

INYOBORABIGANIRO KU RUHARE RW'ABATURAGE MU MIYOBORERE



never

again

— Rwanda —



Kigali, Ugushyingo 2017



IRIBURIRO

Umuryango Never Again Rwanda (NAR) washinzwe muri 2002 igihe umuryango nyarwanda wari ucyugarijwe bikomeye n'ingaruka za Jenoside yakorewe Abatutsi muri 1994; ugamije by'umwihariko gutanga umusanzu wawo mu kubaka amahoro arambye mu Rwanda. Muri urwo rwego, NAR ifasha abanyarwanda kuba abaturage bagira uruhare nyarwo mu miyoborere n'iterambere by'igihugu, hagamijwe impinduka nziza no gushyira hamwe imbaraga zubaka amahoro n'iterambere birambye.

Mu mwaka wa 2015, Umuryango NAR, ufatanyije n'uwa Interpeace, yatangiye gahunda y'imyaka ine yise "Societal Healing and Participatory Governance for Sustainable Peace in Rwanda". Iyi gahunda igamije gutanga umusanzu mu kwimakaza umuco w'amahoro n'imiyoborere idaheza mu Rwanda; aho abaturage bagira uruhare mu miyoborere ndetse bagahabwa ijamba muri gahunda na politiki bya leta, cyane cyane ibireba uduce batuyemo. Iyi gahunda ikoresha uburyo bw'ubushakashatsi buri wese agizemo uruhare, buzwi nka "Participatory Action Research-PAR". Binyuze muri ubu buryo, NAR itanga umusanzu wayo yifashishije amakuru afatika kandi abafatanyabikorwa bose bakabigiramo uruhare.

Mu rwego rwo gushyira mu bikorwa iyi gahunda, NAR yashinze amatsinda y'ibiganiro ku miyoborere 13 mu turere 10 tw'u Rwanda. Ayo matsinda agamije guha amahirwe no koroherereza abaturage kugira amatsinda akora neza akababera umuyoboro wo kuganiriramo ibyo bakeneye ndetse n'ibyo baha agaciro kurusha ibindi, bityo bakabiganiraho n'abayobozi bafata ibyemezo. Ibiva muri aya matsinda byifashishwa mu gukora ubuvugizi ku nzego zitandukanye.

Kugirango aya matsinda agere ku ntego zayo kandi mu buryo bunozwe, NAR yateguye inyoborabiganiro, igamije gufasha abahuzabiganiro kumva neza inshingano zabo no kwiga byimbitse ibijyanye no guhuza ibiganiro ndetse n'ihame ry'imiyoborere ishingiye ku ruhare rw'umuturage. Mu buryo bw'umwihariko, ihame ry'uburinganire ryashyizwemo imbaraga mu bice byose bigize iyi nyoborabiganiro.

NAR iboneyeho umwanya wo gushimira abagize uruhare bose mu itegurwa ry'iyi nyoborabiganiro harimo A & G Services Ltd. Ni muri uru rwego dushimiye Bwana Barhuta Pacifique na Bwana Mucyo Patrick ku bwitange n'umurava bagize kugira ngo iyi nyoborabiganiro itegurwe

By'umwihariko, turashimira umuryango Interpeace na Guverinoma ya Suwedi. Inkunga yabo mu gushyira mu bikorwa gahunda yavuzwe haruguru ni ingirakamaro kuri twe.

Nimucyo duharanire ko umuturage agira uruhare mu miyoborere, twubake u Rwanda rwuje amahoro n'iterambere birambye.

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Umuyobozi Mukuru

Never Again Rwanda.

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IGICE CYA MBERE: IBIJYANYE N'IYI NYOBORABIGANIRO

1.1. Intego

Iyi nyoborabiganiro yatekerejwe mu rwego rwo gufasha abahuzabiganiro kumva neza inshingano zabo no kwiga byimbitse ibijyanye no guhuza ibiganiro ndetse n'ihame ry'imiyoborere ishingiyeye ku ruhare rw'umuturage. Muri uru rugendo, ihame ry'uburinganire ryitaweho mu buryo bw'umwihariko, iyi nyoborabiganiro ikaba igaragaza neza uko rizashyirwa mu bikorwa.

1.2. Ibikubiye muri iyi nyoborabiganiro

Iyi nyoborabiganiro iri mu bice bitandatu (6) mu buryo bukurikira:

Igice cya mbere: Ibijyanye n'iyi nyoborabiganiro

Igice cya kabiri: Ibijyanye n'imiyoborere ishingiyeye ku ruhare rw'abaturage

Igice cya gatatu: Amatsinda y'ibiganiro ku miyoborere

Igice cya kane: Uko ibiganiro ku miyoborere bitegurwa, uko biyoborwa n'uko bisuzumwa

Igice cya gatanu: Uburenganzira n'inshingano z'umuturage

Igice cya gatandatu: Uruhare rw'umuturage mu iterambere ry'igihugu no gufata ibyemezo

1.3. Abo iyi nyoborabiganiro igenewe

Iyi nyoborabiganiro igenwe abantu b'ingeri zitandukanye, harimo abaharanira amahoro, abita ku iterambere ry'abaturage, abari mu nzego z'ubuyobozi n'abakurikiranira hafi ibijyanye n'imiyoborere; haba mu nzego zo mu buyobozi bwite bwa Leta, urwego rw'abikorera, ndetse n'imiryango ya sosiyete sivile. By'umwihariko, iyi nyoborabiganiro izafasha abahuzabiganiro b'Amatsinda y'ibiganiro yashyizweho ku bufatanye bw'imiryango "Never Again Rwanda-NAR" na "Interpeace". Iyi gahunda izatanga amahirwe yo guteza imbere ibiganiro mu matsinda agizwe n'abantu b'ingeri zose batuye mu gace kamwe kandi bafite ibibazo cyangwa inyungu bahuriyeho kugirango baganire mu buryo bwimbitse; hagamijwe kugira uruhare mu miyoborere y'aho batuye.

1.4. Uburyo bwakoreshejwe

Mu rwego rwo gutegura iyi nyoborabiganiro, NAR yifashishije inyandiko zitandukanye mu bijyanye n'imiyoborere iha umuturage ijamba, ndetse n'izijyanye no guhuza ibiganiro mu matsinda n'inyoborabiganiro. Ikindi kandi, inyandiko kuri gahunda yiswe "Societal Healing and Participatory Governance for Sustainable Peace in Rwanda" yatekerejwe kandi igashyirwa mu bikorwa ku bufatanye bwa NAR na Interpeace yarakoreshejwe. Bashingiyeye ku isesengura ry'izi nyandiko, abakozi ba NAR basanzwe bafite uburambe mu guhuza ibiganiro mu matsinda; bafatanyije n'izindi mpuguke muri uru rwego; bakoze iyi nyoborabiganiro. Kugira ngo ireme ry'iyi nyandiko ryubahirizwe, iyi nyoborabiganiro yasomwe n'abandi bakozi bafitemo uburambe n'ubunararibonye mu bijyanye no guhuza ibiganiro mu matsinda. Iyi nyandiko ishobora kugira ibyo ihindurwamo igihe bibaye ngombwa. Uko umuhuzabiganiro azajya ayisoma, niko ashobora kugira ibyo ahinduramo akabijyanisha n'agace ibiganiro byabereyemo.

¹Urutonde rw'inyandiko zifashishijwe mwarusanga ku musozo w'iyi nyoborabiganiro

1.5. Uburyo iyi nyoborabiganiro ikoreshwa

Nk'uko twabivuze haruguru, iyi nyoborabiganiro igenewe abahuzabiganiro kugira ngo iboroherenze mu murimo wabo wo gutegura no kuyobora ibiganiro mu matsinda. Ni inyoborabiganiro igamije gufasha cyangwa kwibutsa umuhuzabiganiro ibyo agomba kwitaho kugirango agere ku ntego nyayo.

Nanone, iyi nyoborabiganiro ikoreshwa n'uhugura abahuzabiganiro b'amatsinda y'abaturage. Cyakora, hateganyijwe amahugurwa yihariye azategurwa n'abakozi ba NAR bashinzwe guhugura abahuzabiganiro. Aya mahugurwa ashobora kuba afite umwihariko bitewe n'igihe amahugurwa azamara, umwihariko w'itsinda rihugurwa ndetse n'inyigisho/ ingingo iganirwaho.

IGICE CYA KABIRI: IBIJYANYE N'IMIYOBORERE ISHINGIYE KU RUHARE RW'ABATURAGE

2.1. Imiyoborere ishingiyeye ku ruhare rw'abaturage ni iki?

Abahanga batandukanye bagiye batanga ubusobanuro ku miyoborere ishingiyeye ku ruhare rw'abaturage. Muri iyi nyoborabiganiro, turarebera hamwe icyo imiyoborere ishingiyeye ku ruhare rw'abaturage ari cyo ndetse n'impamvu ari ngombwa.

Imiyoborere ishingiyeye ku ruhare rw'abaturage ni uburyo bw'imiyoborere buha ubushobozi n'urubuga abaturage, imiryango itari iya leta ndetse n'inzego zitandukaye ngo bagire ijamba mu itegurwa rya za politiki, ishyirwa mu bikorwa ryazo ndetse n'isuzuma ryazo; aho uru ruhare ruzana impinduka ku buzima bw'abaturage.

Ubu buryo kandi buteganya ko abaturage bahurira hamwe mu bihe bitandukanye mu mwaka, bityo bagahabwa umwanya wo kugira uruhare mu guhitamo no gukurikirana ishyirwa mu bikorwa rya za politiki z'igihugu. Uku kudahaza abaturage muri gahunda za leta bisobanuye ko bakorana bya hafi n'abayobozi muri guverinoma. Inzego za leta rero zitanga uburyo bushya bwo kuganira n'abaturage, haba hagati y'abaturage ubwabo, ndetse no hagati y'abaturage n'ubuyobozi.



Imiyoborere ishingiyeye ku ruhare rw'abaturage ni ngombwa, cyane cyane kubera ko ntawamenya uburemere bw'ikibazo umuturage afite ndetse n'agaciro kacyo ugereranyije n'ibindi bibazo byinshi afite kurusha wa muturage ubwe. Hari impamvu nyinshi zisobanura ko uruhare rw'umuturage mu miyoborere ari ngombwa, harimo n'izi zikurikira:

- Iyo ijwi ry'umuturage ryumviswe n'abafata ibyemezo, haba hari amahirwe menshi ko ibyemezo by'aba bayobozi byaba bifite ireme n'ishingiro.
- Amakuru aturutse mu baturage aba ari ngombwa cyane cyane kubera ko ubuyobozi buba butari hafi cyane y'abaturage.
- By'umwihariko, guha ijamba abasigajwe inyuma n'impamvu zitandukanye ndetse na ba nyamuke biteza imbere ukuri n'ubutabera kuri bose, kubera ko bibagiranye ibibazo byabo ntibyajya ahagaragara ngo bishakirwe umuti. Muri aba twavugamo abagore, urubyiruko, abafite ubumuga, n'abandi.
- Ubushobozi bw'abaturage buriyongera iyo bahawe ijamba kandi bakagira uruhare rufatika mu miyoborere, cyane cyane mu ifatwa ry'ibyemezo.
- Iyo abaturage n'imiryango itari iya leta bigize uruhare mu miyoborere, bagira politiki na gahunda bya leta ibyabo. Bityo, baba babaye abaturage nyabo, batabereyeho gusa gutora no kumira bunguri ibiturutse mu buyobozi.
- Iyo abaturage bagize uruhare mu miyoborere, bishimangira ihame rya demokarasi, aho bahabwa ijamba kuva mu gutekereza politiki na gahunda bya leta kugeza mu gihe cyo kubisuzuma.
- Mu guha ijamba abaturage, gusangira amakuru no kuyasakaza bitera imbere, bityo umuco wo gufatanya no gushyira hamwe ugashinga imizi mu gace runaka. Ibi bituma abaturage bibona mu bikorwa byabegerejwe, bityo bikarushaho kuramba no kugeza abaturage ku iterambere bifuza.

Bigaragaye rero ko uruhare rw'abaturage mu miyoborere ari uburyo bwiza bw'imiyoborere kuko butanga inyungu zitandukanye ku mpande zose, byaba ku baturage, imiryango itari iya leta ndetse na leta ubwayo.

N'ubwo twasobanuye impamvu ari ngombwa guha umuturage ijamba mu miyoborere, ntitugomba kwiyibagiza ko abaturage bose baba badafite ibyifuzo bimwe cyangwa imbogamizi zimwe bitewe n'imiterere yabo (urugero: igitsina, ubumuga, n'indi), imyaka, imirimo bakora, n'ibindi. Mu miyoborere iha umuturage ijamba, hitabwa cyane ku guha umwanya ibyiciro bitandukanye kugira ngo hatagira abavutswa amahirwe bagasigara inyuma, bikaba byaba intandaro yo kubakira ku busumbane aribyo biba isoko y'amakimbirane, bikabangamira iterambere kuri bose n'amahoro arambye.

Umuryango NAR ufatanyije na Interpeace, biyemeje gufasha abaturage gushinga amatsinda y'ibiganiro no kuyaba hafi mu buzima bwayo bwa buri muni. Nk'uko bikubiye mu mushinga "Societal Healing and Participatory Governance for Sustainable Peace in Rwanda (SHPG)" ndetse n'inyandiko nsobanurampamvu y'amatsinda y'ibiganiro ku miyoborere, ikigamijwe ni uguha abaturage ubushobozi bwo kuganira kuri gahunda na politiki za leta zibareba binyuze mu biganiro, kumenya imiterere n'ingaruka zabyo, hanyuma bakarebera hamwe ibyifuzo birusha ibindi uburemere, bakabishyikiriza inzego zifata ibyemezo. Ibi bijyanye cyane n'ubusobanuro buhabwa imiyoborere ishingiyeye ku ruhare rw'abaturage, nk'uko bwagaragajwe muri iki gice cy'iyi nyoborabiganiro.

2.2. Imbogamizi zigaragara mu miyoborere ishingiyeye ku ruhare rw'abaturage

N'ubwo mu ngingo zibanza hagaragajwe ibyiza bikomoka ku guha abaturage ijamba mu miyoborere, ubu buryo bw'imiyoborere bufite imbogamizi zitandukanye. Umuhuzabiganiro rero agomba kubimenya kandi akamenyesha abitabiriye ibiganiro ko izo mbogamizi zitakagombye kubangamira ibyiza byo kugira uruhare mu buyobozi. Imbogamizi z'ingenzi zigaragara muri ubu buryo ni izi zikurikira:

- **Ubushobozi buke bw'amafaranga:** abaturage bashobora kumva bateshejwe agaciro kandi bakababazwa n'uko ibyo batanzeho ibitekerezo bitashyizwe mu bikorwa kubera impamvu zo kubura amafaranga. Ibi bituma bacika intege, ntibababwira batanga ibitekerezo cyangwa ngo bagire uruhare mu ishyirwaho rya politiki na gahunda mu gihe kiri imbere. Hagomba gukusanywa ubushobozi bukenewe ngo ibyifuzo by'abaturage bishyirwe mu bikorwa.
- **Kugera ku cyemezo rusange:** mu bihugu bikiva mu makimbirane/ mu ntambara, inyungu n'ibyifuzo by'impande/ibice bitandukanye by'abaturage bishobora kuba bitandukanye ku buryo kugira icyo

bemeranyaho nka gahunda rusange biba imbogamizi ikomeye. Muri uru rwego, umuhuzabiganiro udafite aho abogamiye afasha abaturatione kumvikana ku ngingo ibahuza.

- **Umwanya:** kugira ngo imiyoborere ishingiyeye ku ruhare rw'abaturatione ishoboke, ni ngombwa ko ibyiciro bitandukanye by'abaturatione n'abandi bafatanyabikorwa bireba bihagararirwa. Ibi rero bituma ubu buryo bw'imiyoborere butwara umwanya munini. Ni byiza ko habaho icyita rusange hagati yo *"gukorerwa gushyira mu bikorwa igikorwa runaka"* no *"kwihutira gufata umwanzuro utitaye ku guha abaturatione ijamba no gukora icyo badashyigikiye"*.
- **Ubushobozi/ ubumenyi bw'abaturatione:** kugira ngo abaturatione bagire uruhare nyarwo, bagomba kuba bafite ubumenyi bwo guhangana mu bitekerezo mu gihe cy'ibiganiro. Ibi bituma basesengura neza ibibazo bafite no kureba igifite uburemere kurusha ibindi, bityo bagatanga ibitekerezo kuri politiki ziriho ndetse n'ibyemezo byafashwe. Bifata rero umwanya ngo abaturatione bagere kuri urwo rwego. Ni ngombwa rero ko abafatanyabikorwa batandukanye babigiramo uruhare batanga ubumenyi ku baturage. Ku rundi ruhande, iyi gahunda yo guha ijamba abaturatione nayo igira uruhare runini mu guha abaturatione ubushobozi.
- **Ubushake bwa politiki:** imiyoborere ishingiyeye ku ruhare rw'umuturatione irushaho kugenda neza iyo abayobozi ku nzego zose bazi impamvu n'ibyiza by'ubu buryo bw'imiyoborere bityo bakabushyigikira. Ibi bivuze ko bashyira imbere ibyemezo biturutse hasi mu baturage kurusha ibyemezo biturutse hejuru mu buyobozi. Naho ubundi nta nzira ifututse yaba itangwa ku bafatanyabikorwa cyane cyane abaturatione mu kugira uruhare mu ifatwa ry'ibyemezo. Ku ruhande rw'abaturatione, umwanya wabo munini watakara baharanira uburenganzira bwabo mu kugira uruhare, kurusha kuba bafatanyaga n'abayobozi mu miyoborere. Hari n'igihe bahitamwo kuba abaturatione bacecetse, ntibagaragaze ibyifuzo cyangwa ngo bagire uruhare rufatika.
- **Uburenganzira bwo gutanga ibitekerezo:** Kugira uruhare mu miyoborere bijyanye cyane no kuba uburenganzira bw' umuturatione bwo kuvuga icyo atekereza bubungabungwa, haba mu rwego rw'amategeko, haba no mu bikorwa. Abaturage rero bashobora kutagira uruhare mu gihe batemererwa kuvuga ibyo batekereza. Icyo gihe bazashishikazwa cyane no gusaba ko uburenganzira bwabo bwo gutanga ibitekerezo bwubahirizwa kurusha gukorana bya hafi n'abafata ibyemezo.
- **Kwizerana hagati y'abaturatione n'abayobozi:** ukwizerana hagati y'abaturatione n'abayobozi biha rugari imiyoborere ishingiyeye ku ruhare rw'abaturatione. Ni ngombwa cyane ko abaturatione bizera abafata ibyemezo kugira ngo batange ibitekerezo bizeye ko bizasuzumwa kandi bigashyirwa mu bikorwa. Ku rundi ruhande, n'abayobozi bagomba kwizera ko abaturatione bafite ubushake n'ubushobozi byo kubunganira mu bitekerezo n'ubundi buryo bwose bwabafasha kuzuzanya inshingano zabo no kugera ku ntego biyemeje.
- **Ihezwa ry'abagore n'ibyiciro bibabaye:** muri sosiyete zimwe na zimwe, cyane cyane izigitera imbere ndetse n'izivuye mu ntambara/ amakimbirane, umusanzu w'abagore n'ibindi byiciro bibabaye ntukunze guhabwa agaciro. Ibi bituma habaho kutita ku bibazo byabo mu buryo bw'umwihariko. Abafite uruhare mu guhuza ibiganiro no guteza imbere imiyoborere ishingiyeye ku ruhare rw'umuturatione bagomba kwita kw'ihame ry'abagore mu buryo bwose bushoboka.

