Kigali, tariki 29 JAN. 1999

REPUBULIKA Y'U RWANDA
MINISITERI Y'UBUBANYI N'AMAHANGA
N'UBUTWERERANE
B.P. 179 KIGALI
Office of the Minister

N°055/06.01/CAB

Nyakubahwa Minisitiri w'Intebe,
KIGALI.

Impamvu: kubohereza inyandiko ya politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane

A traiter par ....
Date entrée : 14/2/99
N° Classement : ......

Nyakubahwa Minisitiri w'Intebe,

Nshingiye ku ibaruwa yanyu n° 651/02.10 yo kuwa 31 Ukuboza 1998 mwandikiye Abaminisitiri bose na ba Sekereteri ba Leta bose, nejejwe no kubashyikiriza inyandiko yitwa ***"Umushinga wa politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane"*** nk'uko iyo nyandiko yemejwe n'abakozi bakuru bose ba Minisiteri (cadres de conception) mu nama yabo yo ku itariki 21/10/1998.

Mu nyandiko yacu y'umushinga wa politiki y'Ububanyi n'Amahanga n'Ubutwererane, twazirikanye inshingano zahawe Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane muri iki gihe cya Leta y'Ubumwe. Twibutse ko izo nshingano ari izi zikurikira:

1) Gukora ku buryo ingaruka mbi u Rwanda rwatewe n'ubukolonize zivaho, cyane cyane ku byerekeye ubusugire bwarwo n'ubumwe bw'abanyarwanda
2) Gushimangira ubwuzuzanye hagati y'u Rwanda n'ibihugu byo mu Karere rurimo
3) Guteza imbere ubukungu bw'Igihugu hakoreshejwe Ububanyi n'Amahanga n'Ubutwererane
4) Kurushaho kumenyekanisha u Rwanda
5) Gutegura politiki nshyashya y'ububanyi n'Amahanga n'Ubutwererane no kuyishyira mu bikorwa
6) Guhuza ibikorwa byose bya politiki mpuzamahanga y'Igihugu n'Ubutwererane bw'u Rwanda n'amahanga

7) Kwagura amarembo no gushakira u Rwanda inshuti mu mahanga anyuranye, harimo n'ibihugu tutari dusanzwe dufitanye umubano
8) Kurengera inyungu z'u Rwanda n'abanyarwanda mu mahanga
9) Kuvugurura amasezerano u Rwanda rwagiranye n'amahanga kugira ngo ajyane n'igihe tugezemo.

Ku byerekeye ibibazo by'ingutu bijyanye n'izo nshingano, kandi Minisiteri igomba gukemura, isesengura twakoze (biri kuri paji 6 – 14 mu nyandiko yacu) ryatweretse ko iby'ingenzi mu bibazo ububanyi n'amahanga n'ubutwererane bigomba guhangana na byo ari ibi bikurikira:

1. Kuri ubu, u Rwanda ruhanganye n'ibibazo by'ingutu by'inkurikizi z'itsembabwoko n'itsembatsemba byo muw'1994;
2. Hari abanyamahanga b'aba "revisionnists", bafite umugambi wo gupfobya ndetse no guhakana genocide yashenye umuryango mugari nyarwanda;
3. Hari ibihugu bigifite imigambi yo gukomeza kwangiza igihugu cyacu no kwangiza Afurika bikoresheje uburyo bwose bushoboka, ndetse bumwe muri ubwo buryo bukaba gukoresha inzego z'Umuryango w'Abibumbye;
4. Mu karere k'Ibiyaga Bigari ku buryo bw'umwihariko no muri Afurika muri rusange haravugwa umutekano muke ushingiye ahanini ku mitegekere mibi mu bihugu bimwe na bimwe, n'amakimbirane ashingiye ku moko;
5. Ku isi haracyari ironda –ndimi rishobora gushyamiranya abantu;
6. Hari ibihugu bikirangwamo amatwara y'ubutegetsi bubi kandi bushingiye ku gitugu, kuryanisha abaturage no kubanyunyuza imitsi;
7. Hari ibihugu bifite imigambi yo gukomeza gusahura umutungo waba uwa kamere waba n'uw'umuco w'ibihugu bya Afurika;
8. Mu Rwanda no muri Afurika haracyari ibisisigi by'ubukoloni bigomba kurandurwa;
9. Kiliziya n'ibyayo byose, ibibi n'ibyiza, biracyahari;
10. Kuri ubu birazwi ko mu bihugu byinshi, abari n'abategarugori bafite uruhare runini mu iterambere n'ubukungu bw'igihugu byinshi birimo n'u Rwanda. Ni ngombwa gushyigikira ibikorwa bigamije kubaha ubushobozi bwo kugira uruhare nyakuri mu iterambere n'ubukungu bw'igihugu.
11. Kuri ubu, hari amavugururwa ateganywa mu Muryango w'Abibumbye yerekeranye n'inshingano zawo zo kubaka amahoro, umutekano no guharanira amajyambere;
12. Ku isi haravugwa ikibazo cy'igenzura ry'intwaro za kirimbuzi; n'ibindi.

Mu gice cya VI cy'iyi nyandiko yacu (paji 14 –45) niho haboneka urutonde rw'*amahame shingiro* (principes / principles) ya politiki nshyashya y'Ububanyi n'Amahanga n'Ubutwererane, *imigambi* yayo (objectifs stratégiques / strategic objectives), *ingamba* (strategies) zigomba gufatwa n'*ibikorwa* (actions) by'ingenzi byateganywa.

Turifuza ko ayo amagambo twakoresheje mu nyandiko yacu yakumvikana kimwe ku basomyi b'iyo nyandiko; kuko ari ibintu bine bitandukanye, bisumbana ku nzego kandi birutana uburemere, byose hamwe bibumbiye hamwe akaba ari byo birema politiki runaka:

- Urutonde rw'amahame shingiro ni ingingo z'icyerekezo politiki runaka ifata, icyo cyerekezo kikaba ari cyo kigena iteganyamigambi;
- Imigambi ni intego politiki runaka ishyiraho igamije kugera ku cyerekezo runaka iyo politiki yiyemeje kugeraho;
- Ingamba zikaba uburyo politiki runaka iteganya kugira ngo intego runaka yiyemeje zigerweho. Iyo umuntu arema ingamba, agomba gutanga ibisubizo ku kibazo gikurikira: "hagombye gukorwa iki ?"
- Ibikorwa ni intambwe zifatika ku ngamba runaka kugira ngo umugambi ugerweho, bityo ihame runaka ryubahirizwe.

Ibi byose twabishingiye ku bibazo byabayeho n'ibiriho kuri ubu bijya bigira ingaruka ku bubanyi n'amahanga n'ubutwererane bw'igihugu.

Mu yandi magambo, igice cya VI cy'inyandiko yacu kigizwe n'ibisubizo by'ingenzi dusanga twatanga duhereye ku bibazo by'ingutu biriho muri iki gihe mu rwego rw'Ububanyi n'Amahanga n'Ubutwererane.

Ku birebana n'incamake y'inyandiko twakoze, dusanga Ububanyi n'Amahanga n'Ubutwererane bugendeye ku mahame akurikira byagirira u Rwanda n'abanyarwanda akamaro:

1) Gufata inzira igamije kurandura burundu ibitekerezo by'itsembabwoko mu Rwanda, muri Afurika no mu isi yose;

2) Gushyigikira ibikorwa bigamije kubumbatira amahoro n'umutekano mu gihugu, bikaba n'uburyo bwo gushyigikira amahoro n'umutekano mu Karere dutuyemo, muri Afurika no ku Isi yose;
3) Gukomeza intera yo kwipakurura burundu politiki ya mpatsibihugu, kwigenga mu guhitamo inshuti z'u Rwanda ntaho rubogamiye, uretse ku nyungu zarwo n'iz'abaturage. Bityo imibanire y'u Rwanda n'amahanga ikazaba ishingiye ku mahame adakuka y'ubwigenge nyakuri bw'igihugu;
4) Uko ibihugu bituranye n'ibisangiye akarere kamwe birushaho kugenda byishyira hamwe, u Rwanda rukwiye gukomeza kwihatira gufatanya n'ibindi bihugu mu gushyigikira no gushimangira ubumwe bw'Afurika;
5) Kwihatira kugira politiki ituma u Rwanda rureba mbere ya byose inyungu z'abaturage aho ziri hose (flexible policy / politique souple);
6) Gushyigikira iterambere ry'ubukungu bw'Igihugu cyacu, ibikorwa bizanira Igihugu inyungu no guteza imbere uruhare rw'imari ziturutse mu mahanga mu bukungu bw'u Rwanda;
7) Kwitabira imishyikirano igamije kugabanya umwenda u Rwanda rufitiye ibihugu n'ibigega mpuzamahanga nk'uburyo bwo kuzamura imibereho y'abanyarwanda muri rusange no guteganyiriza ibihe bizaza;
8) Kwihatira kunoza inzira inyuzwamo imfashanyo zigenewe u Rwanda, cyane cyane muri iki gihe gikurikira itsembabwoko n'itsembatsemba kubera ko Igihugu gikeneye byinshi.

Mu magambo make, dore urutonde rw'imigambi y'ingenzi dusanga yafatwa na Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane mu gihe cyo gushyira mu bikorwa politiki nshyashya y'Ububanyi n'Amahanga n'Ubutwererane:

1) Kugira uruhare rugaragara mu gutuma ubutabera bukora akazi kabwo neza ko guhana abateguye bakanashyira mu bikorwa itsembabwoko n'itsembatsemba ryo muri 1994 mu Rwanda;
2) kwihatira kumvikanisha ko icyaha cy'itsembabwoko n'itsembatsemba cyakorewe u Rwanda muri 1994 atari icyaha gisanzwe, ko ahubwo ari icyaha ndimburambaga cyakorewe isi yose;
3) kwihatira kumvikanisha neza ko amahanga agomba gufasha u Rwanda guhangana n'ibibazo by'ingutu by'inkurikizi y'itsembabwoko n'itsembatsemba ryo muri 1994;

