

Ruto

Itunganirize Urudandazwa Rwawe

Edisiyo Mpuzamakungu

**GUTANGUZA  
URUDANDAZWA**

Agatabo k'imyimenyerezo intambwe ku yindi



## ITUNGANIRIZE URUDANDAZWA RWAVE – Edisiyo Mpuzamakungu

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# IGICE CA 1: INTANGAMARARA NO GUTORA ICYUMVIRO C'URUDANDAZWA

## 1 Intangamarara y'Iki Cigwa.

Iki ni icigwa c'imyimenyerezo kigufasha gutanguza umugambi w'urudandazwa canke ishira hamwe rifasha mu kibano. Iki cigwa cokoreshwa kw'isi yose ariko kirashimikira ku bihugu bitaratera imbere.

Iki cigwa kirimwo:

- Ugutora icyumviro c'umugambi
- Ugusuzuma ko icyumviro kizozana inyungu y'amahera
- Ugufasha gutanguza no kuyobora ishira hamwe ry'urudandazwa.

Cagenewe abantu badafise uburambe canke bafise uburambe buto mu vyo gutanguza urudandazwa.

Kirajanye n'urudandazwa urwo ari rwo rwose rukiri ruto:

- Ishira hamwe rizokoresha abantu benshi canke wewe wenyene
- Ishira hamwe rizanira inyungu uwaritanguje canke ritumbereye gufasha ikibano
- Ishira hamwe rihingura ibintu canke riha abantu serivise mu gisata ico arico cose (harimwo n'uburimyi).

Ibice bimwe bimwe vyo muri Bibiliya vyarashizwemwo kuko twibaza ko vyofasha. Imbere y'uko atangura igikorwa ciwe, Yesu yari umuhungu mukuru afasha mu rudandazwa rw'umuryango. Yari azi gukorana n'abaguzi hamwe n'abo bagurirako ivyo bakeneye.

Iki cigwa catunganijwe na Jerry Marshall, umudandaza afise uburambe mu gutanguza urudandazwa rukomeye n'amashira hamwe afasha mu kibano. Niwe yatanguje ishira hamwe Transformational Enterprise Network ([www.tencommunity.net](http://www.tencommunity.net)). Ibiri muri iki cigwa kandi vyarisunze ibitabo vya Mike Clargo n'ivya Rob na Jane Garratt bo mw'ishira hamwe ryitwa 5000+. Biremewe gukoresha canke guhinyanyura iki cigwa.

Ni ngirakamaro ko abariko barakwirikirana iki cigwa mu mugwi canke ishure:

- Bitabira ivyigwa vyose
- Bagira ikaye y'imyimenyerezo n'ikaramu
- Bakirana urweze ivyo abandi bavuze.

Twizera ko iki cigwa kizokunzeza kandi kikagufasha.

## 2 Ico Bibiliya Ibivugako

Aha hari amajambo akomeye dukura mu nkuru y'ukugaburira abantu 5,000 muri Mariko 6:34-44. Aya niyo majambo Imana yahumekeye mu batanguje ishira hamwe 5000+.

<sup>34</sup>Avuye mu bgato, abona ishengero ryinshi, rimutera akagongwe kuko bameze nk'intama zitagira umwungere: atangura kubigisha vyinshi. <sup>35</sup>Umusi ukuze, abigishwa biwe baramwēgēra, bati "Mbega hano hantu kw ari mu gahinga, umusi ukaba ukuze; <sup>36</sup>basezere, baje mu misozi no mu mihana impande zose, kwirondereray' ivyo kurya". <sup>37</sup>Arabishura, ati "Mube ari mwebge mubagaburira".

Ica mbere nuko Yesu yagiriye impuhwe ishengero kandi igihe cose impuhwe zituma hagira igikozwe. Ukwizera kutagira ibikorwa kuba gupfuye, niko Yakobo yanditse (Yakobo 2:17). Ishengero rihamagarirwa kubera inyishu abarikikije.

*Baramubaza, bati Tugende tugure imitsima y'idenariyo amajana abiri, tuyibahe ga barye? <sup>38</sup> Na we arababaza, ati Mufise imitsima ingahe? Ni mugende muyirābe. Babimenye baramwishura, bati Ni dutanu, n'udufi tubiri."*

Ica kabiri: abigishwa bo babona ivyo badafise gusa. Ariko Yesu we yabona ivyo bafise.

<sup>39</sup> "Ababarira ko bese bicara ku vyatsi bibisi bīcīye intēko. <sup>40</sup> Bicara imirongo-imirongo, hamwe ijana-ijana, ahandi mirongwitanu-mirongwitanu, bartyo bartyo. <sup>41</sup> Yābīra ya mitsima itanu na za fi zibiri, ararangamiza, arāba mw ijuru, arabihezagira, amanyagura iyo mitsima, ayiha abigishwa ngo bayishire imbere y'abantu, n'ifi zompi na zo arazibagaburira bese. <sup>42</sup> Bararya bese barahāga. <sup>43</sup> Batororokanya utumanyagu tw'imitsima n'utw' ifi, twuzura ibisimbo cumi na bibiri. <sup>44</sup> Abāriye iyo mitsima bār' abagabo ibihumbi bitanu."

Ica gatatu: Yesu yafatiye kuco bari bafise, naho cari gito. Yahanze amaso Se ari mw'ijuru, abigishwa nabo baremera batera intambwe yo kwizera, hanyuma biragwizwa kugeza aho bikwira bose.

Natwe rero dutegerezwa kwiyumvira ico dufise ubu. Udutsima n'udufi twacu ni utuhe ubu? Hanyuma uce wiheba, uduhereze Imana, uce utera intambwe yo kwizera wemerere Imana itugwize kugira ngo dushobore guhezagira ikibano cose.

### 3 Urudandazwa ni Iki?

Hari ubwoko bwinshi kandi butandukanye bw'urudandazwa.

**IKIGANIRO CO MU MUGWI :** *Tora muri ibi ibikorwa vy'urudandazwa?*

1. Umuntu akora inkofero mu kanya kiwe ko kuruhuka akazigurisha ku bagenzi biwe ?
2. Umuntu arera abana b'abandi bantu bakamuhemba?
3. Umurimiye agurisha ivyo yimbuye mw'isoko?
4. Umuntu atembereza ibintu mw'ibarabara?
5. Umuntu akorera amashirahamwe menshi ibijanye n'imashini nyabwonko?
6. Ishirahamwe ryegeranya uburyo bwo gufasha impunzi?
7. Ishirahamwe ritarondera inyungu y'amahera ryigisha abantu imyuga?

(Inyishu: 1. Urudandazwa rufatiye kw'ihinguriro 2. Urudandazwa rutanga serivise 3. Urudandazwa 'shingiro' 4. Umudandaza ataranguza 5. Kumbure ni urudandazwa ariko uwo muntu ashobora no kuba ari umukozi w'amashirahamwe menshi 6. Oya, iri ni ishishirahamwe ry'abagiraneza 7. Kumbure ni urudandazwa rwo mu kibano ariko twovuga ko ari ishishirahamwe ry'abagiraneza).

**IKIGANIRO CO MU MUGWI:** *Ivyo bikorwa vyose vy'urudandazwa bihuriye kuki?*

Muri rusangi, ibikorwa vy'urudandazwa bizana ibintu abantu bakenera kandi biteguriye kuriha.

Bishobora kuba guhingura ikintu (nk'igiseke), gutanga serivise (nko gushariya terefone ngendanwa) canke gushora ibidandazwa (nko kurangura no gushora impuzu).

"Ishishirahamwe ryo mu kibano" narwo ni urudandazwa ariko amahera amwe canke yose rikoresha ashobora kuba ava muri leta canke mu yandi mashirahamwe, atari babantu batanga ya serivise.

### 4 Ni Kuki Wotangura Urudandazwa ?

Urudandazwa rurahambaye mu gutuma abantu bamererwa neza kandi niwo muti wonyene urama mu kurwanya ubukene. Intumbero nyamukuru yo gutanguza igikorwa c'urudandazwa ni ukurondera itunga, mu congereza bavyita 'wealth' rivuye mu rindi jambo 'well-being' bisigura kubaho neza. Urudandazwa rero rutuma abantu n'ikibano babaho neza.

Igituma urudandazwa rurama ni ukuzana ico abakiriya bakeneye, mu buryo bwiza burusha abo muhiganwa. Urudandazwa rukiriko rurabandanya, ubuzi buraboneka, bikungura ubwenge abakozi, kandi bikubaka ivyizigiro n'ukwiha agaciro.

Abantu bamwe bamwe bakora urudandazwa barikekwa. Benshi barangwa n'ibiturire n'ubukunzi bw'inda. Ariko dushobora gukoresha urudandazwa mu gukunda Imana na bene wacu, bisigura abaguzi bacu, abakozi bacu, mbere n'abo duhiganwa.

Abantu bamwe bamwe barashika kure. Abakora urudandazwa rwo mu kibano bashobora gukoresha urudandazwa mu gutorera inyishu ibibazo bihanze ikibano, mu kwerekana ukuri, mu guhangana n'ubukene mbere no mu gushigikira amahoro ahari amatati mu kuzana ivyizigiro no kwubaka imigenderanire myiza.

Ingingo ngenderwako yo gukunda mugenzawe no kwifatanya n'abatishoboye mu kibano si ivy'abakristo gusa ariko iki ni icyumviro cahinduye amahanga menshi. Mu Bwongereza, abakristo benshi bo mu mahinguriro y'aba Victoria barakoresheje urudandazwa rwabo mu gutuma ubuzima bw'abakozi babo bwisununura. Muri Norvège, Hans Nielson Hauge yaragiye imbere mw'ihinduka ry'igihugu, kiva mu bihugu vya mbere bikenye I Buraya kija mu bihugu bitunze kw'isi. Muri Genève, John Calvin yatanguye umuhari wahinduye igisagara cari 'ica mbere kinuka I Buraya' kubera ubusambanyi, ubukene n'inzoga, gihinduka igisagara gitunze mbere icicaro c'amashirahamwe menshi y'abagiraneza.

Gutanguza urudandazwa rero bishobora guhindura vyinshi kandi bikagufasha, n’umuryango wawe n’ikibano.

## 5 Ni Ibiki Bituma Urudandazwa Rugenda Neza?

**IKIGANIRO CO MU MUGWI MUTO:** Mu mugwi muto, mwiyumvire ishira hamwe ry’urudandazwa muzi ryateye imbere. Ni kuki ryateye imbere? Inyuma y’iminota 5-6, musangire inyishu n’umugwi munini muce muzandika mw’ikaye y’imyimenyerezo. Munganire kandi ibituma urudandazwa ruhomba.

Hari impamvu nyishi zituma urudandazwa rugenda neza, nko kwitwararika abaguzi no kwitondera ivyo gutanga ideni (kwemerera abaguzi gutwara ibidandazwa batarishe). Na cane cane birahambaye kwitandukanya no gukora neza gusumba abo muhiganwa no gutunganya neza amahera.

Abantu batara imbere mu rudandazwa bafise ibintu bine bahuriyeko. Ni ibi:

1. Guhingura canke gukora ikintu abantu baha agaciro
2. Kugikora neza gusumba ibindi vyose bihari
3. Gukura inyungu mu rudandazwa (mu baguzi, mu guhayanisha canke imfashanyo) bisumba ivyo usohora.
4. Gutunganya neza amahera asigara, atari ayo kwifasha no gufasha imiryango yabo gusa ariko ni kuriha ideni bashobora kuba barafashe, gusubiriza ibikoresho vyashaje no kuriha amakori.

Abahomba mu rudandazwa kenshi baba bakoze ukutariko kimwe muri ivyo bintu bine.

Kimwe mu bintu bigora abantu cane ni ugutandukanya amahera y’ urudandazwa n’amahera yabo bwite. Hakaba hari uwo mu muryango akaneye ubufasha, ntumuhe mu mahera y’ urudandazwa kuko urwo rudandazwa ruzohomba bitume utagishobora kugira uwo ufashije.

## 6 Uri Umudereva w’Ubwato Bwawe

Gutanguza urudandazwa ni nko gufata urugendo rururere n’ubwato. Utegerezwa kwitegura kandi ukaraba neza ko ufise ibikenewe vyose imbere yo gutangura urugendo. Utegerezwa kumenya gusoza, gutumbereza no gukwepa ibitandara mu gihe c’ingunza.

**IKIGANIRO CO MU MUGWI MUTO:** Umudandaza atera imbere aba ameze gute? Ni mubiganire mu mugwi muto hanyuma mubisangire n’abandi bose muce muvyandika mw’ikaye y’imyimenyerezo.

Umudandaza ategerezwa kurangwa n’ibintu bitatu bikomeye:

- Ubushobozi bwo gucakira akaryo – ni ibihe bintu abagukikuje bakeneye ariko kumbure ata n’umwe ariko arabitanga?
- Ubushobozib bwo gusuzuma akaryo kabonetse – ni ibihe bifise amahirwe gusumba ibindi?
- Ugukomeza icyumviro umwanya munini kugeza giteye imbere.

Ibinti bitegerezwa kumuranga ni ibi:

- Ugukora cane
- Kumenya gukura icigwa mu bitagenze neza
- Ukwihangana
- Kwihangana
- Kwemera kubana n’ugukekeranya
- Guhuza n’abantu
- Kudatwarwa n’ibigumbagumba
- Kumenya guharura.

Ibi utabifise, wovyimenyereza canke ugakorana n’uwufise ivyo udafise.

