

**URGENT**

R.F/R.F  
REPUBLIKA Y'URWANDA  
MINISITERI Y'IBIDUKIKIJE  
N'UBUKERARUGENDO  
E.P. 2378 KIGALI

Kigali, tariki 2.2.FEV.1996

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A traiter par D.C.A. + DRST  
Classement .....

Nyakubahwa Bwana Minisitiri MINE SOPRES  
KIGALI

Spamvu:  
Ubutumire mu nama

- Deleverer des représentants (DC-A et DRST)  
à la réunion organisée par le R/NET  
Discuter

Nyakubahwa Minisitiri,

Mperaye ku byemero byafatiwe mu Nama  
y'Abaminisitiri yo ku wa 13 Gashyantare 1996 byerekeye iyemezwa rya Gahunda  
y'ibikorwa byihutirwa mu guteza imbere Inganda z'Ubukerarugendo mu Rwanda yari  
yateguwe na Minisitiri y'ibidukikije n'Ubukerarugendo. 2/2/96

Nshingiye ku spamvu z'uko ishyirwa mu bikorwa  
ry'iyi Gahunda risaba ubufatanye bwa serivisi zinyuranye zo mu gihugu, bityo tukaba  
twarasanze ari ngombwa gushyiraho Komisiyo igizwe n'Abakozi bo mu rwego rwo hejuru  
b'inzeho z'imirimo zirebwa n'icyo kibazo ku buryo bw'umwihariko, ari zo: Perezidansi  
ya Repubulika; Serivisi za Minisitiri w'Intebe; Minisitiri y'ibidukikije  
n'Ubukerarugendo; Minisitiri y'imirimo ya Leta n'Ingufu; Minisitiri y'Imigambi ya  
Leta; Minisitiri y'Ubuhinzi n'Uworozi; Minisitiri y'Ubutegetsi bw'Igihugu  
n'Amajyambere ya Komini; Minisitiri y'Ubucuruzi, Inganda n'Ubukorikori; Minisitiri  
y'Amashuri Makuru; Ubushakashatsi mu by'Ubuhanga n'Umuco; Minisitiri y'Ububanyi  
n'Amahanga n'Ubutwemerane; Umuryango w'Ubucuruzi n'Inganda na Ofisi y'Igihugu  
y'Ubukerarugendo na Pariki;

Nshimishijwe no kubatumira mu nama ya mbere  
y'iyi Komisiyo yo gukurikirana ishyirwa mu bikorwa ry'iyi Gahunda iteganyijwe  
kuzabera mu cyumba cy'inama kuri Minisitiri y'ibidukikije n'Ubukerarugendo tariki  
27 Gashyantare 1996 guhera saa tatu.

Ku murongo w'ibyigwa hari:

- gutanga ibisobanuro kuri gahunda iteganyijwe;
- kungurana ibitekerezo ku mirimo izakorwa mu gutunganya Pariki  
y'Ubukerarugendo y'i Nyarutarama;
- gusura shazashyirwa icyo Pariki.

Nejewe kandi no kubasaba kutumenyeshya izina  
ry'uzabakagararira muri iyi Komisiyo.

Samwe n'ubu butumire mbaherereje kopi y'iyi  
Gahunda, nk'uko yemejwe n'Inama ya Leta ivugwa haruguru.

Mugire amahoro.

MINISITIRI W'IBIDUKIKIJE  
N'UBUKERARUGENDO  
Jean Népomucène NAYINZIRA

1.0  
Directeur de l'ANET  
MUGOREWEZA Gracilla



GAHUNDA Y'IBIKORWA BYIHUTIRWA MU GUTEZA IMBERE  
INGANDA Z'UBUCURUZI BW'UBUKERARUGENDO MU RWANDA

1. ISOBANURA-MPAMVU:

Muri iki gihe ubukungu bw'u Rwanda bushingiye ahanini ku madovize macyeya dukomora ku cyayi na kawa, burushaho kugenda busubira inyuma, ni ngombwa ko, hakorwa ibishoboka byose, kugira ngo ubukerarugendo bwo mu gihugu cyacu, bufite ibintu byinshi kandi binyuranye burusha ubw'amahanga menshi, bwatezwa imbere, bukava ku ntera bwariho kugeza ubu yo kugurisha amatike yo gusura ingagi n'inyamaswa zo mu Kagera kuri ba mukerarugendo, nabwo bizanye, bukagera ku rwego rw'inganda z'ubucuruzi bw'ubukerarugendo.