4) gushyigikira politiki y'amahoro, umutekano n'amajyambere mu karere u Rwanda rurimo
5) gushyigikira ibikorwa bigamije kurengera ubusugire bw'u Rwanda n'umutekano w'abaturarwanda;
6) guharanira ikintu icyo ari cyo cyose cyateza imbere imibereho myiza y'abaturage gikomotse muri politiki y'Ububanyi n'Amahanga n'Ubutwererane;
7) gukomera kuri dignity / dignité y'Igihugu no kwirinda ubusabirizi mu gusaba inkunga mu mahanga;
8) gusobanurira amahanga politiki nshya y'u Rwanda ishingiye ku bumwe, ubwiyunge n'ubusabane bw'abanyarwanda;
9) gushyigikira politiki y'ubwuzuzanye mu by'ubukungu no guhahirana hagati y'ibihugu bigize akarere u Rwanda rurimo;
10) gushyigikira politiki y'ubutwererane hagati y'ibihugu bikiri mu nzira y'amajyambere duhereye cyane cyane muri Afurika;
11) gushyigikira ibikorwa byo kurinda umutekano muri Afurika;
12) gukomera no gukomeza geographic and economic position u Rwanda rufite muri Afurika;
13) kuvugurura ubutwererane busanzwe hagati y'u Rwanda n'ibihugu by'amahanga hashakishwa uburyo bwagirira akamaro abanyarwanda kurushaho;
14) gukora ibishoboka byose kugira ngo u Rwanda rujye rubona imyanya mu nzego z'Imiryango Mpuzamahanga rurimo no gushyigikira ko abanyarwanda babona akazi muri iyo miryango;
15) gushyigikira ubutwererane bushingiye ku mubano wihariye ku nzego z'ingeri zose;
16) gusesengurana ubuhanga n'ubwitonzi ibisabwa n'amahanga mu kugenera u Rwanda imfashanyo nk'uburyo bwo kwitarura ubutwererane bwa mwikize;
17) gukora ibishoboka byose kugira ngo inguzanyo u Rwanda rwaka mu mahanga ibe ikenewe koko kandi herekanwa imigambi yo kuyikoresha neza n'imigambi yo kuyishyura mu gihe cyagenwe;
18) gushyigikira ibikorwa bigamije korohereza abanyemari gushora imari yabo mu Rwanda mu mishinga inyuranye ibyara inyungu;
19) gushyigikira ingamba zigamije guha ubushobozi abari n'abategarugori kugira ngo bagire uruhare rugaragara mu iterambere ry'ubukungu bw'u Rwanda;
20) gushyigikira ingamba zigenewe koroshya inzira z'ibyoherezwa mu mahanga;
21) guteza imbere inyigisho n'amahugurwa;

22) gushimangira ibikorwa by'ubutwererane hagati y'u Rwanda n'ibihugu ndetse n'ibigega mpuzamahanga kugira ngo ikibazo cy'imyenda kibonerwe umuti, bityo u Rwanda rukaboneraho gutangira imizamukire myiza mu rwego rw'ubukungu;

23) kwihatira gutunganya ibisabwa (nk'inyandiko z'imishinga n'ibindi) kugira ngo imfashanyo zose u Rwanda rwemererwa n'amahanga mu rwego rwa Tables Rondes / Round Tables, ziboneke;

Ingamba zigomba gufatwa kugira ngo politiki y'Ububanyi n'Amahanga ibashe gushyirwa mu bikorwa ni nyinshi kandi dusanga ari ngombwa. Mu nyandiko yacu ingamba zose hamwe ni 61. Ibikorwa by'ingenzi byateganywa nabyo biri muri iyo nyandiko, bikaba bishobora gushamikiraho ibindi bikorwa mu mirimo ya buri munsi ya Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane.

Ku bw'umwihariko, dusanga Politiki nshyashya y'Ububanyi n'Amahanga n'ubutwererane ikwiye gushoboza u Rwanda kumenya gucagura aho inyungu zarwo ziri, ntibibe byashoboka kwanga ikintu runaka, gifitiye u Rwanda n'abanyarwanda akamaro, gusa ngo ni uko kivuye ahantu runaka, mu gihe nta ngaruka zigaragara gifite ku Rwanda n'abanyarwanda (flexible diplomacy).

Bityo, u Rwanda rukanihatira kuba ihuriro hagati ya Afurika yo hagati rubarirwamo, Afurika y'iburasirazuba na Afurika y'amajyepfo, ibyo bikaba byakorwa mu nzego zinyuranye, cyane cyane mu rwego rwa politiki n'urw'ubukungu.

Ikigamijwe mbere ya byose muri uyu mushinga wa Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane ni ukurinda inyungu z'u Rwanda aho ziri hose, cyane cyane nko mu nama mpuzamahanga, ku buryo intumwa z'u Rwanda zajya zoherezwa mu nama y'iyo miryango igihe cyose bibaye ngombwa.

Ku ruhande rwa Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane, dusanga iyo Minisiteri igomba kubahiriza inshingano yayo y'ibanze yo guhuza ibikorwa byose bya politiki mpuzamahanga y'Igihugu n'ubutwererane bw'u Rwanda n'amahanga.

Ngibyo, mu magambo make, ibikubiye mu nyandiko twise ***"Umushinga wa politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane".***

Mugire amahoro, Nyakubahwa Minsitiri w'Intebe.

Dr Anastase Gasana
Minisitiri w'Ububanyi n'Amahanga
n'Ubutwererane

REPUBLIQUE RWANDAISE
MINISTERE DES AFFAIRES ETRANGERES ET DE LA COOPERATION

<u>Bimenyeshejwe:</u>

- Nyakubahwa Perezida wa Repubulika y'u Rwanda
- Nyakubahwa Visi Perezida wa Repubulika akaba na Minisitiri w'Ingabo
- Madamu, Bwana Minisitiri (Bose)
- Madamu, Bwana Sekereteri wa Leta (Bose)
- Madamu, Bwana Ambasaderi w'u Rwanda (Bose)

REPUBULIKA Y'U RWANDA
MINISITERI Y'UBUBANYI N'AMAHANGA
N'UBUTWERERANE
B.P. 179 KIGALI

Umushinga wa Politiki
nshya
y'Ububanyi n'Amahanga
n'Ubutwererane
by'u Rwanda

Kigali, Ukwakira 1998

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0. Ijambo ry'ibanze

Politiki y'Ububanyi n'Amahanga n'Ubutwererane bw'Igihugu icyo ari cyo cyose ishingira ku bintu bikurikira :

1. Politiki yihariye ya Leta mu guharanira inyungu z'Igihugu n'iz'Abaturage.
2. Imiterere y'Isi muri rusange (international environment / environnement international)
3. Amahame ahurirwaho na benshi ku Isi agenga imibanire n'ubutwererane hagati y'ibihugu.

Amagambo y'ingenzi akoreshwa muri iyi nyandiko yo kugaragaza amahame shingiro ya Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane by'u Rwanda, turifuza ko yakumvikana kimwe ku basomyi. Ayo magambo ni aya akurikira:

1. Amahame shingiro (principes / principles)
2. Imigambi (objectifs / objectives)
3. Ingamba (stratégies / strategies)
4. Ibikorwa (actions)

Ibi ni ibintu bine bitandukanye, bisumbana ku nzego kandi birutana uburemere, byose hamwe bibumbiye hamwe akaba ari byo birema politiki runaka:

- Urutonde rw'amahame shingiro ni ingingo z'icyerekezo politiki runaka ifata, icyo cyerekezo kikaba ari cyo kigena iteganyamigambi;
- Imigambi ni intego politiki runaka ishyiraho igamije kugera ku cyerekezo runaka iyo politiki yiyemeje kugeraho;
- Ingamba zikaba uburyo politiki runaka iteganya kugira ngo intego runaka yiyemeje zigerweho. Iyo umuntu arema ingamba, agomba gutanga ibisubizo ku kibazo gikurikira : « hagombye gukorwa iki ? »
- Ibikorwa ni intambwe zifatika ku ngamba runaka kugira ngo umugambi runaka ugerweho, bityo ihame runaka ryubahirizwe.

Mu guteganya **ibikorwa** runaka hagomba no kwerekanwa uburyo bugaragaza uko buri gikorwa kizashoboka n'ibikoresho bya ngombwa *(moyens matériels, financiers et humains)* kugira ngo gishoboke. Programu y'ibikorwa ikaba igomba kuba ishingiye ku gihe runaka (time-frame / calendrier) icyo gihe nacyo akaba ari cyo kigomba gushingirwaho mu isuzuma ry'ibyakozwe (evaluation of the execution / évaluation de l'état d'exécution d'un programme).

Icyitonderwa:

- *« Diplomacy »* ni uburyo bwose bukoreshwa kugira ngo politiki y'ububanyi n'amahanga n'ubutwererane igenderwaho ishyirwe mu bikorwa. Mbese ni uburyo bwo gucunga neza ububanyi n'amahanga n'ubutwererane.

I. Inshingano rusange za Leta y'u Rwanda

Nk'uko byavuzwe mbere, Amahame shingiro y'Ububanyi n'Amahanga n'Ubutwererane ashamikira kuri politiki rusange y'igihugu.

Leta y'u Rwanda yihaye inshingano zikurikira:

1. Guharanira ubumwe n'ubusabane bw 'Abanyarwanda
2. Kubaka Leta igendera ku mategeko (bâtir un Etat de Droit / establish a State of Law)
3. Kubahiriza ikiremwa muntu no kurengera ubuzima bwa muntu
4. Kubahiriza amatwara ya Demokrasi
5. Gusangira ibyiza by'Igihugu ntawe uhejwe kubera ubwoko bwe, idini, akarere, n'ibindi

Izi ntego rusange zikaba zigamije guteza imbere ubukungu bw'Igihugu n'imibereho myiza y'Abaturage.

Amavu n'amavuko y'inshingano za Leta nshya ni Amasezerano y'Amahoro ya Arusha yasinywe tariki 4 Kanama 1993. Ayo masezerano yari agamije kubaka u Rwanda rushya rubereye abanyarwanda bose, ari abari barahejwe mu gihugu cyabo, ari n'abari bakirimo.

II. *Inshingano za Guverinoma y'u Rwanda.*

Guverinoma y'Ubumwe bw'Igihugu yashyizweho tariki 19 Nyakanga 1994 yahawe inshingano zikurikira, intambwe yatewe ku nyinshi muri zo kuri ubu ikaba ari ndende:

1) Kugarura umutekano n'amahoro mu gihugu
2) Gushyiraho ubutegetsi bwite bwa Leta, ubw'amaperefegitura, komini, segiteri na selire
3) Guharanira ubumwe n'ubwiyunge bw'Abanyarwanda
4) Gucyura no gutuza impunzi
5) Guharanira imibereho myiza y'abaturage muri rusange no kwita ku bibazo by'abatagira kivurira, nk'imfubyi, abapfakazi n'ibimuga
6) Kuzahura ubukungu bw'Igihugu
7) Kuvugurura politiki y'ububanyi n'amahanga n'ubutwererane
8) Gushimangira demokrasi mu Rwanda

III. *Inshingano za Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane*

Nk'uko bigaragara mu nshingano za Guverinoma y'u Rwanda, imwe muri zo ni ukuvugurura Politiki y'Ububanyi n'Amahanga n'Ubutwererane, hagashyirwaho politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane no kuyishyira mu bikorwa. Ibyo biranagaragarira mu nshingano Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane yahawe nyuma y'ivugururwa rya Guverinoma tariki 28 Werurwe 1998, ari zo izi zikurikira :

a) *Gukora ku buryo ingaruka mbi u Rwanda rwatewe n'ubukolonize zivaho, cyane cyane ku byerekeye ubusugire bwarwo n'ubumwe bw'abanyarwanda.*
b) *Gushimangira ubwuzuzanye hagati y'u Rwanda n'ibihugu byo mu Karere rurimo.*
c) *Guteza imbere ubukungu bw'Igihugu hakoreshejwe Ububanyi n'Amahanga n'Ubutwererane.*
d) *Kurushaho kumenyekanisha u Rwanda.*
e) *Gutegura Politiki nshyashya y'Ububanyi n'Amahanga n'Ubutwererane no kuyishyira mu bikorwa.*
f) *Guhuza ibikorwa byose bya Politiki mpuzamahanga y'Igihugu n'Ubutwererane bw'u Rwanda n'amahanga.*
g) *Kwagura amarembo no gushakira u Rwanda inshuti mu mahanga anyuranye, harimo n'ibihugu tutari dusanzwe dufitanye umubano.*
h) *Kurengera inyungu z'u Rwanda n'abanyarwanda mu mahanga.*
i) *Kuvugurura amasezerano u Rwanda rwagiranye n'amahanga kugira ngo ajyane n'igihe tugezemo.*

IV. Ibitaragenze neza muri Politiki y'Ububanyi n'Amahanga n'Ubutwererane by'u Rwanda mbere ya Leta y'Ubumwe

Kugira ngo ivugururwa n'ishyirwa mu bikorwa bya politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane bigende neza, ni byiza kubanza gusesengura imiterere yabwo mu gihe cyashize, kugira ngo dutahure aho ibibazo biherereye, bityo tukaboneraho gushaka inzira nshya politiki dushaka izagenderaho.

