REPUBULIKA Y'U RWANDA

KOMISIYO Y'IGIHUGU Y'ITORERO
UBUTORE DEVELOPMENT CENTRE

IMFASHANYIGISHO YO GUTOZA INDANGAGACIRO YO GUKUNDA UMURIMO NO KUWUNOZA

Kamena 2014

INDANGAGACIRO 7 Z'IBANZE ZIFASHA U RWANDA KUGERA KU CYEREKEZO RWIYEMEJE

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IJAMBO RY'IBANZE

Hashingiwe ku Itegeko **n° 41/2011** ryo ku wa **16** Kamena **2013** rishyiraho Komisiyo y'Igihugu y'Itorero rikanagena inshingano,imiterere n'imikorere byayo, mu ngingo yaryo ya 6, Komisiyo y'Igihugu y'Itorero ifite intego rusange yo **kubaka umunyarwanda ukunda Igihugu, ukunda umurimo ufite n'indangagaciro na kirazira z'umuco nyarwanda kandi ufite umuco w'ubutore**.

Mu ngingo 7, agace ka 3, Komisiyo y'Igihugu y'Itorero ifite ishingano yo gutoza Abanyarwanda kwimakaza indangagaciro na kirazira byubakirwaho imibanire n'iterambere ry'Igihugu,

Kugira ngo Komisiyo ishobore gutoza banyarwanda mu byiciro bitandukanye yafashe gahunda yo gutoza ku Mudugudu, mu Mashuri, ku Rugerero no mu Nzego z'Imirimo,

Komisiyo y'Igihugu y'Itorero itoza Abanyarwanda indangangaciro remezo zikurikira:

1. **Ubunyarwanda**
2. **Gukunda Igihugu**
3. **Ubunyangamugayo**
4. **Ubutwari**
5. **Ubwitange**
6. **Gukunda umurimo no kuwunoza**
7. **Kwihesha Agaciro**

Izi ndangagaciro remezo **7** zishamikiyeho izindi ndangagaciro z'umuco nyarwanda zitandukanye,

Ni muri urwo rwego Abatoza b'Intore bavuye mu nzego zitandukanye bateguye imfashanyigisho kuri buri

ndangangaciro kugira ngo zifashishwe mu gutoza Abanyarwanda mu byiciro bitandukanye.
Hateguwe kandi imfashanyigisho kuri gahunda zikurikira:

1. Icyerekezo 2020
2. Imikorere y'Itorero
3. Gahunda y'imitoreze

Kugira ngo Abatoza b'Intore babashe gutoza ibyiciro bitandukanye by'Abanyarwanda badasobanya, hateguwe Inyoborabatoza izabafasha kugera ku ntego n'umusaruro dutegereje.

Komisiyo y'Igihugu y'Itorero irashimira Abatoza bagize uruhare mu gutegura izi mfashanyigisho ikanashimira by'umwihariko uruhare rwa buri Ntore mu gutoza izi ndangagaciro.

RUCAGU Boniface

Perezida wa Komisiyo y'Igihugu y'Itorero

INDANGAGACIRO YO GUKUNDA UMURIMO NO KUWUNOZA

0.IRIBURIRO

Kuva kera umurimo wahoze ari ishingiro ry'ubukungu n'imibereho myiza y'umuryango nyarwanda ndetse n'igihugu muri rusange. Ibi byashimangirwaga n'umugani w'abanyarwanda wagiraga uti "Udakora nta karye". Mu muryango nyarwanda, ihame ryo gukora no gukunda umurimo ryari ishingiro ndakuka buri wese wari ugize umuryango yagombaga kwitaho mu buzima bwe bwa buri munsi. Ibi ariko byashimangirwaga no gukora umurimo unoze kandi mu buryo bwihuse.

I.UMURIMO

a. Umurimo ni iki?

Umurimo ni igikorwa gikoreshwa cyangwa gikoreshejwe ubwenge cyangwa imbaraga z'umubiri hagamijwe kugera ku ntego. Umurimo kandi wasobanurwa nk'inshingano runaka ziba zigomba gukorwa mu gihe kiba cyateganyijwe. Umurimo

nanone ushobora kuba ikintu/ibintu bikozwe cyangwa umusaruro ukomotse ku gikorwa runaka.[1]

b. Umurimo unoze ni iki?

Umurimo unoze ni igikorwa gikozwe neza, gikozwe ku gihe kandi gikoranywe ubuhanga ndetse kigatanga umusaruro wifuzwa. Gukora umurimo unoze bisaba kuwumenya, kuwukunda, kuwitaho, gukorera ku ntego ndetse no kurangiza ibyo watangiye no kwishimira ibyo wagezeho. Umurimo unoze uhesha nyirawo agaciro, ukagahesha n'urwego akoreramo.

[1] Byasobanuwe bikuwe mu Cyongereza reba, http://www.oxforddictionaries.com/definition/english/work

II. IKIGANIRO CYA MBERE
"GUTANGA SERIVISI NZIZA KANDI INOZE"

II.1INTEGO

1. Intego rusange

Nyuma y'iri somo abatozwa bazaba bumva neza akamaro k'indangagaciro yo "gukunda umurimo no kuwunoza", gutanga serivisi nziza kandi yihuse.

