

**REPUBULIKA Y’U RWANDA**



**KOMISIYO Y’IGIHUGU Y’ITORERO**

UBUTORE DEVELOPMENT CENTRE

**IMFASHANYIGISHO YO GUTOZA  
INDANGAGACIRO Y’UBUNYANGAMUGAYO**

Kamena 2014



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

UBUNYARWANDA

GUKUNDA IGIHUGU

**UBUNYANGAMUGAYO**

UBUTWARI

UBWITANGE

GUKUNDA UMURIMO NO KUWUNOZA

KWIHESHA AGACIRO

---



## ISHAKIRO

<b>ISHAKIRO .....</b>	<b>5</b>
<b>IJAMBO RY'IBANZE.....</b>	<b>7</b>
<b>INDANGAGACIRO Y'UBUNYANGAMUGAYO.....</b>	<b>9</b>
<b>I.URUHARE RW'INDANGAGACIRO Y'UBUNYANGAMUGAYO</b>	
<b>MU MPINDURAMATWARA.....</b>	<b>10</b>
I.1. Intangiriro:.....	10
I.2. Intego z'ikiganiro .....	10
I.3. Ibikubiye mu Kiganiro: .....	10
<i>I.3.1 Ibisobanuro by'amagambo: .....</i>	<i>11</i>
I.3.2. Ibiranga inyagamugayo .....	11
I.3.3 Zimwe mu ngero z'imikorere y'ubunyangamugayo... 11	
I.3.4 Imigani, indirimbo n'izindi mvugo ziri mu muco..... 11	
I.3.5 Imikorere mpinduramatwara..... 12	
I.3.6 Kirazira zishimangira ubunyangamugayo mu mpinduramatwara..... 12	
<b>II.UBUYOBOZI BUSHINGIYE KU NDANGAGACIRO</b>	
<b>Y'UBUNYANGAMUGAYO (PERSONAL LEADERSHIP VALUES) .....</b>	<b>13</b>
I.1. Intangiriro:.....	13
II.2. Intego.....	13
II.3. Ibikubiye mu kiganiro .....	13
II.3.1. Ibisobanuro by'amagambo:.....	14
II.3.2 Imiyoborere ishingiyeye ku ndangagaciro y'ubunyangamugayo (Personal leadership) .....	14
II.3.3 Bimwe mu biranga imyitwarire mpinduramatwar.....	16
II.3.4 Imyifatire mibi tugomba kwirinda (tendances négatives ) .....	17
II.3.5 Imwe mu migani, indirimbo n'ibindi biri mu muco	

ku bunyangamugayo.....	19
II.3.6 Kirazira zubaka ubunyangamugayo n'ubuyobozi..	20

**III. KWIRINDA RUSWA N'AKARENGANE.....21**

III.1.Intangiro .....	21
III.2.Intego z'ikiganiro .....	21
III.3.Ibikubiye mu Kiganiro:.....	21
III.3.1.Ibisobanuro by'amagambo.....	22
III.3.2 Impamvu zitera ruswa.....	22
III.3.3 Imiterere ya ruswa .....	23
III.3.4. Amazina ahabwa ruswa.....	23
III.3.5. Uburyo bukoreshwa muri Ruswa.....	24
III.3. 6. Ingaruka za Ruswa.....	24
III.3.7. Ingamba zo kurwanya ruswa, akarengane n'itonesha.....	24
III.3.8. Kirazira zishimangira ubunyangamugayo.....	25

**IV. KWIRINDA UMURURUMBA, INDA NINI, UBUSAMBO,  
UBUTINDI UBUZEREREZI N'INDI MICO MIBI .....26**

IV.1. Intego.....	26
VI.2.Ibikubiye mu Kiganiro:.....	26
VI.2.1 Ibisobanuro by'amagambo.....	26
VI.2.2.Ingaruka z'Umururumba,inda nini n'ubusambo..	27
VI.2.3.Ingamba mu kurwanya umururumba, inda nini, ubusambo, guca imicomibi irimo (ubuzererezi, gusabiriza) .....	27
VI.2.4. Imigani .....	27
VI.2.5. Kirazira:.....	28
VI.2.6. Indirimbo.....	28

## 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 inshingano 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 indangagaciro remezo zikurikira :

- 1. Ubunyarwanda**
- 2. Gukunda Igihugu**
- 3. Ubunyangamugayo**
- 4. Ubutwari**
- 5. Ubwitange**
- 6. Gukunda umurimo no kwunozza**
- 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**

Kugirango 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 ndangangaciro.



