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# AKAMARO K'IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE N'IMISHYIKIRANO RUSANGE

Imfashanyigisho y'amahugurwa



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## IMPINE Z'AMAGAMBO

<b>BATNA</b>	Best Alternative to a Negotiated Agreement (Uburyo bwiza bwasimbura amasezerano yumvikanyweho)
<b>COTRAF</b>	Congrès du Travail et de la Fraternité
<b>EU</b>	European Union (Umuryango w'ibihugu by'ubumbwe bw'Uburayi)
<b>FAO</b>	Food and Agriculture Organization (Ishami ry'Umuryango w'Abibumbye ryita ku buhinzi n'ibiribwa)
<b>FES</b>	Friedrich-Ebert-Stiftung
<b>ICFTU</b>	International Confederation of Free Trade Unions (Impuzangaga mpuzamahanga ry'amasendika)
<b>ILO</b>	International Labor Organization (Umuryango Mpuzamahanga wita ku murimo)
<b>SDG</b>	Sustainable Development Goals (Intego z'iterambere rirambye)
<b>UN</b>	United Nations (Umuryango w'abibumbye)
<b>ZOPA</b>	Zone Of Possible Agreement (Igiciro cya nyuma cyumvikanyweho)

## INTANGIRIRO

Iyi mfashanyigisho y'amahugurwa ni kimwe mu bikorwa by'umushinga w'imyaka itatu uterwa inkunga n'Umuryango w'Ubumwe bw'Ibihugu by'Uburayi ukaba ushyirwa mu bikorwa na Friedrich-Ebert-Stiftung (FES) ku bufatanye na Congrès du Travail et de la Fraternité (COTRAF). Uyu mushinga ugamije guteza imbere imibereho myiza, ibiganiro bihuza abarebwa n'umurimo bose, umushahara fatizo n'iyubahirizwa ry'amategeko agenga umurimo yaba ayo mu Rwanda cyangwa se mpuzamahanga. Twibanda cyane ku kamaro k'ibiganiro bihuza abarebwa n'umurimo bose kubera ko bidufasha guhindura imyitwarire n'imyumvire. Intego yacu ni ugukorana n'abafatanyabikorwa batandukanye kugira ngo habeho ibiganiro bihuza abarebwa n'umurimo bose ndetse n'imishyikirano rusange.

### - Abagenewe iyi mfashanyigisho

Iyi mfashanyigisho y'amahugurwa ivuga ku biganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange n'uko bikorwa igenewe abantu b'ingeri zitandukanye: abahagarariye amasendika (ni ukuvuga abahagarariye COTRAF ndetse n'abahagarariye amahuriro akorera mu gihugu), abahagarariye ibigo bya Leta, abahagarariye abakoresha, abahagarariye Inama Njyanama z'Uturere, abahagarariye imiryango itari iya Leta, abahagarariye sosiyete sivile n'itangazamakuru ndetse n'abahagarariye ba rwiyemezamirimo bakiri batoya baturutse mu masendika.

### - Imiterere y'iyi mfashanyigisho y'amahugurwa

Inyigisho zirambuye n'uburyo zigishwa bikubiye mu mbumbanyigisho 4 no mu mitwe 14 (reba imbonerahamwe iri aha hasi).

IMBONERAHAMWE Y'AMAHUGURWA YEREKEYE «AKAMARO K'IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE N'IMISHYIKIRANO RUSANGE»	
Imbumbanyigisho ya 1: Igisobanuro cy'ibiganiro bihuza abarebwa n'umurimo bose, akamaro kabyo n'ibikenerwa kugira ngo ibyo biganiro bibeho	
Umutwe 1.1	Ibiganiro bihuza abarebwa n'umurimo bose ni iki?
Umutwe 1.2	Imishyikirano rusangemuri make
Umutwe 1.3	Akamaro k'ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange
Umutwe 1.4	Ibikenerwa kugira ngo ibiganiro bihuza abarebwa n'umurimo bose bibeho n'uruhare rw'abayobozi mu nzego za Leta.
Umutwe 1.5	Guteza imbere ubutabera bushingiye ku buringanire aho abantu bakorera binyuze mu biganiro bihuza abarebwa n'umurimo bose.
Imbumbanyigisho ya 2: Amategeko atuma ibiganiro bihuza abarebwa n'umurimo bose bikorwa mu buryo bunoze.	
Umutwe 2.1	Ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusangenk'uko biteganywa mu Itegeko Nshinga rya Repubulika y'u Rwanda



Umutwe 2.2	Ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusangenk'uko biteganywa n'itegeko rigenga umurimo mu Rwanda
Umutwe 2.3	Amahame mpuzamahanga y'ingenzi yerekeye ibiganiro bihuza abarebwa n'umurimo bose binoze
<b>Imbumbanyigisho ya 3: Ibiganiro bihuza abarebwa n'umurimo bose n'itegeko z'iterambere rirambye</b>	
Umutwe 3.1	Imateka n'ishusho rusange by'Intego z'iterambere rirambye
Umutwe 3.2	SDG 8 n'umurimo mwiza.
<b>Imbumbanyigisho ya 4: Umusogongerwa ku buryo bukoreshwa mu kuyobora ibiganiro biganisha ku mushyikirano.</b>	
Umutwe 4.1	Igisobanuro n'ubwoko bw'umushyikirano
Umutwe 4.2	Igiciro cyo hasi ntarengwa, igiciro cya nyuma cyumvikanyweho, "ZOPA" na "BATNA"
Umutwe 4.3	Ubumenyi bw'ingenzi butuma ibiganiro bigamije umushyikirano bigera ku ntego.
Umutwe 4.4	Ibyiciro by'ibiganiro bigamije umushyikirano