Iyo umuntu yitegereje, asanga ibibazo byagize ingaruka mbi ku bubanyi n'amahanga n'ubutwerererane by'u Rwanda byashyirwa mu matsinda abiri:

- Ibibazo bituruka kuri politiki y'imbere mu Rwanda mu gihe cyashize (facteurs politiques internes);
- Ibibazo bituruka ku miterere y'ibibazo rusange ku isi (facteurs externes).

A. Ibibazo byatewe na politiki rusange y'u Rwanda mu gihe cyashize.

1. *Amakosa yakozwe mu bubanyi n'amahanga n'ubutwererane mu bihe bishize.*

Isesengura ryakozwe ku mivugururire y'Ububanyi n'Amahanga n'Ubutwererane by'u Rwanda ryerekanye ibi bikurikira mu bihe bishize:

1) Politiki y'ububanyi n'Amahanga n'Ubutwererane y'u Rwanda mu bihe bishize yari ishingiye ahanini ku nyungu z'umuntu n'agatsiko ke, inyungu z'igihugu zigasa n'aho zibagirana. Kugeza muw'1994, Ububanyi n'Amahanga n'Ubutwererane bw'u Rwanda bwashingiye ku nyungu z'abategetsi cyangwa agatsiko k'abategetsi runaka. Bwari nk'indorerwamo y'ibyakorerwaga mu gihugu byari bishingiye ku ivangura ry'amoko n'uturere.
2) Iyo politiki y'Ububanyi n'Amahanga n'Ubutwererane yakunze kurangwa no guhiga abanyarwanda bamwe bari hanze aho kubarengera, irangwa na none no kubateranya n'abari mu gihugu imbere.
3) Politiki y'Ububanyi n'Amahanga n'Ubutwererane n'ibihugu duhana imbibi ntiyitabiriye kubanisha abatuye ibyo bihugu, ahubwo yasaga n'ifite inshingano yo kubanisha abategetsi babyo ku giti cyabo.
4) Politiki y'Ububanyi n'Amahanga n'Ubutwererane ntiyitabiriye bihagije kwagura amarembo mu bihugu binyuranye hirya no hino ku isi, yakomeje kwibanda ku bihugu bimwe gusa.
5) Ububanyi n'Amahanga n'Ubutwererane bwakunze gushingwa abantu hakurikijwe kubatonesha gusa cyangwa kurengera inyungu za bamwe.
6) Politiki y'Ububanyi n'Amahanga n'Ubutwererane ntiyitabiriye kwipakurura Politiki ya mpatsibihugu ya gikoloni.

2. *Uruhare rw'abakoloni na Kiliziya mu makosa y'Ububanyi n'Amahanga n'Ubutwererane mu gihe cyashize.*

Iyo umuntu yitegereje asanga Ububanyi n'Amahanga n'Ubutwererane mu gihe cyashize bwarabaye igikoresho cy'abakoloni n'abategetsi b'inda nini batitaga ku nyungu z'abanyarwanda n'imizamukire y'igihugu.

Mu mateka y'u Rwanda, imikorere y'abakoloni, cyane cyane Ababiligi bafatanije n'abamisiyonari (missionaries / missionaires) yaranzwe n'ibi bikurikira:

- ***kubiba amacakubiri mu Rwanda*** bashingiye ku kuvangura Abahutu n'Abatutsi. Mu mahanga, byavugwaga ko ayo macakubiri ariyo aranga imibanire y'abanyarwanda; ku buryo kugeza ku itsembabwoko n'itsembatsemba byo muw'1994, abantu benshi ku Isi bari bazi ko Abahutu n'Abatutsi bafitanye urwango kamere, ku buryo ntawe ufite ubushobozi bwo kuruhagarika.

- imikorere y'abakoloni mu Rwanda yaranzwe kandi no ***kudindiza imizamukire myiza y'abanyarwanda*** kubera gukandamiza abaturage bakoresheje abategetsi b'abanyarwanda. Abahanga mu mateka y'u Rwanda bavuga ko abakoloni bahisemo '*indirect rule*', Kiliziya ikabibafashamo ikoresheje '*indirect christianization*'; ibyo bigatuma bagera ku ntego yabo yo gukandamiza abanyarwanda no kubabibamo amacakubiri (*divide et impera*) ari nayo yagize ingaruka mbi kuri politiki rusange y'Igihugu no ku bubanyi n'amahanga n'ubutwererane bw'u Rwanda by'umwihariko.

- ubukoloni bwaranzwe na none no ***gukora ku buryo u Rwanda rumenyekana nabi n'ibibazo byarwo ntibimenywe uko biri n'amahanga*** (*flawless policy of isolation*) kubera inyungu zabo n'isura bashakaga guha u Rwanda.

Abakurikirira hafi iby'uruhare rw'abakoloni mu Rwanda basanga kuba u Rwanda rutaravugwaga mu mahanga mu bihe bishize, atari uko ari igihugu gito, cyangwa ngo bibe kubera ko ibibazo rwari rufite bitarebaga amahanga, ahubwo basanga ari *strategy/stratégie* abakoloni n'abambari babo bari barafashe yo guhishira uko bishobotse kose ibibazo by'u Rwanda kugira ngo bitamenyekana kubera uruhare bari bazi neza ko babifitemo kuko ibyinshi ari bo babiremye.

Imikorere nk'iyo yatumye Ububanyi n'Amahanga n'Ubutwererane bwubahiriza ibyifuzo by'abakoloni, u Rwanda ntirube rwashobora kwihitiramo igihugu abakoloni badashatse ko rubana na cyo.

Birumvikana rero ko amahame shingiro y'Ububanyi n'Amahanga n'Ubutwererane atagomba kwirengangiza amateka y'u Rwanda n'uruhare abakoloni na Kiliziya bagize mu Rwanda.

B. Ingaruka zatewe n'imiterere y'ibibazo rusange ku isi.

1. Imiterere y'ibibazo by'Isi mu gihe cya 'Cold War' / 'Guerre Froide'

Mu gihe u Rwanda rwinjiye mu bihe bishya mu rwego rwa politiki, Ububanyi n'Amahanga n'Ubutwererane bugomba kuzashingira ku mahame arebana na politiki ishingiye ku mahindura n'ukubana kw'ibihugu mu buringanire no mu bwubahane (*'new political order'* na *'free partnership'*).

Mu gihe cya Cold War / Guerre Froide, byasaga n'ibyemewe ko nta gihugu kigomba kwiyumvisha ko gifite uruhare mu ikemurwa ry'ibibazo bivugwa hirya no hino ku Isi; ko ahubwo hari ibihugu bifite umwihariko mu gukemura ibibazo runaka byo mu Karere runaka ku Isi; bamwe Akarere kabo abandi Akarere kabo.

Ikindi cyagaragaye mu gihe cya *Cold War / Guerre Froide* mu rwego rw'ubutwererane, ni uko, akenshi na kenshi, imfashanyo zatangwaga hakurikijwe igipande igihugu runaka cyabarirwagamo. Nyuma ya Cold War / Guerre Froide, ibihugu bikize bisigaye bikunze guhitamo ko izo mfashanyo zinyuzwa mu nzira ziziguye (e.g. *Jumelage / Coopération (Twinning Cooperation;* imiryango itagengwa na Leta (ONG/NGO), imiryango ishamikiye ku madini (associations religieuses), imiryango mpuzamahanga… *)*.

Cyakora, turasanga bitari byoroheye ibihugu bikennye nk'u Rwanda kwigobotora urusobe rw'ibibazo byakururwaga na Cold War / Guerre Froide. Ariko na none turasanga igihe nk'icyo cyatubera isomo mu birebana na Politiki y'Ububanyi n'Amahanga n'Ubutwererane; noneho muri Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane, Leta y'u Rwanda ikaba ikwiye gusesengurana ubushishozi ibibazo binyuranye, cyane cyane ibirebana n'amahoro, umutekano n'amajyambere ku Isi.

Ni muri urwo rwego, muri iki gihe, Ububanyi n'Amahanga n'Ubutwererane bw'u Rwanda bugomba gukurikirira hafi ibibera ku Isi, cyane cyane ibibera mu Muryango w'Abibumbye n'indi Miryango Mpuzamahanga, haba ku rwego rwa politiki, haba no ku rwego rw'ubutwererane.

2. *Ironda-ndimi mu mibanire y'Ibihugu.*

Ururimi narwo rwagize uruhare mu kugena isura y' Ububanyi n'Amahanga n'Ubutwererane muri Afurika mu buryo rusange. Ni muri urwo rwego, Afurika yagabanijwemo ibipande: igipande cy'ibihugu bikoresha ururimi rw'Icyongereza bihuzwa n'Umuryango wa *Commonwealth* n'igipande cy'ibihugu bikoresha ururimi rw'Igifransa bihurira mu nteko ya *« Francophonie »*.

Ariko ntitwakwibagirwa ko ibihugu bivuga ururimi rw'Icyarabu nabyo byaremye igipande cyabyo *« Arab League / Ligue Arabe »* bikaba bihuzwa n'idini rya Islam; hakaba n'ibihugu bivuga Igiportugali.

Bityo rero, mu kugena imitunganyirize y'Ububanyi n'Amahanga n'Ubutwererane, buri gihugu cya Afurika cyihatiraga kumenya igipande inshuti yacyo runaka iherereyemo. Koko rero, imibanire y'ibihugu by'Afurika mu gihe gishize yaranzwe no kurondana kw'ibihugu hakurikijwe ibipande bibarirwamo, hakurikijwe kandi ururimi rubahuza n'ibijyana narwo.

