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REPUBULIKA Y'U RWANDA

MINISITERI Y'UBUTEGETSI BW'IGIHUGU

POLITIKI Y'IGIHUGU YO KWEGEREZA UBUYOBOZI N'UBUSHOBOZI ABATURAGE

Ukwakira 2021

IJAMBO RY'IBANZE

Urugendo rwo kwegereza ubuyobozi n' ubushobozi abaturage mu Rwanda rwatangiye mu 2000. Nyuma y'imyaka 20, hatewe intambwe mu nzego zitandukanye: kwegereza ubuyobozi n' ubushobozi abaturage byatumye ubuyobozi burangwa na demokarasi, habaho urubuga rwo kurera abayobozi barimo abagore n'urubyiruko, hashyirwaho Inzego z'Ibanze zifite imbaraga binyuze mu mavugurura yazo kandi hahangwa ibishya mu mikorere birimo nk'imihigo. Hashyizweho kandi urubuga rw' ubukangurambaga mu baturage, kubazwa inshingano zabo no gutuma bagira uruhare mu bibakorerwa.

Kuba Abanyarwanda bariyemeje guhindura Igihugu cyabo Igihugu gifite ubukungu buciriritse kandi bagahindura imikorere bagamije imiyoborere myiza, iterambere mu bukungu n'imibereho myiza, byatumye u Rwanda ruba Igihugu cyihariye.

Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage yashyize abaturage ku isonga mu miyoborere kandi umusaruro wabonetse kuva yashyirwa mu bikorwa ni mwinshi cyane.
"…*KU BYEREKEYE KWEGEREZA UBUYOBOZI N'UBUSHOBOZI ABATURAGE […]: Tubaha ubushobozi cyangwa bakishakamo ubushobozi; mu by'ukuri, rimwe na rimwe tubasaba gukora ibirenze ibyo bashobora kugeraho hakurikijwe ubushobozi tubaha. Cyokora bushobora kuba ari bwo buryo bwiza bwo kubikora […]" (Nyakubahwa Perezida wa Repubulika Paul KAGAME, ubwo yasubizaga ikibazo kuri Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage mu kiganiro n'abanyamakuru ku wa 14 Ukuboza 2018).*

Gusa byose ntibyagezweho kubera Ubushobozi budahagije, birimo ishoramari mu kubaka ubushobozi (imbogamizi zerekeye abakozi n'inyubako, imiterere y'Inzego no guhuza ibikorwa). Urwego rw'ubushobozi dushakira abaturage bacu na rwo rugomba kuzamuka. Bityo, ni ngombwa gushyiraho Politiki yo Kwegereza Ubuyobozi n' Ubushobozi Abaturage ifite icyerekezo bose biyumvamo ku rwego rw'Igihugu, ifite intego zisobanutse kandi yitezweho umusaruro mwiza kugira ngo ishyirwe mu bikorwa neza. Iyi Politiki ikomoka mu biganiro ku rwego rwo hejuru hagati y'Inzego z'Ibanze n'Ubutegetsi Bwite bwa Letano ku ruhare rw'imiryango Imiryango itegamiye kuri Letaitegamiye kuri Leta n'abandi bafatanyabikorwa mu iterambere. Intego n'ingamba za politiki biteganyijwe bigamije gukemura ibibazo byagaragaye no gutegurira u Rwanda ahazaza hashyahita ku miyoborere na serivisi byegereye abaturage.

Ishingiye ku byagezweho bimaze kuvugwa, MINALOC irashishikariza abafatanyabikorwa bose kubakira ku byagezweho mu kwegereza ubuyobozi n'ubushobozi abaturage no gukomeza gushyigikira umusaruro mwiza kandi uhamye byagize mu rwego rw'iterambere.

Minisiteri y'Ubutegetsi bw'Igihugu

8. IMENYEKANISHA N'URUHARE RW'ABAFATANYABIKORWA

Leta y'u Rwanda yishimira imyumvire n' inyungu by'abafatanyabikorwa mu kwegereza ubuyobozi n'ubushobozi abaturage. Kugira ngo abafatanyabikorwa bagire uruhare rw' ingirakamaro, ishyirwa mu bikorwa rizibanda ku itumanaho n'ubufatanye.

Leta izashyiraho uburyo bwiza bwo gukurikirana ko abafatanyabikorwa babona amakuru agezweho ku ishyirwa mu bikorwa ry'iyi politiki mu gihe cya ngombwa. Minisiteri ifite Inzego z'Ibanze no kwegereza ubuyobozi n' ubushobozi abaturage mu nshingano zayo ifatanyije na Minisiteri bireba izashyiraho ingamba z'itumanaho kandi izafasha politiki, Gahunda n'ingengo y'imari by'Inzego zihariye kubahiriza Politiki yo Kwegereza Ubuyobozi n'Ubushobozi abaturage bishingiye ku byiciro bya serivisi bahabwa n'inzego.

Minisiteri ifite Inzego z'Ibanze no kwegereza ubuyobozi n'ubushobozi abaturage mu nshingano zayo izasaba abafatanyabikorwa gusakaza amakuru agira uruhare mu ishyirwamubikorwa ry'iyi Politiki. Aba bafatanyabikorwa bazashishikarizwa gucengeza Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage muri gahunda y'ibikorwa byabo, bagire uruhare mu gushishikariza abantu kuyishyira mu bikorwa binyuze mu isakaza n' ihanahanamakuru.

7. IBIKENEWE KURI IYI POLITIKI

7.1. Ubushake bwa politiki

Iyi Politiki yo kwegereza Ubuyobozi n' Ubushobozi abaturage isaba ubushake bwa politiki n'ubwitange, kuva ku buyobozi mu butegetsi bwite bwa Leta kugeza ku nzego zegerejwe abaturage. Minisiteri, Amashami n' Ibigo, bifatanyije n'abafatanyabikorwa bireba, bisabwa kugira uruhare runini mu gushyira mu bikorwa neza iyi Politiki.

7.2. Ibikenewe mu rwego rw'imari

Ishyirwa mu bikorwa rya Politiki y'Igihugu yo kwegereza ubuyobozi n'ubushobozi abaturage risaba ubufatanye bukomeye mu rwego rw' imari na tekiniki. Kubera ko Politiki ari ngari kandi ari iy'igihe kirekire, Ingengo y'imari izakoreshwa izagaragara hagendewe mu ngamba zihariye no mu bikorwa bifatika. Leta y'u Rwanda izategura ingengo y'imari izahuriza hamwe ibikorwa bitandukanye by'abafatanyabikorwa mu iterambere bishyigikiye iyi politiki. Kubera iyo mpamvu, Leta izakora ku buryo ubushobozi bukenewe buboneka kandi busaranganywe mu buryo bukwiye kandi akoreshwe neza kandi Inzego z'Ibanze zishobora kwishakira amafaranga y'inyongera.

Mu kwibanda kongera imbaraga imicungire y' amafaranga ya Leta mu Nzego z'Ibanze, bizasaba amavugurura mu miterere y'Inzego n' amategeko hagamijwe kwegurira Inzego z' Ibanze imisoro n'imari.

7.3. Ibikenewe mu rwego rw'amategeko

Ishyirwa mu bikorwa rya politiki y'Igihugu yo kwegereza ubuyobozi n'ubushobozi abaturage risaba gushyigikirwa n'amategeko. Leta izashyiraho amategeko agamije kuziba ibyuho no korohereza ishyirwa mu bikorwa ry'iyi Politiki.

INCAMAKE

Politiki y'u Rwanda yo kwegereza ubuyobozi n'ubushobozi abaturage yashingiye ku mahame shingiro y'uburenganzira, agaciro, ubwisanzure n'iterambere bya muntu yagiye atubahirizwa kugeza mu mwaka wa 1994. Politiki yemejwe mu 2000 abayobozi bamaze kugirana ibiganiro n'abaturage, bamaze no kugisha inama abafatanyabikorwa mu miyoborere hagamijwe imiyoborere myiza. Yavuguruwe mu 2012 kugira ngo ikomeze igendane n'intego z'ingenzi za politiki, ubukungu n'imibereho myiza.

Guverinoma yakoresheje uburyo bw'ishyirwa mu bikorwa mu byiciro. Buri cyiciro cyose cyo kwegereza ubuyobozi n'ubushobozi abaturage cyagize ibyo kigeraho bifatika kandi bifite akamaro. Uretse ibyo, buri cyiciro cyashingiye ku masomo yakuwe mu cyiciro cyabanje, bituma Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage ivugururwa mu 2012.

Nyuma y'icyiciro cya gatatu, ababishinzwe bakomeje gushyira mu bikorwa ibisabwa na Politiki yo Kwegereza Ubuyobozi n' Ubushobozi Abaturage yo mu 2012. N'ubwo hari ibyiza byagezweho mu ishyirwa mu bikorwa rya politiki ya mbere yo kwegereza ubuyobozi n'ubushobozi abaturage, haracyari imbogamizi zibuza iyi politiki kugera neza ku ntego zayo. Ikindi kandi, hari ibisabwa bishya kuko Igihugu gifite intego nshya zirimo Intego z'Umuryango w'Ubumwe bw'Afurika 2063, Icyerekezo 2050 cy'Umuryango w'Afurika y' Iburasirazuba, Icyerekezo 2050 cy'u Rwanda na Gahunda y'Igihugu yo kwihutisha iterambere NST1, hagamijwe kwihutisha iterambere ry'Igihugu kugira ngo u Rwanda rube Igihugu gifite ubukungu buciriritse.

Mu gutegura iyi politiki, habayeho uruhare rusesuye rw'abaturage no kugisha inama hagamijwe ko politiki ishingira ku bimenyetso bifatika kandi igaragaza ibitekerezo by' abafatanyabikorwa b'ingenzi mu rwego rwo kwegereza ubuyobozi n'ubushobozi

abaturage no kugira abayobozi babazwa inshingano. Intego y'iyi politiki ni "ugushimangira no kurinda imiyoborere ishingiye ku muturage no guharanira iterambere risaranganyijwe neza mu turere mu rwego rwo guteza imbere imibereho n'ubukungu by' abaturage.

Ibyagezweho bifatika kandi bifite akamaro byagaragariye mu kwegereza ubuyobozi n' ubushobozi abaturage mu rwego rwa politiki, ubutegetsi, imisoro n'imari. Cyokora hanagaragaye ibibazo by'imiyoborere n'iterambere ry' imibereho n'ubukungu mu gihe cy'ishyirwa mu bikorwa rya politiki zabanje zo kwegereza ubuyobozi n'ubushobozi abaturage. Ibibazo by' ingenzi bigomba gukemurwa muri iyi politiki ni ibirebana n'imiterere y'Inzego, uburyo bwo guhuza ibikorwa n'ibibazo by'ubushobozi bikoma mu ntege ishyirwa mu bikorwa ry'iyi politiki, ibyuho biri mu kwegurira Inzego z'Ibanze imisoro n'imari, gukoresha gake ikoranabuhanga mu itumanaho n'itangazabumenyi mu gutanga serivisi no mu gufata ibyemezo mu Nzego z'Ibanze, n'igipimo cyo hasi cy'uruhare rw' Imiryango itegamiye kuri Leta.

Mu rwego rwo kugera ku ntego z'imiyoborere igirwamo uruhare n'abaturage n'intego z' iterambere risaranganyijwe zigaragara mu cyerekezo 2050 no mu ntego za Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage ivuguruwe, hateganyijwe ingamba zikurikira :

1. Kwegereza ubuyobozi n'ubushobozi abaturage bishingiye ku byiciro bya serivisi bahabwa no kunoza imitangire yazo
2. Kwegurira Inzego z'Ibanze imicungire n' imikoreshereze y' imisoro n'imari
3. Kubaka ubushobozi bw'Inzego zegerejwe abaturage
4. Iterambere ry'ubukungu bw'Inzego z' Ibanze
5. Ibyubakirwaho mu miyoborere kugira ngo habeho impinduka ku rwego rw'Igihugu

Ku birebana n'uburyo bwo guhuza ibikorwa mu nzego, ishyirwa mu bikorwa ry'iyi Politiki ku rwego rw'Igihugu rizayoborwa na Minisiteri ifite Inzego z'Ibanze mu nshingano zayo ifatanyije n'ibigo bya Leta, iby'abikorera n' Imiryango itegamiye kuri Leta ndetse n' abafatanyabikorwa mu iterambere. Ku rwego rw'Inzego zegerejwe abaturage, rizayoborwa by'umwihariko n' Ihuriro ry'Abafatanyabikorwa b'Akarere mu iterambere (JADF), kuko ari rwo rubuga rw'ibanze ruhuza abagira uruhare mu miyoborere mu nzego za Leta n'iz'imiryango itegamiye kuri Leta.