Iyi nyandiko yerekeye uburyo amahugurwa akorwamo yuzuzamakuru y'ibanze (inyigisho) atangwa muri buri mbumbanyigisho. Agaragaza kandi uburyo bukoreshwa mu gutanga amahugurwa kugira ngo intego z'abayitabiriye zigerweho. Muri buri mutwe, amabwiriza agaragaza ibyitezwe mu nyigisho, igihe kigomba gukoreshwa, uburyo inyigisho igomba gutangwa, ibikoresho bikenewe, imfashanyigisho ndetse n'izindi nyandiko zakwifashishwa kugira ngo abitabiriye amahugurwa bategurwe neza kandi babone aho bakura amakuru bakeneye.

Iyi nyandiko yerekeranye n'uburyo aya mahugurwa akorwamo kandi igaragariza abahugurwa ibyo bakenera kugira ngo:

- *Basesengure ibyo abitabira aya mahugurwa bakeneye;*
- *Bategure amahugurwa kandi bayahuze n'igihe ku bijyanye n' «Akamaro k'ibiganiro bihuza abarebwa n'umurimo bose n'umushyikirano ugamije amasezerano rusange;*
- *Bayobore amahugurwa*
- *Basuzuma ibyo abitabiriye amahugurwa bungukiye mu mahugurwa barebe icyo amahugurwa yabamariye.*

Iyi mfashanyigisho y'amahugurwa ikoresha imyigishirize ishingiye k'uhugurwa hakorwa ibikorwa bituma buri wese agira uruhare kandi akorana n'abandi. Ikitabwaho cyane hano ni uko abitabiriye amahugurwa bayagiramo uruhare kugira ngo biyungure mu bumenyi.

## IMBUMBANYIGISHO YA 1: IGISOBANURO CY'IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE, AKAMARO KABYO N'IBIKENERWA KUGIRA NGO IBYO BIGANIRO BISHOBOKE

Intego y'iyi mbumbanyigisho ya mbere ni ugufasha abitabiriye amahugurwa kumva neza igisobanuro cy'ibiganiro bihuza abarebwa n'umurimo bose ndetse n'akamaro kabyo. Byongeye, abahugurwa bazasobanurirwa ibintu bishobora gukorwa byatuma habaho imigendekere myiza y'ibyo biganiro. Iyi mbumbanyigisho ya mbere igizwe n'imitwe itanu ikubiyemo ibyigwa byuzuzanya.

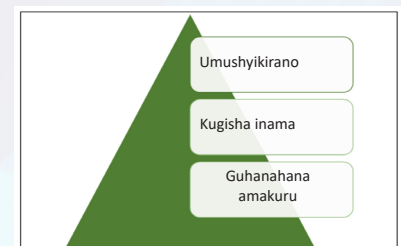
Imbumbanyigisho ya 1: Igisobanuro cy'ibiganiro bihuza abarebwa n'umurimo bose, akamaro kabyo n'ibikenerwa kugira ngo ibyo biganiro bibeho.	
Imitwe ikubiyemo inyigisho	Igihe kigenewe inyigisho
Umutwe wa 1.1: biganiro bihuza abarebwa n'umurimo bose ni iki?	Isaha imwe n'iminota 30
Umutwe wa 1.2: Imishyikirano rusangemuri make	Isaha imwe
Umutwe wa 1.3: Akamaro k'ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange	Isaha imwe
Umutwe wa 1.4: Ibikenerwa kugira ngo ibiganiro bihuza abarebwa n'umurimo bose bibeho n'uruhare rw'abayobozi mu nzego za Leta.	Isaha imwe
Umutwe wa 1.5: Guteza imbere ubutabera bushingiye ku burunganire aho abantu bakorera binyuze mu biganiro bihuza abarebwa n'umurimo bose.	Isaha imwe n'iminota 30
<b>Igiteranyo</b>	Amasaha 6

### - AMAKURU Y'IBANZE

Kugeza ubu nta gisobanuro cy'ibiganiro bihuza abarebwa n'umurimo bose gihuriweho n'abantu ku isi yose. Ariko, hakunze kwitabazwa igisobanuro cyatanzwe n'Umuryango Mpuzamahanga wita ku murimo. Uyu muryango usobanura ibiganiro bihuza abarebwa n'umurimo bose mu buryo bukurikira:

*«Ubwoko bwose bw'umushyikirano, kugisha inama cyangwa se guhanahana amakuru hagati y'abahagarariye Leta, abakoresha n'abakozi cyangwa se hagati y'abakoresha n'abakozi ku bijyanye n'inyungu rusange zerekeranye na politiki y'ubukungu n'imibereho myiza'».*

Bityo rero, ibiganiro bihuza abarebwa n'umurimo bose bibaho maze bigahuzwa impande eshatu ari zo Leta, amashyirahamwe y'abakozi n'ay'abakoresha. Na none, ibi biganiro bishobora guhuza impande ebyiri ni ukuvuga amasendika n'amashyirahamwe y'abakoresha, Leta ibigizemo uruhare cyangwa itarugizemo mu buryo butaziguye.