Ni ibiki wipfuzaga gushikako? Ugutera imbere kuri wewe kumeze gute? Mu myaka 5 canke 10 wipfuzaga kuba ugeze he? Ivyo wipfuzaga gushikako bishobora kuba bijanye n’ubukwe, abana, amahera, intumbero canke ugutembera kandi ivyo bikwiye kurongora ubwoko bw’urudandazwa ushaka gutanguza. Urashaka amahera yo gufasha umuryango wawe? Canke amahera atuma ukora ikindi kintu (nk’umupasitori mw’ishengero)? Canke umwidegemvyo uva mu bikorwa vy’iwawe? Canke kuvyaza umusaruro ikintu ukunda? Canke gutanguza urudandazwa ruzogufasha ugeze mu za bukuru? Canke kuremera abandi akazi? Canke gutorera umuti ikibazo gihanze ikibano n’ibidukikije?

**AGAKORWA KA WENYENE:** Wewe wenyene, andika mw’ikaye yawe y’imyimenyerezo: 1. Ni ubuhe bumenyi ukeneye cane kuronka 2. Ni ibiki ushaka gushikako.

Inkuru nziza n’uko uwo ari we wese ashobora gutanguza urudandazwa, mu gihe yoba yipfuza kurukora. Rushobora kuryoha, kwimbuka, kuzana amahera no gufasha abandi. Gutanguza urudandazwa cane cane ni ubwenge ndemanwa busanzwe. Ariko kuvyiga no kubitegura neza bigufasha kwirinda amakosa aremereye no gutera imbere vuba.

## 7 Ni Uruhe Rudandazwa Wotanguza?

Urufunguruzo rwo guhitamwo urudandazwa canke ishirahamwe ryo mu kibano ni ukugema ku kibazo canke akaryo WEWE woshobora gutorera umuti neza. Kumbure icyumviro uramaze kukironka ariko kora uwu mwimenyerezo kuko vyogufasha kuronka icyumviro ciza gusumba!

### Zana Ubudasa.

Ntugume wiyumvira gusa ivyo abandi badandaza bariko barakora. Biroroshe kugurisha igiciro ciza mu gihe ata bandi benshi muriko murahiganwa, mu gihe ari ikintu abantu bakeneye kandi biteguriye kurihira. Hano hari ivyiyumviro bimwe bimwe, ariko wibuke ko hari ibindi vyiyumviro birenga ibihumbi kandi ko igihambaye ari ugutora iciza kuri wewe no ku kibano cawe.

- Uguhanahana amahera mw’iterefone
- Kwigisha icongereza
- Ukurera abana / irerero
- Umuyagankuba w’izuba no gutanga amabateri
- Gukora no gutanga amashiga y’ikizungu/imbabura
- Kuba umuserukizi w’ishirahamwe ry’abagiraneza
- Gukora amasabuni
- Udukinisho mfashanyigisho dukozwe mu giti
- Udukinisho two mu mpuzu
- Ukurungika imizigo n’ubutumwa (ak. Gukura ibidandazwa kubabihingura canke mu madepo ukabitwara mu bisagara)
- Gutembereza ingenzi (gutembereza imigwi mito mito y’ingenzi, ukabategera ku kibuga c’indege, uguherekeza no gufasha abakozi b’ishirahamwe, n’ibindi)
- Kwereka ingenzi ibijanye n’igihugu nko kubatumira iwawe muhira ukabaha ivyo kurya kama
- Kuzana ubwogero bugendana amazi ashushe hakoreshejwe imisharara y’izuba
- Kwitwararika abitwararika abandi, bakeneye akaruhuko
- Ubundi bufasha mu kurondera akazi uciye kuri ngurukanabumenyi (raba hano [www.fiverr.com](http://www.fiverr.com) canke [www.upwork.com](http://www.upwork.com))

### Senga ngo Imana Ikurongore

Senga, uri wenyene canke uri kumwe n’abandi, kugira ngo usabe ubwenge bw’Imana bukurongore mu gufata ingingo. Saba Imana ikuganirize. Hari igihe Imana ituganiriza biciye muvyo abandi batubwira, canke igatanga ubuvugishwa butumbereye urudandazwa rwawe. Rimwe na rimwe hari igihe amajambo asa n’ayasimbiye mu maso yacu igihe dusoma Bibiliya. Canke Imana ikatuganiriza biciye mu nzizi, ibicapu canke ibihe bidukikuje.

## AGAKORWA

1. Gira urutonde rw'imigwi yose y'abantu uzi. Nk'akarorero: ababanyi bawe; abo mukorana; abo musengera hamwe, murimbana canke uwundi mugwi; ingenzi zigendera igisagara canyu; abadandaza bo mukarere k'iwanyu. Imbere y'umugwi wose, andika ibintu bakenera. Nk'akarorero: ababanyi boba bakeneye umuyagankuba w'izuba; umugwi w'urwaruka woba ukeneye kwimenyereza urukino rw'umupira w'amaguru; abadandaza bo mukarere k'iwanyu boba bakeneye ibifungurwa bafatira ku kazi.

2. Kora urundi rutonde, rurimwo ibintu vyose bikuryohera gukora. Ni ibiki woshobora gukora umusi wose naho woba utabihemberwa?

3. Gira urutonde rw'ibintu vyose ufitiye ubushobozi n'ivya nkenerwa ngo ubikore. Nk'akarorero, ushobora kuba uzi guteka, kwandika, gutegura ibirori, kwigisha, kunyonga, kwitaho abana canke gukora imashini nyabwonko zapfuye. Iya nkenerwa bishobora kuba ibikoresho vyo gusakara inzu, gukora imashini, gukora ikinga, ikibanza co kubikoreramwo.

4. Subiramwo izo ntonde zose. Uravye urutonde rw'ivyo abantu bakeneye, vyoba bikwibutsa ivyo ufitiye ubushobozi canke ivya nkenerwa ngo ubikore? Uravye urutonde rw'ivyo ufitiye ubushobozi n'ivya nkenerwa, birakwibutsa ibibazo bihari bikeneye gutorerwa umuti? Gira ivyo wongeyemwo. Fata akanya wagure izo ntonde kandi uterwe intege n'ivyo ushoboye vyise!

5. Mukurangiza, raba ibintu biza muri izo ntonde zitatu. Camwo akarongo ivyo udashaka gukora. Hera ngaho ugira urutonde rw'ivyiyumviro vy'urudandazwa bishoboka wisunze za ntonde zitatu nyene ariko zabaye ntoya kugira ubandanye uvuyumvirako.



## IGICE CA 2: KURONDERA ISOKO

### 8 Kurondera icyumviro c'Urudandazwa

#### Ni Ikihe Ciyumviro Ciza?

Ubu urafise urutonde rugufi rw'ivyiyumviro vy'urudandazwa, ufatiye ku bushobozi bwawe n'ibindi vya nkenerwa, ivyo ukunda gukora n'ivyo abantu uzi bakeneye. Ni ibihe vyiyumviro bibiragirana cane muri wewe? Baza abagenzi wizeye ico biyumvira.

**UMWIMENYEREZO WA WENYENE:** Fata ingingo y'icyumviro c'urudandazwa ciza.

Intambwe ikurikira ni ukwiga neza iki cyumviro. Ibi ushobora kubikora mu kuganira n'abo muhiganwa, canke abashobora kuzoba abaguzi bawe, canke amashirahamwe akora nk'ivyo ushaka gukora ariko abikorera mu kindi kibanza.

Ukwiga neza icyumviro c'urudandazwa bishobora kukwereka ko kitazogenda neza. Nimba biri uko, subira kuri rwa rutonde rwawe rugufi ugerageze ikindi cyumviro.

**IKIGANIRO CO MU MUGWI MUTO:** Mu mugwi muto, muganire 1. Ni ibiki vya nkenerwa kumenya 2. Ayo makuru mwoyaronka gute. Inyuma y'iminota 7-8, mwandike ivyiyumviro vyiza bivuye mu mugwi wose.

Urutonde rwawe rwanyuma rwoba rurimwo ibi bikurikira:

- Abo muzohiganwa ni bande?
- Uzodandaza iki?
- Uzobigurisha angahe?
- Ni gute bikwegakwega abaguzi?
- Abaguzi bari mu migwi iyihe?
- Ni kuki urudandazwa rwabo rugenda neza?

Uburondezi bwawe bukwiye kuba burimwo:

- Baza abagenzi n'incuti aho bahora bagurira ico kintu nawe ushaka kuzana; n'ico bibaza ku nkomezi n'integenke vy'uwukora canke atanga ico kintu ushaka kuzana
- Ubishoboye, nawe genda kuri uwo mudandaza urabe uko abikora
- Vugana n'uwo muntu
- Vugana n'abaguzi biwe (babaze igituma bamushorera; ni ibiki bakunda, ni ibiki badakunda; n'ukugene uwu mudandaza yobikora neza gusumba)
- Soma urubuga ngurukanabumenyi rw'uwo mudandaza n'ico abasomyi bavuze kuri urwo rubuga.

(Agakorwa kawe ni ugusubiramwo ubu burondezi, raba impera y'igice ca 2 ku rupapuro rwa 9)

#### Iki cyumviro woshobora kukigeza?

Ukwiga isoko bishobora kuba ivy'agaciro. Ariko bifise akarimbi. Abantu bashobora kukubwira ko bazogushorera kubera bakwubashe ariko hageze ko bakoresha amahera bagaca bahindura. Ivyiyumviro vy'urudandazwa bimwe bimwe biroroshe kugeza: rangura canke ukore ibidandazwa bikeya kugira urabe ko vyoroshe (canke bigoye) gusohora.

#### Uzodandaza ibikwiye?

Nimba uri mu migambi yo kudandaza ikintu kimenyerewe muri ako karere, uja gusanga hari abandi badandaza benshi aho bitaba vyoroshe kuronka abava aho bahora bakaza kugurira iwawe. Ariko ukaba uriko uzana ikintu gishasha muri ako karere, raba ibi bikurikira:

- Hoba hari abaguzi bangahe mu karere ushaka gukoreramwo?
- Mbega umurindi wo kugushorera ungana gute?
- Mbega bazogushorera amahera angana gute (ugereraniye)?
- Wibaza ko bazokugurira ibice bingana gute kw'ijana ?

Ufatiye kuri ibi, raba ko uzogurisha ibikwiye vyotuma urudandazwa rwawe rukomera. Atari uko, ukeneye ibindi bidandazwa.



## 9 Abaguzi Bawe Ni Bande?

**IKIGANIRO CO MU MUGWI MUTO:** Ni kuki wakiguze? Mu mugwi muto, iyumvire ikintu canke serivise uheruka kugura. Wakiguriye kwa nde? Kubera iki wahisemwo uwo mudandaza? Inyuma y'iminota 6-7, sangira inyishu zawе n'umugwi wose.

### Ni kuki bogurira iwawe ?

Ni igiki cotuma umuntu ava aho yahora agurira ikintu akaza iwawe?

Hari ibintu bine bituma abaguzi bahitamwo umudandaza kumurutisha abandi.

1. *Ni ciza:* ikidandazwa gihinguwe neza kurusha ic'abandi bose.
2. *Kirazimbutse:* kirazimbutse kurusha ibindi binyanya ubwiza.
3. *Birihuta:* dushobora guhitamwo ibutike kubera iri hafi yacu, canke umudandaza Kubera abituzanira vyihuse, canke bakagukorera vyose neza ku buryo bicungura umwanya wawe.
4. *Biraryoshe:* Umufundi w'amazi canke umukwaferi duhitamwo ashobora kuba atari we azimbutse canke abizi cane, ariko turamukunda canke turamwizigira canke akora mu buryo buryoshe.

Ntiwibaze ko utegerezwa kugurisha ku biciro bizimbutse. Kumbure wogura igitoro kizimbutse; ariko wokwimosha ku mukwaferi azimbutse canke ukagura ikanzu y'ubukwe izimbutse? Kurema icizere, gukora ibintu wewe nyene, no gukora ikintu ciza ni uburyo bukomeye bwo kuronka abaguzi. Hari n'igihe amashirahamwe abona ko adandaza vyinshi mu gihe adugije ibiciro!

### Abakiriya bawe ni bande, ni igiki gihambaye kuri bo ?

N'iyihe migwi y'abantu canke y'amashirahamwe ishobora kuzokubera abaguzi? Abaguzi bawe bahuriye kuki?: mbega boba cane cane ari abakuze/abakiri bato/abagabo/abagore/abatunzi/abakene/ababa mu mitumba/ababa mu bisagara/abagura bafatiye ku giciro/abagura bafatiye ku bwiza bw'ikidandazwa/abagurira amashirahamwe yabo/abagurira imiryango yabo/leta/amashirahamwe y'abagiraneza ?

Uwu ni "umwidondora w'abaguzi bawe". Umaze kumenya abaguzi bawe ufatiye ku bibaranga, biraja kugufasha kuzana ikidandazwa bakeneye.

Ufatiye kuri vya bintu bine abantu bisunga mu kugura ikintu, no kuri bwaburondezi bw'abo muhiganwa, wibaza ko ari ibihe bituma babantu wadondagura bazova k'uwo bahora bagurirako bakaza iwawe ?

Kumbure inyishu ni nyinshi kubera n'imigwi y'abaguzi ari myinshi. Kumbure abagabo bakunda iforoma canke ibara ritandukanye n'ivy'abagore. Canke abageze mu za bukuru bakenera ibitandukanye n'ivy'abakiri bato. Canke kumbure hari umugwi umwe ugura ufatiye ku bwiza bw'ikidandazwa mu gihe hari abandi barondera ikizimbutse. Ibi tuyiyita "ukugabanganya abaguzi". Ikidandazwa cawe ushobora kugishira mu migwi wisunze imigwi y'abaguzi.

