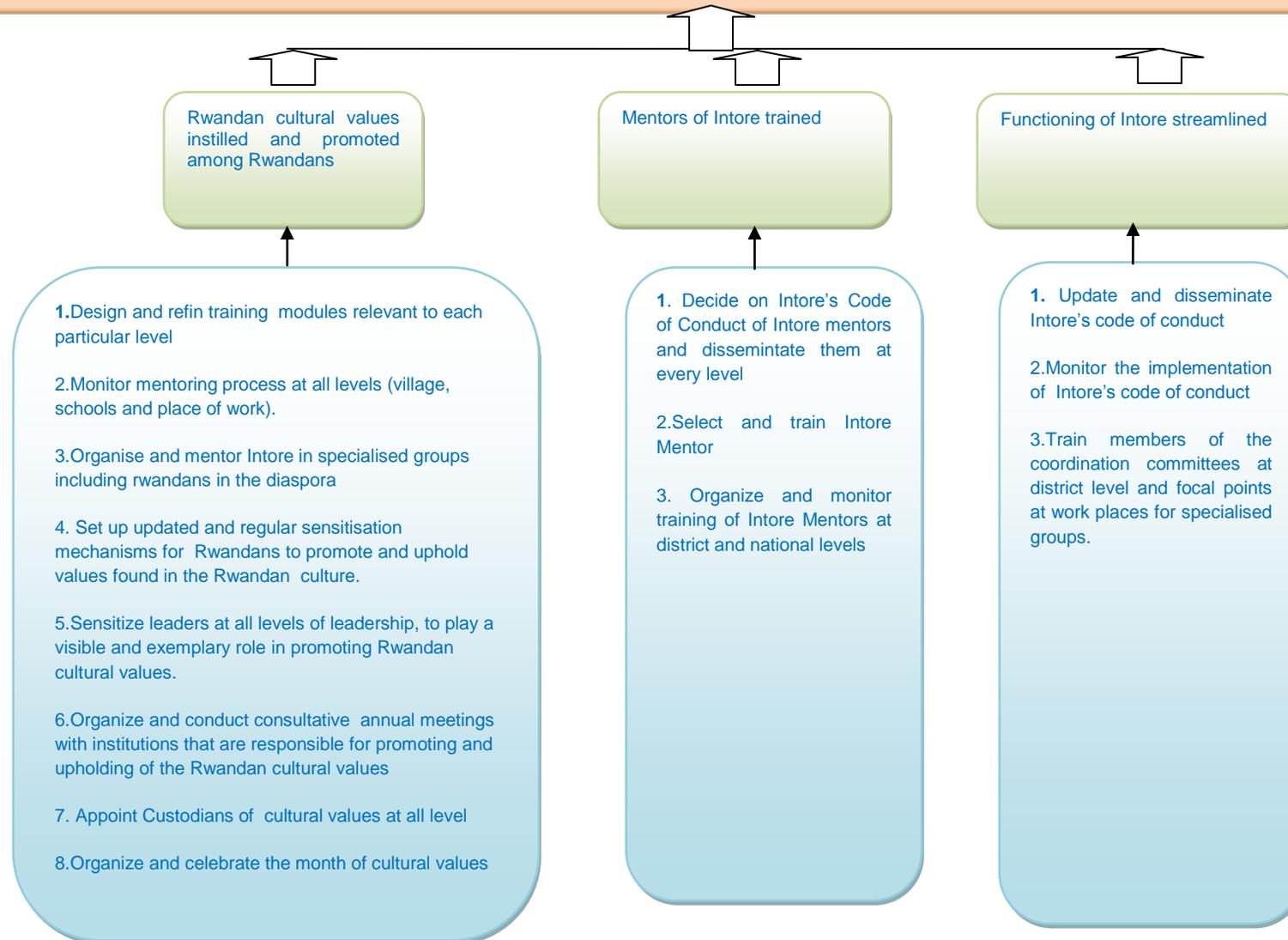
3.2.2. The culture of Ubutore, self-reliance and self-esteem/dignity promoted and entrenched among Rwandans;

Expected results for the promotion and entrenchment of the culture of Ubutore among Rwandan are seen in the following three outputs:

- Rwandan cultural values instilled and promoted among Rwandan citizens
- Intore Mentors trained
- Functioning of Intore structures streamlined

The outcome, outputs and activities relating to Promotion and entrenchment of the culture of Ubutore, self-reliance and self-esteem/dignity among Rwandans are indicated in the Flow Chart below.

Outcome 2: The culture of Ubutore, self-reliance and self-esteem/dignity promoted and entrenched among Rwandans;



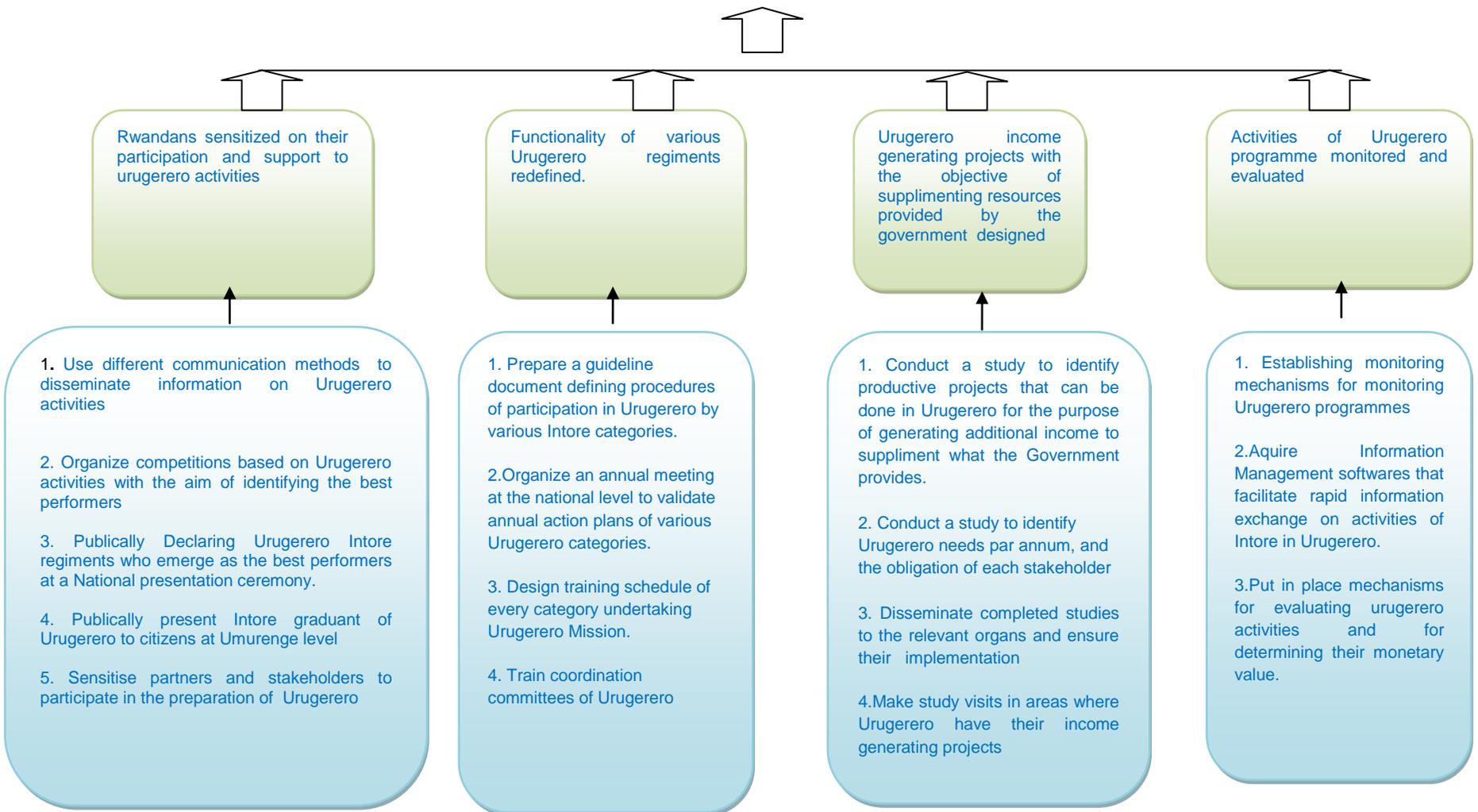
3.2.2. Outcome 3: Fraternity, national identity and participation in national programs through Urugerero instilled and entrenched among the youth;

