

**MINISTRY OF EDUCATION
RWANDA TVET BOARD**

NYARUGENGE DISTRICT

TRAINER-TRAINEES' HANDOUT NOTES

MODULE: CITIZENSHIP-CCMCI301

TRAINER: TheoS

LEVEL: Three

ACADEMIC YEAR: 2025-2026

COURSE OUTLINE

UNIT1: DESCRIBE RWANDA COLONIZATION PERIOD

- 1.1 Causes of colonization are clearly identified in the line with historical background of Africa
- 1.2 Course of colonization of Rwanda
- 1.3 Assess the impacts of colonization of Rwanda
- 1.4 Criticize clearly the steps towards the independence of Rwanda

UNIT2: DISCUSS THE INDEPENDENT RWANDA

- 2.1 Discuss properly the 1st and 2nd republics' achievements and failures in the context of historical background of Rwanda
- 2.2 Analyze the role of 1990-1994 liberation war in the line with historical background of Rwanda
- 2.3 Explain clearly the consequences of genocide against the Tutsi(April-July1994) in the line with of historical background of Rwanda.
- 2.4 Examine properly the achievements of the Government of National Unity in the political context of Rwanda.

UNIT3. EXPLAIN PATRIOTISM AND HEROISM IN RWANDA

- 3.1 Define” Patriotism and Heroism” properly in ancient Rwanda in the line with Rwandan moral values
- 3.2 Identify properly the categories of Heroes in the line with Rwandan moral values.
- 3.3 Explain clearly the concepts of dignity and self-reliance in the line with moral and cultural context.

UNIT4: EXAMINE LEADERSHIP AND MANAGEMENT

- 4.1 Explain clearly the concept and styles of leadership in socio-political context.
- 4.2 Describe properly the characteristics of a good leader and challenges facing leaders in the socio-political context.
- 4.3 Explain clearly the concept and functions of management and characteristics of a good manager in the social and political context.
- 4.4 Explain clearly “Governance” in the social and political context.
- 4.5 Discuss adequately the relationship between leadership, management and governance in the socio-political context.

INTRODUCTION TO CITIZENSHIP

Origin of the word'' Citizenship''

Citizenship comes from the *Latin word for city*, because in the earlier days of human governments, people identified themselves as belonging to cities more than countries. Citizenship is more than merely living somewhere.

If you have citizenship, you have a whole set of rights that non-citizens might not have.

Meaning of citizenship

Citizenship refers to the condition or status of being a citizen, along with the rights, duties and privileges in the nation that someone belongs. Citizenship also means the status of a citizen with rights and duties.

The importance of studying Citizenship

Learning citizenship brings about many positive outcomes to both individuals and society in general. The following are the importance of studying citizenship:

- ✓ The skills and knowledge from citizenship education promote patriotism and nationalism.
- ✓ It also enhances cooperation and team work among the people in society.
- ✓ It promotes tolerance, unity and friendship among the members of society.
- ✓ It promotes peace and harmony in society.
- ✓ It equips people with critical thinking skills.
- ✓ It enables people to find out the solutions for their problems.
- ✓ It is the guidance for both leaders and citizens.
- ✓ It informs people about their duties and their rights.
- ✓ It is the mean by which government share the people its policies.

All in all, citizenship education is very important to the people of a nation and to a nation in general, as it basically promotes the spirit of patriotism and nationalism in whatever all the people do. So this is the reason why the module of CCMCI301 Comply with citizenship is necessary to be learnt in every trade of technical secondary school in Rwanda.

UNIT 1. RWANDA COLONIZATION PERIOD

1.1 Identification of causes of colonization

Colonisation means the practice or process by which the powerful countries directly or indirectly politically, economically and socio-culturally control weak countries and use their resources to increase their own power and wealth.

Germany and Belgium are European countries that colonized Rwanda. German colonization of Rwanda began with the coming of European explorers to Africa, this was around 1880s, the explorers' desire was to discover unknown facts like source of river Nile, this river drove many explorers to Africa. From 1856, the London society (England) had started to organise regular exploration missions to discover source of river Nile, some explorers who visited Rwanda include:

1. Sir Henry Morton Stanley (British)

He reached Akagera river in 1875, he named the river "alexandrine Nile" he traveled along the river and finally camped on island in lake Ihema, he later attempted to enter Rwanda, only to be stopped by Rwandan warriors, he abandoned his plans.

2. Dr Oscar Baumann (German)

He was another explorer, on his way from Burundi, he arrived in the southern Rwanda on 11/9/1892 he left 15/9/1892 his mission was just like Morton Stanley to find source of river Nile. His attempt to enter Rwanda was also unsuccessful as he was attacked and repulsed by Rwandese warriors at Nyaruteja (Bwanamukali)

3. Comte Gustav Adolf Von Götzen (German)

He was only successful explorer to enter Rwanda, he was German administrator and explorer, he led a caravan of 362 people and 17 soldiers, he entered Rwanda after crossing Akagera river above rusumo falls. Comte Gustav Adolf Von Götzen was guided by prince Sharangabo, the son of King Rwabugiri, he was later received by King Kigeli IV Rwabugiri on 25/5/1894 at Kageyo in Kingogo, VonGötzen stayed there up to 2/6/1894 before leaving in the direction of volcanoes, he did not only succeed to enter Rwanda, but also went on to become the first Governor General of East Africa and Rwanda.

German occupation of Rwanda

Von Götzen was followed by the second German mission led by Captain Ramsay who arrived in Rwanda on 20/3/1897 during the reign of King Yuhi Musinga. Ramsay was the regional military chief of Tanganyika-Kivu whose capital was Ujiji in Tanganyika, during this visit, Captain Ramsay gave King Yuhi Musinga the German Flag as symbol of German authority, from then, the German occupation of Rwanda became reality. This was

followed by German territory of Tanganyika-Kivu being divided into small regions. Rwanda-Urundi became a region with capital in Usumbura(Bujumbura) this region was placed under the control of Captain BETHE. This Captain had arrived in Rwanda in March 1898 at the royal residence of Gikwiko in the present day is in Kamonyi district. Von Götzen had a mission of signing an agreement with King Yuhi Musinga in which Rwanda would effectively become a German protectorate. This agreement eventually was concluded on 5/3/1898 and Rwanda was to be the 20th province in East Africa. The Musinga-BETHE agreement involved political administrative and military protection which the German Government was to effect.

CAUSES OF GERMAN & BELGIAN COLONIZATION TO RWANDA

A. POLITICAL CAUSES

1. Supremacy, Nationalism and prestige: Nationalism involves national identity and a superior feeling towards one's own nation European Nationalists love and support their countries for interests, as they feel strong and powerful, they controlled and colonized African countries for political, economic and military interests.

2. The role of Berlin Conference 1884-1885: during this time, African countries were distributed among European countries where Rwanda was given to Germany, this accelerated and contributed to the colonization of Rwanda.

3. The roles played by explorers and missionaries: The early explorers played the role of drawing the map of Africa and guiding colonial masters to come in Africa. The missionaries too played the role of educating Africans which made some of them the white men's interpreters.

B. ECONOMIC CAUSES

4. Industrial revolution in Europe: the development of industries in Europe led the Europeans to highly demand for raw materials, labours and market. German and Belgian too wanted minerals, trees, and other resources from Rwanda to use in their industries. They also wanted workers in their coffee and tea plantation as well as clients for their finished products.