Icyitonderwa:

- Mu muco nyarwanda no mu gihe cyahise, abagore ntibasabwaga kugira uruhare ruboneka mu bikorwa rusange cyangwa mu miyoborere rusange. Ibyo byagize ingaruka ku buryo bwo gutozwa cyangwa kwitoza gufata ijamba mu ruhande. Ibyo bibangamiye imiyoborere iha umuturatione ijamba kuko uretse no kuvutswa uburenganzira, hari no kubura amakuru y'ingenzi arebana n'iby'abagore babona nk'iby'ibanze mu miyoborere no mu iterambere.
- Kubera izo mpamvu, abagore bashobora guhezwa cyangwa kwiheza mu buryo butaziguye, aho usanga batumiwe mu biganiro ariko kubera umuco ntibisanzure mu gutanga ibitekerezo cyangwa se uyoboye ibiganiro akibanda ku guha umwaza wo gutanga ibitekerezo abagabo kuko aribo babangutse mu kurisaba.
- Iri hezwa kandi rikunda kugaragara no mu buryo bwo gutumira changwa kwitabira, aho usanga mu biganiro iyo umugabo yitabiriye, uwo bashakanye yumva ko bitamureba bityo bigasa nk'aho abagabo bahagarariye abo bashakanye kandi ibiganiro bikeneye ko buri wese atanga igitekerezo cye.

NAR yateganyije ko amatsinda y'ibiganiro ku miyoborere ategurwa kandi akanayoborwa ku buryo umuhuzabiganiro yirinda izi mbogamizi (zaba iza rusange cyangwa izijyanye n'uburinganire hagati y'umugabo n'umugore) mu buryo bushoboka. Ni ngombwa rero ko azisobanukirwa neza, akajya yifashisha iki gice kugira ngo atagwa mu mutego uwo ari wo wose kandi wagaragajwe mbere. Ibi bizatuma ibiganiro byitabirwa n'ingeri zose z'abagize itsinda ry'ibiganiro ku miyoborere, kandi babigiremo uruhare ku buryo bungana.

Gusa iyo bigaragaye ko n'ubwo ibyo byose byakozwe ariko ntibizamure ubwitabire bw'ibyiciro byavuzwe haruguru ku rugero rushimishije, bishobora kuba ngombwa ko hategurwa ibiganiro byihariye bigamije gutega amatwi ibibazo by'abagize ibi byiciro byihariye, cyangwa se hagategurwa amahugurwa agamije kubongerera ubushobozi.

2.3. Uburyo bwo guteza imbere imiyoborere ishingiyeye ku ruhare rw'abaturage

Hari uburyo bwinshi abaturage bagira uruhare mu miyoborere y'igihugu cyabo, by'umwihariko y'agace batuyemo. Ubwo buryo butandukana bitewe n'urwego rw'imiyoborere, ni ukuvuga uruhare rw'umuturage mu miyoborere mu buryo buziguye n'ubutaziguye.

Uruhare rw'umuturage mu miyoborere mu buryo buziguye ni uguha umuturage umwanya akagira uruhare mu gikorwa runaka rusange, hatagize umuhagararira mu buryo ubwari bwo bwose. Ibikorwa bigaragara muri ubu buryo ni ibi bikurikira:

- Amatora aziguye y'abayobozi cyangwa abahagarariye abaturage;
- Kwiyandikisha/kwitangaho umukandida mu matora ku rwego urwo ari rwo rwose rw'ubuyobozi;
- Gutanga/ gusabwa ibitekerezo binyuze mu itangazamakuru, inama, udusanduku tw'ibitekerezo, n'ibindi;
- Kubaza abayobozi ibyo batakoze binyuze mu guhuriza hamwe ibitekerezo, imyigaragambyo inyuze mu mahoro, n'ibindi;
- Kugaragaza ibibazo bafite n'ibyifuzo binyuze mu guhuriza hamwe ibitekerezo, imyigaragambyo inyuze mu mahoro, n'ibindi;
- Gutanga umusanzu w'ibikoresho, amafaranga cyangwa umubyizi/umuganda ku gikorwa cyangwa gahunda runaka ya leta;
- Kwishyura imisoro;
- N'ibindi.

Ku rundi ruhande, uruhare rw'abaturage mu miyoborere mu buryo butaziguye rugaragara igihe bidashoboka cyangwa se bitoroshye ko abaturage bafata umwanzuro cyangwa bagira igikorwa bahuriramo bose, bityo bagahitamokwitabaza abahagarariye cyangwa se abandi bafatanyabikorwa babikora mu mwanya wabo. Ubu buryo bunyura mu nzira zitandukanye, iz'ingenzi zikaba ari izi zikurikira:

- Gusaba imiryango itari iya leta/ sosiyete sivile kubavuganira ku byifuzo n'ibibazo byabo;
- Gusaba abagize nyanama ku nzego zitandukanye kubavuganira ku byifuzo n'ibibazo byabo;
- Gusaba abagize inteko ishingana amategeko kubavuganira ku byifuzo n'ibibazo byabo;
- Gusaba imitwe ya politiki kubavuganira ku byifuzo n'ibibazo byabo;
- Gusaba itangazamakuru kubavuganira ku byifuzo n'ibibazo byabo.

Uruhare rw'abaturage mu miyoborere mu buryo butaziguye ruba rwuzuye mu gihe inzego zibahagarariye zirimo abagabo n'abagore. Iyo hari abagabo gusa cyangwa abagore gusa bishobora kwitirirwa ko abaturage babigizemo uruhare ariko hagafatwa ibyemezo bitanogeye bose kuko abagabo n'abagore bafite imiterere karemano n'ishingano bahabwa n'umuryango mugari bitandukanye, bityo bigasaba ko bahagararirwa muri ubu buryo butaziguye. Ni ngombwa kandi ko abahagarariye abandi baba bafite ubushobozi bwo gusesengura no gusobanura neza ibibazo by'ababaturage.

Kugira ngo imiyoborere iha umuturage ijamba igerweho, abahagarariye bagomba gusaba abaturage ibitekerezo ku ngingo zose zizaganirwaho, bityo bakaba intumwa n'abavugizi b'abo bahagarariye. Ikindi ni uko abahagarariye abandi bagombye kugaruka kubwira ababaturage imyanzuro yavuye mu rwego babahagarariyemo ku birebana n'ibibazo ndetse n'ibitekerezo babaturage. Kuri

iyi ngingo, ubushakashatsi butandukanye bwagaragaje ko abaturage bagifite umuco wo gutinya abayobozi babo no kutabisanzuraho, cyane cyane abo mu nzego z'ibanze. Ingaruka zabyo ni uko abo bayobozi batwara ibyo batekereje, n'iyi babigejeje mu baturage biba ari ukubamenyesha gusa, abaturage bagategerezwaho gusa kubyemeza, aka wa mugani w'ikinyarwanda ugira uti "Uko zivuze niko zitambirwa". icyo gihe uruhare rw'umuturage mu miyoborere ntiruba rwuzuye, n'ubwo abayobozi baba baratowe n'abaturage. Baba bitwa ko babahagarariye mu nzego zifata ibyemezo, ariko mu by'ukuri ntibiba ari byo.

Ibi na none bijyanye n'ibyo ubushakashatsi bwa NAR bwagaragaje, aho gahunda nyinshi ziza ziturutse mu nzego zo ku rwego rw'igihugu, zikitura ku nzego z'ibanze ngo bazishyire mu bikorwa mu buryo bwihuse. Ibi bituma abayobozi b'inzego z'ibanze batabona umwanya wo kubiganirizaho abaturage, ahubwo bakabasaba gusa uruhare rwabo mu kubishyira mu bikorwa.

2.4. Imiterere y'imiyoborere ishingiyeye ku ruhare rw'umuturage mu Rwanda

Mu Rwanda, amateka yacu agaragaza ko imiyoborere mibi ndetse n'uburyo bw'imitegekere bufatira ibyemezo hejuru bukabitura ku baturage hasi ari bimwe mu byagejeje u Rwanda kuri jenocide yakorewe abatutsi mu 1994. Leta y'Ubumwe bw'Abanyarwanda yagiyeho nyuma y'ayo mahano yahisemo kandi yiyemeza guteza imbere imiyoborere myiza nk'imwe mu nzira yo gushimangira amahoro n'iterambere birambye mu Rwanda.

Mu Rwanda hagaragara amahirwe atandukanye ku baturage abafasha kugira uruhare mu bibakorerwa. Amwe muri yo ni aya akurikira:

- Amategekoko na politiki byorohereza abaturage kugira uruhare mu bibakorerwa;
- Inzego zihagarariye abaturage zinyuzwamo ibitekerezo by'abaturage (inteko ishingana amategekoko, inama nyanama, inteko z'abaturage, Umushyikirano, n'ibindi);
- Ubushake bwa politiki bushishikariza ibyiciro byihariye (abagore, urubyiruko, abana, abafite ubumuga, abasheshe akanguhe, n'abandi) kugira uruhare mu miyoborere n'iterambere;
- Imiryango itari iya leta ishishikajwe no guteza imbere uruhare ry'umuturage mu miyoborere;
- Imitwe ya politiki;
- Inyota y'abaturage yo kugira uruhare mu miyoborere n'iterambere by'igihugu cyabo;
- N'ibindi.

2.4.1. Amategekoko, politiki na gahunda za leta zivugaga ku miyoborere ishingiyeye ku ruhare rw'umuturage

Itegekoko Nshinga ry'u Rwanda ryo muri 2003 nk'uko ryahinduwe muri 2015 rigaragaza uruhare ry'umuturage mu miyoborere nk'imwe mu nshingano ze z'ibanze. Ingingo yaryo ya 48 irisobanura muri aya magambo: "Abanyarwanda bose bafite inshingano zo kugira uruhare mu iterambere ry'igihugu binyuze mu gushishikarira umurimo, demokarasi, uburinganire n'ubutabera bya buri wese (social justice)". Mu gushimangira iyi ngingo, politiki yo kwegereza abaturage ubuyobozi n'ubushobozi yo mu mwaka wa 2000 ishimagira ko imwe mu ntego zayo nyamukuru ari "ugukomeza guteza imbere uruhare rw'umuturage mu gutangiza, gushyiraho, gushyira mu bikorwa, gukurikirana no gusuzuma ibyemezo n'igenamigambi bibagiraho ingaruka binyuze mu gutanga ububasha, ubuyobozi n'ubushobozi bikava mu nzego z'ubuyobozi zo hejuru bikajya ku nzego z'ibanze, kandi bagakora ku buryo inzego zose zifite ubushobozi bufatika kandi zishishikajwe no guteza imbere umwimerere w'uruhare rw'abaturage". Politiki yo kwegereza abaturage ubuyobozi n'ubushobozi ivuguruye yo muri 2013 nayo yiyemeje gukomeza gushyira imbaraga mu miyoborere ishingiyeye ku ruhare rw'abaturage, cyane cyane ko intego yari yihaye muri 2000 itagezweho mu buryo bushimishije. Mu buryo bw'umwihariko, gahunda y'imbatwabukungu ya 2 ifata uruhare rw'umuturage mu miyoborere nk'imwe mu nkingi z'iterambere rirambye, ishimagira ihame ryo guha abaturage umwanya wo kubaza abayobozi babo ibyo batakoze neza. Intego y'inkingi yo kubaza abayobozi ibyo bashinzwe muri iyi gahunda igamije "gushimangira umuco wo kubaza abayobozi ibyo bashinzwe binyuze mu guteza imbere uruhare rw'umuturage n'ubukangurambaga mu kwegereza iterambere, gushimangira kubaza inzego za leta ibyo zishinzwe no kongera imbaraga mu bijyanye na serivisi".

Ihame ry'uburinganire bw'abagabo n'abagore nk'inkingi ya mwamba mu guteza imbere imiyoborere iha umuturage ijambo naryo ntiryibagiranye mu mategeko, politiki na gahunda bya leta. Itegeko Nshinga ry'u Rwanda ryo muri 2003 nk'uko ryahinduwe muri 2015 rishimangira ko byibura 30% by'abagore bagomba kuba mu nzego zifatirwamo ibyemezo mu rwego rwo gushimangira iri hame.

Mu rwego rwo kurushaho guteza imbere uruhare rw'abagore mu miyoborere, hashyizweho Inama y'Igihugu y'Abagore kuva ku rwego rw'umudugudu kugera ku rwego rw'igihugu. Uru rwego ni umuyoboro unyuzwamo ibyifuzo byihariye by'abagore. Umuhuzabikorwa w'Inama y'Igihugu y'Abagore kuva ku kagari kugeza ku rwego rw'akarere n'umuji wa Kigali ajya mu nama nnyanama kuri buri rwego.

Itegeko ngenga no 42/2000 ryo kuwa 15/11/2000 rigenga amatwara y'inzego z'ibanze nk'uko ryavugururwe kugeza ubu riteganya ko abagore bagenerwa nibura 30% mu nzego zifatirwamo ibyemezo (Inama nnyanama na biro kuva ku kagari, umurenge, akarere n'Umujyi wa Kigali ndetse no muri komite nyobozi y'akarere).

Icyerekezo 2020, Gahunda y'Imbaturabukungu ya kabiri (EDPRS 2) na gahunda ndende z'ibikorwa bya za Minisiteri zose biteganya ko ibibazo byihariye by'abagore n'abagabo bigomba kwitabwaho mu gihe cyo gukora gahunda y'ibikorwa n'igenamigambi kuri buri rwego. EDPRS ya 2, by'umwihariko, ikavuga ko raporo za buri rwego zigomba kugaragaza uko abagore n'abagabo bagize uruhare muri buri gikorwa n'icyo abagore n'abagabo bungutsemo.

2.4.2. Uruhare rwa NAR mu guteza imbere imiyoborere ishingiye ku ruhare rw'umuturage

Umuryango Never Again Rwanda (NAR), ibinyujije muri gahunda yayo ya "Societal Healing and Participatory Governance for Sustainable Peace in Rwanda (SHPG)" ifatanyijemo na Interpeace, iteza imbere uruhare rw'abaturage mu miyoborere nk'umusanzu wayo mu guteza imbere umuco w'amahoro arambye. Muri uru rwego, inkingi y'uruhare rw'abaturage mu miyoborere, nk'uko bisobanurwa muri uyu mushinga, ni uguhuza abaturage n'abayobozi bafata ibyemezo ndetse no kugabanya icyuho kiri hagati y'abagenerwabikorwa ba gahunda za leta n'abazishyiraho, hashyirwaho uburyo bwo kubaza abayobozi ibyo bashinzwe. Mu koroherereza abaturage kugira uruhare mu miyoborere n'iterambere, imiryango NAR na Interpeace yifuzaga gutanga umusanzu wayo ku mbaraga za guverinoma zo guhuza ibyemezo bifatwa n'ibibazo n'ibyifuzo by'abaturage. Uruhare rw'abaturage mu miyoborere na guverinoma yita ku bibazo by'abaturage bitanga urubuga ku baturage b'ingeri zinyuranye ngo baganire mu mahoro kandi batizigamye hagamijwe kureba kimwe icyerekezo cy'ejo hazaza.

Mu rwego rwo gutanga umusanzu mu gushyigikira ihame ry'uburinganire, umuryango Never Again Rwanda kandi wemera ko uruhare rw'abaturage ruba rwitaweho nyabyo mu gihe umugabo n'umugore bahawe rugari bagatanga ibitekerezo ndetse bakagira ijambo mu gihe cyo gufata ibyemezo mu bibakorerwa. Niyo mpamvu Never Again Rwanda n'abafatanyabikorwa bayo bifuza ko ibikorwa byayo byose abagabo n'abagore babigiramo uruhare; bakanagerwaho n'umugaruro ku buryo bungana ntawe uhejwe.

Mu buryo bw'umwihariko, inzitizi zibuza abaturage kugira uruhare rusesuye mu miyoborere iha umuturage ijambo zishyirwa ahagaragara kugira ngo zitabwaho mu gihe cy'igenamigambi n'izindi gahunda za leta. Nk'uko byavuzwe haruguru, abagore n'abagabo ntibafite imiterere imwe kandi rimwe na rimwe ntibahuza n'inshingano. Abagabo n'abagore ntibafite kandiubushobozi bumwe bwo kubanza umugaruro amahirwe babona cyagwa se guhangana n'inzitizi bahura nazo mu buzima. Ibyo bituma ibyo bakenera bishobora gutandukana, akaba ari nayo mpamvu ijwi ryabo riba rigomba kwitabwaho kugira ngo hatagira usigara inyuma cyagwa uvutswa amahirwe.

IGICE CYA GATATU: AMATSINDA Y'IBIGANIRO KU MIYOBORERE

3.1. icyo amatsinda y'ibiganiro ku miyoborere aricyo

Amatsinda y'ibiganiro ni urubuga ruhoraho washyizweho kugira ngo rworoshye ibiganiro hagati y'abaturage, barebera hamwe ingingo zitandukanye zijyanye n'ibyo bakeneye, ibyo baha agaciro kurusha ibindi ndetse n'imbogamizi bahura nazo aho batuye. Aya matsinda 13 yashyizweho n'umuryango "Never Again Rwanda", akaba akorera mu turere 10 twatoranyijwe hashingiwe ku miterere yatwo ndetse n'ihame ry'oguhira abahatuye bese amahirwe.

Intego nyamukuru y'amatsinda y'ibiganiro ni uguha amahirwe yo korohereza abaturage kugira amatsinda ateguye neza ababera umuyoboro wo kuganiriramo ibyo bakeneye ndetse n'ibyo baha agaciro kurusha ibindi, bityo bakabiganiraho n'abayobozi bafata ibyemezo. Ibiva muri aya matsinda byifashishwa mu gukora ubuvugizi ku nzego zitandukanye.

3.2. Abagize amatsinda y'ibiganiro ku miyoborere

Buri tsinda ry'ibiganiro rigizwe n'abaturage 30 baturutse mu ngeri zitandukanye z'abatuye ako gace ndetse bafite n'imyaka itandukanye. Abahuzabiganiro bagombwa kwitwararika ngo byibuze 30% by'abagize ayo matsinda babe ari ab'igitsina gore, kandi bakagira uruhare ku buryo bugaragara mu mikorere yayo, haba mu kuyobora ibiganiro, gutanga ibitekerezo no gufata ibyemezo cyane cyane bijyanye n'ingingo iganirwaho ndetse n'imyanzuro igomba gukorerwa ubuvugizi.

3.3. Inshuro, igihe n'aho amatsinda ku miyoborere ateranira

Amatsinda y'ibiganiro aterana mu buryo buhoraho buri kwezi, nyuma yo kubyumvikanaho hagati y'abagize ayo matsinda.

Abagize amatsinda kandi niba bahitamo bakanemeranya ku gihe (isaha) bari buhurire ndetse n'ahantu habanogeye bagomba guhurira.

Aho ibiganiro bibera hagomba kuba hadasakuza ku buryo bitaza kubangamira ababyitabiriye. Hagomba kandi kuba hatuma abafite ubumuga bahagera /bahava bitabagoye.

Ni ngombwa kwita ku gihe kiboneye abagore n'abagabo babonekeraho kandi kidahungabanya inshingano zitandukanye basanganywe. Ibiganiro ntibigomba kuba mu masaha ya nimugoroba cyane cyangwa aya mu gitondo kuko byahungabanya izindi nshingano z'urugo.

Ni ngombwa kandi ko ibyo biganiro bibera ahantu abagore n'abagabo babona ubwiherero n'ibikoresho by'isuku. Aho kwicara kandi hagomba kuba hanogeye abagabo n'abagore bitewe n'uko imyambarire yabo iba itandukanye. By'umwihariko kubera ko abagore bambara ibitenge n'ama jipo, bisaba ko aho ibiganiro bibera iyo myambarire yitabwaho kugirango bicare batabangamiwe.