Under Urugerero program, the National Itorero Commission will emphasize the following four outputs;

- Sensitize Rwandans on taking part in and supporting urugerero activities
- Define the functionality of various Urugerero groups
- Initiate Urugerero production projects with the objective supplementing government resources
- Monitor and evaluate activities of Urugerero.

3.1.1. The outcome, outputs and activities relating to Fraternity, national identity and participation in national programs through Urugerero instilled and entrenched among the youth are indicated in the following Flow Chart;

3.1.1. Outcome 3: Fraternity, national identity and participation in national programmes through Urugerero instilled and entrenched among the youth;

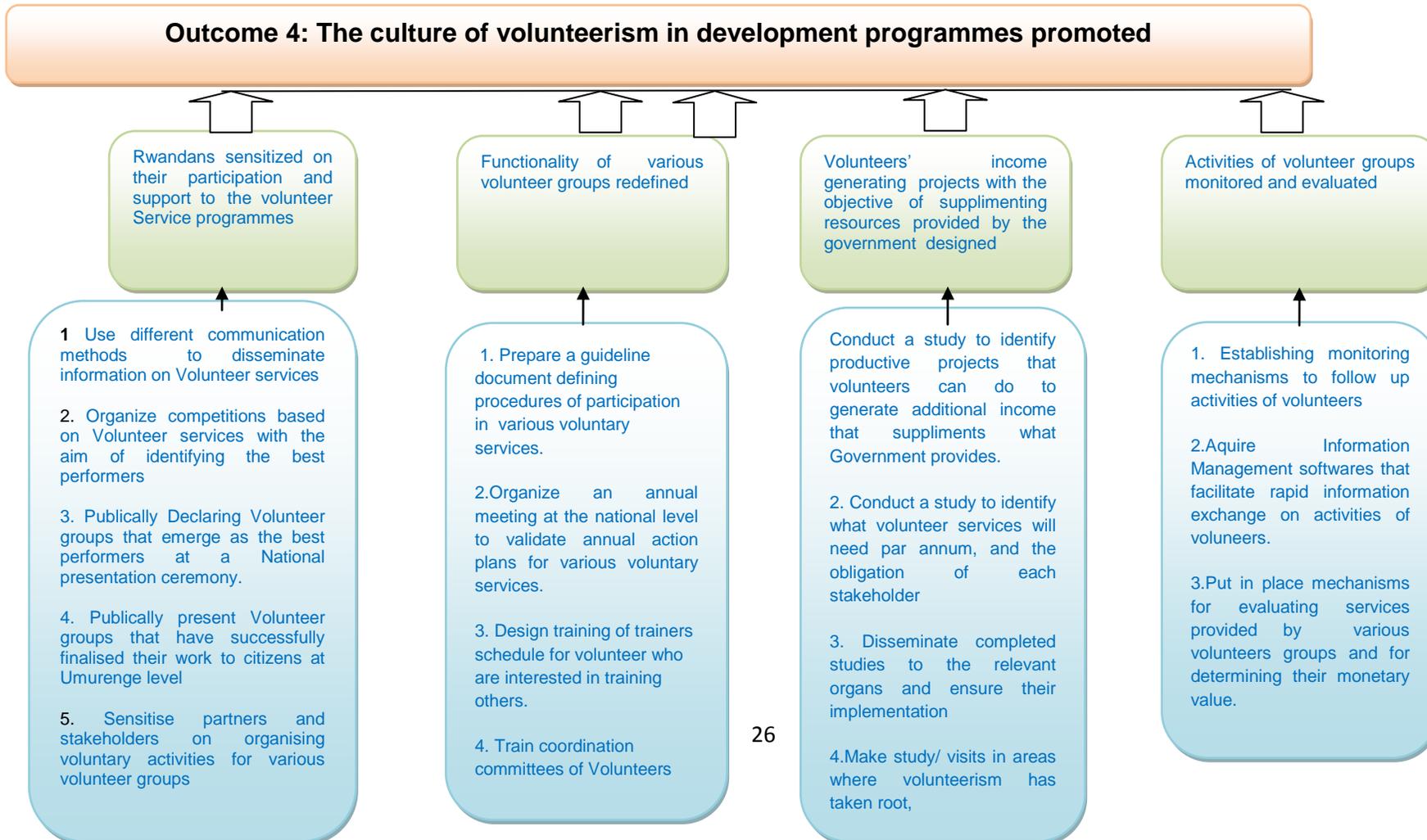


3.2.4 Outcome 4: Selflessness and volunteerism in development programs promoted;

In the next five years, the National Itorero Commission will continue to promote the culture of selflessness and volunteerism in development programs which are based on the following four outputs:

- Rwandans sensitized to take part in Volunteer Services
- Functionality of various categories of volunteers redefined
- Volunteers' income generating projects with the objective of supplementing resources provided by the government designed
- Activities of volunteer groups monitored and evaluated

The outcome, outputs, and activities relating to the promotion of volunteer services in national development program are indicated in the following Flow Chart.



