URWEGO RW'UMUVUNYI

RAPORO KU ISUZUMAMIKORERE RY'IKIGO CY'IGIHUGU CY'UBUSHAKASHATSI MU BUHINZI N'UBWOROZI (ISAR)

Kigali, Werurwe 2009

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ISOBANURAMAGAMBO

BNR : Banque Nationale du Rwanda;

FRW : Franc Rwandais;

HARC : Highland Agricultural Research Center;

ISAR : Institut des Sciences Agronomiques du Rwanda;

LAFRC : Land and Forestry Research Center;

LIRC : Liverstock Research Center;

MARC : Midland Agricultural Research Center;

RADA : Rwanda Agriculture Development Authority;

RARDA : Rwanda Animal Resources Development Authority;

RSSP : Rural Sector Support Project;

SARC : Semi Arid Agricultural Research Center;

PMR : Partnership Mobilisation Resources;

SFAR : Students Funding Agency of Rwanda;

% : Pourcentage.

INTANGIRIRO

Zimwe mu nshingano Urwego rw'Umuvunyi ruhabwa n'Itegeko n°25/2003 ryo ku wa 15/8/2003 rigena imiterere n'imikorere by'Urwego rw'Umuvunyi nk'uko ryahinduwe kugeza ubu ni izi zikurikira:

- guhuza umuturage n'inzego za Leta;
- gukumira no kurwanya akarengane, ruswa n'ibyaha bifitanye isano nayo;
- kugira inama Guverinoma n'izindi nzego bireba mu gushimangira no kunoza politiki yazo yo gukumira, kurwanya akarengane, ruswa n'ibyaha bifitanye isano nayo;
- kugira inama inzego za Leta cyangwa iz'abikorera ku giti cyabo kugira ngo imikorere y'ubuyobozi irusheho kunogera abaturage.

Mu gushyira mu bikorwa izo nshingano, abakozi b'Urwego rw'Umuvunyi basuzumye imikorere y'Ikigo cy'Igihugu cy'Ubushakashatsi mu Buhinzi n'Ubworozi (ISAR) kuva ku itariki ya 27 Ukwakira kugeza ku ya 8 Ukuboza 2008.
Urwego rw'Umuvunyi rwasuzumye imikorerere ya ISAR hitawe cyane kuri ibi bikurikira:

- imiyoborere ya ISAR;
- ireme rya serivisi zitangwa;
- imikorere ya sitasiyo z'ubushakashatsi za ISAR n'imikoranire yazo n'ubuyobozi bukuru;
- kureba uburyo inshingano zigerwaho.

Mu gukora isuzumamikorere, hifashishijwe inyandiko zitandukanye, zirimo

- amaraporo atandukanye yakozwe muri ISAR;
- gahunda z'ibikorwa z'ubushakashatsi (2007, 2008);
- amategeko ngengamikorere na ngengamyitwarire y'abakozi ba ISAR.

Abakozi b'Urwego rw'Umuvunyi kandi bagiranye ibiganiro n'abakozi n'abayobozi ba ISAR. Nyuma yo gukusanya amakuru habayeho kuyasesengura no gutanga ibyifuzo byatuma ISAR irushaho gutera imbere mu miyoborere myiza, mu mikorere no kurushaho kugera ku ntego zayo.

I. AMATEGEKO AGENGA ISAR

ISAR yashyizweho na “Ordonnance” n° R/118/52 yo ku wa 22/6/1962, ivugururwa n’itegeko ryo kuwa 10/6/1982 riha ISAR “autonomie administrative et financière”; itegeko n°42/2006 ryo ku wa 30/9/2006 rivugurura ISAR rigena inshingano, imiterere n’imikorere yayo.

Amategeko ngengamikorere avugwa mu ngingo ya 9 n’iya 16 y’Itegeko n°42/2006 ryavuzwe haruguru, yateguwe mu mwaka wa 2006, ariko aracyari umushinga.
ISAR ifite amategeko ngengamyitwarire yashyizweho mu mwaka wa 1997, ayo mategeko nayo ntabwo aremezwa.

Ingingo ya 3,4° y’Itegeko n°42/2006 ryo ku wa 30/9/2006 ivuga ko “gutangaza ibyagaragajwe n’ubushakashatsi bimaze kwemezwa n’akanama gashinzwe kwemeza ibyavuye mu bushakashatsi mu by’ubuhinzi, ubworozi n’amashyamba no mu byo gufata neza ubutaka gashyirwaho n’Iteka rya Minisitiri ureberera Ikigo, nyamara ako kanama ntikarashyirwaho.

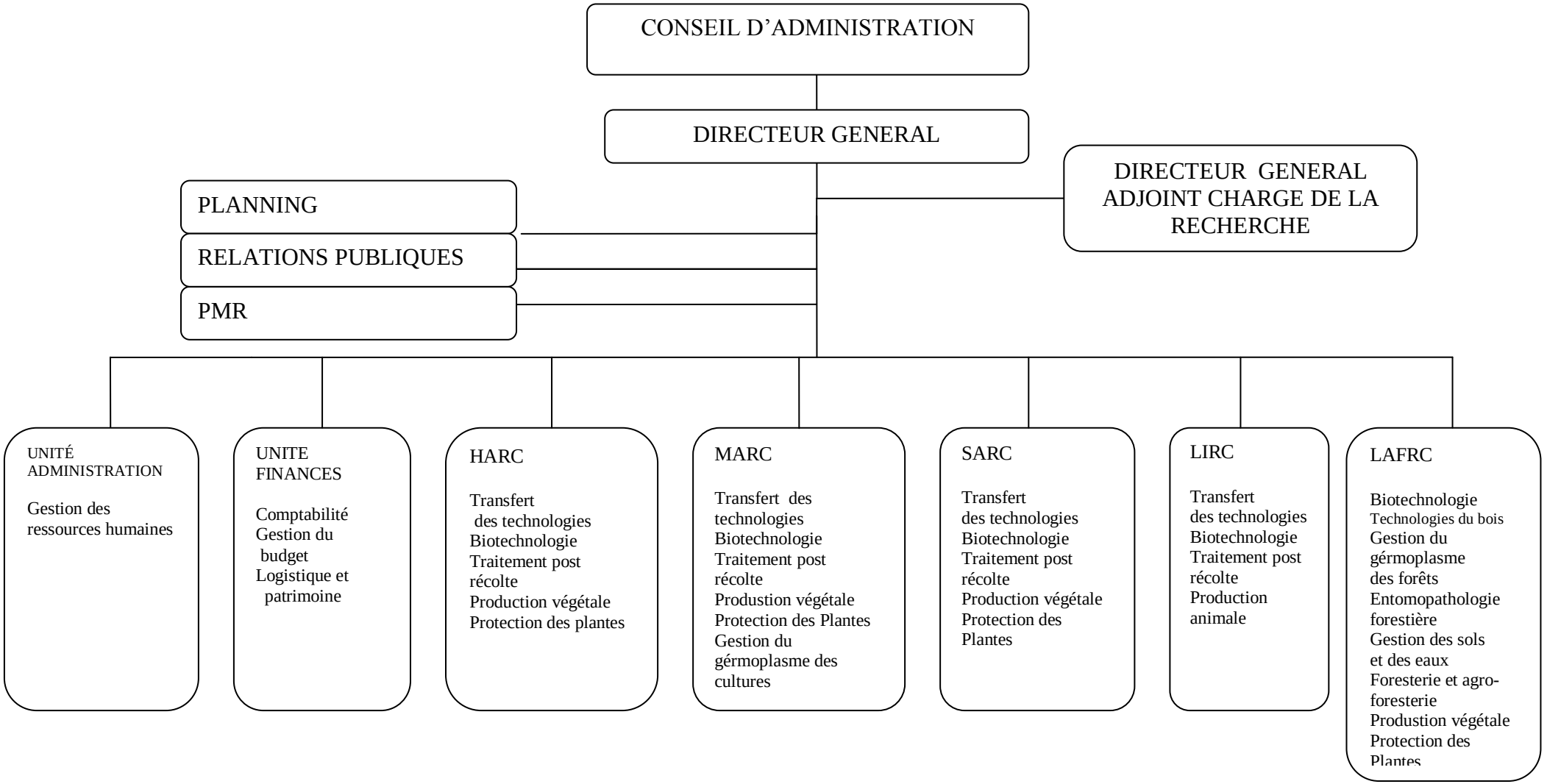
II. IMITERERE YA ISAR

Nk’uko biteganywa n’ingingo ya 6 y’Itegeko n°42/2006 ryo kuwa 30/09/2006, ISAR igizwe n’inzego ebyiri:

- inama y’ubuyobozi;
- ubuyobozi .

