REPUBLIC OF RWANDA
MINISTRY OF AGRICLTURE& ANIMAL RESOURCE

REPUBULIKA Y'U RWANDA

UBUMWE - UMURIMO - GUKUNDA IGIHUGU

SINGLE PROJECT IMPLEMENTANTION UNIT

LAND HUSBANDRY, WATERSHED MANAGEMENT

& AND VALUE CHAIN MANAGEMENT

IMFASHANYIGISHO KU BURYO BWO GUTEGURA IGENAMIGAMBI RIRAMBYE

HEIFER INTERNATIONAL
RWANDA

“Iyi mfashanyigisho yifashishijwe na **RARICO** itangwa ku makoperative y’aborozi b’amafi mu Rwanda ku bufatanye n’ikigo cy'igihugu gishinzwe guteza imbere ubuhinzi n'ubworozi mu Rwanda (**RAB**). Ku bindi bisobanuro wahamagara kuri **0780667848** cyangwa ukatwandikira kuri **info@rarico.rw**”

IBIRIMO

IBISOBANURO BY'AMAGAMBO 3

IRIBURIRO 3

INTUMBERO YA KOPERATIVE (VISION STATEMENT) 4

ICYEREKEZO (MISSION STATEMENT) 4

IGENAMIGAMBI NYIRIZINA 4

Intego (nk'uko iri muri statut) 4

Intego rusange 4

Intego zihariye 4

Indangagaciro mu makoperative 4

ingamba z'ingenzi z'iri genamigambi 5

ishingiro ry'ingamba z'ingenzi umusaruro uzazivamo n'ibikorwa bikenewe 5

Imbonerahamwe igaragaza ibizakorwa mu rwego rwo gushyira ingamba mu bikorwa 6

Ingengo y'imari ya koperative ya 2017-2021 7

ISESENGURA RY'IMBARAGA, INTEGE NKE, AMAHIRWE, N'IMBOGAMIZI (SWOT Analysis) 10

INGAMBA Z'IGIHE KIREKIRE (LONG TERM GOALS) 12

INTEGO Z'UMWAKA (YEARLY OBJECTIVES) 12

GAHUNDA Y'IBIKORWA (Action plan) 13

UMWANZURO 13

UMUGEREKA 14

IBISOBANURO BY'AMAGAMBO

- **Ibikorwa**: ni imirimo igomba gukorwa kandi ufitiye ubushobozi
- **Ibipimo**: ni ibintu uteganya bigomba kuzagaragara ko ibikorwa byawe wabikoze wabitekerezaga. Iyo usanze bitazakorohera kugaragaza ibipimo wihaye urabihindura.
- **Uzabikora:** ni umukozi uzabikora mu serivisi yawe ugomba kuzategura igilorwa. Ugomba guteganya umuntu umwe gusa kuri buri gikorwa.
- **Abo bazafatanya**: bashobora kuba abandi bakozi cyangwa se izindi nzego zitari muri serivisi yawe uzakenera mu gukora igikorwa.
- **Igihe**: ni amatariki wumva igikorwa iki n'iki kizakorerwamo
- **Ibikenewe:** ni abakozi n'ibikoresho udafite uba ugomba guteganyiriza amafaranga kugirango igikorwa iki n'iki kizakorwe.
- **Agaciro**: ni amafaranga azagenda ku bakozi n'ibikoresho tumaze kuvuga haruguru
- **Ibindi**: niba hari ikindi gitekerezo ufite ku gikorwa iki n'iki utari wagaragaza urakivuga.

IRIBURIRO

Izi nyigisho z'amahugurwa zizatangwa mu gihe vy'iminsi itanu(5). Ibice bigize iki gitabo cy'amahugurwa bizatangwa n'umufashamyumvire w'amahugurwa agendeye ku kigero cy'ubumenyi gifitwe n'abazahugurwa.

Biba byiza izi nyigisjo z'aya mahugurwa zitanzwe habanje gukorwa isuzuma rituma hamenyekana ikigero cy'ubumenyi gifitwe n'abazahugurwa, ibi bikazadufasha gutegura imyitozo yo gufasha abazahugurwa gusobanukirwa mu gihe gito.