2. Intego zihariye

Abatojwe bazaba bashobora :

1) Gusobanura umurimo icyo aricyo;
2) Gusobanura umurimo unoze icyo aricyo, uburyo ugomba gukorwamo n'uko uha agaciro uwawukoze;
3) Gusobanura n'amahame-shingiro ya serivisi nziza;
4) Gusobanura akamaro k'indangagaciro zishamikiye ku "gukunda umurimo no kuwonoza".

II.2. INDANGAGACIRO ZISHAMIKIYE KU GUKUNDA UMURIMO NO KUWUNOZA

1. Kumenya umurimo

Umurimo niwo utuma umuntu agira ubushobozi bwo kwibeshaho. Nta wabasha kubaho neza adakora. Umurimo wose utunze umuntu agomba kuwumenya neza kugira ngo awubyaze umusaruro wamugirira akamaro ndetse n'Igihugu muri rusange.

2. Gushishikarira umurimo

Ukora umurimo akwiriye kuwukorana umwete, akawitaho, akihutira kuwurangiza nta kuzarira.

3. Gukorera ku ntego

Mu rwego rwo kwiteza imbere no guteza igihugu imbere, u Rwanda rwashyizeho icyerekezo kigaragaza uko abanyarwanda bagomba kuba bifashe mu mwaka wa 2020. Kugira ngo bigerweho, hagiye hashyirwaho ingamba zatuma abanyarwanda bihuta bakagera kuri icyo cyerekezo. Buri munyarwanda agomba gukorera ku ntego kugira ngo agere kuri icyo cyerekezo. Gukorera ku ntego bimufasha kujya yisuzuma (performance appraisal) akamenya intambwe

yateye, aho afite intege nkeya agashyiramo ingufu bishingiye ku muhigo yihaye.

4. Gukora umurimo unoze kandi ufite ireme

Kugira ngo ibyo buri wese akora bimugirire akamaro binakagirire igihugu, umurimo ukorwa ugomba kuba utunganye kandi unoze. Buri wese agomba kumva ko nta murimo mubi ubaho cyangwa umurimo usuzuguritse. Niyo mpamvu ibyo buri munyarwanda akora agomba kubinoza kandi akabiha ireme, yirinda guhangika ibyo akora, akabiha agaciro bikwiye.

5. Gukorera hamwe

Mu kinyarwanda baca umugani ngo “Abashyize hamwe ntakibananira”. Kugira ngo umusaruro wihute kandi utubuke, abantu bagomba gukorera hamwe bakibumbira hamwe nko mu makoperative. Hari byinshi umuntu atashobora ari wenyine ariko yafatanya n’abandi akabigeraho kuko ngo “ umutwe umwe wifasha gusara”. Gukorera hamwe bituma abantu badatatanya imbaraga ahubwo bakuzuzanya kandi bakunganirana.

6. Gukorera ku gihe

Gukunda umurimo bigomba kugaragarira mu buryo umuntu awitabira ashyizeho umwete, akaba agomba kubahiriza igihe. Guta igihe bituma abantu badatera imbere. Nta mwanya wo guta umunyarwanda agomba kubona. Kugira ngo ibyo bigerweho agomba kugira gahunda ihamye y'ibikorwa bye. Gukorera kuri gahunda birinda ukora umurimo guhuzagurika kuko aba azi uko ibikorwa bye bikirikirana, azi ibibanza n'ibiheruka.

7. Kwakira neza abakugana

Abasaba serivisi bagomba kwakirwa neza, bakabwirwa neza hakoreshejwe imvugo ibaha agaciro. Gutanga serivisi nziza bigomba kurenga imvugo nziza ahubwo bikaba igisubizo cy'ibyifuzo by'uyihawe.

II.3 IMIGANI N'INDIRIMBO NYARWANDA BIJYANYE NO GUKUNDA UMURIMO NO KUWUNOZA.

a. Imigani:

- "**Kora ndebe iruta vuga numve**", bivuga ko umuntu aba akwiye kuva mu magambo akagaragaza ibikorwa kuko ubwabyo byivugira.
- "**Udakora ntakarye**", ntibikwiye ko habaho abantu babereyeho kunyunyuza abandi, keretse abarwayi n'abana badashoboye gukora.
- **"Ha ukora",** kuko ejo nawe aba azakugoboka wahuye n'akaga runaka.
- "Agasaza kamwera kuzakamwa"
- **"Akimuhana kaza imvura ihise"**, iyo ikikugirira akamaro ugiteze ku wundi, ashobora kugira impamvu zituma atakiguha, niyo mpamvu ukwiye guharanira kucyigereraho ubwawe.
- **"Uhinga ibitotsi asarura ingonera",** umusaruro w'ubunebwe ni ubukene.

b. Indirimbo

- **"Umurunga w'iminsi ni umurimo"** ya **Kagame Alexis,** ikizagufasha mu bihe by'imbere utazi uko bizaba bimeze ni ugukora ukibishobora.

- **"Akabando k'iminsi ugaca hakibona",** ikizagufasha ejo ugitegura uyu munsi ukora.