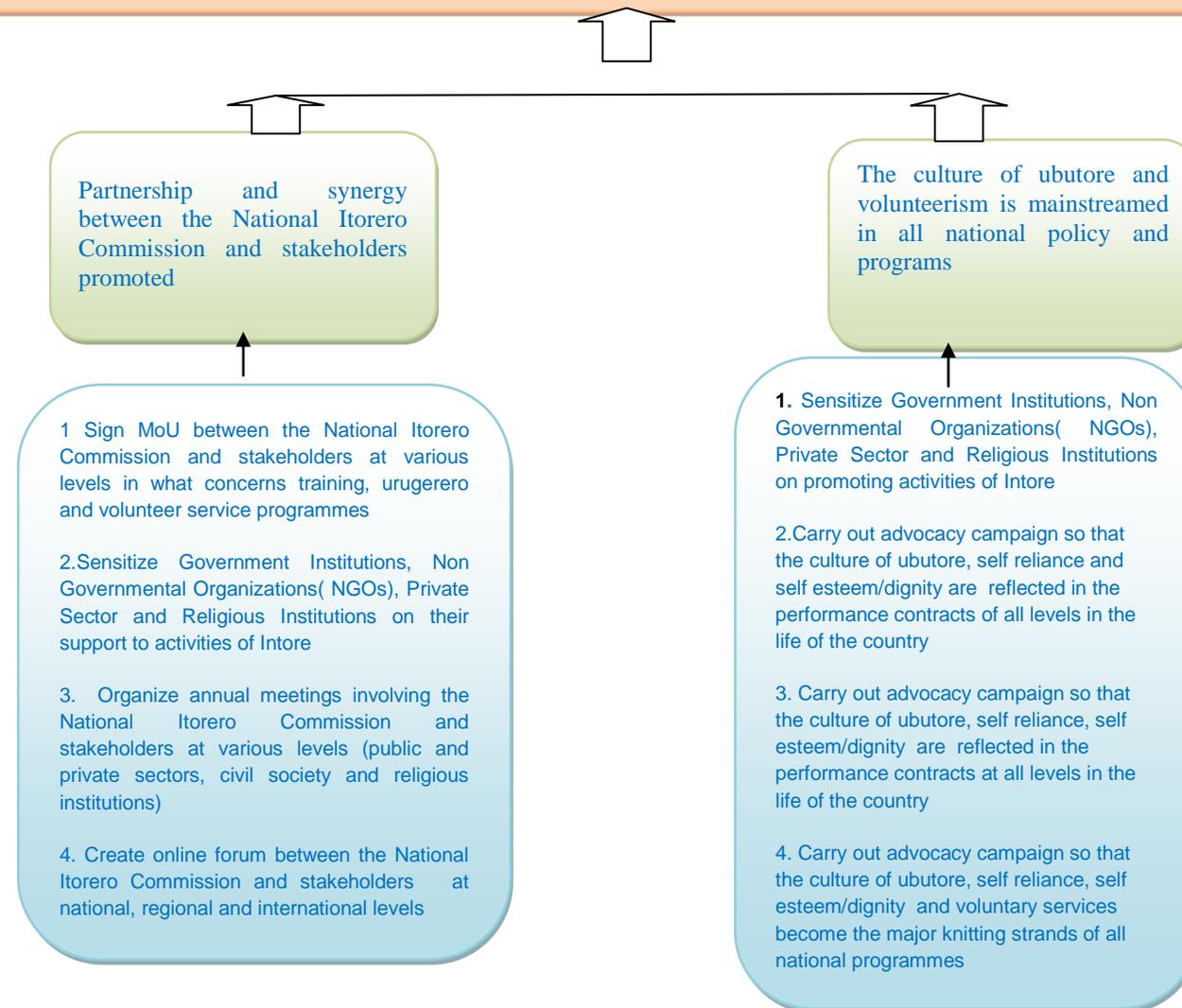
3.1.2 Outcome 5: Partnerships and synergy in the promotion of the culture of Ubutore, Urugerero and volunteerism established.

Team work and synergy at the national level are not optional if the National Itorero Commission has to achieve its set objectives. The National Itorero Commission is responsible for planning, implementation, coordination, monitoring and evaluation of Itorero programs at all levels. It also coordinates planning and implementation of partners' activities relating to Itorero ry' Igihugu with the aim of ensure their success. This calls for the following outputs:

- Partnership and synergy between the National Itorero Commission and stakeholders promoted
- The culture of ubutore and volunteerism is mainstreamed in all national policies and programs

The outcome, outputs, and activities relating to the promotion of partnership and synergy in the promotion of the culture of Intore, Urugerero program and volunteerism are indicated in the Flow Chart below.

Outcome 5: Partnerships in the promotion of the culture of Ubuto, Urugerero programme and volunteerism built



3.2. Logical framework

The five year Strategic Plan of the National Itorero Commission (2013-2017) is elaborated after a review of the previous Strategic Plan (2009-2012) which revealed tremendous progress made by Itorero ry'Igihugu Task Force during the short period of its existence.

It is imperative therefore; that the National Itorero Commission builds on and improves what has been achieved. The following tables indicate the strategic orientation of the National Itorero Commission in the next five years as well as indicators for measuring progress. The tables indicate activities, responsible implementer, timeline and the required budget.

Table 2: Outcome, Outputs, indicators, calendar, and required budget

Outcome, outputs and activities	Objectively verifiable indicators	Baseline 2012	Target 2017	Means of verification	Responsible	Calendar/ Year					Budget/ RWF
						1	2	3	4	5	
<ul style="list-style-type: none"> Outcome 1: The capacity of National Itorero Commission built; 											
Output 1.1: The policy document of the National Itorero Commission and its internal rules and regulations are elaborated and harmonized											
Activities											
1.1.1 Elaborate the policy of National Itorero Commission governing Urugerero and Volunteer Services Program..	The policy of the National Itorero Commission elaborated	Policy 2: Itorero and volunteer Services	1	NIC Report	Board of Commissioners						12 000
1.1.2 Elaborate internal regulations of the National Itorero Commission	The document of internal regulations of the National Itorero Commission validated and implemented	0	1	NIC Report	Board of Commissioners						10 000 000
1.1.3. Align the annual action plan of Itorero with that of the districts	Number of districts whose action plans are aligned with that of Itorero each year	0	30	NIC Report	Board of Commissioners						50 000 000
1.1.4 Put in place regulations governing Itorero training at	Training policy validated	0	1	NIC Report	Board of						10 000 000

village, schools, place of work and specialized levels	and implemented				Commissioners								
1.1.5 Elaborate the Presidential order governing the functioning of Urugerero program	The Presidential order published in the official Gazette.	0	1	NIC Report	Board of Commissioners								10 000 000
1.1.6 Elaborate and validate regulations governing the functioning of Urugerero and volunteer Service program	Document of policies for training in Urugerero and volunteer Services available	0	1	NIC Report	Board of Commissioners								10 000 000
➤ Output 1.2: Recruitment, capacity building, provision of equipment and harmonization of remuneration and benefits of the staff of the National Itorero Commission done;													
Activities													
1.2.1 Recruit required staff:	Number of new employees recruited	19	48	NIC Report	Finance and Administration Unit								1 000 000 000
1.2.2 Ensure staff continuous learning	% of staff trained on necessary skills each year	0%	100%	NIC Report	Finance and Administration Unit								500 000 000
1.2.3 Put in place human resource management mechanisms	Procedures Manuals	0	By 2014	NIC Report	Finance and Administration Unit								1 00 000 000
➤ Output 1.3: Capacity of the National Itorero Commission built, and adequate office space provided;													
Activities													