1. Wasoma: <https://www.ilo.org/ifpdial/areas-of-work/social-dialogue/lang--en/index.htm>



Uhereye hasi ujya hejuru, hari inzego 5 ibiganiro bihuza abarebwa n'umurimo bose bikorerwaho:

- (i) ibiganiro bihuza impande ebyiri bibera aho akazi gakorerwa,
- (ii) ibiganiro bihuza impande ebyiri mu rwego runaka rw'umurimo,
- (iii) Ibiganiro bihuza impande eshatu mu rwego runaka rw'umurimo,
- (iv) Ibiganiro bihuza impande eshatu ku rwego rw'igihugu,
- (v) biganiro bihuza impande eshatu ku rwego mpuzamahanga.

**- UKO IMISHYIKIRANO RUSANGE IKORWA: IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE.**

Imishyikirano rusange ni uburyo bw'umushyikirano ukaba n'inkingi ya mwamba y'ibiganiro bihuza abarebwan'umurimo bose. Uhuza impande ebyiri abakozi n'abakoresha. Ingingoya 2y'«Amasezerano y'Imishyikirano rusange yo mu mwaka wa 1981 (numero 154)<sup>2</sup> asobanura imishyikirano rusange mu buryo bukurikira:

«Ku ruhande rumwe, imishyikirano iyo ari yo yose iba hagati y'umukoresha, itsinda ry'abakoresha, ishyirahamwe rimwe ry'abakoresha cyangwa se amashyirahamwe menshi y'abakoresha, cyangwa se ishyirahamwe cyangwa amashyirahamwe y'abakoresha; ku rundi ruhande : (a) kugena uburyo akazi gakorwamo hashingiwe ku mategeko n'amabwiriza arebana n'akazi; hamwe na /cyangwa se (b) kurebera hamwe ibijyanye n'imibanire y'abakoresha n'abakozi; hamwe na/cyangwa cyangwa se (c) gushyiraho amabwiriza agenga imibanire hagati y'abakoresha cyangwa se amashyirahamwe yabo n'ishyirahamwe ry'abakozi cyangwa amashyirahamwe y'abakozi»

Itegeko N° 66/2018 ryo ku wa 30/08/2018 rigenga umurimo mu Rwanda mu ngingo yaryo ya 3, risobanura imishyikirano rusange ku buryo bukurikira:

*«ibiganiro biba hagati y'inzego zihagararira abakozi cyangwa intumwa z'abakozi aho inzego zihagararira abakozi zitari ku ruhande rumwe n'umukoresha umwe cyangwa benshi cyangwa inzego zihagararira abakoresha ku rundi ruhande hagamijwe guteza imbere uburyo bw'imikorere y'umurimo».*

Imishyikirano rusange yiga ku bijyanye n'uburyo bw'imikorere y'umurimo, amategeko n'amabwiriza arebana n'akazi imiterere yako ndetse n'uburyo bw'imibanire hagati y'abakoresha cyangwa se inzego zihagararira abakoresha na sendika imwe cyangwa nyinshi.

**Mu buryo bw'imikorere y'umurimo, n'amategeko n'amabwiriza arebana n'akazi** havugwamo ingingo zikurikira: imishahara, amasaha y'akazi, agahimbazamusi ka buri mwaka, ikiruhuko cy'umwaka, ikiruhuko cyo kubyara, imiterere rusange y'ubuzima n'umutekano ku kazi ndetse n'ibindi bibazo bitandukanye. **Ku byerekeranye n'imibanire** hagati y'impande zitandukanye, harebwa ibifasha abahagarariye amasendika, inzira zo gukemura amakimbirane, kugisha inama,

2. [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_INSTRUMENT\\_ID:312299](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312299)

gukorana hagati yabo no gusangiza abandi amakuru<sup>3</sup>. (Reba ibijyanye n'amasezerano rusange nk'uko biteganywa n'Itegeko N° 66/2018 ryo ku wa 30/08/2018 rigenga umurimo mu Rwanda mu ngingo yaryo ya 91).

Impande zirebwa n'imishyikirano rusange zirahura zikemeranywa ku masezerano rusange. (reba igisobanuro cy'imishyikirano rusange nk'uko bigaragara mu Itegeko N° 66/2018 ryo ku wa 30/08/2018 rigenga umurimo mu Rwanda mu ngingo yaryo ya 3). Imiterere y'ubushake n'ubwisanzure mu bijyanye n'Imishyikirano rusange bisobanura ko ibikubiye muri iyo mishyikirirano biba bikubiyemo amasezerano rusange yemeranyijweho n'izo mpande ubwazo nta gahato.

### - INYUNGU Y'IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE N'IMISHYIKIRANO RUSANGE

Iyo ibiganiro bihuza abarebwa n'umurimo bose bikozwe neza bigirira akamaro Leta, abakoresha, abakozi ndetse n'abaturage muri rusange haba mu gihe cya vuba cyangwa se mu gihe kizaza. Inyungu zitandukanye ziva mu biganiro bihuza abarebwa n'umurimo bose zigaragarira buri wese kandi zigaragazwa mu nyandiko zitandukanye. Izo nyungu zishyirwa mu byiciro bine: Inyungu zijyanye n'ubukungu n'iterambere ry'imibereho myiza, inyungu ku mikorere myiza y'ikigo, inyungu ku mibereho myiza y'abakozi ndetse n'inyungu zijyanye n'ubutabera bushingiye ku buriganire.