Impuguke nyinshi z'abanyarwanda kimwe n'iz'ibihugu bidufasha ndetse n'iz'imiryango mpuzamahanga dufitanye ubutwererane mu rwego rw'ubukungu n'imari zemeza ko ubukerarugendo mu Rwanda buramutse butejwe imbere bukajya ku ntera y'inganda z'ubucuruzi bw'ubukerarugendo (industrie touristique) bwakwinjiza mu gihugu amadovize atabarika (arenze incuro icumi ava mu cyayi na kawa); bityo, ubukungu bw'igihugu n'imibereho myiza y'abaturage bikarushaho gutera imbere.

Kugira ngo ibyo bishoboke ariko hagomba ibintu bitatu by'ingenzi:

- *Kuvugurura, mu maguru mashya, politiki y'ubukerarugendo mu Rwanda, ku buryo bufata intera y'inganda z'ubucuruzi (industries touristiques);*
- *Gushaka abahanga bazobereye mu kwiga gutunganya inganda z'ubucuruzi bw'ubukerarugendo bagashakwa mu bihugu bidakunze guhenda amasoko;*
- *Gushakisha, ku buryo bwihutirwa, amafaranga yo gushora mu mirimo yo gutunganya (aménagement), ku buryo buhebuje, ahantu-*

*nyaburanga (sites touristiques) hatoranijwe;*

Ivugururwa rya politiki y'ubukerarugendo mu Rwanda rigomba gushingira ahanini ku mahame ya Guverinoma yerekana, ku buryo busobanuye neza, ko ubukerarugendo bugomba kuba inkingi y'ubukungu bw'igihugu; bityo, ibintu byo kujandajanda muri urwo rwego bikavaho; hagafatwa ingamba ziboneye mu rwego rwa politiki ndetse na tekiniki biyanye n'ayo mahame.

Aha twavuga cyane cyane nko:

- guteza imbere ubutwererane mu rwego rw'ubukerarugendo ku buryo twajya duhererekanya ba mukerarugendo b'ibihugu duturanye n'ibyo muri kano karere (Kenya, Uganda, Tanzanie, Afrika y'Epfo, Etiyopia na Misiri...);
- gushaka ibyangombwa byatumye abahagarariye u Rwanda mu mahanga barushaho kwamamaza ubwiza bw'u Rwanda;
- gushaka abagaga bashora imari yabo mu nganda z'ubucuruzi bw'ubukerarugendo;
- kunoza uburyo bwo gutwara abantu n'ibintu no kwakira neza ba mukerarugendo;
- kwigisha no guhugura abakozi;
- gushimangira umutekano n'amahoro; n'ibindi...

Naho ku byerekeye ahantu nyaburanga (sites touristiques) hagomba gutunganywa (aménagement) ku buryo buhebuje, bizaba ngombwa kwitabaza ibihugu byabizobereyemo kandi bidahenda (Ubushinwa, Koreya...) tutaretse no gusaba inguzanyo mu bihugu no mu Miryango Mpuzamahanga dukunze kwitabaza kubera ko imirimo iteganyijwe yerekeye ishora-mari mu mirimo y'ubucuruzi.