Ikurikirana n'isuzumabikorwa bizakorwa binyuze mu nzego za Leta ziriho kugira ngo zikurikirane ko ishyirwa mu bikorwa ry'iyi Politiki rikorwa neza kandi rihujwe neza. Ihuzabikorwa rihuza Inzego rizagerwaho binyuze mu nama zihoraho z'Itsinda ry'Imiyoborere rihuza ba Minisitiri n'Ihuriro ry'Abafatanyabikorwa mu miyoborere no Kwegereza ubuyobozi n' ubushobozi abaturage Hazashyirwaho ikurikirana n'isuzumabikorwa rizafasha abafatanyabikorwa bose kubona amakuru ku gihe mu buryo butabangamiye ishyirwamubikorwa.

Ishyirwamubikorwa rya Politiki y'Igihugu yo kwegereza ubuyobozi n'ubushobozi abaturage risaba ubufatanye bukomeye mu by'ubukungu na tekiniki.

- **Ubuvugizi:** Imiryango itegamiye kuri Leta ni ijwi ry'abafatanyabikorwa. Nubwo inshingano yayo y'ibanze ari ugushyigikira intego z'Igihugu zo guhindura imibereho y' abaturage, imiryango itegamiye kuri Leta izihatira gukora isesengura ryimbitse kandi rishingiye ku makuru yizewe kugira ngo ikorere abaturage ubuvugizi bushingiye ku makuru afatika.

Izaba ishinzwe:

- Kugira uruhare rusesuye mu igenamigambi no mu gushyiraho ingengo y'imari ku buryo ibyo bikeneye n'intego zabyo z' ingenzi bimenyekana kandi byitabwaho;
- Kuryoza abayobozi b'Inzego z'Ibanze babangamira amahame yo kwegereza ubuyobozi n'ubushobozi abaturage;
  Kugira uruhare buri gihe muri Politiki zigamije kubaka ubushobozi
- Kugira uruhare mu isuzuma rya Politiki no guha ibitekerezo abategura politiki n' abayishyira mu bikorwa;
- Kongera uburyo bwo kugira uruhare mu ishyirwa mu bikorwa rya gahunda na Politiki za Leta zigamije guteza imbere imikorere myiza yabyo no kugira ishyirwa mu bikorwa iryabyo;
- Gutanga ibitekerezo ku batanga serivisi.

6.2. Uburyo iyi Politiki izashyirwa mu bikorwa

Leta y'u Rwanda yiyemeje gukurikira ishyirwa mu bikorwa rya Politiki yo Kwegereza Ubuyobozi n'Ubushobozi abaturage mu mucyo kandi mu buryo bugirwamo uruhare rusesuye n'abaturage. Kubera iyo mpamvu, Minisiteri ifite Inzego z'Ibanze mu nshingano zayo, nk'urwego ruri ku isonga mu kugenzura no guhuza ishyirwa mu bikorwa ry'iyi Politiki, izashyiraho igenamigambi ry'igihe giciriritse ryo kuyishyira mu bikorwa binyuze muri igenamigambi ry'ishyirwamubikorwa ry'iyi politiki. Icyakora, ingamba na Politiki z'ibikorwa bishobora guhinduka kugira ngo bihuzwe n' ibikenewe.

6.3 Ikurikiranabikorwa n'Isuzumabikorwa

Ishyirwamubikorwa ry'iyi Politiki rizakurikiranwa kandi risuzumwe hagamijwe kureba hamwe uko rikurikiza intego zashyizweho n' uko inzego zose zubahiriza amahame n' imikorere bya Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage. Uburyo bwuzuye bwo gukurikirana no gusuzuma ibikorwa buzashyirwaho hagamijwe gufasha abafatanyabikorwa bose kubona amakuru ku gihe kandi igikorwa cy'ishyirwa mu bikorwa kitabangamiwe.

Gushyira mu nyandiko uburyo bwakoreshejwe, umusaruro wabonetse n'amasomo yizwe mu gihe cy'ishyirwa mu bikorwa bizaba igice cy'ingenzi cy'ikurikiranabikorwa n' isuzumabikorwa.

Inzego zegerejwe abaturage

Ku rwego rw'Akarere, Ihuriro ry' Abafatanyabikorwa mu Iterambere ry' Akarere, harimo Komisiyo z'imiyoborere na Komisiyo ziyishamikiyeho, izakomeza kuba ihuriro ry'ingenzi mu guhuza ibikorwa bya Leta n'iby'abafatanyabikorwa mu miyoborere. Buri mwaka, abafatanyabikorwa mu iterambere bazajya bageza ku bayobozi b'Akarere gahunda y'ibikorwa byabo irambuye mu iterambere ry'Akarere kuri buri cyiciro. Ihuriro ry' Abafatanyabikorwa mu Iterambere ry'Akarere kandi rizakurikirana ko gahunda z'iterambere zihuye n'intego z'ingenzi z'iterambere ry' Akarere kandi ko Politiki ngari y'Akarere yerekeye imiyoborere n'ibikorwa byo kwegereza ubuyobozi n'ubushobozi abaturage bya Leta n'iby'abafatanyabikorwa izakorwa nk'igice kigize ingamba z'iterambere ry'Akarere. Iki gikorwa kizakorwa hifashishijwe Ihuriro ry' Abafatanyabikorwa mu Iterambere ry' Akarere.

Ku rwego rw'Umurenge, ubuyobozi bw' Umurenge buzagira inshingano yo guhuza ibikorwa by'imiyoborere n'ibyo kwegereza ubuyobozi n'ubushobozi abaturage, bubikore bubinyujije mu nzego z'Akagari n'Umudugudu mu gihe bibaye ngombwa.

Ku rwego rw'Akarere, imiryango itegamiye kuri Leta ifite uruhare mu miyoborere izakomeza kugira uruhare mu Ihuriro ry' Abafatanyabikorwa mu Iterambere ry' Akarere , ifasha kugira ngo imitangire ya serivisi ihuzwe.

Urwego rw'abikorera

Ruzaba rushinzwe gushaka ubushobozi no gutanga serivisi ndetse n'imikoranire inoze n' Inzego z'Ibanze.

Abafatanyabikorwa mu iterambere

Bazatanga ubufasha bwa tekiniki n'imari bwo gushyira mu bikorwa Politiki yo Kwegereza Ubuyobozi n'Ubushobozi abaturage, kandi ubwo bufasha bugomba kubahiriza politiki n' intego z'ingenzi by'Igihugu.

Imiryango itegamiye kuri Leta n' itangazamakuru

Izagira imirimo y'ingenzi muri Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage mu Rwanda irimo:

- **Gukangurira abaturage uruhare rwabo, uburenganzira bwabo n'inshingano zabo no gufasha abaturage kubaza inshingano abatanga serivisi:** Imiryango itegamiye kuri Leta n'itangazamakuru bishishikarizwa guha abaturage ubushobozi bwo gusobanukirwa uburenganzira bwabo n' inshingano zabo, gukurikirana ireme rya serivisi bahabwa no kubibwira abashinzwe iyo imitangire ya serivisi ari mibi.
- **Kugira uruhare mu gutegura Gahunda z' iterambere na Politiki:** Hashingiwe ku bunararibonye mu gutanda serivisi ku baturage, imiryango itegamiye kuri Leta n' itangazamakuru bisabwa kugira uruhare mu gutegura gahunda z'iterambere na Politiki, mu ishyirwa mu bikorwa no mu isuzuma mikorere.

Kubera ko ari igikorwa cyagutse kandi cy'igihe kirekire, ikiguzi cyacyo kizagaragazwa mu ngamba zihariye no mu bikorwa bifatika.

Minisiteri ifite Inzego z'Ibanze no kwegereza ubuyobozi n'ubushobozi abaturage mu nshingano zayo, ifatanyije na Minisiteri zitandukanye, izashyiraho ingamba zikwiye mu guhanahana amakuru, kandi izahuza politiki, n' ingengo y'imari y'izindi Minisiteri hubahirizwa ibiteganywa na Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage kandi inifashisha abafatanyabikorwa mu gutanga no guhanahana amakuru yerekeranye n'iyi Politiki.

Mu gusoza, igipimo cy'imikorere ituma ishyirwa mu bikorwa ry'iyi Politiki rigenda neza ni ubushobozi bw'Inzego z'Ibanze bwo gukora igenamigambi rinoze, kubona ingengo y'imari ihagije no guha abaturage serivisi zinoze, ndetse n'ubushobozi bw'abaturage bwo kumva ko Inzego z'Ibanze ari izabo no kubaza abayobozi babo inshingano.

1. INTANGIRIRO

1.1. Inkomoko ya Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage

Politiki y'u Rwanda yo kwegereza ubuyobozi n' ubushobozi abaturage yashingiye ku mahame shingiro y'Uburenganzira bwa Muntu, agaciro, ubwisanzure n'iterambere bya muntu yagiye atubahirizwa kugeza mu 1994. Iyi Politiki yemejwe mu mwaka wa 2000 nyuma y'ibiganiro bitandukanye byamaze amezi 11 na nyuma yo kugisha inama abafatanyabikorwa mu rwego rw' imiyoborere hagamijwe imiyoborere myiza na demokarasi.

Intego nyamukuru y'iyi Politiki ni uguha ubushobozi abaturage mu rwego rwa politiki, ubukungu, imibereho myiza, imicungire, ubutegetsi na tekiniki bwo kurwanya ubukene bagira uruhare mu igenamigambi, ikurikiranabikorwa n'imicungire by'iterambere. Iyi Politiki yavuguruwe mu mwaka wa 2012 kugira ngo ihuzwe n'impinduka zerekeye intego z'ingenzi muri politiki, mu mibereho myiza n'ubukungu.

Politiki yavuguruwe mu 2012 yari igamije gushyiraho Inzego zirangwa na demokarasi no guteza imbere abaturage ku rwego rw'Akarere, bigaherekezwa n'ivugurura ry'amategeko, Inzego na politiki ndetse n'amatora arangwa na demokarasi y'abayobozi b'Inzego z'Ibanze. Politiki yateguwe nyuma y'amavugurura y' Inzego z'imitegekere, hakomezwa intambwe yatewe muri gahunda z'ibanze zari zirimo Icyerekezo 2020, hashimangirwa igikorwa cyo kwegereza ubuyobozi n'ubushobozi abaturage binyuze mu guha abaturage serivisi zinoze, kubazwa inshingano, by'umwihariko nyuma ya gahunda y'Imihigo kandi yahaye imbaraga imikoranire n'ihuzabikorwa mu Nzego z'Ibanze.
Politiki ivuguruye yibanze ku kubaka ubushobozi bw'abaturage hagamijwe ko abaturage barushaho kugira uruhare muri gahunda z' igihugu; gukomeza umurego; kuzana impinduka zirambye; gushyiraho Inzego z'Ibanze zifite

ubushobozi kandi zifite ubwisanzure, zishobora gushyigikira demokarasi no kwihutisha iterambere mu mibereho no mu bukungu, binyuze mu gukoresha ubushobozi bw' abaturage bwo guhanga udushya no mu bundi bushobozi bwabo.