Igenamigambi ni uburyo bwo guteganya icyo ushaka gukora kugirango ugere kucyo wifuza. Igenamigambi kandi rishobora gusobanurwa nk'uburyo bwo gutekereza ku mpamvu y'igikorwa iki n'iki, ugafata icyemezo kigaragaza icyo wifuza gukora , uburyo wagikora, igihe wagikora, ibyo uzakenera kugirango ugikore, n'agaciro k'ibyo uzakenera.

Mu makoperative menshi by'umwihariko ataratera imbere, abanyamuryango ku giti cyabo, inzego zishyira mu bikorwa imishinga inyuranye, akenshi usanga bafite ubumenyi buke: kudasobanukirwa cyangwa kwirengangiza, ba nyir'umushinga ntibateganye mbere ibigomba kugerwaho mbere cyangwa mu gihe kizaza, ibikenerwa, ibikorwa bizakorwa, uzabikora, igihe bizakorerwa, uburyo bizakorwa inzitizi zishobora gutungurana n'aho wagenzurira ibyakozwe.

Ibyo byose buteganyijwe iyo bidakozwe neza cyangwa bikozwe nabi bigira ingaruka ku musaruro. Niyo mpamvu kuri buri gikorwa kigomba gukorerwa igenamigambi cyangwa iteganyabikorwa, gahunda yacyo, kigakurikiranwa kandi kigakorwa raporo.

Iteganyabikorwa rigaragaza ikigero cy'ibikorwa koperative iteganya kugeraho kandi ikerekana amakuru afatika yatuma buri wese washaka kumenya imikorere ya koperative yayabonera hafi yifashishije irir teganyabikorwa.

INTUMBERO YA KOPERATIVE (VISION STATEMENT)

Intumbero ya koperative …………………………………………………………ni: ugufasha abanyamuryango bayo kubona inyungu mu byo gukora bityo bikabafasha kwivana mu bukene bakagera ku iterambere rirambye.

ICYEREKEZO (MISSION STATEMENT)

Icyerekezo cya koperative ni "ukubona umunyamuryango wa koperative …………………………………………………… Ageze ku iterambere mu by'ubukungu abikesha ibikorwa bya koperative".

IGENAMIGAMBI NYIRIZINA

Intego (nk'uko iri muri statut)

Intego ya koperative ………………………………………… ikubiyemo intego rusange n'intego zihariye ku buryo bukurikira:

Intego rusange

Kwibumbira muri koperative kugirango duteze imbere ………………………………… twongeramo umusaruro mu byo dukora aribyo…………………………………………… no kuzamura imibereho myiza y'abanyamuryango ba koperative.

Intego zihariye

- Gushimangira imikorere y'inzego za koperative ku buryo abanyamuryango baba ari bo bazikoresha ku nyungu rusange yak operative
- Gushyiraho uburyo bw'imicungire y'umutungo wa koperative inoze kandi bugaragarira buri munyamuryango;
- Guteza imbere ibikorwa by'ubworozi hafashishijwe tekiniki (uburyo) zigezweho z'ubworozi n'inyongeramusaruro zabugenewe.
- Guha abanyamuryango uburyo bwo kugeza umukamo ku masoko no kuwugurisha ku giciro bitanga inyungu ishimishije

Indangagaciro mu makoperative

- Imiyoborere myiza
- Ubufatanye n'izindi nzego
- Kutagira uwo ziheza
- Gusobanura ibyo koperative zikora
- Kwiyemeza haba mu mitima no mu bitekerezo
- Kwagura ibikorwa
- Kunoza ibyo dukora
- Kwita ku nyungu rusange
- Kwifasha witeza imbere
- Uburinganire
- Kugira uruhare rungana ku mutungo

Ibyo koperative nyayo ishingiyeho

Mu yandi magambo, koperative nyakuri ishingiye ku:

- Ibitekerezo bya banyirayo, ku ngufu zabo n'umushinga wabo.
- Ihame ry'uko koperative ari iya ba nyirayo, bakaba bayifitemo imigabane ingana, bakagira ijwi ringana mu gufata ibyemezo
- Uruhare buri wese agomba kulgira mu iterambere ryayo
- Kwiyemeza kugabana inyungu n'igihombo bya koperative.