Mu hantu hatoranijwe twavuga:

- Ikibaya cya Nyarutarama kizashyirwamo Pariki y'Ubukerarugendo y'akataraboneka;

- Amahoteli n'ahandi nyaburanga byo muri Pariki y'Akagera n'iy'ibirunga;
- Imyaro nyaburanga (plages) ku nkengeri z'ikiyaga cya Kivu (kuva i Gisenyi ugana Kibuye ukagera i Cyangugu) zizatunganywa, hakanuzwa umuhanda wa kabulimbo, hakanubakwa amacumbi ateganyijwe ahanini kwakira ba mukerarugendo b'abazungu balimo abasaza n'abakecuru bahora bashaka aho bakwikinga imbeho y'itumba ry'iwabo (Hiver) n'ubushyuhe bukabije byimpeshyi y'i Burayi;
- Imyaro nyaburanga (plages) zo ku biyaga bya Muhazi, Mugesera, Bulera na Ruhondo zatunganywa hakubakwa amacumbi, hakanashyirwa utundi tuntu tureshya abagenzi;
- Mu Bugarama, ahari amazi y'amashyuza (eaux thérmales) abanyamahanga babuze. Aho n'aho hazatunganywa, hubakwe amacumbi, hanashyirwe ibyangombwa byose byatuma abahasuye banyohereza n'ibizaba bahasanze;
- I Kageyo, ku Rucunshu na Rwagasabo, hazatunganywa kugira ngo Abanyarwanda na ba mukerarugendo bashishikajwe no kumenya amateka y'u Rwanda batahe bashize amatsiko;
- Ubuvumo bwo ku Musanze nabwo buzatunganywa kugira ngo, haboneke ibintu byinshi binyuranye byatuma abasura u Rwanda batinda ino; bityo, bakahasiga amadovize menshi.

## 2. IBIKORWA BYIHUTIRWA:

Birumvikana ko gahunda yo guteza imbere inganda z'ubucuruzi bw'Ubukerarugendo mu Rwanda ari porogaramu ndende isaba imirimo myinshi itaterurirwa icyarimwe. Niyo mpamvu rero hagomba gutoranywamo iyihutirwa kurusha iyindi.

Ku rwego rwa Minisiteri y'Ibidukikije n'Ubukerarugendo, ibintu byihutirwa kurusha ibindi ku buryo bikwiye guhitwa bitangizwa ni bitatu, aribyo ibi:

Gutunganya Pariki y'Imyidagaduro n'Ubukerarugendo y'akataraboneka mu kibaya cya Nyarutarama;

Gutegura, kwemeza no gushyira mu bikorwa politiki nshya y'Ubukerarugendo mu Rwanda;

Gutunganya imyaro nyaburanga y'ikiyaga cya Kivu no kuhashyira ibyangombwa byose byatuma habera inganda z'ubucuruzi bw'Ubukerarugendo.

Ku byerekeye itunganywa rya Pariki y'Imyidagaduro n'Ubukerarugendo y'akataraboneka mu kibaya cya Nyarutarama, Minisiteri y'Ibidukikije n'Ubukerarugendo isanga aho hantu ha Leta hafite hegitari 250, hari umutungo utari mucyeya w'igihugu mu gutunganya igice kinini cyaho, hakwiye guhitwa hatunganywa ku buryo bijyanye n'inganda z'ubucuruzi bw'Ubukerarugendo.

Ni ukuvuga ko, nk'uko bikorwa mu yindi mijyi yateye imbere mu bukerarugendo, aho hantu hagabanywamo ibice byinshi byinjiza amafaranga:

- ahashyirwa zoo (aho bororera inyamaswa); bityo, abashaka kureba ingagi, inzovu, intare, ingwe, n'izindi nyamaswa hamwe n'inyoni zo mu Rwanda bakabibona hafi;

- ahashyirwa ibiyaga bidasanzwe n'ashyirwa ibinyabuzima biba mu mazi (aquarium);

- ahashyirwa ibibuga bya Golf n'ubusitani;

- ahateganyirizwa icyanya cy'amafu cyo gutembereramo no gufata akayaga;

- ahashyirwa inzu ndanga muco Nyarwanda kugirango ibyiza byawo byinjizwe mu bukerarugendo;

- ahagererwa imikino y'abana, iyabakuru n'ibindi...