5. Growing demand of tea, coffee, sugar and cacao: Europeans wanted to promote new crops in Africa such as sugar, tea, coffee...this was another factor for colonization

6. Need to invest the surplus capital: Continued production and supply manufactured goods led to massive profits to people who owned factories, these wealthy people wanted to invest their surplus income outside their countries because of competitions, this pushed them to look for markets in Africa.

7.Need for more land to settle their growing population: Germany as well as Belgium had excess population, they wanted a place to settle their people, colonizing Rwanda was seen to provide solution to this problem.

8.Need to decrease the unemployment rate: Germany and Belgium also experienced high unemployment rate, they wanted to provide employment opportunities for their unemployed people.

C. SOCIO-CULTURAL CAUSES

9.Need to civilize uncivilized Rwandans: Germans and Belgians considered Rwanda to be backward and therefore, they had a strong desire civilize Rwandans socially, economically and politically.

10.Need to spread Christianity in Rwanda: colonization of Rwanda was a way to spread Christianity by European missionaries, the missionaries were mainly Roman Catholics and Anglicans, they later established churches and missions.

11.The role played by mass media: newspapers, magazines, TV, radios,.... help to communicate, Europeans used mass media to publish power, economic, integrity and respect which accelerated pressure and economic competition with their neighbours and they controlled and explored resources through colonization African countries as solution

D.STRATEGIC CAUSES

12.Need to discover the source of river Nile: European explorers who came to discover new facts in Africa, they were also preparing for colonizers who came later, in short, exploration led to colonization.

13. Suitable climate of Rwanda attracted Belgians and Germans to colonise Rwanda.

14. Fertile soil of Rwanda attracted Germans and Belgians to come and cultivate different cash crops like tea, coffee, ...

1.2 Course of colonization of Rwanda

Phase I. Contact with the Europeans. 1875 to 1897

- **Coming of European explorers:** The European explorers had a strong desire to discover new facts (river Nile). **Sir Henry Morton Stanley** in 1875(British), **Dr Oscar Baumann** in 1892(German) and **Comte Gustav Adolf Von Gotzen** in (1894)
- **Coming of European missionaries:** those were part of African Missionaries Societies founded in 1868 by Archbishop of Algiers, cardinal Charles Lavigerie.

Phase II. Germany rule (1897 to 1916)

- **Military administration (1897-1907).**

This phase was characterised by occupation of Rwanda between 1897 and 1907. At the same time, the German government gave support to the local leaders to stop several revolts. Therefore, the military post at Shangi and Gisenyi were only meant to bring people in those areas under German rule and under the local Rwandan regime headed by King Musinga.

- **Protectorate Civil Administration Phase (1907-1916).**

The administrative services were transferred from Usumbura to Kigali and **Richard Kandt** was made the first Resident of Rwanda. Kandt was given the responsibility of establishing the civilian rule, conducting census, collecting taxes and creating a police force. Kigali was founded as the imperial residence. In addition to that, the German government provided military support to the local authorities to stop several uprisings like those staged by Ndungutse and his allies, Rukara and Basebya. It was during this period when the borders of Rwanda were demarked and first missionaries came.

During this period also Germany was defeated by Belgium in First World War, after defeat of Germany by Belgium in 1916, Belgians occupied Rwanda.

Phase III. Belgian Administration (1916 to 1962)

- **Military occupation (1916 to 1924)**

After the conquest of Ruanda-Urundi in 1916, German colonialists were replaced by the Belgian occupational troops. The troops were responsible for managing the country. The Belgian Military High Commander in charge was **J.P Malfeyt**. He was the first Belgian Royal High Commissioner in Rwanda. His residence was at Kigoma in Tanzania.

He was tasked to maintain order and public safety over all the territoires in Ruanda- Urundi. He was in charge of Belgian troops in the occupation of Rwanda. He played this role until the end of the First World War.

After the War, Rwanda once again fell under military regime, and was divided into military sectors. These were Gisenyi, Ruhengeri, Cyangugu and Nyanza.

Major De Clerk later was named as Resident in 1917. Later, he was replaced by F.van De Eede in 1919.

The following are some of the reforms introduced in Rwanda during the military administration:

- ✓ Systematic disintegration of the monarchy
- ✓ Undermining the Mwami's (King's) legal power
- ✓ Reduction of the Mwami's (King's) political power
- ✓ Abolition of Ubwiru and Umuganura
- ✓ Declaration of religious freedom
- ✓ Abolition of imponoke and indabukirano
- **Belgian Mandate (1924 to 1946)**

A mandated territory was a country or territory that was governed by another country based on the authority given by the League of Nations. The mandate may imply different forms of government varying from direct administration by the other country to being self-governing.

- **Belgian trusteeship (1946 to 1962)**

After World War II in 1945, the victorious nations created the United Nations Organisation (UNO) which replaced the League of Nations. This is because the League of Nations had failed to promote world peace. The principal mission of the UNO was to maintain peace and security in the world. By this time, *Rwanda's mandate regime was replaced by the trusteeship regime, although they were all under the Belgian authority.*

On 13th December 1946, the UNO and Belgium signed a Trusteeship Agreement on Rwanda. On April 29th, 1946, the Belgian Parliament approved it. *The UNO's mission was to help prepare Rwanda to reach autonomy before its independence.* Later on, the UNO began to visit every two years. The purpose of these missions was to hold discussions, examine together with the state holding trusteeship any petition arising from the administrated population and to assess the political situation of the countries under the trusteeship. Such missions in Rwanda were in 1948, 1951, 1954, 1957 and 1960. The UNO requested Belgium to assist her colonies for the political evolution.

1.3. Assess the impacts of colonization of Rwanda Impact of German colonization in Rwanda.

Their reign was short-lived, from 1897 to 1916. This was hampered by their defeat in the First World War in Europe and Rwanda respectively in 1916.

They made a little impact as discussed below:

a) Demarcation of Rwandan border.

On 14th May 1910, the European Convention of Brussels fixed the borders of Uganda, Congo and German East Africa. This included Tanganyika and Rwanda-Urundi. It is until 1918, under the Treaty of Versailles, that the former German colony of Rwanda-Urundi was made a Belgian protectorate by League of Nations. This led to demarcation of Rwanda's borders. The fixing was done using a map. Rwanda lost parts equal to one and half of its actual size.

b) Support to King Musinga (Mwami).

The Germans settled and helped the Mwami (King Musinga) gain greater nominal control over Rwandan affairs. They fought rebellions and defended his rule. The Germans used indirect rule in Rwanda that gave power to the King and local authorities.

c) Opening of Rwanda to outside world.

Dr Oscar Baumann came to Rwanda in September 1892. He was followed by Von Götzen in 1894. The latter led a voyage to claim the interior of Tanganyika colony. Thereafter, German colonialists and, missionaries arrived in Rwanda. Therefore, the initial visits of Baumann and Von Götzen is seen as the beginning of the opening up of Rwanda to the outside world.

d) Integration of Rwanda in world economy.