- Kijyambere ya **Nkurunziza Francois, gukora bituma witeza imbere, ukava ku rwego ujya ku rundi.**

-Umusore ukwiye ya **Rugamba Cyprien**

II.4 KIRAZIRA ZISHINGIYE KU MURIMO

- Kirazira kunebwa;
- Kirazira kutarangiza ibyo watangiye
- Kirazira kuzarira;
- Kirazira kuba ikigwari;
- Kirazira kudashishikarira umurimo;
- Kirazira gusuzugura umurimo;
- Kirazira kutita ku murimo;
- Kirazira kurya utabara;
- Kirazira gusesagura;
- N'izindi……

UMWANZURO

Umurimo iyo ukozwe neza, umusaruro uriyongera haba k'uwukora, umuryango we ndetse bikanazamura ubukungu bw'igihugu. Gukora neza, vuba kandi hakorwa ibinoze, uretse no kuba bitanga umusaruro ufatika bituma Umunyarwanda yizigamira. Byanagaragaye ko ari gahunda nziza ivana umubare munini w'abanyarwanda mu bukene no mu bujiji. Umurimo unoze utuma umuryango nyarwanda ubona ubushobozi bwo kwivuza neza kandi ku gihe, kwiyubakira umuntu agatura heza kandi neza kuko yakoze kandi akagira inyungu mu byo akora ; akiga we ubwe , abana be, akanafasha umuryango we n'abaturanyi kwivana mu bujiji ndetse nk'uko byavuzwe haruguru akanizigamira. Ibi byose bituma buri wese ukora agira imibereho myiza kandi ikagaragarira buri wese.

III. IKIGANIRO CYA KABIRI“UMUCO WO GUHIGA N’AKAMARO KAWO MU ITERAMBERE RY’IGIHUGU”

III.0 IRIBURIRO

Kuva kera abanyarwanda b’Intore bagiraga umuco wo guhiga mbere yo kugira igikorwa bakora. Ibi byatumaga bagira gahunda ihamye yo kurangiza neza kandi vuba inshingano zabo zo gukora umurimo wihuse, unoze kandi ufite ireme. Guhiga bijyana no kurwanya ubunebwe n’ubujura ku murimo, ndetse no kurwanya akarengane no gutonesha.

Imihigo ni ijambo rikomoka ku nshiga **guhiga** bivuga kurahirira, kwiyemeza gukora ikintu; guhiganwa bikaba bisobanura gupiganira ikintu muri benshi buri wese ashaka kukigeraho. Imihigo yari mu muco warangaga abakurambere mbere y’uko Abakoloni bagera mu Rwanda. Umuntu yahigaga intego zo kugeraho mu gihe iki n’iki kandi akazigeraho yubahiriza amahame ngenderwaho. Byamuteraga kandi kwiyemeza gushakira umuti ikibazo cyose yashoboraga kuba yahura na cyo kikaba cyatuma atagera kuri izo ntego.

III.1 INTEGO

a. Intego rusange

Nyuma y'iri somo abatozwa bazaba bazi neza akamaro k'umuco wo guhiga mu iterambere ry'igihugu n'uburyo bigeza ku kukwihesha agaciro no kwigira.

b. Intego zihariye

Abatojwe bazaba bashobora:

- Gusobanura guhiga icyo aricyo;
- Gusobanura ibyiza by'imikorere ishingiye ku mihigo;
- Gusobanura uburyo imihigo ikorwamo n'abayikora abo aribo;
- Gusobanura akamaro ko guhiga mu iterambere ry'igihugu.

III.2. IMIHIGO

1.IMIHIGO N'IKI?

Imihigo ni uburyo bukoreshwa mu muco nyarwanda wo kumenyekanisha ibyo uteganya kuzakora mu gihe runaka, uburyo uzabigeraho n'ibyo uzifashisha kugira ngo ubigereho.

Imihigo ni igenamigambi ryiyongereyeho kwiyemeza kuzagera ku byo uteganije (commitment).

2. IMIHIGO IKORWA NA NDE?

Imihigo ikorwa n'uzayesa, akayikorera imbere y'uzamugenzura kugira ngo yemeze ko yayigezeho n'urugero yayigezeho.

Ingero :

1) Ingabo zigiye ku rugamba;
2) Intore zigiye ku rugerero;
3) Abana bahigiye ababyeyi;
4) Abakozi bahigira abayobozi ibikorwa bazakora mu gihe cy'umwaka (Performance Contract).

3. IMIHIGO IKORWA ITE?

Imihigo mu rwego rw'umurimo ishingira ku igenamigambi cyangwa ibikorwa biba biteganyijwe kugerwaho mu gihe runaka.

Imihigo ishobora kuba iy'ikigo, iy'umuntu mu kazi ke ka buri munsi cyangwa iy'umuryango. Imihigo yimakaje ku bayobozi umuco wo gukurikirana no kugenzura ibikorwa, kubazwa ibyo bakora, uko babikora n'ibyagezweho.

Imikorere ishingiye ku mihigo ni uburyo bw'igenamigambi rifasha kwihutisha ibikorwa by'iterambere no kugabanya ubukene.

III.3 INDANGAGACIRO ZISHAMIKIYE KU MUCO WO GUHIGA

i. Gukunda igihugu;
ii. Ishyaka ku murimo;
iii. Umurimo unoze;
iv. Guhora hashakishwa icyateza imbere umurimo;
v. Kubahiriza igihe;
vi. Gukorana ibakwe;
vii. Kudakorera ku jisho;
viii. Kuba umunyakuri;
ix. Kugira urugwiro;

x. Kutavangura;

xi. N'izindi…

III.4 AKAMARO K'IMIHIGO MU ITERAMBERE RY'IGIHUGU

Umuco wo guhiga mu nzego zose z'umurimo wagaragaje umusaruro wihutisha ishyirwa mu bikorwa rya gahunda za Leta zitandukanye n'iterambere muri rusange.