1.3.1 Provide office space for the National Itorero Commission:	Adequate office space for the National Itorero Commission	0	By 2014	NIC Report	Finance and Administration Unit						1 000 000 000
1.3.2 Procure office equipment for the National Itorero Commission	% of equipment available for the Commission	20%	100%	NIC Report	Finance and Administration Unit						500 000 000
1.3.3 Secure and equip a Headquarters for Itorero ry' u Rwanda	Itorero Headquarters with necessary equipment	0	By 2015	NIC Report	Commissioner in charge of Ubutore Development (Dvt) Center, Finance and Administration Unit						1000 000 000
1.3.4 .Provide and equip Intore training centers at national, district and sector levels.	Training centers at national, district and sector levels	1Each	By 2015		Commissioner in charge of Ubutore Dvt Center, Finance and Administration Unit						10 000 000 000
➤ Output 1.4: Research relating to Itorero programs conducted and archiving of the history of Itorero done											
Activities											
1.4.1 Conduct research action on the activities of Itorero in	At least 1 research conducted every 2 years	0	3	NIC Report	Board of Commissioners						500 000 000

the light of vision 2020, EDPRS and MDGs,...																			
1.4.2 Assess the impact made by Itorero ry' Igihugu in the Rwandan society	At least 1 researched conducted every 2 years	0	2	NIC Report	Board of Commissioners														200 000 000
1.4.3 Improve and update training modules	% of updated training modules	0%	100%	NIC Report	Commissioner in charge of Mentoring, MMU														100 000 000
1.4.4 Learn from best practices drawn from research works, national and international conferences and study visits	% of the Commission staff sent for study visits missions in other countries	0%	50%	NIC Report	Board of Commissioners														500 000 000
Output 1.5: Coordination, monitoring and evaluation of Itorero activities done.																			
Activities																			
1.5.1 Set up technological information management system for information gathering, coordinating, monitoring and monitoring of activities of the National itorero Commission	Software equipment, Website, social media, Tele-conference, JOC, interface communication system, telephone-user group, IT infrastructure linking the National Itorero Commission to the decentralized structures.	0	By 2014	NIC Report	Executive Secretary, MMU, NSU, VU														500 000 000

1.5.2 Prepare the national strategic plan for the promotion of the cultural of ubutore and self-esteem/dignity at all levels,	National strategic plan document on the promotion of ubutore cultural self-reliance and self-esteem/dignity validated	0	By 2014	NIC Report	Board of Commissioners					50 000 000
1.5.3 Monitor how the culture of ubutore is mainstreamed in the planning and reporting of public institutions, civil society and Non-Governmental Organizations	% of institutions whose plans and reports reflect the culture of Ubutore is mainstreamed	0%	50%	Raporo NIC	PME unit					50 000 000
1.5.4 Organize annual meetings for Itorero self-assessment	Annual institutional report	0	5	Raporo NIC	Board of Commissioners					75 000 000
1.5.5 Prepare annual, quarterly and monthly activity plans and related budget	Annual activity plan Document	1	5	NIC Report	Board of Commissioners, Executive Secretary					50 000 000
1.5.6. Prepare annual tender/ procurement schedule	List of tenders published each year	0	5	NIC Report	Executive Secretary					10 000 000
1.5.7 Disseminate the activities of Itorero among Rwandans (Radio and TV publicity spots, and other media means,...).	Number of publicity spots and messages published in media each year	Radios, TVR,etc.	Weekly spot	NIC Report	Board of Commissioners, Executive Secretary					150 000 000

Outcome 2: The culture of Ubutore, self-reliance and self-esteem/dignity promoted and entrenched among Rwandans;

Output 2.1: Rwandan cultural values and observance of taboos instilled and promoted among Rwandans.

Activities										
2.1.1 Put in place updated and regular sensitization mechanisms for Rwandans to promote and uphold values found in the Rwandan culture. (Drama series TVR-message, ...);	% of Rwandans sensitized on Itorero programmes	50%	80%	NIC Report	Board Commissioners of					500 000 000
2.1.2 Sensitize leaders at all levels of leadership, to play a visible and exemplary role in promoting Rwandan cultural values.	% of institutions which participated in meetings with leaders of NIC	10%	80%	NIC Report	Board Commissioners of					500 000 000
2.1.3 Monitor mentoring process at all levels (village, schools and places of work).	Cumulative % increase of Rwandans mentored	1%	10 % each year	NIC Report	Commissioner in charge of Mentoring, MMU					500 000 000
2.1.4 Design and refine training modules relevant to each particular level	% of modules prepared/updated for each group of Intore each year	30%	100%	NIC Report	Commissioner in charge of Mentoring, MMU					500 000 000
2.1.5 Organize and mentor Intore in specialized groups including Rwandans in the diaspora	Number of special groups trained each year	28	50	NIC Report	Commissioner in charge of Mentoring, MMU					5 000 000 000

2.1.6 Organize and conduct consultative annual meetings with institutions that are responsible for promoting and upholding of the Rwandan cultural values	Annual Institutional report	0	5	NIC Report	Board Commissioners of							75 000 000
2.1.7 Appoint Custodians of cultural values at all level	% of institutions which appointed custodians of cultural values	0%	100%	NIC Report	Board Commissioners of							100 000 000
2.1.8 Organize and celebrate the month of cultural values	Theme for the month of cultural values in each year	0	5	NIC Report	Board Commissioners of							500 000 000
Output 2.2 : Mentor of Intore trained												
Activities												
2.2.1 Prepare and refine training modules relevant to a specific group of participants, and to disseminate them.	Number of modules for each group of Intore trained.	36	50	NIC Report	Commissioner in charge of Mentoring, MMU							500 000 000
2.2.2 Select and train Intore Mentor	Number of trainers of intore trained according to each level	284 207	1000 000	NIC Report	Commissioner in charge of Mentoring, MMU							150 000 000
2.2.3 Organize and monitor training of Intore Mentors at district and national levels	Number of training attended each year	28	300	NIC Report	Commissioner in charge of Mentoring, MMU							500 000 000