Inyungu z'ibiganiro bihuza abarebwa n'umurimo bose ku bukungu bw'igihugu no ku iterambere ry'imibereho myiza ni izi zikurikira:

- (1) Ibiganiro bihuza abarebwa n'umurimo bose byimakaza imiyoborere myiza na demokarasi;
- (2) Ibiganiro bihuza abarebwa n'umurimo bose bituma gahunda za Leta zirushaho kwemerwa kandi abantu ntibaziteshukeho;
- (3) Ibiganiro bihuza abarebwa n'umurimo bose bifasha mu kwirinda amakimbirane bikimakaza amahoro.
- (4) Ibiganiro bihuza abarebwa n'umurimo bose biteza imbere ubukungu budaheza kandi bugera kuri byinshi.
- (5) Ibiganiro bihuza abarebwa n'umurimo bose bigabanya ubusumbane kandi bituma umusaruro mu gihugu ugabanywa abantu ku buryo butabera kandi bigafasha kugabanya ihungabana ry'ubukungu.
- (6) Imishyikirano rusange atuma habaho imikorere ijyanye n'impinduka zigezweho kandi igatuma habaho ubudatsimburwa-ibi akaba ari ingenzi cyane kuko bifasha guhangana n'ibibazo by'ihungabana ry'ubukungu, imibereho myiza ndetse n'ibibazo bishingiye ku bidukikije bishobora kubaho mu gihe kizaza.

Ibigo na byo byungukira muri ibyo biganiri kuko byagaragaye ko ari wo musemburo w'umugaruro w'imbere mu kigo, guhanga udushya, no kurushanwa mu ruhando rw'ibindi bigo. Izindi nyungu ikigo cyakura muri ibi biganiri ni izi zikurikira: Ikigo kimenya uko kitwara mu gihe abakiriya bagabanutse cyangwa se biyongereye, byongera ubushake bw'abakozi ku byerekeye kwitabira akazi kandi ihanahana ry'amakuru rikarushaho gutera imbere ( urugero: Ibijyanye n'uburyo akazi gakorwa), bituma abakozi batagenda ngo bareke akazi ari na byo bishishikariza ikigo gutegurira abakozi amahugurwa yihariye.

Gukora ibiganiri bihuza abarebwa n'umurimo bose, bikorwa bitewe n'uko hariho izamurwa mu ntera cyangwa se kunoza akazi ari na byo bituma akazi gatanga umugaruro ndetse n'abakozi bakagira imibereho myiza. Byongeye, binyuze mu mishyikirano rusange bigirira abakozi akamaro kuko bibazanira inyungu ku buryo budashidikanywaho mu rwego :

- (a) rwo gukora akazi neza, urugero: imishahara ikiyongera, akazi kakaba kizewe nta mpungenge zo kubura akazi, imiterere y'ahakorera umurimo n'uburyo ukorwa bikarushaho kuba byiza, n'ibindi;
- (b) rwo kugira uruhare mu kumvikanisha ibibazo byabo kugira ngo bibonerwe umuti bityo imibereho myiza yabo igatera imbere. Uko bikorwa ubwabyo bituma habayo iyubahirizwa ry'uburenganzira bwa muntu n'amahame ya demokarasi;
- (c) rw'amahugurwa: uruhare ku mahugurwa ahoraho ajyanye n'umwuga wabo.

✓ **IBIKENERWA KUGIRA NGO IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE BISHOBOKE.**

N'ubwo hari inyungu zituruka ku biganiri bihuza abarebwa n'umurimo bose, hari ibintu bigomba kuzuzwa no kubaho kugira ngo ibyo biganiri bikorwe ku buryo bunoze. Umuryango Mpuzamahanga wita ku murimo, ugaragaza iby'ingenzi ari byo<sup>4</sup>:

- (1) Gushingira kuri demokarasi n'ubwisanzure bwo kwishyira hamwe
- (2) Amashyirahamwe y'abakozi' n'inzego zihagararira abakoresha byashinze imizi, byemewe kandi byigenga.
- (3) Ubushake bwa politiki, kumenya kubahiriza inshingano n'ubwiyemeze ku mpande zose zigira uruhare muri ibyo biganiri;
- (4) Kubaka ubwizerane;
- (5) Kuba bishyigikiwe n'ikigo ku buryo bugaragara.

4. ILO. (2013). *National tripartite social dialogue: an ILO guide for improved governance* Geneva.

Uruhare rwa Leta ni ugushyigikira uburyo ibiganiro bikorwamo ishyiraho amategeko, ubuyobozi, cyangwa se ibindi bintu byatuma impande zirebwa n'ibi biganiro zitabira ku buryo bugaragara. Abayobozi mu nzego za Leta bagomba kugira uruhare rukomeye mu guteza imbere ibi biganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange. Uruhare rwayo rwagaragara hakorwa ibi bikurikira:

- ❖ (1) Guteza imbere uburyo bwose no gushaka ibikenewe byose kugira ngo imishyikirano rusange ibeho.
- ❖ (2) Gukangurira abantu kugirana ibiganiro biganisha ku bwumvikane byubaka, bifite akamaro kandi bishingiye ku makuru nyayo.
- ❖ (3) Gukumira no gukemura amakimbirane ashingiye ku murimo,
- ❖ (4) Gushyira mu bikorwa ibiteganywa n'amasezerano rusange,
- ❖ (5) Kubaka ubushobozi bw'abakoresha n'ubw'amasendika kugira ngo habeho imishyikirano igera ku ntego.