Ingero:

i. Imihigo y'umuntu ku giti cye (Individual performance contracts);

ii. Imihigo y'umuryango (Family performance contracts) ishingiye kuri gahunda z'igihugu no ku byifuzo by'abagize umuryango;

iii. Imihigo y'urwego rw'ubuyobozi (Institution performance contracts);

iv. Buri wese na buri rwego guhora bikorera isuzuma

v. Igenamigambi rishingiye ku ntego (Planning for results)

vi. Ikurikirana n'isuzuma rishingiye ku ntego (Monitoring and evaluation for results)

vii. Gusesengura amasomo meza avuyemo hagamijwe gutegura neza imihigo itaha (Review for results).

III.5 IBYIZA IMIKORERE ISHINGIYE KU MIHIGO YATUGEJEJEHO

Umuco wo guhiga watumye Abanyarwanda bamaze guhindura imyumvire ku buryo bamaze kumva ko bagomba kugira uruhare mu bikorwa by'amajyambere bibakorerwa.

Ibyo bigaragarira mu:

i. Kugabanya ubukene ku buryo bugaragara;
ii. Kwihutisha ishyirwa mu bikorwa rya gahunda za Leta;
iii. Kugira igenamigambi rinoze;
iv. Abafatanyabikorwa bamaze kugira imihigo iyabo;
v. Abayobozi bamaze kugira umuco wo kugaragariza abo bayobora ibibakorerwa;
vi. Guteza imbere umuco wo kwishakamo ibisubizo.

III.6 IMIGANI N'INDIRIMBO BIJYANYE NO GUHIGA

a. Imigani:

i. **"Uguhiga ubutwari muratabarana"**, kugira ngo ubwo ubutwari bwe ububone ku rugamba mufatanije.

ii. **"Kora ndebe iruta numve"** umurimo si amagambo ni ibikorwa.

iii. **"Akimuhana kaza imvura ihise"**, icyo wakenera kuva ku wundi muntu, ntikizira aho ugishakiye, niyo mpamvu ukwiye guharanira kucyigirira ubwawe.

b. Indirimbo:

- Indirimbo yubahiriza igihugu "RWANDA NZIZA"
- Intore izirusha intambwe
- Komeza imihigo Rwanda yacu
- Indirimbo zose zivuga ku mihigo y'Uturere

III.6 KIRAZIRA ZIJYANYE N'IMIHIGO KU MURIMO

1) Kirazira kwirarira, kwiyemera no kwigira bamenya;
2) Kirazira kutita ku murimo, gukora udashaka;
3) Kirazira gukorera ijisho no kudomoka;
4) Kirazira gukora nta ntego;
5) Kirazira kutizerana;
6) Kirazira kutagira gahunda;
7) Kirazira kurwanya impinduka nziza;
8) Kirazira kugira ubujiji, ubuswa;
9) Kirazira kudaha agaciro umurimo;
10) Kirazira kwangiza ibyagezweho;
11) Kirazira gusesagura;
12) Kirazira kugira ubunebwe n'uburangare;
13) Kirazira kubeshya;
14) N'izindi

UMWANZURO

Imihigo nk'uburyo bwo gukorera ku ntego bimaze kugaragara ko yihutisha ishyirwa mu bikorwa rya gahunda zitandukanye za Leta. Igaragara kandi nk'uburyo bwo gushimangira politiki yo kwegereza ubuyobozi n'ubushobozi abaturage. Imihigo kandi yatumye abanyarwanda barushaho kwishakamo ibisubuzo by'ibibazo bafite. Kugera ku ntego no kwesa imihigo byazanye ikibatsi mu gushyira mu bikorwa gahunda z'imihigo. Guhiganwa byatumye abantu mu nzego z'ibanze batangira guhanga ibishya mu buryo bwo kwishakamo ibisubizo. Imihigo imaze gushimangira umuco wo gukorera mu mucyo no kugaragariza abaturage ibibakorerwa. Buri mwaka uburyo bwo gutegura no gushyira mu bikorwa imihigo bigenda birushaho kunoga.

IV. IKIGANIRO CYA GATATU: GUTEKEREZA IBISHYA, GUHANGA IBISHYA NO KUYOBORA IMPINDUKA
(Creativity, Innovation and Change management)

IV.0 INTANGIRIRO

Guverinoma y'ubumwe bw'abanyarwanda, imaze igihe kirekire itekereza, ihanga ibishya, kandi iyobora impinduka kugira ngo ikemure ibibazo by'u Rwanda byasizwe n'ubutegetsi bwa gikoloni byarushijeho kuba insobe kuri Repubulika ya mbere n'iya kabiri zashimangiye imikorere mibi. Imiterere y'isi muri rusange n'u Rwanda by'umwihariko, kubungabunga no gukoresha neza ibidukikije bikaba iby'ibanze byo guheraho mu gutekereza no guhanga ibishya no kuyobora impinduka.