Kumenya imigabane y'abaguzi bawe bizogufasha kuvugana nabo mu buryo bwiza. NK'akarorero, umudandaza w'amakanzu yodandaza amakanzu y'ubukwe akoresheje icandiko gishingiye ku bwiza 'inshono nziza'; amakanzu asanzwe nayo agakoresha icandiko c'uko ikanzu iramba kandi ikomeye.

**UMWIMENYEREZO WA BABIRI:** muri kumwe n'uwundi muntu, mufashanye kwiyumvirira hamwe imigwi y'abaguzi banyu, impamvu nyamukuru bobashorera, n'uko woba ukomeye kuzana ikidandazwa gihuriranye n'umugwi wose. Andika urutonde "rw'imigabane y'abaguzi bawe" n'impamvu bazogushorera mw'ikaye yawe y'imyimenyerezo.

## 10 Abaguzi Bawe Bazoriha Angahe ?

Ibidandazwa vyawe ubitanga kuri angahe? Ni ibihe biciro bizoguha inyungu?

Abadandaza benshi bashinga igiciro kiri hejuru gato y'ivyo bakoresheje mu guhingura ikidandazwa canke serivise. Ariko igihambaye cane ni igiciro abo muhiganwa bagurisha kuri ca kidandazwa gifise agaciro kamwe n'ico waruzanye. Ku bidandazwa bimwe bimwe, cane cane iyo ari bishasha, canke bitamenyerewe, canke ari vyiza cane canke bigoye kwirengagiza, abaguzi bashobora kuriha amahera asumba agaciro kaco. Si igiciro cashingiwe ahubwo ni agaciro umuguzi agiha n'ico abo muhiganwa bakidandaza iyo gifise ka gaciro nyene.

Umukenyuro wawe ni uwuhe? Ushaka kudanza vyinshi ku giciro gito canke bike ku giciro kinini? Kumbure ikidandazwa cawe uzogishira mu migwi wisunze imigwi y'abaguzi bawe: ikidandazwa gisanzwe ku bakunda ikizimbutse, n'ico ku rwego rwo hejuru ku banezerwa no kuriha menshi.

Ikosa rishikira benshi ni ugushira ku giciro gito cane. Ku bidandazwa bimwe bimwe, ibiciro vyo hasi bishobora kwirukana abaguzi. Biyumvira ko ibizimbutse bitaba ari vyiza cane. Ushaka kugura ikanzu y'ubukwe izimbutse? Canke gukoresha umufundi azimbutse ngo agukorere ipikipiki yawe? Kuriha menshi umufundi mwiza vyokugirira akamaro mu gihe ivyo yakoze vyoramba.

Nimba uriko ugurisha umwanya wawe, urabe neza ntushire ku giciro gito cane. Wiyumvire no ku mwanya utaba uriko urinjiza amahera, igihe ushinga ibiciro, ukora ibijanye n'ugutunganya urudandazwa, hari n'igihe ugwara, n'ibindi mbere hakiyongerako n'ibindi utegerezwa kuriha nk'ugukota aho ukorera.

Wibaza ko guhindura ibiciro bizogira ingaruka ku rudandazwa rwawe? Ibi n'ivyo ku bidandazwa biri henshi (nk'igitoro kuri sitasiyo). Mu gihe bimeze uko, kugabanya gato ibiciro bishobora kugutuma udandaza vyinshi ukaronka amahera menshi. Nimba guhindura ibiciro ata birebire vyohindura ku rudandazwa rwawe, kuduza ibiciro vyokuzanira amahera menshi.

**UMWIMENYEREZO WA WENYENE:** *uri wenyene, iyumvire ibiciro vy'abo muhiganwa n'agaciro k'ibidandazwa uha abaguzi bawe, wiyumvira ko igiciro ciza woshirako ibidandazwa vyawe ari ikihe? Nimba abaguzi bawe bashaka ibidandazwa vyinshi, uzobagabanya igiciro? Vyandike mw'ikaye yawe y'imyimenyerezo.*

## 11 Uzoronka Abaguzi Gute ?

Ko wamaze kumenya umwidondora w'abaguzi bawe mu migabane yabo, urashobora gutangura kwiyumvira uko wobwira abazoba abaguzi bawe ("agatabo k'ihayanisha") ibijanye n'ivyo udandaza. Ni ngirakamaro kuronka abaguzi vuba ugitangura urudandazwa.

Kuri iyi ntambwe y'ugutegekanya, igihambaye ni ukumenya uko uzoronka abaguzi n'amahera bizogutwara.

### Ni bande ukeneye kuvugisha ?

Abadandaza bamwe bamwe ntibadandaza "ku bakeneye ibidandazwa" ariko bacisha ibidandazwa ku babirangura nk'amabutike canke uburiro. Ubutumwa bw'ihayanisha bw'iyi migwi buba butandukanye n'ubutumwa bw'abadandaza ku bakeneye ivyo bidandazwa.

Ku badandaza bo mu kibano n'abandi badandaza, woba ukeneye kuvugisha imigwi itandukanye y'abantu: "abafashwa n'umugambi" baronka ivyo utanga; abatanga amahera nk'amashirahamwe ya leta canke amashirahamwe y'abagiraneza, bashobora kuba aribo bariko barariha ibiciro bimwe canke vyose hamwe n'abandi "bafatanyabikorwa" (nk'akarorero, amashuri yoba akeneye kuvugana n'abavyeyi n'abakoresha bo muri ako karere).

### Ni ubuhe buryo bwiza bwo kuronka abaguzi?

**IKIGANIRO CO MU MUGWI:** *Ni ubuhe buryo bwiza bwo kubwira abazokubera abaguzi ibijanye n'urudandazwa rwawe? Gira urutonde.*

Ukugwiza ibikorwa vy'urudandazwa bivana n'umwidondoro w'abaguzi mu mugabane uwo ari wo wose w'abaguzi. Ubuhinga bwo kumenyekanisha ibidandazwa uzokoresha ku mugabane umwe umwe w'abaguzi ni ubuhe?

Biravana kandi "n'incuro umuguzi azokenera ivyo umudandazako". Nimba hari umuguzi ashobora kuzoguma agushorera, birakwiriye gukoresha amahera menshi ngo umutsindire, naho mu mwanya wa mbere wohomba. Ariko nimba abaguzi bawe bazozza rimwe rimwe (nk'akarorero bakuguriye ifuru yo guteka), ayo udandaje ategerezwa kuvamwo ivyo wakoresheje mukuzana ico kidandazwa.

Ukudandaza kwawe kandi kuvana n'ikidandazwa n'ubwoko bw'ishirahamwe ry'urudandazwa urimwo. Nk'akarorero, umudandaza w'amakanzu yobemerera kwifotozanya ikanzu kugira ngo bayishire ku mbuga ngurukanabumenyi zabo mu gihe uwufise uburaro bwo kwakira ingenzi yotera intege abaguzi biwe ngo bagire ico bavuze babicishije ku rubuga ngurukanabumenyi bw'ico kigo.

Ushobora gukora ibi bikurikira kuri gusa.

- Bwira incuti zawe, abagenzi n'ababanyi.
- Saba abagenzi bawe n'abaguzi bawe ba mbere kubwira abagenzi babo bashobora gukunda urudandazwa rwawe rushasha ("ukuranga"). Canke ubabaze uwo biyumvira woganiriza ku bijanye n'urudandazwa rwawe.
- Koresha urubuga ngurukanabumenyi, uce usaba abaguzi 'gukunda' urubuga rwawe no kwerekana uko bakoresheje ikidandazwa cawe ku mbuga zabo.
- Andika inkuru ijanye n'ikidandazwa cawe uce uyishira ku mbuga zawe.

- Rondera amasamirizi akwegereye ubabwire ibijanye n’urudandazwa rwawe kumbure ubasabe kuvuga inkuru yawe.

Ibindi wokora ariko bisaba amahera ni ibi bikurikira .

- Gutanga ikidandazwa ca gusa; nk’akarorero, umudandaza w’umutobe ashobora guha abaguzi biwe agakombe gato k’umutobe kugira ngo bumvirize; umufundi w’amapikipiki ashobora gusuzuma ipikipiki y’umukiriya kuri gusa akanamuha impanuro y’ibikwiriye gukorwa
- Kugenda mu mahuriro arimwo abashobora kukubera abakiriya ukabaha ikarata canke agatabo kadondora urudandazwa rwawe.
- Sohoza udupapuro todondora urudandazwa rwawe.
- Koresha umuntu, ni ukuvuga, tanga agashirikabute ku muntu azanye umuguzi.
- Ha ingabire canke ugabanirize ibiciro abaguzi babwiye bagenzi babo ivy’urudandazwa rwawe.
- Korana n’uwundi mudandaza afise ibidandazwa vyuzuzanya n’ivy’iwawe atari uwufise nk’ivyo ufise. Nk’akarorero, umwe wese agabanirize ibiciro uwuguze ikidandazwa c’uwundi.
- Abadandaza bamwe bamwe barungukira mu gufita urubuga ngurukanabumenyi canke kudandaza biciye mw’ibutike iri ku ngurukanabumenyi canke mw’ihayanisha ryo mu ngurukanabumenyi .

## 12 Ni Ibiki Bikubangamiye?

Gutegekanya ni vyiza ariko si vyose vyama bigenda nk’uko vyategekanijwe. Ingingo ngenderwako ni uko vyose bizotwara umwanya n’amahera kuruta uko wavyibaza!

Ni ibiki bishobora kugenda nabi mu nteguro zawe? Ni ibiki wokora ngo ntibigende nabi canke wokora iki bigenze nabi?

Abadandaza bazwi nk’abantu badatinya ingorane. Ariko abadandaza beza bakora ibishoboka vyose ngo bagabanye izo ngorane kandi baritegurira ibintu vyose bishobora kugenda nabi.

Umugani w’italanto muri Bibiliya (Matayo 25: 14-30) ni inkuru Yesu yakoresheje ngo atwigishe ko Imana itanezererwa n’abantu batinya cane guhomba ivyo bafise. Imana ishaka ko ukoresha neza amahera n’ubwenge ufise mukuyavyaza ubutunzi (wibuke ko iryo jambo rivuye mu rindi jambo risigura “kubaho neza”).

Kugira ngo witegurire neza umwihwezo w’intambanyi, andika akandi gacapu kagizwe n’utwumba tumanuka tune.

- Mu kumba ka mbere, andikamwo ibintu vyose bishobora kugenda nabi.
- Mu gakurikira, andikamwo ico wokora ngo wirinde ko bigenda nabi canke ico wokora vyamaze kugenda nabi.
- Mu gakurikira, andikamwo urugero wibaza vyoshobora gushikako – rwo hejuru, rwo hagati canke rwo hasi.
- Mu gakurikira, gereranya ingaruka y’ico kintu kigenze nabi; bizoba bibi ku rugero rungana gute? Kandi, bihe urugero, rwo hejuru, rwo hagati, rwo hasi.
- Mu kumba kanyuma, iyumvire ukugene wogabanya amahirwe yuko ingorane imwe yose yoshika. Witondere ingorane ziri ku rugero rwo hejuru zifise n’ingaruka ziri ku rugero rwo hejuru .

**IKIGANIRO CO MU MUGWI:** tangurira ku cyumviro c’urudandazwa kimwe mu kugira umwihwezo wa rusangi w’intambanyi nk’akarorero canke mukoreshe Ivyongewe Agacapu A kari mu mpera nk’akarorero.

## **AGAKORWA K'IGICE CA 2**

*Kora uburondezi bwo mu gace ka 8. Bukoreshe, shira hamwe agacapu k'abo muhiganwa n'ibiciro vyabo, inkomezi zabo, integenke zabo, n'ukugene baronka abaguzi.*

*Mbega ubu burondezi buremeza icyumviro cawe c'urudandazwa canke ukeneye kugeragereza ku kindi cyumviro kiri muri rwa rutonde rw'ivyiyumviro?*

*Iyumvire ku vvyiyumviro biri mu gace ka 11 uce ufata ingingo kuri ibi bikurikira. Andika inyishu zawe mw'ikaye y'imyimenyerezo.*

- *Mbega uzogurisha ku bakeneye ibidandazwa canke uzobicisha kubaranguzi canke uzogira vyose?*
- *Wiyumviriye ku migabane y'abaguzi (agace ka 9), n'ubuhe butumwa umugwi wose uzokwumviriza bukawuhindura?*
- *Ubwo butumwa bwawe uzobubashikanako gute ?*
- *Ni ibiki ukeneye gukora, uzobikora ryari, bizogutwara angahe?*

*Tegura umwihwezo w'intambanyi z'icyumviro cawe.*

## IGICE CA 3: GUTEGEKANYA IBIJANYE N'AMAHERA

### 13 Ivyo Gutegekanya Hamwe N'amahera yo Gutangura

#### Intambwe ku Yindi

Wamaze guhitamwo icyumviro co gutanguza urudandazwa kandi wamaze kwiga neza ibijanye n'isoko. Ubu rero utegerezwa kwiga neza ibijanye n'amahera uzosohora kugira ngo umenye neza ko urudandazwa rwawe ruzorama.

Hari amahera menshi asohoka. Ayambere ni "amahera yo kwipanga". Aya ni amahera y'inyubako n'ibikoresho uzokenera kuriha imbere y'uko utangura ibikorwa.