**RUCAGU Boniface**

**Perezida wa Komisiyo y'Igihugu y'Itorero**



## **INDANGAGACIRO Y'UBUNYANGAMUGAYO**

### **0. INTANGIRIRO**

#### **1. Intego**

Nyuma y'amasomo ku ndangagaciro y'ubunyangamugayo, abahuguwe bazaba bashobora:

- a. Gusobanura ubunyangamugayo
- b. Gutanga ingero z'ubunyangamugayo
- c. Kugaragaza ibiranga inyanyamugayo
- d. Kwiyemeza kurangwa n'imikorere mpinduramatwara,
- e. Kwirinda no kurwanya ruswa n'akarengane,
- f. Kubaka imigirire n'imiyoborere yimakaza ubunyangamugayo kuri we no ku bandi.

#### **2. Ibiganiro bizatangwa ku ndangagaciro y'Ubunyangamugayo:**

- Uruhare rw'indangagaciro y'ubunyangamugayo mu mpinduramatwara
- Ubuyobozi bushingiye ku ndangagaciro (personal and leadership values)
- Kwirinda no kurwanya ruswa n'akarengane
- Kwirinda no kurwanya umururumba, inda nini, ubusambo, ubutindi, ubuzererezi n'indi mico mibi.

## **I. URUHARE RW'INDANGAGACIRO Y'UNYARWANDA MU MPINDURAMATWARA**

### **I.1. Intangiriro:**

a. Ubunyangamugayo ni imwe mu ndangagaciro z'ingenzi zifasha umuntu kuzuzanya inshingano ze n'izo ahuriyeho n'abandi .

b.Imitekerereze, imigirire, imyifatire n'imikorere yuje ubunyangamugayo igira uruhare rukomeye mu mpinduramatwara.

### **I.2. Intego z'ikiganiro:**

Nyuma y'ibi biganiro ku ndangagaciro y' ubunyangamugayo, abahugawe bazaba bashobora:

- 1.Gusobanura ubunyangamugayo icyo ari cyo
- 2.Kugaragaza ibiranga ubunyangamugayo,
- 3.Gutanga ingero z'ubunyangamugayo
- 4.Gutoza abandi ubunyangamugayo
- 5.Kwiyemeza kurangwa n'imikorere mpinduramatwara yimakaza ubunyangamugayo

### **I.3. Ibikubiye mu Kiganiro:**

- 1.Ibisobanuro by'amagambo
- 2.Ibiranga inyangamugayo
- 3.Ingero z'imikorere y'inyangamugayo:
- 4.Imigani, indirimbo n'ibindi biri mu muco
- 5.Imikorere mpinduramatwara
- 6.Zimwe muri kirazira zifasha kwimakaza ubunyangamugayo

### **1.3.1 Ibisobanuro by'amagambo:**

#### **1. Ubunyangamugayo**

Ubunyangamugayo ni uguhora wirinda icyagutera icyasha, cyaba giturutse mu mvugo mu myitwarire cyangwa mu migirire.

#### **2. Impinduramatwara**

Ni imihindukire y'imibereho y'umuryango w'abantu igana aheza (mu miyoborere, mu ubukungu, mu mibereho, mu butabera)

### **1.3.2. Ibiranga inyangamugayo**

Ubumuntu, ubupfura, kwiyoroshya, ubudahemuka, gushishoza, gushima no gushimira, ubutabera, ukuri, uburinganire, kubaha ubuzima, kubaha umuryango, kubaha uburenganzira bwa muntu, gushishoza, kwihangana, kunyurwa, kuzuza inshingano, kwitanga, ishyaka, kujya inama,...