ingamba z'ingenzi z'iri genamigambi

Ni ingamba zizatuma kopertive izabasha koperative izabasha kuba urwego rukomeye kandi rugaragara ko rufitiye abanyamuryango barwo akamaro haba mu maso y'abanyamuryango barwo akamaro haba mu maso y'abanyamuryango by'umwihariko ndetse nay'ighugu mri rusange.

ishingiro ry'ingamba z'ingenzi umusaruro uzazivamo n'ibikorwa bikenewe

Ishingiro rya 1: ingamba zijyanye no kongera umusaruro

Izi ngamba zubakiye ku kwiyongera k'umusaruro mu bwiza no mu bwinshi. Kubona ibiryo by'amatungo n'inyongeramusaruro ku kiguzi gito ndetse no kongera ubumenyi bw'abanyamuryango bigomba gushyirwamo ingufu na koperative muri iyi myaka itanu iri imbere.

Ishingiro rya 2: Ingamba zijyanye no gutunganya umusaruro ndetse no kuwongera agaciro

Izi ngamba zishingiye ku gukoresha amakusanyirizo y'amata na diary, bicunzwe kandi zikora neza.

Izo ngamba zishingiye ku:

- Gufasha abanyamuryango ba koperative bagakorera ki makusanyirizo y'amata na diary.

Ishingiro rya 3: ingamba zijyanye no kongera umutungo wa koperative

Izi ngamba zigambiriye gufasha koperative kubona umutungo wo gukoresha ibikorwa byayo bya buri munsi bijyanye no kugeza abanyamuryango serivisi bakeneye.

Izi ngamba zishingiye ku gushishikariza abanyamuryango gutangira imigabane ku gihe, kugira abakozi b'abahanga kandi bashoboye.

Ishingiro rya 4: ingamba zijyane no kunoza imicungire

Izi ngamba zifasha koperative kugira imicungire ihamye kandi irambye hitabwa ku kubahiriza amategeko n'amahame mpuzamahanga bigenga amakoperative ndetse no gucunga neza umutungo wa koperative no guhugura uburyo bw'ihanahanamakuru bukoreshwa.

Ishingiro rya 5: Ingamba zijyanye n'uburinganire no gutezimbere urubyiruko

Izi ngamba zigamije kongera ingufu koperative binyujijwe mu kongera abanyamuryango b'abagore n'urubyiruko mu makoperative, kandi bakagira uruhare mu miyoborere y'amakoperative.

Imbonerahamwe igaragaza ibizakorwa mu rwego rwo gushyira ingamba mu bikorwa

Urukurikirane rw'intego n'ibikorwa	**Ibirango/ibyitezwe kugerwaho**	**Aho bizagaragarira**	**Uwo bireba**	**abafatanyabikorwa**	**Igihe bizakorerwa**				
					2017	**2018**	**2019**	**2020**	**2021**
A. Ingamba zijyanye no kongera umusaruro									
Ibigomba gukorwa									
Igikorwa cya 1 Gufasha………………………….									
Igikorwa cya 2 ……………………………………									
Igikorwa cya 3 ……………………………………									
B. Ingamba zijyanye no gutunganya umusaruro ndetse no kuwongerera agaciro									
Ibigomba gukorwa									
Igikorwa cya 1 ……………………………………..									
Igikorwa cya 2 ……………………………………									
Igikorwa cya 3 …………………………………..									
C. Ingamba zijyanye no kongera umutungo wa koperative									
Ibigomba gukorwa									
Igikorwa cya 1 ……………………………………									
Igikorwa cya 2 ……………………………………..									
Igikorwa cya 3 ………………………………………									
D. Ingamba Zijyanye no kunoza imicungire									
Ibigomba gukorwa									
Igikorwa cya 1 ………………………………..									
Igikorwa cya 2									

....									
E. Ingamba zijyanye n'uburinganire no gutezimbere urubyiruko									
Ibikorwa bigomba gukorwa									
Igikorwa cya 1									
Igikorwa cya 2,3 n'ibindi									