#### ✓ **GUTEZA IMBERE UBUTABERA BUSHINGIYE KU BURINGANIRE BINYUZE MU BIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE**

Nk'urubuga rugamije guteza imbere ubutabera bushingiye ku burunganire, ibiganiro bihuza abarebwa n'umurimo bose bikemura ibibazo binyuranye bishingiye ku ivangura rikorerwa abagore ndetse n'andi matsinda y'abantu bigaragara ko ahezwa mu kazi nk'ubusumbane mu mishahara, kuzamurwa mu ntera mu buryo bumwe, kwemerera abagore kwitabira amahugurwa ajyanye n'umwuga wabo, guhuza ubuzima bw'akazi n'ubuzima bw'imiryango yabo muri rusange no kubyara by'umwihariko, itotezwa rishingiye ku gitsina, gufatwa nabi no gucuruzwa. Hari ingamba eshatu zuzuzanya zishobora gutuma ubutabera bushingiye ku burunganire bw'ibitsina bwimakazwa binyuze mu biganiro bihuza abarebwa n'umurimo bose:

- ❖ (1) Gushyiraho uburyo bwo gusesengura ibijyanye n'uburunganire.
- ❖ (2) Gushyira imbaraga mu ruhare rw'abagore mu rwego rw'ubuyobozi, ijwi ryabo rikumvikana ndetse no kwita ku yandi matsinda bigaragara ko ahezwa muri iyi gahunda y'ibiganiro bihuza abarebwa n'umurimo bose.
- ❖ (3) Kugenera umwanya ibiganiro bigamije umushyikirano byibanda ku burunganire mu gihe cy'imishyikirano rusange<sup>5</sup>.

5. International Training Centre of the International Labour Organization. (2012), *Social Dialogue: A Manual for Trade Union Education*, Turin, p.63



## UMUTWE WA 1.1 IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE BISOBANURA NI IKI?

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gutanga igisobanuro cy'ibiganiro bihuza abarebwa n'umurimo bose.
- Kwerekana impande zitabira ibiganiro bihuza abarebwa n'umurimo bose.
- Kungurana ibitekerezo ku nzego zitandukanye z'ibiganiro bihuza abarebwa n'umurimo bose biberamo.
- Gutanga ingero zigaragaza neza ibikorwa mu biganiro bihuza abarebwa n'umurimo bose.

### Igihe inyigisho imara: Iminota 90



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Baza abahugurwa igisobanuro cy'ijambo "ibiganiro" bagendeye ku buryo rikoreshwa mu rwego rw'umurimo.
- ✓ Egeranya ibitekerezo by'abahugurwa ugenda ushyira hamwe ibisa
- ✓ Hanyuma bagaragarize igisobanuro k'ibiganiro bihuza abarebwa n'umurimo bose gitangwa n'Umuryango Mpuzamahanga wita ku murimo (Ifashishe pawa powenti cyangwa se urupapuro rwabugenewe wateguye mbere y'igihe)
- ✓ Ugendeye kuri icyo gisobanuro babaze ibibazo bikurikira maze unayobore ibiganiro:
  - Ni izihe mpande z'ingenzi zitabira ibiganiro bihuza abarebwa n'umurimo bose?
  - Ni ibihe bintu bitatu by'ingenzi bikorwa mu gihe cy'ibiganiro bihuza abarebwa n'umurimo bose?
- ✓ Erekanaga inzego eshanu z'ibiganiro bihuza abarebwa n'umurimo bose.
- ✓ Gukorera mu itsinda "**Insanganyamatsiko zerekeye ibiganiro bihuza abarebwa n'umurimo bose**"
  - Kora amatsinda agizwe n'abantu batarenze 6.
  - Insanganyamatsiko: **Ikibazo cya 1:** Ukurikije uko bimeze mu kazi kawe, ni izihe nsanganyamatsiko wumva zikwiye mu biganiro bihuza abarebwa n'umurimo bose mu Rwanda muri iki gihe?
    - Ku ruhande rumwe, hagati ya Leta, amashyirahamwe y'abakozi n'amashyirahamwe y'abakoresha
    - Ku rundi ruhande, hagati y'abakozi n'abakoresha.
- Ikibazo cya 2:** Ni ubuhe bunararibonye ibiganiro bihuza abarebwa n'umurimo bose bikorerwa aho ukorera byagusigiye?
- ✓ Ikitonderwa:
- ✓ Buri tsinda ryitoramo umuyobozi n'uza gusangiza abandi ibyo ryagezeho.
- ✓ Igihe kigenewe amatsinda: iminota 30
  - Buri tsinda rikoresha iminota 5 risangiza itsinda rigari ibyo ryagezeho, hakakirwa ibitekerezo bivuye mu itsinda rigari mu gihe kitarengeje iminota 3.
  - Soza iyi nyigisho ubaza abahugurwa niba hari icyo batasobanukiwe.

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, urupapuro, ikaye n'ikaramu kuri buri wese witabiriye amahugurwa, urupapuro rwagutse ruriho ibyigwa cyangwa urupapuro rw'ibara, porojegiteri yerekanirwaho videwo.

## Inyandiko zifashishijwe:



- ✓ ILO. (2012). Social Dialogue. Finding a common voice, <https://www.ilo.org/public/libdoc/ilo/2002/481891.pdf>
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## UMUTWE WA 1.2 IMISHYIKIRANO RUSANGE MURI MAKE

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Kungurana ibitekerezo ku gisobanuro by'imushyikirano rusange n'amasezerano rusange
- Kwerekana impande zitabira imishyikirano rusange
- Gukora urutonde no kwerekana ibintu bishobora kuvugwaho mu mishyikirano rusange.
- Kugaragaza
- Kugaragaza ibintu bishobora gutuma habaho imishyikirano rusange aho akorera.