Output 2.3 : Functioning of Intore streamlined									
Activities									
2.3.1 Update and disseminate Intore's code of conduct	% of institutions that implement the code of conduct of Intore in their functioning and in the way they collaboration with other institutions	0%	100%	NIC Report	Commissioner in charge of Mentoring, MMU, Districts				150 000 000
2.3.2 Monitor the implementation of Intore's code of conduct	Number of members of coordination committee who fulfill all requirements	0%	100%	NIC Report	Commissioner in charge of Mentoring, MMU, Districts				500 000 000
2.3.3 Train members of the coordination committees at district level and focal points at work places for specialized groups.	% of members of the coordination committee and focal point trained	0%	100%	NIC Report	Commissioner in charge of Mentoring, MMU, Districts				500 000 000
3.1.1. Outcome 3 : Fraternity, national identity and participation in national programs through Urugerero instilled and entrenched among the youth;									
Output 3.1 : The Rwandan youth sensitized on their participation and support to Urugerero activities									
Activities									
3.1.1. Use different communication methods to	Average number of Rwandans confirming	20%	80%	NIC Report	Commissioner in charge of National				500 000 000

disseminate information on Urugerero activities: - meetings with various categories of Rwandans - Radio and Television debates and informative discussions , - publicity spots - print media - Artistic Competitions on Urugerero programs	having, at least once, participated in Urugerero programs					Service, NSU					
3.1.2. Organize competitions based on Urugerero activities with the aim of identifying the best performers	. Average number of best practices in Urugerero selected at the national level	-	100	NIC Report	Commissioner in charge of National Service, NSU, Districts						500 000 000
3.1.3 Publically present Intore graduate of Urugerero to citizens at Umurenge level	Number of Urugerero best performers presented at national level each year.	-	150	NIC Report	Commissioner in charge of National Service, NSU, Districts						300 000 000
3.1.4 Publically Declare Urugerero Intore regiments who emerge as the best performers at a National presentation ceremony.	Number of Sectors that report having completed Urugerero programs each years	-	416	NIC Report	Commissioner in charge of National Service, NSU, Districts						150 000 000
3.1.5 Sensitize partners and stakeholders to participate in the preparation of various activities of Urugerero	Average of institutions which participated in meetings preparing urugerero	-	100	NIC Report	Commissioner in charge of National Service, NSU, Districts						150 000 000

Output 3.3: Urugerero income generating projects with the objective of supplementing resources provided by the government design

Activities											
3.3.1. Conduct a study to identify productive projects that can be done in Urugerero for the purpose of generating additional income to supplement what the Government provides.	Research documents on Urugerero income generating projects exist	0	By 2014	NIC Report	Commissioner in charge of National Service Unit, (NSU)						150 000 000
3.3.2 . Conduct a study to identify Urugerero needs par annum, and the obligation of each stakeholder	A study document indicating Urugerero needs is validated by Urugerero Coordination Committee meeting	0	5	NIC Report	Commissioner in charge of National Service Unit,(NSU)						100 000 000
3.3.3. Disseminate completed studies to the relevant organs and ensure their implementation	% of estimated contribution From partners and stakeholder indicated	0	50%	NIC Report	Commissioner in charge of National Service Unit, (NSU)						100 000 000
3.3.4 Make study visits in areas where Urugerero have their income generating projects	Number of countries where study visits were carried out	0	20	NIC Report	Commissioner in charge of National Service Unit, (NSU)						300 000 000

Output 3.4 Activities of Urugerero program monitored and evaluated

Activities											

3.4.1	Establishing monitoring mechanisms for monitoring Urugerero programs	Document clarifying mechanisms for the monitoring activities of Urugerero validated in the first annual meeting	-	By 2013	NIC Report	Commissioner in charge of National Service Unit, (NSU)														30 000 000
3.4.2	Acquire Information Management software that facilitate rapid information exchange on activities of Intore in Urugerero	Information management software exists	-	By 2014	NIC Report	Commissioner in charge of National Service Unit, (NSU)														300 000 000
3.4.3	Put in place mechanisms for evaluating urugerero activities and for determining their monetary value.	Mechanisms for evaluating urugerero activities and for determining their monetary value is in place.	-	By 2014	NIC Report	Commissioner in charge of National Service Unit, (NSU)														50 000 000
Outcome 4: The culture of volunteerism in development programmes promoted																				
Output 4.1 : Rwandans sensitized on their participation and support to the Volunteer Service programmes																				
Activities																				
4.1.1.	Use different communication methods to disseminate information on Volunteer services - meetings with various categories of Rwandans - informative Radio and Television programs, - publicity spots - print media	An estimate number of Rwandans who confirm having received, at least once, services from volunteers	20%	80%	NIC Report	Commissioner in charge of Volunteer Unit, (VU)														500 000 000

- Artistic competitions on volunteer service programs																			
4.1.2. Organize competitions based on Volunteer services with the aim of identifying the best performers	% of volunteers who participated in competition	0%	80%	NIC Report	Commissioner in charge of Volunteer Unit (VU)														500 000 000
4.1.3. Publicly declaring volunteer groups that emerge as the best performers at a National presentation ceremony.	Number of volunteers who received the best performer award at the national level	0	30 each year	NIC Report	Commissioner in charge of Volunteer Unit (VU)														300 000 000
4.1.4 Publicly present Volunteer groups that have successfully finalized their work to citizens at the National and District levels	Number of districts which included in their report, the activity of presenting volunteers who have completed volunteer services in their area.	0	30	NIC Report	Commissioner in charge of Volunteer Unit (VU)														300 000 000
4.1.5 Sensitize partners and stakeholders on organizing voluntary activities for various volunteer groups	Annual estimate of institutions that participated in meetings preparing voluntary activities.	0	100	NIC Report	Commissioner in charge of Volunteer Unit (VU)														150 000 000
Output 4.2: Functionality of various volunteer groups redefined																			
Activities																			

4.2.1. Prepare a guideline document defining procedures of participation in various voluntary services. (Students in tertiary institutions, public servants, private sector, Rwandans living in Diaspora, etc)	A guideline to how anyone who wants to join volunteer services can register in the service is validated	0	By 2014	NIC Report	Commissioner in charge of Volunteer Services' VU						50 000 000
4.2.2. Put in place clear mechanisms for management and coordination of volunteer services.	Information collection and exchange Software exists	0	By 2014	NIC Report	Commissioner in charge of Volunteer Services, VU						300 000 000
4.2.3. Organize an annual meeting at the national level to validate annual action plans for various voluntary services.	Document containing approved annual action plan exists.	0	5	NIC Report	Commissioner in charge of Volunteer Services, VU						75 000 000
4.2.4 Design training of trainers schedule for volunteer who are interested in training others.	Number of trained volunteers	0	10 000	NIC Report	Commissioner in charge of Volunteer Services, VU						500 000 000
Output 4.3: Volunteers' income generating projects with the objective of supplementing resources provided by the government designed											

activities of volunteers	monitored is available.				Services, VU						
4.4.2 Acquire Information Management software that facilitate rapid information exchange on activities of volunteers.	Software secured	0	By 2014	NIC Report	Commissioner in charge of Volunteer Services, VU						300 000 000
4.4.3 Put in place mechanisms for evaluating services provided by various volunteers groups and for determining their monetary value.	Mechanisms for evaluating services provided by various volunteers groups and for determining their monetary value exist.	0	By 2014	NIC Report	Commissioner in charge of Volunteer Services, VU						30 000 000
Outcome 5: Partnerships in the promotion of the culture of Intore, Urugerero program and volunteerism established											
Output 5.1 : Partnership and synergy between the National Itorero Commission and stakeholders built											
Activities											
5.1.1 Sign MoUs between the National Itorero Commission and stakeholders at various levels in what concerns training, Urugerero and volunteer service programs	Number of MoU signed	0	100	NIC Report	Board of Commissioners						300 000 000
5.1.2 .Sensitize Government Institutions, Non-Governmental Organizations(NGOs), Private	Number of the Commission's partner	40	140	NIC Report	Board of Commissioners						100 000 000