Uburyo bwiza bwo kubikora ni ugucamwo ibice uruhererekane rw'urudandazwa mu ntambuko ngufi ngufi. Nk'akarorero, n'imba ukora icapati, intambuko ya mbere ni ukugura ivyo gukoramwo icapati, intambuko ya kabiri ni ukubipima, intambuko ya gatatu ni ukubivanga, gutyo gutyo. Nimba uzodandaza serivise, vyoba vyiza gucamwo ibice intambuko ukurikije urugendo rw'umuguzi. Nk'akarorero, nimba ufise uburiri, intambuko ya mbere ni ukubikira ibibanza ababigusavye, intambuko ya kabiri ni ukubakira, intambuko ya gatatu ni ukubaha urutonde rw'ibiribwa bihari, gutyo gutyo.

Kwiyumvira ku ntambuko imw'imwe bizogufasha kumenya ibikenewe n'ico bizotwara.

#### Gutegekanya Urukurikirane rw'urudandazwa

Mu gutegekanya uruhererekane rw'urudandazwa, kora agacapu k'utwumba tumanuka dutandatu ku rupapuro runini canke mu mashini nyabwonko.

- Uva hejuru umanuka mu kumba ka mbere, andika urukurikirane rw'urudandazwa mu ntambuko, nk'uko twabivuze aho hejuru.
- Mu kumba gakurikira kandi utumberanije n'intambuko imw'imwe, andika ibikoresho canke inyubako iyo ntambuko ikeneye.
- Mu kumba gakurikira kandi utumberanije n'intambuko imw'imwe, andika abantu n'ubumenyi bikenewe.
- Mu kumba gakurikira kandi utumberanije n'intambuko imw'imwe, iyumvire wongere wandike ivyo wokora kugira ngo iyi ntambuko igende neza gusumba abo muhiganwa.
- Ni vyiza kugumiza ibiciro hasi; mu kumba gakurikira, iyumvire wongere wandike, uburyo busanzwe kandi buzimutse bwo gukora iyi ntambuko. Nk'akarorero, ushobora gutira, gukora canke ukagura igikoresho cakoze hakugura gishasha?
- Ubwa nyuma, mu kumba kanyuma, utumberanije n'intambuko imw'imwe, andika ibiciro vy'ikintu cose ukeneye imbere yo gutangura ibikorwa vyawe.

Amahera yose hamwe uja gutora mu kumba kanyuma niyo mahera yo kwipanga. Ukaba ukeneye urubuga ngurukanabumenyi canke gukora urutonde rw'ibidandazwa, aya mahera uzoca uyongera ku mahera yo kwipanga.

**AGAKORWA KO MU MUGWI:** koresha icyumviro kimwe c'urudandazwa kugira ngo utangure gutegekanya urukurikirane rw'urudandazwa nk'akarorero canke ukoreshe agacapu B ko mu ivyongewe mu mpera.

**UMWIMENYEREZO WA WENYENE (Iminota 30- 40):** Tegura indinganizo y'ibikorwa vyo gutanguza urudandazwa rwawe: andika urukurikirane rw'urudandazwa nk'uko twabibonye mu gace ka 12. Iyumvire kandi abazogufasha gutunganya urudandazwa n'aho uzokura ibikoresho, inyubako n'ibindi vya nkenerwa. Urudandazwa ruzokorerwa he? Nimba uzopanga icumba canke inzu yose, n'ibiki bikeneye gukorwa mu ntumbero yo gutegura ico kibanza? Ukaba ukeneye abafasha, uzobaronka wongere ubamenyereze akazi gute? Ni ibihe bindi bikeneye gukorwa imbere yuko utangura? Ufatiye kuri ibi vyose, andika urutonde mw'ikaye yawe y'imyimenyerezo rw'ibikorwa ukeneye gukora imbere yo gutangura, hamwe n'amahera igikorwa cose kizotwara, n'amagenekerezo bizokorerwako. Kora uwu mwimenyerezo bikenewe uje kukabandaniriza mu hira.

### 14 Amahera y'Ibikorwa

Twabonye ibijanye n'amahera yo kwipanga, ay'inyubako n'ibikoresho utegerezwa kuriha imbere yo gutangura urudandazwa.

Ubu naho tugira turabe ibijanye n’amahera yo gukora, amahera utegerezwa kuriha buri kwezi igihe cose urudandazwa rubandanya.

### **Ingero y’ikidandazwa**

Ubwambere utegerezwa kumenya “ingero y’ikidandazwa” cawe. Ingero y’ikidandazwa cawe ni rurya ruri ku rutonde rw’ibiciro: kumbure ni ikidandazwa kimwe (ak. ikanzu); canke kw’ipaki (ak. Ipaki y’ibisuguti); ku kirahuri (c’umutobe); kw’icupa, ku kilo, kw’itoni, kw’iritiro, kw’isaha, canke ku muni.

**UMWIMENYEREZO WA WENYENE:** *Andika urupimo rw’ikidandazwa cawe mw’ikaye yawe y’imyimenyerezo.*

### **Amahera yama asohoka n’amahera asohoka rimwe rimwe**

Hari imigwi ibiri y’ “amahera y’ibikorwa”, ayama asohoka, n’ayasohoka rimwe rimwe. Ni ngirakamaro kumenya itandukaniro.

Ibintu bimwe bimwe utegerezwa kuriha “vyamaho”. Ivyo ni vya bintu utegerezwa kuriha naho ata kintu na kimwe uba winjije. Nk’akarorero, ni nk’amahera yo gupanga ikibanza ukoreramwo canke kuriha enterinete. Utegerezwa kubiriha naho woba ata baguzi waronse.

Ibindi navyo utegerezwa kuriha “birahinduka”. Nk’akarorero, ibintu uvanga mu gihe uhingura ibifungurwa, ibitambara mu gihe ukora amakanzu, hamwe n’amahera yo kubitekerana no kubishira abaguzi. Ni amahera usohora afatanye n’urudandazwa. Uko ibidandazwa biba vyinshi niko n’ayo mahera aba menshi. Amakanzu udandaza niyigwiza kabiri, n’ivyo kuzikora bizokwigwiza kabiri.

Ariko hari amahera amwe usanga woyakura mu mugwi umwe akaja mu wundi canke ashobora kuba hose . Imishahara ishobora kuba mu mahera yamaho (mu gihe utanga umushahara uzwi udahinduka buri kwezi udafatiye ku vyinjije) canke ikaba mu mahera ahinduka (mu gihe abakozi ubahembera ico bakoze). Ukuriha amatara bishobora gukorwa ku kwezi ku kwezi amahera angana canke bigakurikiza ivyo konteri yaharuye, ivyo navyo biduga uko ibikorwa biduga.

Uko wobipima neza: nimba ivyo udandaza vyagwiye na kabiri, mbega n’amahera bitwara nayo nyene yigwiye na kabiri canke n’imiburiburi yaraduze cane? Nimba biri uko, ayo ni amahera ahinduka.

Ukubitandukanya birahambaye. Kumenya ivyo utegerezwa kuriha bihindagurika bisigura ko ushobora guharura ayo uzorihira wisunze “ingero y’ikidandazwa”. Kumenya ivyo utegerezwa kuriha bihindagurika wisunze ingero y’ikidandazwa bisigura ko wokwemerera umuguzi ashaka kugushorera ku giciro kanaka. Nimba igiciro kiri muni y’ivyo uriha bihindagurika, rindira: wohava uhomba. Nimba kiri hejuru y’ibiciro bihinduka kw’ingero y’ikidandazwa aho ico uzogurisha kizoterera mu kuriha amahera yamaho (naho bisaba kudandaza vyinshi kugira ngo urihe ibiciro vyamaho vyose).

### **Guharura ivyo kuriha bihinduka “vyumvikana”**

Amahera yawe ahinduka ufatiye kw’ingero y’ibidandazwa aroroshe guharura. Nk’akarorero, nimba gukora ibisuguti 100 bitwara amatorare 10 ivyo bisuguti ukaba ubidandaza mw’ipaki ya 10 (ingero yawe y’ibidandazwa), ibiciro bihinduka ni amatorare 10 ugabuye ku mapaki 10 ni ukuvuga idorare 1 kw’ipaki.

Ariko, ico nico giciro “c’akarorero” kw’ingero y’ikidandazwa. Ikibabaje, bimwe mi bisiguti uriko urakora bizovunguka canke biribwe n’imbeba canke bibore imbere yuko babigura. Canke, iyo udandaza serivise maze ugapangira abaguzi bawe umwanya, bamwe muri bo ntibaza, uwo mwanya ukaba uratakaye.

Rero, kw’ingero y’ibidandazwa 100, bazokuriha bingahe mu vy’ukuri (ugereranije)? Amahera y’ibipimo 100 yagaburire igitigiri c’ibipimo warihiye. Ibi ni vyo biciro vyawe bihinduka “vyumvikana” kw’ingero.

Muri ako karorero k’ibisuguti, fata ko mu bisuguti 100 ukora bakurihamwo 90 (kubera 10 vyavungutse, vyariwe n’imbeba canke vyaboze), ibiciro bihinduka vyumvikana ni ama dorare 10 ubigaburiye ipaki 9, zigurwa idorare 1 kw’ipaki.

**UMWIMENYEREZO WA WENYENE:** guharura amahera yamaho canke ayo uriha rimwe rimwe

1 Gira urutonde rw'ivyo utegerezwa kuriha vyamaho uce ugereranya ivyo uzoriha buri kwezi.

2 Gira urutonde rw'ayo uzoriha rimwe rimwe.

3 Harura ivyo uzoriha kuri buri ngero .

4 Kw'ingero y'ibidandazwa 100, harura ayo bazokuriha (ugereranije). Koresha ivyo mu guharura ayo uzoriha ahinduka vyukuri kuri buri ngero. Subiramwo ibi kuri buri kintu cose udandaza (kumbure uwukora ibisiguti azonakora amakeke).

Bikore nk'agakorwa ko muhira ni vyaba ngombwa.

## 15 Amahera Yinjira Hamwe n'inyungu

Wamaze kwiyumvira ibiciro uzoshira ku bidandazwa vyawe kuri buri ngero y'ikidandazwa, ufatiye ku burondezi bwawe kubo muhiganwa. Twizera ko ivyo biciro biri hejuru y'amahera ahinduka uzoriha kuri buri ngero nk'uko wamaze kubiharura. Intambuko ikurikira ni uguharura amahera yinjira no kwongerako amahera yamaho n'ayahindagurika waharuye.

**UMWIMENYEREZO WO MU MUGWI:** koresha icyumviro kimwe c'urudandazwa mu gutangura kwuzuzwa agacapu umurongo ku wundi (raba aha hepfo) canke ukoreshe akarorero ko mu vyongewe agacapu C.

### Guharura amahera yinjira

- Wibazako uzogurisha ingero zingahe mu kwezi kwa mbere kw'urudandazwa? Kumbure si vyinshi, kuko birafata akanya kuronka abakiriya. Mbega mu kwezi kwa 2 ho bizoba bimeze gute? Kenshi urudandazwa ruduga buhorobuhoro mu mezi ya mbere. Aka kagire akarongo kambere ka kagacapu.
- Igitigiri c'ingero wibaza ko uzodandaza buri kwezi kigwize n'igicro, kugira ngo utore amahera azokwinjira buri kwezi. Aka ni akarongo ka 2.
- Kandi iki gitigiri c'ingero kigwize n'ibiciro bihinduka vy'ukuri kuri buri ngero, kugira ngo utore amahera yose hamwe ahinduka buri kwezi uce ubishira mu karongo ka 3.
- Amahera yinjira buri kwezi uyakuyemwo amahera ahinduka biguha "inyungu iri hamwe". Aya ni amahera ukoresha mu kuriha amahera adahinduka. Ibi bishire mu karongo ka 4.
- Andika mu biciro bidahinduka (biguma bisa buri kwezi) mu karongo ka 5.
- Inyungu iri hamwe buri kwezi ukuyemwo amahera yamaho biguha "inyungu y'ibikorwa" (canke agahombo k'ibikorwa mu gihe habaye guhomba). Ibi bishire mu karongo ka 6.

### Umurongo wo hagati na hagati

Woba ubona umengo uriko urunguka canke urahomba? birafasha kumenya "umurongo wawe wo hagati na hagati, amahera make ashoboka wodandaza kugira ngo uronke inyungu y'ibikorwa.

Umurongo wawe wo hagati na hagati uri harya inyungu iri hamwe yawe ihurira n'ivyo vyose utegerezwa kuriha vyamaho.

Mu karorero kari mu vyongewe agacapu C, igicro ni amatorari 10 kw'ikanzu amahera ahinduka nayo ni amatorare 7, rero inyungu iri hamwe kw'ikanzu ni amatorare 3. Ibi bisigura ko ikanzu yose igurishijwe iterera amatorare 3 muvuyo utegerezwa kuriha vyamaho. Muri aka karorero amahera yamaho ni amatorare 15 ku kwezi, bisigura ko utegerezwa kudandaza ikanzu 5 (15 ugabuye na 3) kugira ushikire umurongo wo hagati na hagati.

**UMWIMENYEREZO WA WENYENE:** uzuzwa agacapu gasa n'ako ugatumbereza ku mugambi wawe uce uharura aho umurongo wawe wo hagati na hagati uri.

## 16 Ikigega ca Buri Kwezi

### Ni kuki dukwiye gutegekanya uko ikigega gikora

Ikibazo gihambaye igihe wibaza igihe uriko urategekanya ni ukumenya ko urudandazwa rwawe ruzorama: urudandazwa rwawe ruzogenda neza canke nabi ?