Ingingo ya 4 y’Itegeko n° 42/2006 ryo ku wa 30/9/2006 rigena inshingano, imiterere n’imikorere bya ISAR iteganya ko ISAR, irebererwa na Minisiteri ifite ubuhinzi n’ubworozi mu nshingano zayo.
Imbonerahamwe ikurikira irerekana ishusho y’inzego z’imirimo ya ISAR.

Imbonerahamwe n° 01: Ishusho y'imiterere ya ISAR



Nk'uko bigararagara ku ishusho ya ISAR, inzego za ISAR ni izi zikurikira:

- Inama y'ubuyobozi (Conseil d'administration), ni rwo rwego rukuru rwa ISAR;
- Ubuyobozi bwa ISAR ni bwo bukuriye inzego z'imirimo, bwungirizwa n'ubuyobozi bwungirije bushinzwe ubushakashatsi.

Ubuyobozi bwa ISAR bufite amashami 7 akurikira:

- ishami rishinzwe imari;
- ishami rishinzwe ubuyobozi;
- MARC ni "Centre de Recherche des Terres de Moyenne Altitude" igizwe na Sitasiyo za Rubona, Gitarama na Ntendezi ;
- SARC ni "Centre de Recherche des Terres des Zones Semi Arides" igizwe na Sitasiyo za Kibungo na Karama ;
- LIRC ni "Centre de Recherche en Elevage"igizwe na Stations Nyagatare, Songa na Gishwati ;
- LAFRC ni "Centre de Recherche sur les Sols et la Foresterie" igizwe na Sitasiyo za Ruhande, Gikongoro na Gakuta.
- HARC ni "Centre de Recherche Agricole des Terres de Haute Altitude" igizwe na Sitasiyo za Rwerere, Ruhengeri, Tamira na Byumba.

III. IMIKORERE YA ISAR

ISAR ni ikigo cya Leta gifite ubwigenge mu miyoborere, mu micungire y'umutungo n'abakozi bayo. Cyagiriyeho gukora ubushakashatsi mu by'ubuhinzi n'ubworozi.

Nk'uko biteganywa n'ingingo ya 3 y'Itegeko n°42/2006 ryo ku wa 30/9/2006, inshingano za ISAR ni izi zikurikira:

- gushyira mu bikorwa politiki y'igihugu y'ubushakashatsi mu by'ubuhinzi, ubworozi, amashyamba no mu gufata neza ubutaka;
- gutsura ikoranabuhanga mu bwuzuzanye mu buhinzi, ubworozi, amashyamba no gufata neza ubutaka;
- gukora ubushakashatsi ku ikoranabuhanga riteza imbere ubuhinzi, ubworozi, amashyamba no gufata neza ubutaka;
- gutangaza ibyagaragajwe n'ubushakashatsi bimaze kwemezwa n'akanama gashinzwe kwemeza ibyavuye mu bushakashatsi mu by'ubuhinzi, ubworozi, amashyamba no mu byo gufata neza ubutaka gashyirwaho n'iteka rya minisitiri ureberera ikigo;

- gufatanya n'izindi nzego bireba kugeza ku bagenerwabikorwa ibyavuye mu bushakashatsi no mu ikoranabuhanga byo mu buhinzi, ubworozi n'amashyamba no mu byo gufata neza ubutaka;
- guteza imbere ikoranabuhanga rihanitse ku binyabuzima mu buhinzi, ubworozi n'amashyamba;
- gukusanya ibinyabuzima by'umwimerere mu rwego rwo kubikoresha mu bushakashatsi bugamije kongerera agaciro umusaruro w'ibikomoka ku buhinzi, ubworozi n'amashyamba;
- guhuza ubushakashatsi bugamije kongerera agaciro umusaruro w'ibikomoka ku buhinzi, ubworozi n'amashyamba;
- guhuza ibikorwa by'abakora umwuga w'ubushakashatsi mu by'ubuhinzi, ubworozi, n'amashyamba no mu byo gufata neza ubutaka ;
- kunganira Guverinoma mu gushyira mu bikorwa amategeko agenga ubushakashatsi mu by'ubuhinzi, ubworozi, n' amashyamba no mu byo gufata neza ubutaka;
- gushyikirana no gukorana n'ibindi bigo bihuje inshingano byo mu rwego rw'akarere cyangwa no mu rwego mpuzamahanga.

Izo nshingano zishyirwa mu bikorwa n'inzego za ISAR zavuzwe, ari zo izi zikurikira:

- inama y'ubuyobozi;
- ubuyobozi.

III.1. Inama y'Ubuyobozi ya ISAR

Inama y'Ubuyobozi ya ISAR ni rwo rwego rukuru ruyobora ikigo rushinzwe gufata ibyemezo.

Inshingano z'Inama y'Ubuyobozi ya ISAR ni izi zikurikira:

- gutanga icyerekezo cy'ibikorwa na gahunda y'imikorere bya ISAR;
- kwemeza umushinga w'amategeko ngengamikorere ya ISAR ashyirwaho n'iteka rya minisitiri ureberera ISAR;
- kwemeza imbanzirizamushinga *y*'ingengo y'imari ya buri mwaka, mbere yo kuyishyikiriza inzego zibishinzwe;
- gusuzuma imikorere ya ISAR hakurikijwe gahunda n'ingengo y'imari;
- kwemeza raporo y'ibikorwa na raporo y'imikoreshereze y'umutungo z'umwaka urangiye;
- gukurikirana imikorere y'ubuyobozi bwa ISAR n'abakozi bayo.

Inama y'Ubuyobozi iterana nibura rimwe mu gihembwe. Mu myaka ya 2005, 2006 na 2007, Inama y'Ubuyobozi ntabwo yateranye uko bikwiye.

Imbonerahamwe ikurikira irerekana uburyo Inama y'Ubuyobozi yateranye.

Imbonerahamwe n° 02: Uburyo Inama y'Ubuyobozi yateranye

Umwaka	**Umubare w'inama**
2005	3
2006	3
2007	2
2008	4

Ukurikije iyi mbonerahamwe biragaragara ko uretse mu mwaka wa 2008, iyindi myaka Inama y'Ubuyobozi itubahirije umubare w'inshuro yagombaga guterana.

Mu mikorere y'Inama y'Ubuyobozi, hagaragaye ko ingingo zimwe na zimwe havugwako zizigwa zigasubikwa, mu nama itaha ntibikorwe.

Urugero:

- inama yo ku wa 25/01/2007: ingingo yerekeranye n'imiterere y'umutungo mu bijyanye n'amafaranga (états finaciers 2006); hemejwe ko hemejwe ko izigwaho mu nama ikurikiye ariko ntibyabaye;
- inama yo ku wa 25/01/2008: ingingo yerekeranye n'ingengo y'imari 2007; hemejwe ko bizigwaho mu nama ikurikiye ariko ntaho bigaragara ko mu nama ikurikiye byizweho;
- guhura ku inama huti huti.

Imbonerahamwe ikurikira irerekana iyubahirizwa ry'itangwa ry'ubutumire bw'inama y'ubuyobozi.

Imbonerahamwe n° 03 : Itangwa ry'ubutumire bw'inama y'ubuyobozi

Itariki y'ubutumire	**Itariki inama yabereyeho**
09/02/2006	11/02/2006
25/01/2007	25/01/2007
31/03/2008	05/04/2008

Ukurikije iyi mbonerahamwe, biragaragara ko ingingo ya 9 y'Itegeko n°42/2006 ryo ku wa 30/9/2006 ishyiraho ISAR itubahirijwe.

Inama y'Ubuyobozi iriho, mu gihe imaze bimwe mu byo yizeho ni ibi bikurikira:

- kwigira hamwe no gushyiraho uburyo bwo gutuma abakozi badata akazi kubera ikibazo cy'imishahara mito;
- politiki y'amahugurwa no kongerera abakozi ubumenyi;
- kwiga kuri cadre organique nshya izagenga ikigo;
- kwiga kuri raporo z'imicungire y'imari n'umutungo;
- gutegura amasezerano y'imihigo hagati y'inama y'ubuyobozi n'Umuyobozi w'Ikigo;
- kwiga kuri raporo z'ubushakashatsi;
- gusuzuma amategeko ngengamikorere na ngengamyitwarire y'abakozi ba ISAR.