1.2. Isobanurampamvu

Icyerekezo gishya cya Leta y'u Rwanda ni uguhindura Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage ikava mu birebana n' imiyoborere ikajya mu birebana n'impinduka mu mibereho n'ubukungu n'iterambere rirambye. Indi mpamvu y'ingenzi ni uko kuva mu 2012 politiki nyinshi n'amategeko menshi byahindutse kandi Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage igira uruhare mu kubishyira mu bikorwa. Kubera iyo mpamvu, amavugurura ya Politiki y' Igihugu yo kwegereza ubuyobozi n' ubushobozi abaturage yo mu 2012 yagombaga kujyana n'izi mpinduka, ikibanda ku ntego z'ibanze mu iterambere.

Mu myaka makumyabiri ishize, hari byinshi byagezweho kubera ishyirwa mu bikorwa rya politiki zo kwegereza ubuyobozi n'ubushobozi abaturage zabanjirije iyi zikaba ingaruka nziza ku miyoborere y'u Rwanda muri rusange.

Ibyagezweho birimo ibi bikurikira: Kubaka ubumwe bw'Abanyarwanda nyuma ya Jenoside yakorewe Abatutsi mu mwaka wa 1994; Kubaka Inzego z'Ibanze zishoboye kandi zikora neza no guteza imbere imibereho myiza y'abaturage binyuze mu kurengera abatishoboye na gahunda z'iterambere zashyizwe mu bikorwa kubera Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage. Mu gihe Igihugu cyinjiye muri gahunda yo kwihutisha iterambere, ihuzabikorwa rya Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage n'imikoranire hagati y' Inzego z'Ibanze n'ubutegetsi bwite bwa Leta bikeneye guhabwa imbaraga kurushaho.

Inyigo[3] zitandukanye zakozwe na Minisiteri y' Ubutegetsi bw'Igihugu n'abandi bafatanyabikorwa mu myaka yashize zitaye ku bibazo byinshi bitandukanye biri mu ishyirwa mubikorwa rya Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage bigomba gukemurwa.

Ubu, u Rwanda ruri gutegura gahunda y' igihekirambye ry'iterambere. Ivugurura rya politiki ryasabwe n'abafatanyabikorwa batandukanye aho basabye ko Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage yavugururwa kandi igahuzwa n'izindi Politiki.

Ubu busabe bwatewe n'icyifuzo cyo guhuza Politiki yo Kwegereza Ubuyobozi n' Ubushobozi Abaturage na gahunda nshya zirimo Icyerekezo 2050, Intego z'Umuryango w'Ubumwe bw'Afurika 2063 n'Intego z' Iterambere Rirambye hagamijwe guha imbaraga Inzego z'Ibanze (ubwisanzure, uburyo bunoze bwo kongera no kunoza imikoreshereze y'imisoro n'imari, imirimo isaranganyijwe hagati y'Ubutegetsi Bwite bwa Leta n'Inzego z'Ibanze).

Abaturage n'amategeko ayigenga;

- Gushyiraho Inzego n'abakozi, harimo gusuzuma no kubaka ubushobozi bw' Inzego zegerejwe abaturage;
- Gukurikirana no gusuzuma ishyirwa mu bikorwa rya Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage;
- Gushaka ubushobozi bufasha ibikorwa byo mu nzego, harimo guteza imbere ubufatanye kugira ngo abafatanyabikorwa bahuze imbaraga hagamijwe iterambere mu Nzego z'Ibanze;
- Gushyigikira itsinda rishinzwe imiyoborere no kwegereza ubuyobozi n'ubushobozi abaturage
- Gushaka ubushobozi hagamijwe gushyira mu bikorwa iyi Politiki;
- Gukorana n'abafatanyabikorwa kugira ngo haboneke inyandiko ku masomo yakuwe mu ishyirwa mu bikorwa ukwegereza ubuyobozi n'ubushobozi abaturage no kwifashisha imikorere myiza y'ahandi ku isi mu gushyira mu bikorwa iyi Politiki mu buryo bunoze.

Ikurikiranabikorwa n'isuzumabikorwa bizakorwa mu buryo busanzwe bwa Leta bwo guhuza ibikorwa. Minisiteri ifite imiyoborere y'Inzego z' Ibanze no kwegereza ubuyobozi n'ubushobozi abaturage mu nshingano zayo izakomeza kuba ku isonga mu guhuza ibikorwa byose byerekeye:

- Korohereza ishyirwa mu bikorwa rya Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage no kwihutisha igikorwa giteganyijwe;
- Gutanga inama ku ihuzwa ry'amategeko arebana no kwegereza ubuyobozi n' ubushobozi abaturage no guhuza politiki kugira ngo bigaragare ko Inzego z'Ibanze zeguriwe ububasha;
- Kugenzura uko Minisiteri zihindura umurongo zigenderaho ku buryo bigaragara ko imirimo n'inshingano bya Minisiteri zitandukanye byahindutse ku birebana no kwegereza ubuyobozi n'ubushobozi abaturage;
- Kwemeza ibipimo byo kugenzura ishyirwa mu bikorwa rya Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage.

Minisiteri n'ibigo bizishamikiyeho

Minisiteri zizakurikirana ko ibigo by'Igihugu bishinzwe gucunga Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage n'imiyoborere y' Inzego z'Ibanze bifite ubushobozi bukwiye mu byerekeye imari, ubumenyi, ubushobozi bwa tekiniki, ubushobozi buva mu miterere y'Inzego, ndetse n'ubufasha bwa politiki kugira ngo kwegereza ubuyobozi n'ubushobozi abaturage bigere ku rwego rwifuzwa.
Zizagira kandi inshingano yo gushyigikira ishyirwamubikorwa n'ikurikiranabikorwa bya Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage ku birebana no gushyiraho inzego n' abakozi ku rwego rw'Igihugu n'urw'inzego zegerejwe abaturage, guhuza ibikorwa byo kubaka ubushobozi bw'amahugurwa no gushaka amafaranga, guteza imbere ibigo, ubufasha mu bya politiki kugira ngo iyi politike ishyirwe ku rwego rwifuzwa.

6. UBURYO BW'ISHYIRWA MU BIKORWA N'IHUZABIKORWA

Ishyirwa mu bikorwa ry'iyi Politiki rizashyigikirwa n'ubufatanye hagati y'abafatanyabikorwa bose bireba. Uruhare rw'abafatanyabikorwa bose mu nzego zose ni ngombwa kugira ngo iyi Politiki ishyirwe mu bikorwa neza. Abo bafatanyabikorwa barimo Ubutegetsi bwite bwa Leta, Inzego z'Ibanze, urwego rw' abikorera, imiryango itegamiye kuri Leta, ibigo by'imari, abafatanyabikorwa mu iterambere n'abaturage.

6.1. Imirimo n'inshingano

Itsinda ry'imiyoborere

Guhuza ibikorwa by'Inzego zitandukanye bizagerwaho binyuze mu buryo bubiri bw' ingenzi: Inama zihoraho z'itsinda ry' imiyoborere rihuza za Minisiteri n'Itsinda rishinzwe imiyoborere no kwegereza ubuyobozi n'ubushobozi abaturage. Inama z' itsinda ry'Imiyoborere zizaba ihuriro ryo ku rwego rwo hejuru ryo kujya inama kuri politiki z'ingenzi, ku ngamba no kuri Politiki mbere yuko bigezwa mu Nama y'Abaminisitiri, ndetse no ku igenzura ry'ishyirwa mu bikorwa ry' ibyo Perezida asezeranya abaturage, ibikorwa bikurikira inama y'abaminisitiri, n' imyanzuro y'Inama y'Umushyikirano n'iy' umwiherero w'abayobozi bakuru.

Itsinda rishinzwe imiyoborere no kwegereza ubuyobozi n'ubushobozi abaturage

Itsinda rishinzwe imiyoborere no kwegereza ubuyobozi n'ubushobozi abaturage rizakomeza kuba ihuriro ry'ibanze ry'ihuzabikorwa rya tekiniki ku rwego rw'Igihugu. Itsinda rishinzwe imiyoborere no kwegereza ubuyobozi n' ubushobozi abaturage rizakomeza kuyoborwa na Minisiteri ifite Inzego z'Ibanze na Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage mu nshingano zayo kandi umufatanyabikorwa mu iterambere azashyirwaho nk'Umuyobozi ufatanyije na Minisiteri. Inzego z'ingenzi z'Imiryango itegamiye kuri Leta zizahagararirwa mu buryo buhoraho mu Itsinda rishinzwe imiyoborere no kwegereza ubuyobozi n'ubushobozi abaturage.

Itsinda rishinzwe imiyoborere no kwegereza ubuyobozi n'ubushobozi abaturage rizavugururwa kugira ngo habeho amatsinda ya tekiniki cyangwa amakomite mato yibanda ku ngingo z'ibanze za Politiki. Abagize amatsinda ya tekiniki n'amabwiriza yayo cyangwa amakomite mato bizagenwa mu bwumvikane n'abafatanyabikorwa.

Minisiteri ifite imiyoborere y'Inzego z'Ibanze no kwegereza ubuyobozi n'ubushobozi abaturage mu nshingano zayo

Ishyirwa mu bikorwa ry'iyi politiki rizayoborwa na Minisiteri ifite imiyoborere y'Inzego z' Ibanze no kwegereza ubuyobozi n' ubushobozi abaturage mu nshingano zayo ifatanyije n'izindi nzego za Leta, iz'abikorera n'iza Imiryango itegamiye kuri Leta ndetse n' abafatanyabikorwa mu iterambere, zizashingwa ibi bikurikira:

- Gutegura no gukwirakwiza Politiki yo Kwegereza Ubuyobozi n'Ubushobozi

Ubu Leta iri kwibanda ku mpinduka zirambye mu mibereho myiza n'ubukungu by' abaturage, ku iterambere ry'ubukungu bw' Inzego z' Ibanze no kuzamura ubukungu bw' imiryango ku buryo bisaba impinduka mu miterere y'Inzego z'Ibanze kugira ngo zigire uruhare rukwiye kandi rw'ingenzi mu kugera ku ntego z'Igihugu z'iterambere nk'uko zigaragara muri Gahunda y'Igihugu yo kwihutisha iterambere, mu Cyerekezo 2050 no mu byo u Rwanda rwiyemeje ku rwego mpuzamahanga no ku mitangire ya serivisi inoze mu rwego rwa politiki, ubutegetsi, imisoro n'imari kugira ngo iterambere rirambye rigerweho.

Mu ivugurura ry'iyi politiki hazibandwa ku miterere y'iterambere ry'Igihugu, kurushaho ku gukomeza kubaka Inzego z'Ibanze zitanga serivisi zinoze, kongera ubushobozi bw' Inzego z'Ibanze, gucengeza Politiki yo kwegereza ubuyobozi n'Ubushobozi abaturage hashingiwe ku byiciro bya serivisi mu zindi politiki kugira ngo abaturage n' abafatanyabikorwa bagire uruhare rukomeye muri Politiki za Leta. Iyi Politiki izatanga icyerekezo ku ihuzabikorwa ryiza muri Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage no ku mikoranire myiza hagati y' Ubutegetsi Bwite bwa Leta n'Inzego z'Ibanze hagaragazwa neza inshingano n'uruhare rwa buri rwego.

2. UBURYO BWAKORESHEJWE MU GUSHYIRAHO IYI POLITIKI

Uburyo bwakoreshejwe mu gushyiraho iyi Politiki bwibanze ku bitekerezo by'ibyiciro bitandukanye no kugisha inama Inzego zitandukanye. Icyari cyigamijwe cyari ugushaka ko iyi politiki ishingira ku makuru nyayo kandi igaragaza ibitekerezo by'abafatanyabikorwa b' ingenzi muri Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage no mu miyoborere ibaza inshingano.