IV.1. INTEGO

a. Intego rusange

Nyuma y'iri somo abatozwa bazaba basobanukiwe neza imitekerereze izana guhanga ibishya.

b. Intego zihariye

Abatojwe bazaba bashobora:

1. Gusobanura impamvu zo gutekereza guhanga ibishya no kuyobora impinduka ;
2. Gutekereza bahanga ibishya no kubitoza abandi;
3. Gusobanura ibihe bituma habaho gutekereza bahanga ibishya no kuyobora impinduka;
4. Gusobanura uburyo bwo kuyobora impinduka no kubitoza abandi.

IV.2. IBISOBANURO BY'AMAGAMBO

a) Gutekereza ibishya (creativity): guhanga ibitekerezo n'ibikorwa bitari bisanzwe;

b) Guhanga ibishya (innovation): gushyira mu bikorwa ibitekerezo bidasanzwe cyangwa bishya byahanzwe bigamije gukemura ibibazo;

c) Kuyobora impinduka (change management): uburyo n'umurongo uvana abantu ku rwego rumwe ukabageza ku rundi, bigamije kuzana impinduka nziza.

IV.3 IMPAMVU HABAHO GUTEKEREZA IBISHYA NO GUHANGA IBISHYA

Gutekereza ibishya, guhanga ibishya no kuyobora impinduka bikomoka mu miterere y'isi, abantu, ibintu, ibidukikije n'ibindi bihinduka, bikagendera kandi no ku mahame n'imitekerereze n' isesengura (Philisophy).

Ingero:

1. Ibijya gushya birashyuha (Mutual transformation from quantitative change to qualitative change).
2. Nta gahora gahanze (Negation of negation) **.**
3. Imiterere y'isi: ubushyuhe n'ubukonje byatumye ikoranabuhanga ryihuta i Burayi

IV.4. GUTEKEREZA IBISHYA NO GUHANGA IBISHYA TWABIGERAHO DUTE?

Inzira abahanga bagaragaje (process) yo gutekereza ibishya ni iyi ikurikira:

a) Kuvuka kw'igitekerezo (idea germination),
b) Kwitegura (Preparation),
c) Kurarira (Incubation),

d) Igaragazwa ry'igitekerezo gishya (Illumination),

e) Gusuzuma (verification).

IV.4. 1UBURYO BWO GUHANGA IBISHYA

a) Kuvugurura bihoraho (Continuous improvement)

b) Kuvugurura buhoro buhoro (Incremental, Adaptive)

c) Uguhindura byihutishijwe, ikigezweho (Radical, Breakthrough)

IV.4.2. GUTEZA IMBERE GUTEKEREZA IBISHYA NO GUHANGA IBISHYA

Guteza imbere gutekereza ibishya no guhanga ibishya bisaba:

a) Ubuyobozi bufite icyerekezo mu iterambere

b) Kugira umuco wo kwitegura guhindura (*Flexibility)*

c) Gushyiraho uburyo buhoraho bwakira ibishya, bigakuzwa bikabyazwamo ibisubizo

d) Gushyiraho ibihembo by'abahanze udushya (Motivation)

IV.5. KUYOBORA IMPINDUKA (CHANGE MANAGEMENT)

Kuyobora impinduka bisaba :

a) kwakira ibitekerezo bishya
b) Gutanga ubutumwa no kwakira ibyavuye mu butumwa (briefing and debriefing);
c) Kubaka mu bantu kwakira ibitekerezo bishya
d) Kujya inama

IV.6 INDANGAGACIRO ZISHAMIKIYE KU GUHANGA IBISHYA NO KUYOBORA IMPINDUKA

- Kwishakamo imbaraga no kwigirira icyizere
- Kuvugurura imikorere no gutekereza cyane
- Guhanga ibishya no gukora ubushakashatsi
- Gukorera ku gihe
- Kurangiza ibyo watangiye
- Guharanira iterambere
- Kwiyubakamo ubushobozi
- Kwihangira umurimo

IV.7. KIRAZIRA ZISHAMIKIYE KU GUHANGA IBISHYA NO KUYOBORA IMPINDUKA

i. Kirazira kurwanya impinduka nziza
ii. Kirazira gushyigikira ubujiji n'ubuswa
iii. Kirazira ubunebwe mu bushakashatsi
iv. Kirazira kudaha agaciro umurimo
v. Kirazira kutarangiza ibyo watangiye
vi. Kirazira kuzarira
vii. Kirazira kuba ikigwari
viii. Kirazira kurya utabara
ix. Kirazira kudashishikarira umurimo
x. Kirazira kusuzugura umurimo

- Kirazira gukoresha nabi ikoranabuhanga

IV.8 INDIRIMBO N'IMIGANI BIGARAGAZA GUHANGA IBISHYA

a. Indirimbo:

- Akimuhana kaza imvura ihise ya **Tuyisenge**

b. Imigani:

- **"Ubwenge burarahurwa"**, icyo utazi ucyigira ku bandi.

- **"Gushaka ni ugushobora",** iyo ufite ubushake bwo gukora ikintu, bigutera umurava wo kwishakamo uburyo bwo kubigeraho**.**
- **"Akanyoni katagurutse ntikamenya iyo bweze"**, ubumenyi bwo gukora ikintu runaka ubukura ku bagutanze kubimenya.
- **"Akeza karigura",** icyiza gishimwa na bose.