Ingingo ya 4 y'Itegeko n° 42/2006 ryo ku wa 30/9/2006 iteganya ko hagati y'iyo Minisiteri n'Inama y'Ubuyobozi hakorwa amasezerano yerekeye gahunda y'ibikorwa agaragaza ububasha, uburenganzira n'inshingano za buri ruhande mu kugera ku nshingano za ISAR. Ayo masezerano ntiyakozwe.

III.2. Ubuyobozi bwa ISAR

Gukurikirana no guhuza imirimo ya buri munsi ya ISAR bikorwa n'Umuyobozi wayo afashijwe n'Umuyobozi wungirije ushinzwe ubushakashatsi hamwe n'abayobozi b'amashami. Muri iki gice, haravugwamo ingingo zikurikira:

- iteganyamigambi ;
- imicungire y'abakozi ;
- imicungire y'umutungo ;
- itangwa rya serivisi;
- ubugenzuzi.

III.2.1. Iteganyamigambi

Ingingo ya 3,1° y'Itegeko n°42/2006 ryo ku wa 30/9/2008 rishyiraho ikigo ivuga ko ISAR igomba gushyira mu bikorwa politiki y'igihugu y'ubushakashatsi mu by'ubuhinzi, ubworozi, amashyamba no mu gufata neza ubutaka, nyamara iyo politiki ntiyigeze ibaho.

ISAR igendera ku iteganyamigambi ry'igihe kirekire (strategic plan) 2003-2010 ikaba ari naryo ishingiraho ikora iry'igihe kigufi.

ISAR yakoze gahunda y'ibiteganijwe mu bushashatsi mu mwaka wa 2006, 2007 na 2008, ndetse ibyinshi muri byo byagezweho.
ISAR ifite serivisi y'iteganyamigambi (planning), ariko ntiyigeze ikora mu myaka yashize kuko itari ifite umukozi; yatangiye muri nzeri 2008.

III.2.2. Imicungire y'abakozi

ISAR ifite abakozi 246 nk'uko bateganywa ku mbonerahamwe y'imirimo.
Imbonerahamwe ikurikira irerekana umubare w'abakozi ba ISAR.

Imbonerahamwe n° 04: Umubare w'abakozi ba ISAR

Aho bakorera		**Umubare w'abakozi**
Abakozi bo ku cyicaro gikuru		24
Abakozi ba za "centres de recherche"		25
Abakozi ba za "stations de recherche"		30
Abakozi bo mu bushakashatsi:		
	Abashakashatsi	83
	Abatekinisiye	84
Bose hamwe		**246**

Ishami ry'ubutegetsi (administration) ni ryo rishinzwe imicungire y'abakozi ya buri munsi n'ibindi byose birebana n'abakozi bose ba ISAR.
ISAR ifite abakozi b'abanyabiraka 86 bunganira mu bushakashatsi bukorwa.

ISAR yitaye kuri gahunda y'amahugurwa no kongerera ubushobozi abakozi, by'umwihariko abo mu bushakashatsi. Abakozi 50 bakora muri ISAR bamaze kubona impamyabumenyi zo mu rwego rwo hejuru "maîtrise" mu mashami atandukanye.

Mu mwaka wa 2008, abashakashatsi 23 boherejwe kwiga. Ingorane zigaragazwa n'ubuyobozi, ni uko bamara kwiga bakajya gukora ahandi.

Abakozi ba ISAR bagiranye amasezerano y'imihigo n'ubuyobozi; ayo masezerano niyo azaherwaho mu gukora isuzumamikorere mu mwaka wa 2008.

ISAR ifite gahunda y'ibiruhuko yumvikanyweho na buri mukozi kandi igerageza kubahirizwa.

Imirimo myinshi ikorerwa muri za sitasiyo z'ubushakashatsi (mu mirima, mu nzuri no mu mashyamba), ISAR ikoresha abakozi ba nyakabyizi, bahembwa na za sitasiyo. Abo bakozi ni benshi ku buryo kubacunga bigorana.
Muri rusange, abakozi bashyirwa mu myanya hakurikijwe amategeko, ariko amwe mu madosiye y'abakozi aburamo ibikurikira:

- impamyabumenyi ziriho umukono wa noteri;
- inshingano z'umukozi;
- amabaruwa hagati y'ubuyobozi n'abakozi;
- umwirondoro w'umukandida;
- ibaruwa yinjiza umukozi mu kazi;
- ibaruwa isaba akazi.

Hari n'amadosiye y'abakozi arimo kontaro gusa. Byagaragaye ko imikorere ya serivisi ishinzwe abakozi itanoze.

Abakozi ba ISAR bahabwa inguzanyo ku mushahara kandi bitemewe hakaba hari n'abambura ikigo. Inama y'ubuyobozi yo ku wa 17/05/2008 nayo yize kuri iki kibazo isaba y'uko bihagarara ariko ntibyahagaze.

Icyo ubuyobozi bwa ISAR bubivugaho:
Kuguriza abakozi byashingirwaga ku mategeko ngengamikorere yo mu mwaka wa 1997, hemezwa ko bigomba guhagarara kuva mu mwaka wa 2009.

III.2.3. Imicungire y'umutungo

Muri iki gice, haravugwa ibijyanye n'ingengo y'imari ya ISAR, imicungire y'abakozi, imicungire y'ibikoresho n'ububiko n'itangwa ry'amasoko.

III.2.3.1. Ingengo y'imari

Ingengo y'imari ya ISAR ikomoka ahantu hanyuranye hateganywa mu ngingo ya 19 y'itegeko rishyiraho ikigo.
Imbonerahamwe ikurikira irerekana uko ingengo y'imari yari iteye mu myaka ya 2006, 2007 na 2008

Imbonerahamwe n° 05: Ingengo y'imari ya ISAR

Umwaka	**Amafaranga aturuka ku ngengo y'imari ya Leta**	**Amafaranga aturutse mu baterankunga**	**Amafaranga yinjiye aturuka mu bikorwa by'ubushakashatsi**	**Amafaranga yakoreshejwe**
2006	1.219.958.020	1.224.927.762	458.096.666	2.792.532.377
2007	1.574.774.543	1.476.212.857	399.103.694	3.075.477.307
2008	1.693.717.308	830.791.902	-	-

Nk'uko bigaragara kuri iyi mbonerahamwe, ingengo y'imari yagiye yiyongera kuva mu mwaka wa 2006. Nyamara, amafaranga ISAR ihabwa na Guverinoma ntiyahaza hatabonetse abaterankunga n'andi yinjiza ava mu bikorwa by'ubushakashatsi (recettes).

ISAR ikorana n'imishinga 64 itandukanye ifasha muri gahunda y'ubushakashatsi, aho umushinga ukorana na porogaramu runaka y'ubushakashatsi.

ISAR ifite serivisi ya "Partnership and resource mobilisation" , iyo serivisi ifite inshingano yo gukurikirana ibikorwa by'abaterankunga, gukora imishinga, kuyishakira inkunga no gukurikirana ishyirwa mu bikorwa ryayo hakurikijwe amasezerano bagiranye n'abaterankunga (kubahiriza umurongo watanzwe n'abaterankunga, n'itangwa rya raporo,..).

III.2.3.2. Imicungire y'isanduku nto (petite caisse)

Muri ISAR hagaragaye imicungire itanoze y'isanduku nto. Umushinga w'amategeko ngengamikorere ya ISAR ukoreshwa, uvuga ko isanduku nto ya ISAR yorohereza mu kwishyura amafaranga atarenze ibihumbi mirongo itanu (50.000 Frw), kandi ntarenge amafaranga 300.000 Frw ku mafaranga y'imishinga. Nyamara, umubitsi wa ISAR agira amafaranga menshi mu isanduku, ndetse ibintu byose (paiements) bitanyura mu masoko byishyurirwa mu isanduku nto.

Imbonerahamwe ikurikira iragaragaza umubare w'amafaranga yishyuriwe mu isanduku ya ISAR.

Imbonerahamwe n°06 : Amafaranga yashyizwe mu isanduku ntoya

Itariki	**N° ya sheki**	**Umubare w'amafaranga (Frw)**
02/05/2008	1166960	852.370
02/05/2008	1132925	330.000
19/05/2008	1166974	521.600
21/05/2008	1166976	768.000
12/04/2008	1240471	639.000
30/07/2008	1210475	701.000
12/08/2008	1210489	930.000
12/08/2008	1210490	564.000
25/08/2008	1225435	858.000
27/06/2008	1210455	470.000
27/06/2008	1210457	310.000
27/06/2008	1210458	500.000
27/06/2008	1210459	610.000
27/06/2008	1210460	538.000
03/09/2008	-	958.000
20/09/2008	-	670.098
06/10/2008	1289034	745.000
23/10/2008	1289047	703.000
17/11/2008	1289069	639.000

Iyi mbonerahamwe iragaragaza ko amabwiriza y'ikoreshwa rya "petite caisse" atigeze yubahirizwa.