German colonisation of Rwanda led to *the export of large quantities of hides* and livestock. The exportation was mainly oriented towards European countries. This initiated a market economy in Rwanda.

e) Introduction of money

Money was introduced in Rwanda during the German colonisation of Rwanda. People used coin money, heller and rupees. Many Rwandans saw money as a replacement for barter trade in terms of economic prosperity and social standing.

f) Introduction of head tax

German colonisation of Rwanda led to the introduction of the head tax on male adult Rwandans.

g) Coming of European missionaries

The German colonisation of Rwanda led to the coming of European missionaries in Rwanda. Roman Catholic missionaries, led by the White Fathers, came to Rwanda in 1900. They were followed by the Presbyterian missionaries in 1907. This promoted Christianity in Rwanda.

Impacts of Belgian colonization in Rwanda

1. Political effects

a) Change in the traditional administration

Belgians used indirect rule as their administrative method. With this, they undermined the traditional powers of the Mwami (King) and reduced his position to being ceremonial. They rejected the ancient administration of Rwanda that was based on the functions of the three chiefs at igiKingi level. The former cattle, land and army chiefs were abolished and replaced with one chief. They reduced the powers of the King including barring him from appointing or dismissing his chiefs. Finally, King Yuhi V Musinga was deposed in 1931. This meant that the entire administration rested in the hands of Belgian administrators.

b) Formation of councils

During the Belgian administration, there was formation of councils. These were mainly to prepare Rwandans for autonomy that was to enable them gain total independence.

c) Formation of political parties

Belgian colonial rule led to the formation of political parties like PARMEHUTU, UNAR and RADER. These were to compete for power during the transition to democracy. However, this was not achieved at all.

2. Economic effects

a. Improvement in agriculture

There was transformation in crop cultivation as well as animal husbandry. For instance, they introduced new food and cash crops like cassava and coffee to solve famine and increase the volume of exports respectively. The growing of cash crops was compulsory so as to improve Belgian economy.

This was followed by introduction of research centres and animal breeding centres in places such as Karama (today in Bugesera District, Eastern Province), Songa and Rubona (today in Huye District, Southern Province).

These centres were meant to produce better quality seeds in food and cash crops, fast growing and drought resistant varieties as well as quality animal breeds.

However, they used forced labour (shiku) where people provided free labour on European gardens as well as plant coffee on their farms by law. Other cash crops introduced included cotton, tea and pyrethrum.

b. Generation of electricity

In the field of energy, from 1958, the dams were constructed to produce hydro-electric power. These included Mururu on Rusizi River and Ntaruka HEP stations (in Burera District, Northern Province).

c. Establishment of industries

Belgians were instrumental in the setting up of industries in Rwanda. Examples of such industries include BRALIRWA, a beer manufacturing company. After establishment, it officially started operating in 1959.

In addition, the management of the Breweries of Congo and Burundi, then under the management of Brasseries de Leopoldville (Brewery of Kinshasa), decided to build a brewery in the Western region of Rwanda (in Rubavu District) on the northern shores of Lake Kivu.

d. Introduction of commercial mining.

Mining activities started in 1930 with two main companies: RwandaUrundi Tin Mines Company (MINETAIN: Société des Mines d'étain du Ruanda- Urundi) and Muhinga-Kigali mining company (SOMUKI: Société Minière de Muhinga-Kigali) in 1934. Some other mining companies that were established include GEORWANDA and COREM.

e. Construction of roads.

In the 1920s and 1930s, Belgians constructed various roads to facilitate trade. However, European administrators generally overlooked the abuses of those officials who embezzled funds collected as taxes, road construction and human abuses in plantation farming.

f. Introduction of taxes.

Belgians also introduced the collection of taxes. The introduction of cash taxes instead of agricultural produce was intended to increase cultivation of coffee as a cash crop in their favour. This was very unfair because the majority were not employed and could not pay cash taxes.

g. The traditional manufacturing sector was discouraged.

Imported substitutes were encouraged hence replacing the locally produced products since they were of better quality than locally made products.

The imported goods included clothes, salt, knives and hoes. This led to poverty and suffering to local entrepreneurs.

h. Introduction of forced labour.

Many economic reforms that were introduced were implemented using the forced labour policy. However, this destroyed their aims because instead of solving the economic problems, they led to famines where the energetic people fled to the neighbouring countries to engage in paid labour.

3. Social effects.

i. Abolishment of traditional education.

The Belgian colonialists abolished traditional education through *itorero* and replaced it with colonial education. The Belgian colonial government in collaboration with missionaries established schools like GS Astrida, teacher training schools and seminaries.

ii. Establishment of health centres.

Belgians also set up health centres to take care of the people. The government hospitals established during the Belgian rule included the hospitals at Kigali, Butare, Nyanza, Kibuye, Gisenyi, Ruhengeri, Byumba, Kibungo and Rwamagana. Gishari Tuberculosis Centre was established by the Belgian colonial government in 1955.

iii. Construction of churches.

They also constructed churches in different parts of the country like in Kabgayi, Ngoma-Mugonero and Gahini. This was to facilitate the spread of Christianity.

Role of Belgian administration in promoting ethnic division among Rwandans.

The Belgian administration played a significant role in the birth and growth of division in Rwanda through their colonial policies. Here are some ways in which they promoted divisionism among Rwandans:

- ✓ **Divide and rule policy:** The colonial administration implemented policies that pitted ethnic groups against each other.
- ✓ **The use of identity cards:** In the 1930s, the Belgians introduced identity cards that specified the individual's ethnicity as either Hutu, Tutsi, or Twa. This categorization was often based on arbitrary criteria such as the number of cows a person owned. The introduction of identity cards formalized and institutionalized distinctions, making them an integral part of individuals' official identities.
- ✓ **Discrimination and segregations:** The Belgian administration implemented discriminatory policies that restricted social mobility based on ethnicity. This discrimination contributed to the formation of ethnic identities along socio-economic lines.

- ✓ **Political and administrative reforms:** The Belgian administration reforms aimed at weakening the power of the King and destroying Rwandan values.

These colonial policies had lasting effects on Rwandan society, sowing the seeds of ethnic tension and division. The consequences of these policies became tragically apparent during the 1994 Genocide against the Tutsi when ethnic tensions erupted into widespread violence and killing, resulting in the loss of over one million Tutsi.

1.4 Criticize clearly the steps towards the independence of Rwanda

1st step The formation of political parties: Gregoire Kayibanda founded political party “PARMEHUTU” Fr (Parti du Mouvement l’Emancipation Hutu) in English is “Party of Hutu Emancipation” he later changed it to MDR-PARMEHUTU in full “Republican Democratic Movement PARMEHUTU” in 1957 he wrote “Hutu Manifesto” while in 1959 Tutsi formed the UNAR Party. Fr “Union Nationale Rwandaise”, ENG “Rwandese National Union”.

2nd step The political crisis of 1959: Tutsi approx...150,000 including Mwami were exiled to neighbouring countries, Tutsis who remained were excluded from political power in state of becoming more centralized under Hutus power. revolution of 1959 marked the major change in political life of Rwanda

3rd step The communal elections of 1960: in 1960, Belgian government agreed to hold democratic Municipal election in Ruanda-Urundi, the Hutus majority elected Hutus representatives, such change ended the Tutsis Monarchy which had existed for centuries. **4th step The 1961 coup d’Etat of Gitarama:** occurred on 28/1/1961 in which the monarchy in Rwanda, then a part of Belgian mandate of Ruanda-Urundi was abolished and replaced with republican political system

5th step The 1961 referendum: On 25/9/1961, a referendum was held to establish whether Rwanda should become a republic or remain Kingdom. Citizens voted overwhelmingly for a republic. Dominique Mbonyumutwa was named the first president of the transitional government and Gregoire Kayibanda as prime minister, on 1st July 1962, Belgium, with UN oversight, granted full independence to the two countries. Rwanda was created as a republic governed by the majority MDR-Parmehutu, which had gained full control of national politics.