### Igihe inyigisho imara: Iminota 60



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Kwerekana ibisobanuro bibiri by'imishyikirano rusange n'amasezerano rusange nk'uko bigaragara mu "Masezerano y'imishyikirano rusange , 1981 numero 154) no mu itegeko No 66/2018 ryo ku wa 30/08/2018 rigenga umurimo mu Rwanda.
- ✓ Kuyobora ibiganiro byerekeranye n'impande zitabira imishyikirano rusange.
- ✓ Kwerekana ishusho rusange y'ibintu bishobora gukemukira mu mishyikirano rusange
- ✓ Nyuma ya buri nsanganyamatsiko ni byiza ko uhugura abaza abahugurwa ibibazo. Nyuma ya buri nsanganyamatsiko imaze kuvugwaho, hagomba kubaho igice cyahariwe ibibazo n'ibisubizo.
- ✓ Gukorera mu matsinda: Insanganyamatsiko: **Ni ibihe bifitanye isano n'akazi bishobora kuganirwaho mu mushyikirano ugamije amasezerano rusange mu kigo nkora-mo?"**
- ✓ Ikitonderwa:
  - Inyandiko zitangwa zitangwa: Ahantu n'ibintu byitabwaho mu mushyikirano ugamije amasezerano rusange
  - Buri tsinda ryitoramo umuyobozi n'uza gusangiza abandi ibyo ryagezeho.
  - Igihe kigenewe amatsinda: iminota 20
- ✓ Buri tsinda rikoresha iminota 5 risangiza itsinda rigari ibyo ryagezeho, hakakirwa ibitekerezo bivuye mu itsinda rigari mu gihe kitarengeje iminota 5.

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, urupapuro, ikayen'ikaramukuri buriwese witabiriye amahugurwa, urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, porojegiteri yerekanirwaho videwo. Inyandiko zitangwa zikubiyemo: Ibisobanuro by'imishyikirano rusange, ahantu n'ibintu bishobora kwitabwaho mu gihe cy'imishyikirano rusange.



## Inyandiko zifashishijwe:



- ILO. (2015). Collective bargaining: a policy guide / International Labour Office, Governance and Tripartism, Geneva. [https://labordoc.ilo.org/discovery/delivery/41ILO\\_INST:41ILO\\_V2/1248819570002676](https://labordoc.ilo.org/discovery/delivery/41ILO_INST:41ILO_V2/1248819570002676).
- The "Collective Bargaining Convention, 1981 (No. 154), iboneka kuri <https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12000:0::NO::>).
- The law N° 66/2018 of 30/08/2018 regulating labour in Rwanda. <https://www.mifotra.gov.rw/index.php?eID=dumpFile&t=f&f=9117&token=5c2fddc3524e332d3695076d376d3841a00320c1>).

## UMUTWE WA 1.3 AKAMARO K'IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE N'IMISHYIKIRANORUSANGE

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Kungurana ibitekerezo ku gisobanuro by'imushyikirano rusange n'amasezerano rusange
- Kwerekana impande zitabira imishyikirano rusange
- Gukora urutonde no kwerekana ibintu bishobora kuvugwaho mu mishyikirano rusange.
- Kugaragaza
- Kugaragaza ibintu bishobora gutuma habaho imishyikirano rusange aho akorera.

### Igihe inyigisho imara: Isaha 1



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Kwegeranya ibitekerezo: **"Ukurikije ubunararibonye bwawe, ni izihe nyungu z'ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange?"**
- ✓ Ha abahugurwa impapuro eshatu zagutse z'amabara atandukanye zo kwandikaho.
- ✓ Ashingiyeye ku bunararibonye bwe n'uko abyumva, uhugurwa wese yandika ku rupapuro yahawe inyungu z'ibiganiro bihuza abarebwa n'umurimo bose. Yandika inyungu eshatu: inyungu imwe bizana ku rwego igihugu, iyo bizana ku rwego rw'ikigo akorera ndetse n'iyi bizana ku rwego rw'abakozi ubwabo.
- ✓ Uhugurwa wese yerekana urupapuro ruriho ibyo yakoze.
- ✓ Kurikizaho gushyira za mpapuro mu byiciro bitatu bitandukanye by'inyungu; ku rwego rw'igihugu, urw'ikigo akoramo no ku rwego rw'abakozi ubwabo.
- ✓ Ubundi buryo bwakoreshwa ni ugukoresha ibiganiro mpaka hagati y'abemera ko ibiganiro bihuza abarebwa n'umurimo bose bifite akamaro n'abatabyemera. Buri ruhande rugatanga ibitekerezo byarwo bigaragaza uruhande rubogamiyeho.
- ✓ Soza iki kiganiro mpaka cyari kigamije gukusanya ibitekerezo utanga inshamake y'ibyavuye mu bushakashatsi bunyuranye bwakozwe ku "Akamaro k'ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange".