Sector and Religious Institutions on their support to activities of Intore	Institutions available.										
5.1.3 Organize annual meetings involving the National Itorero Commission and stakeholders at various levels (public and private sectors, civil society and religious institutions)	Number of meetings held	0	5	NIC Report	Board of Commissioners						50 000 000
5.1.4. Create online forum between the National Itorero Commission and stakeholders at national, regional and international levels	Online forum between the Commission and partners exists and is operational	0	By 2015	NIC Report	Board of Commissioners						300 000 000
Output 5.2: The culture of ubutore and volunteerism is mainstreamed in all national policy and programmes											
Activities											
5.2.1. Sensitize Government Institutions, Non-Governmental Organizations, Private Sector and Religious Institutions on mentoring their staff and associates and meet the require budget.	Number of institutions which trained staff and associates	0	50	NIC Report	Board of Commissioners, MINALOC, MIFOTRA, MINISANTE, MINAGRI MINICOM, RDF, RNP, PSF, RGB, DISTRICTS						500 000 000

5.2.2. Carry out advocacy campaign among Public Institutions, Non-Governmental Organizations, Private Sector and Religious Institutions their role to support activities of Intore	Number of institutions which provided support to Intore activities	NA	100	NIC Report	Board of Commissioners, MINALOC, MIFOTRA, MINISANTE, MINAGRI MINICOM, RDF, RNP, PSF, RGB, DISTRICTS						100 000 000
5.2.3. . Carry out advocacy campaign so that the culture of ubutore, self-reliance, self-esteem/dignity are reflected in the performance contracts at all levels in the life of the country	Number of district that included promotion of the culture of Ubutore, self-reliance and self-esteem/dignity in their performance contracts	0	30	NIC Report	Board of Commissioners, MINALOC, MIFOTRA, MINISANTE, MINAGRI MINICOM, RDF, RNP, PSF, RGB, DISTRICTS						100 000 000
5.2.4. Carry out advocacy campaign so that the culture of ubutore, self-reliance, self-esteem/dignity and voluntary services become the major knitting strands of all national programs	Number of national programs that reflect the culture of Ubutore, , self-reliance, self-esteem/dignity and volunteerism as foundation on which their activities are built	0	10	NIC Report	Board of Commissioners, MINALOC, MIFOTRA, MINISANTE, MINAGRI MINICOM, RDF, RNP, PSF, RGB, DISTRICTS						100 000 000
Total											32 152 000 000

CHAPTER 4: IMPLEMENTATION OF THE STRATEGIC PLAN (2013-2017)

The Board of Commissioners and staff of the National Itorero Commission will play a key role in the implementation of this Strategic Plan, especially in its coordination and information gathering in the framework of ensuring respect of guidelines under this Action Plan by all partners and stakeholders involved, and for ascertain that the Commission meets its set objectives.

In order to implement this Five Year Strategic Plan, the National Itorero Commission will have to improve its partnership approach in terms of communication with stakeholders and partners at the national and district levels. The sooner this Strategic Plan is launched and dissemination at the national, grassroots and partnership levels, the better for its speedy implementation.

1.7.

1.8.4.1. Partners' role in the implementation of this Strategic Plan

Much as the National Itorero Commission is responsible for the technical part of the implementation, other partners also have the obligation of playing their part to ensure success of the implementation of this Strategic Plan in the next five years (2013-2017).

The Ministry of Local Government (MINALOC) is the line Ministry of the National Itorero Commission, and it provides the guiding policy which the Commission follows to ensure it attains its principal objective of molding a patriotic Rwandan, characterized by Rwandan cultural values and taboos and who has the quality of Ubutore (nobility of heart).

The National Itorero Commission's major partners in the implementation of this Strategic Plan include various Ministries, grassroots administrative entities from village up to district level, Government institutions, Private Sector, Non-Governmental Organizations and Religious institutions.

Table 1: Proposed Implementation Role of Partners of the National Itorero Commission

Institution	Responsibility	Partner's role in the implementation of this Strategic Plan
Ministries	Design the political policy and guidelines relating to each Ministry's attributions.	<ol style="list-style-type: none"> 1. Mentor each Ministry's staff and partners on the promotion of cultural values, self-reliance and self-esteem/dignity; 2. Decide upon and plan activities in which youth involved in National Service can participate in and ensure they secure a budget for them; 3. Mainstream the culture of Ubutore and volunteerism in the Government policy and programs and secure a budget thereof; 4. Put in place mechanisms for receiving and integrating volunteers in their services and involve their own staff in volunteer services where there is need.
Grassroots Entities	Implement national policies as prescribed at the national level.	<ol style="list-style-type: none"> 1. Refine the functionality of Itorero at village, schools and place of work levels in areas of their jurisdiction and encourage promotion of cultural values at family level; 2. Refine the functionality of Itorero at each level; 3. Assist Intore in carrying out self-assessment and identify best Intore performers at each level; 4. Organize and celebrate Intore week 5. Plan National Service activities appropriate to each groups; 6. Participate in monitoring and evaluation of National Service activities; 7. Mainstream volunteerism in their planning; 8. Put in place mechanisms for receiving and integrate volunteers in districts and involve districts' staff in volunteer services. 9. Present Intore activities in in each district's performance contract.
Government Institutions and National Commissions	Implementing Government policy and programs in relation to each one's prescribed attributions.	<ol style="list-style-type: none"> 1. Mentor each Institution's and Commission's staff and partners on the promotion of Rwandan cultural values, self-reliance and self-esteem/dignity; 2. Decide upon and plan activities in which youth involved in National Service can participate in and ensure they secure a budget for them. 3. Mainstream volunteerism in their programs 4. Put in place mechanisms for receiving and

		integrating volunteers in their services and involve their own staff in volunteer services where there is need.
Private Sector	Represent and advocate for their affiliate members with the purpose of promoting entrepreneurship as a means of stimulating economic growth	<ol style="list-style-type: none"> 1. Sensitize and have an active role in mentoring various groups in the private sector, on the promotion of cultural values, self-reliance and self-esteem/dignity; 2. Mainstream volunteerism in programs of the private sector 3. Put in place mechanisms for receiving and integrating volunteers in their services and involving their own staff in volunteer services where there is need.
Non-Governmental Organizations	Playing a tangible role in projects and programs that develop citizens of this country, and to sensitize them on their involvement.	<ol style="list-style-type: none"> 1. Sensitize and have an active role in mentoring various NGO groups, on the promotion of cultural values, self-reliance and self-esteem/dignity; 2. Sensitize Rwandans to participate in voluntary services; 3. Mainstream volunteerism in NGO projects and programs; 4. Put in place mechanisms for receiving and integrating volunteers in their services and involving their own staff in volunteer services where there is need.
Religious Organizations	Give clear guidelines in religious matters and getting involved in national developmental activities.	<ol style="list-style-type: none"> 1. Sensitize and have an active role in mentoring religious leaders and their followers on the promotion of cultural values, self-reliance and self-esteem/dignity; 2. Sensitize Rwandans to participate in voluntary services; 3. Mainstream volunteerism in their programs and religious based organizations (RBOs) 4. Put in place mechanisms for receiving and integrating volunteers in their programs and activities of their RBOs and involving their own staff in volunteer services where there is need.