Ingengo y'imari ya koperative ya 2017-2021

NO	IBIKORWA	IBIKORESHO BIKENEWE	IGIPIMO	INGANO	IGICIRO CYA KIMWE	IGICIRO CYA BYOSE	2017	2018	2019	2020	2021
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
IGITERANYO KU MWAKA											
IGITERANYO KU MYAKA ITANU											

Ubushobozi bw'amakoperative mu gushyira iri genamigambi mu bikorwa

Kugirango ibyateganyijwe byose bigerweho imikorere y'inzego igomba kuba inoze, ibyemezo bifatwa mu buryo bwihuse kandi bigashyirwa mu bikorwa, ubugenzuzi bugakora akazi kabwo uko bikwiye. Ubugenzuzi bw'imbere bugakorwa ndetse n'ubwo hanze mu rwega rwo gusuzuma niba icungamutungo ryayo ruhagaze neza, hagafatwa ingamba zo kunoza ibitagenda neza.

Mu rwego rwi kunoza imikorere, abakozi ba koperative bagomba guhora biyibutsa ibiri muri iyi gahunda y'ibikorwa hategurwa gahunda iyishingiyeho y'igihe gito hakanakorwa isuzuma rya buri kwezi, buri gihembwe na buri mwaka kugirango ibivuye muri iryo suzuma byifashishwe mu kunoza ibitagenda neza.

Inkomoko y'amafaranga azakoreshwa

Koperative izakoresha amafaranga aturuka aha hakurikira:

- Inguzanyo, imari isanzwe yak operative, imisanzu, y'abanyamuryango nabo barasabwa gushishikariza gutanga umusanzu yabo.

Imbonerahamwe ikurukira irerekana aho amafaranga azaturuka n'uko angana:

No.	Ibyo ari byo	2017	2018	2019	2020	2021
1	Frws yose azakoresha					
Aho azaturuka						
1	Imari isanzwe ya koperative					
2	Imisanzu y'abanyamuryango					
3	Inguzanyo					
	IGITERANYO					

Ingengabihe y'ibikorwa n'igihe bizakorerwa

No	Igikorwa	Umwaka																			
		2017				2018				2019				2020				2021			
		IBIHEMBWE				IBIHEMBWE				IBIHEMBWE				IBIHEMBWE				IBIHEMBWE			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Intego rusange																				
1																					
2																					
3																					
4																					
5																					
6																					
7																					
8																					
9																					
10																					
11																					
12																					
13																					
14																					
15																					

ISESENGURA RY'IMBARAGA, INTEGE NKE, AMAHIRWE, N'IMBOGAMIZI (SWOT Analysis)

Aka gace karerekana ingufu, intege nke, imbogamizi n'amahirwe kuri koperative mu buryo bukurikira

Imbaraga	Intege nke
• Ubuzima gatozi bwemerera koperative gukora nk'umuryango wemewe n'amategeko • Koperative ifite amategeko rusange n'amatrgeko y'umwihariko bituma biyifasha mu miyoborere • Koperative ni umuryango wa NCCR ibyo bakayiha imbaraga zo kuba yakungikirwa na gahunda z'ubuvugizi n'itumanaho bikorwa n'uru rugaga • Inzego z'ubuyobozi za koperative zubatse neza • Imikoranire myiza n'ubuyobozi bwite bwa leta • Umubare utari muto w'abanyamuryango • Kuba abanyamuryango bafata amata nk'ikintu cy'ingenzi kibinjiriza amafaranga • Koperative ifite umukozi ufite ubushake n'ubumenyi mu icungamutungo	• Ubucye bw'abanyamuryango ba koperative • Koperative ntifite ibikorwa bibyara inyungu biyunganira • Ubumenyi bucye bw'abashinzwe umutungo mu makoperative mu gushaka ndetse no gucunga imari • Uruhare rudahagije rwa koperative mu gushakira amasoko umusaruro w'abanyamuryango • Ubushobozi bucye bw'amafaranga ku banyamuryango ku micungire ya koperative • Nta gahunda y'ubuvugizi ihamye koperative ifite ijyanye no kubona inyongeramusaruro • Ubumenyi bucye bw'abanyamuryango ku micungire yak operative n'imyumvire ikiri hasi ku birebana no guteza imbere koperative yabo • Ubushobozi budahagije bwo kwihembera abakozi, kwibonera ibikoresho byo mu biro n'uburyo bwo kugera ku banyamuryango • Bamwe mu bayobozi b'amakoperative batubahiriza inshingano zabo • Abanyamuryango b'amakoperative bica nkana amategeko abagenga • Kuba abakozi bamwe b'amakoperative batubahiriza inshingano kandi ntibagiregikurikirana • Ubumenyi budahagije ku bayobozi b'amakoperative mu bijyanye n'imiyoborere n'imicungire y'umutungo bya koperative • Ibaruramari ridakurikije ibipimo ngenderwaho mpuzamahanga • Ubumenyi buke mu gutegura imishingano kuyicunga