Hakozwe ibiganiro nyunguranabitekerezo byahuje abafatanyabikorwa mu nzego zitandukanye no muri za Minisiteri n'ibigo harimo: Ibiganiro n'abakozi bo mu Nzego za Leta, Umuyobozi w'Umujyi wa Kigali, ba Guverineri b'Intara, Abayobozi b'Uturere n'Imiryango ya Imiryango itegamiye kuri Leta byabaye ku wa 03 Gashyantare 2020; inama yo ku rwego rw' Igihugu hamwe n'abafatanyabikorwa mu iterambere kuri iyi nsanganyamatsiko: "Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage: imiterere yayo mu gihe kizaza" yabaye ku wa 12 Gashyantare 2020; inama nyunguranabitekerezo yahuje ibigo bishamikiye kuri MINALOC, abagize Komite Nyobozi y'Umujyi wa Kigali, ba Guverineri b'Intara n' abahagarariye Inzego z'Ibanze yabaye ku wa 29 Kamena 2020; ibiganiro byabaye mu Nteko Rusange y'Ishyirahamwe ry'Uturere n'Umujyi wa Kigali ku wa 10 Nzeri 2020; ibiganiro byo mu nama z'Itsinda ry'imiyoborere no kwegereza ubuyobozi n'ubushobozi abaturage n'inama hamwe na Minisiteri y'Imari n'Igenamigambi yabaye ku wa 07 Ukwakira 2021.

Hakozwe kandi isesengurwa rya Politiki z' ingenzi zifitanye isano na politiki yo kwegereza ubuyobozi n'ubushobozi abaturage n'inyandiko z'ingenzi ziriho ku rwego mpuzamahanga, urw' akarere n'urw'Igihugu. Ibitekerezo by' abaturage byakusanirijwe mu Nteko z' abaturage no mu buryo bw'ikoranabuhanga (Twitter n'izindi mbuga nkoranyambaga)

Intego y'ingenzi ya 5: Gushyira imbaraga mu ngamba zigamije gutuma haba ubwitabire n' ihuzabikorwa by'abafatanyabikorwa mu Iterambere (JADF)

1. Kongerera imbaraga Ihuriro ry' abafatanyabikorwa b'Akarere mu iterambere (JADF);
2. Gutanga agahimbazamusyi gashyigikira ubufatanye hagati y'Inzego z'Ibanze n' abafatanyabikorwa mu iterambere;
3. Kongerera imbaraga uburyo busanzweho kugira ngo abahagarariye Leta, Imiryango itegamiye kuri Leta, imiryango ishingiye ku myemerere n'abikorera bagire uruhare rufatika mu bikorwa byo gukora igenamigambi ry'Inzego z'Ibanze no mu ishyirwa mu bikorwa rya Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage kandi banoze uko abafatanyabikorwa bahuzwa.

Intego y'ingenzi ya 6: Ibikorwa by'abaturage bizana impinduka kugira ngo barusheho kwitanga, kubakirwa ubushobozi, kugira uruhare mu bibakorerwa, no kubaza inshingano

1. Gushyiraho no gushyira mu bikorwa Politiki y'Igihugu y'Itangazamakuru, Uburezi n' Itumanaho yibanda ku burenganzira n' inshingano by'abaturage mu iterambere;
2. Gutegura no gushyira mu bikorwa Politiki y' uburere mboneragihugu n' ubukangurambaga bwuzuye, burambye, bushingiye ku muturage, bukora ku nzego zose kandi bugirwamo uruhare n'abaturage, hibandwa ku nzego zitandukanye z' ubumenyi bw'abaturage bose;
3. Gushyigikira uruhare rw'umuturage mu miyoborere y'Inzego z'Ibanze no mu iterambere mu bukungu mu buryo bw' ingirakamaro kandi burambye;
4. Gushishikariza Inzego zitari iza Leta gushyira amahame ya politiki yo kwegerza ubuyobozi abaturage mu bikorwa byazo no mu mikoranire yazo n'abaturage;
5. Gushyiraho uburyo butuma abaturage bose babona amakuru ku miyoborere, ubutegetsi bwa Leta, imitangire ya serivisi n'amahirwe yo mu rwego rw'ubukungu ahuye n' iterambere ry'Igihugu na gahunda yo guhindura imibereho y'abaturage;
6. Gushyiraho uburyo bwo gukorana no gufatanya n'Inzego zitari iza Leta mu burere mboneragihugu bwibanda ku kubazwa inshingano, uruhare rw'abaturage mu bibakorerwa, n'iterambere ry'Inzego z'Ibanze.

Intego y'ingenzi ya 2: Kongerera ubushobozi abaturage bwo guhanga udushya no gushyigikira ibikorwa by'ubukorerabushake

1. Gufata ingamba zituma umuco w' ubukorerabushake ukomeza gushinga imizi mu banyarwanda bo mu cyaro no mu mujyi nk'uburyo bwo kongera uruhare rw' abaturage mu bikorwa by'iterambere no kubigira ibyabo;
2. Gusuzuma uburyo ubukorerabushake bwakorwa no gushyiraho agahimbazamusyi ko kubushyigikira;
3. Gushimangira uburyo ibikorwa byo kwishakamo ibisubizo bicungwa kugira ngo birambe k'ubw'inyungu z'Abanyarwanda;
4. Gushyiraho no gushyira mu bikorwa uburyo bukwiye bufasha amatsinda yihariye bugamije gutunganya akazi kayo n' iterambere ryayo hagamijwe gukemura ibibazo byayo kandi atange umusanzu ugaragara aho aba.

Intego y'ingenzi ya 3: Kwimakaza Indangagaciro, kubazwa inshingano no kurwanya ruswa

1. Kutihanganira ruswa no gushyira imbaraga mu kurwanya ruswa mu Nzego z'Ibanze;
2. Kurushaho kwimakaza umuco wo gukorera mu mucyo no kubazwa inshingano mu nzego zegerejwe abaturage;
3. Guteza imbere imikoreshereze ya telefone ngendanwa kugira ngo abaturage bashobore kumenyekanisha ahagaragaye ruswa no kugabanya serivisi zitangwa imbonankubone zigatuma uburyo bwo gutanga ruswa mu Nzego z'Ibanze bwiyongera;
4. Gushyiraho uburyo bwo guha ubushobozi abaturage bwo kubaza inshingano Inzego z'Ibanze bidasabye ko Ubutegetsi Bwite bwa Leta bubigiramo uruhare;
5. Kuvugurura uko kubazwa inshingano mu Nzego z'Ibanze biteye, kwimakaza umuco mushya w'imibanire hagati y'umuturage na Leta no gushimangira ubunyangamugayo.

Intego y'ingenzi ya 4: Guteza imbere igenamigambi ry'iterambere ry'Igihugu rishyira umuturage ku isonga

1. Gushyiraho uburyo bwo kwegereza abaturage igenamigambi mu Nzego z'Ibanze riva hasi rijya hejuru kandi ridaheza binyuze mu kuvugurura Komite Ngishwanama ku Iterambere ry'Akagari kugira ngo ibe umuyoboro w'igenamigambi, ikurikiranabikorwa n'isuzumabikorwa biva hasi bijya hejuru;
2. Kumenya ibyuho mu bushobozi no gushyiraho Politiki y'igihe giciriritse yo kubaka ubumenyi n'ubushobozi, kugira ngo igenanigambi ryegerejwe abaturage rigende neza;
3. Gushyiraho uburyo bwo gushimangira igenamigambi mu Nzego z'Ibanze hagamijwe gukora igenamigambi rishingiye ku makuru no kugaragaza ibikenewe kuva hasi kujya hejuru, nk'Imihigo, Umuganda n' Inteko z'Abaturage;
4. Gushyiraho uburyo bwo gukora igenamigambi n'ikurikiranabikorwa bishingiye ku makuru n'isesengura byizewe ku rwego rw' Akagari;
5. Gushyiraho imirongo ngenderwaho yo gukora igenamigambi riva hasi rijya hejuru no gutanga agahimbazamusyi ko gushyigikira iteganyamigambi rigamije umusaruro kandi rishingiye ku makuru.

3. ISESENGURA RY'UKO IBINTU BIHAGAZE

Kuva mu mwaka wa 2000, ishyirwa mu bikorwa rya politiki yo kwegereza ubuyobozi n' ubushobozi abaturage yageze kuri byinshi bifatika kandi bifite akamaro bigaragara nk' imikorere myiza iyi Politiki ishobora kubakiraho kugira ngo iyi politiki irusheho kwibanda ku ntego zayo no kugira impinduka ku buryo burambye mu rwego rw'Icyerekezo 2050. Imbogamizi ishyirwa mu bikorwa rya Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage rihura na zo zaragaragajwe kandi zigomba gukemurwa muri iyi Politiki.

3.1 Ibyagezweho by'ingenzi

Ibyagezweho mu ishyirwa mu bikorwa rya Politiki yo Kwegereza Ubuyobozi n' Ubushobozi Abaturage kandi byo kwishimirwa ni ibi bikurikira:

Kwegereza ubuyobozi n'ubushobozi abaturage mu rwego rwa politiki: Ibibazo bikomeye mu kwegereza ubuyobozi n'ubushobozi abaturage byagombaga gukemurwa byari byerekeye ubumwe bw'Abanyarwanda no kongera kubaka ubunyarwanda nyuma ya Jenoside yakorewe Abatutsi mu mwaka wa 1994 harimo guha ubushobozi abaturage no kubashoboza kugira uruhare rugaragara mu miyoborere n'iterambere byabo; gushimangira demokarasi n'umuco wo kubazwa inshingano mu matora y'abayobozi b'Inzego z' Ibanze; kongera uruhare rw'abaturage mu nzego zose z'imiyoborere n'imitangire ya serivisi inoze. Habayeho kandi guhindura imitekerereze mu baturage no mu bayobozi b' Inzego z'Ibanze bareka kureba abaturage nk' abantu badashoboye kandi bategera abandi amaboko noneho babareba nk'abantu batanga umusaruro kandi bashobora kwigira binyuze mu bikorwa byo kwigira no kwishakamo ibisubizo. Abaturage bahawe ubushobozi bareka kuba abagenerwabikorwa bahinduka abafatanyabikorwa kandi bagira uruhare runini mu gutuma bahabwa serivisi zinoze nk' uburenganzira bwabo. Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage yashyizeho uburyo bufite imbaraga bwo guharanira iterambere risaranganyije kandi ridaheza.

Kwegereza ubuyobozi n'ubushobozi abaturage mu rwego rw'imitegekere: Binyuze mu bikorwa by'Ubutegetsi Bwite bwa Leta bwo guha ubushobozi, inshingano n'umutungo Inzego z'Ibanze. Uturere dusigaye dufata ibyemezo ku bibazo bitandukanye kuko ubushobozi bw'Inzego z'Ibanze bwo gufata ibyemezo bwiyongereye ku gipimo gishimishije. Ibi byatumye abakozi n'ubushobozi bw' Inzego z'Ibanze byiyongera nk'uko bigaragazwa n'imibare y'abakozi bafite ubumenyi n'ubushobozi mu Nzego z'Ibanze, ibyo bikaba byongera imitangire myiza ya serivisi mu nzego zegerejwe abaturage.

Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage yatumye Leta irushaho gukora neza. Ni yo mpamvu, mu ruhande rumwe, Politiki y'Imbaturabukungu-EDPRS 1 yagize umusaruro uhagije nyuma y'amavugurura ya Politiki

yo kwegereza ubuyobozi n'ubushobozi abaturage yabaye mu 2006. Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage yatumye abantu bahabwa serivisi zinoze, zihendutse kandi zizewe, bareka kuba abantu badashoboye kandi bategera abandi amaboko noneho baba abantu batanga umusaruro kandi bashobora kwigira binyuze mu kwishakamo ibisubizo. Yatumye nanone imbaraga zose n'ubushobozi bwose byibanda ku buryo bw'imitangire ya serivisi ku baturage.

Raporo ku isuzumangaruka yagaragaje ko serivisi zigerwaho kuri 81%, zihuta kuri 75%, zihendutse kuri 73% kandi zizewe kuri 76%. Abaturage bakora kilometero imwe (1) kugira ngo babone serivisi ni 54% ku rwego rw' Akarere, 37.3% ku rwego rw'Umurenge na 35% ku rwego rw'Akagari. 72.5% by' abakoreweho ubushakashatsi bemera ko Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage yahaye ubushobozi abagore bwo kuba mu buyobozi no gutanga serivisi, yateje imbere imibereho n'ubukungu by'abaturage binyuze muri gahunda z'iterambere no kurengera abatishoboye.