4.1. 4.2. Coordination Strategy

The implementation of this Five Year Strategic Plan of the National Itorero Commission requires the synergy of various organs; be they governmental, private, NGOs, or religious. This therefore,

calls for coordination and communication strategies for the purpose of information exchange in the area of molding a Rwandan characterized by cultural values, self-reliance, and self-esteem/dignity.

The annual Action Plan of the National Itorero Commission will be woven with warps and wefts of outcomes, outputs, and activities contained in this Strategic Plan, detailing the activities that have to be executed in that years as well as the roles of each stakeholder.

The National Itorero Commission will, each year, align the implementation of its annual Action Plan with that of districts and other Government institutions.

The National Itorero Commission will, each year, organize a general meeting with its partners from various institutions (public, private, civil society and religious). The Commission will design a format for reporting, sharing best practices in the promotion of values, challenges and where advocacy is required for the purpose of diligent implementation of this Strategic Plan.

CHAPTER 5. MONITORING AND EVALUATION STRATEGY FOR THE IMPLEMENTATION OF THIS PLAN

4.2. Monitoring and Evaluation of the activities

Monitoring and evaluation of the implementation of this Strategic Plan is essential if we have to know whether the objectives set have been attained. The annual action plan based on the outcomes, outputs and activities contained in this Strategic Plan will have quarterly result indicators of activities done by every department of the NIC.

After two and half years of implementation, a Mid-Term deep and analytical evaluation will be conducted by experts. The results of this evaluation will help the National Itorero Commission review and adjust its plan for the subsequent two and half years in accordance with lessons learnt.

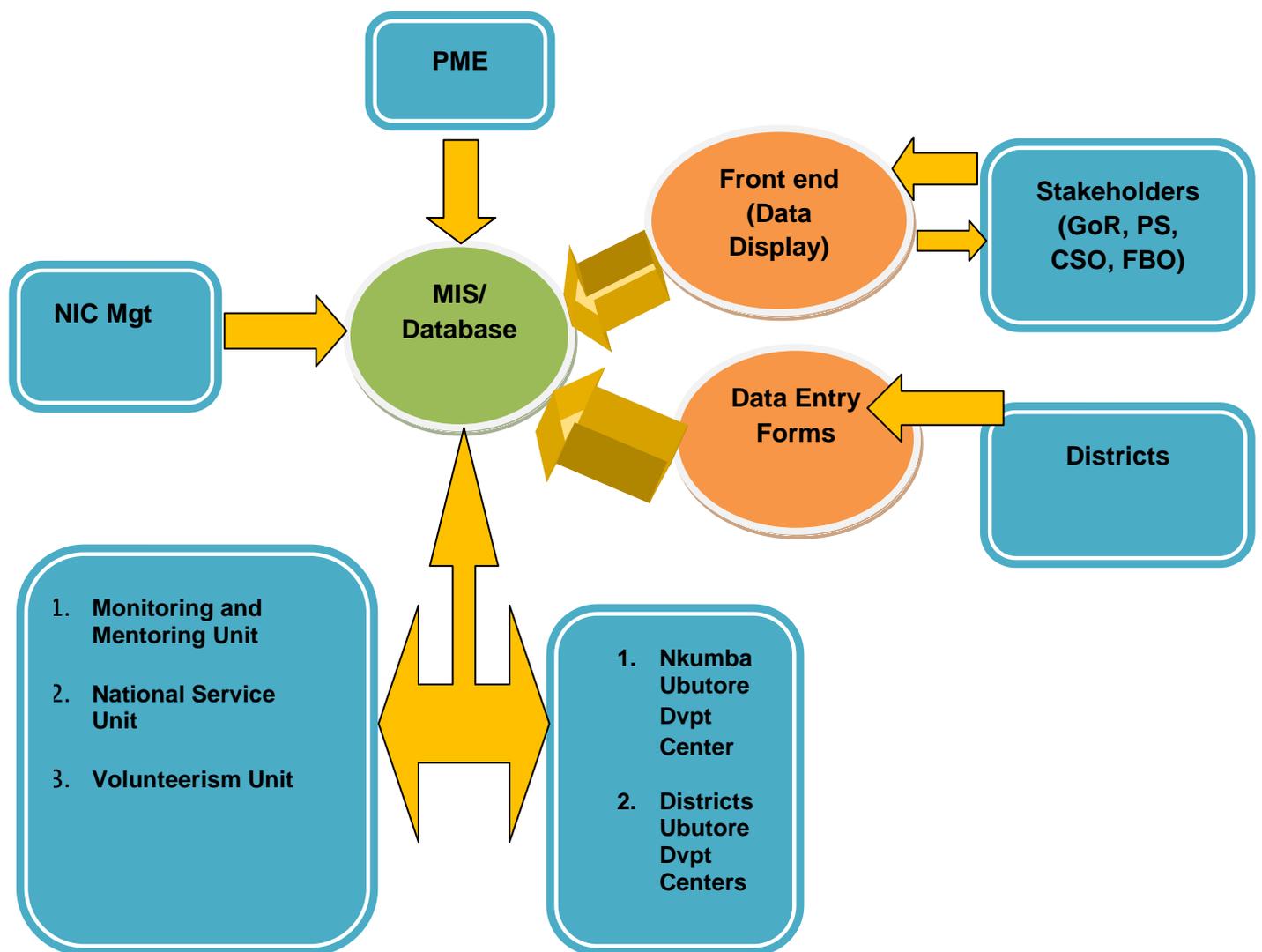
After five years of implementation, the NIC will again commission another thorough evaluation by experts to assess implementation extent and transformational impact on the society. The results of the five year evaluation will in turn provide the basis for the subsequent five year strategic plan 2017-2021.

4.3. Management Information System

Management Information System is crucial if the capacity of the National Itorero Commission has to be built. It will be vital therefore, to put in place a central database for all the departments of the Commission and its partners.

The Management of Information will be the responsibility of the ICT officer, but the information so received will be gathered and analyzed by personnel of Planning, Monitoring and Evaluation (PME). The diagram below illustrates suggested Management Information System for NIC.

MANAGEMENT INFORMATION SYSTEM (MIS)



This system of gathering information on programs of the National Itorero Commission will enhance transparency and coordination. It will also permit partners of the Commission to continuously access information on the activities of the National Itorero Commission.

The National Itorero Commission should approve this suggested Management Information System. Once approved, the leadership team and staff of the Commission will have to undergo user training course and it will be easier for partners of the Commission to transmit their related results.