- Ibitekerezo bituruka muri aya matsinda bizasangizwa abayobozi b'inzego z'ibanze binyuze mu buryo butandukanye kugirango hakorwe ubuvugizi kandi habe uburyo politiki na gahunda za leta zashyirwaho zisubiza ibyo abaturage bifuzaga.
- Kugira ngo ibi bishoboke, inyandiko zimenyeshya aho bahagaze kuri politiki runaka, amashusho agamije ubuvugizi ndetse n'inyandiko igamije ubuvugizi ihuriweho n'imiryango itari iya leta ihuriye mu Ihuriro ry'Abafatanyabikorwa mu Iterambere (JADF) bizategurwa.
- Ibiganiro byihariye bizategurwa ndetse n'umwanya wihariye wo kuganira na za komisiyo za Njyanama z'uturere bizategurwa mbere y'imihigo ndetse no mu gihe cy'isuzuma ryayo. Muri izi nama, abahagarariye amatsinda y'ibiganiro ahoraho bazaba batowe n'abagize ayo matsinda, bazagaragaza ibyo baha agaciro kurusha ibindi ndetse n'ibyifuzo imbere y'abafata ibyemezo ku rwego rwa za komisiyo za njyanama z'uturere.
- Buri mwaka, nyuma y'inama y'imiryango itari iya leta, itsinda ry'abafatanyabikorwa muri iyo miryango ku rwego rw'akarere, abahagarariye amatsinda y'ibiganiro ahoraho ndetse n'abafata ibyemezo ku rwego rw'akarere bazajya basangira ndetse bemeze ibyagaragajwe n'amatsinda y'ibiganiro, harimo ibyo bahaye agaciro kurusha ibindi ndetse n'ibyifuzo bagaragaje. Amakuru ku ngingo zitandukanye yakusanyijwe mu miryango itandukanye itari iya leta nayo azashyirwa hamwe agaragazwe kandi yemerezwe muri izo nama.
- Muri izo nama kandi, abahuzabiganiro mu matsinda y'ibiganiro bazagaragaza inyandiko itanga inshamake y'ibyo abagize amatsinda babona nk'ibikenewe kurusha ibindi ndetse n'ibyifuzo byabo. Ibi bizafasha abaturage gutinyuka no kuganira n'abafata ibyemezo mu bwisanzure.

3.5. Imikoranire y'amatsinda y'ibiganiro ku miyoborere n'Umuryango Never Again Rwanda (NAR)

Umuryango NAR ufatanyije na Interpeace nibwo bagize igitekerezo cyo gushinga amatsinda y'ibiganiro ku miyoborere n'abahuzabiganiro. Kugeza uyu muni, hari amatsinda y'ibiganiro ku miyoborere agera kuri 13 mu turere 10. By'umwihariko, abahuzabiganiro, abahuzabiganiro bungirije ndetse n'umwanditsi batekerejweho koroshya imikoranire hagati y'amatsinda y'ibiganiro ku miyoborere na NAR.

Kugirango ayo matsinda atere imbere kandi agere ku musaruro wifuzwa, abahuzabiganiro mu matsinda atandukanye bagomba kwita kuri ibi bikurikira:

- **Gutanga amakuru ku gihe:** ni ngombwa ko abahuzabiganiro bageza amakuru ajyanye n'uko amatsinda y'ibiganiro ku miyoborere agenda. N'ubwo hari uburyo n'umuyoboro raporo zitangwamo, ni byiza ko igihe hari amakuru yihutirwa yagezwa ku bakozi ba NAR hakiri kare. Ibi bifasha gukemura ibibazo byaba biri mu tsinda hakiri kare, bidategereje inyandiko n'ubundi buryo bwo gusangira amakuru.
- **Gutumira NAR igihe bikenewe:** abakozi ba NAR biteguye kuza kunganira abahuzabiganiro igihe cyose babakeneye. Abahuzabiganiro rero bagomba kwisanzura ku bakozi ba NAR, bakabatumira mu biganiro bumva ko bagiramo uruhare. Birashoboka ko hari ingingo yaba yifujwe kuganirwaho, ariko abahuzabiganiro ndetse n' abagize amatsinda y'ibiganiro ku miyoborere bagasanga ari byiza ko icyo kiganiro cyahuzwa n'umukozi wa NAR. Ibi gusa ntibigomba kubaho kenshi, kugira ngo abahuzabiganiro bakore akazi kabo.
- **Gusaba kuvuganirwa:** ubuvugizi ni inzira ndende kandi isaba imbaraga n'ubushobozi cyane cyane iyo ibi bikorewe ku nzego zo hejuru, tuvuge uherye ku karere, ku ntara no ku rwego rw'igihugu. Igihe bibaye ngombwa, abahuzabiganiro bakwiyambaza NAR mu kunononsora imyanzuro n'ibyifuzo by'abaturage ndetse no kugena uburyo byagezwa ku bayobozi bashinzwe kubikemura.
- **Gutanga raporo ku gihe:** iyi ngingo n'ubwo iri buze kuganirwaho byimbitse mu gice gikurikira (Igice cya Kane), ni byiza kwibutsa abahuzabiganiro, abahuzabiganiro bungirije n'abanditsi ko raporo zigomba gutangwa ku gihe. Ibi bishimangira imikoranire myiza kandi bikorohereza NAR kumenya uko ibiganiro byagenze ndetse n'uruhare yagira mu gukemura ibibazo n'imbogamizi zagaragajwe ku gihe.

Ku rundi ruhande ariko, NAR nayo hari inshingano ifite kuri ayo matsinda y'ibiganiro. Zimwe muri zo ni izi zikurikira:

- **Gusura amatsinda no kuyagira inama:** NAR ifite inshingano yo gusura amatsinda, bakarebera hamwe uko imirimo y'amatsinda igenda, imbogamizi baba bahura nazo, n'uburyo zakemuka. NK'inararibonye mu biganiro cyane cyane bikorwa n'amatsinda ku miyoborere ndetse no mu bijyanye n'ubuvugizi, abakozi n'abayobozi ba NAR batanga inama zitandukanye ngo amatsinda agere ku ntego yiyemeje.
- **Kumenyekanisha amatsinda mu buyobozi:** mu gihe itsinda runaka rishinzwe, NAR ifite inshingano zo kurimenyekanisha mu buyobozi. Ibi bituma ubuyobozi bwumva neza igikorwa cy'amatsinda y'ibiganiro ku miyoborere. Iyo iri menyekanisha ryakozwe neza, ubuvugizi bugenda neza, biciye mu biganiro n' abagize itsinda ku bibazo n'ibyifuzo byagaragajwe binyuze muri ayo matsinda y'ibiganiro.
- **Gutanga amahugurwa:** abakozi n'abafatanyabikorwa ba NAR basanzwe bafite ubunararibonye mu bijyanye n'ibiganiro ku miyoborere ndetse n'ubuvugizi. Niyo mpamvu nabo basabwa gusakaza ubwo bumenyi ku bagize amatsinda y'ibiganiro kugira ngo intego yo kugira uruhare mu miyoborere binyuze mu biganiro igerweho. Icyo gihe abahuzabiganiro ndetse n'abagize amatsinda bakora ibintu bazi kandi mu buryo bunoze.
- **Gusubiriza igihe:** iyo amatsinda y'ibiganiro agejeje raporo cyangwa andi makuru kuri NAR, ni byiza ko habaho gusubiza mu gihe cya vuba. Ibi bituma ibibazo n'ibyifuzo byagaragajwe bibonerwa ibisubizo mu maguru mashya, cyangwa niba hari imbogamizi zigaragara mu mikorere zitabwaho, zigakosorwa ku gihe.
- **Guha amatsinda ibikoreho iyo bibaye ngombwa:** NAR ifite inshingano kandi yo gushyikiriza, iyo ari ngombwa, ibikoreho byifashishwa mu gushyira mu bikorwa gahunda y'ibiganiro ku miyoborere. Ibi ariko ni ibintu byumvikanwaho, bigafatirwa umwanzuro n'impande zombi (amatsinda na NAR).

IGICE CYA KANE: UKO IBIGANIRO KU MIYOBORERE BITEGURWA, UKO BIYOBORWA N'UKO BISUZUMWA

Kugirango ibiganiro ku miyoborere bigere ku ntego zabyo, ni ngombwa ko bitegurwa neza. Gutegurwa neza ariko ntibihagije, kubera ko bigomba na none kuyoborwa neza. Isuzuma ry'ibi biganiro naryo ni ngombwa kuko bifasha kumenya niba intego zaragezweho, kandi ko n'umubaruro wari witezwe wabonetse.

Muri iki gice cy'iyi nyoborabiganiro hagaragaramo ibisabwa kugirango ibi bivuzwe haruguru bigerweho. Umuhuzabiganiro agomba kwitwararika kugira ngo ibyanditswe muri iki gice bikurikizwe.

4.1. Gutegura ibiganiro ku miyoborere

4.1.1. Gutegura amatsinda y'ibiganiro

Imyiteguro ni ingenzi kuri buri kiganiro. Ingingo zimwe na zimwe z'imyiteguro zigomba kuba zarangiye mu gihe cy'imishyikirano n'amasezerano ariko indi myiteguro ikorwa mbere yo gutegura ibizibandwaho mu biganiro. Iyi myiteguro ikubiyemo gutegura icyumba cy'ibiganiro ndetse n'indi myiteguro yihariye.

Urutonde rw'ibibazo byibazwa mu gutegura icyumba ni ibi bikurikira:

- Ese icyumba cy'ibiganiro/ aho bibera kirahari, ntigikenewe n'irindi tsinda?
- Ese icyumba cy'ibiganiro/ aho bibera hegereye buri muntu mu bagize itsinda?
- Ese icyumba cy'ibiganiro/ aho bibera harabona, harisanzuye, hafite ubuhumekero?
- Ese icyumba cy'ibiganiro/ aho bibera hafite umwanya uhagije ku buryo abagize itsinda bakwisanzura?
- Haba hari ubwiherero bw'abagabo n'abagore aho bikenewe?
- Haba hari intebe zihagije kandi nziza?
- Haba hari indangururamajwi (mu gihe zikenewe)?
- Ese icyumba cy'ibiganiro/ aho bibera byaba binogeye buri wese mu bagize itsinda (urugero abafite ubumuga)?
- Haba hari impapuro zandikwaho imbere na marikeri (niba bikenewe)?
- Haba hari mudasobwa n'icyuma gisohora amashusho (niba bikenewe)?
- Ibikenerwa mu kwandika byaba bihari kuri buri muntu mu bagize itsinda?
- Ese icyumba cy'inama/ aho ibera haba hatekanye ku buryo abagize itsinda bavuga bisanzuye?
- Ese hari ababyeyi mu bagize itsinda bazazana abana? Niba bahari kandi aho bishoboka, baba bateganyirijwe ahantu kihariye kandi hatekanye? Ese, aho bishoboka, baba bateganyirijwe ibyabafasha (amazi, umutobe, ibyo kurya, n'ibindi) mu gihe ababyeyi bari mu biganiro?

Urutonde ry'ibibazo byibazwa n'umuhuzabiganiro mu gihe ategura ibiganiro:

- Waba watumiye abagize itsinda bose ku gihe (Nk'uko byemeranyijwe n'itsinda) ?
- Waba wamenyesheje abagize itsinda bose aho inama izabera?
- Waba wamenyesheje abagize itsinda bose igihe/ isaha yo gutangira ibiganiro n'iyi gusozwa?

- Waba wibukije abagize itsinda bose ingingo bemeranyijwe kuzaganiraho?
- Waba wateguye ibibazo bizarangaza imbere ikiganiro?
- Waba ufite gahunda irambuye y'ikiganiro, igaragaza umwanya buri gace k'ikiganiro kamara?
- Waba wageze aho ibiganiro bibera ku gihe kugirango ubashe gutegura icyumba/ ibikoresho no kuruhuka gato?

4.1.2. Ibikoresho byifashishwa mu guhuza ibiganiro

Usibye aho ibiganiro bizabera n'ibindi bikenerwa nk'intebe n'ameza (aho bishoboka), kugirango ibiganiro ku miyoborere bigende neza hakenerwa n'ibi bikurikira:

- Urupapuro rwo kwandikaho ibitekerezo by'ingenzi byatangiywe mu biganiro ku miyoborere;
- Inkuru ngufi iri mu mashusho ishobora kwifashishwa mu gusembura ibiganiro;
- icyuma gisakaza amashusho na televiziyo byo kugaragaza filime yatoranyijwe;
- Insakazamajwi;
- Marikeri/ ikaramu yandika ku mpapuro nini zikoreshwa imbere;
- Udukaye duhabwa cyangwa tuzanwa n'abagize itsinda kugira ngo bandikeho ibitekerezo byabo n'ibindi byaganiriweho mu nama;
- Amakaramu yo kwandika ahabwa cyangwa azanwa n'abagize itsinda ry'ibiganiro ku miyoborere;
- Kopi y'inyandiko za politiki cyangwa amategeko cyangwa izindi nyandiko za gahunda za leta ziribuganirweho kandi zatoranyijwe n'abagize itsinda ry'ibiganiro ku miyoborere;
- Ibikinisho by'abana bato bazanye n'ababyeyi babo (aho bishoboka);
- Abashinzwe kwita ku bana bato bazanye n'ababyeyi babo mu gihe ababyeyi bakurikirana ibiganiro (aho bishoboka).

4.2. Uko ibiganiro ku miyoborere biyoborwa

4.2.1. icyo kuyobora ibiganiro ku miyoborere ari cyo, amahame n'indangagaciro

Umuhuzabiganiro mu itsinda ry'ibiganiro ku miyoborere ni umuntu:

- Wujuje ibisabwa byose ngo akore uwo murimo kandi akaba yemerwa n'abagize iryo tsinda bose;
- Utagira uruhande abogamiyemo, mu buryo bumwe cyangwa ubundi;
- Udafite uruhare urwari rwo rwose mu ifatwa ry'ibyemezo;
- Usesengura kandi agafasha itsinda kumva no kugaragaza ibikenewe muri ka gace batuyemo;
- Uteza imbere uburyo abagize itsinda bagaragaza kandi bakemura ibibazo ndetse bafata ibyemezo, kugira ngo imikorere y'itsinda irushaho kugenda neza.

Mu gihe ahuza ibiganiro, umuhuzabiganiro agomba kwitwararika akubahiriza amahame n'indangagaciro bikurikira:

Ihame/ indangagaciro	Igisobanuro
Gutega amatwi	Guhuza ibiganiro bivuze gutega amatwi ibyo abagize itsinda bavuga no kutita ku byo batavuze. Harimo kandi kumenya uburyo bwo kuganira, bwaba ubujyanye no kuvuga ndetse n'ibindi bimenyetso by'umubiri.
Kugira ibanga, icyizere n'umutekano	Kugirango abagize itsinda bagire uruhare rwuzuye, bakeneye kwizera ko ibyo baganiriye aho bitari butangarizwe umuntu uwari we wese utari muri ibyo biganiro, kandi ko nta mbogamizi iyo ariyo yose bafite ku mutekano wabo. Nk'umuhuzabiganiro rero, ukeneye gufasha abagize itsinda kwemeza ikigomba gutangarizwa abatari mu itsinda n'ikitagomba gusohoka. Iki kintu ni ingenzi mu rwego rwo kugira uruhare rufatika kandi nyarwo kw'abagize ibiganiro bose
Kubaha	Umuhuzabiganiro agomba kubaha umuntu uwari we wese ugize itsinda ndetse n'ibitekerezo bye, kandi agashishikariza abandi bagize itsinda kubibona muri ubwo buryo, bubahana kandi bubaha igitekerezo
Uburinganire	Ugomba kwita ku buringanire bw'abagize itsinda, hatitawe ku mwanya uwo ari wo wose umuntu runaka ugize itsinda afite mu gace mutuyemo. Buri muntu agomba kuba afite uburenganzira bungana n'ubw'undi mu gutanga umusanzu we, kugira ijambo, gutanga icyerekezo cy'itsinda nk'undi wese. Ugomba gukora ku buryo nta muntu n'umwe ugaragara nk'uvuga rikijyana mu itsinda
Intego zemeranijweho	Ugomba gukora ku buryo abagize itsinda bose bemeza kandi bakumvikana ku ntego z'itsinda niba koko bagomba guhitamo icyo bemera nk'itsinda cyangwa kugira itsinda iryabo, bakaryibonamo.
Imikorere y'itsinda	Guhuza ibiganiro bisaba kwita ku buryo itsinda rikora. Ugomba rero kwitegura kugerageza gukemura amakimbirane cyangwa indi mbogamizi iyo ariyo yose yagaragara mu itsinda.
Guhuriza hamwe no gushishikariza abandi	Bamwe mu bagize itsinda bashobora kugira isoni cyangwa kugaragaza ko bari muni y'abandi. Ugomba rero kudahaza/guhuriza hamwe abagize itsinda bose ndetse no gushishikariza buri wese kugira uruhare, gutanga ibitekerezo, ibyifuzo, ibisubizo ndetse no gufata iya mbere. Ugomba kumenya uburyo uyobora ibiganiro ku buryo ntawiharira ijambo.

Kugira uruhare	Kugirango abagize itsinda bagire ibikorwa ibyabo kandi bakorere hamwe nk' itsinda, ugomba gukomeza kuganira no kugisha inama abagize itsinda ku cyerekezo, intambwe, ibiri mu kiganiro ndetse n'uburyo bukoreshwa mu buryo bufungukiye impinduka. Iki kintu kigaragazwa nk'ipfundo kuberako gitanga icyizere nyacyo ku ndangagaciro yo kwita ku bibazo byagaragajwe, bityo bigashimangira akamaro ko gukorera mu itsinda.
Kutabogama	Ntushobora kuyobora ikiganiro cy'itsinda ngo kigende neza igihe cyose abagize itsinda bata kubona nk'udafite aho abogamiye. Inshingano yawe rero n'ukwibanda ku buryo itsinda rikora, bityo ukirinda kugwa mu gishuko cyo gutanga igitekerezo cyawe ku ngingo iri kuganirwaho. Koresha ibibazo cyangwa inyunganizi mu gutanga ibitekerezo bije mu mutwe wawe.

4.2.2. Inshingano z'umuhuzabiganiro ku miyoborere n'umwanditsi

i. Inshingano z'umuhuzabiganiro

Buri tsinda rigira abahuzabiganiro babiri (umugabo n'umugore) bafite inshingano zimwe zo gufasha itsinda kuganira neza. Nk'umuhuzabiganiro, inshingano zawe z'ingenzi muri buri kiganiro zigomba kuba izi zikurikira:

- **Gufasha mu gushyiraho amategeko ngenderwaho:** izi ni ingingo zishyirwaho n'itsinda ku byerekeye uburyo baribukorere hamwe mu gusoza inshingano bahawe/bihaye. Abagize itsinda bagomba kwemeranywa ku myitwarire y'ibanze igomba kubaranga kugirango ibiganiro bigende neza, nta kirogoya. Aha usangamo:
 - o Kutavugira kuri telefoni,
 - o Kutavugira rimwe,
 - o Kubaha igitekerezo cya buri muntu,
 - o Kuzamura akaboko igihe cyose wifuza kugira icyo uvuga,
 - o Kubahiriza igihe,
 - o Kwivugira ntuvugire abandi,
 - o Kwirinda kuvugira ku ruhande,
 - o N'ibindi istinda ryakwemeranywaho.
- **Gufasha itsinda guhitamo ingingo cyangwa ikibazo kiganirwaho:** Reba koko niba iyo ngingo ari ingirakamaro ku itsinda cyangwa agace abagize itsinda batuyemo.
- **Kugera aho ibiganiro bibera mbere y'igihe:** Kugirango umurimo wawe ugende neza, akazi kawo nk'umuhuzabiganiro gatanga mbere y'uko ugana aho ibiganiro biza kubera. Ugomba gutegura mbere y'igihe uko ibiganiro biza kugenda, ufatanyije n'abagize ibiganiro. Kora ku buryo abagize itsinda bose bamenyeshwe ibiri ku murongo w'ibigwa kandi ko ahateganyirijwe kubera ibiganiro hateguwe neza (aho ibiganiro bibera, intebe n'ibindi bikoresho bikenewe).
- **Gusobanura neza ibijyanye n'ikiganiro cy'umunsi:** icyo ikiganiro kigamiye, umusaruro uteganyijwe, uburyo bukoreshwa ndetse n'uruhare rwa buri wese mu migendekere myiza y'ikiganiro.
- **Kuyobora gahunda n'uburyo imirimo y'itsinda igenda:** ugomba kwigirira icyizere mu buryo bushoboka bwose kugirango wemeze itsinda ko uzi uburyo wariyobora mu mirimo yaryo. Reka ikiganiro cyibande ku ngingo yatoranyijwe, nawe wibande ku buryo imirimo igenda.