UNIT 2: DISCUSS THE INDEPENDENT RWANDA

2.1 Discuss properly the 1st and 2nd republics' achievements and failures in the context of historical background of Rwanda

The 1st republic's achievements 1962-1973

- ✓ **Establishment of financial institutions:** banks like Rwanda National Bank(BNR), Banque Rwandaise de Developement(BRD), Banque Commerciale du Rwanda
- ✓ **Construction of tarmac roads:** Kigali-Butare was to start in 1973, Kigali-Gatuna, Kigali- Rusumo, Kigali-Cyanika and beside construction of Kanombe Airport.
- ✓ **Increased number of schools:** primary in 1972 from 261306 to 425000, secondary from 23 to 63 and the first University started on 3/9/1963(National University of Rwanda)
- ✓ **Introduction of Rwandan Franc(money):** the franc became the foreign money of Rwanda during Belgian colonisation after switched German East African Rupee for Belgian Congo Franc
- ✓ **Markets were built in province to promote trade:** These were mainly for foods and clothes.
- ✓ **Growing cash crops:** coffee and tea were cultivated for Belgians to promote their exports.

Failures of the 1st republic 1962-1973

- a. Increased refugee's problem:** the republic refused the refugees return to Rwanda
- b. Corruption and Embezzlement:** officials were corrupt and illegal use of public funds
- c. Single party system/Only one political party(PARME-HUTU) in the country**
- d. Impunity culture:** not punishing criminals who violate human rights.
- e. Injustice:** unfairness and no justice in the country.
- f. Violence to Tutsi people:** killing, destroying Tutsi's properties.
- g. Nepotism and favouritism:** use AKAZU system, to favour people from Gitarama.
- h. Discrimination and divisionism:** exclude Tutsi from social services and political power.

Economic problems:

- ✓ Food insecurity caused by shortage of land became common.

- ✓ Lack of infrastructure and financial means to support decent standards of living,
- ✓ The poor functioning of the monetary and customs union between Rwanda and Burundi.
- ✓ There was a serious economic crisis due to deficits in balance of payments and inflation.

The achievements of the 2nd republic 1973-1994

- ✓ Opening Rwanda to outside of the world
- ✓ Introduction of new crops: maize, soya, rice, sugar cane, Irish potatoes and new varieties of cassava
- ✓ Farmers' cooperative to improve farming and animals husbandry
- ✓ Creation of supermarkets to improve trade. -Agricultural processing industries were founded (coffee, tea factories)
- ✓ Infrastructural development (King FAISAL Hospital, Amahoro stadium ,Kigali international Airport)
- ✓ Government started Banque Populaire du Rwanda BPR in 1975
- ✓ Dispensaries were transformed into Health centres
- ✓ National programme for fight against AIDS
- ✓ National programme for fight against Malaria
- ✓ Programme for Acceleration Primary Health Care

The Failures of the 2nd republic 1973-1994

- ✓ High level of corruption and public embezzlement
- ✓ Lack of Democracy
- ✓ Bad governance
- ✓ Nepotism, Favouritism, Regionalism
- ✓ Single political party(MRND) FR. Mouvement Revolutionaire National pour le Developpement ENG: National Revolutionary Movement for Development
- ✓ Use of violence against the opponents
- ✓ Violence of human rights
- ✓ Unsolved refugees problem
- ✓ Imprisonment and killing politicians of the 1st Republic
- ✓ Lack of freedom of speech and Press

2.2 ROLE OF 1990-1994 LIBERATION WAR

ANALYSIS OF THE 1990-1994 LIBERATION WAR

Liberation means maKing someone free. Rwanda liberation war was war that was fought to free the country from bad leadership. The Rwanda Patriotic Front (RPF)started the war on 1/10/1990 and ended 4/7/1994

CAUSES OF LIBERATION

- a. Increasing dictatorship in Rwanda:** During the Second Republic, only one political Party, MRND, was allowed as it was stipulated by the 1978 constitution. All the powers were concentrated in the hands of a small group
- b. Intimidation and killing of opposition politicians:** The regime of Juvénal Habyarimana did not tolerate any opposition. Any person who tried to oppose him suffered long prison.
- c. Negation of the question of refugees:** (The long exile) The first group of refugees were registered in 1959 after the unrest marked by violence and massacres against the UNAR members, mainly Tutsi, committed by PARMEHUTU with assistance from Belgian colonialists.
- d. Rwandan Diaspora rejected by neighbouring countries:**
- e. The rise of the charismatic leaders :** like H.E Paul Kagame and M G Fred Gisa Rwigema who love people and wanted to free citizens from bad governance of the 1st and 2nd Republics.
- f. The influence of NRM in Uganda:** Ugandan government provided support to Rwandan refugees during liberation war period 1990-1994(NRM National Resistance Movement)
- g. Ethnic and regional division:** Both the First and the Second Republics institutionalised ethnic labels (Hutu, Tutsi, Twa) in identity cards and the quota system (ethnic and regional equilibrium) administration, schools, the army, etc

2.3 COURSE /STEPS OF LIBERATION WAR 1990-1994

1st The foundation of the RANU and birth of the RPF Inkotanyi: Rwanda Alliance for National Unity was founded in 1979 in Uganda by Rwandan refugees to discuss a possible return to Rwanda, after Milton Obote's election of 1980 resulted in many Rwandan refugees joining Yoweri Museveni's NRA(National Resistance Army) during Uganda bush war, Obote denounced Museveni's NRA that is composed of Banyarwanda

2nd The military option: attempt to force all tutsi refugees into refugee camp failed in Feb 1982, this caused massive 40,000 Rwandan refugees back to Rwanda, Rwanda declared that they recognized 4,000 only of them as Rwandan nationals while Uganda declared that she would take back only 1,000 refugees and remaining 35,000 were left in legal limbo region near border where they lasted for years then many refugee youths joined the Museveni's NRA, two militant refugees were part of NRA members were also active members of RANU(Fred Rwigyema and Paul Kagame, by the time victorious NRA entered Kampala in 1986 about ¼ of its 16,000 combatants while Rwigyema was its deputy commander, after Museveni government was formed, Rwigyema was appointed deputy

minister of defense and deputy army commander-in-chief, Kagame was appointed acting chief of military intelligence, Rwandan refugees formed a disproportionate number of NRA officers because they had joined the rebellion early and thus accumulated more experience.

3rd The beginning of the Liberation: in Dec 1987, RANU held its 7th congress in Kampala and renamed itself the RPF (Rwanda Patriotic Front) dominated by Banyarwanda, the veterans of war, were far more militaristic than the original (Former RANU) : On October 1st, 1990, The first attack was in Umutara, but was not successful because of the death of Major General Fred Gisa Rwigema. The RPA was pushed from Umutara and they returned in Uganda, Paul Kagame who was in USA in military studies returned and took over RPF then restored guerrilla attacks however Rwanda army received war support from France, Belgium and Zaire).