4.4. Reporting system

Two reports are expected at the national level; quarterly and annual reports which synthesize reports from various departments of the Commission. These reports will include information on the implementation of this Strategic Plan at national and grassroots levels, in accordance with each technical department's annual plan of action. The reports must indicate challenges and recommendations that suggest what should be done to ensure better implementation. The National Itorero Commission shall provide the same reporting format to all districts so that all data from districts may be compared basing on the same indicators.

The manual of procedures of the National Itorero Commission will decide on a reporting format that should be used from village to district levels.

Each partner of the National Itorero Commission in the implementation of this Strategic Plan will prepare an annual report providing details on achievements and identified challenges in the follows format:

**Name of Institution/Organ:
Annual Report**

	Achievements	Non implemented	Challenges	Observation
Objective				
Outcome				
Output				
Activity				

These annual reports will inform in-depth evaluations which will be carried out after 2 and half years and later at the end of this Strategic Plan. This way the National Itorero Commission will have tools it can use to measure the level of achievement of objectives set in the present Strategic Plan (2013-2017).

CONCLUSION

The National Itorero Commission is an autonomous national institution established by the law, and it has the mandate to manage its own financial and human resources. This five year Strategic Plan (2013-2017) comes in place after the Task Force that had been given the responsibility of starting Itorero ry' Igihugu, has presented its achievements, including establishment of its structures from the national level down to the village level, mentoring various categories of Rwandans to uphold values enshrined in Rwandan culture, and training of Intore mentors for the sustainability and continuity of day to day mentorship of future generations of Intore.

Among the many attributions that the law gives to the National Itorero commission, there is that of organizing and monitoring Urugerero programs. Results achieved by the first group to participate in the Urugerero program in 2013, clearly indicate that Urugerero can be a catalyst for speeding up change of mindset among Rwandans in general and help to instill the culture of fraternity, self-reliance and dignity among the youth in particular. The National Itorero Commission was also given the responsibility of mentoring Rwandans on the culture of volunteerism.

The implementation of this Five Year Strategic Plan of the National Itorero Commission necessitates the synergy of various organs; be they governmental, private, NGOs, or religious. This, therefore, calls for coordination and communication strategies for the purpose of information exchange in the area of molding a Rwandan characterized by cultural values, self-reliance, and self-esteem/dignity.

Consequently, all partners and stakeholders involved in the implementation of this Strategic Plan, are requested to show their commitment by including in their planning, strategies that contribute to the molding of Rwandans characterized by common vision and values in the building of their unity and patriotism; Rwandans who have shared understanding of the country's development plan and their role in its implementation; strategies that aim at creating citizens who have the capacity, confidence and zeal to solve their own problems as they develop their country.

4.5.

4.6.

APPENDIX

Appendix 1. List of focal points in the elaboration of the strategic plan of the National Itorero Commission 2013-2017

Ministry/Institution/	Participant	Function	Telephone	Date
Itorero ry'Igihugu	RUCAGU Boniface	Chairman		15/03/2013
	NTIDENDEREZA William	Vice Chairman		18/03/2013 & 25/04/2013
	RUGEMINTWAZA Jean Nepo	Program Officer		08-10/05/2013
	Officials at central and district level	Staff		
Itorero ry'Igihugu	BAKUSI Alphonse	Mentoring Rwandans on Rwandan cultural values and taboos	0788592483	21/03/2013
	BAMPIRE Thacienne	Mentoring Rwandans on Rwandan cultural values and taboos		21/03/2013
	RUCAGU Boniface	Chairman		22/03/2013
	BAWAYA Sarah	Acting Director National Service Department	0788526344	25/04/2013
	Brigadier General BAYINGANA Emmanuel	National Service Coordinator	0788300719	09/04/2013
	NTIDENDEREZA William	Vice Chairman		25/04/2013
	RUGEMINTWAZA Jean Nepo	Program Officer		25/04/2013
RBC	KAYUMBA Pierre Claver	Acting Director General, Head of Medical Production and Procurement Department	0788309768	01/04/2013
NEC	MUNYANEZA Charles	Executive Secretary	0788305026	02/04/2013
PRO-	RUBONEKA Suzane	Action for peace	0788410933	02/04/2013

FEMMES		Campaign		
MINEDUC	NIYOMANA MICO Emmanuel	Planning officer	0788441068	03/04/2013
CNF	TUYISENGE Christine	Executive Secretary	0788505459	03/04/2013
	UWAMAHOLO Marie Marguerite	Capacity Building Unit	0788433731	03/04/2013
NURC	Dr Jean Baptiste HABYALIMANA	Executive Secretary	0788303271	05/04/2013
MIFOTRA	MUREKEZI Anastase	Minister	0252587540	05/04/2013
RNP	SP KARURANGA Emmanuel	H/Dchos & CPCs	0788359537 0788311703	16/04/2013
	IP NAHIMANA Damas	Staff Division DCLOS & CPS's	0788618302	16/04/2013
	AIP GAHONGAYIRE Rose	H/ Sensitization & Training	0788311707	16/04/2013
	GSGT MUNYAKAZI Schadrack	A/O Community Policing	0788311705	16/04/2013
MINALOC	MUNYESHYAKA Vincent	Permanent Secretary	0788848529	09/04/2013
Imbuto Foundation	MURUMUNAWABO Cécile	Deputy Country Director	0788302636	10/04/2013
	RUSERA Tessy	Youth program officer	0788504220	10/04/2013
Ngororero District	RUBONEZA Gédeon	Mayor	0788485627	15/04/2013
	MUKANTABANA Odette	District Itorero Coordinator	0788485627	15/04/2013
Ruhango District	MBABAZI François Xavier	Mayor	0788303140	16/04/2013
	MUGENI Jolie Germaine	Vice Mayor in charge of Social affairs	0788687861	16/04/2013
	TWAGIRIMANA Epimaque	Vice Mayor in charge of Economic development	0788690272	16/04/2013
	KALISA Alphonse	Director in charge of Good governance	0788833949	16/04/2013
	MUKABURANGA Frolida	District Coordinator of Itorero	0788687861	16/04/2013

	BUREZI Eugène	PS JADF	0788583151	16/04/2013
	KANUMA Vénuste	INKERAGUTABARA	0783119193	16/04/2013
	IP ABIJURU Angélique	NP	0788311719	16/04/2013
GAKENKE District	NZAMWITA Deo	Mayor	0788539458	17/04/2013
	UWITONZE Odette	Vice Mayor in charge of Economic development	0788760671	17/04/2013
	KAREKEZI Joseph	District Coordinator of Itorero	0788599041	17/04/2013
Kicukiro District	UWAYISABA Florence	Vice Mayor in charge of Social affairs	0788354659	17/04/2013
	RUTAGANDA André	Coordinator of Itorero ry'Igihugu at the district level	0788891533	17/04/2013
	UWICYEZA Espérance	Coordinator of the National Women Council	078958181	17/04/2013
	RUSAGARA Emmanuel	Sec/Officer	-	17/04/2013
	AIP TWIZEYIMANA Hamdun	District Community Liaison Officer NP	0788311708	17/04/2013
	MUGABEKAZI Marie Reine	NSS	0788477401	17/04/2013

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