- **Kubaza ibibazo bisembura ikiganiro:** Ikiganiro nticyatangira neza hatari ibibazo bibajijwe bifasha abagize itsinda gutanga ibitekerezo byabo ndetse no gusangiza abandi ubunararibonye bwabo. Baza ibibazo bifunguye kugirango ugerageze ibyo bibaza, ushishikarize abantu kugira uruhare, ukusanye amakuru, wongere ibitekerezo by'ingenzi. Wibuke ko ibibazo by'ingenzi bitegurwa mu gihe cy'imyiteguro, ni ukuvuga mbere y'ikiganiro nyirizina.
- **Gutega amatwi mu buryo bugaragara:** garagaza ko ufite ubumenyi bwo gutega amatwi, haba mu buryo bugaragara n'ubutagaragara; ugaragariza abagize itsinda ko wumva neza ibyo bari kuvuga.
- **Kudakoresha amagambo yawe mu gusobanura:** bamwe mu bagize itsinda bashobora kutagaragaza neza igitekerezo cyabo cyangwa bagakoresha amagambo akomeye. Ugomba kugerageza gusubiramo igitekerezo kugirango umenye neza niba icyo bavuze ari cyo cyumviswe, bityo bifashe abandi kumva icyo bashatse kuvuga ku nshuro ya kabiri no gusobanura igitekerezo nyamukuru.
- **Gukora inshamake y'ibitekerezo:** kora inshamake y'uko ibiganiro birikugenda kuri buri ngingo nyamukuru. Tanga amahirwe ku bagize itsinda batange ibitekerezo bashingiyeye ku byo bagenzi babo bavuze, bakoresheje uburyo bwo kubandika ku rupapuro rwo ku kibaho. Ibi bikorwa kugira ngo twizere neza ko ibitekerezo byanditswe aribyo bihagarariye ibyo abagize itsinda bavuze.
- **Kuguma ku ntego:** shyiraho igihe buri kiganiro/ ingingo igomba kumara. Niba itsinda rigiye hanze y'ingingo (ritaye umurungo), bafashe kuguma kuri gahunda.
- **Gutanga no kwakira inyunganizi:** ugomba buri gihe gufasha abagize itsinda bahawe amahirwe yo gutanga ibitekerezo ku byo bavuze no kwikosora aho bibaye ngombwa. Muri urwo rwego nanone, babaze kandi wemere inyunganizi batanze ku buryo uri kubayoborera ibiganiro.
- **Kugenzura imihindagurikire y'itsinda:** itonde cyane kugira ngo uhe buri wese amahirwe yo kuvuga, hatagira uwiharira ijamba mu gihe cy'ibiganiro. Gerageza kuvugisha bamwe mu bagize itsinda bacecetse cyangwa batarigukurikira. Babaze uko biyumva/ bamerewe. Ibutsa abagize itsinda guhanahana umwanya kugirango buri wese yumve afite inshingano zo gukurikirana uko ibiganiro bigenda.
- **Guhwitura abagize itsinda bagoranye:** itegure bamwe mu bagize itsinda bavuga menshi, abanga kugira uruhare, cyangwa abatesha ikiganiro umurungo. Gagaraza kwigirira icyizere no kwitonda mu gihe ugerageza gukemura ikibazo uhuye nacyo muri ibi bivuzwe haruguru.
- **Kutabogama:** kugirango ugumane icyizere cya buri wese, ugomba gukomeza kwitondera kugaragaza uburambe bwawe bwite, ukirinda kugaragaza imyemerere yawe ku bijyanye n'ingingo irikuganirwaho.
- **Kugerageza ibyo bibaza:** garagaza kandi usobanure byimbitse impaka abantu bari kugira ku ngingo runaka, kugirango bose babyumve kimwe. Rimwe na rimwe izi ngingo ziba zigomba kugibwaho impaka kugira ngo abagize itsinda babe babona ibitekerezo bishya.
- **Gukusanya ibitekerezo:** ita cyane ku bitekerezo bishya ndetse n'ibyemezo bya nyuma. Kora inshamake zumvikana kandi zifatika ku gipapuro kiri imbere kugirango buri wese abone ibyanditswe. Inyandiko zigomba kuba ngufi kandi zisobanuye neza, zisobanura ibyo abagize itsinda bavuze, atari uburyo usobanuramo ibyo bavuze.
- **Gukora inshamake isobanutse:** ugomba kwita ku birikuvugwa byose ugatanga inshamake zisobanutse kandi ku gihe igihe usoza igice cy'ikiganiro. Fasha itsinda gufata umwanzuro, icyemezo n'igisobanuro. Kora inshamake igihe itsinda ryasoje impaka/ ikiganiro, cyangwa usoze igihe cyose ubona ibitekerezo byarangiyeye. Ibi bifasha itsinda gufata neza ibyaganirwaho no kumvikana ku cyagezweho mu biganiro.
- **Gukemura amakimbirane n'ibibazo bigaragara mu itsinda:** Iyi ni inshingano yawe. Unganirwa n'abagize itsinda mu buryo bushoboka bwose. Inshingano yawe y'ingenzi ni ukubafasha kumva inkomoko y'ayo makimbirane/ibibazo, impande/abantu zi/babifitemo uruhare, ikibashishikaje n'inyungu babifitemo, ndetse n'ibisubizo bishoboka.
- **Gushyiraho gahunda y'ikiganiro gikurikiyeho:** mu rwego rwo kwita ku gihe n'igenamigambi nyaryo, fasha itsinda mu kugaragaza no kwemeranya ku ngingo yaganirwaho mu kiganiro kizakurikira. Bafashe gusuzuma niba ingingo yaganirwaho yavuye imuzi, cyangwa niba atari byo. Niba idakeneye ibindi biganiro, bafashe gutekereza ku ngingo yaganirwaho ubutaha. Na none, fasha itsinda guhitamo itariki, igihe/ isaha n'aho ikiganiro gikurikira kizabera.

Kugira ngo ibi bigerweho kandi ibiganiro biterwa inkunga na NAR bitange umusaruro wifuzwa, umuhuzabiganiro agomba kuba yujuje ibi bikurikira:

- Kumva neza imvo n'imvano, intego n'imikorere y'amatsinda y'ibiganiro ku miyoborere;
- Kuba afite ubumenyi buhagije ku muryango NAR;
- Kuba yiteguye kuba umuhuzabiganiro kandi arangwa no koroherana;
- Kuba arangwa no gutekereza vuba no guhanga udushya;
- Kuba yabasha guhangana n'ingingo zifite ibibazo kandi akita ku marangamutima y'abagize itsinda;
- Gufasha abagize itsinda ry'ibiganiro ku miyoborere kwisanzuranaho no kubahana;
- Kuba abasha gushyikirana no kugira ijamba ku bagize itsinda;
- Kubahiriza igihe ariko nanone atagengwa na cyo;
- Gushyikirana no kuganira neza n'abayobozi b'inzego z'ibanze;
- Kutagira uruhande abogamiramo mu gihe ahuza ibiganiro ku miyoborere.

ii. Inshingano z'umwanditsi w'itsinda ry'ibiganiro ku miyoborere

Mu gihe cy'ibiganiro ku miyoborere, biba byiza ibyaganiriweho bikorewe inyandiko. Byagora umuhuzabiganiro cyangwa umuhuzabiganiro wungirije kwandika buri gitekerezo ndetse n'imyanzuro itandukanye kandi bafite izindi nshingano nk'uko byagaragajwe hejuru. Ni ngombwa rero ko habaho umwanditsi w'itsinda kugirango agaragaze igitekerezo, uwakivuze n'igihe yakivugiye. Ibyo agomba kwitaho ni ibi bikurikira:

- Itariki ibiganiro ku miyoborere byabereyeho;
- Aho ibiganiro ku miyoborere byabereye;
- Abitabiriye ibiganiro ku miyoborere ;
- Insanganyamatsiko;
- Ingingo z'ingenzi zaganiriweho;
- Ibibazo byabajijwe n'ibisubizo byatanzwe;
- Ibitekerezo bitandukanye byatanzwe;
- Ibibazo byagaragajwe, niba byakemuwe cyangwa bitakemutse;
- Ibyemezo byafashwe;
- Impamvu n'ibisobanuro bishyigikira imyanzuro yafashwe;
- Amazina y'abatemeranyije n'icyemezo/umwanzuro n'impamvu (mu gihe uburyo ari ubwo kwemeranya ku cyemezo/mwanzuro);
- Ibikurikiraho nyuma y'ibiganiro;
- Imirimo/ inshingano (inshingano n'uyishinzwe, igihe izakorwa);
- Gahunda (ibiri ku murongo w'ibygwa) y'ikiganiro gitaha.

4.2.3. Imbogamizi zigaragara mu kuyobora ibiganiro

Guhuza ibiganiro mu matsinda ntibihora ari ibintu byoroshye. Akenshi wahura n'imbogamizi nyinshi, harimo izi zikurikira:

- **Ibibazo bikomeye/ bigoye:** Mu biganiro mu matsinda, hari abantu babaza ibibazo bikomeye. Ibyo bibazo bishobora kuba ikimenyetso cyo gufunguka n'icyizere. Cyakora, si akazi kawe nk'umuhuzabiganiro kuba ufite ibisubizo byose. Mu gihe wemera ko hari aho ubushobozi bwawe bugarukira, baza abandi bagize itsinda niba hari ufite inyunganizi. Birashoboka cyane ko abagize itsinda bakwishimira umuhuzabiganiro wagaragaje ko yemera ko afite intege nke, kurusha uwagaragaje ko afite ibisubizo byose. Mu gihe ikibazo ari wowe cyabajijwe kandi nta gisubizo ufite, bagaragarize ko ufite ubushake bwo kugukurikirana no kuzabagaragariza igisubizo nyuma, cyangwa se ubaze niba hari uwaba afite igisubizo mu bagize itsinda.
- **Gukemura amakimbirane:** Hari igihe amakimbirane aba meza ku itsinda. Bigaragaza ko abagize itsinda barikugira ibikorwa by'itsinda ibyabo kandi ko basangira ibitekerezo nta kwishishanya. Cyakora, hari igihe amakimbirane afata indi ntera, ntabe acyubaka itsinda. Bitewe n'urwego rw'amakimbirane, ni wowe nk'umuhuzabiganiro ugomba kumenya igihe uyitaho ukayakemura, cyangwa ukifashisha abagize itsinda mu kuyakemura.
- **Gukemura ikibazo cy'abantu bashaka kwigaragaza/ kwiharira ijambo:** bitewe n'imiterere yabo, ubumenyi n'uburambe cyangwa se umwanya bafite aho batuye, bamwe mu bagize itsinda bashobora cyangwa se batekereza ko bafite ubumenyi kurusha abandi, bityo bagashaka kwiharira ijambo. Utababaje cyangwa ngo utere abo bantu ipfunwe, shishikariza abandi bagize itsinda gutanga ibitekerezo byabo aho gukomeza kumva babandi. Mu gihe utabikoze, ikiganiro ntikizagera ku ntego yacyo kandi bizatera ipfunwe abandi benshi batabashije kubona ijambo.
- **Gukorana n'abafite isoni:** ibi bitandukanye n'ibyo dusobanuye haruguru. Bamwe mu bagize itsinda; by'umwihariko abagore, bashobora kugira isoni ntibasabe ijambo (cyane cyane ko batojwe kutavugira mu ruhame ndetse n'ibiganiro nk'ibyo bikorwa n'abagabo). Rimwe na rimwe kandi bafite ibitekerezo bizima. Nk'umuhuzabiganiro, ugomba kubashishikariza gutanga ibitekerezo byabo no gusangiza n'abandi ibyo bazi. Komeza urebe ko igitekerezo buri wese yatanze cyubashywe kugirango ureme icyizere mu bagize itsinda bese.
- **Uruhare ruto rw'itsinda ryose:** ujye ugira amakenga buri gihe iyo uruhare rw'abagize itsinda rugenda rugabanuka. Ukutigenga, uburakare, ipfunwe, cyangwa se ubwoba biba byabatashye. Itsinda rishobora kuba ridashaka kugaragaza ayo marangamutima. Nk'umuhuzabiganiro, gerageze urebe ku buryo uri kuyoboramo ibiganiro, witegereze neza niba guhuza ibiganiro ubwabyo bitabaye imbogamizi mu kugira uruhare. Niba atari byo, hindura uburyo bw'ibiganiro ku buryo bifasha abagize itsinda kugabanya icyo cyoba. Urugero, ushobora kubaremamo udutsinda duto ugaha buri gatsinda ikibazo kaganiraho, bakaza kuza mu kiganiro rusange nyuma. Bitewe n'ikiganiro, hari igihe biba ngombwa ko habaho itsinda ry'abagabo n'iry'abagore kugira ngo bisanzure bihagije.
- **Abantu babiri bihariye icyumba:** nk'umufashabiganiro, ntabwo ugomba gukomeza kubitaho. Shyira umwanya wawe ku bandi, ubaza utubazo dutandukanye, nka "ninde wundi waba ufite igitekerezo kuri iyi ngingo"? Wibuke ko iyo abenshi badakurikira, nibo ugomba guha umwanya no kwitaho, kurusha kwita kuri bake bihariye urubuga.
- **Abantu batagaragariza abandi ikinyabupfura/ icyubahiro:** bashingiye ku makimbirane asanzwe hagati ya bamwe mu bagize itsinda, cyangwa se uburemere bw'ingingo iganirwaho, bibaho rimwe na rimwe ko abantu basuzugurana. Ugomba kwibutsa itsinda ko hari amategeko agenga ibiganiro, harimo no kubahana hagati y'abagize itsinda. Mu gihe wibutsa ayo mahame/ amategeko, tanga umwanya kugirango itsinda ritekereze ku biri kuba ndetse niba bumva ibintu byakorwa mu bundi buryo.
- **Kudatangirira cyangwa kudasozereza ibiganiro ku gihe:** iki cyabaye nk'icyorezo ku banyarwanda benshi. icya mbere, gerageza wowe ubwawe wubahirize igihe. Kora kandi ku buryo ibyangombwa bikenewe byose byateguwe neza ku buryo bitaba imbogamizi mu gutangiza ibiganiro. Tanga umwanya ku bagize itsinda bagire uruhare mu gushyiraho isaha yo gutangira ibanogeye, byumvikane ko bagomba kwiyemeza kuyubahiriza. Niba bidakunze, tanga andi mahirwe yo kuganira kuri iki kibazo mu itsinda kugira ngo ubwabo batange uburyo iki kibazo cyakosorwa.
- **Kugira ibiganiro urubuga rwa politiki:** bamwe mu bagize itsinda cyangwa abaturutse hanze (badasanzwe mu biganiro) bashobora kuzana imirongo yabo ya politiki mu biganiro bisanzwe bifite

umurongo w'abaturatione. Ibi bituma habamo gucika ibice kw'urubuga rw'ibiganiro no gutakaza kwemerwa n'agaciro by'itsinda. Ufite rero inshingano zo gufasha amatsinda kuguma muri wa murongo w'ibiganiro, aho kuba urubuga rwa politiki no guha umwanya gahunda zifite ikizihishe inyuma.

- **Ibiganiro mu dutsinda no kongorerana:** gerageza wibutse amahame/ amategeko y'itsinda ajyanye n'iki kibazo. Niba ikibazo gikomeje, ibaze ko hashobora kuba hari impamvu. Ese ingingo yaba iteye ubute cyangwa igoranye kumva? Ese abantu baba bakeneye akaruhuko?
- **Guhitamo ingingo izaganirwaho:** guhitamo ingingo ziganirwaho bikunda kugorana kubera ko bishoboka ko ingingo zitoranywa mu biganiro atari zo zifite uburemere ku nyungu rusange y'agace itsinda rikoreramo, bityo itsinda rikaba ryatakaza agaciro kuko ryaba rikoresha n'inyungu za bamwe. Igihe hatoranywa ingingo, umuhuzabiganiro agomba kwitonda, akareba niba nta gatsiko gatsimbaraye ku ngingo runaka kandi gashaka kupfukirana abandi mu kugaragaza ingingo bifuzako yaganirwaho. Ihame ry'uburinganire no kumva umwihariko w'abagore rigomba kwitabwaho, bityo bya bibazo cyangwa ingingo zihariye zishingiye ku miterere yabo n'ibyo bakenera mu nshingano zabo bikabona umwanya ukwiye mu biganiro.

4.3. Gutanga raporo no gusuzuma uko ibiganiro ku miyoborere byagenze

4.3.1. Uburyo raporo itegurwa

Umuhuzabiganiro afite inshingano zo gutanga raporo, aho atanga inshamake ku migendekere y'ibiganiro ku miyoborere, ingingo z'ingenzi zaganirwaho, imyanzuro n'ibyifuzo byatanzwe n'abagize ibiganiro, urutonde rw'abitabiriyeye ibiganiro (umubare w'abagore n'umubare w'abagabo), n'ibindi. Mu buryo bw'umwihariko, raporo igomba kugaragaza ingingo zirebana n'ibabazo by'uburinganire byaganirwaho, imyanzuro yavuyemo ndetse n'ubuvugizi bwifuzwa gukorwa.

Mu mikoranire myiza, umuhuzabiganiro ashobora gukora iyi raporo, cyangwa umwanditsi, cyangwa agatsinda gato kasabwe gukora raporo. Byose bikorwa mu bwumvikane bw'abagize itsinda ariko bigakurikiranwa n'umuhuzabiganiro cyangwa umwungirije.

Mu gihe umuhuzabiganiro ayoboye ibiganiro, umwanditsi cyangwa undi itsinda ryagennye, yandika neza mu ikayi y'itsinda ibiri kuganirwaho: Ibitekerezo byatanzwe, ibibazo byabajijwe, ubuhamya bw'abagize itsinda, amagambo yavuzwe nabitabiriyeye ikiganiro agaragaza ko ubumenyi, imyumvire cyangwa imitekerereze yabo yahindutse kubera ikiganiro, imyanzuro yafatiwe mu kiganiro, imbogamizi, n'ibindi. Muri make, yandika ibintu byose by'ingenzi.

Iyo ikiganiro kirangiye, umuhuzabiganiro ndetse n'Umwanditsi bafatanyaga kuzuzanya neza raporo y'ikiganiro bifashishije ibyanditswe mu ikayi y'itsinda ndetse n'izindi fishi zikusanyirizwaho amakuru. Cyakora, iyo barangije ikiganiro bwije cyangwa se hari ibindi bintu bitunguranye bibaye ikiganiro kikimara kuba (imvura cyangwa izindi mbogamizi), raporo ikorwa byibura bukeye bwaho. Ifishi ya raporo igomba kubikwa neza kugirango itangirika mu gihe itarashyikirizwa umukozi wa Never Again Rwanda (Byibura bitarenze iminsi 3 nyuma y'ikiganiro).

Nyamara kandi iyo umukozi wa Never Again abonye ko hari ibitari muri raporo, ashobora gusaba umuhuzabiganiro kubyongeramo. Iyo umukozi wa Never Again Rwanda asuye itsinda afite uburenganzira bwo kugenzura uko itsinda rikusanya amakuru mu ikayi y'itsinda.