Kwegereza ubuyobozi n'ubushobozi abaturage byatumye habaho ibikorwa byo kwishakamo ibisubizo (HGI) bikemura ibibazo bitandukanye byo mu rwego rw'imibereho myiza na politiki, binyuze mu guha ubushobozi abaturage n'abayobozi b'Inzego z'Ibanze kugira ngo babone ibisubizo by'ibibazo bahura na byo aho gutegereza ak'imuhana. Guhuza ibikorwa by'abafatanyabikorwa binyuze muri Ihuriro ry'abafatanyabikorwa b'Akarere mu iterambere (JADF) byakozwe neza kuko abafatanyabikorwa mu iterambere benshi bakorana bya hafi n'Uturere kandi Inzego z' Ibanze n'abafatanyabikorwa mu iterambere barafatanya mu buryo bunoze. Imbogamizi ku bijyanye n'ubushobozi mu miyoborere mu Nzego z'Ibanze bwo kwishakamo ibisubizo mu guhanga udushya kandi birambye byitaweho binyuze mu ishyirwaho ry' Ishyirahamwe ry'Umujyi wa Kigali n'Uturere (RALGA) n'Ikigo cy'Imiyoborere yo mu Nzego z'Ibanze kirishamikiyeho.

Kwegereza ubuyobozi n'ubushobozi abaturage mu rwego rw'imicungire n'imikoreshereze y' imari n'imisoro: Hatewe intambwe nini mu ngano y'ingengo y'imari ikomoka mu Nzego z' Ibanze n'ingengo y'imari Inzego z'Ibanze zihabwa na Leta. Ingengo y'imari yariyongereye iva kuri miliyari 49.7 z'amafaranga y'u Rwanda mu 2006 igera kuri miliyari 440.3 z' amafaranga y'u Rwanda mu 2017/18. Ingengo y'imari Leta yageneye Inzego z'Ibanze kugira ngo zishyire mu bikorwa inshingano zazo z' ibanze mu mwaka w'ingengo y'imari wa 2019/2020 yanganaga na miliyari 595 z' amafaranga y'u Rwanda arimo miliyari 82 z' amafaranga yinjizwa n'Inzego z'Ibanze, miliyari 361.7 z'amafaranga y'u Rwanda Leta igenera ibikorwa runaka, miliyari 59.2 z'amafaranga y'u Rwanda ahabwa Inzego z'Ibanze zikayakoresha uko zishaka na miliyari 92.1 z'amafaranga y'u Rwanda ava mu zindi nzego za Leta.

Inkingi ya 5: Ibyubakirwaho mu miyoborere kugira ngo habeho impinduka ku rwego rw'Igihugu

Ibibazo bigomba gukemurwa muri iyi nkingi:

1. Itumanaho n'impinduka mu myifatire bitanoze kugira ngo abaturage babane mu mahoro;
2. Ubufasha budahagije mu guhanga udushya mu baturage n'ibikorwa by' ubukorerabushake;
3. Igenamigambi n'ikurikiranabikorwa bishingiye ku makuru adahagije;
4. Ubwitabire n'ubwitange buke bw' abaturage n'ihuzabikorwa ry' abafatanyabikorwa ritanoze.

Intego y'ingenzi ya 1: Gukora ubukangurambaga mu baturage bugamije iterambere ry' Igihugu

1. Gushyiraho ingamba zo gukora ubukangurambaga hibandwa ku ruhare rw' abaturage;
2. Gukoresha neza uburyo bw'itumanaho ku nzego zose hagamijwe kunoza imitangire ya serivisi idaheza kandi ibazwa inshingano;
3. Gushyiraho ingamba z'itumanaho zisobanutse zirimo uburyo bukwiye bwo kugaragaza ibitekerezo no kongera uburyo abaturage babona amakuru;
4. Gushyiraho amabwiriza n'imirongo ngenderwaho y'itumanaho ntangarugero mu Nzego z'Ibanze kugira ngo amakuru kuri Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage icungwe mu buryo buhuye;
5. Gushyiraho imbuga z'ibiganiro hagati y' abafatanyabikorwa ku nzego zitandukanye hagamijwe guhanahana amakuru no gutanga ibitekerezo ku bikorwa byo kwegereza ubuyobozi n'ubushobozi abaturage bikorwe buri bihe kandi mu bwisanzure.

4. Gushyiraho imirongo ngenderwaho y'agahimbazamusyi gahabwa abashoramari bikorera mu mishinga y'iterambere mu by'ubukungu y'Inzego z'Ibanze;
5. Gushimangira imigendekere myiza y'ubufatanye n'Inzego z'Ibanze mu gihugu no mu mahanga nk'uburyo bwo guteza imbere imibereho n'ubukungu;
6. Gucengeza mu bigo byegerejwe abaturage Gahunda n'ingamba zirebana n'imihindagurikire y'ikirere no kurengera ibidukikije.

Intego y'ingenzi ya 2: Kubaka igenamigambi rirambye ry'imijyi

1. Gushyiraho uburyo (nk'amabwiriza, amategeko, n'ibindi) bwo gushyira mu byiciro imijyi, igafatwa nk'Inzego z'Ibanze no kuyihuza n'Inzego z'imitegekere zisanzwe (Akarere, Umurenge, Akagari, Umudugudu) hagamijwe imicungire myiza no gukorera mu mucyo;
2. Gushyiraho uburyo bwo guteza imbere icyaro n'imijyi bikaba isoko y'izamuka ry'ubukungu binyuze mu kubaka inzu zicirirtse, gucunga no kubyaza umusaruro imyanda, gukora igenamigambi rihamye no guhanga imirimo;
3. Gushyiraho uburyo (harimo ibishingirwaho) bwo kumenya no kugaragaza ubutaka bw'imijyi n'ubw'ubuhinzi, no gukurikirana ko ubutaka bugenewe imijyi bushyirwaho hakurikijwe uburyo buhamye bwo gufata ibyemezo bushingiye ku makuru, ku igenamigambi ry'igihe kirekire rigaragaza niba kuhubaka umujyi bishoboka;
4. Gushyiraho uburyo ahagenewe imijyi hacungwa neza hakurikijwe amabwiriza mpuzamahanga n'ay'Igihugu;
5. Gukurikirana ko ibikorwa byo guteza imbere imijyi bijyana n'ibikorwaremezo n'inyubako by'ibanze nk'amazi, amashanyarazi, gutwara abantu n'ibintu, itumanaho n'umutekano, kugira ngo imibereho myiza y'abantu idahungabanywa.

Intego y'ingenzi ya 3: Kwinjiza mu mategeko y'u Rwanda ubutwererane mpuzamahanga n'imibanire nyambukiranyamipaka

1. Gushyiraho uburyo bwo gukangurira abayobozi bo mu rwego rwa politiki n'abavuga rikumvikana ibyiza byo guhuriza hamwe ibihugu mu rwego rw'akarere n'urwego mpuzamahanga;
2. Gusuzuma ukwihuriza hamwe kw'Ibihugu mu karere n'ubufatanye mpuzamahanga hagamijwe kugaragagaza inyungu Inzego z'Ibanze n'Inzego zegerejwe abaturage zizakuramo;
3. Gushyiraho uburyo bwo gushyigikira Inzego z'Ibanze kugira ngo zitangize, zitabire cyangwa zikore ibikorwa by'ubufatanye bw'akarere bifitiye akamaro Uturere kandi barinda ubusugire n'umutekano by'Igihugu.

Inzego z'Ibanze ziragenda zirushaho kwibanda ku Iterambere ry'ubukungu
kandi buri Karere gafite ingamba zako z'iterambere gakurikije ubushobozi gafite. Politiki yo Kwegereza ubuyobozi n'ubushobozi abaturage yari igamije kongera uruhare rw'abikorera binyuze mu kureshya ishoramari ry'abikorera mu Nzego z'Ibanze no mu guteza imbere imijyi yunganira Kigali, ibyo bikaba byarateje imbere ibikorwaremezo mu cyaro no mu mijyi kandi byaratumye haba ikoreshwa rya murandasi n'iterambere mu mijyi no mu dusantere tw'imijyi.

3.2. Amasomo

Kwegereza ubuyobozi n'ubushobozi abaturage mu Rwanda byavuyemo amasomo ashobora gushingirwaho muri iyi Politiki nk'uko bigaragazwa hasi:

Kwegereza ubuyobozi n'ubushobozi abaturage biteza imbere ukudahezwa muri politiki no mu bukungu: Isomo ry'ingenzi mu gushyira mu bikorwa Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage ni amahirwe yo kugira imiyoborere idaheza yafashije kwihutisha ubukangurambaga, kongera uruhare rw'abaturage, ubumwe n'ubwiyunge by'abanyarwanda mu gihe gito.

Ubushake bwa politiki ni ngombwa kugira ngo ishyirwamubikorwa rigende neza: Kwegereza ubuyobozi n'ubushobozi abaturage ni igikorwa cyo kuvugurura imiyoborere akenshi kidashyigikirwa mu rwego rwa politiki. Kigera ku ntego gusa iyo hari ubushake bwa politiki mu bayobozi bakuru.

Mu rwego rwa politiki n'imitegekere, Inzego z'u Rwanda zagarukiraga ahanini ku butegetsi bwite bwa Leta kandi ntizashoboraga kwita ku iterambere mu bukungu n'imibereho myiza y'abaturage. Ibi byatumye Leta ifata Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage nk'imwe mu ntego z'ingenzi zayo.

Ukwiyemeza guhoraho k'ubuyobozi: Ibi byagaragajwe no Gushyiraho no gushyigikira Ikigega cy'Iterambere Rusange (Common Development Fund/CDF) mu mwaka wa 2003, ubu ngubu cyitwa Ikigo gishinzwe guteza imbere ibikorwa by'Iterambere mu Nzego z'Ibanze (LODA), Kurengera abatishoboye, Guteza imbere ubushobozi bw'Inzego z'Ibanze kugira ngo zikore neza, ibyo Leta ikaba yarabigeneye ingengo y'imari (10% by'ingengo y'imari y'iterambere na 3% by'ingengo y'imari isanzwe) mu rwego rwo gushyira mu bikorwa politiki na gahunda ku rwego rw'Inzego z'Ibanze .

Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage yagaragaje ko atari ngombwa gutegereza ibihe byiza kugira ngo amavugurura muri politiki ashyirwe mu bikorwa. Si ngombwa gutegereza ko ubushobozi bwose n'Inzego zose biboneka mu gihe ikibazo cyagaragajwe neza.

Kubaka icyizere n'ubushobozi by'abaturage bifata igihe kandi bisaba ko bidahindagurika: Kwegereza ubuyobozi n'ubushobozi abaturage byatangijwe mu gihe Leta yarwanaga no kunga umuryango nyarwanda wahungabanye, ukennye, ushonje, kandi wacitsemo ibice. Yarwanaga kandi no gufasha abaturage kongera kugirira icyizere Leta. Icyemezo cyo guha vuba ububasha n'ubushobozi abayobozi batowe cyagaragaje ukwiyemeza kwa Leta kandi cyafashije kubaka icyizere.

Ukwiyemeza guhoraho kw'abafatanyabikorwa mu iterambere: Politiki y'u Rwanda yo kwegereza ubuyobozi n'ubushobozi abaturage yatewe inkunga n'abaterankunga n' abafatanyabikorwa mu gihe gikwiye kandi mu buryo burambye. Kwiyemeza kwabo kwatewe n'icyizere bafitiye imiyoborere y'Igihugu n' imikoreshereze myiza y'umutungo mu guha abaturage serivisi z'ibanze. Abafatanyabikorwa benshi bakomeje gushyigikira ibikorwa bitandukanye by'amavugurura batanga inkunga mu rwego rwa tekiniki n'imari, by'umwihariko bateye inkunga gahunda yo kubaka ubushobozi bw'abaturage, ubuvugizi n'ishyirwa mu bikorwa rya Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage mu Rwanda.