UMWANZURO

Umusaruro w'umuntu umutera ibyishimo, ugatuma afata ingamba zo gukomeza gutera imbere. Mu rwego rwo gukomeza guhanga ibishya, ni ngombwa gushishikariza umuryango nyarwanda guhora utekereza, ugatinyuka kwishakamo ubushobozi bwo kwikemurira ibibazo binyuze mu guhanga ibishya no kuyobora impinduka.

V.IKIGANIRO CYA KANE

"KUMENYA GUHUZA IBIKORWA, GUFATANYA NO GUHANA AMAKURU (COORDINATION, COLLABORATION AND COMMUNICATION) MU BUYOBOZI BW'UMURIMO (LEADERSHIP)"

V.0 INTEGO

a. Intego rusange

Nyuma y'iri somo abatozwa bazaba bafite ubumenyi buhagije ku byiza byo guhuza no guhanahana amakuru n'abo bakorana cyangwa n'abafatanyabikorwa.

b. Intego zihariye

- Gusobanura akamaro ko guhuza ibikorwa no guhanahana amakuru mu kazi;
- Kwerekana uburyo bwakoreshwa mu guhana amakuru;
- Guha abayobozi ibyangomwa bibafasha kurangiza inshingano zabo (tools).

V.1. IHUZABIKORWA N'UBUFATANYE

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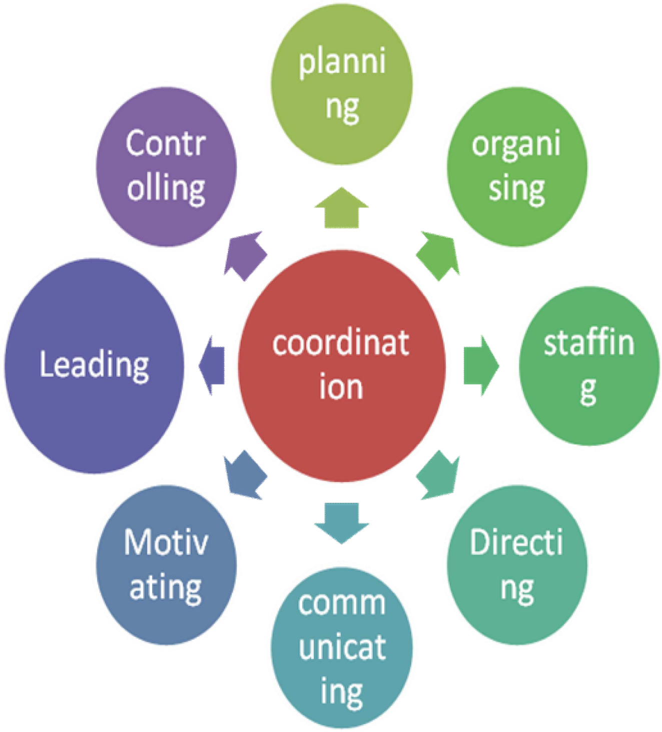

a. Ihuzabikorwa ni iki?

Ihuzabikorwa ni uguhuriza hamwe ibitekerezo, imbaraga, n'ibikorwa byose by'ikigo, umushinga cyangwa umuryango hagamijwe igerwaho ry'intego yemejwe (Goal). Guhuza ibikorwa no gufatanya ntibitana, kimwe kijyana n'ikindi.

Byombi biri hamwe bikaba ipfundo ry'imiyoborere, imikorere n'imikoranire (essence of management and leadership).

b. Amahame y'ihuzabikorwa

i. Ihuzabikorwa mu ntangiriro (early stage)
ii. Guhozaho (continuity)
iii. Guhanahana amakuru biciye mu nzira z'ako kanya (direct contact)
iv. Ihanahana amakuru ku mpande zombi (reciprocal relation)
v. Ihanahana ry'amakuru ryiza (effective communication**)**
vi. Kubahana (principle of mutual respect)
vii. Isaranganywa ry'akazi n'inshingano (division of work)
viii. Inshyirwa mu buryo ry'ibintu n'abantu (order)
ix. Gushyira mu gaciro no gutanga amahirwe angana (equity)
x. Ihuzabikorwa mu cyiciro cyimwe (unity of direction):
xi. Umuyoboro ngenga miyoborere (Scalar chain)

V.2 GUHANA AMAKURU

a. Ihanamakuru ni iki?

Ihanamakuru ni ihanahana cyangwa isakazwa ry'amakuru (information) ndetse n'ibitekerezo (ideas). Ihanamakuru ryiza ritambutsa ibitekerezo cyangwa amakuru by'ubitanga nk'uko abitekereza muri we.

b. Uburyo bukoreshwa mu guhana amakuru

i. Kuvuga (Speech),
ii. Amashusho (Visual),
iii. Ibimenyetso (Signs),
iv. Kwandika (Writing),
v. Imyitwarire (Behavior)
vi. N'ibindi

c.Kirazira zibangamira ihanamakuru

- Kutumva kimwe ikigamijwe n'uburyo bwo kugera ku ntego zacyo mu rwego rumwe cyangwa mu nzego zitandukanye ariko zikorana
- Gutinza ihanahana ry'amakuru
- Gutinda cyangwa gutinya gufata ibyemezo no kubisangira n'abo muhuje inshingano