Ibi twobipfunyapfunya mu bibazo bibiri:

- Ikigega cawe kirakwiye?
- Urudandazwa ruzokwunguka?

Ibi ntibisa: amashirahamwe akura yihuse ashobora kubura amakashi gutyo agahomba naho boba bariko barunguka.

Kugira ngo umenye amahera ukeneye kandi ntubure amakashi, utegerezwa gutegekanya ibijanye n'ikigega.

### **Gutegekanya ibijanye n'ikigega ni iki ?**

Rimwe na rimwe ushobora kubona uko ivy'ubutunzi vyifashe ufatiye nk'akarorero ku cegeranyo ca banki canke c'iterefone ngendanwa. Muri rusangi, aho hejuru, haranditswe « amahera yo kwugurura », amahera wari ufise kuri konte yawe mu ntango z'ukwezi. Hanyuma, hazokurikira urutonde rw'amahera yose yashizweko muri ukwo kwezi (« ayinjije »), n'ayandi yose yakuweko muri ukwo kwezi (« ayasohotse »), ibintu mwarishe. Mu mpere y'ico cegeranyo, hazoba handitse Ayariko mu mpera – amahera usigaranye. Ayo niyo aba amahera yo kwugurura ukwezi gukurikira.

Ugutegekanya uko ikigega gikora ni ikigereranyo c'uko ivyegeranyo vyawe bizoba bimeze mu mezi ari imbere. Amahera yawe yo kwugurura azoba angana gute igihe uzotangura urudandazwa rwawe ? Muri ukwo kwezi kwa mbere ni ibiki uzotegerezwa kuriha ? Uzokwinjiza amahera muri ukwo kwezi ? Hazosigara angahe?

### **Ugutegekanya ivy'ikigega bisanzwe**

Hari akarorero k'itegekanya ikoreshwa risanzwe ry'ikigega mu gacapu D ko mu vyongewe. Ni rya shirahamwe nyene ryo gushona riri mu vyongowe C. Muri ako karorero, ishirahamwe riragura igitambara muri nya kwezi nyene amakanzu adandarizwamwo, kandi amahera akarihwa amakanzu agurishijwe. Nukuvuga ko ibiharuro ari bimwe. Ivyongeweko, ni amahera yo kwipanga – amatorare 200 yo kugura imashini yo gushona. Harongeweko kandi amahera yo kwugurura n'ayo kurangiza buri kwezi.

**UMWIMENYEREZO WO MU MUGWI** : *subiramwo itegekanywa risanzwe ry'ikigega. Tegura agacapu gashasha katujujwe mukoresheje akarorero ko mu vyongowe D, uce uteranya ibiharuro umurongo ku murongo (utaravye inyishu!). hanyuma ukagereranye na gacapu D.*

Kimwe mu bintu ngirakamaro ako gacapu kerakana ni igitigiri c'amahera ishirahamwe rikeneye kugira ngo ritangure. Amahera yo gutangura angana n'amahera yo kwipanga (amatorare 200) uteranjeko ivyo wahomvye mu mezi yambere. Iryo shirahamwe rizoba rikeneye n'imiburiburi amatorare 212 (raba ukwezi kwa 2 ). Mu ntumbero yo kwikingira, ishirahamwe ritegerezwa kuronka ayarenze ayo – dufate amatorare 300 – mu gihe ivyo udandaza vyoba vyinshi gusumba.

### **Ugutegekanya ibijanye n'ikigega vyumvikana**

Ariko, ibijanye n'itegekanywa ry'ikigega riratanguranye n'urutonde ruzanzwe rw'ivyinjira n'ibisohoka kuko bifatiye ku mwanya urihirako nawe bakurihirako. Ivyo bishobora kudasa n'ivyadandajwe mu kwezi : amashirahamwe amwe amwe ntarihwa ku bidandazwa n'abaguzi ubwo nyene bakidandaje. Ahubwo, bakora urupapuro rwo kwishuza rushobora kuzorihwa mu kwezi gukurikira canke inyuma yaho.

Mu karorero ko mu vyongewe agacapu E, uwushona impuzu yafashe ingingo yo gukora imyambaro abakozi bambara bari ku kazi. Inkuru nziza ni uko muri ako karorero, ishirahamwe ryaciye ryunguka kurusha igihe ryakora izindi mpuzu kubera imyambaro y'akazi igurwa amatorare 12 ariko kuyikora vyatwaye amatorare 8. Inyungu iri hamwe rero ica iba amatorare 4. Ariko inkuru itari nziza nuko ibitambara bitegerezwa kugurwa ukwezi kumwe imbere y'uko iyo myambaro y'akazi ikorwa. Bica vyumvikana ko ibikoresho bitegerezwa kugurwa imbere yuko ishirahamwe ririhwa ivyo ryadandaje. Kandi muri ako karorero, umuguzi ariha ukwezi kumwe inyuma yo gushikanirwa ibidandazwa. Ibi birashika kenshi ku mashirahamwe agurisha ku yandi mashirahamwe.

**UMWIMENYEREZO WO MU MUGWI** : *Tegura agacapu katujujwe ukoresheje akarorero ko mu vyongowe E, uce wongerako ibiharuro umurongo ku murongo (utaravye inyishu !). Uce urabira inyishu ku gacapu E.*

Menya ko naho ico gikorwa coba cunguka cane, amahera yo gutangura ni menshi cane. Uko ishirahamwe rikura ryihuta niko rikenera amakashi cane. Ishirahamwe rikeneye n'imiburiburi amatorare 348 (ukwezi kwa 4), kumbure ayarenga amatorare 400 kugira wikingire.

**UMWIMENYEREZO WA WENYENE** : *Tegura indinginganizo y'ikoreshwa ry'ikigega wisunze akarorero. Kumbure udandaza ibintu vyinshi bitandukanye. Kimwe kimwe cose gihe umurongo waco, hanyuma uce uteranya amahera yose yinjira. Ushobora kubikorera muhira bibaye ngombwa.*



Uko amahera yinjira ayandi asohoka ushobora kubikorera ku rupapuro, ariko biroroha ukoresheje nyabwonko nka Excel mu gihe woshobora kuronka imashini nyabwonko. Hari icitegererezo wokoresha ku buntu ugisanze hano [www.tencommunity.net/resources/mind-your-own-business-](http://www.tencommunity.net/resources/mind-your-own-business-). Urupapuro rwa mbere rwo kuri urwo rubuga ni akarorero karimwo n'insiguro nkeya, urwa kabiri rurakwemerera gushiramwo ibiharuro vy'iwawe. Hanyuma urashobora gufuta urupapuro rwa mbere kugira ngo urukoreshe mu ndinganizo y'urudandazwa rwawe. Ico citegererezo gitanguzwa n'agace kadategerezwa kujamwo kerekereye ivyo ushobora kuzodandaza, n'ibiciro vyavyo. Ibi bifise intumbero yo kugufasha guteranya amahera yinjiye no kworosha uguhindura igicro canke igitigiri c'ivyadandajwe.

### Ukeneye amahera angaha ?

Mu bisanzwe, amahera ari mu mpere y'icegeranyo c'ikigega c'ishirahamwe rikiri rishasha kenshi yama ari muni y'ubusa. Hanyuma, ishirahamwe ryungutse, bica biza birahinduka, kugeza aho aja hejuru y'ubusa.

Ni gute ukwezi kwawe kwa mbere kubi kuba muni y'ubusa? Ayo mahera (wongereko n'ayandi y'integakiba) niyo ukeneye kugira ngo utangure ishirahamwe ry'urudandazwa. Yitwa « umutahe wo gutangura ». Umutahe wo gutangura angana n'amahera yo kwipanga ushizeko n'yandi yo gusubiriza ayahomvye mu misi ya mbere.

Ni amafaranga yumvikana woziganya canke wosaba ingurane? Nimba uriha inyungu ku ngurane, zongereko igihe uriko urategekanya ivy'ikigega kugira ngo amahera yose hamwe uzosaba nk'ingurane aduje.

## 17 Urudandazwa Rwawe Ruzokwunguka?

Mu gace ka nyuma, twakubajije ko urudandazwa rwawe rwunguka duce twishura ko ivyo biri mu mpfunyapfunyo y'ibibazo bibiri. Ikibazo ca mbere cari « Ikigega cawe kirakwiye », kikaba cishuwe n'indinganizo y'ikigega. Ikibazo ca kabiri cari « Ishirahamwe rizokwunguka? »

Twaharuye inyungu iva mu bikorwa ariko vyose ntibiba biheze.

Kugirango umenye ko ishirahamwe ryawe ryunguka, hari ibindi utegerezwa kuriha. Inyungu yawe itegerezwa kuvamwo ibi bikurikira.

- Umushahara wawe : harura ayo ukeneye. Nimba ufise akazi, urashobora kubandanya ukora mu gihe uriko urakuzura urudandazwa rwawe kugira ngo ntuce utangura gukuramwo umushahara wawe.
- Amahera yose y'ingurane mwafashe.
- Amahera yo gusubiriza ibikoresho yitwa « ukunagura ibikoresho ». Ugutituka kw'ibikoresho ntikuzotandukira ikigega c'intango, ariko azotandukira umwimbu. Nimba utunguka amahera menshi kugira ngo uzosubirize ibikoresho vyashaje, ishirahamwe rizohomba.

### **UMWIMENYEREZO WA WENYENE:** Inginganizo yo gusubiriza ibikoresho

1 Gira urutonde rw'ibikoresho vyose uzogurira ishirahamwe: ibikoresho, imashini nyabwonko, imashini zisohora impapuro, imiduga, n'ibindi. Ntimushiremwemo ivyo muzokota (bishobora kuba biri mu mahera y'ibikorwa).

2 Ku gikoresho kimwe cose, andika umwanya kizomara kitarasubirizwa.

3 Ku gikoresho kimwe cose, amafaranga yo kugisubiriza angana gute ?

4 Amahera utegerezwa gushira ku ruhanda buri kwezi kugira uzosubirize igikoresho cawe angana n'amahera yo kugisubiriza uyagaburiye amezi wibaza ico gikoresho kizomara. Nk'akarorero: nimba uguze igikoresho kigurwa amadorare 500 ukaba wibaza ko kizomara imyaka 5, ugutituka kwo ku mwaka ni amadorare 100 ku mwaka canke amadorare 8,33 ku kwezi.

Ubu rero, fata amahera wunguka ku mwaka, ukuremwemo amahera yo gukora, amahera waguranye, imishahara hamwe n'ayo gusubiriza ibikoresho. Mbega uzosigarana amahera ?

### Kugira wunguke cane

Ubu urazi nimba icyumviro cawe c'urudandazwa kizozana umwimbu. Nimba urudandazwa rwawe rusa n'uruzokwunguka, bandanya urushire mu ngiro!

Ariko, nimba ubona neza ko uzohomba, tora ikindi ciyumviro uce usubiramwo uburondezi n'ugutegekanya ibijanye n'amafaranga.

Ariko kumbure vyoba biri hagati na hagati. Muri ico gihe, wiyumvire uburyo wokwunguka gusumba.

**UMWIMENYEREZO WO MU MUGWI MUTO** : Mu mugwi wanyu, muhitemwo icyumviro kimwe canke bibiri vy'urudandazwa hama mwiyumvire uko vyokwunguka gusumba. Ni gute amahera yinjira yoduga canke ayasohoka yogabanuka ? Tondeka iviyumviro vyanyu muce mubisangira n'abandi mu mugwi wa bose.

Ngaha hari iviyumviro bimwe bimwe vy'ukugene urudandazwa rw'ibisuguti rwogenda neza.

- Hari ayandi mahera woshobora kwinjiza ? Kumbure wokwongeramwo n'amagato? Canke ukugurura uburiro? Canke ukigisha abandi uko bakora ibisuguti ?
- Woshobora kudandaza vyinshi? NK'akarorero, ukaranguza kuma mangazini yo mu bisagara bibanyi?
- Woduzi ibiciro? NK'akarorero, ugakora igitumbura ciza kizimye kandi cunguka cane? Canke nimba uranguza kuma mangazini, wonagurisha ku babifungura?
- Woshobora kugabanya amahera usohora ? NK'akarorero, nimba upanze ikibanza ukoreramwo, wovugana na nyene inzu akakugabanya canke akaguha ukwezi kwa mbere kuri gusa? Urashobora kugura ibikoresho vyakoze, kubikota canke ukabitira?
- Woshobora kugabanya amahera y'ingurane ukeneye mu kuriha abaguha ibintu utevye canke ugasaba abaguzi bawe kukuriha vuba?

Twumvikane: urudandazwa rusa n'urutunguka, ni vyiza kubimenya ubu, ukiriko urategekanya, hakubimenya wamaze gusohora amahera.

### **IGICE CA 3 AGAKORWA KO MUHIRA**

Kora imyimenyerezo yose y'igice ca 3 ni vyaba ngombwa : urukurikirane rwawe rw'ibikorwa vyo gutanguza urudandazwa (agace ka 13), ayo usohora yamaho n'ayahinduka (14), ugutegekanya ivy'injira (15), ikigega ca buri kwezi (16), indinganizo yawe yo gusubiriza ibikoresho (17).

Mbega urudandazwa rwawe ruzokwunguka ? Ukabona rusa n'urutazokwunguka naho woba wamaze kwihweza neza ivyo mu gace ka ka 17, tora ikindi ciyumviro uce usubira uce muri ya nzira nyene kugira ngo urabe ko ico ciyumviro gishasha kizokwunguka.