Kumenya uko ibintu bihagaze ni ngombwa: Kumenya uko ibintu bihagaze mu rwego rwa politiki, umuco, imibereho myiza, ubukungu n' imiterere y'Inzego bituma hafatwa ibyemezo bikwiye byerekeye igihe n'uburyo amavugurura ya Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage yagaragazwa kandi yashyirwa mu bikorwa. Kubera ko Igihugu cyari cyasenyutse nyuma ya jenoside, byari bikwiye ko Leta y'u Rwanda isubiza ububasha abaturage kuko kutabubaha byari mu mpamvu z' ingenzi zateye imiyoborere mibi.

Amavugurura ahoraho afasha Politiki n' ishyirwa mu bikorwa gukomeza kwibanda ku by'ingenzi no kugira agaciro mu bihe bihindagurika. Leta yagiye buri gihe isuzuma Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage kugira ngo ikomeze kugira agaciro no kugira ngo ingamba z'ishyirwa mu bikorwa zibande ku by'ingenzi kandi by'ingirakamaro.

3.3. Imbogamizi

Mu ishyirwa mu bikorwa rya Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage kuva igihe yemerejwe mu 2001, imbogamizi z' ingenzi zabangamiye imigendekere myiza y' igikorwa cyo kwegereza ubuyobozi n' ubushobozi abaturage ni izi zikurikira:

- **Imbogamizi zishingiye ku miterere y'Inzego** zirimo ubusumbane mu gutanga imirimo n' ubushobozi harimo n'imicungire y'abakozi. Inzego z'imitegekere zegerejwe abaturage, by'umwihariko Utugari, tutarabona abakozi bahagije bijyanye n'imirimo na serivisi zihabwa abaturage.
- **Kwegereza ubuyobozi n'ubushobozi abaturage bishingiye ku byiciro bya serivisi bahabwa n'inzego** ntibigaragaza neza inshingano, imikorere n'imikoranire y' Inzego, mu buryo bukwiye amahirwe n' ubushake bwa politiki bwo kwihutisha igikorwa cyo kwegereza ubuyobozi n' ubushobozi abaturage no gushyira imbaraga mu mikoranire y'inzego za Leta n' inzego z'Ibanze.

Pillar 3: Iterambere ry'ubukungu bw'Inzego z'Ibanze

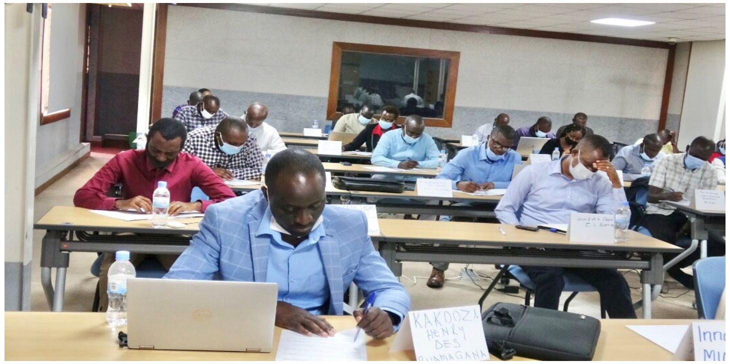
Ibibazo bigomba gukemurwa muri iyi nkingi:

1. Igipimo kidashimishije cyo kubyaza umusaruro amahirwe y'iterambere ry' ubukungu ku rwego rw'ibanze. Amahirwe menshi yo mu rwego rw'ubukungu ntabyazwa umusaruro bitewe mu ruhande rumwe, n'uko abayobozi batayaha agaciro cyangwa bafite ubushobozi buke kugira ngo bayabyaze umusaruro ufasha mu iterambere ry'imibereho myiza, kubona akazi, no kuzamuka k'ubukungu bw' Inzego z'Ibanze.
2. Imikorere itanoze n'ubufatanye budakwiye hagati y'Inzego z'Ibanze n'urwego rw' ubucuruzi n'ishoramari
3. Igipimo kiri hasi cy'ubufatanye hagati ya Leta n'abikorera kugira ngo bakoreshe ubushobozi bw'iterambere buri mu Nzego z'Ibanze kuko bigaragara ko Inzego z' Ibanze zishora imari aho gushaka abashoramari;
4. Amategeko atajyanye n'igihe agena imikorere y'imijyi yunganira Kigali n'imiterere yayo;
5. Abaturage bafite ubumenyi buke n' inyungu nke ku kwishyira hamwe kw' ibihugu byo mu muryango w'Afurika y' Iburasirazuba no ku bundi bufatanye ku rwego rw'akarere no ku rwego mpuzamahanga.

Intego y'ingenzi ya 1: Kwimakaza iterambere mu bukungu ry'Inzego z'Ibanze risaranganyije

1. Gushora mu bikorwaremezo by' iterambere mu Nzego z'Ibanze (harimo imihanda, amasoko) hagamijwe kongera amahirwe yo guteza imbere mu mibereho no mu bukungu; Guteza imbere ubufatanye hagati ya Leta n'abikorera hagamijwe kureshya ishoramari ry' abikorera cyane cyane mu cyaro no mu nzego z'ingenzi no gukangurira abaturage kugira umusaruro;
2. Gushyiraho uburyo bwo gushyigikira ubufatanye hagati ya Leta n'abikorera bugirira akamaro abaturage bakennye mu Nzego z'Ibanze (hitabwa cyane ku rubyiruko, abagore n'abafite ubumuga);
3. Kongera ubushobozi bw'Inzego z'Ibanze bwo gucunga ubufatanye hagati ya Leta n'abikorera;

Inkingi ya 3: Kubaka ubushobozi bw'Inzego zegerejwe abaturage



Ibibazo bigomba gukemurwa muri iyi nkingi:

1. Ubushobozi buke bw'abakozi mu Nzego z'Ibanze: Inzego z'Ibanze zihura n'inzitizi z'imiterere y'Inzego n'iz'abakozi, zibangamira imikorere ya Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage;
2. Igipimo kidashimishije cyo kumenyereza abayobozi batowe n'abakozi bashya, uburyo butanoze buhoraho bwo guhugura abakozi bigira ingaruka ku iterambere ry' akazi k'abakozi b'Inzego z'Ibanze;
3. Ubushobozi buke bwo gutanga serivisi nyinshi zegerejwe abaturage zivuye mu Butegetsi Bwite bwa Leta.

Intego y'ingenzi ya 1: Kubaka ubushobozi burambye hagamijwe ko Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage ishyirwa mu bikorwa neza

1. Gushimangira ihuzabikorwa mu kubaka ubushobozi bw'Inzego z'Ibanze;
2. Gushyiraho imbuga z'ikoranabuhanga zigamije kubaka ubushobozi bw'abakozi b'Inzego z'Ibanze no kubateza imbere, zirimo kwiga no kumenyerezwa hakoreshejwe ikoranabuhanga;
3. Guha imbaraga Inama Njyanama z' Uturere n'iz'Inzego zako zikagira ibikoresho n'imiterere bikwiye ku buryo ziba uburyo bwiza bwa politiki bwo guhagararira abaturage no kubazwa inshingano;
4. Gushyiraho Inzego zikwiye zifasha Inzego z'Ibanze gutanga serivisi, gusobanura ibyo abakozi b'Inzego z'Ibanze bakeneye, uburyo bashakwa, bahugurwa, bashyirwa mu myanya, bahembwa, baterwa umwete, basuzumwa, bazamurwa mu ntera, bahanwa, bajya mu zabukuru, hazirikanwa iterambere n'umutekano by'akazi.
5. Kongerera ubushobozi Ikigo cy' amahugurwa mu by'imicungire y'abakozi n'umutungo (RMI) kugira ngo gikemure neza kandi mu buryo burambye ibibazo by'ubushobozi buke bw'abakozi bo mu Nzego z'Ibanze.
6. Gukurikirana ko ihuzabikorwa rihoraho ry' ibikorwa byo kubaka ubushobozi bw' Inzego z'Ibanze rikorwa neza n' abafatanyabikorwa batandukanye mu nzego zitandukanye.

- **Imbogamizi zerekeye ubushobozi** kuko ibyo abasaba serivisi bakeneye, birenze ubushobozi buhari hakurikijwe amikoro, ibikorwaremezo n'imiterere y'Inzego bikenewe.
- **Ibyuho mu kwinjiza, gucunga no kongera imari n'imisoro mu Nzego z'Ibanze,** bikaba ari ibyuho mu kongera ubushobozi bw' Inzego z'Ibanze bwo kwinjiza amafaranga, mu kuvugurura no kongera imisoro n' amahoro byeguriwe Inzego z'Ibanze, ivugurura ry'uburyo bukoreshwa n'Ubuyobozi Bwite bwa Leta mu kugenera ingengo y' imari Inzego z'Ibanze (Ingengo y'imari ifite ubwinyagamburiro, idafite ubwinyagamburiro n'igenewe iterambere).
- **Ikoreshwa ridahagije ry'ikoranabuhanga mu itumanaho n'itangazabumenyi:** haracyakenewe ko ikoranabuhanga mu itumanaho n'itangazabumenyi rikwirakwizwa mu mitangire ya serivisi haba ku batanga n'abazihabwa kugira ngo hatangwe serivisi zinoze no kongerera ubumenyi abaturage mu kurikoresha.
- **Uruhare rudahagije rw'Imiryango itegamiye kuri Leta:** Igipimo cy'uruhare rw' Imiryango itegamiye kuri Leta mu iterambere cyo mu 2018 cyagaragaje ko imiryango itegamiye kuri Leta yagize uruhare rungana na 67.07%.

3.4. Aho Politiki yakomotse

Iyi Politiki yakomotse ku ntego y'u Rwanda yo gukomeza kugira imiyoborere myiza, kubaka ubukungu bw'Inzego z'Ibanze, kubaka ubushobozi muri rusange no gushyiraho Inzego zikora neza kandi zita ku nshingano zazo mu rwego rwa politiki mpuzamahanga, iy'akarere u Rwanda rurimo n'iy'Igihugu kugira ngo yite ku ntego z'ingenzi z'Igihugu. Yibanda kandi ku kurwanya ruswa n'ibifitanye isano nayo; kubaka Inzego zikora neza, zibazwa inshingano kandi zikorera mu mucyo ku nzego zose; gufata ibyemezo bisubiza ibibazo, bidaheza, bigirwamo uruhare n'abaturage, bigaragaza ibitekerezo by'abahagarariwe ku nzego zose; no gufasha abantu kubona amakuru.

Ku rwego mpuzamahanga n'urw'akarere: Gushyiraho iyi Politiki byubahiriza ibyo u Rwanda rwiyemeje ku rwego mpuzamahanga birimo Intego z'Iterambere rirambye (SDGs), zita ku kubaka Inzego zikora neza, zibazwa inshingano kandi zidaheza. Ku birebana n' Intego z'Ubumwe bw'Afurika 2063, iterambere rya Politiki yo Kwegereza Ubuyobozi n' Ubushobozi Abaturage ryitaye ku ntego zo kugira Afurika ifite imiyoborere myiza, demokarasi n'iyubahirizwa ry'uburenganzira bwa

muntu, ubutabera no kugendera ku mategeko n'Afurika ifite iterambere rishyira abaturage ku isonga, ryishingikiriza ku bushobozi bw' abaturage b'Afurika cyane cyane abagore n' urubyiruko, kandi ryita ku bana.

Ishingiye ku Cyerekezo 2050 cy'Umuryango w'Ibihugu by'Afurika y'Iburasirazuba, iyi Politiki yitaye ku cyifuzo cyo kugira Afurika y' Iburasirazuba ikize, ishobora guhangana n' indi migabane, itekanye kandi yunze ubumwe mu rwego rwa politiki. Intego ni ukwagura no gushimangira ubumwe mu by'ubukungu, politiki, imibereho myiza n'umuco hagamijwe guteza imbere imibereho myiza y'Abaturage b'Afurika y'Iburasirazuba irusheho kuba myiza. Intego z'ingenzi z'Icyerekezo 2050 cy' Umuryango w'Afurika y'Iburasirazuba zashingiweho mu gutegura iyi Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage.