4th War Attack on Ruhengeri (January 1991): they changed tactics by launching a guerrilla warfare in the northern region. On January 23rd, 1991, they captured Ruhengeri town and liberated the political prisoners who had been jailed in Ruhengeri prison. Among them, there were Theoneste Lizinde, Biseruka and Brother Jean Damascène Ndayambaje

5th Extension of guerrilla war (1991-1992): Guerrilla attacks focusing on the Byumba and Ruhengeri areas, gaining control of much of the north of the country in 1992, guerrilla attacks in north led to Pr Habyarimana start negotiation between Rwanda government and RPF

6th Peace process (1991-1993): On July 12th, 1992, a ceasefire was negotiated and signed in the Arusha Peace Agreement between the RPF and the Habyarimana Government, According to him the ceasefire was a mere piece of paper—rubbish—and thanked the Interahamwe killer militia of his MRND Party for the massacres they had committed, especially in the northern part of the country. This growing insecurity was one of the ways used by the Habyarimana regime to block the implementation of the Arusha Peace Agreement.

7th The end of the Liberation War and the campaign to stop the Genocide: On April 6th, 1994, the presidential plane was hit by a missile and President Habyarimana died. The downing of the plane was followed by genocide against the Tutsi and the killing of some Hutu who did not approve of the government's political extremism. It was the Rwanda Patriotic Front which stopped genocide. Stopped genocide. On July 19th, 1994 the Government of National Unity was formed.

EFFECTS OF LIBERATION WAR

1. The RPF assumed power in Kigali: the liberation war left the victorious RPF inkotanyi captured the power and put in place new government and started democracy, decentralization and unity among Rwandan people.

2. It revealed the weakness of the OAU and UNO:

3. Social reconciliation: There is promotion of National unity. Thanks to the Liberation War, many achievements were made in the national unity, justice, peace and security, and ending of segregation Rwandans are well-known all over the world as a good example of reconciliation, people living together on the same land, victims and criminals, after the 1994 genocide against the Tutsi.

4. Evacuation of foreigners from Rwanda

5. The loss of Francophonie's influence in Rwanda

6. Internal displacement: LW led to movement of people from one place to another while fighting between Rwandan army and RPF Inkotanyi

7. Loss of lives and The first effect of liberation war was the death of M G Fred Gisa Rwigema and other many soldiers were killed while fighting

8. Destruction of property: people's properties and infrastructures were damaged/destroyed

9. Psychological effect: liberation war resulted into some people having mental problems like trauma, depression,

CAUSES OF GENOCIDE AGAINST TUTSI 1994

i. Colonization: Belgian colonialists led to genocide against tutsi as they promoted ethnic groups in Rwanda (Hutu,Tutsi and Twa) with increased hatred between groups, they instilled genocide ideology among Rwandan people

ii. Bad leadership: 1st and 2nd republics did not respect human rights, the government favoured violation to Tutsi people instead

iii. Media of hatred: bad newspapers like RTLM which mobilized hutu people to kill Tusi people

iv. culture of impunity: Hutu people who committed crimes/violated tutsi people wrere not punished by government

v. The loss of cultural identity: before colonization Rwandan people had the feeling of Rwandan cultural identitywith moral values,with the Belgian mandate Rwandans lost those values linked them as one Rwandan

vi. The ethnic based ideology: there could be the escalating conflicts between ethnic groups, the Hutus considered Tutsi enemies and less human beings

vii. The social inequality: Kayibanda and Habyarimana's regime used nepotism and Akazu system where they favoured their families and people from the same region for good school, political positions and social services

THE MAJOR STEPS OF GENOCIDE AGAINST TUTSI 1994

1st Classification: distinguish people into ethnicity: such Hutu, Tutsi and Twa

2nd Symbolization: give symbols or colors to members of group to be killed,

3rd Discrimination: dominant group uses law, custom, political power to deny the rights of others

4th Dehumanization: one group denies humanity of other group, Hutus considered tutsi animals, snake, to show they have value as human being

5th Organization: genocide plan is usually organized by the state, often using militias to provide deniability of state responsibility

6th Polarization: extremists drive the groups apart, hate groups broadcast polarizing propaganda, motivation of targeting through mass media, laws may forbid inter- marriage, social interaction (intimidating, silencing and arresting the people who can stop genocide plan

7th Preparation: plans are made for genocide killings, perpetrators group leaders plan'' final solution'' -ethnic cleansing-purification-counter terrorism so they build armies, buy weapons and train troops and militias and leaders claim "if we don't kill them they will kill us" genocide as self-defense

8th Persecution: victims are identified and separated out because of their ethnic or religious identity, deaths lists are drawn up, victims may be forced to wear their identifying symbols.

9th Extermination: begin quick killing legally called "genocide" the killers don't think victims are fully human, rape is used as war tool, dead bodies are dismembered, here only rapid and overwhelming armed intervention can stop genocide

10th Denial: this is the final stage of genocide, the perpetrators dig up the mass graves, burn the bodies, try to cover up the evidence and intimidate the witnesses

EFFECTS OF GENOCIDE AGAINST TUTSI

- A. **Loss of lives:** many Tutsi victims (1,000,00) were killed during 100days by Hutu, this was very big problem to the country as it lacked intellectuals, doctors, teachers, engineers, merchants (men, women and children)
- B. **Destruction of property:** genocide against led to destruction of infrastructure and equipment, public properties like offices, communication lines, schools, and hospitals, and private properties such as houses.
- C. **It caused a lot of psychological trauma:** to a high level of trauma (mental problems). This situation was caused by sexual abuse and torture of the victims done by perpetrators/killers, and loss of family members, A climate of suspicion and mistrust also prevailed in the country. The Tutsi survivors of genocide could not interact with the Hutu whom they considered as the perpetrators
- D. **It led to existence of many social deprived groups:** during genocide Tutsi innocents were deprived either economically or socially (deprived person means a person with high risk of poverty, social exclusion, discrimination and disadvantaged in other benefits)
- E. **It led to economic decline:** as the most economic activities were destroyed and damaged also people took many days stealing, killing and destroying instead of working their usual activities, it caused high level of poverty in the country
- F. **It caused the imprisonment:** after genocide against Tutsi in 1994, of National Unity promoted Gacaca local court and the big numbers of genocidaires and perpetrators were sentenced by Rwandan court of justice for jail
- G. **It led to revival of traditional GACACA:** To judge a big number of alleged culprits of the 1994 genocide against the Tutsi, the Gacaca courts were created by Organic Law No. 40/2001 of 26/01/2001 published in the official gazette of the Republic of Rwanda on March 15th, 2001 in Rwanda as a solution to the crucial problem of a big number of the victims of genocide who were waiting for justice
- H. **Establishment of memorial sites:** memorial gardens provide a place for quiet contemplation about history of genocide against the Tutsi, they allow visitors to reflect on how we all have responsibility to prevent discrimination and mass atrocity
 - Kigali genocide memorial centre(Gasabo,Gisozi,250000 genocide victims were killed, are buried here)
 - Murambi genocide memorial site
 - Nyamata genocide memorial centre(Bugesera,Nyamata 25,000 genocide victims are buried here)
 - Nyanzagenocide memorial(Nyanza,holds graves more than 10,000 genocide victims are here)

- Bisesero genocide memorial(Karongi,Kibuye 40,000 victims are said to have died here)
- Ntarama genocide memorial,former catholic church where 5000 people were massacred,church genocide memorial site
- Nyarubuye genocide memorial site, church where 2000 Rwandan genocide victims were killed