Mu gushyiraho amahame shingiro y'ububanyi n'amahanga n'ubutwererane, kuri ubu, u Rwanda rukeneye gufata umurongo warwo bwite kandi ukagaragarira amahanga.

Birazwi neza ko Abanyarwanda bahuzwa n'Ururimi rw'Ikinyarwanda. Kuba u Rwanda rwaramaze igihe rubarirwa mu mubare w'ibihugu francophones byaturutse kuri ziriya artificial subdivisions / subdivisions artificielles twavuze haruguru.

Birakwiye ko iyo artificial subdivision / subdivision artificielle ihinduka, u Rwanda rukaba rwabera amahanga intangarugero : ubundi, Igihugu cy'u Rwanda cyaje kubarirwa mu bihugu francophones kuko cyategekwaga n'Ababiligi igihe Afurika yaterwaga imirwi; habuze gato ngo kitwe igihugu germanophone, kuko cyari cyabanje kuba koloni y'u Budage.

Muw'1959, Abanyarwanda bamwe birukanywe mu gihugu cyabo ku ngufu, bagihezwamo imyaka 35 yose, nuko bamwe muri bo baba « anglophones » (abakoresha ururimi rw'icyongereza) ku buryo bubagwiririye (by accident / par accident).

Nguko uko u Rwanda ubu rwabaye « francophone » by accident / par accident, rukanaba « anglophone » by accident / par accident. Nta munyarwanda n'umwe wigeze abihitamo, ni ibyatugwiririye mu mateka yacu.

Ni nayo mpamvu Leta nshya y'u Rwanda yahisemo ko indimi zombi, igifaransa n'icyongereza, zikoreshwa kimwe (bilingual system / bilinguisme).

Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda igomba kwirinda ubushyamirane ubwo ari bwo bwose bwaturuka ku migabane y'isi ishingiye ku ndimi, ahubwo izashakisha ubwuzuzanye bwaturuka ku byiza iyo migabane ishobora kuzanira u Rwanda.

V. *Bimwe mu bibazo Politiki y'Ububanyi n'Amahanga n'Ubutwererane by'u Rwanda izahura nabyo.*

Mu rwego rw'ubutwererane mpuzamahanga, muri iki gihe, usanga imfashanyo zigenerwa ibihugu bikennye zishingira muri rusange ku ngingo zikurikira:

a) umubano mwiza uhuza igihugu gikize runaka n'igihugu gikeneye imfashanyo
b) aho igihugu gikeneye imfashanyo gihagaze mu rwego mpuzamahanaga (ndetse na strategic position icyo gihugu gifite)
c) intambwe zigaragara icyo gihugu cyateye mu nzira y'amajyambere no mu mibereho y'abaturage

Guhera mu myaka ya vuba aha, mu migambi yo gutanga imfashanyo 'aid policy / politique d'aide', ibihugu bikize bireba n'uko ibihugu bikeneye imfashanyo byita ku bibazo bikurikira:

a) Demokrasi
b) Market oriented economies / économies des marchés
c) Uburenganzira bw'ikiremwamuntu (droits de la personne humaine / human rights) n'imitegekere myiza inogeye abaturage (good governence / bonne gouvernance)
d) Imizamukire y'abari n'abategarugori mu majyambere ('Women in Development-WID)'
e) Ibidukikije (protection de l'environnement / environment protection), cyane cyane guhera ku nama mpuzamahanga ku bidukikije yo muw'1989

Mu kugena Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda, ibi byose tuvuze haruguru bigomba kuzirikanwa.

Mu gushaka kandi kugena inshingano rusange Igihugu cyacu cyagenderaho mu by'ububanyi n'amahanga n'ubutwererane, birashaka ko twagerageza kuzirikana na none ingingo z'ingenzi zikurikira:

1. Kuri ubu, u Rwanda ruhanganye n'ibibazo by'ingutu by'inkurikizi z'itsembabwoko n'itsembatsemba byo muw'1994;
2. Hari abanyamahanga b'aba « revisionnists », bafite umugambi wo gupfobya ndetse no guhakana « genocide » yashenye society / société nyarwanda;
3. Hari ibihugu bifite imigambi yo gukomeza kwangiza igihugu cyacu no kwangiza Afurika bikoresheje uburyo bwose bushoboka, ndetse bumwe muri bwo bukaba no gukoresha inzego z'Umuryango w'Abibumbye;
4. Mu Karerere k'Ibiyaga Bigari ku buryo bw'umwihariko no muri Afurika muri rusange haravugwa umutekano muke ushingiye ahanini ku mitegekere mibi mu bihugu bimwe na bimwe, n'amakimbirane ashingiye ku moko;
5. Ku isi haracyari ironda-ndimi rishobora gushyamiranya abantu;
6. Hari ibihugu bikirangwamo amatwara y'ubutegetsi bubi kandi bushingiye ku gitugu, kuryanisha abaturage no kubanyunyuza imitsi (the old political order / l'ordre politique ancien);
7. Hari ibihugu bifite imigambi yo gukomeza gusahura umutungo waba uwa kamere, w'aba uw'umuco w'ibihugu bya Afurika;
8. Mu Rwanda no muri Afurika haracyari ibisigisigi by'ubukoloni bigomba kurandurwa;
9. Kiliziya n'ibyayo byose, ibibi n'ibyiza, biracyahari;
10. Kuri ubu, birazwi ko mu bihugu byinshi, abari n'abategarugori bafite uruhare runini mu iterambere n'ubukungu bw'ibihugu byinshi birimo n'u Rwanda. Ni ngombwa gushyigikira ibikorwa bigamije kubaha ubushobozi bwo kugira uruhare nyakuri mu iterambere n'ubukungu bw'igihugu;
11. Kuri ubu, hari amavugururwa ateganywa mu Muryango w'Abibumbye yerekeranye n' inshingano zawo zo kubungabunga amahoro, umutekano no guharanira amajyambere;

12. Ku isi haravugwa ikibazo cy'igenzurwa ry'intwaro za kirimbuzi ; n'ibindi.

Ibyo byose ni ibibazo Ububanyi n'Amahanga n'Ubutwererane bugomba guhangana na byo, muri iki gihe no mu bihe biri imbere. Birasaba kwitegereza neza (imagination), guhanga ingamba nshya (creativity / créativité), guhanga ibitekerezo n'amatwara bishyashya (innovation) no kubivugaho rumwe (consistency) mu rwego rw'Ububanyi n'Amahanga n'Ubutwererane. Ibyo byose bigomba gushingira ku mahame ari muri iki gice gikurikira cy'iyi nyandiko.

VI. Amahame shingiro ya Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane

IHAME RYA 1
(Principe / Principle)

Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane ya Repubulika y'u Rwanda izihatira gufata inzira igamije kurandura burundu ibitekerezo by'itsembabwoko (genocide philosophy / philosophie du génocide) mu Rwanda, muri Afurika no mu Isi yose.

- *Umugambi (Objectif / Objective) wa mbere:*
  Kugira uruhare rugaragara mu gutuma ubutabera bw'Igihugu n'ubutabera mpuzamahanga bukora akazi kabwo neza ko guhana abateguye bakanashyira mu bikorwa itsembabwoko n'itsembatsemba mu Rwanda muw'1994, no mu gukemura ibibazo by'ingutu by'inkurikizi z'iryo tsembabwoko n'itsembatsemba.

Ingamba (stratégie / strategy):

Gufatanya n'inzego zibishinzwe mu gushaka inzira Leta y'u Rwanda yafatanyamo bisesuye n'Urukiko Mpuzamahanga rwashyiriweho u Rwanda mu guca imanza z'abagize uruhare mu itsembabwoko n'itsembatsemba.

Ibikorwa (actions):

- Gushyikiriza ubutabera mpuzamahanga amazina n'ibimenyetso ku bagize uruhare mu itsembabwoko n'itsembatsemba, binyujijwe mu nzira za diplomacy (par voies diplomatiques / via diplomatic channels).

- Gufatanya n'inzego zibishinzwe mu gushakisha no gufatisha abagize uruhare mu itsembabwoko n'itsembatsemba, aho bari hose.

- ***Umugambi (objectif / objective) wa kabiri :***
  Kwihatira kumvikanisha neza ko icyaha cy'itsembabwoko n'itsembatsemba cyakorewe mu Rwanda muw'1994 atari icyaha gisanzwe, ko ahubwo ari icyaha ndimburambaga cyakorewe Isi yose.

Ingamba (stratégie / strategy) :

Gukomeza gutumira intumwa z'ibihugu by'amahanga cyangwa abantu ku giti cyabo kuza mu Rwanda kureba ibyahabaye n'inkurikizi zabyo hamwe n'intambwe abanyarwanda bagezeho mu gusana igihugu.

Ibikorwa (actions) :

- Gushaka amazina y'impuguke z'ibyamamare mu rwego mpuzamahanga (personalités de renommée internationale) zatumirwa mu Rwanda mu kungurana ibitekerezo ku ngamba zafatwa mu gukemura inkurikizi z'ibyabaye mu Rwanda.

- Gufatanya n'izindi nzego za Leta mu guteganya uko hajya hakoreshwa inama mpuzamahanga ku byerekeye itsembabwoko n'itsembatsemba byo mu Rwanda (conferences, seminars, workshops … on the 1994 genocide in Rwanda) kugira ngo abantu bakomeze bigire hamwe ibibazo by'inkurikizi zabyo.

- Gukoresha, mu mahanga, igihe cyose bishobotse, ibiganiro mbwirwa-ruhame (conférences) cyangwa mbwirwa-banyamakuru (press conferences / conférences de presse) bisobanura iby'itsembabwoko n'itsembatsemba byabaye mu Rwanda kugira ngo abatsimbaraye ku guhakana cyangwa gupfobya genocide, babiveho.

- Gukomeza guharanira uburenganzira bw'ikiremwa-muntu mu nama mpuzamahanga.

- Kwerekana ko Leta y'u Rwanda idahwema gushaka ubutabera, igaragaza kandi ihana abakoze itsembabwoko n'itsembatsemba, inashakira umuti urambye ibibazo by'ingutu by'inkurikizi z'iryo tsembabwoko n'itsembatsemba.

- ***Umugambi (objectif / objective) wa gatatu :***
  Kwihatira kumvikanisha neza ko Amahanga agomba (obligation) gufasha u Rwanda guhangana n'ibibazo by'ingutu by'inkurikizi z'iryo tsembabwoko n'itsembatsemba.

Ingamba (stratégies /strategies):

a) Kumurikira amahanga uruhare rwayo mu itsembabwoko n'itsembatsemba byo muw'1994 byahitanye inzirakarengane zirenga miliyoni.

Ibikorwa (actions):

- Gukurikirira hafi imyanzuro y'utunama tw'ibihugu cyangwa utunama mpuzamahanga dushyirirwaho gukora iperereza ku itsembabwoko ryabereye mu Rwanda muw'1994.