Ku rwego rw'Igihugu: Ubutegetsi Bwite bwa Leta bushinzwe gushyiraho politiki mu gihe Inzego z'Ibanze zigomba gushyira mu bikorwa Politiki na Gahunda bya Leta. Ariko, Inzego z'Ibanze zifatwa nk'izifasha Ubutegetsi Bwite bwa Leta kugera ku ntego zabwo ku rwego rw'Inzego z'Ibanze.

Iyi Politiki ivuguruye yateguwe ishingiye ku Itegeko Nshinga rya Repubulika y'u Rwanda no ku yandi mategeko, politiki n'ingamba zo kwegereza ubuyobozi n'ubushobozi abaturage n'imiyoborere myiza. Itegeko Nshinga rya Repubulika y' u Rwanda rivuga ko Igihugu cy' u Rwanda kigabanyijemo Inzego z' imitegekere; ububasha bwa Leta bwegerezwa abaturage mu Nzego z'Ibanze kandi hashyirwaho uburyo bwo kwishakamo ibisubizo by'ibibazo byabo; abanyarwanda bose bafite uburenganzira bwo kugira uruhare mu buyobozi bw'Igihugu, baba babukoresheje ubwabo, cyangwa se babinyujije ku babahagarariye bihitiyemo nta gahato, hakurikijwe amategeko. Itegeko ryerekeye Inzego z' imitegekere y'Igihugu zegerejwe abaturage ryitaweho aho risobanura uruhare n' inshingano bya buri rwego rwegerejwe abaturage. Ariko, kugira ngo Umujyi wa Kigali uhabwe umwihariko, itegeko ryihariye rigenga Umujyi wa Kigali ryashyizweho.

Hashingiwe ku Cyerekezo 2050 cy'u Rwanda, Inzego za Leta zibazwa inshingano kandi zishoboye ni imwe mu nkingi z'u Rwanda twifuza mu cyerekezo cya 2050" cyemejwe mu mwaka wa 2019. Hakurikijwe iki cyerekezo, Leta yiyemeje gushimangira Politiki yo kwegereza ubuyobozi n'ubushobozi abaturage, kwegereza serivisi abaturage hibandwa ku iterambere ry'Inzego z'Ibanze mu by' ubukungu, ku miyoborere igamije umusaruro, ku guhanga imirimo, ku kongera ubushobozi no ku kunoza imitangire ya serivisi.

Mu gihe cyo kuvugurura iyi Politiki, Gahunda yo kwihutisha iterambere rirambye (NST1) yitaweho. Iyi Politiki yiyemeje gukomeza kongera ubushobozi, kunoza imitangire ya serivisi no kwimakaza ibyo kubazwa inshingano mu nzego za Leta. Yiyemeje kandi kongera uruhare rw'abaturage mu bibakorerwa, inshingano z'abaturage n'ubufatanye mu iterambere.

Inkingi ya 2: Kwegurira Inzego z'Ibanze imicungire n'imikoreshereze y' imisoro n'imari

Ibibazo bigomba gukemurwa muri iyi nkingi:

1. Igipimo cyo hasi cy'ubukungu mu birebana n'ubushobozi bwo kwinjiza imisoro yeguriwe Inzego z'Ibanze; uturere twinshi dufite igipimo cyo hasi cy'ubukungu kitakoreshwa mu kubyara imisoro ihagije no kuyikusanya.
2. Imisoro yeguriwe Inzego z'Ibanze iri ku gipimo cyo hasi (ni ukuvuga umusoro ku bukode, umusoro w'ipatanti n'umusoro ku mutungo).
3. Kuba Inzego z'Ibanze zidashobora kwihaza mu rwego rw'imari, bivuga ko hari ibibazo bigomba gukemurwa kugira ngo Inzego z'Ibanze zishobore, nk'urugero, gukusanya imisoro yose ishoboka.
4. Ubushobozi buke mu micungire y'imari ya Leta biracyari ikibazo gikomeye mu Nzego z'Ibanze.

Intego y'ingenzi ya 1: Kubaka ubushobozi bw' Inzego z'Ibanze hagamijwe kwihaza mu kwinjiza no gukusanya imisoro

1. Gusuzuma buri gihe (buri mwaka) imisoro yeguriwe Inzego z'Ibanze hagamijwe kongerera Inzego z'Ibanze ubushobozi bwo gukusanya imisoro no kongerera ubumenyi abasora mu mitangire myiza ya serivisi.
2. Gukomeza gukoresha ibikoresho bishya hagamijwe kongera umusaruro mu gukusanya no gucunga neza imisoro mu Nzego z'Ibanze.

Intego y'ingenzi ya 2: Gushimangira iherekanya ry'amafaranga hagati y'Inzego za Leta

Kongerera imbaraga mu kohereza amafaranga ava mu nzego za Leta ajya mu Nzego z'Ibanze binyuze mu kuvugurura uburyo busanzweho hibandwa mu kohereza amafaranga akoreshwa nk'uko Ubutegetsi Bwite bwa Leta bwagennye ahubwo zigahabwa amafaranga zakoresha mu bwinyagamburiro.

Intego y'ingenzi ya 3: Kongera ubushobozi bw' Inzego z'Ibanze bwo gucunga imari ya Leta

1. Kongera ubushobozi bwo gucunga imari ya Leta mu Karere no mu nzego zako binyuze mu kwisuzumana no kwigiranaho;
2. Kongera ubumenyi n'ubushobozi bw' abakozi b'Inzego z'Ibanze bafite imirimo y' ingenzi mu gucunga imari no mu gushaka amafaranga.

3. Kunoza uburyo bwo kubazwa inshingano/ gukorera mu mucyo mu mitangire ya serivisi.

Intego y'ingenzi ya 5: Gushimangira uburyo butuma Inzego z'Ibanze zigira ubwisanzure kandi habaho imikorere n'imikoranire y'inzego

1. Gushyiraho urubuga mpanahanamakuru habaho ibiganiro bihoraho n'imiyoboro yo guhanahana amakuru mu Nzego z'Ibanze no mu Butegetsi Bwite bwa Leta no hagati y'Inzego z'Ibanze n'Ubutegetsi Bwite bwa Leta;
2. Gushyiraho uburyo butunganya imbuga z' ibiganiro hagati y'Inzego za Leta kuri Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage no ku buryo bwo gutegura politiki;
3. Kuvugurura imiterere y'imbuga mpanahanamakuru hagati y'Inzego za Leta no kuvugurura imicungire yazo hagamijwe imikoranire n'ibiganiro bihoraho hagati y' abafatanyabikorwa mu butegetsi bwite bwa Leta no mu Nzego z'Ibanze.

Intego y'ingenzi ya 6: Kwihutisha imikoreshereje y'ikoranabuhanga mu itumanaho n'itangazabumenyi kugira ngo serivisi zitangwe neza

1. Gushimangira imikoreshereje y' ikoranabuhanga mu itumanaho n' itangazabumenyi hagamijwe imitangire ya serivisi inoze;
2. Kongera ishoramari mu ikoranabuhanga, itumanaho n'itangazabumenyi kugira ngo Inzego z'ibanze kugeza ku Kagari zirikoreshe;
3. Gukora ubukangurambaga buhoraho bwo kumenyesha abaturage ikoranabuhanga no kwigisha mu gihugu hose ikoranabuhanga ry'ibanze;
4. Gushyiraho no kwihutisha uburyo butuma abaturage babona serivisi z' ikoranabuhanga, cyane cyane ku rwego rw'Akagari.

Intego y'ingenzi ya 7: Kubaka uburyo bw' ikoranabuhanga bwo gucunga amakuru kugira ngo ifatwa ry'ibyemezo rishingire ku makuru afatika

1. Gushyira mu Nzego z'Ibanze uburyo buhamye bw'ikoranabuhanga bwo gucunga amakuru buzatuma ifatwa ry' ibyemezo n'igenamigambi bishingira ku makuru afatika;
2. Gushyiraho uburyo bw'ikusanyamakuru mu buryo bw'ikoranabuhanga ku rwego rw'Akagari;
3. Guhindura urwego rw'Umudugudu isoko y'amakuru y'ibanze;
4. Gushimangira imikoreshereze y' ibikoresho by'ikoranabuhanga mu gukusanya no gusesengura amakuru;
5. Gushyiraho amabwiriza yo gucunga amakuru muri serivisi zegerejwe abaturage.

4. IBYEREKEZO BY'IVUGURURA RY'IYI POLITIKI

4.1. Icyerekezo

"Umuryango nyarwanda urangwa no kwigira, utekanye, usobanukiwe mu rwego rwa politiki kandi ufite amakuru hagamijwe iterambere rirambye ry'Igihugu."

4.2. Ikigamijwe/Misiyo

"Kubaka Inzego z'Ibanze zikora neza kandi zibazwa inshingano, zishyira umuturage ku isonga mu miyoborere hagamijwe iterambere ry'Inzego z'Ibanze mu mibereho myiza n' ubukungu"

4.3. Intego rusange n'intego zihariye

Intego rusange ni ugushimangira no kurinda imiyoborere irangwa na demokarasi, ishingiye ku baturage kandi yita ku iterambere ry' Inzego z'Ibanze risaranganyijwe binyuze mu kongera uruhare rw'abaturage mu bibakorerwa no gushyigikira imikorere y'Inzego z' Ibanze. Bityo, bizasaba ko imikorere n' imikoranire y'Ubutegetsi Bwite bwa Leta n' Inzego z'Ibanze iba ingirakamaro, iba myiza kandi irangwa n'uko impande zombi zibazanya inshingano.

Kugira ngo intego rusange igerweho, intego zihariye zikurikira zigomba kugerwaho:

i. Gushimangira no gushyigikira uruhare rw' abaturage mu igenamigambi, mu gutegura ingengo y'imari no mu gufata ibyemezo.
ii. Kwimakaza umuco w'ubunyangamugayo, kubazwa inshingano no gukorera mu mucyo mu miyoborere no mu mitangire ya serivisi.
iii. Kwihutisha no gushyigikira iterambere ry' ubukungu risaranganyije mu Nzego z' Ibanze nk'ishingiro ryo gushimangira ubwisanzure bw'Inzego z'Ibanze mu rwego rw'imisoro, umurimo no kurwanya ubukene, binyuze mu guha ubushobozi abaturage n'Inzego z'Ibanze.
iv. Gushimangira imikorere myiza y'Inzego z' Ibanze mu igenamigambi, ikurikiranabikorwa n'imitangire ya serivisi.
v. Gushimangira ubumwe bw'Igihugu n' ubunyarwanda hagamijwe kwimakaza umuco w'ubwiyunge, ubumwe n' ubunyarwanda.

i. Kubaka no gushimangira umuco wo gukorera ubushake, gukorera hamwe no kwigira bishingiye ku muco n'izindi ndangagaciro zo kwemera inshingano, kwiha agaciro no kugira uruhare mu bikorwa mu buryo butanga umusaruro.
ii. Kwihutisha Politiki yo kwishyira hamwe n' ibindi bihugu no kubigaragariza mu bikorwa bifite ishingiro mu rwego rwa politiki kandi bitanga umusaruro mu rwego rw'ubukungu ku banyarwanda bo mu bice byose by' Igihugu, kandi bikaba urufatiro rukomeye rw'umutekano, amahoro n'ubumwe.