2.4 EXAMINING THE ACHIEVEMENTS OF THE GOVERNMENT OF NATIONAL UNITY

a. Problems inherited by the new government:

i. There was insecurity: Although the RPF had captured power and a transitional government had been put in place the security situation was still fluid, with former government forces and Interahamwe militia still carrying out genocide against Tutsi in various part of the country

ii. Dislocated families: Rwandan refugees could return. Tens of thousands of internally displaced people, especially genocide survivors whose homes had been destroyed, were resettled and provided with basic housing facilities

iii. Public utilities had broken down: it was difficult establish infrastructures that provide people with social services such as hospitals, schools, markets

iv. Destroyed industries: The Rwandan economy and political situation before 1994 was marked by economic stagnation and high levels of poverty, mainly attributed to lack of vision, poor economic planning, mismanagement, embezzlement and corruption by the leadership

v. Employable Skills for Sustainable: government struggled to train and teach people skills which can help them for working effeciently in their domain/workplace

vi. Job Creation: Government of National Unity struggled to create job opportunities to Rwandans to restore economy, the people faced economic crisis

vii. Lack of man power: big number of intellectuals were massacred during genocide against Tutsi, it was problem a for new government to find man power (public servants) because others had been killed

Achievements of the Government of National Unity.

- 1. Good governance:** GNU removed all forms of inequality, injustice, violence and impunity culture and promoted democracy and put more effort to implement the following:
 - ✓ Decentralisation

- ✓ new constitution
- ✓ economic growth and development (MDGs,EDPRS,SDGs
- ✓ Imihigo(performance contracts)
- ✓ water and sanitation
- ✓ education for all people
- ✓ promotion of gender equality

2. Fighting corruption: GNU reinforced anti-corruption and established law that punish criminal like embezzlement (illegal use of public funds and corruption)

3. Safeguarding national security: Military strategies were devised to find solutions and eradicate the thousands of military groups and ex combatants who continued to torment and kill citizens.

4.Resettlement of the returnees: the refugees displaced in neighbouring countries, have returned back to Rwanda

5.Unity and reconciliation: Unity implies the indivisibility of the Rwandan people. GNU fought and eliminated all constraints to national unity such as ethnicity, regionalism, and discrimination. All citizens have equal access to economic resources and can claim equal political rights, the GNU, introduced several structures and programmes that were meant to correct past errors that led to war and genocide against Tutsi. These were: the National Commission of Human Rights, the National Unity and Reconciliation Commission, the Gacaca Jurisdictions, Commission Nationale de Lutte Contre le Génocide (CNLG), the National Itorero Commission, and Rwanda Demobilisation Commission.

UNIT 3: E PATRIOTISM AND HEROISM IN RWANDA

3.1 Description of patriotism and heroism

Definition of heroism and Patriotism

Heroism is a core value in Rwanda, and is celebrated annually on National Heroes Day, which takes place on February 1st. The day is a time to honor the brave men and women who have contributed to the country's development and to recognize the virtue of heroism.

Heroism in Rwanda is defined as the act of putting others first, even at the risk of one's own life, in order to promote the country's welfare. Some criteria for being considered a National Hero in Rwanda include:

- ✓ **Patriotism:** Loving and promoting the country's sovereignty, development, and unity
- ✓ **Sacrifice:** Denying personal interests to defend the public good
- ✓ **Courage:** Being known for acts of bravery that are appreciated by many
- ✓ **Truthfulness:** Being characterized by truth and defending it without fear
- ✓ **Humanity:** Being characterized by love for others

The Government of Rwanda established the **Chancellery for Heroes, National Orders, and Decorations of Honour (CHENO)** to identify and categorize Rwandan heroes and award them with medals of honor. Heroes are celebrated in three categories:

1. **Imanzi:** The supreme hero, who has demonstrated outstanding achievements

Characteristics of Imanzi include:

- Supreme sacrifice.
- Outstanding importance.
- Showing a good example.

Imanzi are mainly soldiers who died while fighting for our country. Examples are Major General Fred Gisa Rwigema and the Unknown Soldier who represents all the soldiers who died in the liberation struggle.

2. **Imena:** Heroes known for extraordinary acts for the country. Imena

is the second category of heroes after Imanzi.

Their characteristics include:

- Supreme sacrifice.

- High importance.
- Showing a good example.

This group consists of other Rwandans who did great things for the country. They are remembered and respected for their extraordinary acts. Examples of Imena are - **King Mutara III Rudahigwa**: he supported welfare of all Rwandans and fought for independence of Rwanda. - **Michael Rwagasana**: He refused to support divisionism. - **Agatha Uwilingiyimana**: She fought against tribal divisions and She refused to separate herself from the advocated for the rights of women. - **Sister Felicite Niyitegeka**: She refused to separate herself from the advocated for the rights of women. Tutsi families at Centre Saint Pierre in Gisenyi - **Nyange Secondary School students in Ngororero**: The students were attacked in 1997 in their school by genocidaires coming from the Democratic Republic of Congo (then Zaire). The genocidaires forced the students to divide into ethnic groups. The students refused, saying they were all Rwandans and did not have ethnic groups. The militia killed six of them.

3. Ingenzi: Heroes who are still alive and are known for their good ideas or outstanding achievements.

HEROES' DAY: in Rwanda we celebrate 1/2/ every year as Rwandan heroes' day to remember the outstanding achievements, patriotism and sacrifice of Rwandans who died while fighting for the nation.

Concept of Patriotism: Case Study of Rwanda

Patriotism is typically understood as love for and devotion to one's country, often manifesting in pride, loyalty, and a willingness to sacrifice for the nation's well-being.

Rwanda's tragic history, especially the 1994 genocide, has shaped the nation's conception of patriotism in unique ways.

1. Historical Context of Rwanda's Patriotism

Rwanda's pre-colonial era was characterized by a relatively unified Kingdom with a strong sense of collective identity. However, during the colonial period (first under Germany, and then Belgium), colonial rulers introduced a divide-and-rule strategy, exacerbating/intensifying ethnic tensions between the Hutu majority and the Tutsi minority. This strategy was reinforced through identification cards that categorized people based on ethnicity, creating an enduring/lasting societal divide.

Colonial rule did not foster a sense of national patriotism in the traditional sense but rather reinforced ethnic divisions. The emphasis on ethnicity led to a lack of unity and set the stage for future conflict.

The Role of the Rwandan Patriotic Front (RPF)

After the genocide, the Rwandan Patriotic Front (RPF), took control of the country. The RPF, led by Paul Kagame, emerged as a key political force that would guide Rwanda's transformation. **The RPF promoted a new, inclusive vision of patriotism**, one that transcended ethnic boundaries. Their call for unity focused on the idea of "Rwandanness" rather than ethnicity, and they set about building a unified, peaceful nation from the ruins of the past.

Key elements of post-genocide Rwandan patriotism

Unity over ethnicity: The RPF sought to eradicate ethnic identity as a political tool. The government abolished ethnic-based classifications and focused on fostering a sense of shared national identity. National unity was framed as a collective responsibility, and patriotism was seen as loyalty to a unified Rwanda rather than to any specific ethnic group.

Forgiveness and reconciliation: Rwanda's post-genocide period involved efforts at healing and reconciliation. The government introduced the Gacaca court system, which focused on community-led justice and reconciliation, encouraging perpetrators of genocide to confess, ask for forgiveness, and reintegrate into society. The emphasis was on moving beyond the past, although this was often controversial, as many victims felt that justice was not adequately served.