Gutanga raporo y'ibiganiro ni ingenzi kubera impamvu zikurikira:

- Kubika inyandiko/ amakuru ku buryo ibiganiro byagenze mu bihe bitandukanye;
- Gufasha abagize itsinda gusubiramo no kwemeza ibyo itsinda ryemeje kandi ryemeranyije mu gihe cy'ibiganiro;
- Gufasha itsinda gusangira ibyaganirwaho (byibuze ibyo itsinda ribona ari ngombwa gusangiza abandi) n'umuryango NAR n'abandi bafatanyabikorwa b'ingenzi ku mpamvu z'ikurikiranabikorwa n'isuzuma;
- Kumenya uko ibiganiro byagenze n'uko byakozwe;
- Kumenya imikorere rusange y'itsinda, imbogamizi ndetse n'ingamba zigomba gufatwa;
- Kumenya niba abahuzabiganiro ndetse n'abagize itsinda niba bumva neza gahunda z'ibiganiro;

- Bituma ubwunganizi ku byo itsinda ridashoboye bwihuta;
- Bituma NAR imenya aho itsinda rifite intege nyinshi nahari intege nke;
- Bifasha NAR kumenya ikigereranyo cy'ubwitabire ku bagize itsinda (umubare, ijanisha ku byiciro byihariye, n'ibindi);
- Bifasha kureba niba uburinganire bwubahirizwa mu itsinda;
- Bifasha NAR kumenya uko ikora ubuvugizi, n'inyunganizi muri uru rwego (kuba yakorera ubuvugizi itsinda runaka ku gingo runaka).

Uburyo bukirikira ni bwo bugomba gukurikizwa mu gutanga raporo z'ibiganiro:

- Raporo yateguwe n'umwanditsi (cyangwa uhagarariye agatsinda kasabwe gukora uyu murimo), akayisomera abagize itsinda bakiri aho, bakayikorera ubugororangingo, maze ikemezwa n'abagize itsinda bose.
- Raporo yateguwe n'uhagarariye abahuzabiganiro buri kwezi, akayishyikiriza Umuryango NAR.
- Raporo yateguwe n'uhagarariye abahuzabiganiro buri gihembwe, akayishyikiriza Umuryango NAR.
- Raporo yateguwe n'uhagarariye abahuzabiganiro buri mwaka, akayishyikiriza Umuryango NAR.
- Raporo y'ubuvugizi yohererezwa inzego z'ibanze igaragaza ibyaganiriweho, imyanzuro, n'ibyo istinda risaba ko byakosorwa cyangwa byakorwa n'ubuyobozi.

4.3.2. Gusuzuma uko ibiganiro ku miyoborere byagenze

Abantu ntibaganira byo kuganira gusa. Ibiganiro ni ikintu kimwe, ariko impinduka zikomoka cyangwa zifitanye isano n'icyo kiganiro ni ikindi kintu cy'ingenzi. Abantu cyangwa imiryango ikoresha uburyo bw'ibiganiro rimwe na rimwe bibagirwa gufata akanya ngo basubize amaso inyuma cyangwa ngo basuzume niba byaragenze neza. Ingingo esheshatu zagufasha gusuzuma niba ibiganiro byakorewe mu matsinda y'ibiganiro byaragenze neza ni izi zikurikira:

- Ubumenyi: reba niba ari ubuhe bumenyi kandi bungana iki abitabiriye ibiganiro bungutse. Ubumenyi bushobora kugaragarira mu bimenyetso bifatika, ibitekerezo, inzira binyuramo, etc. Reba na none niba hari udushya bungutse biturutse ku biganiro.
- Guhuza ibiganiro n'ubuzima busanzwe: ibi bisobanura uburyo abitabiriye ibiganiro babona aho ingingo zaganiweho mu biganiro zihuriye, bakabibanisha n'imyitwarire yabo.
- Gushishikarira imirimo y'itsinda: reba niba ari ku ruhe rugero abagize itsinda biteguye kugira icyo bakora, haba bo ku giti cyabo cyangwa bafatanyije n'abandi. Igipimo cyiza kigaragaza ko bashishikaye ni umubare w'abitabiriye bagize icyo bakora, haba umuntu ku giti cye cyangwa igikorwa rusange, nk'imwe mu mpinduka zatewe n'ibiganiro.
- Guhuzwa n'abandi: suzuma niba umubare n'ubuziranenge bw'imibanire mishya hagati y'abagize itsinda, nk'impinduka z'ibiganiro. Ushobora gupima imibanire n'abandi ushingiyeye ku kohererezanya ubutumwa kuri murandasi, guhamagarana kuri telefoni, gusurana hagati y'abantu ku giti cyabo cyangwa amatsinda, ubushuti, ibikorwa by'ubufatanye, ubukwe, kubyara mu batisimu, ubufatanye mu by'ubucuruzi, n'ibindi byaba byarabahuje biturutse ku kuba barahuriye mu biganiro.
- Ibibazo byakemuwe: reba umubare n'uburemere by'ibibazo by'itsinda cyangwa by'agace abagize itsinda batuyemo byaba byarakemutse nk'impinduka ziturutse ku biganiro. N'ubwo buri kimbirane rishobora kugira umwihariko waryo, amakimbirane agaragara mu matsinda y'ibiganiro agira icyo ahuriraho kijyanye n'ibimenyetso ndetse n'impamvu y'amakimbirane.

4.4. Amakimbirane mu matsinda y'ibiganiro: ikiyatera, uko yakwirindwa n'uko akemurwa

Mu Kinyarwanda baravuga bati: "Nta zibana zidakomanya amahembe". Ibi bisobanuye ko ahateraniye itsinda ry'abantu hatabura amakimbirane. Abagize itsinda ry'ibiganiro ku miyoborere ni abantu kandi baba mu gace kamwe. Amakimbirane mu bagize amatsinda ashobora guturuka ku makimbirane abagize amatsinda bari basanganywe hagati yabo cyangwa mu miryango yabo. Na none, amakimbirane

ashobora guturuka ku mwihariko/ ubudasa bw'ingingo yaganiriweho, mu gihe binashoboka kandi ko yaturuka ku nyungu zitumvikanwaho n'abagize itsinda. Birashoboka kandi ko amakimbirane ashobora kuvuka hagati y'abagize itsinda n'umuhuzabiganiro. Tugiye kurebera hamwe igitera amakimbirane mu matsinda y'ibiganiro, ibimenyetso bigaragaza ko atutumba n'uburyo yakemuka.

4.4.1. Impamvu z'ibibazo n'amakimbirane mu matsinda y'ibiganiro

Si ko buri gihe byoroha kumenya icyateye amakimbirane. Akenshi, haba hari impamvu zitandukanye zituma ikibazo gikura, bityo rero ni umurimo w'umuhuzabiganiro wo kubicukumbura no kubitandukanya. Bimwe mu bitera amakimbirane mu matsinda y'ibiganiro ni ibi bikurikira:

- **Amarangamutima:** abagize itsinda bagira amarangamutima atandukanye kuri bo, abandi, inshingano, itsinda, ubuzima bwabo muri rusange n'isi ibakikije. Uruhurirane rw'amarangamutima mu itsinda mu gihe iki n'iki ruba runini. Amwe muri aya marangamutima aba atajyanye kandi akaba yabangamira imirimo y'itsinda cyangwa ibiganiro hagati y'abantu. Bityo, amarangamutima ashobora kugira ingaruka nziza cyangwa mbi ku itsinda. Mu gihe zibaye mbi, amarangamutima ashobora kuba isoko y'amakimbirane.
- **Ihiganwa:** ihiganwa hagati y'abagize itsinda rishobora gushishikariza abantu gushyira imbaraga mu gikorwa runaka, no kukigeraho; ariko rishobora na none gutera ibibazo bijyanye n'uburinganire, guhuza, n'ubumwe bw'itsinda. Urugero, umwe mu bagize itsinda ashobora kuba yifuza ubuyobozi. Ihiganwa ku gikorwa runaka rishobora kuba intandaro y'amakimbirane, hibazwa icyo igikorwa ari cyo mu by'ukuri, uri bugikore, cyangwa se hakabaho kutumvikana ku byihutirwa kurusha ibindi.
- **Imyitwarire:** mu matsinda, abantu bagomba kumva ko bari mu itsinda kandi muri kwa kubyiyumvamo bagenda biyubakamo imbaraga mu buryo runaka. Hari n'igihe baba bifuzaga kugumana uburyo bumva icyo bari cyo. Ibibazo rero bivuka muri ubu buryo:
 - Kwivanga mu nshingano z'abandi bagize itsinda, kureba/kugenzura ibyo bakora, kugira icyo uvuga ku bitekerezo byabo;
 - Kugira abantu benshi bakora ikintu kimwe: kwiyumvisha ko hari icyo mwagezeho n'uruhare rwa buri wese biragorana;
 - Kumva ufite ishyari ku kwitabwaho, imiterere, ububasha, urwego cyangwa inyungu by'undi;
 - Kudahabwa umwanya mu gufata ibyemezo: ibi bishobora kuba intandaro yo gushinga udutsiko, cyangwa kwiyumva nk'urwaye.
- **Kutagira uburambe:** ikinyuranyo mu burambe bishobora kuba inyongera/inzungu ku matsinda amwe n'amwe. Ku yandi bishobora gutera ibibazo mu gihe habayeho gutanga imirimo n'inshingano. Ibi byigaragaza cyane cyane iyo bamwe mu bagize itsinda bafite uburambe buke bwo gukorera mu matsinda cyangwa se nta na bwo. Ibi bishobora gutuma habaho icyizere kidafite ishingiro, ibyifuzo cyangwa urujijo ku bijyanye no kugira uruhare.
- **Kudasobanura ibintu neza:** Iyo imirimo, intego cyangwa uburyo bukoreshwa biteye urujijo, abagize itsinda nabo ntibasobanura ibintu neza ku cyo ubategerejeho.
- **Intego y'umuntu ku giti cye:** abantu bagana amatsinda baba bafite impamvu zitandukanye. Hari abaza barangamiye intego y'itsinda, abandi bakaba bafite impamvu zabo bwite. Ushobora gushyira umuntu mu itsinda ariko mu by'ukuri atifuzaga guhitamo kuriyamo. Ibi, na none, bishobora gutiza umurindi intego ye ku giti cye. Umuhuzabiganiro ashishikazwa n'intego z'umuntu ku giti cye ndetse n'iz'itsinda, ibi rero bishobora kubusanya.
- **Ibikorwa byo hanze:** ibikorwa n'amasano hagati y'abagize itsinda bishobora kugira ingaruka ku biri kubera imbere mu itsinda. Urugero, icyemezo gifashwe n'umuyobozi mu rwego rwa politiki ku kibazo runaka kiri kuganirwaho n'itsinda gishobora gutuma abagize itsinda bacikamo ibice bitandukanye; cyangwa niba hari abagize itsinda batewe ubwoba n'umuyobozi udakora kinyamwuga, ibi byatuma abagize itsinda batandukana; cyangwa kuba hari umwe mu bagize itsinda warwaje umufasha, bikaba byamuragaza.
- **Ubuzima bw'itsinda:** ibibazo bimwe na bimwe bishobora kuvuka biturutse mu buzima bw'itsinda. Urugero: hari abavuye mu itsinda, abandi bashya bakarizamo, bishobora guhungabanya abarigize.
- **Kwiremamo udutsiko:** abantu bageraho bakamenyerana, ugasanga barashaka gukorera hamwe

huri gihe. Ibi bishobora kuvamo kurema udutsiko kandi bigomba kurwanywa biciye mu kurema udutsinda two gukoreramo dutandukanye buri gihe hari umukoro mushya.

- **Umuryango mugari / wagutse (sosiyete):** hari ikintu gishobora kuba mu gace runaka cyangwa muri sosiyete yagutse bikagira ingaruka ku itsinda cyangwa abarigize. Abantu bashobora kugira impinduka zitandukanye kuri icyo gikorwa zijyanye n'amarangamutima anenga, politiki, intiti—kandi ibi bigomba kwemerwa mu itsinda. Ibibazo bimwe na bimwe, n'ibisubizo bibitanzweho, bitera ibibazo cyangwa amakimbirane mu matsinda. Kumva uburyo ibyabereye hanze bigira ingaruka ku buzima bw'itsinda ni ingenzi kugira ngo umuhuzabiganiro ahangane n'iyi myitwarire n'ibibazo mu buryo buboneye.

4.4.2. Ibimenyetso bigaragaraza ko hatutumba amakimbirane

Umugani w'ikinyarwanda ugira uti: "ibijya gucika bica amarenga". Amakimbirane/ ibibazo byinshi bijya gusandara mu itsinda byarabanjirijwe n'ibimenyetso bitandukanye. Muri byo harimo ibi bikurikira:

- Kudafata ibyemezo;
- Kutihatira gukora ibyo mwahawe;
- Kurenza igihe cyahawe igikorwa runaka;
- Kutubahiriza igihe;
- Kutagera ku ntego;
- Kudakora ibyo mwemeranyijwe;
- Kutagera ku ntego zateganyijwe kuri gahunda;
- Kugabana imirimo mu buryo butaringaniye;
- Kutabasha kugira ibyo mwumvikana;
- Kurwanya imirimo yo mu matsinda, haba ku bagize itsinda cyangwa ku mufashabiganiro;
- Kugengwa n'umuhuzabiganiro;
- Guhangana n'ubuyobozi;
- Kutagaragaza amarangamutima;
- Guhitamo kudakorana n'itsinda;
- Guceceka;
- Kwiharira urubuga n'umuntu umwe cyangwa abantu bake;
- Kutagira uruhare;
- Guheza abantu batara ibibazo;
- Gushinja abandi;
- Kutubahiriza cyangwa kwihutisha amahame/amategeko y'itsinda.

4.4.3. Gukemura ibibazo n'amakimbirane mu matsinda y'ibiganiro

Ufite inshingano zo gukemura ibibazo cyangwa ugafasha itsinda kubyikemurira. Ingingo zikurikira zigaragaza bimwe mu byakwifashishwa mu gukemura amakimbirane:

- **Garagaza ubushake:** iyo havutse ibibazo, biroroha guhita ugira uwo ushinja, kugira uwo ukeka ko ari kidobya cyangwa agoranye. Ariko mu bwenge bw'uwo muntu, ni umutu mwiza, impamvu abikora ifite ishingiro, aba gusa agerageza kugera ku byifuzo bye cyangwa iby'itsinda. Ni byiza rero kudahita ugira uwo ushinja kuba afite uruhare mu makimbirane. Ubushake bwo gufasha abagiranye amakimbirane ni intambwe ya mbere mu kuyakemura.
- **Garagaza ko ubogamiye ku ruhanda rwa wa muntu ufite ikibazo** (ari na ko ukomeza gutekereza ku nyungu z'abandi bagize itsinda): Tega amatwi utuje wumve "ukuri kw'ibintu" kwa buri wese. Niba

umuntu umwe cyangwa babiri badafite ubwiganze kuri icyo kibazo bazumva bashyizweho igitutu n'abasigaye (bafite ubwiganze), babishaka cyangwa batabishaka. Nk'umuhuzabiganiro, ugomba guhuza impande zombi ushyigikira ba nyamuke ariko utirengagije n'abasigaye. Ni ngombwa ko wakomeza kugaragaza ko ntaho ubogamiye kandi ukirinda kugira uwo ushinja muri iki kibazo. Koresha ibitekerezo bitavugwaho rumwe (byateje amakimbirane) nk'igisubizo kurusha uko ari ikibazo.

- **Baza ibibazo:** intego yawe ni ukumva neza ikibazo, no gushakisha ibishobora kugikemura. Kubaza ibibazo byiza ni ubumenyi buhambaye ubwabyo. Gerageza kubaza ibibazo bigufasha kumenya umuzi w'amakimbirane n'ibiyagize.
- **Sesengura inkomoko y'ikibazo:** niba udacishije make ngo witonde urebe, biroroshye kutabona neza impamvu yataye ikibazo. Gerageza ushyiremo abagize itsinda benshi bashoboka mu gusesengura no kumenya inkomoko y'ikibazo. Numara kumenya neza imiterere y'ikibazo iyo ariyo, uzaba uhagaze neza mu kubona igisubizo/ umuti w'icyo kibazo.
- **Shyira abantu bafite ikibazo mu bafasha mu kugikemura:** kimwe mu kuba ufite itsinda rimerewe neza ni ugutanga icyizere ko abafitanye ikibazo bazagira uruhare rufatika mu kugikemura, kurusha uko wabamenyeshya ko bateye intugunda mu itsinda kandi bagomba kubihagarikira aho. Nk'umuhuzabiganiro, wababariza aho icyo bumva cyabafasha ariko na none kigafasha no kugera ku byifuzo bagenzi babo bagaragaza.

4.5. Imikoranire n'abayobozi mu nzego z'ibanze: kuki ikenewe, bifuza kumenya iki, ni ubuhe buryo bwo guhererekanya amakuru na bo?

Amatsinda y'ibiganiro agizwe n'abaturage kandi bafite agace babarizwamo. Ibi bigaragaza ko abayobora aho abagize amatsinda y'ibiganiro batuye ari abafatanyabikorwa b'ingenzi. Muri uru rwego, imikoranire hagati y'amatsinda y'ibiganiro n'abayobozi irakenewe.

4.5.1. Kuki imikoranire n'abayobozi b'inzego z'ibanze ari ngombwa?

Imikoranire hagati y'amatsinda y'ibiganiro n'ubuyobozi ni ngombwa ku mpamvu zikurikira:

- Amatsinda y'ibiganiro yemerwa/yumvwa mu buryo bworoshye iyo abayobozi bazi ko ariho;
- Ibikorwa by'ubuvugizi bikorwa n'amatsinda y'ibiganiro ashobora kwibanda by'umwihariko ku bayobozi b'inzego z'ibanze;
- Abayobozi b'inzego z'ibanze bashobora kugira uruhare rw'ingenzi mu gutuma ijwi ry'abaturage ryumvikana kurushaho;
- Abayobozi b'inzego z'ibanze bashobora kwifashisha ubunararibonye bw'amatsinda y'ibiganiro mu gukemura ibibazo by'abaturage;
- Abayobozi b'inzego z'ibanze bashobora gukura amasomo mu matsinda y'ibiganiro ndetse bakaba bajyana ubwo bumenyi mu tundi duce bayobora;
- Abayobozi b'inzego z'ibanze bashobora kwifashisha abagize amatsinda y'ibiganiro mu gushishikariza abandi baturage kwitabira gahunda zifitiye abaturage akamaro.

4.5.2. Ni iki abayobozi bifuza kumenya?

Amatsinda y'ibiganiro yashyizweho kugira ngo ahe abaturage ubushobozi bwo kugira uruhare mu gushyiraho politiki rusange ndetse no gufata ibyemezo. Imirimo y'ayo matsinda igomba kuba izwi n'abafatanyabikorwa b'ingenzi, cyane cyane abayobozi b'inzego z'ibanze. Muri uru rwego, abayobozi b'inzego z'ibanze bashobora kwifuza kugira amakuru asobanutse ku ngingo zikurikira:

- Umwirondoro w'abagize amatsinda y'ibiganiro (abo ari bo, aho batuye, n'ibindi);
- Amazina y'abahuzabiganiro;
- Umuryango/ ikigo gitera inkunga ayo matsinda;
- Ibikorwa biteganyijwe mu matsinda y'ibiganiro (igenamigambi ry'umwaka);
- Intego nyamukuru n'intego zihariye z'amatsinda y'ibiganiro;
- Urugero n'urwego rw'ubufatanye hagati y'amatsinda y'ibiganiro n'abayobozi b'inzego z'ibanze;

- Ibyitezwe kuva mu biganiri biteganyijwe mu matsinda y'ibiganiri;
- N'ibindi.