- Gusaba amahanga kubahiriza amasezerano yashyizeho umukono yerekeye kurwanya icyaha cy'itsembabwoko (Convention internationale contre le génocide).

b) Gukomeza gusabira imfashanyo abacitse ku icumu no gufatanya n'imiryango nyarwanda ishinzwe kwita ku bibazo byabo nyakuri.

<u>Ibikorwa</u> (actions):

- Gushaka ibihugu cyangwa abagira-neza bafasha abacitse ku icumu ry'itsembabwoko n'itsembatsemba.

c) Kwitabira ibikorwa mpuzamahanga bigamije kurwanya ukudahanwa (impunity).

<u>Ibikorwa</u> (actions):

- Gushyigikira no gukurikiranira hafi imikorere y'Urukiko mpuzamahanga ruhoraho rugomba guhana ibyaha by'itsembabwoko n'ibyaha byibasira ikiremwamuntu mu gihe cy'intambara no mu bindi bihe.

IHAME RYA 2
(Principe / Principle)

Politiki y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda izihatira gushyigikira ibikorwa bigamije kubumbatira amahoro n'umutekano mu gihugu, bikaba n'uburyo bwo gushyigikira amahoro n'umutekano mu Karere dutuyemo, muri Afurika no ku Isi yose.

- ***umugambi (objectif / objective) wa mbere:***
  Gushyira imbere politiki yo kubana neza n'ibihugu byo mu Karere k'Ibiyaga Bigari, cyane cyane ibyo duhana imbibi.

Ingamba (stratégies / strategies) :

a) Kubahiriza amahame mpuzamahanga u Rwanda rwemeye yerekeye imipaka ya buri gihugu no kwirinda icyatuma ibihugu bishyamirana.

Ibikorwa (actions):

- Kugira uruhare mu gukemura ibibazo bijyanye n'imbago z'imipaka y'u Rwanda, hakoreshejwe inzira y'imishyikirano.

b) Kutivanga mu bibazo bwite by'igihugu runaka (non ingérence dans des affaires internes d'un autre pays), cyane cyane mu gihe nta ngaruka bifite ku Rwanda.

Ibikorwa (actions):

- Gukurikiranira hafi, nk'abaturanyi, ibibazo bivugwa mu bihugu duhana imbibi no gutanga ibitekerezo by'uko byakemurwa, ariko hatagaragayemo kwivanga.

- ***Umugambi (objectif / objective) wa kabiri:***
  Gushyigikira politiki y'amahoro, umutekano n'amajyambere mu Karere u Rwanda rurimo (regional initiative on peace, security & development)

Ingamba (strategies):

a) Kwitabira inama zihuririrwamo n'Abayobozi bo mu Karere dutuyemo, kuzigiramo ijambo no kuzishyigikira mu gihe zigamije kubaka no guteza imbere Akarere.

Ibikorwa (actions):

- Kwitabira inama zirebana n'imishyikirano (negotiations) igamije gukemura ikibazo runaka mu bihugu byo mu Karere u Rwanda rurimo.

b) Gushyigikira ko hashyirwaho inama zihoraho (cadre permanent de concertation / permanent framework for consultations) z'Abayobozi bo mu Karere u Rwanda rurimo, ntibibe gusa igihe havutse ikibazo runaka.

Ibikorwa (actions):

- Gukora ku buryo (e.g. lobby / concertation) hashyirwaho inama zihoraho z'abayobozi bo mu Karere u Rwanda rurimo, ntibibe gusa igihe havutse ikibazo runaka.

- ***Umugambi (objectif / objective) wa gatatu:***
Gushyigikira ibikorwa bigamije kurengera ubusugire bw'u Rwanda n'umutekano w'abaturarwanda

Ingamba (strategies):

a) Gushyigikira ibikorwa bigamije gucunga umutekano ku mipaka y'u Rwanda n'ibihugu duhana imbibi.

Ibikorwa :

- Gukurikirana inama zirebana n'umutekano, zihuza ba Minisitiri b'Ingabo, ba Minisitiri b'Ubutegetsi bw'Igihugu cyangwa izihuza Abayobozi b'Intara b'Igihugu cyacu n'ab'ibihugu duhana imbibi.

b) Gushyigikira inzego zishinzwe gucunga umutekano w'abaturage (police communale, gendarmerie, n' ingabo z'igihugu).

Ibikorwa (actions):

- Gufatanya n'inzego zibishinzwe mu gushakira abapolisi, abasilikari n'aba « gendarmes » imfashanyo mu mahanga, zaba iz'ibikoresho, zaba n'izirebana n'amahugurwa.

c) Gushyigikira ubutwererane mu by'umutekano na gisilikari hagati y'u Rwanda n'ibindi bihugu.

Ibikorwa (actions):

- Gufatanya n'inzego zishinzwe umutekano n'ingabo mu gushyiraho cyangwa kuvugurura Amasezerano y'Ubutwererane mu rwego rw'umutekano n'urwa gisilikari hagati y'u Rwanda n'ibindi bihugu.

IHAME RYA 3
(Principle / principe)

Politiki y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda igomba gukomeza intera yo kwipakurura burundu politiki ya mpatse-ibihugu, kwigenga mu guhitamo inshuti z'u Rwanda (free parternship) ntaho rubogamiye (non alignement) uretse ku nyungu zarwo n'iz'abaturage. Bityo imibanire n'amahanga (international relations) ikazaba ishingiye ku mahame adakuka y'ubwigenge nyakuri bw'igihugu.

- ***Umugambi (objectif / objective) wa mbere:***

  Guharanira ikintu icyo ari cyo cyose cyateza imbere imibereho myiza y'abaturage (social welfare / bien – être social), gikomotse muri politiki y'ububanyi n'amahanga n'ubutwererane.

Ingamba (strategies):

a) *Inyungu z'u Rwanda zigomba gushyirwa imbere muri politiki y'ububanyi n'amahanga n'ubutwererane, ariko kandi bikumvikana ko abambere bagomba kubonera ibisubizo ibibazo u Rwanda rufite ari abanyarwanda ubwabo kuko « **ak'imuhana kaza imvura ihise** ».*

Ibikorwa (actions):

- Guteganya amahugurwa y'abakozi ba Leta bashinzwe iby'ubutwererane ku byerekeye imicungire iboneye y'inkunga u Rwanda rubona ziturutse mu butwererane n'amahanga.
- Kugumya gushaka inkunga mu rwego rw'ubutwererane hagati y'u Rwanda n'amahanga.

b) *Mu bubanyi n'Amahanga n'Ubutwererane, inyungu z'igihugu zigomba gushyirwa imbere ya byose. Inyungu z'abantu ku giti cyabo ntizibe na rimwe zashingirwaho mu bikorwa by'Ububanyi n'Amahanga n'Ubutwererane.*

Ibikorwa (actions):

- Kohereza mu butumwa mu mahanga abakozi ba Leta hakurikijwe imirimo bashinzwe, ubushobozi bafite n'icyo bashoboye gukora muri ubwo butumwa.
- Kugumya gusobanura ibibazo by'u Rwanda igihe habaye ibiganiro hagati ya Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane n'intumwa z'abanyamahanga.

c) *Kwita ku bikorwa byiza by' abanyarwanda baba mu mahanga no kubarengera. Leta y'u Rwanda igashyiraho urwego rushinzwe kumva ibitekerezo n'ibyifuzo byabo, no kubakangurira kurengera inyungu z'u Rwanda mu bihugu babamo cyangwa imiryango mpuzamahanga bakoramo.*

Ibikorwa (actions):

- Gushyiraho, muri Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane, servisi ishinzwe ibibazo by'abanyarwanda bari mu mahanga kandi bikamenyeshwa za Ambassade zacu ko nazo zigomba kubyitabira.

- Gushyira za consulats honoraires aho bishoboka hose.

- Gukomeza gufasha abanyarwanda baba mu mahanga kugira ngo bashobore kubona inzandiko z'inzira bitagoranye cyane.

d) *Kubera ko, kuri ubu ibikorwa byinshi by'Ubutwererane binyuzwa mu nzira ziziguye (e.g. muri ONG / NGO, muri jumelage-coopération / twinning cooperation), politiki y'Ububanyi n'Amahanga n'Ubutwererane ikwiye kugira uruhare mu kwemerera no gukorana n'imiryango mpuzamahanga itagengwa na Leta (NGOs) igamije gufasha Leta y'u Rwanda mu kuzamura imibereho y'abaturage, bityo ikanagira uruhare mu gutanga amabwiriza asobanutse kugira ngo umugambi wo guharanira buri gihe inyungu z'abaturage ugerweho.*

Ibikorwa (actions):

- Kugira uruhare mu gushyiraho amasezerano mashya agenga za ONG/NGO zikorera mu Rwanda (Protocole d'Accord de Base à renouveler).

- Kwifashisha za Ambassade zacu kugira ngo hagumye kuboneka ubutwererane mu rwego rwa jumelage / twinning co-operation kubera ko hari inzego zo hasi zibyifuza cyane.

- Kwihatira gusura rimwe na rimwe imishinga ikorwa na za ONG ziri mu Rwanda.

- ***Umugambi (objectif / objective) wa kabiri:***
  Gukomera kuri dignity / dignité y'Igihugu no kwirinda ubusabirizi (mendicancy / mendicité) mu gusaba inkunga mu mahanga.

Ingamba (strategies):

a) *Kwirinda icyo ari cyo cyose cyakururira Leta y'u Rwanda guhora iteze amashyi igihugu runaka, ibyo bikaba n'uburyo bwo kwipakurura burundu politiki ya mpatsibihugu na politiki ya humiriza nkuyobore.*

<u>Ibikorwa</u> (actions):

- Gukomeza kwamamaza mu mahanga politiki y'u Rwanda irebana na privatisation kugira ngo abanyamahanga biyumvishe akamaro ko kuza gushora imari mu Rwanda.

- Kugumya kwamamaza ibintu bimwe byo mu mutungo w'u Rwanda byajyanwa gucuruzwa mu mahanga.

b) *Gufasha mu gushyiraho amasosiyete ahuriweho n'u Rwanda n'ibindi bihugu, n'amasosiyete y'amahanga (sociétés mixtes).*

<u>Ibikorwa</u> (actions):

- Kwamamaza code des investissements y'u Rwanda n'ibyiza byayo bifasha abashaka gushora imari mu Rwanda.

- ❖ Gushyira muri za Ambasade z'u Rwanda abakozi bashinzwe iby'ubucuruzi « des attachés commerciaux » aho bishoboka kugira ngo bite cyane cyane mu guteza imbere inyungu z'u Rwanda mu rwego rw'ubucuruzi hagati y'u Rwanda n'amahanga.