### **1.3.3 Zimwe mu ngero z'imikorere y'ubunyangamugayo,**

1. Umupolisi w'umunyarwanda wateraguye amafaranga (amadorari hafi ibihumbi mirongo itatu) ku kibuga cy'indege i Kanombe agasubizwa nyirayo .
2. Abashoboye guhisha abantu muri Jenocide yakorewe abatutsi mu Rwanda.
3. Abavugishije ukuri ku byo babonye muri Jenocide n'abaciye imanza za Gacaca bakurikije uko amategeko abiteganyaga.

### **1.3.4 Imigani, indirimbo n'izindi mvugo ziri mu muco**

**1. Imigani** : Inzara irashira , igihemu ntigishira

**2. Indirimbo** ziyanye n'ubunyangamugayo

**3. Izindi mvugo** : Imfura murasangira ntigucure, mwagendana ntigusige, waterwa ikagutabara,...

### **I.3.5 Imikorere mpinduramatwara**

Kugirango impinduramatwara igerweho, bisaba ko abantu bagira ubunyangamugayo bugaragarira nko mu bushishozi, guhitamo igikwiye (Resolve ethical Dilemmas), Ukuri, Ubwizerane, Ubwubahane, Ubwitange, Ishyaka, Ukwihangana, Ubufatanye,...

Nta mpinduramatwara yabaho itarimo inyangamugayo.

### **I.3.6 Kirazira zishimangira ubunyangamugayo mu mpinduramatwara**

1. Kirazira gutererana abandi mu nshingano
2. Kirazira kutanyurwa
3. Kirazira guhemuka

## **Umwanzuro**

- a. Impinduramatwara igerwaho vuba iyo yagize inyangamugayo nyinshi.
- b. Ubunyangamugayo bushobora kuba umwimerere nk'uko bushobora gutozwa.

## **II. UBUYOBOZI BUSHINGIYE KU NDANGACIRO Y'UBUNYANGAMUGAYO ( PERSONAL LEADERSHIP VALUES)**

### ***II.1. Intangiriro:***

- a. Ubunyangamugayo ni indangagaciro y'ingenzi mu buyobozi ubwo ari bwo bwose.
- b. Imitekerereze, imigirire, imyifatire n'imikorere yuje ubunyangamugayo igira uruhare rukomeye mu kubaka ubuyobozi bufite ireme

### ***II.2. Intego***

Nyuma y'iki kiganiro, abahuguwe bazaba bashobora:

- a. Gusobanura ibiranga ubuyobozi bushingiye ku ndangagaciro N'akamaro k'ubunyangamugayo mu miyoborere
- b. Gutoza abandi kuyoborana indangagaciro ;
- c. Guhuza ubutore n'ubuyobozi ( cader, manager and leader);
- d. Kubaka imiyoborere ishingiyeye ku ndangagaciro y'ubunyangamugayo.

### ***II.3. Ibikubiye mu kiganiro***

1. Ibisobanuro by'amagambo:
2. Imiyoborere ishingiyeye ku ndangagaciro y'ubunyangamugayo (Personal leadership)
3. Ibiranga imiyoborere yubakiye ku bunyangamugayo (leadership)

4. Akamaro k'ubunyangamugayo mu miyoborere
5. Guhitamo Igikwiye (Resolve ethical dilemmas)
6. Imikorere ihuye n'imyitwarire no gusuzuma aho uhagaze ku ndangagaciro (integrity test)
7. Kutaba ntibindeba (Collective responsibility)
8. Ubutore n'ubuyobozi (cader, manager and leader)
9. Imyitwarire igomba kuranga abayobozi (Leadership code of conduct)

### **II.3.1. Ibisobanuro by'amagambo:**

#### ***Ubuyobozi:***

- a. Kuganisha abantu aheza
- b. icyerekezo cyiza n'uburyo bunoze bwo ku kigeraho