Ikibazo cy'imicungire y'isanduku nto cyavuzweho kenshi, nyamara hari inama nyinshi zatanzwe ntizubahirizwa:

Ingero:

- inama y'ubuyobozi yo kuwa 12/05/2008 yavuze ku mafaranga menshi aba abitswe mu isanduku nto, hemezwa ko imicungire y'isanduku nto igomba kuvugururwa.
- amahugurwa y'ababitsi n'abacunga "stock" yabaye ku itariki ya 07/08/2008, yemeje ko amafaranga akwiye kujya muri "caisse" ari ayo gukemura utubazo duto dutunguranye; ibyo ntibyigeze bikurikizwa.

Ingaruka yo kubika amafaranga menshi mu isanduku ni uko ashobora kwibwa, kwigurizwa cyangwa akanyerezwa.

Icyo ubuyobozi bubivugaho:

Ikibazo cyo kubika amafaranga menshi muri "petite caisse" kizakosoka mu mwaka wa 2009.

III.2.3.3. Imitangire y'amasoko

ISAR ifite akanama gashinzwe gutanga amasoko kashyizweho mu buryo bwemewe n'amategeko.

Ibyagaragaye mu mikorere y'akanama k'amasoko ni ibi bikurikira:

- mu mwaka wa 2007 ISAR yateguye gahunda y'amasoko; ku masoko 26 yari ateganijwe, hatanzwe 13 gusa (andi ntiyatanzwe kubera ikibazo cy'ingengo y'imari);
- kuri gahunda y'amasoko yari iteganyijwe hiyongereyeho amasoko abiri yatanzwe atari ateganyijwe kubera abaterankunga batanze amafaranga batunguranye;
- kudatanga "notification provisoire" ku bapiganiye isoko (byagaragaye mu mwaka wa 2007).

Muri rusange, imitangire y'amasoko yaravuguruwe mu mwaka wa 2008.

III.2.3.4. Imicungire y'umutungo utimukanwa

ISAR ifite umukozi ushinzwe "logistique & patrimoine", ubarizwa ku cyicaro gikuru cya ISAR, akunganganirwa n'abakozi bashinzwe imicungire y'umutungo muri za "centres" z'ubushakashatsi.

Umutungo wa ISAR ugizwe n'ibi bikurikira:

- ubutaka;
- amazu;
- ibikoresho bikenerwa mu biro;
- ibindi bintu ISAR ikora bibyara inyungu.

ISAR yakoze urutonde rw'imitungo itimukanwa mu mwaka wa 2007, ariko ntihagaragazwa agaciro kayo.

a) Ubutaka

Ku byerekeranye n'ubutaka bwa ISAR, nta mpapuro ISAR ifite zigaragaza imbibi n'ingano z'ubwo butaka. Urugero: Muri Sitasiyo ya Karama na Ngoma, ISAR yahaye abaturage ubutaka, ariko ubu ntihazwi ingano z'ubutaka busigaye.

ISAR yatanze isoko ryo kubarura ubutaka bwayo no gutera imbago aho bugarukira, kugira ngo ibipimo bigaragazwe.

b) Amazu

Uretse amazu yo gukoreramo ya ISAR ku cyicaro cyayo no muri za sitasiyo z'ubushakashatsi zitandukanye, ISAR ifite n'andi mazu abakozi bayo bakorera muri za sitasiyo z'ubushakashatsi batuyemo.

By'umwihariko, Sitasiyo ya Rubona ifite amazu menshi yo kubamo, arimo abakozi n'andi atuyemo abantu badakorera ISAR, bitewe ni uko ari yo yahoze ari icyicaro gikuru.

Mu micungire y'amazu yo kubamo hagaragaye imicungire itari myiza ndetse no kutitabwaho.

III.2.3.5. Imicungire y'ibikoresho

Ibikoresho bya ISAR bigizwe n'ibikoresho byo mu biro (biens mobiliers) bigizwe n'intebe, utubati, "work stations" z'abakozi, za mudasobwa n'ibindi bikoresho bito bikoreshwa mu biro n'ibiri mu bubiko.

Mu micungire y'ibikoresho hagaragaye ibikurikira:

- hari ibikoresho bimwe byo mu biro bidafite za "codes" zibiranga;
- ubucungamari (comptabilité) bufite mu nshingano kugenzura ububiko, nyamara ntibikorwa;
- ushinzwe ububiko (stock) ntabwo akora "fiches de stock", ibyo bituma adashobora kumenya ibikoresho asigaranye mu bubiko;
- buri gihembwe, ushinzwe ububiko yagombye gukora "inventaire physique" y'ububiko agakora raporo; mu mwaka wa 2008, hakozwe iz'ibihembwe bibiri bya mbere gusa;

- mu kubika impapuro “bordereaux d’expédition” zibikanwa na “bons d’entrée”, ariko ku bikoresho bimwe na bimwe byinjijwe mu bubiko, hari ahagaragazwa za “bons d’entrée” gusa nta “bordereaux d’expédition” ziriho; ibyo bituma bitoroha kumenya niba ibikoresho byazanywe byose byashyizwe mu bubiko cyangwa niba byuzuye.

Haramutse habaye ubujura cyangwa inyereza mu bubiko bwa ISAR ntibyamenyekana kubera ko ububiko bwacunzwe n’abantu babiri, kandi uretse gukora “inventaire physique” ntawe uzi “stock initial” kuko nta “fiches de stock” zakozwe.

Icyo ubuyobozi bubivugaho:

Imicungire y’ibikoresho yatangiye gukosorwa mu mwaka wa 2009.

III.3. Imikorere ya za “Centres de recherche”

ISAR mu miterere yayo, ifite za “centres de recherche” eshanu, ari zo izi zikurikira:

- Centre de Recherche des Terres de Haute Altitude igizwe na Sitasiyo za Rwerere, Ruhengeri, Tamira na Byumba ;
- Centre de Recherche de Moyenne Altitude igizwe na Sitasiyo za Rubona, Gitarama na Ntendezi ;
- Centre de Recherche des Terres des Zones Semi Arides igizwe na Sitasiyo za Kibungo na Karama ;
- Centre de Recherche en Elevage igizwe na Sitasiyo za Nyagatare, Songa na Gishwati ;
- Centre de Recherche sur les Sols et la Foresterie igizwe na Sitasiyo za Ruhande, Gikongoro na Gakuta.

Centres zifite inshingano zo guhuza, kugenzura no gukurikirana ibikorwa bya za sitasiyo z’ubushakashatsi.

Nyamara, ubushobozi zihabwa ntibwatuma iyo nshingano igerwaho (urugero: Centre Musanze yahawe amafaranga yo gukoresha angana na 700.000 Frw mu gihembwe cya mbere 2008).

Mu mikorere ya buri munsi, « centre » ntaho ihurira na za sitasiyo, nta raporo “centres” zihabwa z’ibikorwa bya sitasiyo, ahubwo sitasiyo zikorana n’Ubuyobozi bwa ISAR i Kigali.

Abayobozi ba za centres ni abashakashatsi nabo baba bafite gahunda y'ubushakashatsi babarizwamo, ibyo bituma bataboneka muri za centres bakoreramo.

III.4. Imikorere ya za sitasiyo z'ubushakashatsi

Ibikorwa by'ubushakashatsi bijyanye n'ubuhinzi, ubworozi, amashyamba no mu gufata neza ubutaka bikorerwa mu masitasiyo ahakorerwa ubushakashatsi muri za porogaramu zitandukanye. ISAR ifite sitasiyo z'ubushakashatsi 14.

Muri iki gice haragaragazwa bimwe mu byagaragaye muri sitasiyo zasuwe arizo Kinigi na Rubona. Izo sitasiyo zatoranijwe kubera ko ari zo sitasiyo nini kandi zifite programu z'ubushakashatsi nyinshi.

III.4.1. Sitasiyo ya Kinigi

Sitasiyo ya Kinigi yibanda mu bushakashatsi mu by'ubuhinzi bw'ibirayi, ariko ikora ubushakashatsi muri porogramu z'ingenzi zikurikira:

- ingano
- ibishyimbo;
- ubworozi;
- ibigori;
- imbuto (horticulture);
- amashyamba (agro- foresterie).