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, ikaye n'ikaramu kuri buri wese witabiriye amahugurwa, Urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, porojegiteri yerekanirwaho videwo. Urupapuro ruriho inyigisho zivuye mu gitabo cy'amahugurwa zivuga ku: Akamaro k'ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange”

### Inyandiko zifashishijwe:



- International Training Centre of the International Labour Organization. (2012). Social Dialogue: A Manual for Trade Union Education, p.13. [https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-brussels/documents/instructionalmaterial/wcms\\_205063.pdf](https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-brussels/documents/instructionalmaterial/wcms_205063.pdf)
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- ILO. (2013). National tripartite social dialogue: an ILO guide for improved governance Geneva, p. 56-57. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---dialogue/documents/publication/wcms\\_231193.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---dialogue/documents/publication/wcms_231193.pdf)
- ILO. (2015). Collective bargaining: a policy guide / International Labour Office, Governance and Tripartism, Geneva, p.4-6. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---travail/documents/instructionalmaterial/wcms\\_425004.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/instructionalmaterial/wcms_425004.pdf)
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## UMUTWE WA 1.4 IBIKENERWA KUGIRA NGO IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE BIBEHO N'URUHARE RW'ABAYOBOZI

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Kugaragaza ibintu bituma ibiganiro bihuza abarebwa n'umurimo bosenza neza hamwe n'uruhare rw'abayobozi mu guteza imbere ibiganiro bihuza abarebwa n'umurimo bosenza
- Kugaragaza ingorane zijyanye n'ibiganiro bihuza abarebwa n'umurimo bosenza ku nzego zitandukanye: ku rwego rw'igihugu, urw'ikigo ndetse n'abakozi. Kugaragaza ibyakorwa kugira ngo ibiganiro bihuza abarebwa n'umurimo bosenza bitere imbere ku rwego rw'ibigo.

### Igihe inyigisho imara: Isaha 1



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Kugaragaza no gusobanura ibintu bitandatu bituma ibiganiro bihuza abarebwa n'umurimo bosenza bikorwa ku buryo bunozeho nk'uko bisobanurwa n'Umuryango Mpuzamahanga wita ku murimo.
- ✓ Gukorera mu matsinda: "Kurebera hamwe ibintu bishingirwaho mu gukora ibiganiro bihuza abarebwa n'umurimo bosenza"
  - Buri uhugurwa wese atange ibitekerezo bye, ku buryo buri ngingo bayivugaho byibura ibintu 10.
  - Buri tsinda rigaragaza ingorane kuri buri ngingo rikanavugaga icyakorwa kugira ngo birushaho kugenda neza.
- ✓ **Ikitonderwa**
  - Uhugurwa wese ahabwa inyandiko ikubiyemo: "Ibikenerwa kugira ngo ibiganiro bihuza abarebwa n'umurimo bosenza bibeho"
  - Buri tsinda ryitoramo umuyobozi n'uzagutangiza abandi ibyo ryagezeho.
  - Igihe kigenewe amatsinda: Iminota 30
- ✓ Buri tsinda rikoreshe iminota 5 risangiza itsinda rigari ibyo ryagezeho, hakakirwa ibitekerezo bivuye mu itsinda rigari mu gihe kitarengeje iminota 5.
- ✓ Kuyobora ibiganiro mu gihe amatsinda arimo gutangaza ibyavuye mu matsinda.
- ✓ Kugaragaza uruhare rw'abayobozi mu nzego za Leta mu guteza imbere umushyikirano ugamije inyungu rusange.

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, ikaye n'ikaramu kuri buri wese witabiriye amahugurwa, Urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, porojegiteri yerekanirwaho videwo. Inyandiko ikubiyemo: "Ibikenerwa kugira ngo ibiganiro bihuza abarebwa n'umurimo bosenza bibeho"

## Inyandiko zifashishijwe:



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## UMUTWE WA 1.5 GUTEZA IMBERE UBUTABERA BUSHINGIYE KU BURINGANIRE AHO ABANTU BAKORERA BINYUZE MU BIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gusobanura impamvu ubutabera bushingiye ku buringanire ari ngombwa mu biganiri bihuza abarebwa n'umurimo bose ndetse no mu mushyikirano ugamije amasezerano rusange.
- Kungurana ibitekerezo ku buryo bwakoresha kugira ngo ubutabera bushingiye ku buringanire bwitabwaho mu gihe habayeho umushyikirano ugamije amasezerano rusange.
- Kugaragaza inzitizi zihari zituma abagore n'abandi bantu bagaragarizwa ihezwa batajya mu biganiri bihuza abarebwa n'umurimo bose.

### Igihe inyigisho imara: Amasaha 2



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Gutanga igisobanuro cy'ubutabera bushingiye ku buringanire unagisobanure.
- ✓ Kuyobora umwanya wo kwegeranya ibitekerezo bigaragaza impamvu ubutabera bushingiye ku buringanire ari ngombwa ndetse n'umumaro bifite mu biganiri bihuza abarebwa n'umurimo bose ndetse no mu mushyikirano ugamije amasezerano rusange
- ✓ Gukorera mu matsinda: **"Ubutabera bushingiye ku buringanire mu mishyikirano rusange"**
- ✓ Gufasha abahugurwa kugaragaza ibibazo n'ibindi bintu byihariye abagore cyangwa se andi matsinda ahezwa bahura na byo aho bakorera.
- ✓ Kwereka abahugurwa inyandiko yatekerejwe igaragaza ko uburinganire bukenewe
- ✓ Gukora ku buryo abagore baba bahagarariwe ku meza y'ibiganiri bigamije imishyikirano ndetse no mu nama z'ibiganiri bihuza abarebwa n'umurimo bose.
- ✓ Gufasha abahugurwa gutegura amasezerano yerekana ko uburinganire bukenewe.

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, ikaye n'ikaramu kuri buri wese witabiriyeye amahugurwa, Urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, porojegiteri yerekanirwaho videwo.