- Kudakora ubucukumbuzi buhagije (insufficient research and planning) mbere y'ishyirwaho rya gahunda zimwe na zimwe zigenewe Abanyarwanda
- Kudakora ubugishanama (consultation) buhagije
- Kutaba inyangamugayo no kutagira umuhate mu kazi (discipline)
- Kutagira imirongo migari ngenderwaho yumvikanyweho (policies, procedures, and processes) mu gushyira mu bikorwa cyangwa mu kugera ku ntego
- Kutisanisha n'uburyo bushya kandi bugezweho kandi bwakoreshwa mu guhuza ibikorwa no guhanahana amakuru. Urugero: kumva ko uburyo bwo guhana amakuru ari inama gusa.
- Kudahana amakuru ku nzego zireshya (horizontal communication), iziri munsi n'izisumbuye (vertical communication) ku buryo buhagije mu nzego za Leta

IMIKORERE ISHAMIKIYE KU GUKUNDA UMURIMO NO KUWUNOZA

- Gutanga servisi nziza kandi zihuse (Service delivery)
- Gukoresha neza ubushobozi buhari mu kugera ku ntego (Cost effectiveness)
- Gutuma abantu bakora neza kurushaho (motivation)
- Guha uruhare abafatanyabikorwa bituma bakira neza gahunda zagenwe kandi bakazigira izabo (owenership and participation)

IMIKORERE IKWIYE KURANGA INTORE

1. Kumenya gukorana n'abandi hahuzwa ibitekerezo n'imbaraga
2. Guhana amakuru ku buryo bunoze kandi bwihuse
3. Gushimangira amahame y'imikorere, imyumvire, n'imyitwarire mpinduramatwara mu iterambere ryihuse

INDIRIMBO, IMIGANI, IMIVUGO, IMBWIRWARUHAME N'AMASHUSHO

a. **Indirimbo:**

-(Shaka indirimbo itoza gukunda umurimo no kuwunoza)

b. **Imigani:**

Shaka imigani itoza gukunda umurimo no kuwunoza

UMWANZURO

Nk'uko twabibonye mu ngingo zigize iki kiganiro, ihuzabikorwa rijyana n'ubufatanye (Coordination and collaboration) ndetse n'ihana amakuru (communication) ni zimwe mu ndangagaciro zifasha guteza imbere umurimo ndetse no kuwunoza. Gutanga amukuru ku gihe bituma habaho kwihuta kw'amakuru no gusangira ibitekerezo biganisha ku iterambere. Guhuza ibikorwa mu rwego rw'umurimo bituma habaho imyumvire imwe no guhuza imbaraga biganisha ku kongera umusaruro

V.I. IKIGANIRO CYA GATANU "GUSHISHIKARIRA UMURIMO N'UMWUGA"

V.I.0 IRIBURIRO

Iterambere ry'igihugu rishingira ahanini ku murava w'abaturage bacyo mu gushishikarira umurimo n'umwuga. Iryo terambere kandi rigera ku rwego rw'igihugu rivuye ku iterambere ry'abaturage ubwabo. Ni ngombwa rero ko buri wese ashishikarizwa umurimo n'umwuga hagamijwe kwivana mu bukene, hatezwa imbere imibereho y'umuryango by'umwihariko n'iterambere ry'igihugu muri rusange.

VI.1.INTEGO

a. Intego rusange

Nyuma y'iki kiganiro abatozwa bazaba bazi neza akamaro ko gushishikarira umurimo n'umwuga.

b.Intego zihariye

Abatojwe bazaba bashobora:

- Gukangurira abandi akamaro ko guteza imbere ubumenyi hitawe ku mahirwe ahari no guhanga ibishya

- Kuzamura imyumvire baha agaciro umwuga n'umurimo
- Kwerekana ubushobozi bwo guteza imbere umwuga n'umurimo birambye

VI.2.IBISOBANURO BY'AMAGAMBO

Umwuga: Ni ubumenyi umuntu yihariye cyangwa buhuriweho n'abantu benshi bwatuma uwufite ashobora gukora umurimo ku buryo bw'ubuhanga.

Guteza imbere umwuga n'umurimo: Ni urukomatane n'uruhererekane rw'ibikorwa biganisha ku kubaka ubushobozi bw'umuntu kugira ngo ashobore gukora neza umwuga cyangwa umurimo yahisemo kandi abereye.

VI.3 UBURYO BIKORWA N'ABABIKORA

Byakorwa mu buryo bw'amahugurwa atangwa mu itorero cyangwa mu zindi "forums" nk'amashyirahamwe, amakoperative, n'ahandi.

Gushishikariza kwitabira umurimo n'umwuga bikorwa na buri munyarwanda wese, kwitabira umurimo bikaba intego ya buri

wese: umukuru ashishikariza umuto, umubyeyi ashishikariza abana, umukoresha ashishikariza umukozi buri wese mu nshingano afite aho yaba afite ubuyobozi.