Sitasiyo ya Kinigi ni imwe muri sitasiyo zegereye abaturage mu byerekeranye n'ubushakashatsi mu by'ubuhinzi.

Kuba Sitasiyo ya Kinigi yibanda cyane ku bushakashatsi bw'igihingwa cy'ibirayi, ni uko ibirayi ari cyo gihingwa cyera mu gace k'imisozi miremire sitasiyo iherereyemo.

Mu bushakashatsi bw'igihingwa cy'ibirayi, hakorwa imirimo yo gushaka imbuto nziza no gutubura imbuto z'ibirayi, bikorerwa muri za "laboratoires".

Mu mwaka wa 2007, Sitasiyo ya Kinigi yubakiwe n'abaterankunga b'umushinga w'ababaholandi "laboratoire in vitro" igezweho iyifasha gutubura igihingwa cy'ibirayi mu gihe gito. Iyo laboratoire ifite ubushobozi bwo gutubura ingemwe z'ibirayi 80. 000 mu gihe cy'amezi 4 y'ihinga, ariko hari ikibazo cy'aho ibyo bamaze gutubura bibikwa kugirango bigere ku rwego rwo kuba nabyo byatanga izindi mbuto kuko aho bafite ubu hakira ingemwe 57.600 mu gihe cy'amezi 4.

Ibi bituma ubushobozi iyo "laboratoire" ifite budakoreshwa.

Ingorane zigaragazwa mu bushashatsi ni izi izikurikira:

- Sitasiyo ya Kinigi ifite abashashatsi 4 n'abatekinisiye 5; ni bacye ukurikije akazi bagira, bigatuma batabona umwanya wo gukora za "publications";
- nta buryo babona bwo gukora "maintenance" z'imashini zo muri "laboratoire in vitro";
- imirima ya ISAR Kinigi ntabwo izitiye, bituma abaturage baza konesha, ubundi bakiba imyaka ya ISAR.

Muri Sitasiyo ya Kinigi hagaragaye imicungire itanoze y'umutungo; ingero zigaragazwa mu gusohora amafaranga, uko akoreshwa ndetse no mu micungire y'amafaranga yinjira aturuka ku musaruro.

III.4.1.1. Amafaranga asohoka n'imikoreshereze yayo

Sitasiyo zihabwa amafaranga yo gukoresha buri gihembwe, akunganirwa n'amafaranga akora muri programu zitandukanye z'ubushakashatsi atangwa n'abaterankunga.

N'ubwo imicungire y'imari itari myiza yari yagaragajwe na za raporo z'igenzura (audit interne) zakorewe Centre HARC na Sitasiyo ya Kinigi mu myaka ya 2006 na 2007 yakosowe, haracyagaragara ibibazo mu ikoreshwa ry'amafaranga yo mu isanduku ntoya (petite caisse) ya Sitasiyo ya Kinigi.

Isanduku ntoya irimo amafaranga menshi abitse adatandukanijwe, ari ayo ku ngengo y'imari ya Leta, ari ayinjijwe mu bikorwa bya ISAR (recettes) ndetse n'ayo mu mishinga 14 ikorera muri Sitasiyo ya Kinigi.

Ubwo Sitasiyo ya Kinigi yasurwaga, isanduku ntoya yarimo amafaranga 1.183.900 Frw, nyamara yagombaga kubamo 1.199.595 Frw nk'uko bigaragazwa na za "livres de caisse". Bigaragara ko "caisse" irimo amafaranga menshi binyuranije n'amategeko.

III.4.1.2. Imicungire y'amafaranga yinjira

Sitasiyo igira amafaranga yinjiza aturuka mu bikorwa by'ubushakashatsi. Hari amabwiriza y'Umuyobozi wa ISAR n°2.10/1112/007/M.C.B/u.c avuga ko 70% by'amafaranga yinjira agomba gushyirwa kuri konti ya ISAR iri muri BNR naho 30% agasigara muri sitasiyo.

Mu myaka ya 2006 na 2007, 70 % y'amafaranga yinjiye ntiyigeze atangwa na rimwe, yakoreshejwe mu bikorwa bitandukanye bya sitasiyo.

Imbonerahamwe ikurikira iragaragaza amafaranga yinjiye muri "caisse" aturutse ku bikorwa by'ubushakashatsi mu mwaka wa 2008, ndetse n'amafaranga yashyizwe kuri konti ya ISAR.

Imbonerahamwe n°07: Amafaranga yinjiye aturutse ku bushakashatsi n'ayashyizwe kuri konti

Ukwezi	**Amafaranga yinjiye (Frw)**	**Amafaranga yashyizwe kuri konti (Frw)**
01/2008	7.440	-
02/2008	475.010	-
03/2008	111.300	-
04/2008	43.160	-
05/2008	392.160	-
06/2008	1.444.250	-
07/2008	240.880	-
08/2008	2.544.010	-
09/2008	4.872.200	4.000.000 2.150.000 1.690.000
10/2008	2.431.540	-
11/2008	406.405	-
Yose hamwe	**12.968.355**	**7.840.000**

Nk'uko bigaragara kuri iyi mbonerahamwe:

- mu mwaka wa 2008 hatanzwe amafaranga angana na 7.840.000 mu kwezi kwa Nzeri 2008 ku mafaranga angana na 12.968.355 Frw yinjiye, angana na 60% y'ayinjiye yose (nk'uko agaragazwa mu gitabo cy'amafaranga yinjiye muri "caisse").
- amabwiriza yo gushyira 70% y'ayinjiye buri kwezi kuri konti ya ISAR ntabwo yubahirijwe.

Amafaranga menshi akoreshwa mu kugura ibikorwa by'ubushakashatsi yishyurwa kuri "caisse" kandi ntajyanwe kuri banki, bityo "petite caisse" igahoramo amafaranga menshi.

III.4.2. Sitasiyo ya Rubona

Sitasiyo ya Rubona yashyizweho mu mwaka wa 1930, ikaba mu gice cy'imisozi y'ubutumburuke bucirirtse (zones de moyenne altitude).

Iyi sitasiyo ifite porogaramu zikurikira:

- ibinyamisogwe (ibishyimbo, soya);
- ibinyampeke (ibigori, umuceri, amasaka);
- ibinyabijumba (imyumbati, ibijumba);
- imbuto (oranges, avocats, imyembe);
- urutoki;
- cultures industrielles (ikawa, urutoki);
- ubworozi bw'inka;
- soil and water management;
- Outreach (programme yo gufasha baturage).

Igice kinini cy'ingengo y'imari yo gukoresha ya ISAR (fonctionnement) kijya i Rubona. Aho Sitasiyo ibona 7.000.000 Frw buri gihembwe.

Icyicaro gikuru cya ISAR cyabaye i Rubona kuva ISAR yashingwa mu mwaka wa 1930 kugeza mu mwaka wa 2007; ibyo bituma imitungo myinshi (patrimoine) ya ISAR ibarizwa i Rubona.

Iyo mitungo igizwe ahanini n'amazu yo gukoreramo n'ayo guturamo, imirima, inzuri n'amashyamba.

Muri iki gice, haravugwa ibyagaragaye mu micungire y'amazu ya ISAR ari muri Sitasiyo ya Rubona, imicungire y'imari no kunyereza byagaragaye, ndetse n'amafaranga yinjira muri Sitasiyo ya Rubona.

II.4.2.1. Imicungire y'amazu ya ISAR ari muri Sitasiyo ya Rubona

Uretse amazu yo gukoreramo, Sitasiyo ya Rubona ifite amazu yo guturamo 76:

- amazu 43 acumbikiwemo abakozi ba ISAR arishyurwa, amafaranga akatwa ku mishahara yabo ku cyicaro gikuru (retrait à la source);
- amazu 33 atuyemo abandi bantu batari abakozi ba ISAR.

Imicungire y'amazu atuyemo abakozi batari aba ISAR ntitunganye.

Imbonerahamwe ikurikira irerekana uburyo amazu atuyemo abandi bantu batari abakozi ba ISAR acunzwe.