### **II.3.2 Imiyoborere ishingiyeye ku ndangagaciro y'ubunyangamugayo (Personal leadership)**

#### **II.3.2.1 Imyifatire igomba guhora iranga umuyobozi:**

- a. Umuyobozi agomba kwita ku bumwe bw'abanyarwanda, ubusugire n'umutekano by'Igihugu
- b. Kumenya guteza imbere abo ayobora no kubaha uburenganzira bwa muntu akabitoza abo ayobora n'abo akorana nabo.
- c. Gukorera mu mucyo no kujya inama n'abo akorana nabo
- d. Kwakira neza no kumva abamugana
- e. Kugira umuco wo gufatanya n'abandi
- f. Kugira icyerekezo cyiza n'uburyo bwo kukigeraho
- g. Guharanira kuganisha aheza abo uyobora

### **II.3.2.2. Imiyoborere yubakiye ku mikorere mpinduramatwara**

*Bimwe mu biranga imikorere mpinduramatwara:*

#### **a. Gufata ibyemezo**

Abantu biga ibibazo byabo, babyitondeye bakagena uburyo bwo kubikemura. Ibyemezo bifashwe biba byavuye mu bitekerezo by'abantu babyumvikanyeho. Ku buryo ibikorwa bibiturutsemo abantu baba bazi ko aribo babigezemo uruhare; bakabikora ntabwo bisiganya uwundi, buri wese abyibonamo.

#### **b. Gupanga imirimo**

Mbere yo gukora ikintu habanza kukiganiraho bihagije no kucyigaho neza.

Hakarebwa aho mugiyeye kugihera, hakarebwa aho mugiyeye kukiganisha, ariyo ntego mwihisha no kureba neza inzira zo kunyuramo (strategies). Ubwo buryo burinda abantu guhubuka no guhuzagurika.

#### **c. Kumenyekanisha ibikorwa**

Abashinzwe igikorwa runaka, basabwa kumenya amakuru yangombwa kuri cyo no kuyamenyesha abo kireba bose.

#### **d. Kujya inama**

Mu nama niho hafatirwa ibyemezo bitanga ibikorwa, niho abantu bunguranira ubwenge ku mikorere (kwihugura guhugurana no guhana amakuru).

#### **e. Guhwitwira no kwigira kubitaragenze neza**

Guhwitwira no kwigira kubitaragenze neza, bituma abantu batunganya ibiri imbere. Bibarinda kudata umwanya mwinshi ku bitatunganye ahubwo bakabyigiraho bakajya imbere.

**f. Kubahana hagati y'inzego**

Kubahana hagati y'inzego bituma abashinzwe imirimo bose bayikora neza nta kugongana cyangwa kuvogerana.

**g. Kwitanga (sacrifice)**

Kugirango inyangamugayo zigere ku ntego zisabwa kwitanga haba ku mwanya wazo n'uburyo bwazo.

**II.3.3 Bimwe mu biranga imyitwarire mpinduramatwara**

**a. Kutarambirwa**

Ubunyangamugayo mu mpinduramatwara busaba kudacika intege no mu bihe bikomeye. Guhora uzirikana intego buri gihe no kuyiharana

**b. Kwirinda kwaya**

Inyangamugayo ikoresha uburyo buke bushoboye kuboneka ikabubya umusaruro mwinshi. Yirinda kwangiza umutungo.

**c. Kwihugura no guhugurana**

Bifasha kumenya neza umurongo abantu baba bakurikiza, kunguka ubwenge n'uburyo bushya bw'imikorere. (Utazi ubwenge ashima ubwe)

**d. Kwicisha bugufi**

Inyangamugayo irangwa no kwiyoroshya, kwegera abantu no kubumva.

**e. Gukorera kuri gahunda (organisé, ponctuel)**

Gutegura neza imirimo, kuyikorera ku gihe no kuyinoza.

**f. Kuba intangarugero (modèle)**

Inyangamugayo ibyo ikora igomba kubibamo intangarugero aho iri hose.

**g. Guhora ihanga ibishya (Creativité-innovation)**

Inyangamugayo ihora ihangayikishijwe no gushakisha icyatuma ijya imbere kurushaho bityo ikanahora ihanga ibishya. Haba ku biyireba no kubireba abandi.

**II.3.4 Imyifatire mibi tugomba kwirinda (tendances négatives )**

**a. Kudindiza imikorere**

Bishobora kugaragarira kutitabira ibikorwa, kudatanga ibikenewe usabwa, kudategura ibintu neza kandi ku gihe n'ibindi...