National symbols and values: Patriotism in post-genocide Rwanda was also promoted through national symbols such as the flag, the national anthem, and the national motto "Unity, Work, and Patriotism" ("Ubumwe, Umurimo, n'Ubwitange"). These symbols were used to inspire a collective sense of purpose and identity, often emphasizing Rwanda's remarkable recovery and development despite its traumatic past.

Economic development as a form of patriotism: Economic growth and modernization became central components of Rwanda's post-genocide patriotism. Under Kagame's leadership, Rwanda achieved significant economic growth, improved infrastructure, and lifted millions out of poverty. Citizens were encouraged to see their personal success as tied to the success of the nation. National pride was not only linked to unity and peace but also to tangible economic progress.

National service and citizen responsibility: The government encouraged active participation in community development, military service, and national projects as patriotic acts. Programs such as Umuganda (community service) became symbols of national pride, where citizens gathered to work together on various public projects, from infrastructure development to environmental preservation.

EXPLANATION OF CONCEPT OF DIGNITY AND SELF-RELIANCE

Definition of dignity and self-reliance

Dignity: means receiving respect from people and an individual's belief in his ability to do what is good.

Self-reliance means being independent also means making personal choices, rather than allowing other people to decide for you.

Dignity: It is a condition of being worth of respect, esteem or honour.

Self-reliance: is a state of being independent in all aspects. The independence could be social, political or economic.

Importance of Dignity and Self-Reliance in Rwandan Society

a. They caused a sense of togetherness and love for one another. Dignity and self-reliance have played a critical role in fostering a culture of unity in Rwanda. These values encourage individuals to treat each other with respect and dignity, regardless of their backgrounds or experiences. This sense of togetherness is vital for building a harmonious society where people care for one another and work together for common goals.

b. They have played a big role in the economic development of Rwanda. Every Rwandan feels that it is their duty to develop their own country. The values of dignity and self-reliance are directly linked to Rwanda's economic development. Citizens are encouraged to take personal responsibility for their own well-being and for the nation's prosperity. This sense of duty has fueled Rwanda's impressive growth, with individuals contributing to both local and national development efforts.

c. They led to the promotion of peace and stability among Rwandans. People learn to respect and live in harmony with each other. By emphasizing dignity and self-reliance, Rwandans have been able to promote peace and stability in their society. These values encourage mutual respect and collaboration, which in turn fosters social cohesion and minimizes conflicts. Living in harmony has been key in overcoming the divisions that characterized the country's past.

d. Rwanda has been able to fight the bad history of tribalism/ethnic groups from the 1950s and early 1990s. Rwandans now work together towards the development of their nation.

The focus on dignity and self-reliance has allowed Rwandans to overcome the ethnic divisions that once plagued the country. In the aftermath of the genocide, these values helped break down the walls of tribalism, promoting a shared national identity that transcends ethnic differences. Now, Rwandans work as one toward the country's development.

e. They have also helped to reduce income inequalities among Rwandans. Rwandan society looks forward to dignifying every member, meaning that the rich help the poor.

Dignity and self-reliance have been central in addressing economic inequality in Rwanda. The government and society emphasize that no Rwandan should be left behind. Wealthier individuals and communities often contribute to uplifting those in need, thereby promoting a more equitable society.

f. They reduced the dependency ratio on the government. Some issues are addressed by the citizens through various campaigns such as 'Bye-bye Nyakatsi,' Kuremera, and the Agaciro Development Fund.

Rwanda's emphasis on dignity and self-reliance has reduced citizens' dependency on the government. Programs like Bye-bye Nyakatsi (the campaign to eliminate grass- thatched houses), Kuremera (youth self-help programs), and the Agaciro Development Fund (a national solidarity fund) empower citizens to take responsibility for their development, thus lessening the burden on state resources.

g. Rwanda has been able to provide basic services to its citizens. For example, under Ubudehe, vulnerable Rwandans are given priority in terms of education. Through initiatives like Ubudehe (a poverty eradication program), dignity and self-reliance have allowed Rwanda to better allocate resources to its most vulnerable citizens.

Prioritizing those in need for access to basic services, such as education, health care, and housing, has been essential in ensuring no one is left behind in Rwanda's development.

h. Dignity and self-reliance have increased patriotism among Rwandans. The population has developed extreme love for homemade products. As Rwandans embrace dignity and self-reliance, they have also developed a strong sense of national pride. This is reflected in their growing preference for locally made products, supporting the “Made in Rwanda” campaign, which promotes the use of domestic goods and services as part of the country's broader nationalistic and economic strategies.

Importance of International Cooperation in Respect to Rwanda’s Aspirations

- 1. They are a source of employment for people, law governing labor, etc.** International partnerships provide job opportunities and ensure that labor laws are upheld, helping to improve the standard of living for Rwandans.
- 2. They help in providing education to people, which helps the country to develop (e.g., UNESCO).**
International organizations such as UNESCO assist Rwanda in providing quality education, which is key to the country's long-term development.
- 3. They help to alleviate suffering in times of disasters such as earthquakes, floods, drought, and wars.**
International cooperation plays a vital role in responding to natural and man-made disasters, helping Rwanda deal with emergencies and providing relief when needed.
- 4. They help to promote healthcare for people (e.g., WHO).**
The World Health Organization (WHO) and other international bodies support Rwanda’s healthcare system, helping to improve access to medical services and combat diseases.
- 5. Some help people to secure financial stability, facilitate international trade, and eradicate poverty in the world (e.g., IMF).**

The International Monetary Fund (IMF) and other global financial organizations contribute to Rwanda's economic stability and development by supporting trade, providing loans, and working to reduce global poverty.

6. Some help to promote human rights (e.g., UN).

The United Nations (UN) and other international institutions play a key role in advocating for and protecting human rights, ensuring that Rwanda's citizens are treated with dignity and respect.

7. Some contribute to maintaining security for people (e.g., UN). International cooperation helps maintain security in Rwanda, especially through peacekeeping missions and strategic partnerships with organizations like the UN.

8. Some provide support to labor/jobs, laws, and rights (e.g., ILO).

The International Labour Organization (ILO) supports Rwanda in improving labor conditions, upholding workers' rights, and ensuring fair wages for all citizens.

9. Some provide support to children (e.g., UNICEF).

The United Nations Children's Fund (UNICEF) supports programs that focus on the welfare of children in Rwanda, particularly in education, health, and child protection.