Twamva kandi ko icyo kibaya cyazengurukwa n'umuhanda wa kaburimbo, amazu n'amahoteri yo mu rwego rwo hejuru yo kwakira abagenzi akawukikiza.

Ibindi bitekerezo ku byatuma iyi Pariki ya Nyarutarama iba koko imbarutso y'inganda z'ubucuruzi bw'ubukerarugendo mu Rwanda bizatangwa mu iyigwa ry'imirimo ya tekiniki rizayikorwa.

Naho ku birebana no gutegura, kwemeza no gushyira mu bikorwa politiki nshya y'inganda z'ubucuruzi bw'ubukerarugendo mu Rwanda, Minisiteri y'Ibidukikije n'Ubukerarugendo, isanga ihereye ku nyandiko nyinshi zakozwe muri urwo rwego, Leta ikwiye gushaka amafaranga angana n'ibihumbi ijana by'amadolari (100.000\$ USD) yakoresheye n'impuguke z'abanyarwanda n'abanyamahanga twakwitabaza mu mirimo yo gutegura iyo politiki no kwerekana uruhare ifite mu kuzahura ubukungu bw'igihugu, nyuma bikazemezwa na Guverinoma mbere y'uko bishyirwa mu bikorwa.

Ku birebana no gutunganya imyaro nyaburanga (plages) yo mu nkengeri za Kivu, Muhazi, Mugesera, Bulera na Ruhondo kuhashyira imihanda ya kaburimbo, kuhubaka amacumbi no kuhashyira ibindi bikorwa bya ngombwa (amashanyarazi, telefone, amazi); Minisiteri y'Ibidukikije n'Ubukerarugendo isanga iyo mirimo ikwiye gushyirwa mu bikorwa byihutirwa igihugu kigomba gushoramwo imari y'ubuzamuramba-gihugu, kugira ngo nyine izo nganda z'ubucuruzi bw'ubukerarugendo zuzaba twemeje muri politiki nshya ivugwa haruguru, ibe mu magambo n'ibyifuzo, ijye mu bikorwa.

### 3. UBURYO BUKENEWE:

Guhanyira politiki y'inganda z'ubucuruzi bw'ubukerarugendo mu Rwanda bizatwara imari nyinshi igomba gushorwa mu mirimo yo gutunganya ahantu-nyaburanga, kubaka amacumbi, kuhageza imihanda, amashanyarazi, telefone, amazi n'urundi tuntu tureshya abagenzi n'abamukerarugendo.

Ingano y'iyi mari kuri buri hantu izagaragazwa n'inyandiko za tekiniki zizakorwa.

Gusa, kubera ko urwego twagiye kujyamo ari urw'inganda z'ubucuruzi, ijyanye n'uko akeza kigira, imirimo igomba gukorwa ni iyo mu rwego ruhambaye, ikazatwara amafaranga menshi, ariko azahita yiyishyura kuko azaba ari ubucuruzi gusa gusa.

Ibintu rero ni bitatu:

- Hari uko Leta yaguzaga imari izakenerwa nko muri Banki y'isi no muri Banki y'Afrika itsura Amajyambere; Leta akaba ariyo ikoresha iyo mirimo yose, noneho ikaza bona uko, nk'uko politiki y'igihugu ubu ibiteganyaga, kuzakodesha icunga ry'imikoreshereze y'umutungo w'aho hantu (gestion);
- Hari n'uko Leta yafatanyaga n'abikorera ku giti cyabo mu gutunganya iyo mirimo, bityo bakazagabana inyungu;
- Hari n'uko Leta yakwegurira byose abikorera ku giti cyabo, igasigara icunga imisoro bazajya bayiha.