**b. Amacakubiri**

Kwirinda no kwamaganira kure amacakubiri ayo ari yo yose(amoko, ..)

**c. Amatiku (Intrigues )**

Amatiku ashingiye ku bugambo n'imyifatire biteranya abantu bari basanzwe babana neza. Akunze gukoreshwa n'abantu bahakirizwa, b'imburamukoro baba bagirango abantu babone ko nabo bakora. Kenshi ntacyo baba bishoboreye cy'umwuga cyangwa n'akazi aka n'aka bakabeshwaho no gutikura.

**d. Udutsiko (Cliques)**

Udutsiko twirema tugamije kurwanya igitekerezo runaka, igikorwa runaka, umugambi runaka tukabanza kumvikanira ahatazwi. akenshi usanga dukorera inyugu z'umuntu kuruta iz'urwego(systeme). Iyo inyangamugayo zirangaye udutsiko dushobora kononera syteme.

**e. Guca muni (Activites souterraines)**

Ni ugukora ibikorwa biteranya abantu, ubikora atabigararamo, ariko abikurikiranira hafi. Hagati ye nabo atera guhangana ashyiramo abatuma imipango ye igenda nk'uko abishaka, maze imbere y'abahanganye akahagaragara nk'umwere.

### ***f. Gukoresha igitugu (Tendances dictatoriales).***

Umuntu ufite ayo matwara usanga mu nama yima abandi ijambo, cyane cyane abo atekereza ko bashobora gutanga ibitekerezo bidahuye n'ibyo atekereza. Nta kizere agirira abandi, ashaka ko ntawuhakana ku byo we ashaka. Iyo umuvugurujye arakurakarira, mukabipfa, kugirango yihagarareho, arema agatsiko ko kujya kamufasha guhangana n'abazana amatwara atemeranywa n'umuco wa ndiyo Bwana.

### ***g. Ubuzima bworoshye (Soft-life)***

Aba usanga ari ntacyo bamarira inzira y'impinduramatwara abantu baba barimo. Ntibemera kuvunika cyangwa guhangayikira intego

### ***h. Kuvugaguzwa (Loose talk)***

Abafite ayo matwara usanga bavuga ibyo bazi byose, babonye byose, bumvise byose, batabanje kureba abo babibwira, aho babivugira n'impamvu babivuga. Usanga aba ari abantu bashaka ko abandi bababonamo ba rumenya-byose. Kubera ako kamenyero kabi, bavuga batabanje kureba no kwibaza ingaruka z'ibyo bavuze haba kuri bo cyangwa na syteme bakoreramo

### ***i. Gukoreshwa n'inyungu bwite (Opportunisme)***

Gukoreshwa n'inyungu bwite mu byo umuntu aba afatanije n'abandi. Iyo icyo yari ategereje atakibonye arahinduka ukibaza niba mwari mufatanyije koko.

**Icyitonderwa:** Mu bihugu bimwe na bimwe, bageze ku rwego aho bamwe mu bajya mu buyobozi bakoresha ikizamini cy'ubunyangamugayo( Integrity test).

### **II.3.5. Ubutore n'ubuyobozi ( cader,manager, leader)**

a.Intore irangwa no gutunganya ibyo ishinzwe,yirinda ko hari icyangirika aho iri,icyazana isura mbi, iribwiriza, ifatanya n'abandi, iharanirako buri cyose gitungana kandi iganisha abandi aheza. Intore ( a Cader) ni umuyobozi ( leader) ufasha abantu kugera ku cyerekezo ( Vision)

b.Umuyobozi ( Manager) ni uwuzuza inshingano zo gukurikirana no kuyobora umunsi ku wundi urwego runaka cyangwa ibintu runaka. Birushaho kuba byiza umuyobozi( a manager) anabaye Intore (a cader) kuko yo iharanira ko ntacyakwangirika ibona haba mu byo ishinzwe cyangwa n'ibindi byubaka urwego iba irimo.