Activities for the Promotion of Dignity and Self-Reliance (Homegrown Solutions/Initiatives)

a. Abunzi

Abunzi are community mediation committees created in 2006 to resolve conflicts through community participation. These committees decentralize justice and promote conflict resolution at the grassroots level.

b. Girinka Program (One Cow per Poor Family)

Launched in 2006, Girinka is a program aimed at fighting malnutrition, reducing poverty through dairy farming, and improving agricultural productivity through the use of manure. Each poor family receives a cow to improve their economic and nutritional status.

c. Agaciro Development Fund

Started in 2012, this is a solidarity fund initiated by Rwandans to improve the country's financial autonomy. The goal is to reduce dependency on foreign aid and empower Rwandans to invest in their own development.

d. Itorero

Established in 2007, Itorero is a civic education program designed to train leaders from all sectors of society, including teachers, students, politicians, and community leaders. The program focuses on Rwandan values, unity, and reconciliation.

e. Ubudehe

This is a poverty eradication programme under the ministry of finance. A pilot programme was launched in 2001. The official launch was in 2004. It is a culture of collective action and solidarity to solve problems of poverty by people themselves. This is done by categorising Rwandans into different income groups according to self-sustenance. The poor are given priority in terms of health insurance, education, electricity, water supply and even accommodation.

f. Umuganda (National Community Service)

Every last Saturday of the month, Rwandans engage in Umuganda, a communal activity dedicated to cleaning and rehabilitating the environment. It is a national tradition that strengthens social bonds and encourages citizens to contribute to public welfare.

g. One-Dollar Campaign

Rwandans living in the diaspora initiated the One-Dollar Campaign to raise funds for supporting survivors of the genocide. Contributions were used to build houses for students and other vulnerable groups.

h. Ishema Ryacu

Launched in 2015, this initiative was in response to the arrest of General Karenzi Karake. The fund was established to support his legal defense and restore national pride.

i. Ndi Umunyarwanda

The Ndi Umunyarwanda program was launched in 2013 to promote unity, reconciliation, and national healing after the 1994 genocide. It focuses on truth-telling, mutual trust, respect, and the shared responsibility of all Rwandans to build a better future.

j. Gacaca

Gacaca was a traditional communal justice system revived after the genocide to address crimes committed during the 1994 genocide. It allowed communities to participate in justice and reconciliation, promoting healing.

k. Kuremera

This initiative aims to solve unemployment, particularly among youth. The government initially provided financial support to young Rwandans to start self-help projects, which have grown into local-level development initiatives.

l. Promote Made-in-Rwanda

The "Made-in-Rwanda" campaign encourages the production and consumption of locally made products. This initiative helps reduce reliance on imports, supports local businesses, and contributes to Rwanda's economic independence.

Challenges to Dignity and Self-Reliance

While dignity and self-reliance are core values, Rwanda faces several challenges:

1. **Social divisions** between different groups, such as farmers, businesspeople, and educated vs. non-educated citizens.
2. **Health and education challenges**, particularly in rural areas.
3. **Rwanda's landlocked status** limits its ability to trade efficiently with other countries.
4. **Lack of natural resources**, hindering industrial development.
5. **Low levels of production** in certain sectors.
6. **Political instability in neighboring countries**, such as Burundi and the Democratic Republic of Congo, which can affect Rwanda's security and economic relations.

Ndi Umunyarwanda program

Ndi Umunyarwanda ("I am Rwandan") is an initiative started by President Paul Kagame in 2013 to foster a shared Rwandan identity. The program aims to:

- Promote understanding of Rwandan history.
- Foster reconciliation and unity.
- Restore the dignity of the Rwandan people.
- Encourage mutual respect, trust, and collaboration for a better future.

The program emphasizes **truth, tolerance, self-respect**, and **teamwork**, all key elements in rebuilding Rwanda's society.

Ndi Umunyarwanda teaches about the following points:

- Self-respect
- Truth and tolerance
- Helping each other

- Listening
- Humility
- Patriotism
- Team
- Trusting each other

UNIT 4: EXPLANATION OF CONCEPT AND STYLES OF LEADERSHIP

4.1 Concept of leadership

Leadership is the act of being in charge of others. It involves guiding and motivating people to work together toward achieving common goals. A leader takes responsibility for their team or organization, making decisions, providing direction, and inspiring action.

Leadership styles

a. The Authoritarian/Autocratic Leadership:

In this leadership style, the leader holds the power to make decisions alone and has total authority over the group or organization. They give clear instructions and expect full compliance.

b. Paternalistic Leadership:

In this style, the leader acts like a father figure, taking care of the needs of the followers while maintaining a level of control. The leader offers guidance and support, but expects loyalty and respect from their subordinates.

c. Democratic Leadership:

This leadership style involves the leader engaging with others in the decision-making process. The leader values the input of team members, and decisions are made collectively, promoting collaboration and shared responsibility.

d. Laissez-faire Leadership:

The leader adopts a hands-off approach, allowing individuals or groups to make their own decisions. This style grants greater freedom and responsibility to the people, often leading to high levels of independence and self-motivation.

e. Transformational Leadership:

A transformational leader motivates and inspires followers by creating a vision of the future, encouraging innovation, and fostering an environment where people can achieve their full potential.

f. Bureaucratic Leadership:

This type of leader strictly adheres to rules and procedures, ensuring that tasks are carried out according to established protocols. While this style can be effective in high-risk or regulated environments, it may also stifle creativity and innovation.

g. Charismatic Leadership:

Charismatic leaders are well-liked and can inspire and motivate people through their personal charm and vision. They appeal to their followers' emotional side, leading by creating energy, enthusiasm, and a sense of purpose.

h. Servant Leadership:

A servant leader prioritizes the needs of others, helping people achieve their goals. This leader works for the benefit of others and sees leadership as a tool for serving the community or organization.

Note:

In society, there are different types of leaders, including:

- **Religious Leaders**
- **Cultural Leaders**
- **Civic Leaders** (Civic leaders form part of the government)

Description of the characteristics of a good leader

A good leader embodies a range of positive traits and behaviors, including:

- | | |
|--------------------------------------|-----------------------------|
| • Honesty | • Problem-solving abilities |
| • Competence | • Effective communication |
| • Forward-looking | • Integrity |
| • Inspiring | • Accountability |
| • Intelligence | • Empathy |
| • Fair-mindedness | • Humility |
| • Caring for the wellbeing of others | • Resilience |
| • Broad and open-minded | • Vision |
| • Courageous | • Influence |
| • Straightforward | • Positivity |
| • Imaginative | • Confidence |

Description of challenges facing leaders

Leaders often face a variety of challenges in their roles, such as:

- **Lack of funding:** Leaders may struggle to secure the financial resources necessary to solve problems or implement projects.
- **Lack of ability to motivate people:** Some leaders find it difficult to inspire or mobilize others to perform well or work toward common goals.
- **Public criticism:** Leaders can be criticized by the public, especially if they are perceived as ineffective or incapable of fulfilling their responsibilities.
- **Natural disasters and crises:** Leaders may face challenges when responding to natural disasters such as storms, floods, or droughts, which can disrupt the lives of citizens and communities.
- **Lack of effective communication:** Leaders who struggle with communication may fail to effectively engage or mobilize people around national programs and initiatives.

- **Non-cooperation from the community:** Some leaders may adopt poor leadership styles, making unilateral decisions without considering input from the community, resulting in a lack of cooperation or participation.

Explanation of characteristics of a good manager

A good manager possesses several key attributes, including:

- **Leadership:** The ability to lead, organize, and control activities to achieve organizational goals.
- **Good planning skills:** A manager must plan for the organization, determining what needs to be done and how it will be accomplished.
- **Problem identification and solving:** The ability to identify problems and find effective solutions to resolve them.
- **Self-motivation:** A manager should celebrate successes and maintain motivation to achieve organizational goals.
- **Integrity:** A strong moral foundation, being honest and adhering to ethical principles.
- **Dependability and reliability:** Being trusted by others to follow through on commitments and responsibilities.
- **Optimism and confidence:** Maintaining a positive attitude and having confidence in managerial functions and decisions.
- **Calmness:** The ability to maintain composure and make clear decisions even under stress.

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