VI.4 IBIRANGA INTORE KU MURIMO

- Kumenya umurimo
- Gushishikarira no gushishikariza abandi umurimo
- Kwita ku murimo
- Gukorera ku ntego
- Gukora umurimo ufite ireme
- Gukorera hamwe
- Gukorera ku gihe
- Guhanga ibishya no kuvugurura ibyagezweho
- Kwishimira no kurinda ibyagezweho
- Kurangiza ibyo watangiye

VI.5.AKAMARO K'UMURIMO UKOZWE NEZA MU ITERAMBERE RY'IGIHUGU

Umurimo ukozwe neza uhashya ubukene ku muntu ubwe ku muryango ndetse no ku gihugu. Uhesha nyirawo agaciro

ugatuma n'igihugu cyihuta mu iterambere. Umurimo ukozwe neza isoko yo kuzamura ubukungu, igihugu n'abagituye bakigira bikarushaho kubongerera agaciro.

VI.6. IMIGANI N'INDIRIMBO BIJYANYE N'UMURIMO N'UMWUGA

a. Indirimbo:

- Hanga Umurimo y'umuhanzi Semivumbi,
- Ubukene bw'akarande si isezerano ya Nkurunziza

b. Imigani:

Shaka imigani itoza iyi Ndangagaciro)

VI.6. IMYIFATIRE IDAKWIYE INTORE KU MURIMO N'UMWUGA

- Kutiga ibishya
- Kugira ubunebwe
- Kudakorera ku ntego
- Gukora uhushura
- Kutagira gahunda
- Kurwanya impinduka nziza
- Kudaha agaciro umurimo

- Kwangiza ibyagezweho
- Gusesagura
- Kuba indangare
- Kurya utabara

UMWANZURO

Indangagaciro yo gushishikarira umurimo n'umwuga ni intero ikaba n'inyikirizo ya buri wese ushaka kwivana mu bukene akiteza imbere. Niyo mpamvu kwimakaza iyi ndangagaciro ari uburyo buhamye bufasha guhindura imyumvire cyane yayindi iyobora cyangwa iganisha ku gutegereza akimuhana kaza imvura ihise, yayindi ituma agaciro k'umuntu kayoyoka. Ubukire, nk'uko byanditswe na RUSINE Alexis mu gitabo cye yise "IBANGA RY'UBUKIRE", ni uguhindura imyumvire y'uko "AHO UMUTINDI YANITSE NTIRIVA" kandi ntaho ritava. Kureka imyumvire njyabukene uganisha ku myumvire njyabukire ni yo nzira nyayo ihindura ubuzima bw'umuntu ku giti cye, ubw'umuryango we n'ubw'Igihugu.

Ni ngombwa kwamagana imvugo zishingiye ku myumvire y'amaganya n'ubunebwe, ahubwo tugashishikariza Abanyarwanda bose umurimo unoze n'umwuga ukoze neza.

VII. ISOMO RYA GATANDATU: AKARASISI, IMYITOZO NGORORAMUBIRI N'AMARUSHANWA Y'IMIKINO

VII.0 INTANGIRIRO

Abakurambere bacu bemeraga ko imyitozo yo kwiyereka ifite uruhare rukomeye mu gutoza ubupfura. Mu Itorero ryanone Intore zitozwa kwiyereka Intore ntisobanya, ikorera ku ntego kandi ikagira gahunda, iharanira kunoza ibyo ikora no guhagarara neza mu ngamba.

Mu Itorero ryo hambere, imyitozo njyarugamba yari inkingi ikomeye y'uburere bahabwaga.

Muri yo twavuga nko kumasha, gutebanwa, kunyabanwa, kwinikiza no kwiyereka. Iyi myitozo yakorwaga mu rukerera kuko abakurambere bemeraga ko aricyo gihe cyiza gifasha utozwa kwiyubaka mu mubiri no mu mitekerereze myiza**.** Intego nyamukuru yiyi myitozo yari gufasha Intore kurushaho kwimenya no kwiyobora biyubakamo ubupfura**.**

VII.1 AKARASISI

INTEGO.

Nyuma y'iri somo, Intore yatojwe akarasisi izaba ishobora gutambuka ikanagenda gitore idasobonya.

IBIZAKORWA:

a. Attention & stand easy
b. Turning right, left and backward while standing
c. Marching and halt
d. Changing step
e. Turning right, left and backward while moving
f. Saluting in three ways: front, right, left while moving.

VII.2. IMYITOZO NGORORAMUBIRI

INTEGO.

Nyuma y'iri somo, Intore zatojwe zizaba zishobora kugaragaza ubumenyi mu myimenyerezo ngororangingo.

IBIZAKORWA:

a. Morning run
b. Push ups & Sit ups
c. Muscle stretching

VII.3 AMARUSHANWA Y'IMIKINO

INTEGO.

Nyuma y'imikino, abatozwa bazaba bafite morali n'ubuzima buzira umuze.

IBIZAKORWA

a. Running and stretching
b. Foot ball, Volley ball and Basket Ball
c. Route march

UMWANZURO

U Rwanda rufata abaturage barwo nk'umutungo w'imena kandi rukaba rwariyemeje kubashoramo ingufu kugira ngo babe ari bo shingiro ry'iterambere. Niyo mpamvu akarasisi, imyitozo ngororamubiri n'amarushanwa y'imikino mu Itorero bitozwa ibyiciro byose kugira ngo bibarememo umuco wo kubikunda bityo bagire imbaraga zikorera Igihugu bafite ubuzima buzira umuze.