4.5.3. Ni gute waganira neza n'abayobozi b'inzego z'ibanze

Kugumana umubano n'ubufatanye n'abayobozi b'inzego z'ibanze ni ngombwa kugira ngo amatsinda y'ibiganiri agere ku ntego zayo. Abayobozi b'inzego z'ibanze ni abafatanyabikorwa b'ingenzi, haba ku biganiri bibera mu matsinda, cyangwa ku mpinduka abagize amatsinda bifuza kuzana. Hari uburyo bwinshi waganiramo n'abayobozi b'inzego z'ibanze. Mu bukoreshwa cyane harimo ubu bukurikira:

- Gusangiza abayobozi b'inzego z'ibanze igenamigambi ry'umwaka ry'amatsinda y'ibiganiri;
- Kugira uruhare muri JADF (ku rwego rw'umurenge);
- Kugira uruhare mu matsinda/komite asanzwe n'adasanzwe yateguwe n'inzego z'ibanze;
- Gutumira abayobozi b'inzego z'ibanze bakagira uruhare mu matsinda y'ibiganiri yatoranyijwe;
- Gutumira abayobozi b'inzego z'ibanze mu nama zigamije ubuvugizi zateguwe n'amatsinda y'ibiganiri afatanyije n'umuryango NAR.

Bitewe n'urwego rw'ubuyobozi bw'inzego z'ibanze (umudugudu, akagari, umurenge, akarere), Umuryango NAR n'amatsinda y'ibiganiri bagomba kwemeranya uwagirana umushyikirano/ ibiganiri n'umuyobozi uyu n'uyu. Ihererekanyamakuru ryemewe n'iryo rigomba gushyirwa imbere, n'ubwo ubuciyeye mu buryo budasanzwe nabwo bushobora kugira akamaro. Cyakora, nk'umuhuzabiganiri, ugomba kwitwararika ku buryo ya mikoranire n'inzego z'ibanze itabangamira ukutabogama kwa gahunda y'ibiganiri n'ubwigenge bw'amatsinda.

4.6. Imikoranire y'itsinda ry'ibiganiri ku miyoborere n'andi matsinda ndetse n'ubundi buryo bwashyiriweho guteza imbere uruhare rw'abaturage mu miyoborere

4.6.1. Imikoranire n'andi matsinda y'ibiganiri

Mu Rwanda hari amatsinda atandukanye ahuza abaturage mu turere dutandukanye tw'igihugu. Twibutse ko amatsinda y'ibiganiri ku miyoborere aterwa inkunga na NAR ifatanyije na Interpeace yashinzwe mu mwaka wa 2015, aho itsinda ry'igerageza ryatangijwe mu Murenge wa Bwishyura, mu Karere ka Karongi, ku itari ya 01/07/2015. Muri uyu mwaka na mbere yawo, ni ngombwa kwemera ko hashobora kuba hari n'andi matsinda y'ibiganiri aterwa inkunga n'andi miryango, ariko afite izindi ntego n'imikorere bitandukanye n'ibyo amatsinda y'ibiganiri ku miyoborere agamije.

Ni ngombwa rero ko amatsinda y'ibiganiri ku miyoborere agirana imikoranire myiza n'andi matsinda mu rwego rwo guteza imbere ibiganiri bigamije guha umuturage ubushobozi bwo kugira uruhare mu miyoborere y'igihugu, ahereye mu gace atuyemo. Iyo mikoranire igomba kugengwa n'ibi bikurikira:

- **Kwirinda guhuza umunsi wo guteraniraho:** birashoboka ko bamwe mu bagize itsinda ry'ibiganiri ku miyoborere baba bari no mu rindi tsinda ridakorana na NAR. Mu rwego rwo guharanira ko abagize itsinda bose bitabira, ni byiza ko mu guhitamo umunsi unogeye bese hakwirindwa guhuza umunsi n'irindi tsinda iryo ari ryo ryose.
- **Kudahuza n'irindi tsinda aho ibiganiri bibera:** n'ubwo nta n'umwe mu bagize amatsinda y'ibiganiri ku miyoborere waba ari mu yandi matsinda, si byiza guhurira ahantu hamwe n'andi matsinda. Iyo hari amatsinda abiri yahuriye hamwe habamo kurangara kw'abagize amatsinda, bityo ntibashyire imbaraga ku nsanganyamatsiko y'umunsi. Bituma kandi hashobora kubaho kwitiranyanya itsinda rikorana NAR n'andi matsinda, ugasanga umwihariko w'ibiganiri ku miyoborere ntugaragaye mu gace ibiganiri byabereyemo.

4.6.2. Uruhare mu kwitabira gahunda za Leta

Abagize amatsinda y'ibiganiro, kimwe n'abandi banyarwanda, bashishikarizwa kugira uruhare muri gahunda zitandukanye z'igihugu muri rusange, n'iz'agace kaberamo ibiganiro (batuyemo) by'umwihariko. Nk'abantu basobanukiwe n'ibyiza byo kugira uruhare mu miyoborere, abagize amatsinda y'ibiganiro bagomba kurangwa n'imyitwarire ikurikira:

- **Kwitabira ibiganiro byo mu nzego z'ubuyobozi** (inteko z'abaturage, umugoroba w'ababyeyi, n'izindi): ubu bwitabire buba bugamije ahanini kumenya ibibazo byakwibandwaho mu rwego rwo gukora ubuvugizi no kugira uruhare mu miyoborere. Uyu waba umwanya mwiza mu gushishikariza abandi baturage gukoresha uburyo bw'ibiganiro mu gufata ibyemezo cyangwa se mu kugaragaza icyo bifuza kugeza ku buyobozi, cyaba ikibazo, igitekerezo cyangwa inyunganizi.
- **Kugira uruhare rusesuye muri gahunda za leta:** abagize amatsinda y'ibiganiro bashishikarizwa kwitabira mu buryo busesuye gahunda za leta. Ntibagomba kuba ingwizamurungo, ahubwo barangwa no kugaragaza ibikorwa bifatika ndetse no gutanga ibitekerezo.
- **Kugaragaza umwihariko:** nka bamwe mu bafite ubumenyi n'ubushobozi bwo kugira uruhare mu miyoborere, abagize itsinda ry'ibiganiro ku miyoborere basabwa kugaragaza ibitekerezo mu buryo butandukanye n'abandi baturage batabonye amahirwe yo kugera mu itsinda rikorana na NAR. Bagomba gusasira igitekerezo, kugitanga mu kinyabupfura no kugaragaza icyakorwa ngo ikibazo yagaragaje gikemuke.
- **Kuboneraho kugaragaza ibibazo byagaragajwe mu itsinda:** iyo bitabira gahunda zitandukanye za leta, abagize amatsinda bashobora gufata uwo mwanya nk'urwego rwo kugaragaza ibyifuzo byatangijwe mu itsinda. Bitewe n'uburemere by'icyifuzo, abagize itsinda basabwe gushishoza no kureba niba ari ngombwa ko bagaragaza ko cyaganiriweho mu itsinda.
- **Kwita ku bibazo byagaragajwe mu bikorwa bitandukanye:** biba byiza iyo ingingo iribuganirweho mu itsinda ry'ibiganiro ku miyoborere iturutse mu baturage, ni ukuvuga iyo ari ikibazo rusange cy'ako gace. Abagize itsinda ry'ibiganiro bashobora guhera ku bibazo byagaragajwe mu nama zitandukanye (inteko y'abaturage, inama y'umudugudu, inzego z'abagore, inzego z'urubyiruko, umugoroba w'ababyeyi, n'ahandi) bakareba niba babiganiraho iyo bitabonewe umuti.

4.7. Ikiganiro kijyanye n'aho ibiganiro bibera

Abagize itsinda batoranya ingingo bifuza kuganiraho. Ni byiza ko biba biturutse mu baturage, haba mu biganiro abagize itsinda bagiranye n'abandi baturage, cyangwa nabo ubwabo babona ko ari ikibazo bakwiriye kubonera igisubizo biciye mu biganiro ku miyoborere.

4.7.1. Aho ingingo iganirwaho ituruka: guha amahirwe ingingo zose zatanzwe n'abaturage

Guhitamo ingingo iganirwaho n'abagize amatsinda y'ibiganiro ku miyoborere ni igikorwa cy'ingenzi muri iyi gahunda. Guhitamo ingingo itanoze cyangwa gukoresha uburyo butari bwo bishobora gutuma ikiganiro cyose kigenda nabi. Umuhuzabiganiro ndetse n'abagize itsinda bagomba kwitwararika mu gihe bari muri iki gikorwa.



Ibi bikurikira bigomba kwitabwaho mu gihe abagize itsinda ry'ibiganiro ku miyoborere bahitamo ingingo iganirwaho:

- Ingingo iganirwaho igomba kuba ari icyihutirwa mu bibazo by'abaturage kandi kigamije inyungu rusange.
- Buri muntu ugize itsinda ry'ibiganiro afite uburenganzira bwo kugaragaza ingingo yifuza ko iganirwaho. Utanze ingingo yifuza ko iganirwaho asobanura uburemere bwayo n'impamvu yumva ari ikibazo rusange mu gace batuye. Agomba kugaragaza by'umwihariko uburyo ibangamiye ku buryo bwihariye abagore, abagabo, abana b'abahungu n'abana b'abakobwa.
- Ingingo zose zatanzwe zigenda zandikwa, kugeza igihe nta n'umwe mu bagize itsinda usigaranye ingingo yifuza ko iganirwaho.

4.7.2. Uko ingingo yihutirwa kurusha izindi igaragazwa

Iyo abantu bakorera mu itsinda, imwe mu mbogamizi ibaho ni uguhitamo ingingo iganirwaho ku buryo abagize ibiganiro bose bayibonamo. Ni byiza ko umuhuzabiganiro aba afite ubumenyi buhagije kugira ngo hatagira uwumva ko igitekerezo cye kitahawe agaciro.

Hari uburyo bwinshi bukoreshwa mu guhitamo ingingo irusha izindi uburemere. Muri iyi nyoborabiganiro turifashisha uburyo bwo gutora inshuro nyinshi. Ubu ni uburyo bukoreshwa iyo hari urutonde rurerure rw'ingingo zifuzwa kuganirwaho, bityo abagize ibiganiro ku miyoborere bakaba bafatanyaga kubona imwe ibanogeye bose, isubiza ikibazo umuryango mugari ufite. Intambwe zikurikizwa muri ubu buryo ni izi zikurikira:

- **Gutora ku nshuro ya mbere:** iyo urutonde rw'ibibazo byose biri mu muryango mugari bimaze kugaragazwa, buri muntu mu bagize itsinda ahitamo/atoraga ingingo eshatu yumva zihutirwa kurusha izindi. Kuri iyi ntambwe, umubare w'ingingo zifuzwa kuganirwaho ushobora kuba ari munini, bityo umubare utorwa ukaba wazamuka, tuvuge ukaba ingingo 5 cyangwa 6. Ni ngombwa kandi, tukiri aha, ko ingingo zifite ubusobanuro bumwe zahurizwa muri imwe, n'ubwo zaba zanditse mu magambo atandukanye.
- **Gukora urutonde rushya:** reba ingingo zabonye amanota arusha icya kabiri cy'abatoye. Urugero: niba abatoye bose hamwe ari 30, ingingo zihabwa agaciro ni iziba zarengere amajwi 15. Bityo akaba arizo zikomeza inzira. Ingingo zitabonye amanota agera kuri 15 zirasibwa, ku rutonde hagasigara izifite 15 no kuyarenza.
- **Gutora ku nshuro ya kabiri:** ingingo zabonye amanota arenze kimwe cya kabiri cy'abitabiriye amatara zirandikwa, abatoye bakongera bagatoramo izo bumva zirusha izindi uburemere.
- **Subiramo kugeza ubonye ingingo izaganirwaho:** komeza ukoreshe ubu buryo, kugeza ingingo isigaye ari iyabonye amanota aruta ay'izindi. Iyi niyo ifatwa nk'izaganirwaho ubutaha.

Iyo ingingo yahuriweho n'abagore cyangwa abagabo gusa, iyo ingingo ishyingirwa mu zihutirwa n'ubwo baba atari benshi mu itsinda.

Iyo hari ingingo yagaragajwe ijyanye n'ikibazo cyihariye cy'abagore, abagabo, abafite ubumuga, abana b'abahungu, abana b'abakobwa; yitabwaho ku buryo bw'umwihariko bitanyuze mu matora.

4.7.3. Uko imyanzuro y'itsinda ry'ibiganiro ku miyoborere ikorwa

Imwe mu ntego zo gukora ibiganiro bigamijwe amahoro ni ugufata imyanzuro ndetse n'ibyifuzo ku ngingo yaganirweho, bigashyikirizwa abafata ibyemezo ku nzego zitandukanye. Nk'uko byasobanuwe byimbitse mu ngingo ya 4.2.2, imyanzuro n'ibyifuzo bikusanywa n'umuhuzabiganiro, bikandikwa n'umwanditsi w'itsinda ry'ibiganiro ku miyoborere, akabisomera abagize itsinda, bakabinononsora, maze bakabyemeza. Kugira ngo imyanzuro n'ibyifuzo bigirirwe icyizere, bigomba kuba bikozwe mu buryo bunozwe kandi bugaragaza ko byakozwe n'abantu bafite ubumenyi kandi bazi icyo bakora. Imyanzuro n'ibyifuzo bikozwe neza birangwa n'ibi bikurikira:

- **Kubanza kugaragaza ikibazo:** kugirango imyanzuro n'ibyifuzo bibe bifite ireme, ni byiza ko ingingo yaganirweho ibanza gusobanurwa, hakagaragazwa amavu n'amavuko byayo, impamvu ariyo yatoranyanyijwe ndetse n'icyari kigamijwe igihe yaganirwagaho. Ibi bifasha abashyikirizwa iyi nyandiko kumenya neza ibijyanye n'ibyaganirweho, cyane cyane ko baba batitabiriye ibyo biganiro (batari mu bagize itsinda ry'ibiganiro).
- **Kugaragaza uruhare rw'abaturage:** nk'uko tuza kubibona mu ngingo ya 5.2. y'iyi nyoborabiganiro, abaturage bafite inshingano zo kugira uruhare mu miyoborere n'iterambere by'igihugu. Aho bishoboka, inyandiko igaragaza imyanzuro n'ibyifuzo bigomba kugaragaza icyo abaturage b'agace kagaragayemo icyo kibazo bagikozeho. Bigomba gusobanuka neza ko birenze ubushobozi bw'abaturage, bityo hakenewe izindi mbaraga cyangwa se ubundi bushobozi.
- **Kugaragaza inzego zisabwa gukemura ikibazo:** ikibazo gikemuka mu buryo bworoshye iyo abagize itsinda ry'ibiganiro ku miyoborere bagaragaje neza urwego rusabwa kugikemura. Birashoboka kandi ko ikibazo kimwe gishobora kugemurwa binyuze mu bufatanye bw'inzego zitandukanye. Izi nazo ni byiza kuzivugaho. Ibi bifasha itsinda n'abandi barifasha mu buvugizi kumenya aho bakurikiranira ikibazo, kandi bagatuma inzego zibishinzwe zititana ba mwana, ngo urwego uru n'uru rwumve ko ari urundi ruzakora ku byifuzo byagaragajwe n'itsinda.

- **Gukoresha imvugo isobanutse:** rimwe na rimwe imvugo yakoreshejwe, haba mu nyandiko cyangwa mu mvugo, igira uruhare runini mu kumvikanisha ikibazo. Si byiza gukoresha imvugo ishinja, isebanya cyangwa yibasira urwego cyangwa umuntu runaka ushinzwe ibijyanye n'ibyo itsinda ryakozeho ikiganiro.
- **Kwandika amagambo yumvikana kandi akurikije amategeko y'imyandikire:** amagambo akomeye (inshoberamahanga) cyangwa amakosa y'imyandikire ni bimwe mu bishobora guca intege usoma inyandiko ikubiyemo imyanzuro n'ibyifuzo byatanzwe n'itsinda ry'ibiganiro ku miyoborere. Ni ngombwa ko hakoreshwa amagambo yoroheye buri wese kandi ururimi rukandikwa mu buryo bunoze.

4.7.4. Uko itsinda ry'ibiganiro ku miyoborere rikora ubuvugizi ku kibazo cyagaragajwe

Ni ngombwa ko ibyaganiriweho ndetse n'ibyifuzo byatanzwe n'abaturage bigera ku bashinzwe kubifataho ibyemezo. Bitabaye ibyo, abagize amatsinda y'ibiganiro baba bararuriye ubusa cyangwa barataye umwanya wabo. Kugira ngo ibi bigerweho, hagomba kujyaha gahunda n'ingamba bihamye byo gukora ubuvugizi ku nzego zitandukanye. Iyi nyoborabiganiro igaragaza ubuvugizi ku nzego ebyiri zikurukira:

i. Ubuvugizi ku rwego rw'ibanze

- Imyanzuro n'ibyifuzo rusange yavuye mu itsinda ry'ibiganiro byandikwa neza, bigashyikirizwa inzego bireba, hagamijwe kubishakira ibisubizo.
- Ibyifuzo bikeneye kubonerwa umuti/ ibisubizo ku buryo bwihuse bitangwa mu nama y'ibiganiro hamwe n'abayobozi b'ibanze.
- Iyo nama itumizwa kandi ikayoborwa n'umuhuzabiganiro.
- Aho bishoboka, NAR itanga inama n'ubushobozi.
- Ubu buryo bw'ubuvugizi bukorerwa ku rwego rw'umurenge n'akarere, bitewe n'uburemere bw'ibigomba kuganirwaho n'urwego rubifitiye ububasha.
- NAR kandi ifasha itsinda ry'ibiganiro ku miyoborere gutegura amashusho magufi ndetse n'inshamake y'ibyifuzo bihabwa abayobozi, bikifashishwa mu biganiro n'abayobozi b'inzego z'ibanze.

ii. Ubuvugizi ku rwego rwisumbuye

- Ku bufatanye n'amatsinda y'ibiganiro, NAR igeza ibyifuzo by'abagize amatsinda y'ibiganiro ku miyoborere ku nzego zo hejuru bireba.



IGICE CYA GATANU: UBURENGANZIRA N'INSHINGANO Z'UMUTURAGE

Uruhare rw'umuturage mu miyoborere ni uburenganzira bwe, ariko na none ni inshingano. Impamvu uruhare rw'umuturage ari ingenzi ni uko ari we uzi cyane ibibereye agace atuyemo kandi akaba ari we ugirwaho ingaruka n'ibyemezo bifashwe n'ubuyobozi . Iki gice kiragaragaza uburyo kugira uruhare mu miyoborere ari uburenganzira bw'umuturage, ariko ku rundi ruhande, kikagaragaza ko ari inshingazo ze z'ibanze.

5.1. Uburenganzira bw'abaturage mu kugira uruhare mu miyoborere

Tugiye kurebera hamwe ubwoko bw'uburenganzira bwa muntu muri rusange, uburenganzira bw'umuturage mu kugira uruhare mu miyoborere mu Rwanda, ndetse n'uko nk'umuturage, waharanira uburenganzira bwawe, igihe cyose buri mu kaga ko guhungabanywa.

5.1.1. Ubwoko bw'uburenganzira bwa muntu

Uburenganzira bwa muntu bushobora kubumbirwa mu byiciro bine by'ingenzi:

Uburenganzira mboneragihugu

na politiki: ubu ni uburenganzira bujyanye no kugira uruhare mu buzima bw'igihugu na politiki. Muri ibi harimo uburenganzira bwo kwihuza n'abandi, uburenganzira bwo kuvuga, uburenganzira bwo gutembera, uburenganzira bwo guhura n'abandi, n'ubundi.

Uburenganzira ku mibereho myiza n'ubukungu:

muri iki cyiciro tuhasanga uburenganzira bwo kubona ibigutunga no kubaho neza. Muri bwo, harimo uburenganzira ku biribwa, icumbi, uburezi, ubuzima, umurimo, no kwivuzza. Ubu burenganzira bushingiye ku ihame ry'uko imibereho myiza y'abaturage n'ubukungu bw'igihugu aribyo bigenga imiterere ya politiki yacyo, n'ubundi.