Kugira ngo izo ntego zigerweho, ibikorwa birebana n'intego z'ingenzi bikurikira za Politiki bizashyirwa mu bikorwa:

1. Gusobanura imiterere y'Ubutegetsi Bwite bwa Leta n'Inzego z'Ibanze, hagaragazwa neza icyo zishinzwe n' inshinganzo zabyo;
2. Gucengeza no kumvikanisha kwegereza ubuyobozi n'ubushobozi abaturage bishingiye ku byiciro bya serivisi bahabwa n' inzego;
3. Guha imbaraga ihuzabikorwa mu kwegereza ubuyobozi n'ubushobozi abaturage
4. Kwimakaza imitangire ya serivisi nziza mu nzego zegerejwe abaturage;
5. Gushimangira uburyo butuma Inzego z' Ibanze zigira ubwisanzure kandi habaho imikorere n'imikoranire inoze hagati y' Inzego za Leta n'Inzego z'Ibanze;
6. Kwihutisha imikoreshereje y' Ikoranabuhanga mu itumanaho n' itangazabumenyi hagamijwe kunoza imitangire ya serivisi;
7. Kubaka uburyo bw'ikoranabuhanga bwo gucunga amakuru kugira ngo ifatwa ry' ibyemezo rishingire ku makuru afatika;
8. Kubaka ubushobozi bw'Inzego z'Ibanze hagamijwe kunoza imicungire, imikoreshereze no kongera imisoro yeguriwe Inzego z'Ibanze;
9. Kunoza ihererekanya ry'amafaranga hagati y'Inzego za Leta n'Inzego z'Ibanze;
10. Kongera ubushobozi bw'Inzego z'Ibanze bwo gucunga imari ya Leta;
11. Kubaka ubushobozi burambye kugira ngo Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage ishyirwe mu bikorwa neza;
12. Kwimakaza iterambere mu bukungu ry' Inzego z'Ibanze risaranganyije;
13. Kubaka igenamigambi rirambye ry'imijyi
14. Kwinjiza mu mategeko y'u Rwanda ubutwererane mpuzamahanga n'imibanire n' amahanga;
15. Gukora ubukangurambaga ku rwego rw' umuryango bugamije iterambere ry'Igihugu;
16. Guteza imbere no gushyigikira ibikorwa byo guhanga udushya mu rwego rw'imibereho myiza n'ibikorwa by'abakorerabushake;
17. Kwimakaza indangagaciro, kubazwa inshingano no Kurwanya ruswa;
18. Guteza imbere Igenamigambi ry'iterambere ry'Igihugu rishyira umuturage ku isonga;
19. Kubaka uburyo butuma abafatanyabikorwa bahuzwa kandi bakagira uruhare mu iterambere;
20. Gushyigikira Ibikorwa by'abaturage n' Umuryango bizana impinduka kugira ngo barusheho kwitanga, kubakirwa ubushobozi, kugira uruhare mu bibakorerwa, no kubaza inshingano.

2. Gusubiramo imiterere y'Inama Njyanama no kongera ubushobozi bwazo bwo gukora imirimo yazo harimo guhagararira abaturage no kubazwa inshingano;
3. Gushyiraho amategeko afasha imikorere y' Inzego, no kubona ibikorwa remezo bikwiriye ku rwego rw'Umurenge n'Akagari hagamijwe imitangire inoze ya serivisi ku baturage n'abafatanyabikorwa;
4. Gukora amavugurura mu mitegekere, imari n'abakozi mu nzego zegerejwe abaturage afasha Inzego z'Ibanze kubona abakozi bafite ubushobozi n'uburyo bwo gucunga abakozi buhuye n'imirimo n'ibisabwa mu mitangire ya serivisi kuri buri rwego.

Intego y'ingenzi ya 2: Gucengeza no gukoresha neza Politiki yo kwegereza ubuyobozi n' ubushobozi bishingiye ku byiciro bya serivisi zihabwa abaturage

1. Kubarura imirimo yegerejwe abaturage mu byiciro byose no gusobanura neza imirimo n'ububasha bishobora guhabwa abandi cyangwa gusaranganywa n'abandi;
2. Kuvugurura imirimo n'inshingano by'Inzego zitandukanye za Leta hagamijwe kongera imikoranire hagati y'abashinzwe ishyirwa mu bikorwa;
3. Gukurikirana ko politiki iteganywa mu rwego runaka, itegeko riteganywa n' igenamigambi byubahiriza amahame yo kwegereza ubuyobozi n'ubushobozi abaturage mbere yo kwemezwa;
4. Gushyiraho amategeko agenga kwegereza ubuyobozi n'ubushobozi bishingiye ku byiciro bya serivisi zihabwa abaturage;
5. Kubaka ubushobozi bw'abafatanyabikorwa n'Inzego zitandukanye ku byerekeye amahame yo kwegereza ubuyobozi n' ubushobozi abaturage n'icyo avuga mu rwego rwo kutikubira inshingano;
6. Gukora ubukangurambaga buhoraho bwerekeye Politiki yo kwegereza ubuyobozi n'ubushobozi bishingiye ku byiciro bya serivisi zihabwa abaturage ku rwego rw'ubutegetsi bwite bwa Leta, hakibandwa cyane ku bakozi bashya, n'abashyizwe mu myanya mu nzego za Leta.

Intego y'ingenzi ya 3: Guha imbaraga ihuzabikorwa mu kwegereza ubuyobozi n'ubushobozi abaturage

1. Kunoza uburyo bwo guhuza abafatanyabikorwa bashyira mu bikorwa Politiki yo Kwegereza Ubuyobozi n'Ubushobozi Abaturage, hitabwa ku itandukaniro hagati y' abafatanyabikorwa mu Nzego z'Ibanze no ku rwego rw'Igihugu.

Intego y'ingenzi ya 4: Kwimakaza imitangire ya serivisi inoze mu nzego zegerejwe abaturage

1. Kunoza uburyo bwo kubona amakuru arebana na serivisi binyuze mu gutegura amahuriro ahoraho kugira ngo habeho ibiganiro no mu gushimangira umuco wo gukorera hamwe kw'abatanga serivisi batandukanye;
2. Gushyiraho uburyo bwo gutanga serivisi zinoze mu nzego zegerejwe abaturage bwimakaza umuco wo gutanga serivisi inoze, ubwitange bw'abakozi, serivisi zinoze n'ubumenyi mu kwita ku babagana;

5. INKINGI ZA POLITIKI

N'ubwo ibyagezweho mu kwegereza ubuyobozi n'ubushobozi abaturage mu Rwanda ari byinshi, haracyari imbogamizi zitandukanye muri izo harimo igipimo gito cy'inkunga n' ishoramari mu byo kubaka ubushobozi (Imicungire y'abakozi, ibikoresho n' ihuzabikorwa). Izi mbogamizi zirakomeye ku buryo, mu gihe zitakemurwa, bishobora kudindiza umusaruro wari uteganyijwe muri iyi Politiki. Kugira ngo imiyoborere igirwamo uruhare n'abaturage n'iterambere risaranganyijwe bigerweho, ahagomba kwibandwaho muri iyi politiki haragaragajwe ngo ibibazo byavuzwe haruguru bikemurwe.

Buri nkingi ivugwa muri iyi Politiki ihuye n' intego z'ingenzi mu buryo bukurikira:

Inkingi ya 1: Kwegereza ubuyobozi n' ubushobozi abaturage bishingiye ku byiciro bya serivisi bahabwa no kunoza imitangire yazo

Ibibazo bigomba gukemurwa muri iyi nkingi:

1. Kwegereza serivisi abaturage bisaba kwihutisha imirimo kuko Minisiteri n'ibigo bya Leta bikomeza gukora imirimo ishobora gukorwa neza kandi vuba kurushaho n' Inzego z'Ibanze.
2. Ibibazo mu mitangire ya serivisi mu gihugu nk'uko bigaragazwa n'uburyo abaturage banyuzwe.
3. Igipimo cyidashimishije cyo gukoresha ikoranabuhanga kugira ngo serivisi zitangwe neza kandi zigire akamaro.
4. Uburyo budahagije bw'ikoranabuhanga mu gucunga amakuru ku rwego rw'Inzego z' Ibanze buboneka kandi bukoreshwa ku gipimo cyo hasi.

Intego y'ingenzi ya 1: Gusobanura imiterere y' Ubutegetsi Bwite bwa Leta n'Inzego z'Ibanze hagaragazwa neza inshingano n'imirimo yabyo

1. Gusubiramo imiterere y'Inzego z' imitegekere y'Igihugu zegerejwe abaturage hagamijwe guha imbaraga Akagari nk' urwego rw'ibanze rutangirwamo serivisi:
   - Umudugudu ugafasha mu bukangurambaga;
   - Akagari kagafatwa nk'urwego rutangirwamo serivisi z'ibanze kandi rukusanyirizwamo amakuru n'imibare hagamijwe iterambere;
   - Umurenge ugafatwa nk'urwego rukora ihuzabikorwa n'igenzura ry' ubukorerabushake mu Nzego z'Ibanze;
   - Umujyi wa Kigali/Uturere nk'Inzego zikora igenamigambi rusange, zishyira mu bikorwa politiki na gahunda zubaka ubushobozi bw'Inzego zegerejwe abaturage harimo Inama Njyanama ku nzego zose kandi zishaka ubushobozi mu rwego rw'amafaranga n'ibikoresho no gucunga neza imishinga.

4.4. Amahame ngenga y'iyi Politiki

Politiki yo kwegereza Ubuyobozi n' Ubushobozi Abaturage ishingiye ku cyifuzo cyo kugira Inzego zikora neza kandi zibazwa inshingano hagamijwe iterambere ry' imibereho n'ubukungu biteganyijwe mu Cyerekezo 2050. Imitegurire yayo n'ishyirwa mu bikorwa ryayo bishingiye ku mahame akurikira:

1. **Urwego rw'ingoboka:** Ubutegetsi Bwite bwa Leta bugomba kuba urwego rw' ingoboka, bugakora gusa imirimo idashobora gukorwa neza ku rwego rw' Inzego z'Ibanze.
2. **Ubumwe bw'Igihugu, kudacibwamo ibice n'iterambere risaranganyijwe** bizatuma Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage idakoreshwa nk' urwitwazo, bigambiriwe cyangwa bitagambiriwe, gutuma Igihugu gicikamo ibice cyangwa habaho iterambere rivangura.
3. **Gutandukanya imirimo n'inshingano:** Gukora neza no kubazwa inshingano mu miyoborere n'imitangire ya serivisi bisaba ko ububasha, imirimo n'inshingano by'Inzego za politiki, iz'imitegekere n'iza tekiniki bigomba gutandukanywa. Iyo bidatandukanyijwe, abayobozi ntibabazwa inshingano n'abo bayobora kandi Inzego z'Ibanze zishobora kudakora neza nk'uko byari byitezwe.
4. **Ubwisanzure bw'Inzego z'Ibanze:** Inzego z'Ibanze zifite ububasha bwo gufata ibyemezo kugira ngo habeho guhanga udushya mu gukemura ibibazo byerekeye imibereho n'iterambere ku Nzego z' Ibanze.
5. **Leta nk'urwego rumwe (Leta yose):** Politiki yo kwegereza ubuyobozi n' ubushobozi abaturage igamije gushyiraho Inzego za Leta zo munsi y' urwego rw'Igihugu zifite ubwisanzure buhagije kandi Leta imwe ikagumana ububasha nk'uko bisabwa ku gihugu cyunze ubumwe nk'u Rwanda.
6. **Kwemera ko hatariho uburyo bumwe gusa bwo gukora ikintu**, kwegereza ubuyobozi n'ubushobozi abaturage bizashyirwa mu bikorwa mu buryo butandukanye n'Inzego zitandukanye bitewe n'imiterere y'urwego na serivisi zigomba gutangwa. Inzego z'Ibanze zigomba gufatwa mu buryo butandukanye kubera ko ibyo zikeneye, ubushobozi zifite n'imbogamizi zihura na zo bitandukanye.
7. **Kubazwa inshingano:** Imibanire y'Inzego za Leta igomba kurangwa no kubazwa inshingano hagati ya Leta n'abaturage no hagati y'Inzego zireshya, bigakorwa mu buryo busobanutse, mu mucyo, mu buryo bubyara umusaruro kandi budahenze.
8. **Uburinganire n'imiyoborere idaheza:** Umuryango nyarwanda igizwe n' abagabo, abagore, urubyiruko, abantu bafite ubumuga n'abasigajwe inyuma n' amateka bafite inyungu n'ibyo bakeneye bigomba kumenyekana, kandi bahabwa amahirwe angana yo kugira uruhare mu miyoborere no mu bikorwa by'iterambere ku nzego zose.