	• Ubwoba bwo gukoresha inguzanyo • Ubumenyi buke mu ikoranabuhanga • Amahugurwa adahagije ku banyamuryango • Kutibona muri koperative ku banyamuryango bamwe na bamwe • Bamwe mu banyamuryango ntibishyura imyenda baba barimo • Umubare muto w'abanyamuryango b'abagore n'urubyiruko
Amahirwe	**Imbogamizi**
• Kuba Leta iha agaciro ibyo gukorera mu makoperative • Kuba Leta izirikana kandi igaha agaciro ukubaho k'urwego rwa kabiri, urwego rwa gatatu n'urwego rwa kane mu makoperative • Politiki zinyuranye zigamije guteza imbere koperative • Ubushake bw'abafatanyabikorwa muri gahunda yo gutunganya amata	• Kuba hari bamwe bageregeza kubangamira ubwigenge n'ubwisanzure by'amakoperative kubw'inyungu zabo bwite • Uguhangana ku isoko n'ubucuruzi budaciye mu mucyo bwa bamwe mu bacuruzi b'amata • Ihindagurika ry'igiciro cy'amata ko isoko ndetse n'ibiciro bidaha inyungu umworozi • Imikorere itari myiza kuri za banki zimwe na zimwe no gutinda gutanga inguzanyo • Ibikorwa remezo bidahagije nk'amazi imihanda,n'amashanyarazi • Ba mucyeba bagizwe n'abandi bakora ubucuruzi bw'amata badakoreye muri koperative

INGAMBA Z'IGIHE KIREKIRE (LONG TERM GOALS)

Ingamba kuva kuri eshatu kugera kuri eshanu zizadufasha kugera ku ntumbero yacu no gushyira mu bikorwa ibyo twiyemeje

1.
2.
3.
4.
5.

INTEGO Z'UMWAKA (YEARLY OBJECTIVES)

Buri ngamba nayo ifite intego kuva kuri eshatu kugera kuri eshanu kandi intego zose ziteguye zisubiza ijambo "SMART" aho bishoboka: Specific, Measurable, Achivable, Realistic, and Time_based

No	Ingamba	Intego z'ibikorwa
1		
2		
3		
4		
5		

GAHUNDA Y'IBIKORWA (Action plan)

Igenamigambi nyaryo rirangwa no gukora gahunda y'imirimo (ibikorwa . Mu gukora gahunda, iteganya ibyo ugomba gukora ukurikije igihe ifite n'umutungo ufite (abakozi,ibikoreshon'amafaranga).

Gukora gahunda y'imirimo, bisaba kubanza gukora urutonde rw'ibikorwa bikenewe ukurikije uko bikurikirana kigira ngo ibiteganyijwe kugerwaho bigerwaho.

Dore urugero rw'imbonerahamwe ya gahunda y'ibikorwa

Ibiteganyijwe kugerwaho mu mwaka wa:……………………………….

ibikorwa	**Ibipimo bigaragaza ibyakozwe**	**uzabikore**	**Abo bazafatanya**	**Igihe(amezi)**												**Ibikenewe (abakozi, ibikoresho)**	**agaciro**	**Ibindi**
				1	2	3	4	5	6	7	8	9	10	11	12			
1.1																		
1.2																		
1.3																		
1.4																		

UMWANZURO

Igenamigambi rya koperative ni ingenzi mu rwego rwo kwiha umurongo ngenderwaho mu nzira yo gutea imbere koperative by'umwihariko n'imibereho myiza y'abanyamuryango muri rusange.