Uko byagenda kose, hakwiye kuboneka uburyo bukwiye bwatuma imirimo ihita itangira.

#### 4. BIMWE MU BYIZA DUTEGEREJE KURI POLITIKI SHYA Y'UBUCURUZI BW'UBUKERARUGENDO MU RWANDA:

- icya mbere umuntu yavugaga ni uko ivugururwa ry'Ubukerarugendo mu Rwanda rizatanga akazi kenshi ku buryo mu gihe cy'imyaka itanu, abakozi bazakenerwa bashobora kuba bageze ku bihumbi 15; ni ukuvugaga inshuro eshatu z'abakozi bo mu w'1990 intambara itarateraga. Ibintu bigenze neza, mu myaka itanu yakurikiraga uwo mubare ni ko wagenda wiyongera. Ubwo kandi ntidushyizemo umubare w'abafundi bazubakira ibintu byose bizakenerwa.
- icya kabiri umuntu yavugaga, na none ku buryo bwa rusange, ni amadovize atubutse azinjira mu gihugu, ubukungu bw'igihugu n'imibereho myiza y'abaturage bikarushaho kugenda neza.
- Hari kandi no gutuma abantu bashobora kubona aho baruhukira hafi yabo (Pariki y'Imyidagaduro n'Ubukerarugendo ya Nyarutarama ku baruye i Kigali) kandi hatabarenze kuko, ubwo hazaba ari hafi, bazajyayo ari benshi, maze ibiciro bikagabanyuka.
- Uko kuruhuka, abantu bahurira hamwe, bashobora no gutuma abantu

barushaho kwegerana no gusabana; bikaba byatuma ubwiyunge mu banyarwanda bugerwaho vuba, amacakubiri n'ukwishishanya bikurura intambara isenya igihugu bikagenda biyoyoka.

- Guteza imbere inganda z'ubucuruzi bw'ubukerarugendo mu Rwanda bizatuma kandi abanyarwanda barushaho gusura uduce twinshi tw'igihugu cyabo barushaho kukimenya. Bizatuma abanyarwanda baba hanze bashishikarira gusura ibyiza by'iwabo mu gihe cy'ikiruhuko cy'umwaka bagira, kuko bazaba bizeye kubona ibintu byinshi kandi binyuranye mu gihe gito.
- Imisoro yava mu nganda z'ubucuruzi bw'ubukerarugendo yakunganira nyabyo ingengo y'imari ya Leta bityo n'ikibazo cyo guhamya agaciro k'ifaranga ry'urwanda, kimwe no kongera imishahara y'abakozi bikabonerwa umuti kuko tugifite urugendo rururure mu rwego rwo kuzahura ubukungu bwacu.
- Niyo mpamvu u Rwanda kuba ari igihugu gikungahaye ku bihe bibereye ubuzima n'ahantu henshi nyaburanga hanyuranye (le meilleur climat et la diversité des sites touristiques); dushobora gushingira k'ubukerarugendo, ubukungu bwacu bugashinga imizi ku buryo butajya buhungabanywa n'ihindagurika ry'ibiciro bya kawa n'icyayi ku masoko mpuza mahanga.
- Nubwo u Rwanda rutagize amahirwe yo guturira inyanja, kutagira peteroli cyangwa se amabuye y'agaciro ahagije, "Ubukungu bwacu ni ibyo bihe biberanye n'ubuzima cyimwe n'ahantu nyaburanga hanyuranye, tugomba gucuruza tutajenjeka kugira ngo dushobore gusubiza ibibazo by'inzitane dufite mu rwego rw'ubukungu".

Kigali, ku wa 24 Mutarama 1996

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*Iyi Gahunda y'Ibikorwa byihutirwa mu guteza imbere Inganda z'Ubucuruzi bw'Ubukerarugendo mu Rwanda, yemejwe n'Inama y'Abaminisitiri yo kuwa 13 Gashyantare 1996.*