Imbonerahamwe n° 08: Imicungire y'amazu acumbitsemo abatari abakozi ba ISAR muri Sitasiyo ya Rubona[1]

	Umubare w'amazu
Abafite amasezerano y'ubukode	21
Abadafite amasezerano y'ubukode	12
Abishyura ubukode	10
Abatishyura amashanyarazi	33

Nk'uko bigaragara kuri iyi mbonerahamwe:

- amazu 12 acumbikiwemo abantu badafite amasezerano y'ubukode;
- amazu 33 atari ay'abakozi ba ISAR ntabwo yishyurirwa amashanyarazi;
- amazu 10 atari ay'abakozi ba ISAR ni yo yishyurirwa ubukode n'ubwo impapuro z'ubwishyure zigaragaza uko yishyuwe zitagaragara mu bucungamari (utuye mu nzu ni we usabwa kuzana impapuro zigaragaza igihe aherukira kwishyura);
- amazu akoresha "compteur" ibara amashanyarazi imwe ku kigo cyose, ntabwo arahabwa "cash power" ngo abayacumbitsemo biyishyurire amashanyarazi, nyamara na "forfait" basabwa kwishyura ku mashanyarazi bakoresha ntibayitanga.

Amwe mu mazu atuwemo yarangiritse akorerwa raporo igaragaza ko atameze neza ariko ntacyakozwe.

Ibiciro by'amazu ni ibya kera kandi biratandukanye bitewe n'ubwoko bw'inzu, hari izikodeshwa 5.000 Frw, 7.000 Frw, 12.000 Frw na 25.000 Frw, ibyo biciro ntibyigeze bivugururwa kandi bigaragara ko amazu yangirika ntashobore no gusanwa.

Mu nyandiko z'ihererekanyabubasha hagati y'umuyobozi wa sitasiyo mushya n'ucyuye igihe ku buyobozi bwa Sitasiyo ya Rubona, hagaragazwa inyandikomvugo y'inama yabaye igamije gucunga neza umutungo wa sitasiyo, ibyo bigakorwa hishyurwa amazu batuyemo.

Muri iyo nama hafashwe ibyemezo bikurikira:

- abantu batari abakozi ba ISAR bagiye gukorerwa amasezerano yo gucumbikirwa (ibyo ntibyubahirijwe kubera ko kugeza mu kwezi k'Ukuboza 2008 hari abacumbitse mu mazu badafite amasezerano y'ubukode);
- abatubahiriza amasezerano bagiranye na ISAR bazasezererwa bajye kwicumbikira

[1] Rapport Logistique, Centre MARC, Octobre 2008

ahandi (ntabwo byubahirijwe kubera ko amazu atishyurwa ubukode n'amashanyarazi);
- harateganywa ko ubwishyu bw'amazu bwavanwa ku mafaranga 7.000 Frw bugashyirwa kuri 12.000 Frw (ntabwo byakozwe, amazu aracyari ku biciro bya kera);
- hemejwe ko gucana "cuisinière" bibujijwe mu gihe hagishakishwa uburyo hagurwa "compteurs" z'amazu zibwe n'izangiritse (ntabwo byakozwe, ISAR ni yo yishyura amashanyarazi ku mazu yose ari mu Kigo cya Rubona). Hakaba hakorwa forfait mu kwishyura.

Ikigaragara ni uko ibyemezo byose byafatiwe muri iyo nama bitigeze bishyirwa mu bikorwa.

Habaye uburangare bukabije mu kwishyuza amafaranga y'amazu acumbikiwemo abatari abakozi ba ISAR, kuko nka Ofisi y'Iposita yakodesheje inzu ya ISAR mu gihe cy'imyaka 3 igomba kwishyura 30.000 Frw mu kwezi, irinda ifunga itishyuye; ONP ikavuga ko ari uko itigeze ihabwa fagitire na rimwe yishyuza.

Icyo ubuyobozi bubivugaho:

Ofisi y'Igihugu y'Iposita yarangije kwishyura umwenda wose.

Imibare itangwa n'ubuyobozi bwa Sitasiyo ya Rubona igaragaza umwenda ungana n'amafaranga 3.305.721 y'ubukode bw'amazu (ni amafaranga y'agateganyo kuko hagikorwa ubugenzuzi).

Ubuyobozi bwa sitasiyo buvuga ko bufite ikibazo kuko amafaranga yose abonetse mu mazu atwarwa n'Ubuyobozi ku cyicaro gikuru cya ISAR bakabura amafaranga yo gusana kuko ingengo y'imari sitasiyo ihabwa idateganya amafaranga yo gusana.

III.4.2.2. Amafaranga yanyerejwe n'adatangirwa ibisobanuro

Raporo z'ubugenzuzi (audit interne) zakorewe Sitasiyo ya Rubona mu myaka ya 2006 na 2007 zerekana amafaranga yanyerejwe ndetse n'ataratangiwe ibisobanuro by'uko yakoreshejwe.

Ingero zikurikira zirerekana amafaranga yanyerejwe n'uwari umucungamutungo wa Sitasiyo ya Rubona MPAZAYINO Jean Marie Vianney:

- mu mwaka wa 2006, yanyereje amafaranga 10.943.959;
- mu mwaka wa 2007, yanyereje amafaranga 15.717.075.

Ayo mafaranga yose ntiyagarujwe, uwo mucungamari amaze gutahurwa yaratorotse ahunga igihugu. Dosiye yashyikirijwe inzego za Polisi y'igihugu, ubu iri mu Bushinjacyaha bwa Repubulika, ubu iri mu maboko ya Interpol.

Muri iyo sitasiyo kandi hagaragaye ko hari amafaranga agera kuri 30.129.995[2] yahawe abashakashatsi, aba tekinisiye, ndetse n'abandi bantu kugeza ubu hakaba nta mpapuro zigaragaza icyo ayo mafaranga yakoreshejwe.

Raporo y'ubugenzuzi yagaragaje ibintu byasohotse mu bubiko bitishyuwe nk'imbaho, n'ibindi bihingwa bifite agaciro k'amafaranga 764.380, byose byasohotse kuva ku tariki ya 25/05/2006 kugeza 30/10/2006[3].

III.4.2.3. Amafaranga yinjira muri sitasiyo

Sitatiyo ya Rubona kimwe n'izindi sitasiyo ibona amafaranga ku mutungo wayo bwite, ni ukuvuga mu bikorwa by'ubushashatsi, mu bikorwa biva mu buhinzi n'ubworozi.

Amabwiriza y'Umuyobozi Mukuru wa ISAR n°2.10/1112/007/M.C.B/u.c avuga ko 70% by'amafaranga yinjira agomba gushyirwa kuri konti ya ISAR iri muri BNR naho 30% agasigara muri sitasiyo.

Imbonerahamwe ikurikira irerekana uburyo ISAR Sitasiyo ya Rubona yatanze amafaranga mu mwaka wa 2007.

Imbonerahamwe n° 09: Amafaranga yatanzwe mu mwaka wa 2007

Aho amafaranga yashyizwe	**Umubare w'amafaranga**	**Ijanisha**
Amafaranga yashyizwe kuri konti "recettes" muri BNR	4.367.000	9,8%
Amafaranga yasigaye muri sitasiyo	40.295.090	90,2%
Igiteranyo	**44.662.090**	**100%**

Ukurikije imibare igaragara kuri iyi mbonerahambwe 9,8% y'amafaranga yinjira niyo yonyine yashyizwe kuri konti y'Ubuyobozi, naho 90,2% asigara muri sitasiyo. Ibi byerekana ko amabwiriza atigeze yubahirizwa.

[2] Raporo umugenzuzi w'imbere ISAR 2007
[3] Raporo umugenzuzi w'imbere ISAR 2006

IV. ITANGWA RYA SERIVISI

Muri za sitasiyo z'ubushakashatsi za ISAR hatangirwa serivisi zinyuranye, zimwe muri zo ni izi zikurikira:

- gukora ubushakashatsi;
- gutubura imbuto;
- gufasha abanyeshuri mu masomo yabo mu byerekeye ubushakashatsi.

ISAR ifite "laboratoires" zikorerwamo ubushakashatsi kandi za kijyambere muri Sitasiyo ya Kinigi, Rubona na Ruhande.

Uretse abakozi ba ISAR bakoreramo, hari n'abaturage benshi bakora mu mirima, mu mashyamba ndetse no mu bworozi, n'ubwo hakiri ikibazo mu micungire yabo, kuko bakora nka ba nyakabyizi batagira amasezerano y'akazi.

Icyo ubuyobozi bubivugaho:
Abakozi ba nyakabyizi bashyizwe muri za koperative kuva mu mwaka wa 2009.

ISAR igurisha abaturage imbuto za kijyambere zivuye mu bushakashatsi, by'umwihariko Sitasiyo ya Rubona ifite ubuhanga bwo gutunganya ibikomoka ku musaruro wayo (transformation) bikagurishwa abaturage.