## IGICE CA 4: GUTANGUZA NO GUKUZA URUDANDAZWA

### 18 Inyubako y'Urudandazwa

Amashirahamwe y'ubudandaji menshi atangura ari mato, adafise inyubako itomoye neza. Uri « **umudandaza yigenga** », bisigura ko wewe n'ishirahamwe muri kimwe. Amahera yose ishirahamwe ryanjiza ni rwawe. Ariko kandi, ingorane yose y'ishirahamwe ni ingorane yawe, nk'akarorero igihe umuguzi asavye ko ishirahamwe rimushumbusha ku kidandazwa kitameze neza. Urabe neza ko utegerezwa kwandikisha ishirahamwe ryawe canke ko ufise urundi ruhusha. Urabe neza kandi ko watandukaniye amahera y'ishirahamwe n'ayawe bwite. Nimba ukoresha amahera y'ishirahamwe mu gukemura ibibazo vyawe bwite, ishirahamwe rizobura amahera rice rihomba kandi ntirizosubira kwinjiza amahera yogira uwo afashije.

Ufashe ingingo yo gutanguza ishirahamwe ufatanije n'uwundi (canke abandi benshi), muba **mufatanije ibikorwa**. Ico gishobora kuba icyumviro ciza kuko muzanira ishirahamwe ubuhinga butandukanye, umwanya n'ibindi vya nkenerwa. Ivyo bisigura kandi ko umwe ashobora kubera mu kibanza uwundi mu gihe umwe agwaye. Ariko ivyo bisigura kandi ko muzogabura inyungu. Mukaba mugiriraniye amasezerano yo gukorana, mwumvikane uko muzokorana hakiri kare kandi mubishire mu nyandiko. Mbega ni ibiki umwe wese azozana mw'ishirahamwe kandi azoronka iki? Ninde azokurikirana amakonte? Bizogenda gute umwe ashatse kuvamwo? Ivyo bavyita amasezerano yo gukorana.

**Amashirahamwe afise akarimbi** ni amashirahamwe yubatswe « urwego » rutandukanye na ba nyeneryo imbere y'amatageko. Ivyo bisigura ko iyo habaye ingorane, ni ishirahamwe, si wewe uzokurikiranwa mu butungane (nahamwe y'amatageko uba ari wewe urongoye ishirahamwe). Muri rusangi amashirahamwe arandikwa muri leta. Ishirahamwe rigirwa n'abanyamitaha bafatiye ku mitaha bafisemwo. Ishirahamwe ritegerezwa kuriha amakori ku nyungu baronse. Inyungu yose canke igice cayo iragaburirwa abanyamitaha (vyitwa « inyungu ku mitaha »). Iyo hari abanyamitaha benshi, rondera umunyamategeko abafashe kwandika amasezerano yo gucanga imitaha. Aya masezerano akingira abafise imitaha mike akanatomora ingingo zifatwa aruko abanyamitaha bose bavyemeye.

**Amashirahamwe yo mu kibano n'amashirahamwe y'abagiraneza** muri rusangi aratandukanye bivanywe n'ibihugu. Tohoza uko bimeze mu gihugu cawe mu gihe ushaka gutanguza ishirahamwe « ridaharanira inyungu z'amahera » canke koperative.

### 19 Kwita Izina Ishirahamwe Ryawe

Ishirahamwe ryawe uzoryita gute? izina ryiza rishobora gufasha kumenyesha ico ishirahamwe rikora. Ngibi bimwe bimwe muvye wokwiyumvirako.

- Gukoresha izina ryawe biroroshe, ariko hari igihe vyokubangamira nk'umudandaza mu gihe izina ryawe ryoba rifise ico risigura kubazokubera abaguzi.
- Amazina nka « Apple » ni meza ku mashirahamwe manini ashobora kuriha amahera yo kwimenyekanisha. Atari uko, iryo zina nta nakimwe risobonura kubazoba abaguzi bawe.
- Ahubwo iyumvire kw'izina rivuga ivyo ukora: Icapati kiryoshe canke amakeke ya Sharoni. Abaguzi bazoca batahura ubwo nyene ivyo ukora. Ariko urabe neza iryo zina rijemwo ivyo mushaka kuzokora vyose.
- Raba ko kuvanga amajambo meza vyotuma abantu babibona bikanasigura ivyo mukora: ishirahamwe ridandaza impuzu rikitwa Kwa 'Koneseri'; igitabo cigisha urudandazwa kikitwa 'Itunganirize urudandazwa rwawe'.
- Wirinde gukoresha izina risa n'iryishirahamwe rihasanze. Ushobora gukurikiranwa n'ubutungane kubwo « kwigana », bisigura gushaka kwiyitirira irindi shirahamwe rihasanze.
- Ukeneye urubuga ngurukanabumenyi, raba ko hari izina ribereye woronka. Ukaba ushaka gushinga ishirahamwe abanyamitaha bari mw'ibanga, raba ko izina rihari.
- Mu bihugu vyinshi, hari amazina ubanza gusabira uruhusha kubera yohava acafuza igihugu (Ak. « Ishirahamwe ry'Ubwami » canke « Ishirahamwe Mpuzamakungu »).

**UMWIMENYEREZO WA BABIRI** : Ufatanije n'uwundi muntu, tora izina ryiza ribereye ishirahamwe ryawe.

## 20 Aho Amahera Ava

Umaze kumenya amahera ukeneye kugira ngo utangure urudandazwa rwawe, iyumvire aho uzokura ayo mahera. Ushobora kuyakura mu ngurane isanzwe uzosubizanya inyungu ; canke amahera waziganije (« amahera yawe bwite »), igihe udandaje umutahe w'ishirahamwe.

**Amahera waziganije canke warazwe n'umuryango** – amahera y'urufatiro ni ayo mwaziganije mwe n'ay'abafatanyabikorwa bawe canke mukagurisha ivyo mufise vyose bidakenewe cane. « Udutsima n'udufi twawe » Imana yogwiza ni utuhe (agace ka 2)?

**Incuti n'abagenzi** – amahera ugurwanywe n'incuti canke abagenzi arafasha mu gihe udakeneye menshi. Biroroshe kubegeranya kandi kenshi nta nyungu basaba. Ariko bishobora gutosekaza imigenderanire mufitaniye ,mu gihe udashoboye kuyasubize mu kiringo mwavuganye. Iyo incuti n'abagenzi badakeneye ko ubasubiza amahera yabo vuba kandi bizeye ko urudandazwa ruzogenda neza, bashobora kwemera gushira imitahe mu rudandazwa rwawe mu kugura ibice bikeya nk'abanyamitahe.

**Ishirahamwe rifasha ikibano canke ishirahamwe ry'abagiraneza** – Nk'akarorero, imigambi yo kuziganya no kuguranana. Kenshi ku nyungu ntoya.

**Amashirahamwe yo kuziganya no kuguranana**– bashobora kuguha ingurane ku gihe gito ku nyungu yo hejuru.

**Ama banki** – kenshi ntafasha amashirahamwe y'urudandazwa agitangura ata bundi butunzi afise kandi basaba inyungu yo hejuru.

**Kuguranana « hagati y'abagenzi »** – ingurane canke amahera ahanahanwa hagati y'abagenzi biciye ku rubuga ngurukanabumenyi. Hari ibihugu bifise inzira nyinshi, hakaba n'ibindi atazo bifise, ariko ni uburyo buriko burakwira hose. Raba ngaha <https://businessideas4africa.com/p2p-lending> urabe urutonde rw'imbuga zo muri Afirika canke urondere ku rubuga ngurukanabumenyi mu gihugu iwanyu.

### Ukurondera amahera mu bantu bose : iyo tugana

Gushika mu misi iheze, abadandaza barondera amahera mu bagenzi, mu babanyi, no mu ncuti kugira ngo baronke ababagurana, baronke ivyiyumviro, bagire uburondezi bwerekeye isoko canke ngo baronke abaguzi bambere. Ubu ivyo vyose urashobora kubikora wivuganiye n'imiriyaridi itatu y'abantu bari ku murongo mu guhamvya canke gutanguza « imiryango ifise ico ihuriyeko » muri vyose.

Imbuga ngurukanabumenyi zo kurondera amahera mu bantu zishobora gukoreshwa mu gusaba imfashanyo y'amahera (nk'akarorero urwitwa Justgiving) ; gusaba ingurane y'amashirahamwe (nk'akarorero iriyitwa Fundingcircle); gusaba umutahe (nk'akarorero iriyitwa Crowdfunder) canke gutanga agashimwe igihe waronse umutahe (nk'akarorero Kickstarter, Indiegogo). Ubu, imbuga nyinshi zitumbereye ibihugu vyateye imbere, ariko ivyo bizohinduka. Gumiza ijisho kubishobora kuza hafi yawe.

*Kickstarter ikora gute ([www.kickstarter.com](http://www.kickstarter.com)) ?*

Dufate ko ushaka gutanguza ishirahamwe rifasha ingenzi kumenya ivy'umuco w'igihugu bagendeye, amahera nayo yo gutunganya icumba c'ingenzi akaba ari amadorare 1 500. Dufate ko abakiriya babiri bariha amadorare 20 kuri vyose (harimwo kubatora bashitse mu gisagara, ibifungurwa...) mukaba muriko muritegurira kuzohora musaba amadorare 60 mu masaha 24 ku bantu babiri. Ivyo ushobora guca ubivuga muri Kickstarter mu guha abagwizatunga kumara amasaha 24 ku bantu babiri kuri buri madorare 50 yabikijwe (ukaba ubagabanije ) ugaca wiha ihangiro ry'amadorare 2 500. Ushitse kuri iryo hangiro ukoresheje abagwizatunga 50 batanga amadorare 50 umwe umwe , uzoba uronse amahera yo gukora icumba c'abagenzi n'igicro c'ingenzi 50, kugira ngo umugambi ubandanye. Amahera azovako mushikanye canke murengeje rya hangiro ku musi wo kurangiza. Mudashitse kw'ihangiro, nta n'umwe amahera yiwe avako nt'uronka ayo mahera kandi nta n'ico bikurako.

*Kwimburira mu kivunga ni iki ?*

Ngaka akarorero gatomoye : abacafyi babiri bafise imyaka 19 badafise akazi bahuriye mw'ihiganwa ryo kwandika ku dupira ryariko ribera ku rubuga ngurukanabumenyi. Baca bafata ingingo ko mwen'ayo mahiganwa akwiye kuba kenshi, baca bakora urubuga ngurukanabumenyi, bashiraho umuryango w'ababakurikira. Abo babakurikira baragira amatara kugira bemeze agapira keza, uwatsinzi akaronka amahera ako gapira nako kagashirwa kw'isoko. Vyabandanije ari uko abantu babandanije gukora utugenegene ababakurikira nabo bakabandanya amatara yo kuraba twiza cane. Uwu musi, [www.threadless.com](http://www.threadless.com) riri mu mashirahamwe ya mbere kw'isi adandaza udupira rifise inyungu irenga imiriyoni zirenga 15 z'amahera y'abongereza ku mwaka.

## 21 Indinganizo y'Urudandazwa

Ni ngirakamaro kwegeranya ivyiyumviro vyawe vyose, uburondezi no gutegekanya ibijanye n'amahera mw'itegekanywa ry'urudandazwa. Ivyo bigufasha gutomora ivyo ukora vyose.

Nimba ufise abagwizatunga, bashobora kugusaba indinganizo y'urudandazwa kuko ariyo ikomeza ukukwizera muri bo. Icitegererezo c'indinganizo y'urudandazwa hamwe n'itegekanywa ry'ibijanye n'ikigega wobisanga ngaha [www.tencommunity.net/resources/mind-your-own-business-](http://www.tencommunity.net/resources/mind-your-own-business-) .

Kw'ishirahamwe rikiri rito, indinganizo ishobora kwandikwa ku mpapuro nkeya: urupapuro rumwe ntirwokwigwako vyose ariko impapuro zirenga 10 cumi nazo kumbure zoba ari nyinshi cane.

Ibi nivywo biba birimwo.

- Izina ry'ishirahamwe
- Amazina yawe n'ibikuranga
- Umwidondoro mugufi w'ishirahamwe : udandaza iki mu vy'ukuri ?
- Intumbero y'ico gikorwa
- Abaguzi utumbereye
- Abo muhiganwa n'ubundi burondezi wakoze ku bijanye n'isoko
- Ico uzotandukanirako n'abandi
- Uko uzoronka abakiriya
- Inyubako n'ibikoresho uzokenera
- Wewe n'umugwi wawe – dondora uruhara n'ubumenyi vy'umwe wese
- Umwihwezo w'intambanyi
- Ibijanye n'amahera : amahera yo kwipanga, ivyo uzorihya vyamahoro, ivyo uzorihya bihindagurika, itegekanywa ry'ivyo uzodandaza, itegekanywa ry'ikigega
- Umutahe ukeneye n'aho witeze ko uzova.