Ishyirwa mu bikorwa ry'igenamigambi rirasaba indi mirongo cyangwa ibindi bigomba kwitabwaho mu buryo bwo kugirango intego zose ziyigize zizagerweho nta nkomyi. Ariko kugirango intego yaryo ibashekugerwaho birumvikana ko hakenewe ubwunganizi bunyuranye yaba mu bujyanama ndetse no ku rwego rw'inkunga n'inguzanyo.

Kubera intego koperative yihaye, birasaba uruhare rwa buri munyamuryango mu gutuma iri genamigambi rishyirwa mu bikorwa haba mu bitekerezo no kugira uruhare mu kubaka koperative.

UMUGEREKA

Ingengabihe y'amahugurwa

IGIHE	UMUNSI WA 1	UMUNSI WA 2	UMUNSI WA 3	UMUNSI WA 4	UMUNSI WA 4
9:00am_9:30am	• Gufungura • Amahugurwa • Ijambo ry'ikaze no kwibwirana	• Incamake y'umunsi wa 1	• Incamake y'umunsi wa 2	• Incamake y'umunsi wa 3	• Incamake y'umunsi wa 4
9:00am-10:30am	• Iriburiro, intumbero(Mission statement), igenamigambi nyir'izina, umuco ngenderwaho mu makoperative, ingamba z'ingenzi z'iri genamigambi	• Imirimo mu matsinda ku Ingengo y'imari yak operative ya 2017_2021	• • Ingengabihe y'ibikorwa n'igihe bizakorwa	• Ingamba z'igihe kirekire (long_term goals)	• Gukora ibiteganijwe kugerwaho mu mwaka
10:30am_11:30am	Akaruhuko			Akaruhuko	Akaruhuko
11:00am_12:00am	• Imbonerahamwe igaragaza ibizakorwa mu rwego rwo gushyira ingamba mu bikorwa	• Ubushobozi bwa koperative bwo gushyira iri genamigambi mu bikorwa	• Ingengabihe y'ibikorwa n'igihe bizakorerwa	• Intego z'umwaka (yearly objectives)	• Gukora ibiteganyijwe gukorwaho mu mwaka
12:00am_1:00pm	• Ingengo y'imari yak operative ya 2017-2021	• Inkomoko y'amafaranga azakoreshwa	• Imirimo mu matsinda • Kugaragaza ibyavuye mu matsinda	• Imirimo mu matsinda • kugaragaza ibyavuye mu matsinda	• Kwegeranya inyandiko zateguwe z'igenamigambi

1:00pm_2:00pm	ifunguro		ifunguro		ifunguro
2:00pm-3:00pm	• Imirimo mu matsinda ku ngengo y'imari yak operative 2017_2021	• Imbonerahamwe yerekanaaho amafaranga azaturuka n'uko angana	• Isesengura ry'imbaraga intege nke,amahirwe,n'imbogamizi(SWOT)	• Gahunda y'ibikorwa (action plan)	• Gusubiza ibibazo biri mu nyandiko zateguwe z'igenamigambi
3:00pm_4:00pm	• Imirimo mu matsinda ku ngengo y'imari ya 2017_2018 • Kugaragaza ibyavuye mu matsinda	• Imirimo mu matsinda • Kugaragaza ibyavuye mu matsinda	• Imirimo mu matsinda • Kugaragaza ibyavuye mu matsinda	• Imirimo mu matsinda • Kugaragaza ibyavuye mu matsinda	• Umwanzuro
4:00pm	Gusoza umunsi wa 1	Gusoza umunsi wa 2	Gusoza umunsi wa 3	Gusoza umunsi wa 4	Gusoza umunsi wa 5

Ku bindi bisobanuro wahamagara kuri 0780667848
cyangwa ukatwandikira kuri info@rarico.rw"

Wahamagara nomero itishyurwa
4127

RWANDA AGRICULTURE AND ANIMAL
RESOURCES DEVELOPMENT BOARD

Wahamagara nomero itishyurwa
4625