Mu rwego rwo kwegereza abaturage ibiba byavuye mu bushakashatsi, ISAR ikorana na RADA, RARDA ibi bigo biyifasha gutubura ibyavuye mu bushakashatsi, ariko nta gahunda ihamye iriho yo gufatanya n'izindi nzego bireba kugeza ku bagenerwa bikorwa ibyavuye mu bushakashatsi no mu ikoranabuhanga mu buhinzi, ubworozi n'amashyamba no mu byo gufata neza amashyamba nk'uko biteganywa mu nshingano za ISAR.

Icyo ubuyobozi bubivugaho:
Inama y'Abaminisitiri yemeje ko ibigo by'ubushakashatsi bihuzwa n'ibishinzwe gusakaza ibivuye mu bushakashatsi (extension).

ISAR ikorana n'ibindi bigo by'ubushakashatsi ku rwego rw'akarere u Rwanda ruherereyemo, ibyo bigaragarira mu ngendoshuri zikorwa.

Mu rwego rwo gutangaza no kumurikira abaturage ibyagezweho mu bushakashatsi, ISAR itegura “open day”. Mu mwaka wa 2008, ibikorwa byamuritswe ni ibyo muri Sitasiyo z’ubushakashatsi za Ruhande, Kinigi na Karama.

Muri rusange, serivisi zitangwa na ISAR ni nziza, ariko zikwiye gusakazwa birushijeho abantu bakazimenya.

V. UBUGENZUZI

Mu kurangiza inshingano zayo no kugenzura ibikorwa bya ISAR, yifashisha inzego z’ubugenzuzi, zimwe muri izo nzego ni izi zikurikira:

- inama y’ihuriro rusange ry’abashakashatsi;
- inama ya komite ncungamutungo;
- ubugenzuzi bw’imbere.

V.1. Inama rusange y’abashakashatsi

Inama rusange y’abashakashatsi iterana rimwe mu mwaka. Iyo nama ihuza ubuyobozi bw’ikigo, abashakashatsi n’umukozi umwe uhagarariye abatekinisiye muri buri porogoramu. Inama zateranye zize ku ngingo zikurikira:

- kumenyekanisha ibigerwaho mu bushakashatsi;
- igenamikorere rusange ku bushakashatsi (common action plan for research);
- ivugururwa ry’inzego zihurira mu buhinzi n’ubworozi;
- ikorwa rya raporo z’ubushakashatsi;
- iteganyamigambi y’imyaka itanu (strategic plan 2008-2012).

Izo nama ziha urubuga abashakashatsi rwo kwisanzuriramo, bakavuga ibibazo bahura na byo mu kazi kabo ndetse bagatanga n’inama n’icyerekezo ku bushakashatsi.

V.2. Komite ncungamutungo ya ISAR

Komite ncungamutungo (comité de gestion) igizwe n’aba bakurikira:

- umuyobozi wa ISAR;
- umuyobozi wungirije ushinzwe ubushakashatsi;
- umuyobozi w’ishami rishinzwe imari;
- umuyobozi w’ishami rishinzwe ubuyobozi, ari na we mwanditsi wayo;

Inama ya komite ncungamutungo iterana rimwe mu gihembwe n'ikindi gihe cyose bibaye ngombwa.

Imbonerahamwe ikurikra irerekana uko inama ncungamutungo zateranye

Imbonerahamwe n°10: Uburyo inama za komite ncungamutungo zateranye

Umwaka	**Incuro inama yateranye**
2005	5
2006	4
2007	1
2008	4

Bimwe mu byizwe mu nama za komite ncungamutungo:

- inama ya komite ncungamutungo yo kuwa 30/9/2008, yize ku kibazo kigaragara cy'ubushobozi buke bw'abakozi, hemezwa ko hakorwa isuzumamikorere, ndetse hagasuzumwa n'amanota bagize ku mpamyabumenyi zabo;
- inama ya komite ncungamutungo yateranye ku wa 12/05/2008 yize ku kibazo cya Projet ISAR STABEX gishingiye ku buryo umushinga wari uteguwe, hari amafaranga "Projet" yagombaga gutanga, Régisseur na Comptable bavuga ko atazakoreshwa, nyuma aza gukoreshwa batabimenyesheje umuterankunga.

  Iyo nama yagaragaje kandi amafaranga akoreshwa mu isanduku ntoya ya ISAR, ivuga ko imicungire yayo igomba kuvugururwa;
- inama ya komite ncungamutungo yateranye ku wa 04/6/2008, yize ku kibazo cy'imikorere mibi igaragara muri Projet ISAR Hollande; yerekana ikibazo cy'amafaranga y'iyo "projet" ataratangiwe ibisobanuro by'uko yakoreshejwe.

Inyandikomvugo z'inama za komite ncungamutungo zateranye mu mwaka wa 2008 zigaragaza ko hatewe intambwe mu gukurikirana imicungire y'umutungo, inatanga imyanzuro yo gukurikirana, ndetse no kwishyura ku bagize uruhare mu micungire mibi y'umutungo.

V.3. Ubugenzuzi bw'ikigo

ISAR ifite umukozi ushinzwe ubugenzuzi bw'ikigo. Mu myaka ya 2006, 2007 kugeza 2008, umugenzuzi yakoze raporo zitandukanye.

Raporo zikorwa zihabwa Ubuyobozi bwa ISAR gusa; ibi bikaba binyuranyije n'ingingo ya 20 y'itegeko n°42/2006 ryo ku wa 30/9/2006 rishyiraho ikigo ivuga ko ubugenzuzi bushinzwe igenzura rya buri munsi ry'imikoreshereze y'umutungo wa ISAR buha raporo Inama y'Ubuyobozi bukagenera kopi Umuyobozi wa ISAR.

Umugenzuzi akora gahunda y'ibikorwa ariko iyo gahunda ntijya yubahirizwa bitewe na gahunda nyinshi ziza zitunguranye.

ISAR ifite ibikorwa ahantu hatandukanye mu gihugu, ibyo bikorwa byose biba bigomba kugenzurwa mu gihe cy'umwaka umwe, kubera ko serivisi y'ubugenzuzi igizwe n'umukozi umwe akaba adashobora kubigenzura byose.

Mu mwaka wa 2007 umugenzuzi yagenzuye ibikorwa bikurikira:

- imikorere ya Sitasiyo ya Rubona ;
- imikorere ya Sitasiyo ya Ruhande ;
- imikorere ya Sitasiyo ya Songa ;
- imikorere ya Sitasiyo ya Kinigi ;
- imikorere ya Sitasiyo ya Ruhande ;
- imikorere ya Sitatiyo ya Nyagatare ;
- imikorere ya Sitasiyo ya Rwerere ;
- imicungire y'amafaranga yahawe "Projet Tree Biotechnology" ;
- imicungire y'imari ya ISAR ituruka muri Leta (financement de l'Etat).

Mu magenzura yakozwe n'umugenzuzi w'imbere wa ISAR muri aya ma sitasiyo atandukanye hagiye hagaragaramo inyereza, n'imicungire idahwitse y'umutungo.

Serivisi y'ubugenzuzi ikorera ku cyicaro cya ISAR yagombye kunganirwa n'ubuyobozi bwa "Centre de recherche" mu gukurikirana ibikorwa by'amasitasiyo, ariko izo "centres" ntizikora ako kazi.

VI. ISESENGURA

Kuva ISAR yashingwa mu mwaka wa 1930 kugeza mu 1962 mu gihe cy'abakoloni, ISAR yacungwaga n'abanyamahanga gusa nta munyarwanda ukoramo.

Nyuma y'ubwigenge, ISAR yagumye mu maboko y'abanyamahanga kugeza mu 1982, ubwo abanyarwanda bafataga ubuyobozi bwayo.

Kugeza mu mwaka wa 1994, hari hakiri ikibazo cy'ubushobozi bw'abakozi (capacity building) kugira ngo bagere ku rugero rwo gukora ubushakashatsi no gutanga umusaruro.

Amateka ya ISAR ni kimwe mu bigomba guherwaho yiyubaka, harebwa ahakwiye kongerwa ingufu cyane kurusha ahandi.

Muri iki gice, raporo irasesengura ibyagaragaye mu mikorere ya ISAR, hakurikijwe icyo yagiriyeho (pertinence), uko igera ku nshingano zayo (efficacité) n'uko ikoresha uburyo ihabwa kugirango izigereho (efficience).