***Ibice bisigaye ni urufatiro gusa igihe watanguye gukuza urudandazwa.***

### ***Iciyumviro ca Bibiliya***

*Umwe mu myitwarariko y'Imana ni uko tugiriranira imigenderanire myiza n'abadukikuje. Igihe bamubaza ibwirizwa risumba ayandi, Yesu yishuye ngo: « Mukundishe Uhoraho Imana yanyu imitima yanyu yose n'ubugingo bwanyu bwose n'ubwenge bwanyu bwose ». Arongera ati : « Har' irindi rya kabiri rimeze nka ryo, n'iri: Mukunde bagenzi banyu nk'uko mwikunda» (Matayo 22 : 37,39). Uko dufata abo dukorana, abo dukoresha, abaguzi bacu, abo turangurako ibidandazwa biragira ingaruka kuri twebwe, kuri bo, imiryango yabo n'ikibano. Nk'uwatanguye ishirahamwe rishasha ry'ubudandaji, muronse akaryo gahambaye ko gutanga akarorero no kurema ikirere ciza gituma abantu bisanzura, atari ukwinjira amahera gusa.*

## 22 Kwandika Uko Biriko Biragenda

Kwandika uko ibintu biriko biragenda bigufasha kumenya uko uriko uratera imbere ufatiye ku nteguro yawe. Nk'akarorero, biragufasha kumenya ivyo wari wategekanije kudandaza, canke amahera wategekanije ko azokwinjira canke azosohoka ko ariko vyagenze. Usanze ukiri inyuma, uca ufata ingingo zibereye zijanye n'amahera nko kuyaziganya canke kugurana ayandi hakiri kare kurusha ko wobikora utevye.

Izo nyandiko kandi zirakurangira ikidandazwa gisohoka neza canke kikwinjiriza amahera menshi kugira ngo uce ugishirako inguvu mu gukuza urudandazwa rwawe.

Ibi birahambaye, naho bimwe bimwe bishobora kuba bidakora ku rudandazwa rwawe.

- Gira urutonde rw'amahera yinjira n'ayasohoka buri kwezi.
- Subiramwo ivyo wategekanije ku bijanye n'amahera yinjira n'ayasohoka, mu gusubiriza ibiharuro vyo mw'itegekanywa n'ibiharuro vy'ukuri uce usubira uharure.

- Bika ivyemezo vy'ivyo waranguye n'ibiciro vyayo kugira ngo uzobone ikigenda neza gusumba. Mbega ivyo ududandaza vyunguka gute (mbega woca uronka amahera menshi uhevye ikidandazwa kitunguka) ?
- Bika urutonde rw'abahuzi bawe n'inomera zabo. Hanyuma, nimba wagize ukwezi kubi ukaba ukeneye gusohora ibidandazwa vyinshi, ushobora kubahamagara ukubagabaniriza igiciro mu gihe baje muri ukwo kwezi « ku baguzi bamaho gusa ». Rondera abaguzi basa n'abahevye kugushorera (ugerageze kumenya igituma).
- Andika abantu baza gusaba amakuru, abantu baza kubaza ibiciro bisa naho umengo bashimye kugira ngo ubahamagare ubituse.
- Andika ibijanye n'ivyo uhingura, ibikorwa wakoze n'umwanya vyatwaye.
- Andika abo urangurako ibidandazwa n'ibiciro vyabo.
- Bika ahadata amasezerano yose, nk'akarorero amasezerano yo gufatanya ibikorwa, ayo gupanga ikibanza, ayo gusaba ingurane, n'ibindi.
- Ni igiki kigutandukanya n'abo muhiganwa? Nimba ubasumvya gutanga ibidandazwa ku mwanya, ivyo ubikurikirana gute ?
- Ni igiki kitagenda neza kandi gihindura vyinshi ku rudandazwa rwawe ? Ni igiki kitagenda neza mu bijanye n'ubwiza bw'ibidandazwa ? Nimba urugero rw'ibitakozwe neza, ivyasubijwe inyuma n'abaguzi canke ivyo bataje gutora kandi bari bavyemeye ruhinduka kandi rugira ingaruka kw'ishirahamwe, rupime kugira ngo uzobikosore.

## 23 Gushiraho urubuga ngurukanabumenyi

Amashirahamwe y'ubudandaji akorera muhira ubu arashobora guhiganwa na Nike canke MTN. Urubuga ngurukanabumenyi rusigura ko ushobora kuronka inzira mw'ibarabara rinini rikoreshwa cane kw'isi.

Ushobora gukoresha urwo rubuga mu kugaragaza ibidandazwa vyawe ; mu kuvugana n'abaguzi bawe ; kugaragaza no gusangira n'abandi ubumenyi bwawe ; kubagurishako ikidandazwa canke gutanga umubonano; hamwe no kwandika ama nomero y'abashobora kuzokubera abaguzi. Imbere yo gutangura, fata ingingo y'ico ushaka gukora.

Raba imbuga ngurukanabumenyi ukunda uce urondera igituma uzikunda. Kumbure ntushobora gukoresha urubuga ruzimvye nka rumwe muri izo, ariko n'ubu biracashoboka kuronka ivyiyumviro vyiza. Iyumvire ku mwidondoro w'umuguzi wawe, uce usuzuma imbuga zikundwa na mwene abo baguzi kugira ngo umenye uko inyubako y'izo mbuga iba imeze. Urabe neza ko urubuga rwawe rushobora gusomwa hakoreshejwe telephone, tablette hamwe n'imashini nyabwoko. Kumbure urakeneye ubufasha, ariko ntibinagoye gushiraho urubuga wewe nyene ukoresheje ubuhinga nk'ubwa WordPress.

### Uburyo butandukanye bwo gukoresha urubuga

Si mpaka ugire urubuga rwawe bwite. Ahubwo ushobora gukoresha [www.facebook.com](http://www.facebook.com) , [www.instagram.com](http://www.instagram.com) canke [www.pinterest.com](http://www.pinterest.com) mu kuvugana n'abaguzi. Genda kuri [www.etsy.com/uk](http://www.etsy.com/uk) kugira udandaze ibintu vy'ubugenegene bukozwe n'amaboko. Andikisha ikibanza vyawe vyo kuruhukiramwo kuri [www.airbnb.co.uk](http://www.airbnb.co.uk) canke ukoreshe [www.eventbrite.co.uk](http://www.eventbrite.co.uk) kugira udandaze ibirori wateguye canke inyigisho. Abafata amasanamu bashobora kwugurura ikonte kuri Flickr Pro : [www.flickr.com/account/upgrade/pro](http://www.flickr.com/account/upgrade/pro) batanze amadorare 50 ku mwaka. Ushatse kwugurura ibutike yemera ko barihira ibidandazwa vyabo ku murongo, gerageza [www.shopify.co.uk](http://www.shopify.co.uk) canke [www.ekm.com](http://www.ekm.com) uhweye ku ma dorare 30 ku kwezi.

Ushatse gushiraho urubuga rwawe, tora izina wibuka, ryoroshe kuvuga mu ndome ata guhigimanga. Iyandikire wewe nyene iryo zina kugira ngo urimenye neza kandi urigenzere.

Ubuvinga urubuga rukozwemwo buragufasha gushiramwo amakuru vuba utarinze kwiga ubuhinga buhanitse bwa programmation Web. Uhisemwo « ibara » ritandukanye, urubuga rwanyu ruca ruhindura isura mu minuta mike si mu misi mike. WordPress niyo ikoreshwa cane. Iguha amabara menshi ya gusa n'utundi « tudirisha » tuguha ubundi buhinga butandukanye. Amashirahamwe acumbikira imbuga ngurukanabumenyi araguha uburyo bwihuta bwo kurushinga. Rondera « amashirahamwe meza acumbikira imbuga ngurukanabumenyi » mu gihugu iwanyu, canke urabe nk'akarorero kuri <https://sourceforge.net/software/web-hosting/africa/> .

### Kwandika amakuru yo ku rubuga

Tegekanya ubwoko bw'urubuga ushaka hama wandike ivyo ushaka ko bija kuri buri rupapuro rwarwo. Saba umuntu asubiremwo asome ivyo wanditse, arabe ururimi vyanditswemwo (ak. Icongerezwa), arabe inyandiko y'amajambo, ko amajambo atandukanije, ko yubahirije indome nkuru, n'ibindi.

Niwandika amakuru yo ku rubuga, wirinde kwandika mu ndome nkuru nkuru ku gisomwa kinini, kuko ziragoye gusoma. Guma ushira amakuru mashasha ku rubuga : ukaba ufise uruhande rw'amakuru agezweho, shiramwo inkuru n'imiburiburi rimwe mu kwezi.

Mu nyuma, gabanya imitwe y'igisomwa Ishika ku ndome 65 (harimwo n'umwanya uri hagati y'indome); ibisomwa navyo ubushire n'imiburiburi ku ndome 140. Atari uko, iyo abantu barondeye muri Google baca babona igice c'iryungane. Ushaka ubufasha, rondera « Writing for Gov.uk ».

### **Orosha uburyo bwo kurukoresha no kururondera**

Ibice birenga ½ vy'uburondezi bwo ku rubuga bukoreshwa icuma ngendanwa. Hitamwo ibara « riboneka neza » kugira ngo urubuga rwawe rusomeke neza kuma telefone na tablette. Raba <https://testmysite.thinkwithgoogle.com/> kugira ngo urabe ko urubuga rwawe ruboneka neza kuri ngendanwa.

Koresha <https://gtmetrix.com/> kugira urabe umurindi w'urubuga rwawe wongere uronke impanuro uko urubuga rwokora neza gusumba. Ku mbuga zidandariza ku murongo, ibice 40% vy'abaguzi baraheba urubuga rurenza imisogonda 3 rutaruguruka.

## **24 Ugusohora Ibidandazwa Vyinshi**

Kuronka abaguzi bashasha no kugumya abakera nirwo rupfunguruzo rwo gukuza urudandazwa rwawe.

Vyose bitangurira mu kwunga ubucuti: guha ubutumwa incuti, ababanyi, abagenzi, abagenzi b'abagenzi (biciye mu kubwirana) no kwitabira amahuriro arimwo abashobora kukubera abaguzi.

Igihe hari ibirori, shika hakiri kare uzane n'udukarata tw'umwidondoro wawe n'ivyo ukora. Egera ahari abantu n'imigwi mito mito, baramutse, ubidondore wongere ubabaze igituma baje ngaho (canke ikindi kibazo kibereye). Bereke ko hari ico ubafitiye nabo bazokubaza ibibazo. Ubaka ubucuti. Ugukora ikintu kikagenda neza biva mu gufasha abandi unezerewe. Ariko, ubonye badashobora kukubera abaguzi, hagarika ikiganiro ku mwanya ubereye uje kuraba uwundi muntu canke uwundi mugwi.

Wodondora neza ivyo ukora ? Ni ibiki, ni igiki vyisangije, ni akahe karusho bizanira umuguzi? Akarusho umuguzi akuramwo karatandukanye n'uko ikidandazwa gikora : nk'akarorero, ikidandazwa gifise umutwe ubumvye (uko kimeze) kugira vyorohe kugifata mu maboko (akarusho) ; abahinga bacu bari mu runani rw'abanyamwuga (uko bameze) kugira ngo imitima itekane (akarusho).

### **Kudandariza ku hanze**

Amashirahamwe amwe amwe arasabwa « kudandariza hanze», ni ukuvuga gusohoka guhura n'abaguzi. Ivyo bikora cane cane mu gihe ushira ku yandi mashirahamwe. Biragoye gufatira mu kivunga ariko ngizi impanuro nkeya. Ubu buryo nyene bukoreshwa kurudandazwa rwo hejuru rukorerwa kure.

- Ifate nk'umuhinga: baza ibibazo abaguzi bawe kugira ngo utahure ikibazo gituma bashaka kugura ico kidandazwa. NK'akarorero, bashobora kuvuga ko bakeneye icuma gitanga umuyagankubu uva ku zuba, ariko tahura ico bashaka kuwukoza kugira ngo ubarangire icuma ciza naho wewe woba utakidandaza. Menya kandi abategerezwa gufata ingingo n'amahera yategekaniyijwe ico gikorwa.
- Nimba bishoboka, babwire ivyo udandaza n'ibiciro vyayo kugira ngo urabe uko bavyakira. Hanyuma, andika uko vyogenda, ubibashire mubiganireko.
- Abantu bagura kubera ibintu bitatu : wewe, ishirahamwe ryawe, n'ico udandaza. Bagukunze bakakwizigira n'ishirahamwe ryawe rikagaragara nk'iryo kwizigirwa, ntibazorondera cane ibizimbutse.

Ntiwibagire kuguma uvugana n'abaguzi b'ubu n'aba kera, kuko niho vyorohe gusubira kubagurishako ; kandi ubasabe kubwira abandi baguzi n'uko bibaza wobikora neza gusumba.

### **Gukora agatabu k'ibidandazwa**

Iyumvire ku baguzi bawe igihe wiyumvira ku buryo bwo guhayanisha ibidandazwa nko gukora ivyapa, udutabu duto duto, amatangazo, amakete, urubuga ngurukanabumenyi...

- Ni hehe vyoboneka cane ? Ku ruhande rw'imiduga yunguruza abantu ? Ku murongo ? ku gapapuro kazingwa ? ufise akarorero k'ikidandazwa ku kibanza ?
- Uzobakwegakwega gute ? (NK'akarorero amasanamu, canke ukabaza ikibazo gikabura).

- Wibande ku nyungu yo kugura ico kidandazwa ntiwibande k'ukugene gikora (nk'akarorero « Ronka umushahara mwiza mu gukurikirana inyigisho zo kubaza» ariko ntuvuge ngo « ingo mwigie kubaza» ; canke uti Ambara nk'icamamare co ku mboneshakure » ariko ntuvuge ngo « Ingo ugure impuzu nshasha duheruka gukora»).
- Menyesha akabirya kawe kandi ubabwire igituma ikidandazwa cawe ari ciza.
- Urabe neza ko washizeko igikorwa ushaka ko abaguzi bakora, nk'akarorero « mutugendere murabe » canke « muduhamagare ». Mu bisanzwe, urashirako « impamvu ibatega kugura», nk'akarorero « imbere y'uko ibiciro biduga» canke « ibibanza biraharuye ».
- Ongeramwo intahe z'abaguzi bashimye.