#### ***Icyitonderwa:***

Umuyobozi nyawe agomba kuba Intore. Umuntu ashobora kuba mu mwanya w'ubuyobozi ariko atari Intore, bene uwo arangwa no kugambanira Igihugu,kurigisa imitungo y'Igihugu, kurenganya abaturage, kurya ruswa, kwiyandarika, kutarangiza inshingano.

### **II.3.5 Imwe mu migani, indirimbo n'ibindi biri mu muco ku bunyangamugayo**

#### ***a. Imigani :***

- i.Umutwe umwe ntiwigira inama,
- ii.Abagiye inama Imana irabasanga
- iii.Ukuri guca mu ziko ntigushye

**b. Imvugo**

Ikinyoma ntikicaza umugabo ku ntebe kabiri.

**II. 3.6 Kirazira zubaka ubunyangamugayo n'ubuyobozi**

a. Kirazira kuba ntibindeba/Tereriyo (Collective Responsibility)

b. Kirazira gutererana abo uyobora

c. Kirazira guhubuka

d. Kirazira kwirarira

e. Kirazira kwigerezaho

f. Kirazira kubeshya

g. Kirazira kuba nyamuja iyo bijya

h. Kirazira kuba nyamugwa ahashashe

i. Kirazira kudindiza abo uyobora

**Umwanzuro**

a. Ubuyobozi ubwo aribwo bwose butungana bushingiye ku bunyangamugayo.

b. Ni ngombwa kumenya amatwara adindiza imikorere mpinduramatwara .

c. Ni ngombwa kumenya imyifatire mpinduramatwara ikwiriye abayobozi .

### **III. KWIRINDA RUSWA N'AKARENGANE**

#### **III.1. Intangiriro**

U Rwanda rumaze gutera intambwe ishimishije haba muri Afrika no mu isi mu bikorwa byo kurwanya ruswa no guca akarengane.

#### **III.2 Intego z'ikiganiro**

Nyuma y'iki kiganiro, abahuguwe bazaba :

1. Bumva ruswa n'akarengane icyo ari cyo banashobora kubisobanurira abandi
2. Bumva, banashobora gusobanura impamvu zitera ruswa n'akarengane
3. Bumva, banashobora gusobanura imiterere ya ruswa n'akarengane
4. Bumva, banashobora gusobanura amazina ahabwa ruswa
5. Bumva, banashobora gusobanura uburyo bukoreshwa muri ruswa
6. Bashobora gusobanura ingaruka za ruswa
7. Bashobora gusobanura ingamba zo kurwanya ruswa, akarengane n'icyenewabo
8. Kwiyemeza kurwanya ruswa, akarengane n'icyenewabo
9. Gutoza abandi kurwanya ruswa, akarengane n'icyenewabo

#### **III.3 Ibikubiye mu Kiganiro :**

- a. Ibisobanuro by'amagambo
- b. Impamvu zitera ruswa

- c. Imiterere ya ruswa
- d. Amazina ahabwa ruswa
- e. Uburyo bukoreshwa muri ruswa
- f. Ingaruka za ruswa
- g. Ingamba zo kurwanya ruswa, akarengane n'icyenewabo
- h. Umwanzuro

### **III.3.1.Ibisobanuro by'amagambo**

#### **1. Ruswa :**

- a. Kwaka cyangwa kwakira impano, amaturo n'indonke iyo ari yo yose kugira ngo ukore ibiri cyangwa ibitari mu nshingano zawe;
- b. Gukoresha ububasha bwawe kugira ngo utume undi afata icyemezo ku nyungu zawe, cyangwa iz'undi wifuza.

**2. Akarengane :** Ni ukuvutswa uburenganzira umuntu afite cyangwa yemererwa n'amategeko.

**3.Gutonesha :** Kurutisha umuntu abandi basangiye uburengazira .

### **III.3.2 Impamvu zitera ruswa**

- 1. Kubura ubunyangamugayo;
- 2. Kubura uburere;
- 3. Kuba hari abayifata nk'umuco;
- 4. Gushaka gukira vuba;
- 5. Kudakorera mu mucyo;
- 6. Ubujiji bw'abaturage;

### **III.3.3 Imiterere ya ruswa**

Muri rusange ruswa igaragara mu buryo bubiri:

a. Ruswa nini igaragarira

- (i) Bamwe mu bayobozi batari Intore bakoresha ingufu zabo kugira ngo bashyireho amategeko arengera inyungu zabo,
- (ii) Abarya ruswa mu gutanga imirimo, amasoko cyangwa ibyemezo bikomeye bifatirwa ku rwego rukuru (urugero: imihanda, inyubako,.....)

b. Ruswa ntoya igaragarira mu mirimo ya buri muni y'abakozi bato haba mu nzego za Leta no mu iz'igenga.