- ❖ Gufasha abanyemari b'u Rwanda babishaka kandi babishoboye kujya mu ngendo-shuri mu bihugu bimwe byo mu mahanga kugira ngo bashobore gushaka abo bafatanya mu gushinga amasosiyete « sociétés mixtes ».

c) *Gukora ibishoboka byose kugira ngo imfashanyo u Rwanda rugenerwa ibe ihuje n'ibyo Igihugu gikeneye koko, kandi nabyo bigasobanurwa ku buryo bwumvikana (une assistance adaptée à nos besoins qu'il faut savoir exprimer) ; kandi iyo mfashanyo ikaza ije gutera inkunga ubukungu bw'Igihugu aho kugira ngo ubukungu bube bwashingira ku mfashanyo.*

<u>Ibikorwa</u> (actions):

- ❖ Gusobanura neza politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda; bigakorwa no mu rwego rwa Tables Rondes zigamije gushaka amafranga yo gutera inkunga Igihugu cyacu mu nzira y'amajyambere.

- ❑ ***Umugambi (objectif / objective) wa gatatu :***
  Gusobanurira amahanga politiki nshya y'u Rwanda y'ubumwe, ubwiyunge n'ubusabane bw'abanyarwanda.

Ingamba (strategies):

a) *Mu kohereza abajya guhagararira u Rwanda mu mahanga, hagomba gushakwa abantu b'inyangamugayo n'abarangwaho gukunda igihugu (patriotism / patriotisme). Abajya guhagarira igihugu mu mahanga bagomba kwerekana ubushishozi n'ubuhanga, kandi*

- Gushaka inshuti mu bantu bahagarariye ibinyamakuru bikomeye mu rwego mpuzamahanga kugira ngo ibitekerezo bya Guverinoma y'u Rwanda bishobore kumvikana.

d) *Gutekereza gushyiraho jurisdictions duhereye ku nyungu z'u Rwanda kandi tukirinda icyatuma duhuzagurika.*

<u>Ibikorwa</u> :

- Gufungura Amabasade mu karere k'u Burayi bw'amajyaruguru, n'indi Amabasade muri Afurika y'uburengera-zuba.
- Kumenyekanisha uko za juridictions ziriho ziteye kugira ngo buri gihugu gifitanye umubano n'u Rwanda kigire Ambasade igishinzwe.

e) *Gushakira Ambasade ubushobozi (moyens matériels et humains) bwatuma zikoresha ibiganiro mbwirwa-ruhame.*

<u>Ibikorwa</u> (actions):

- Guteganya amafaranga cyangwa kwifashisha ibihugu Ambasade zacu zikoreramo kugira ngo ibiganiro mbwirwa-ruhame bishobore gukorwa ku buryo buhoraho (regular).
- Kwifashisha intumwa z'u Rwanda zigiye mu butumwa mu mahanga kugira ngo bishobotse nazo zishobore gukoresha ibyo biganiro mbwirwa-ruhame.

f) *Kwihatira gushimangira politiki yo gushyikiriza amahanga inkuru y'imvaho ku bibazo by'u Rwanda.*

<u>Ibikorwa</u> (actions):

- Kugumya gutanga amakuru y'u Rwanda atangazwa n'inzego z'ubutegetsi.
- Gushyigikira Akanama k'Igihugu gashinzwe gutangaza amakuru y'imvaho ku banyarwanda n'amahanga.

IHAME RYA 4

(Principle / Principe)

Uko ibihugu bituranye n'ibisangiye akarere birushaho kugenda byishyira hamwe, u Rwanda ruzakomeza kwihatira gufatanya n'ibindi bihugu mu gushyigikira no gushimangira ubumwe bwa Afurika.

- ***Umugambi (objectif / objective) wa mbere :***
  Gushyigikira politiki y'ubwuzuzanye mu by'ubukungu (economic integration / intégration économique) no guhahirana (trade/échanges commerciaux) hagati y'ibihugu bigize akarere u Rwanda rurimo.

Ingamba :

a) Gusuzumana ubushishozi inyungu nyakuri u Rwanda ruteze ku Miryango iruhuza n'Ibihugu byo mu karere dutuyemo, bityo Igihugu cyacu kikagira uruhare rugaragara mu micungire y'iyo miryango, amasezerano ayigenga akavugururwa, aho ari ngombwa, kugira ngo idakora neza ishobore kuzahurwa (être redynamisé).

<u>Ibikorwa</u> :

- Gukora imbonerahamwe y'Imiryango y'Akarere u Rwanda rurimo, herekanwa inyungu u Rwanda (evaluation) rufite muri iyo Miryango.

- Gushishikariza ibihugu duhurira mu Miryango u Rwanda rurimo, gukora ibishoboka byose kugira ngo ishobore gukora neza, duhereye ku Miryango yo hafi nka OBK/KBO na CEPGL.

- Kurebera hamwe n'ibihugu duhurira mu Miryango u Rwanda rurimo uko iyo Miryango yavugururwa ikagendera ku nshingano zirambye, ku buryo nk'ibibazo byaba biri mu rwego rwa politiki bitadindiza imikorere y'iyo Miryango (dépolitisation).

- Gushyira abakozi bateganyijwe muri iyo miryango ya OBK/KBO na CEPGL no guteganya buri gihe imisanzu Igihugu cyacu gisabwa n'ingengo y'imari y'iyo Miryango.

b) Kwitabira no gushyigikira gahunda z'ubufatanye hagati y'ibihugu byo mu Karere u Rwanda rurimo (soutien aux projets et programmes régionaux et sous-régionaux de coopération).

<u>Ibikorwa</u> (actions):

- Gukora imbonerahamwe y'imishinga na gahunda z'ibikorwa bigamije gutsura ubufatanye n'ubwuzuzanye (cooperation & integration) uko byemejwe mu rwego rw'Imiryango yo muri aka Karere u Rwanda rurimo ku buryo bw'umwihariko, no mu rwego rwa OAU muri rusange.

- Gufatanya n'izindi nzego z'Igihugu zirebwa n'izo gahunda n'imishinga, mu gushyiraho umurongo ugaragara Igihugu cyacu cyagenderaho kugira ngo bishyirwe mu bikorwa.

c) Gushyigikira urujya-n'uruza rw'abantu n'ibintu nta nkomyi (free movements of people and goods / libre mouvement des personnes et des biens) hagati y'ibihugu byo mu Karere u Rwanda rurimo.

<u>Ibikorwa</u> (actions):

- Kwigira hamwe n'inzego zibishinzwe uburyo bwo kuvanaho za visas n'amahôro (taxes) ya gasutamo no gusuzumira hamwe ibindi byemezo byafatwa bigamije gushyigikira politiki y'urujya-n'uruza rw'abantu n'ibintu nta nkomyi hagati y'ibihugu byo muri aka Karere, ku buryo bw'umwihariko, no muri Afurika, ku buryo rusange.

- Gukomeza gusaba ko amasezerano yerekeranye n'urujya-n'uruza rw'abantu n'ibintu nta nkomyi mu bihugu bigize Umuryango wa CEPGL yakwemezwa burundu (ratification) n'u Burundi na Congo (RDC).

- Kurebera hamwe n'ibihugu duturanye, haba mu rwego rw'Imiryango duhuriyemo, haba no mu rwego rw'imishyikirano y'igihugu n'ikindi, uburyo abaturage barushaho gusabana, bakagenderana nta nkomyi, bityo bikazatuma ubwuzuzanye n'ubuhahirane bigerwaho.

d) *Gushyigikira no kugira uruhare mu gukorera hamwe n'ibindi bihugu bya Afurika, mu kugena ibisubizo by'ibibazo biri ku isi.*

<u>Ibikorwa</u> (actions):

- Kwitabira inama zihuza ibihugu by'Afurika ku bibazo biri ku Isi nk'amavugururwa mu Muryango w'Abibumbye, imishyikirano n'amasezerano bigenga iby'ubucuruzi mu rwego mpuzamahanga (OMC, CNUCED etc), imibanire y'ibihugu bigize Ubumwe bw'u Burayi n'ibihugu bya Afurika, Karayibe na Pasifika (ACP/EU), n'ibindi.

- ***Umugambi (objective / objectif) wa kabiri :***
  Gushyigikira politiki y'ubutwererane hagati y'ibihugu bikiri mu nzira y'amajyambere (promotion de la coopération sud-sud / promotion of South- South co-operation), duhereye cyane cyane muri Afurika.

Ingamba (strategy):

Kwitabira no gushyigikira ubufatanye mu rwego rw'ikorana-buhanga hagati y'ibihugu bikiri mu nzira y'amajyambere (soutien à la coopération technique entre pays en voie de développement /Technical Cooperation between Developing Countries- CTPD / TCDC).

Ibikorwa (actions):

- Gushyiraho akanama gashinzwe kwiga no gusesengura uburyo hashyirwaho politiki y'Igihugu mu rwego rwa CTPD / TCDC.

- Gushakisha no gushyiraho imbonerahamwe (une base de données / database) y'abantu b'inzobere, zikomoka mu bihugu bikiri mu nzira y'amajyambere, zakwiyambazwa zigakoreshwa mu rwego rwa CTPD / TCDC.

- Kwigira hamwe n'izindi nzego z'Igihugu, cyane cyane izishinzwe iby'iterambere ry'ubuhanga n'ikorana-buhanga, ukuntu Igihugu cyacu, kigendeye ku masezerano agenga ubutwererane hagati y'ibihugu n'Imiryango mpuzamahanga (e.g. PNUD / UNDP) mu rwego rwa CTPD / TCDC, cyakoresha byimazeyo ubuhanga n'ikorana-buhanga bihererekanywa muri urwo rwego, nko gushakisha no guhererekanya abarimu n'impuguke z'ingeri zose, guhaha ubuhanga n'ikorana-buhanga mu bihugu bishyigikiye CTPD / TCDC, n'ibindi.

- ***Umugambi (objective / objectif) wa gatatu:***
  Gushyigikira ibikorwa byo kurinda umutekano muri Afurika (conflict prevention in Africa / Prévention des conflits en Afrique).

Ingamba (strategy):

Gushyigikira ibikorwa byihariye bya Central Organ / Organe Central y'Umuryango w'Ubumwe bw'Afurika (support of OAU Central Organ specific activities in conflict prevention).

Ibikorwa (actions):

- Gushyigikira Panafrican ideology.
- Kwamamaza ibitekerezo bya Panafricanism, Amahame Shingiro ya OUA (Charte de l'OUA) n'izindi nyandiko nk'amasezerano ashyiraho Umuryango w'Ubukungu bw'Afurika (Traité d'Abuja instituant la Communauté Economique Africaine) n'amahame yo kurengera ikiremwamuntu muri Afurika n'ahandi ku Isi.

IHAME RYA 5
(Principle / Principe)

Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda izihatira kugira politiki ituma u Rwanda rureba mbere ya byose inyungu z'Igihugu aho ziri hose (*Flexible policy*).

- ***Umugambi (objective / objectif) wa mbere:***
  Politiki y'ububanyi n'amahanga n'ubutwererane igomba gukomera (saveguard / sauvegarder) no gukomeza (strengthen / renforcer) geographic & economic position u Rwanda rufite muri Afurika yo hagati.