Uburenganzira ku iterambere

n'ibidukikije: Ubu ni uburenganzira ku iterambere rusange. Butandukanye n'ubundi bwoko bwavuzwe haruguru kubera ko bureba umuntu ku giti cye. Bukubiyemo uburenganzira ku iterambere, uburenganzira ku bidukikije bizira umuze, amahoro n'umutekano, n'ubundi.

Uburenganzira bw'ibyiciro byihariye:

ubu ni uburenganzira bw'ibyiciro byasigaye inyuma cyangwa bifite umwihariko bitewe n'ubuzima babayeho butandukanye n'ubw'abandi basanzwe. Ibi byiciro ni abagore, abana, ababana n'ubumuga butandukanye, n'abandi bashyirwa muri iki cyiciro kubera umwihariko w'amateka igihugu iki n'iki cyanyuzemo. Akenshi usanga ibi byiciro byarajejwe mu iterambere ry'igihugu, bityo bigashyirirwaho uburenganzira bwihariye.

5.1.2. Uburenganzira bw'umuturage mu kugira uruhare mu miyoborere mu Rwanda

Ingingo ya 15 y'Itegeko Nshinga ry'u Rwanda rya 2003 nk'uko ryahinduwe muri 2015, igira iti : "Abantu bose barashyamba imbere y'amategeko. Itegeko ribarengera ku buryo bumwe. Abanyarwanda bafite uburenganzira bungana imbere y'amategeko arugenga". Ibi ni nako bimeze mu miyoborere, aho itegeko nshinga, mu ngingo yaryo ya 27, rishimangira ko "Abanyarwanda bose bafite uburenganzira bwo kugira uruhare mu buyobozi bw'Igihugu, baba babukoresheje ubwabo, cyangwa se babinyujije ku babahagarariye bihitiyemo nta gahato, hakurikijwe amategeko".

Dushingiye kuri izi ngingo z'itegeko rirusha andi uburemere mu Rwanda, ntawashidikanya ko umuturage afite uburenganzira bwo kugira icyo akora ngo imiyoborere y'igihugu cye igende neza. Twibutse ko amoko n'uburyo umuturage yagiramo uruhare mu miyoborere bigaragara mu gice cya kabiri cy'iyi nyoborabiganiro.

Ni byiza na none kumenya ko uruhare rw'umuturage rugomba gukurikiza amategeko agenga ingingo yifuzaga kugiramo uruhare, kugira ngo yirinde kuvogera inzego cyangwa ibihano byajyana no kwica ayo mategeko. Ibi bigarukwaho mu ngingo ya 41 y'Itegeko Nshinga ry'u Rwanda rivuga ko "Mu gukoresha uburenganzira n'ubwisanzure, buri wese azitirwa gusa n'itegeko rigamije kwemera no kubahiriza uburenganzira n'ubwisanzure by'abandi ndetse n'imyitwarire iboneye, ituze rusange rya rubanda n'imibereho myiza muri rusange biranga Igihugu kigendera kuri demokarasi".

5.1.3. Uko waharanira uburenganzira bwawe

Bivugwa ko "uburenganzira buharanirwa", akenshi "budatangwa". Bivugwa kandi ko "uburenganzira bw'umuntu butangirira aho ubw'abandi burangirira". Ibi bivuze ko igihe wabangamiye uburenganzira bw'undi, ubwawe nta shingiro buba bufite. Ibi ni bimwe mu byo wakora ngo ubungabunge uburenganzira bwa muntu mu mahoro, ntawe ubangamiye:

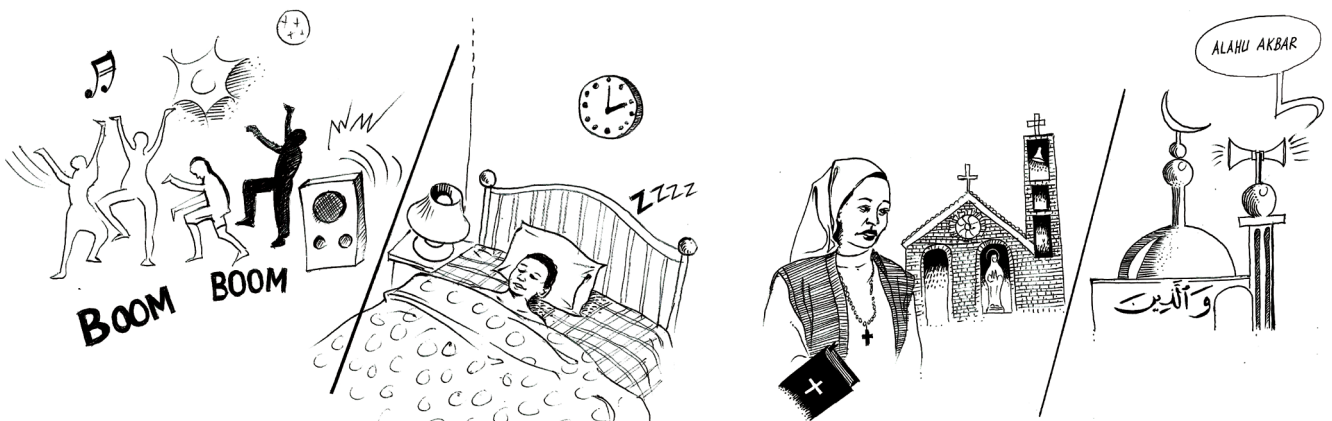
- Kugaragaza urugero rwiza wubaha uburenganzira bw'abandi, haba mu muryango, mu gace dutuyemo no mu gihugu.
- Gukurikiza amategeko n'andi mabwiriza atangwa n'ubuyobozi.
- Gukangurira no kwigisha abandi ibijyanye n'uburenganzira bwabo, cyane cyane bya byiciro bihariye.
- Gufasha no kwita ku bahungabanyirijwe uburenganzira bwabo.

5.2. Inshingano z'umuturage mu guteza imbere igihugu no gusigasira ibyagezweho

Uburenganzira bujyana intambwe ku yindi n'inshingano. Umuturage asabwawereho kumenya uburenganzira bwe, ariko na none akamenya inshingano ze ku muryango, ku bandi baturage, kuri sosiyete, ndetse no ku gihugu.

5.2.1. Ubwoko bw'inshingano z'umuturage

- Inshingano ku bandi: buri muntu ategetswe kubaha uburenganzira bw'abandi. Abantu bagira ibyifuzo bitandukanye kandi ibintu bimwe bigahabwa agaciro kuri bamwe, abandi ntibabibone batyo. Ni byiza kubaha uburenganzira n'umwihariko wa buri wese, nk'uko nawe wifuzaga ko kubaha ibyawe. Icyo gihe nibwo abantu babana mu mahoro kandi umuryango mugari wose ukabaho mu mutuzo n'umudendezo.



- Inshingano ku gihugu: buri muturage afite inshingano zo kubaha amategeko igihugu kigenderaho no kwishyura imisoro. Kuri izo mpamvu, asabwa kugira uruhare mu guteza imbere no gushimangira imiyoborere myiza n'iterambere ngo igihugu kibashe kuzuza inshingano zacyo. Ibi bijyana n'inshingano zo gutora no gutorwa ndetse no kubaza abayobozi ibyo bashinzwe. Umaturage mwiza asabwa gutorana ubushishozi, adashingiye ku marangamutima, kandi akagira uruhare mu kugaragaza no gukemura ibibazo rusange.
- Inshingano ku muryango mugari: buri muturage afite inshingano zo kwita kuri buri kintu gishobora kubangamira umuryango mugari. Ku bw'ibyo, afite inshingano zo kwita ku bidukikije, ibikorwa remezo, ibikorwa rusange, n'ibindi. Ibi ni ibikorwa bifitiye akamaro buri wese, bityo buri wese akaba afite inshingano zo kubigiramo uruhare no kubibungabunga/ kubisigasira.



5.2.2. Inshingano z'umaturage mu kugira uruhare mu miyoborere n'iterambere mu Rwanda

Nk'uko twabibonye, imiyoborere n'iterambere bifitanye isano, kandi bigahera ku muturage ubwe, aho atuye n'umuryango mugari muri rusange. Itegeko Nshinga, mu ngingo yaryo ya 46, risobanura ko "Umunyarwanda wese afite inshingano zo kubaha no kutagira uwo avangura, no kugirana na bagenzi be imibanire igamije kubumbatira, guharanira no gushimangira ubwubahane, ubufatanye n'ubworoherane hagati yabo".

Mu gihe leta ifite inshingano yo gushyiraho uburyo bwo guteza imbere abenegihugu, "Abanyarwanda bose bafite inshingano zo kugira uruhare mu iterambere ry'igihugu bitabira umurimo, babumbatira amahoro, demokarasi, ubutabera n'uburinganire mu mibereho y'abaturage no kugira uruhare mu kurengera igihugu cyabo", nk'uko biteganywa n'Itegeko Nshinga ry'u Rwanda, mu ngingo yaryo ya 48.

Umwihariko w'uburenganzira bushingiye ku ihame ry'uburinganire:

Kubera amateka y'imibanire y'abagabo n'abagore aho usanga inshingano, ibyubahiro, uburenganzira bigenerwa abaturage byarashingiraga ku gitsina aho usanga hari inshingano zihariye z'abagabo n'iz'abagore, uburenganzira umugabo afite bugatandukana n'ubw'umugore.

Ni ngombwa ko amatsinda amenya inshingano n'uruhare rw'abagore n'abagabo bifashishije icyo amategeko ateganyaga, hagamijwe gukumira ihohoterwa rishingiye ku gitsina. Iby'ingenzi byo kuzirikana bikubiye mu burenganzira bukurikira:

- **Uburenganzira bwo kugira uruhare mu buyobozi:** Kimwe n'abagabo, abagore bafite uburenganzira bwo gutora no gutorwa. Abagore kandi bafite uburenganzira bwo kugira uruhare mu nzego zifata ibyemezo. Mu Rwanda, mu rwego rwo guteza imbere ubu burenganzira, byibuzwe 30% y'imyanya ifatirwamo ibyemezo igomba guhabwa abagore nk'uko biteganywa n'ingingo ya 10 y'Itegeko Nshinga ry'u Rwanda ryo muri 2003 nkuko ryahinduwe mu 2015. Imitwe ya politiki ifite inshingano zo kugenzura iyubahirizwa ryo guha abagore uruhare rwabo harimo nayo ubwayo igihe ishyiraho inzego zayo bwite z'ubuyobozi n'ibindi bikorwa, nk'uko biteganywa n'ingingo ya 7 y'Itegeko Ngenga N° 10/2013/0L ryo ku wa 11/07/2013 rigenga imitwe ya politiki n'abanyapolitiki.
- **Uburenganzira bwo kurindwa ihohoterwa rishingiye ku gitsina:** Mu Rwanda, amategeko ahana umuntu wese waba yagiranye imibonano mpuzabitsina n'umuntu batabyumvikanyeho. Ibi bigize icyaha nshinjabyaha cyo gufata ku ngufu; nk'uko ingingo ya 193 y'igitabo cy'amategeko mpanabyaha ibiteganyaga. Ibi kandi ni nako bimeze ku bashakanye nk'uko bigaragara mu ngingo ya 199 y'icyo gitabo cy'amategeko mpanabyaha.
- **Uburenganzira bwo kurindwa ihohoterwa mu kazi:** Ingingo ya 67 y'Itegeko No 86/2013 ryo ku wa 11/09/2013 rishyiraho amategeko rusange agenga abakozi ba Leta, riyitegeka kubungabunga no kurinda abakozi bayo ihohoterwa bakorerwa ryose, igihe bari ku murimo no hanze yawo.
- **Ubwisanzure mu kuboneza urubyaro:** Guhatira cyangwa guhoza ku nkeke umugore umuziza uburyo yahisemo mu kuboneza urubyaro ni icyaha gihanwa n'amategeko, nk'uko biteganywa n'ingingo ya 239 y'igitabo cy'amategeko mpanabyaha mu Rwanda.
- **Uburenganzira bwo kuzungura:** Abana b'abahungu n'ab'abakobwa bafite uburenganzira bungana ku izungura, nk'uko biteganywa n'ingingo ya 54 y'itegeko N° 27/2016 ryo ku wa 08/07/2016 ryerekeye izungura ku mutungo. Abagore kandi bafite uburenganzira bungana n'ubw'abagabo mu bijyanye n'izungura. Mu Rwanda kandi, Itegeko N° 43/2013 ryo ku wa 16/06/2013 rigenga ubutaka, mu ngingo yaryo ya 4, riha uburenganzira bungana umugabo n'umugore bashyingiranywe mu buryo bwemewe n'amategeko mu kubucunga, hakurikijwe uburyo bahisemo.

IGICE CYA GATANDATU: URUHARE RW'UMUTURAGE MU ITERAMBERE RY'IGIHUGU NO GUFATA IBYEMEZO

6.1. Iterambere ni iki?

Abahanga bavuga ko iterambere ari izamuka ry'imibereho, bityo ubuzima bwa muntu bukagenda burushaho kuba bwiza. Ibi bivuze ko iterambere atari ubukire bugaragara cyangwa kugira ibintu bifatika gusa; ahubwo hiyongeraho amahirwe mu bukungu, kwishyira ukizana ndetse n'uburenganzira bwa muntu abantu bishimira. Mu buryo burambuye, ibigize iterambere ni ibi bikurikira:

- Ukwiye kw'ubukungu mu buryo bufatika, hakiyongeraho amahirwe angana ndetse no kugeza ubwo bukire kuri bose. Igihugu kigomba kwirinda ko ubukungu bugera ku bantu bake gusa mu gihugu.
- Imitangire myiza ya serivise rusange kandi inoze. Muri serivise z'ingenzi zigaragaza iterambere ni umutekano, uburezi, ubuvuzi (cyane cyane ku batishoboye), isuku mu hantu rusange, n'ibindi.
- Iterambere ry'uburenganzira bwa politiki harimo ukwishyira ukizana mu gutanga ibitekerezo no kugira uruhare mu miyoborere, kurwanya ivangura cyane cyane mu bikorwa by'igihugu, n'ibindi.

6.2. Uruhare rwa leta mu iterambere

Inyoko muntu ikenera ibintu bitandukanye ngo havugwe iterambere mu gace cyangwa igihugu runaka. Ibi bituma igihugu n'abaturage bakora cyane kugira ngo bigerweho.

Inshingano z'ibanze za Leta mu iterambere ni izi zikurikira:

- Gushyiraho politiki na gahunda/porogaramu by'iterambere. Leta igomba kandi gushyiraho n'ingamba zihamye zifasha abandi bafatanyabikorwa, harimo n'abaturage, mu kugira uruhare mu iterambere.
- Gutanga serivisi imiryango itari iya leta na ba rwiyekezamirimo badatanga, hagamijwe iterambere mu nzego zitandukanye z'ubukungu bw'igihugu.
- Gutegura no gushyira mu bikorwa ingengo y'imari ijyanye n'ibikorwa rusange, harimo ibikorwa remezo; nk'imihanda, amazi, amashyamba, n'ibindi.



6.3. Uruhare rw'umuturage mu iterambere

Kugira ngo iterambere nyaryo rigerweho, umuturage agomba kubigiramo uruhare, ku buryo bufatika. Iterambere rihera ku muntu ku giti cye, rikagera ku muryango n'abawugize, bityo n'igihugu kigatera imbere. Muri iki gika turarebera hamwe uruhare rw'umuturage ndetse n'iterambere ry'urugo nk'inkingi y'iterambere ry'igihugu muri rusange.

6.3.1. Iterambere n'umuturage

Mu gihe leta ifite inshingano zo gutegura politiki na gahunda z'iterambere ndetse no kuza ku isonga mu gushyiraho ibikorwa remezo, uruhare rw'umuturage rugaragarira mu byiciro bitatu: kwiteza imbere nk'umuturage, gushyigikira no kwitabira ibikorwa by'iterambere bya leta, ndetse no gusigasira ibyagezweho ngo bidasubira inyuma.

- **Iterambere ry'umuturage:** ubushakashatsi bwagaragaje ko abaturage bakunze gutunga agatoki leta ko ifite uruhare mu bukene bafite, bakirengagiza uruhare rwabo. Umuturage afite uruhare rukomeye mu iterambere rye n'umuryango we. Ni we ufata icyemezo cy'icyo yakora ngo atere imbere. Niwe na none, bitewe n'urwego arimo, ugomba gushishikarira guhangana n'abandi baturage ku masoko, yaba ay'umurimo ndetse n'ubucuruzi. Umuturage niwe ugomba guhanga udushya, ngo abashe gutsinda rya higanwa. Abaturage ku giti cyabo kandi, nibo bafata icyemezo cyo kwibumbira mu mashyirahamwe n'amakoperative ngo bahuze imbaraga, bityo batere imbere kurushaho. Leta igira uruhare rwo gushyigikira izi mbaraga zose ziganisha ku iterambere, zaba ari iz'umuntu ku giti cye, cyangwa se iz'abibumbiye hamwe bagamije kwiteza imbere.
- **Gushyigikira ibikorwa bya leta:** leta ikorera abaturage ibafata nk'abafatanyabikorwa bayo kandi b'ingenzi. Ibi bigendera ku ihame rivuga ko umuturage ariwe shingiro ry'imiyoborere n'iterambere, agahabwa umwanya n'uburyo bwo kugira uruhare mu miyoborere n'iterambere byacyo. Ibi bisobanura rero ko "akebo kajya iwa mugarura", umuturage nawe akabona ko iterambere

ry'igihugu rimureba, akarigiramo uruhare ruziguye. Mu Rwanda, inzira iracyari ndende kubera ko ubushakashatsi butandukanye bwagaragaje ko abatwaga bagira uruhare cyane cyane mu ishyirwa mu bikorwa rya gahunda za leta, uruhare rwabo mu itegurwa n'isuzuma by'izo gahunda bikaba bikigerwa ku mashyi.

- **Gusigasira iterambere ryagezweho:** umutwaga mwiza ni intumwa n'ijisho bya leta, cyane cyane iyo ibikorwa by'iterambere byagezweho bishobora guhungabana ku mpamvu zitandukanye. Ibi ariko bishoboka cyane iyo umutwaga yagize uruhare rusesuye kuva mu itegurwa ry'igikorwa kugeza mu isuzuma ryacyo. Impamvu y'ibi ni uko igikorwa aba yarakigize icye, azi akamaro kacyo, bityo kikaba kitakwangizwa arebera kandi agaharanira ko kiramba.

6.3.2. Iterambere ry'urugo: inkingi y'iterambere rirambye

Urugo ni inkingi ya mwamba y'iterambere rirambye. Iyo abagize umuryango bose bahawe uburenganzira bwabo bakagira n'uruhare mu miyoborere y'urugo bagera ku iterambere rirambye. Iyo kandi iterambere ryageze mu ngo igihugu kigera ku iterambere rirambye. Kugira ngo urugo rugere ku iterambere rusabwa kwita kuri ibi bikurikira:

Inama y'umuryango (urugo): Inama y'umuryango ni urwego abagize umuryango bahuriramo bagakoreramo igenamigambi, uruhare rwa buri wese mu kurishyira mu bikorwa, ibikenewe n'imihigo ya buri wese. Inama y'umuryango kandi niyo iganirirwamo ibibazo biwureba, igashimira buri wese urimo ukora inshingano ze neza ikanagira inama uwahuye n'ibizazane. Abagize umuryango bihitiramo uburyo buhoraho bwo guterana ariko bitabuza ko igihe cyose bibaye ngombwa ko baterana bakaganira ku kibazo kibareba. Ibi bituma habaho kuganira hagati y'umugabo, umugore n'abana; bigatuma buri wese agira uruhare mu kwuteza imbere, kwurinda ibibazo, kubahiriza uburenganzira bwa buri wese no kubazwa ku nshingano buri wese afite. Iyo iyi nama iba mu buryo buhoraho kandi mu bwisanzure, nta kabuza urugo rutera imbere.