Yaba ruswa nini cyangwa ntoya byose ni bibi birasenya.

### **III.3.4. Amazina ahabwa ruswa**

1. Gukanda amaguru
2. Kwica akanyota
3. Ururimi rwa veterineri
4. Umuti w'ikaramu
5. Inzoga y'abagabo
6. Lisansi y'imodoka (Umuyobozi)
7. Agatike
8. Umuhuza
9. Kurya akantu
10. Bituga ukwaha
11. Inyoroshyo
12. Ubutumwa

### **III.3.5. Uburyo bukoreshwa muri Ruswa**

1. Amafaranga
2. Izindi ndonke (inka, imirima, amazu,...)
3. Ishimishamubiri ( Igitsina)
4. Ubucuti cyangwa ubufatanye bubi hagati y'abafite imyanya runaka (mfasha iki nanjye nzagufasha kiriya ubutaha)
5. Igitinyiro, iterabwoba, ikimenyane, guharabika( Blackmail) ...

### **III.3. 6. Ingaruka za Ruswa**

1. Gutakaza ubunyangamugayo
2. Kumunga umutima nama w'abantu baba abayitanga n'abayakira, ababireba n'ababyumva
3. Gutesha ubuyobozi icyubahiro n'icyizere;
4. Kuzitira iterambere ry'Igihugu
5. Kwangisha abaturage ubuyobozi
6. Gufata ibyemezo bidakwiye
7. Kutizerwa n'amahanga bigatuma adashora imari mu gihugu;
8. Kudakoresha ubushishozi;
9. Kubuza abantu amahirwe yo gukora ibyo bashoboye.

### **III.3.7. Ingamba zo kurwanya ruswa, akarengane n'itonesha**

- a) Gutoza indangagaciro y'ubunyangamugayo abayobozi mu nzego zose n'abaturage muri rusange.
- b) Gukangurira abaturage kumenya ruswa,

kuyirinda, kuyirwanya no kuyitangaho amakuru.

- c) Gushyiraho amabwiriza agaragaza uko serivisi zitangwa mu nzego zose za Leta (nko mu itangwa ry'ibibanza hagaragazwa ibisabwa n'igihe ubyujije ahabwa serivisi yifuza)
- d) Gushyira ingufu mu kwigisha abaturage kumenya no guharanira uburenganzira bwabo, kwamagana ruswa no kuyitunga agatoki
- e) Kongera ubufatanye hagati y'inzego zigenzura n'izirwanya ruswa
- f) Guhana abagaragaye ruswa.

### **III.3.8. Kirazira zishimangira ubunyangamugayo**

- 1. Kirazira gutatira umuco w'ubunyangamugayo
- 2. Kirazira kurya ruswa
- 3. Kirazira kurenganya

### ***Umwanzuro***

- (i) Leta yashyizeho amategeko n'inzego zitandukanye zo kurwanya no gukumira ruswa .Hakeneweke abaturage bose basobanukirwa kurushaho ayo mategeko, izo nzego kugirango bazifashishe mu kurwanya ruswa, akarengane n'itonesha .
- (ii) Kurwanya ruswa, akarengane n'ikimenyane bikwiye kuba umuco wa buri wese mu mikorere ya buri munsu mu nzego zose himakazwa ubunyangamugayo.