Ingamba (strategies)

a) Kumenya gucagura aho inyungu z'u Rwanda ziri, ntibibe byashoboka kwihenura ku kintu runaka, gifitiye u Rwanda n'abanyarwanda akamaro, gusa ngo ni uko kivuye ahantu runaka, mu gihe nta ngaruka gifite ku Rwanda n'abanyarwanda.

Ibikorwa (actions):

- Kurengera inyungu z'u Rwanda ziri muri Francophonie
- Gukora ibisabwa kugira ngo u Rwanda rubashe kwinjira muri Commonwealth, kugira ngo kandi ruzashobore kubona inyungu zose rukeneye muri uwo muryango.

b) *Kwihatira kuba umuhuza mu nzego nyinshi (link / lien), cyane cyane mu rwego rwa politiki n'urw'ubukungu, hagati ya Afurika yo hagati (Central Africa / Afrique Centrale) u Rwanda rubarirwamo, Afurika y'iburasirazuba (Eastern African / Afrique Oriental), na Afurika y'amajyepfo (Southern Africa / Afrique Australe) hombi u Rwanda rwerekeje amarembo cyane cyane mu by'ubukungu.*

Ibikorwa (actions)

- Gukora ibisabwa kugira ngo u Rwanda rubashe kwinjira muri Eastern Community, kugira ngo kandi ruzashobore kubona inyungu zose rukeneye muri uwo muryango.

c) *Kurinda inyungu z'u Rwanda aho ziri, cyane cyane nko mu nama mpuzamahanga, ku buryo intumwa zajya zoherezwa mu nama igihe cyose iyo miryango iziremesheje (éviter de pratiquer la politique de la chaise vide).*

- ***Umugambi (objective / objectif) wa kabiri:***
  Kuvugurura ubutwererane bwari busanzwe hagati y'u Rwanda n'ibihugu by'amahanga hashakishwa uburyo bwagirira akamaro abanyarwanda kurushaho.

Ingamba (strategies):

a) Gusuzuma no kuvugurura amasezerano y'ubutwererane hagati y'u Rwanda n'amahanga mu nzego zose, ariko cyane cyane urwego rwa tekiniki n'ikoranabuhanga (coopération technique & technologique).

Ibikorwa (actions):

- Gukora urutonde rw'amasezerano u Rwanda rwagiranye n'amahanga cyane cyane mu rwego rwa tekiniki n'ikorana-buhanga, no kureba muri make icyo amasezerano yagezeho.

- Gukora urutonde rw'ibihugu u Rwanda rwagombye kugirana nabyo amasezerano mu rwego rwa tekiniki n'ikorana-buhanga.

b) Gukomeza umubano ushingiye kuri za Ambasade n'amahanga, buri Ambasade igahabwa inshingano zayo bwite hakurikijwe inyungu Igihugu gifite aho iyo Ambassade iduhagarariye.

Ibikorwa (actions):

- Kuvugurura agatabo kitwa « vade mecum du Chef de Mission Diplomatique » gakubiyemo ibintu by'ingenzi uhagarariye u Rwanda mu mahanga agomba kumenya n'ibireba by'umwihariko icyicaro cy'Ambasade ashinzwe.

c) Gusuzuma (evaluation) akamaro k'Imiryango Mpuzamahanga u Rwanda rurimo hagamijwe kureba ukuntu iyo Miryango yarushaho kubyarira Igihugu cyacu inyungu.

Ibikorwa (actions):

- Gushyira ahagaragara urutonde rw'Imiryango Mpuzamahanga u Rwanda rurimo, imisanzu dutangamo, no gutanga ibitekerezo ku byakorwa kugira ngo inyungu z'u Rwanda zirusheho kwiyongera.

d) *Kwihatira guteza imbere uruhare rwa ba opérateurs économiques (abahinzi, aborozi, abanyabukorikori, abacuruzi) cyangwa urw'inzego zibahagarariye muri politiki y'ubutwererane (urugero : binyuze mu ngendo-shuri, mu mahugurwa mu mahanga, mu kubashyira mu mubare w'abajya mu butumwa bwa Leta, n'ibindi).*

<u>Ibikorwa</u> (actions):

- Gukora urutonde rw'ibihugu byagira icyo byungura ba opérateurs économiques b'u Rwanda no guha amabwiriza abahagarariye u Rwanda mu mahanga kugira ngo bajye babizirikana mu kazi kabo.

- Gukora ku buryo, buri gihe bishobotse, ba opérateurs économiques bajya bashyirwa muri za delegations zijya mu butumwa bwa Leta.

- Kungurana ibitekerezo n'Umuryango w'Ubucuruzi n'Inganda mu Rwanda ku kibazo cy'ubufatanye hagati ya Minisiteri y'Ubuabnyi n'Amahanga n'Ubutwererane n'uwo muryango mu guteganyiriza hamwe ba opérateurs économiques muri za delegations zijya mu butumwa bwa Leta.

- Gushyira igitekerezo gikubiye muri iyi ngamba muri za Memorandum zitegurwa igihe cya za commissions mixtes / joint commissions.

e) *Gukomeza gusuzuma ukuntu aho u Rwanda rudafite Ambasade hashakishwa ubundi buryo bwo kurengera inyungu z'u Rwanda.*

<u>Ibikorwa</u> (actions):

- Gukora urutonde rw'ibihugu u Rwanda rudafitemo Ambasade kandi ruhafite inyungu, hagashyirwa consulats honoraires.

- ***Umugambi (objective / objectif) wa kabiri:***
  Gukora ibishoboka byose kugira ngo u Rwanda rujye rubona imyanya mu nzego (organes) z'Imiryango Mpuzamahanga rurimo no gushyigikira ko abanyarwanda babona akazi muri iyo Miryango.

Ingamba (strategies) :

a) Kurwanya ko inzego (structures) z'Imiryango imwe n'imwe zigabizwa n'Ibihugu bimwe na bimwe bigamije gukumira no konona ku buryo buziguye inyungu z'ibindi bihugu.

Ibikorwa (actions):

- Kugirana inama, kungurana ibitekerezo no kwisungana n'ibindi bihugu bifite politiki imwe nk'iy'u Rwanda kuri icyo kibazo cy'abakoresha structures za UN mu konona inyungu z'ibindi bihugu.

- Guharanira ko abatorerwa imyanya y'ubuyobozi bw'imiryango mpuzamahanga u Rwanda rurimo baba bazwiho kuba inyangamugayo bikaba nk'uburyo bwo kurwanya ingeso mbi z'abayobozi bamwe b'imiryango mpuzamahanga igihugu runaka gishobora gukoresha, nabo bagakoresha structures z'iyo miryango mu kurwanya inyungu z'igihugu runaka.

b) Kwitabira no gukurikiranira hafi inama mpuzamahanga ku buryo ibyemezo bifatiwemo bitabangamira ibihugu bya Afurika muri rusange, n'u Rwanda ku buryo bw'umwihariko.

Ibikorwa (actions):

- Guha amabwiriza ahoraho za Ambasade z'u Rwanda kugira ngo zitabire izo nama kandi zizikoreho raporo.

- ***Umugambi (objective / objectif) wa gatatu:***
  Gushyigikira ubutwererane bushingiye ku mubano wihariye ku nzego z'ingeri zose (Jumelage-Coopération / twinning co-operation).

Ingamba (strategy):

Gushyigikira umubano wihariye usanzwe mu nzego zinyuranye (e.g. hagati ya Komini na Perefegitura z'u Rwanda n'Intara z'Ibihugu by'inshuti, hagati y'amashuri, ibitaro, amakoperative,...) ubu wongeye kubyutswa nyuma y'itsembabwoko n'itsembatsemba.

Ibikorwa (actions):

- Kubyutsa no gushyigikira umubano wihariye wari usanzweho mu nzego zinyuranye (e.g. hagati y'intara cyangwa imigi by'ibihugu by'Amahanga na Perefegitura na komini zo mu Rwanda, amashuri, amakoperative, ibitaro n'ibindi).
- Kuvugurura uwo mubano wihariye, ugashingira ku migambi y'ibanze *(priorities)* ya Guverinoma y'ubumwe bw'igihugu.

IHAME RYA 6
(Principle / Principe)

Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda izihatira gushyigikira iterambere ry'ubukungu bw'Igihugu cyacu, ibikorwa bizanira Igihugu inyungu no guteza imbere uruhare rw'imari ziturutse mu mahanga mu bukungu bw'u Rwanda.

- ***Umugambi (objective / Objectif) wa mbere :* Gusesengurana ubuhanga n'ubwitonzi ibisabwa n'amahanga mu kugenera imfashanyo u Rwanda nk'uburyo bwo kwitarura ubutwererane bwa mwikize.**

Ingamba (strategies):

a) Gukurikirira hafi kandi buri gihe (suivi continu / constant follow up) dosiye zireba imfashanyo zigenewe u Rwanda.

<u>Ibikorwa</u> (actions):

- Gukorana buri gihe na Minisiteri zishinzwe by'umwihariko ibijyanye n'icungwa ry'imfashanyo (s'informer constamment sur l'état d'avancement des projets financés par des bailleurs de fonds étrangers).
- Gukorana buri gihe na Minisiteri ibishinzwe mu gukurikiranira bugufi imikorere y'imishinga u Rwanda rwaboneye inkunga.

b) Kwihatira kumenya neza no guhugukirwa n'inzira zikurikizwa mu guhabwa inguzanyo cyangwa imfashanyo zishorwa mu mishinga.

<u>Ibikorwa</u> (actions):

- Guhugura abakozi ba Leta barebwa n'iby'ubutwererane .

- ***Umugambi (objective / objectif) wa kabiri :* Gukora ibishoboka byose kugira ngo inguzanyo u Rwanda rwaka mu mahanga ibe ikenewe koko kandi herekanwe imigambi yo kuyikoresha neza n'imigambi yo kuyishyura mu gihe cyagenwe.**

Ingamba (strategies):

a) Kwihatira kumenya no gusobanukirwa n'iby'igihugu gikeneye mu bukungu rusange.

<u>Ibikorwa</u> (actions):

- ❖ Gusoma no gusesengura raporo zijyanye n'ibikorwa by'izindi nzego za Leta zishinzwe gucunga ubukungu bw'Igihugu.
- ❖ Kwifashisha uburyo bugezweho bwa réseaux informatiques / computer networks kugira ngo hakusanywe des bases de données / database ku byerekeye ubukungu muri rusange (données macro-économiques).

b) Gusuzumana ubushishozi ubutwererane mu bya tekiniki, ku buryo inguzanyo zicungwa mbere na mbere n'abenegihugu aho kugira ngo abavamahanga baje gufasha abe aribo bakoresha iyo nguzanyo ibyo bishakiye rimwe na rimwe bidafite aho bihuriye n'ibyagombaga gukorwa.

<u>Ibikorwa</u> (actions):

- ❖ Kwihatira gushyira mu masezerano igitekerezo cy'uko abenegihugu aribo bazagira uruhare rwa mbere mu micungire y'inkunga ituruka mu mahanga, abanyamahanga bakaza batwunganira mu rwego rwa tekiniki.

c) Kugira uruhare rugaragara mu gukurikiranira hugufi ubwishyu bw'imyenda Igihugu gifitiye amahanga ku buryo amasezerano yubahirizwa uko bikwiye, ntihazemo ibirarane.