## 25 Promosiyo

Hari uburyo butandukanye bwo kumenyesha ivyo ufise no kwumvisha abantu ngo bagushorere. Ng'ubu ubundi buhinga.

- **Imbuga Mpuzabagenzi:** nimba udandaza ibintu bikorwa mu buhinga, (nk'ubwoya bw'intama canke utundi tugenegene), tera intege abaguzi bashire ku mbuga zawe za Facebook / Pinterest / Instagram / WhatsApp / TikTok amasanamu yerekena ico bakoresheje ikidandazwa bakuye iwawe. Nimba udandaza ubuhinga bwawe, shira impanuro zawe kuri tweeter, kurikira abandi wongere wishure ibibazo kugira ngo wubake urunani rw'abagukurikira. Andika inkuru kuri blog uce ushira inzira yayo kuri tweeter.
- **ENews :** shira amakuru kenshi kuri eNews ; hari imbuga ngurukanabumenyi nyinshi woshobora gukoresha nka [www.mailchimp.com](http://www.mailchimp.com) .
- **Imigenderanire n'abantu :** gerageza uronka ikiganiro kw'isamirizi ikorera aho iwanyu, cane cane iyo ufise ikidandazwa gishasha. Ishura ku makuru agezweho ajanye n'igisata ukoreramwo cane cane gerageza ube umuhinga abamenyeshamakuru barondera muri ico gisata.
- **Amahayanishagurisha :** hoba hari ibirori vy'ubudandaji wojamwo ? Sangira ikibanza n'abandi badandaza mwuzuzanya atari abo muhiganwa. Baza abantu bose birengagiza ikibazo kidondora abaguzi bawe (« Woba urimwo mu... ? ») ; bika inyandiko zitomoye ku baguzi bawe mwavuganye. Bakurikirane vuba.
- **Inyubakwa :** ukaba ufise ikibanza abaguzi bawe bagusangamwo, ubona ari ciza ? Iyo abantu bahaca, urafise icapa gikwegakwega abantu, kandi gisigura ivyo ukora, n'akamaro ko kugushorera ?

## Promosiyo y'ibidandazwa

Bivanye n'ico udandaza, kimwe muri ibi bikurikira cogufasha.

- Rondera umugwi ndangakaranga canke ishira hamwe rikorera ngaho ubasabe ko boha abanywanyi b' ikidandazwa kigabanije igiciro mu ntumbero yo gutanguza ku mugaragaro ikidandazwa cawe.
- Tanga ikidandazwa ca gusa canke ubasuzumire icuma cabo kuri gusa.
- Ha abaguzi bashasha ikiringo co gusubiza ikidandazwa mu gihe basanze gifise akanenge.
- Ha agashimwe umuguzi azanye uwundi.
- Tunganya ihiganwa riciye kw'isamirizi mutange ubushimwe bugizwe n'ibidandazwa vyawe.
- Tanga agashimwe k'ikidandazwa cawe gaherekejwe n'ikarata.
- Nimba ibidandazwa vyawe ubiranguza ku magazini canke uwundi abihereza abantu, subira ubagabanirize ibiciro canke ubahe akandi gashimwe igihe bagushoreye ibitari bike.
- Hoba hari uwundi mudandaza afise ikidandazwa kidahiganwa n'icawe ariko kidandarizwa kw'isoko imwe n'iyawe ? kumbure mwohanahana ibidandazwa ?

## 26 Ibindi bibazo

- **Teza imbere igikorwa cawe wifashishije iterambere ry'ibidandazwa:** ukaba ufise abaguzi bagukunda, ni ikihe kindi wobagurishako ?
- **Teza imbere igikorwa cawe wifashishije iterambere ry'isoko:** nimba udandaza ibintu vyiza, hoba hari uwundi mugwi w'abaguzi bashobora gukunda ivyo mudandaza ?



- **Teza imbere igikorwa cawe mu kwumviriza imyidogo y’abaguzi :** umwidogo utorewe umuti utuma umuguzi agononokerwa kukurangira abandi baguzi kurusha n’imbere y’uko iyo ngorane iba. Umviriza neza rero abaguzi bafise imyidogo, hanyuma ubishurane urukundo.
- **Teza imbere igikorwa cawe wifashishije uburondezi bw’abaguzi:** baza abaguzi bawe ico bakunda na cane cane ico badakunda mw’ishirahamwe ryawe – ni gute ryoba ryiza cane ?
- **Vugisha abaguzi bose bapoteye:** babaze igituma bagiye n’ukugene wosubira kubagarura.
- **Bandanya uburondezi bwawe kubo muhiganwa:** bandanya uraba ivyo abo muhiganwa bakora, ni ibihe bishasha bazana kandi babishira ku mahera angahe.
- **Raba neza ko ibiciro vyawe bikiri vyo :** nimba wibaza ko kuduza ibiciro bizotuma utakaza abaguzi, gabanya urwo ruhombi mu gutanga ikindi kintu (nk’akarorero ukabaha umwanya wo gukabisha ikidandazwa gifise akanenge canke ukabaha ipake nini) kandi/canke ugabanirize ibiciro abaguzi bawe.
- **Gumiza enterinete yawe mu mutekano :** ukaba ukoresha enterinete, koresha utunyegezabanga dukomeye, shingura neza ahandi hantu ibiri muri enterinete, pfunga telefone yawe na kode kandi wirinde ubusuma bwa gipfungakiwani.
- **Ubahiriza amategeko agenga aho ukorera:** wirinde ,wubahirize amategeko yose kandi utange amakori.
- **Iyumvire no gushorera mu mahanga :** hoba hari amahirwe yo kudandariza hanze y’igihugu ? Ariko ntiwibagire ko niwashaka gushorera mu bihugu vyo mu Burengerero bisaba ko ibidandazwa biba biri ku rwego rwo hejuru mu bwiza. Kurikiza impanuro kandi ukorane n’abandi.
- **Woshobora kudandaza ishishirahamwe ryawe ?** Nimba ishishirahamwe ryawe ritagarukira ku mwanya ufise no ku bushobozi bwawe, birashoboka ko woridandaza ugatanguza irindi rifise amahangiro yo hejuru gusumba.

## 27 Impanuro ngenderwako

Mu kurangiza, ngizi impanuro zanje zikomeye z’uko wokuza ishishirahamwe ryawe.

1. Ntuvange amahera y’ishishirahamwe ryawe n’ay’iwawe bwite.
2. Inyandiko zawe z’ubutunzi ugume uzishiramwo ibiharuro bishasha.
3. Guma ukurikirana amahera yinjira n’ayasohoka kandi ugume ushiramwo ibiharuro bishasha.
4. Umerere neza abaguzi, nibo batumye ishishirahamwe ryawe rikiriho.
5. Abakozi bawe n’abo ugurirako ivyo ukomeye ububahirize.
6. Koresha igice c’umwanya wawe n’inyungu uronka mu gutunganya neza gusumba urudandazwa rwawe no kurondera uburyo bushasha bwo gukwegakwega abaguzi.
7. Menya ko ivyo bizofata akanya kandi ko bizogutwara amahera menshi kurusha uko wavyibaza.
8. Kora ikintu congera agaciro ubuzima bw’abaguzi.
9. Kora ikintu gitandukanye n’ic’abandi.
10. Kora vyose wicishije bugufi (wame wumviriza abandi) kandi wiha agaciro (urabishoboye).

### **AGAKORWA KO MUHIRA**

*Tegura Indinganizo y’Urudandazwa rwawe, ronka umutahe utanguze ishishirahamwe ryawe !*

## IVYONGEWE

### AGACAPU A: Akarorero k'Umwihwezo w'Ibikubangamiye (Agace ka 12) *Umwihwezo w'uwukora icapati: H = Hejuru; M = Hagati; L = Hasi*

Intambanyi	Urugero?	Ingaruka?	Umuti
Umuguzi agwaye	M	M	Karaba; kingira ibidandazwa.
Nyene ishirahamwe agwaye	H	H	Kurikirana amagara y'abakozi n'isuku ; rondera umuntu yosubirira nyene ishirahamwe umwanya muto mu gihe agwaye.
Isorori yibwe	L	H	Rondera aho wotira isorori bikenewe

### AGACAPU B : Akarorero ko gutegekanya ihingurwa (agace ka 13) *Integuro ngufi y'uwukora icapati*

Intambuko	Ibikoresho bikenewe	Abantu/ubumenyi bukenewe	Vyiza ?	Bizimbutse ?	Amahera yo gutangura ?
1 kugura ivyo gukoramwo	Umupfuko wo kuguriramwo, ikinga		Ivyo gukoramwo bibe vyiza biva ahantu hizewe	Koresha umupfuko wawe Tira ikinga. Saba bakugabanye ibiciro canke bagukopere ivyo gukoramwo icapati	amadorare 0  (ivyo gukora icapati biri mu biciro bihinduka)
2 Kuvanga ivyo ukoramwo	Agasorori ko kuvangiramwo		Gukaraba imbere yo kuvanga	Mu ntango, gatire mu muryango	Amadorare 0
3 Guteka	Ifuru	Ubihe umwanya ntuzigize	Ukoreshe ifuri rifise intimba nini kugira ngo ntibibabagurike		Amadorare 10
4 Manika ahabona ivyo udandaza	Imeza, igitambara n'isahani nini	Gufata neza abaguzi	Koresha agasenga wirinde udukoko. Dandaza canke ufungure icapati uwo musu nyene. Shirako n'udusharizo	Tira akapa. Gura igitambara, agasenga n'isahani. Tegura isupu wewe nyene canke uyigire mu muryango	Amadorare 8
<b>AMAHERA YO KWIPANGA YOSE HAMWE</b>					<b>amadorare 18</b>

### AGACAPU C : Akarorero k'agacapu gategekanya ivyinjira, ibisohoka n'inyungu (Agace ka 15)

Akarorero k'umuntu adandaza impuzu. Muri aka gacapu, ikanzu igurwa amadorare 10. Ibiciro bihinduka ni amadorare 7 kw'ikanzu. Igiciro kimwe camaho ni amahera yo gupanga inzu ni amadorare 15 ku kwezi.

Ukwezi :	1	2	3	4	5	6
A Iryo kudandaza (igitigiri c'amakanzu)	2	4	6	8	9	10
B Umwimbu wo mu vyadandajwe mu ma dorare (Ax amadorare 10)	20	40	60	80	90	100
C Ibiciro bihinduka (Axamadorare 7)	14	28	42	56	63	70
D Inyungu iri hamwe (B-C)	6	12	18	24	27	30
E Inyungu idahinduka	15	15	15	15	15	15
F Inyungu y'ibikorwa (D-E)	-9	-3	3	9	12	15

### Agacapu D : Akarorero k'itegekanywa risanzwe ry'amahera yinjira n'ayasohoka (Agace ka 16)

Akarorero k'umudandaza w'impuzu. Ikanzu igurishwa amadorare 10, ibiciro bihinduka ni amadorare 7 kw'ikanzu, ibiciro bihinduka ni amadorare 15 ku kwezi, amahera yo kwipanga ni amadorare 200.

Amahera yinjira arihwa ukwo kwezi nyene.

Ukwezi :	Kwipanga	1	2	3	4	5	6
A Ayasigaye mu kwezi guheze (=H)	0	-200	-209	-212	-209	-200	-188
B Amahera yo kwipanga	200						
C Ivyadandajwe (igitigiri c'amakanzu)		2	4	6	8	9	10
D Inyungu yo mu vyadandajwe (mu madorare) (Ax amadorare 10)		20	40	60	80	90	100
E Ayasohoka ahinduka (A x amadorare 7)		14	28	42	56	63	70
F Ayasohoka yamahoro		15	15	15	15	15	15
G Ihindagurika ry'ikigega muri ukwo kwezi (D-E-F)	-200	-9	-3	3	9	12	15
H Ikigega mu mpera z'umwaka (A+G)	-200	-209	-212	-209	-200	-188	-173

## Agacapu E : Akarorero ko gutegekanya ivy'amahera yinjira n'ayasohoka (Agace ka 16)

Akarorero k'uwukora imyambaro y'akazi. Imyambaro y'akazi igurishwa amadorare 12, amahera ahinduka ni amadorare 8, amahera adahinduka ni amadorare 15 ku kwezi, amahera yo kwipanga ni amadorare 200.

Amahera arihwa ukwezi imbere, ibidandazwa birihwa inyuma.

Ukwezi :	Kwipanga	1	2	3	4	5	6
A Ayasigaye mu kwezi guheze (=H)	0	-216	-263	-302	-333	-348	-347
B Amahera yo kwipanga	200						
C Ivyadandajwe (igitigiri c'imyambaro y'akazi)		2	4	6	8	9	10
D Umwimbu wo ku bidandazwa (mu madorare) (A x amadorere 12)		0	24 <sup>1</sup>	48	72	96	108
E Ayahinduka (A x amadorare 8)	16 <sup>2</sup>	32	48	64	72	80	80 <sup>3</sup>
F Ayadahinduka		15	15	15	15	15	15
G Ihindagurika ry'ikigega muri ukwo kwezi (D-E-F)	-216	-47	-39	-31	-15	1	13
H Ikigega mu mpera z'umwaka (A+G)	-216	-263	-302	-333	-348	-347	-334

<sup>1</sup> Ni amahera yo kuriha imyambaro y'akazi ibiri yagurishijwe mu kwezi 1

<sup>2</sup> Ukuriha ivyo iyo myambaro ibiri yakozwemwo mu kwezi 1

<sup>3</sup> Dufate ko mu kwezi 7 hadandajwe imyambaro 10.