Ubuyobozi bw'urugo: Umugabo n'umugore bafatany ubuyobozi bw'urugo rwabo no kurwitaho kugira ngo rugwize umuco mwiza n'ibirutunga no kurwubaka rugakomera, nk'uko biteganywa n'ingingo ya 209 y'itegeko rigenga abantu n'umuryango ryasohotse mu mwaka w' 2016. Iyi ngingo ikomeza ivuga ko umwe mu bashyingiranywe yiharira iyo nshingano iyo undi adashobora kuyikora. Iyo batabyumvikanyeho byemezwa n'inzego zibifitiye ububasha. Bitandukanye n'ibyari biteganyijwe mu itegeko ryari risanzweho kuko ryo ryateganyaga ko umugabo ari we mutwaga w'urugo. Mu itegeko ryari risanzwe kandi umugabo ni nawe wabazwaga byose kabone niyo umugore yabaga afite ubushobozi bwo kurutunga. Hamwe na hamwe, ibi byatumaga umugabo yica agakiza, ntagishe inama, rimwe na rimwe bikaba byabyara amakimbirane mu rugo n'ihohoterwa.

Gucunga umutungo w'urugo: Gucunga neza umutungo w'urugo bigira uruhare mu kuruteza imbere. Uburenganzira ku mutungo w'abashyingiranywe butangira bakimara gushyingirwa imbere y'umwanditsi w'irangamimerere hakurikijwe uburyo bw'icungamutungo bahisemo, nk'uko bigarukwaho mu ngingo 208 y'itegeko rigenga abantu n'umuryango ryavuzwe haruguru. Iyo mwahisemo kuvanga umutungo ntabwo byemewe ko ukoreshwa n'umwe batabyumvikanyeho na mugenzi we.

Kwita ku bana no kubarera: Ababyeyi bafite inshingano yo kwita no kurera abana babo ku buryo bungana, kubaha ibibatunga no kubarera bishingiye ku ndangagaciro z'umuco nyarwanda (Ingingo ya 203 y'itegeko rigenga abantu n'umuryango). Ubushakashatsi butandukanye bwagaragaje ko abagabo bakunda kutabyitaho cyane ugasanga babihariye abagore bo bagasigarana inshingano yo guhana gusa. Ibi usanga bibagiraho ingaruka mbi, aho umwana akurana ishusho ya se utazi kuvuga neza, utongana gusa, agateza impagarara mu rugo. Kubera izo mpamvu, usanga umwana akuzwe nta kintu cyiza yibuka kuri se bityo ugasanga yibona muri mama we cyane kurusha se.

Ibiganiro mu muryango: Umuryango ntushobora gutera imbere iyo abawugize batisanzuranaho, ngo baganire. Ni ngombwa ko abagize umuryango bahanahana amakuru yubaka kandi abateza imbere, ntibibe ku ruhande rumwe gusa. Cyakora, mu biganiro byabo no gusangira amakuru, bagomba kwirinda impuha n'ibindi bidafite akamaro, kuko bishobora kubasenyera. Abashakanye bagomba kuganira n'abana babo kugira ngo bamenye ibyo bakeneye, ibyo bakunda n'ibibabangamira bakabibafashamo bitagombye kubagiraho ingaruka. Ni ngombwa kumenya igihe cyo kuganira, aho muganirira n'uburyo muganiramo, cyane cyane igihe hari

ikibazo mu rugo kigomba gushakirwa umuti biciye mu biganiro. Iyo abashakanye bataganira bibagiraho ingaruka nyinshi. Bahorana ibibazo kuko batabiganiraho ngo babikemure. Umwe akora ibye atagishije undi inama. Bahora mu makimbirane, bigatuma abana bafatwa nabi kandi bikadindiza iterambere ry'urugo.

6.4. Imbogamizi ku iterambere ry'igihugu

Imbogamizi z'iterambere zishobora gushyirwa mu byiciro bibiri by'ingenzi: imbogamizi zishingiye ku bukungu, n'imbogamizi zishingiye kuri politiki n'imiyoborere.

6.4.1. Imbogamizi zishingiye ku bukungu

Imbogamizi zishingiye ku bukungu ni iziyanye no kubura ibikenewe ngo iterambere rigerweho. Izi mbogamizi zishobora kuba zishingiye ku bibazo igihugu ubwacyo gifite, cyangwa se zigaturuka ku bandi bafatanyabikorwa mu iterambere, cyane cyane imiryango nterankunga n'ibihugu bifite uruhare mu iterambere ry'igihugu runaka.

- **Ibibazo by'imbere mu gihugu** bishobora kuba bijyanye no kutagira umutungo kamere uhagije, imiterere y'igihugu (urugero: kuba igihugu kidakora ku nyanja), ubucucike bw'abaturage, umubare munini w'abaturage batazi gusoma no kwandika, umubare munini w'abaturage bari muni y'umurongo w'ubukene, ikoranabuhanga ndetse n'ibikorwa remezo bidahagije, n'ibindi. Ibi ni ibibazo ibihugu bikiri mu nzira y'amajyambere, harimo n'u Rwanda, bihura nabyo kandi bikabibera inzitizi ku iterambere.
- Ku rundi ruhande, hari ibibazo biba bituruka hanze y'igihugu. Aha twavugaga ibijyanye n'amategeko y'ubucuruzi ku isi akenshi abangamira ibihugu biri mu nzira y'amajyambere, kuba igihugu gifite ibindi bihugu cyangwa ibigega mpuzamahanga imyenda ikabije, kutubahiriza amasezerano kw'ibihugu bitera igihugu runaka inkunga, n'ibindi. U Rwanda na none ruhura n'ibi bibazo, kimwe n'ibindi bihugu biri mu nzira y'amajyambere.

6.4.2. Imbogamizi zishingiye kuri politiki n'imiyoborere

Imbogamizi zishingiye kuri politiki n'imiyoborere zigagararira mu buryo bukurikira:

- **Ibibazo bya politiki mu gihugu:** ibibazo bishingiye ku miyoborere mu gihugu idaha ijamba umuturage. Ibi bibazo bigira uruhare mu idindizwa ry'iterambere muri ibyo bihugu ndetse n'iry'umuturage by'umwihariko.
- **Leta y'igitugu n'imiyoborere mibi:** leta itegekana igitugu ntishobora gutekereza cyangwa kwita ku iterambere ry'igihugu. Ni leta ibona umuturage nk'umwanzi kurusha uko umufata nk'umufatanyabikorwa. Usanga akenshi abagize leta nk'iyi baramunzwe na ruswa, bityo imishinga itandukanye igamije iterambere irangirira mu mifuka yabo, abaturage n'igihugu bikaburizwamo.
- **Intambara n'umutekano muke:** igihugu kidafite amahoro ntigishobora kugera ku iterambere. Bavugaga ko umutekano ari inkingi y'amajyambere. Umuturage udatekanye ntacyo yageraho, ahora yikanga urupfu kandi yiteguye guhunga. Igihugu kiri mu intambara cyo gishora amafaranga n'indi mitungo gifite mu bikorwa byo kugarura umutekano harimo kugura ibikoresho by'intambara, bityo gahunda z'iterambere zigashyirwa ku ruhande.
- **Ruswa, gucunga nabi no kunyereza umutungo wa rubanda:** ni byo koko, ruswa imunga ubukungu bw'igihugu. Abayobozi bokamwe na ruswa bagaragaraho imicungire mibi ndetse no gukora ibishoboka byose bakigwizaho ingengo y'imari igenewe guteza imbere umuturage n'igihugu muri rusange.

Nyuma ya jenocide yakorewe abatutsi muri 1994, Leta y'Ubumwe bw'Abanyarwanda yafashe ingamba ndetse ishyiraho na politiki n'amategeko agamije kugira imiyoborere myiza inkingi ya mwamba y'iterambere ry'igihugu. Hagiyeho kandi inzego z'imiyoborere n'amategeko azigenga. Muri izi nzego harimo izirwanya ruswa n'akarengane, izikurikirana imikoreshereze y'imari ya leta, izishinzwe imiyoborere no kwegereza ubuyobozi abaturage, n'izindi.

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IMIGEREKA

Umugereka wa mbere: Inshamake y'ibiganiro ku buringanire

Ikiganiro	Intego y'ikiganiro	Ibikorwa by'ingenzi
1. Intangiriro	<ul style="list-style-type: none"> Kugaragaza impamvu y'amahugurwa/ibiganiro Guha ubumenyi abazakoresha iyi mfashanyigisho bwo kuyikoresha 	<p>Igicecya 1.1: icyo imfashanyigisho igamije</p> <p>Igicecya 1.2: Abo iyimfashanyigisho iteganyirijwe</p> <p>Igicecya 1.3: Uburyo iyimfashanyigisho ikoreshwa</p>
2. Uburinganire n'ubwuzuzanye	<ul style="list-style-type: none"> Gusobanura abagize amatsinda y'ibiganiro ku miyoborere itandukanirizo ry'uburinganire n'igitsina Gusobanura amahame n'inyito zishamikiye ku buringanire n'akamaro kabwo mu iterambere rirambye ku rwego rw'umuryango no ku rwego rw'igihugu. 	<p>Igicecya 2.1: Itandukaniro hagati y'uburinganire n'igitsina</p> <p>Igicecya 2.2: Inyito n'indangagaciro bishamikiye ku buringanire n'ubwuzuzanye</p> <p>Igicecya 2.3: Kubahiriza ihame ry'uburinganire mu muryango n'inyungu zibikomokaho.</p>
3. Gutozwa kuba umugore no kuba umugabo	<ul style="list-style-type: none"> Kugaragaza uburyo gutozwa kuba umugabo cyangwa umugore bigira ingaruka mu kugira uruhare mu gutanga ibitekerezo, kujya mu nzego z'ubuyobozi, gukora imirimo yo mu rugo, imirimo ihemberwa, n'ibindi. Guhindura imyumvire yaba ishingiyeye ku muco ituma ubusumbane bukomeza kwimakazwa Kugaragaza intandaro y'ubusumbane hagati y'abagabo n'abagore 	<p>Igicecya 3.1: Agasanduku k'uburinganire k'umugabo</p> <p>Igicecya 3.2: Agasanduku k'uburinganire k'umugore</p> <p>Igicecya 3.3: Uruhare rw'umuryango, itangazamakuru, amadini n'imiyoborere mu kubaka agasanduku k'uburinganire.</p>

<p>4. Kwinjiza ihame ry'uburinganire mu biganiri ku ruhare rw'abaturage mu miyoborere</p>	<ul style="list-style-type: none"> • Kumenya uruhare rw'umugore mu miyoborere mu muco nyarwanda • Gusesengura inzitizi zihariye umugore cyangwa umugabo bahura nazo mu rwego rw'imiyoborere • Kugira ubumenyi bufasha uwahuguwe uburyo uburinganire bwubahirizwa mu biganiri ku ruhare rw'abaturage mu miyoborere 	<p>Igicecya 4.1: Amateka ku ruhare rw'abagore n'abagabo mu miyoborere</p> <p>Igice cya 4.2: Imbogamizi zihariye kubagore n'abagabo mu kugira uruhare mu miyoborere</p> <p>Igicecya 4.3: Kubahiriza uburinganire mu biganiri ku ruhare rw'abaturage mu miyoborere</p>
<p>5. Uburinganire n'uburenganzira bwa muntu</p>	<ul style="list-style-type: none"> • Kumenyekanisha ibiteganywa n'amasezerano mpuzamahanga n'amategeko mu rwego rwo guteza imbere ihame ry'uburinganire. • Guhindura imyumvire yaba ishingiyeye ku muco ituma ubusumbane bukomeza kwimakazwa mu rwego rwo guteza imbere uburenganzira bwa muntu, n'ubw'umugore by'umwihariko 	<p>Igicecya 5.1: Amateka y'uburinganire n'uburenganzira bwa muntu</p> <p>Igice cya 5.2: Amasezerano mpuzamahanga ajyanye no guteza imbere uburinganire</p> <p>Igice cya 5.3: Ibiteganywa n'amategeko mu kubahiriza ihame ry'uburinganire mu Rwanda</p>
<p>6. Gusobanukirwa n'ihohoterwa rishingiye ku gitsina</p>	<ul style="list-style-type: none"> • Kumenya ubwoko butandukanye bw'ihohoterwa rishingiye ku gitsina no gusobanukirwa neza amoko y'ihohoterwa akunze kugaragara. • Kungurana ibitekerezo ku ihohoterwa rishingiye ku gitsina no kurebera hamwe uko abagabo n'abagore bacika ku muco wo guceceka ku ihohoterwa rikorerwa mu miryango. 	<p>Igice cya 6.1: Ihohoterwa rishingiye ku gitsina ni iki? Amoko yaryo, ikiritera n'ingaruka zaryo</p> <p>Igice cya 6.2: Uruhererekane rw'ihohoterwa</p> <p>Igice cya 6.3: Kudahishira ihohoterwa</p>
<p>6. Gukemura amakimbirane</p>	<ul style="list-style-type: none"> • Kurebera hamwe uburyo bwiza bwo kugenzura uburakari no gukemura amakimbirane mu mahoro. Kurebera hamwe uburyo abagabo bubatse bashobora kwifashisha inshuti igihe hari ibibazo bivutse. 	<p>Igicecya 6.1: Gukemura amakimbirane mu miryango</p> <p>Igice cya 6.2: Abo niyambaza</p>

Umugereka wa kabiri:

Igikoresho cy'isesengura ku ihame ry'uburinganire n'ubwuzuzanye: Igabana ry'inshingano rishingiye ku gitsina

Isesengura ry'inshingano n'imirimu ni ikintu cy'ingenzi kugira ngo umuntu asobanukirwe ibibazo by'ubusumbane buri hagati y'abagore n'abagabo kandi budashingiye ku bushobozi bwa buri muntu. Impamvu ni uko iyi mirimo idafite agaciro kamwe kandi idindiza bamwe. Imirimo iri ugutatu:

i. Imirimu ibyara umusaruro (*travail productif/productive work*)

Imirimu ibyara umusaruro ni iriya yose ivamo ibintu (imodoka, ibiribwa, ibiti, imyambaro, impapuro, n'ibindi). Hagaragamo kandi ibyo bita serivise (kuvura indwara, kogosha, gutwara ibintu n'abantu, kwigisha, n'ibindi). icy'ingenzi ni uko ibivuyemo bihabwa agaciro mu mafaranga.

Mu Rwanda imirimu ibyara umusaruro ikorwa n'abagabo n'abagore. Mu mijyi iyo mirimo ni myinshi, kandi igakorerwa ahantu hatandukanye. Mu cyaro na ho barayigabana : abagabo bakora iremer-eye nko kurima, kugungira, kuragira amatungo no kuyagishisha. Abagore barabafasha ariko bakihari-ra igaragara ko yoroshye nko gukora imbagara, kubagara, gutera intabire, n'indi.

Ikibazo kiri aha ni igihe gikoreshwa. Abagabo bakora bakagira igihe cyo kuruhuka, bakanajya aho baganirira n'abandi, bagafata icyo kunywa iyo bishoboka. Abagore bagira twinshi bakora, igihe cyo kuruhuka kikaba gito.

ii. Imirimu yo kubungabunga ubuzima (*travail reproductif/reproductive work*)

Kubyara, kurera n'imirimu yo mu rugo: umurimo wo kubyara ntawe abagore bawusiganya kubera imiterere y'umubiri. Kurera abana n'imirimu yo mu rugo (kumesa, guteka, gusukura inzu, gutera ipasi...) na yo akenshi ikorwa n'abakobwa n'abagore. Abagabo na bo barayifite, ariko mike, nko gusobeka urugo, kwasa urukwi, n'ibindi.

Byagaragaye ko iyi mirimo idahembwa umushahara. Ikindi kandi, ifite umwihariko wo kutagaragara, nfinaboneke mu musaruro w'igihugu, kandi cyane cyane igafata igihe kirekire.

Icyagaragaye hano mu Rwanda, no mu bindi bihugu bikiri mu nzira y'amajyambere, ni uko abagabo bemera gukora iyo mirimo isanzwe ikorwa n'abagore iyo babihemberwa nko mu mahoteri, za minisit-eri, n'ahandi.

iii. Imirimu rusange (*travail communautaire/community work*)

Imirimu rusange ni iriya ijyanye no gutanga umusanzu mu mibereho myiza y'abantu baturanye. Ni nko gutunganya ivomero, guheka abarwayi bajyanwa kwa muganga, guherekeza uwitabye imana, kur-waza uri mu bitaro, gusukura imigenderano, n'ibindi.

Ikigaragara, muri rusange, ni uko abagore n'abakobwa bakoresha igihe kinini kurusha abagabo kugira ngo barangize inshingano zabo. Aha harakomeye cyane, kuko hari ipfundo ry'ubusumbane buboneka hagati y'abagore n'abagabo.

Birashoboka ko mu gihe cyo hambere, hano mu Rwanda, iryo gabana ry'inshingano nta kibazo ryat-eraga. Ubu ibintu byarahindutse, cyane cyane aho haziyeho ubukungu bugaragarira ku ifaranga, kan-di amategeko n'imigenzereze bigatanga amahirwe angana ku bagabo n'abagore mu kugera kuri ubwo bukungu.

Igabana ry'imirimu ryaganishije ku busumbane. Ubu kandi hari abagore benshi bapfushije abagabo, abatarabigeze, bese bakaba bagomba kubaho, rimwe na rimwe bagatunga n'abana ; kandi bataranabitojwe. Ibyatangiyeho ari ukubahiriza umuco byaje guhinduka ikibazo cyo kunanirwa kwivana mu ngorane, kuri benshi.

Kugira ngo intego y'uburinganire igerweho, hari hakwiye ko tugendana n'igihe tugezemo. Twari dukwiye gusubira mu igabana ry'inshingano n'imirimu, bigatanzwa cyane cyane abakiri bato ku buryo ntawe bizaviramo ibibazo yabaye mukuru.

Umugereka wa gatatu:

Imbonerahamwe yo gusesengura ikorwa ry'imirimo rishingiye ku gitsina

UBUHINZI	IGITSINA GABO	IGITSINA GORE
Igihingwa cya 1 cg umurima wa 1 Igikorwa cya 1 Igikorwa cya 2 Igikorwa cya 3
Igihingwa cya 2 cg umurima wa 2 Igikorwa cya 1 Igikorwa cya 2 Igikorwa cya 3.....
Igihingwa cya 3 cg umurima wa 3 Igikorwa cya 1..... Igikorwa cya 2 Igikorwa cya 3
UBWOROZI		
Itungo rya 1..... Igikorwa cya 1..... Igikorwa cya 2 Igikorwa cya 3
Itungo rya 2..... Igikorwa cya 1..... Igikorwa cya 2 Igikorwa cya 3
IMIRIMO YO MU RUGO		
Umurimo wa 1..... Umurimo wa 2..... Umurimo wa 3
IMIRIMO YO HANZE Y'URUGO		
Umurimo wa 1..... Umurimo wa 2..... Umurimo wa 3

Gusesengura ubusumbane mu bijyanye no kugira ijamba no gufata ibyemezo ku mikoreshereze y'ibikomoka ku musaruro mu ma koperative y'abahinzi b'ibigori

Umugereka wa kane:

Igikoresho cyo gusesengura ufite ijambo no gufata ibyemezo ku bikoresho nkenerwa n'umutungo ukomoka ku buhinzi

IBIKORESHO NKENERWA	UMUGABO	UMUGORE
KUGIRA IJAMBO RYA NYUMA KU MUTUNGO NO KU BIKORESHO NKENERWA		
UMURIMA		
IFUMBIRE		
UMUSARURO		
GUKORESHA AMAFARANGA AVUYE MU BYO BEJEJE		
GUFATA INGUZANYO MURI KOPERATIVE		
KWITABIRA AMAHUGURWA		
KUBONA AMAKURU AJYANYE N'IBIKORWA BYA KOPERATIVE		

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