<u>Ibikorwa</u> (actions):

- ❖ Gukorana neza n'inzego zishinzwe gucunga no kwishyura imyenda y'Igihugu.

- Gutanga informations zihagije muri Ambasade, zerekeranye n'imyenda u Rwanda rufitiye amahanga ziduhagarariyemo.

- ***Umugambi (objective / objectif) wa gatatu :***
  Gushyigikira ibikorwa bigamije korohereza abanyemari gushora imari yabo mu Rwanda (Promotion of investments / favoriser des investissements) mu mishinga inyuranye ibyara inyungu.

Ingamba (strategies):

a) Gutekereza ukuntu u Rwanda rwafungura Consulats Honoraires mu bihugu duhahirana kurusha ibindi, cyane cyane ibyo mu Karere u Rwanda rurimo n'ibindi bihugu u Rwanda rufitemo inyungu.

Ibikorwa (actions):

- Gufungura Consulats Généraux mu bihugu duhana imbibi, aho bikenewe kurusha ahandi (urugero: Mombassa, Goma – Bukavu, etc…).

b) Kwitabaza ikorana-buhanga ricirirtse ryo mu bindi bihugu (Transfert des technologies facilement accessibles/ Transfer of accessible technologies).

Ibikorwa (actions):

- Kwifashisha abahagarariye u Rwanda mu mahanga (na Minisiteri ishinzwe iby'Inganda), kugira ngo hakorwe ibarura (identification) rya technologies u Rwanda rwakura mu bihugu by'amahanga bahagarariyemo u Rwanda.
- Gushyigikira ibikorwa by'ibanze by'amajyambere (infrastructural development development des infrastructures) ;

c) *Gushyigikira ishingwa ry'inganda (industrialisation) mu Rwanda, zirimo n'izitunganya iby'ubuhinzi n'ubworozi (agro-industries):*

Ibikorwa (actions):

- Gushakira abaturage ubushobozi bwo gutubura umusaruro wabo w'ubuhinzi n'ubworozi biturutse ku bubanyi n'amahanga n'ubutwererane.

d) *Gushyigikira ibikorwa bigamije guteza imbere private sector / le secteur privé no gushyigikira entrepreuneurship/ l'entrepreneuriat ;*

- ***Umugambi (objective / objectif) wa kane :***
  Gushyigikira ingamba zigamije guha ubushobozi abari n'abategarugori kugira ngo bagire uruhare rugaragara mu iterambere ry'ubukungu bw'u Rwanda.

Ingamba (strategies):

a) *Gushyigikira ibikorwa bigamije kujijura abari n'abategarugori ; no guteza imbere ibikorwa byo gutera inkunga abanyantege nkeya n'abatishoboye (les groupes vulnerables / vulnerable groups)*

Ibikorwa (actions):

- Gushyigikira imishinga iciriritse (les micro-projets)
- Gushyigikira ibikorwa byo guteza imbere imibereho y'abaturage ku buryo babona ibikenerwa by'ibanze mu buzima bwabo, nko kurwanya ubujiji, kugira amavuriro hafi, kubona amazi yo kunywa no kugira ubushobozi bwo kwita ku isuku, n'ibindi (provision of universal primary education, basic health services, safe water and sanitation and general improvement on the quality of life of the population / pourvoir une éducation élementaire, des services de santé de base, une eau saine et de l'hygiène et promouvoir la qualité de la vie des populations en général) ;

- ***Umugambi (objective / objectif) wa gatanu :***
  Gushyigikira ingamba zigenewe koroshya inzira z'ibyoherezwa mu mahanga (promotion of exports /promotion des exportations).

Ingamba (strategies):

a) *Gushyigikira ibikorwa bigamije kongera umusaruro w'ibihingwa ngenga-bukungu.*
b) *Gushyigikira iterambere ry'ubuhinzi n'ubworozi.*
c) *Gushyigikira spécialisation économique dans le cadre sous-régionale / economic specialisation in the regional framework.*

- ***Umugambi (objective / objectif) wa gatandatu:***
  Guteza imbere inyigisho n'amahugurwa (human and institutional capacity building / developpement des capacités humaines et institutionnelles).

Ingamba:

a) *Gushyigikira ibikorwa by'ibigo bihugura abakozi ba Leta n'abo mu zindi nzego.*

Ibikorwa (actions):

- Gushyikirana n'Ibigo Mpuzamahanga bitanga inyigisho zinyuranye.
- Gushakira abakozi amahugurwa mu mahanga:
- Korohereza impuguke z'amahanga kuza mu Rwanda guhugura abakozi ku nzego zinyuranye.

b) *Guteza imbere umubano n'ubutwererane by'u Rwanda n'Ibigo Mpuzamahanaga bishinzwe amahugurwa y'abakozi (Promouvoir les relations de coopération entre le Rwanda avec les Institutions internationales chargées de la Formation e.g. UNITAR, AECA, IPD etc.)*

IHAME RYA 7

(Principle / Principe)

Mu rwego rw'ubutwererane, Politiki y'Ububanyi n'Amahanga n'Ubutwererane izihatira kwitabira imishyikirano igamije kugabanya umwenda u Rwanda rufitiye Ibihugu n'Ibigega mpuzamahanga nk'uburyo bwo kuzamura imibereho y'abanyarwanda muri rusange no guteganyiriza ibihe bizaza.

- *Umugambi(objective / objectif) wa mbere:*
  Gushimangira ibikorwa by'ubutwererane hagati y'u Rwanda n'Ibihugu ndetse n'ibigega mpuzamahanga kugira ngo ikibazo cy'imyenda kibonerwe umuti; bityo u Rwanda rukaboneraho gutangira imizamukire myiza mu rwego rw'ubukungu.

Ingamba (actions):

a) Gusubukura no gushyiraho, aho zitari, inama zisuzumirwamo iby'ubutwererane (commissions mixtes) hagati y'u Rwanda n'ibihugu by'inshuti.

<u>Ibikorwa</u> (actions):

- Kwerekana uko ubutwererane bw'u Rwanda n'ibindi bihugu ndetse n'Imiryango mpuzamahanga bwifashe (faire l'état de la coopération du Rwanda avec ses différents partenaires).
- Gukomeza gutegura amasezerano y'ubutwererane hakurikijwe ibikenewe n'icyo igihugu cyangwa umuryango mpuzamahanga runaka byafashamo u Rwanda.
- Kumvikana n'ibihugu by'inshuti ku ngengabihe na gahunda by'inama zisuzumirwamo iby'ubutwererane (commissions mixtes).

b) Gukomeza imishyikirano n'ibihugu by'amahanga ndetse n'Ibigega mpuzamahanga ku buryo u Rwanda rwumvikana na byo inzira yo kuvanirwaho cyangwa kugabanyirizwa imyenda.

<u>Ibikorwa</u> (actions):

- Kohereza intumwa mu bihugu by'amahanga no ku byicaro by'Ibigega Mpuzamahanga u Rwanda rufitiye imyenda kugira ngo zishobore kumwikanisha, ku buryo bw'umwihariko, ko u Rwanda, nk'igihugu gifite ikibazo cyihariye cy'inkurikizi za genocide cyiyongera ku bukene rusanganywe, rukeneye gusonerwa imyenda.
- Gukora imbonerahamwe yerekana ibihugu by'amahanga n'imiryango mpuzamahanga u Rwanda rubereyemo imyenda n'uko uwo mwenda ungana.

c) Kwiga, mu rwego rwo kuzahura ubukungu (adjustement structurel / structural adjustment), inzira u Rwanda rwashyikiranamo n'Ibihugu ndetse n'Imiryango mpuzamahanga kugira ngo ikibazo cy'imyenda kibonerwe umuti.

<u>Ibikorwa</u> (actions):

- Kwitabira amanama mpuzamahanga avugirwamo ibibazo by'ubukungu no gukurikirana imyanzuro yayo hakurikijwe inyungu z'u Rwanda.

IHAME RYA 8

(Principle / Principe)

Politiki nshya y'Ububanyi n'Amahanga n'Ubutwererane y'u Rwanda igomba kwihatira kunoza inzira inyuzwamo imfashanyo zigenewe u Rwanda (to develop mechanisms of donors'aid /

donner un profil adéquat aux méchanismes d'aide), cyane cyane muri iki gihe gikurikira itsembabwoko n'itsembatsemba kubera ko Igihugu gikeneye byinshi.

- ***Umugambi (objective / objectif) wa mbere :***
  Kwihatira gutunganya ibisabwa (inyandiko z'imishinga n'ibindi) kugira ngo imfashanyo zose u Rwanda rwemererwa n'amahanga mu rwego rwa Tables Rondes des Donateurs / Donors Round Tables, ziboneke.

Ingamba (strategies):

a) *Guhuza ibikorwa byose bya politiki mpuzamahanga y'Igihugu n'Ubutwererane bw'u Rwanda n'amahanga.*

Ibikorwa (actions):

- Kureba ukuntu hakoreshwa Comité Interministériel de Coordination (CIC).
- Kurebera hamwe n'izindi nzego za Leta ukuntu hashyirwaho Comité Interministériel de Coordination (CIC) kugira ngo amadosiye arebana n'iby'ububanyi n'amahanga n'ubutwererane ashobore kujya akorwa hubahirijwe inzira za diplomacy (canal diplomatique / diplomatic channels).

b) *Guha abakozi ba Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane uburyo (moyens matériels, financiers et juridiques) bwo gukurikiranira hafi ubutwererane n'amahanga.*

Ibikorwa (actions)

- Gushyira muri Minisiteri y'Ububanyi n'Amahanga n'Ubutwererane uburyo bwo guhuriza hamwe ibyashyizwe kuri bya byuma kabuhariwe bita ordinateurs / computers (Informatisation en réseaux).

- ❖ Amahugurwa mu kazi k'ububanyi n'amahanga n'ubutwererane.
- ❖ Guha Ambasade zose uburyo, burimo n'uburyo bugezweho mu itumanaho, bwo gukurikirira hafi ubutwererane n'amahanga ziduhagarariyemo.
- ❖ Kuvugurura amategeko agenga abakozi bo mu rwego rw'ububanyi n'amahanga n'ubutwererane ku buryo ahuzwa n'igihe tugezemo kandi akubahirizwa.
- ❖ Gushyigikira rotation na carrierism
- ❖ Kwihatira gukurikirira bugufi amakoraniro y'amahanga atanga imfashanyo zigewe u Rwanda (consistent follow up of donors' fora i.e. nko kumenya uko groups zikora) kugira ngo dushobore kubivanamo inyungu.
- ❖ Gukurikirana buri gihe ibyagezweho mu ngendo z'akazi ka Leta mu mahanga kugira ngo bibyazwemo inyungu zigaragara (exploitation des rapports de missions à l'étranger).