**IV. KWIRINDA UMURURUMBA, INDA NINI,  
UBUSAMBO,UBUTINDI UBUZEREREZI  
N’INDI MICO MIBI**

**IV.1. Intego**

uwatojwe azaba asobanukiwe:

- a.Umuco w’umururumba,inda nini n’ubusambo
- b.Ingaruka z’umururumba,inda nini n’ubusambo
- c.Kurwanya umururumba,inda nini n’ubusambo
- d.Gutoza kurwanya umururumba,inda nini n’ubusambo

**VI.2. Ibikubiye mu Kiganiro:**

- a.Ibisobanuro by’amagambo
- b.Ingaruka z’umururumba,inda nini n’ubusambo
- c.Ingamba mu kurwanya umururumba,inda nini n’ubusambo
- d. Imigani
- e. Kirazira
- f. Indirimbo

**VI.2.1 Ibisobanuro by’amagambo**

**1.Uumururumba n’ ubusambo:**

Imyumvire ishingiye ku kutanyurwa n’ibyho ufite ugahorana irari ry’ iby’abandi wibwirako ari byo byaguhaza.

**2.Inda nini :**

Imyumvire n’imigirire iganisha kwikubira ibyawo no kwiha uburenganzira butwara iby’abandi.

**3.Ubutindi :**

Imyumvire ,imytwarire n’imitekerereze yo kutanyurwa, kutagira icyo wishimira, guhorana ishyari mu mutima,kugira ubugome, guhorana amatiku n’amatiriganya.

### **VI.2.2. Ingaruka z’umururumba,inda nini n’ubusambo**

1. Kwikubira bikurura amakimbirane mu bantu, mu miryango no mu gihugu .
2. Guhorana irari rikurura abantu mu ngeso y’ubujura, kunyereza, gucuranwa, kugambanirana no kwicana.
3. Gutakaza icyubahiro n’ikizere.
4. Gusuzugurika, guseba no gusebya umuryango n’Igihugu.
5. Guhanwa (gufungwa, kwirukanwa ku mirimo...)

### **VI.2.3. Ingamba mu kurwanya umururumba, inda nini , ubusambo, guca imico mibi irimo ( ubuzererezi, gusabiriza)**

- a. Gutoza ubunyangamugayo mu muryango, mu mashuri, mu mudugudu mu nzego z’Imirimo no ku Rugerero
- b. Gushyira imbaraga no kwita ku burere bw’abana mu muryango (Uruhare rw’ababyeyi, abakuru mu miryango rukagaragara)
- c. Gukebura ,guhanura no gucyaha abagaragayeho izo ngeso mbi
- d. Guhana aho bibaye ngombwa.
- e. Gutoza umuco wo gukora no kwiteza imbere

### **VI.2.4. Imigani**

- a. Utarumbiye mu ngobyi arumbira mu ngabo
- b. Uburere buruta ubuvuke
- c. Uwiba ahetse aba abwiriza uwo mu mugongo
- d. Urya inshuro n’inshuti bigashira udahaze
- e. Inzara irashira igihemu ntigishira

### **VI.2.5. Kirazira:**

- a. Kirazira kugira umururumba ubusambo n'inda nini
- b. Kirazira ( ku babyeyi) kutita ku burere bw'abana
- c. Kirazira kurebera imico mibi (Umururumba, ubusambo,ubuzererezi, kwiandarika, gusabiriza...)
- d. Kirazira kuba inzererezi
- e. Kirazira kutumvira
- f. Kirazira kwangiza no kurigisa iby'umuryango cyangwa iby'Igihugu
- g. Kirazira kwiandarika

### **VI.2.6. Indirimbo**

Inda nini muyime amayira, muyime amayira, burya igira inama mbi, ikaguteranya n'inshuti, ukayitenguha ikaguta, ukaba umugaragu w'inda, umugaragu w'inda....

### **Umwanzuro**

1. Ubunyangamugayo ni inkingi ikomeye mu kurwanya umururumba, ubusambo, inda nini n'indi mico mibi.
2. Gushyira imbaraga mu burere , gucyaha, guhanura no guhana bizafasha guca iyo mico mibi.

### ***IBYIFASHISHIJE:***

1. Rwandan Leadership code of conduct
2. Rugamba Cyprien; Indirimbo
3. Site [www. Ombudsman.gov.rw](http://www.Ombudsman.gov.rw)
4. Indangagaciro z'umuco nyarwanda mu Iterambere  
( Ukuboza 2011)