VI.1. Icyo ISAR yagiriyeho (pertinence)

ISAR ishyirwaho yahawe inshingano yo gukora ubushakashatsi mu buhinzi, ubworozi, amashyamba no gufata neza ubutaka.

Muri urwo rwego hamaze gukorwa ubushakashatsi mu bihingwa bitandukanye kugira ngo hongerwe umusaruro, abanyarwanda bahinge imbuto z'ibihingwa byakorewe ubushakashatsi.

Bumwe mu bushakashatsi bumaze kugerwaho ni ubwerekeranye n'imyumbati, umuceri, urutoki, amoko y'ibishyimbo bishingirirwa, ibijumba, ibirayi, soya, ingano, inka zitanga umukamo mwinshi, ihene,...

VI.2. Kugera ku nshingano (efficacité)

ISAR ifite inshingano nyinshi kandi zikomeye, iz'ingenzi ni izi zikurikira:

- gushyira mu bikorwa politiki y'igihugu y'ubushakashatsi mu by'ubuhinzi, ubworozi, amashyamba no mu byo gufata neza ubutaka;
- gutsura ikoranabuhanga mu bwuzuzanye mu buhinzi, ubworozi, amashyamba no gufata neza ubutaka;
- gukora ubushakashatsi ku ikoranabuhanga riteza imbere ubuhinzi, ubworozi, amashyamba no gufata neza ubutaka;

N’ubwo ISAR igerageza kugera ku inshingano zayo, iracyafite imbogamizi; zimwe muri zo ni zikurikira:

- Minisiteri y’ubuhinzi ntabwo yigeze ishyiraho politiki y’igihugu y’ubushakashatsi mu by’ubuhinzi, ubworozi, amashyamba no mu byo gufata neza ubutaka irashyirwaho;
- Iteka rya Minisitiri rishyiraho akanama kemeza ibyavuye mu bushakashatsi ntirirajyaho, ibyo ni imbogamizi ku bashakashatsi;
- muri “structure” ya ISAR hateganijwe za “centres de recherche” ariko ntizahabwa uburyo buhagije bwo gukora; ibyo bituma inshingano zahawe yo guhuza no gukurikirana ibikorwa by’amasitasiyo y’ubushakashatsi idakorwa;
- ISAR ikorana n’abaterankunga muri gahunda zinyuranye z’ubushakashatsi ndetse no kongerera abakozi bayo ubushobozi, by’umwihariko abashakashatsi, ariko iracyafite ikibazo cy’abashakashatsi kuko umubare wabo ukiri muke, cyane ko abamaze kwiga akenshi bigendera kubera umushahara;
- inyandiko z’ingenzi zifasha mu mikorere (manuel de procedures na règlement d’ordre intérieur) ziracyari imishinga;
- ubushakashatsi ntiburagera ku ntera yo kuba bwakwihaza kuko igice kinini bufashwa n’abaterankunga,bikaba byaba ikibazo gikomeye igihe abaterankunga bahagarika inkunga zabo;

VI.3. Gukoresha neza uburyo bwatanzwe (efficience)

Umutungo wa Leta ukwiriye gukoreshwa neza. Byagaragaye ko amafaranga make ISAR ibona ahanini iyahawe n’abaterankunga iyakoresha nabi.

Mu mikorere ya ISAR, hagaragaye ibyuho mu gukoresha umutungo; iby’ingenzi ni ibi bikurikira:

- kutubahiriza amabwiriza yo gusohora amafaranga;
- kubika amafaranga menshi muri “petite caisse”;
- Sitasiyo z’ubushakashatsi zicungwa n’abashakashatsi badafite ubumenyi buhagije mu icungamutungo;
- kunyereza amafaranga mu masitasiyo y’ubushakashatsi ya ISAR mu myaka ya 2006 na 2007;
- gucunga nabi umutungo utimukanwa (amazu atishyurwa, adasanwa, ubutaka butazwi, ...);
- kutamenya no kutagenzura ibikoresho biri mu bubiko n’agaciro kabyo;

- kutubahiriza amabwiriza y'isaranganywa ry'amafaranga yinjiye aturuka ku bikorwa by'ubushakashatsi (30 % y'ayinjiye asigara mu masitasiyo y'ubushakashatsi, 70% ashyirwa kuri konti ya ISAR).

VII. IBYIFUZO

Nyuma y'isuzumamikorere rya ISAR, Urwego rw'Umuvunyi rurasanga hari intambwe ishimishije imaze guterwa mu rwego rwo gukora ubushakashatsi ku ikoranabuhanga riteza imbere ubuhinzi, ubworozi, amashyamba no gufata neza ubutaka n'ubwo inzira ikiri ndende. Urwego rw'Umuvunyi ruratanga ibyifuzo rubona byafasha ISAR gutera imbere mu mikorere n'imiyoborere myiza.

Bimwe muri ibyo ni ibi bikurikira:

- ISAR ikwiye gutekereza ku buryo bwo kubyaza inyungu ibikorwa by'ubushakashatsi ndetse no gukora gahunda y'uburyo yakwihaza idategeye amaboko abaterankunga;
- Za "centres de recherche" zikwiye kuvanwaho kuko zidakora, ahubwo za sitasiyo z'ubushakashatsi zikongererwa ubushobozi;
- ISAR ikwiye kugira umuyobozi ushinzwe imari n'umutungo muri za sitasiyo z'ubushakashatsi zicunga amafaranga menshi ubazwa ibijyanye n'ingengo y'imari ndetse n'imicungire y'umutungo n'imari muri sitasiyo;
- Inzego z'ubuyobozi za ISAR zikwiye kwihutisha ishyirwaho ry'inyandiko z'amategeko ngengamikorere na ngengamyitwarire y'abakozi kandi akamenyeshwa abakozi bose;
- Serivisi y'ubugenzuzi ikwiye kongererwa ingufu kandi raporo z'ubugenzuzi zikozwe zikamenyeshwa inama y'ubuyobozi;
- Inama y'ubuyobozi ya ISAR ikwiye gukurikirana imicungire y'umutungo;
- ISAR ikwiye gushyira mu bikorwa inama zitangwa n'umugenzuzi w'ikigo;
- ISAR ikwiye kuvugurura imicungire y'isanduku nto (petite caisse) haba ku cyicaro cyayo ndetse no muri za sitasiyo z'ubushakashatsi zayo, abacunga "petite caisse" batabyubahiriza bagahanwa;

- ISAR ikwiye kubahiriza amabwiriza agendanye n'imicungire y'umutungo n'ibikoresho, by'umwihariko imicungire y'amazu yo guturamo ikwiye kuvugururwa ku buryo bukurikira:
    - Gushaka ingengo y'imari yo gusana amazu yangiritse;
    - hakwiye gukorwa igenzura ry'amafaranga yinjira mu bukode bw'amazu adatuyemo abakozi ba ISAR no gushyiraho ingamba zihamye z'uburyo ayo mazu yacungwa;
    - abatuye mu mazu batishyura bakwiye gusezererwa ;
    - ISAR ikwiye kwihutisha ishyirwaho rya za « compteurs » za cash power kuri buri nzu ikodeshwa kugira ngo buri wese uyituyemo yiyishyurire amashanyarazi akoresha ;
    - ibiciro by'amazu bikwiye kuvugururwa bigahuzwa n'igihe tugezemo.
- ISAR ikwiye gushyiraho uburyo bwayifasha kumenya umutungo wayo wose ifite.
- ISAR ikwiye gushaka uburyo abakozi bayo ba nyakabyizi bakora mu mirima bakwibumbira mu makoperative kugira ngo imicungire yabo irusheho koroha;
- ISAR ikwiye kongererwa umubare w'abakozi;
- ISAR ikwiye gushaka ingengo y'imari yo gusana amazu

UMWANZURO

Urwego rw'Umuvunyi rwashimye ibimaze kugerwaho muri ISAR mu rwego rw'ubushakashatsi no kongerera abakozi ubushobozi, ariko haracyakenewe ingufu nyinshi mu kuvugurura imicungire n'imikorere itanoze yagaragaye muri ISAR mu myaka ya 2006 na 2007.

Imikorere ya za sitasiyo z'ubushakashatsi yitaweho by'umwihariko, sitasiyo zigakorerwa ubugenzuzi buhoraho zigahabwa n'ubushobozi, zarushaho gutanga umusaruro, bityo ISAR ikarangiza neza inshingano yahawe.

Serivisi zigaragaramo intege nke zikwiye gushyirwamo ingufu by'umwihariko ni izijyanye n'imicungire y'imari, umutungo n'ibikoresho.