**Inyandiko zifashishijwe:**



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## IMBUMBANYIGISHO YA 2: AMATEGEKO ATUMA IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE BIKORWA KU BURYO BUNOZE

Intego y'iyi mbumbanyigisho ni ugufasha abahugurwa kumva ishingiro n'amategeko agenga ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusange Iyi mbumbanyigisho igaruka ku biteganywa mu Itegeko Nshinga rya Repubulika y'u Rwanda, mu Itegeko rigenga umurimo mu Rwanda, mu masezerano y'Umuryango Mpuzamahanga wita ku murimo bifitanye isano n'ibiganiro bihuza abarebwa n'umurimo bose by'umwihariko imishyikirano rusange

Imbumbanyigisho ya 2: Amategeko atuma ibiganiro bihuza abarebwa n'umurimo bose bikorwa ku buryo bunoze.	
Imitwe ikubiyemo inyigisho	Igihe kigenewe inyigisho
Umutwe wa 2.1: Ibiganiro bihuza abarebwa n'umurimo bose n'umishyikirano ugamije amasezerano rusange nk'uko biteganywa mu Itegeko Nshinga rya Repubulika y'u Rwanda.	Iminota 45
Umutwe wa 2.2: Ibiganiro bihuza abarebwa n'umurimo bose n'imishyikirano rusangenk'uko biteganywa n'itegeko rigenga ibiganiro bihuza abarebwa n'umurimo bose mu rwanda	Iminota 90
Umutwe wa 2.3: Amahame mpuzamahanga y'ingenzi yerekeye ibiganiro binoze bihuza abarebwa n'umurimo bose	Iminota 45
<b>IGITERANYO</b>	<b>Amasaha 3</b>

### ✓ AMAKURU Y'IBANZE

Ibiganiro bihuza abarebwa n'umurimo bose bigengwa n'ibipimo byashyizweho haba ku rwego rw'igihugu ndetse na mpuzamahanga. Uburenganzira bwo kwishyira hamwe ndetsetso no ku mishyikirano rusange niryoye pfundo ryo gukemura ibibazo byose.

Itegeko Nshinga rya Repubulika y'u Rwanda rya 2003 ryavugururwe muri 2015, irangashingiro ryaryo rigaragaza ko Abanyarwanda biyemeje kubaka Leta ishingiyeye kuri demokarasi y'umushyikirano n'ibitekerezo bya politiki binyuranye, yubakiye ku isaranganya ry'ubutegetsi, ubumwe n'ubwiyunge by'Abanyarwanda, imiyoborere myiza, iterambere, guha abaturage amahirwe angana mu mibereho yabo, ubworoherane **no gukemura ibibazo binyuze mu nzira y'ibiganiro**. Byongeye, «**gushaka buri gihe umuti w'ibibazo binyuze mu nzira y'ibiganiro n'ubwumvikane busesuye**» byimakajwe nka rimwe mu mahame remezo atandatu ya Repubulika y'u Rwanda (Ingingo ya 10 igika cya 6). Uburenganzira bwo kwishyira hamwe n'uburenganzira ku mishyikirano rusange bigenwa mu Itegeko Nshinga rya Repubulika y'u Rwanda mu ngingo yaryo ya 31 n'ya 32. Itegeko N° 66/2018 ryo ku wa 30/08/2018 rigenga umurimo mu Rwanda rigagaragaza mu buryo burambuye ibigenderwaho mu kwitoza no kubahiriza uburenganzira bwo kwishyira hamwe ndetse n'inzira y'ishyirwa mu bikorwa ry'ibiganiro bihuza abarebwa n'umurimo bose by'umwihariko imishyikirano rusange (Reba ingingo ya: 83, 84, 91, 92, 93, 94, 95, 97, 99).



Ibipimo mpuzamahanga by'umurimo ni amategeko yashyizweho n'abagize Umuryango Mpuzamahanga wita ku Murimo (ILO) akaba ashingiye ku mpande eshatu zigompa guhura, akaba agaragaza amahame y'ibanze n'uburenganzira bigomba kubahirizwa aho umuntu akorera. Aya mategeko afatwa nk'amasezerano cyangwa se nk'ibyifuzo. Amasezerano aba ari itegeko k'uwayasinye na ho **ibyifuzo** byo si itegeko kubahirizwa. Amasezerano y'Umuryango Mpuzamahanga wita ku Murimo (ILO) ni ingenzi cyane mu rwego rw'ibiganiro bihuza abarebwa n'umurimo ndetse n'imishyikirano rusange, akaba yaremejwe burundu na Leta y'u RWANDA.

- *Ubwisanzure bwo kwishyira hamwe no kubahiriza uburenganzira bwo gutegura amasezerano, 1948 (Numero 87): Bwemejwe burundu mu 1986*
- *Uburenganzira bwo gukoresha imishyikirano rusange, 1949 (Numero 98): Bwemejwe burundu mu 1988*
- *Amasezerano yerekeranye n'uburenganzira bwo kwemeza imishyikirano rusange, 1981 (Numero 154): Yemejwe burundu muri 2018.*
- *Amasezerano yerekeranye n'abahagarariye abakozi, 1971 (Numero 135): Yemejwe burundu mu 1988.*
- *Amasezerano ku mpande eshatu zihurira mu biganiro byo ku rwego mpuzamahanga (Amasezerano Mpuzamahanga y'Umurimo), 1976 (No. 144): Yemejwe burundu muri 2018*

## UMUTWE WA 2.1: IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE N'IMISHYIKIRANO RUSANGE NK'UKO BITEGANYWA MU ITEGEKO NSHINGA RYA REPUBULIKA Y'U RWANDA.

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gusobanura uko Itegeko Nshinga rya Repubulika y'u Rwanda riteza imbere ibiganiro nk'uburyo bwiza bwo gukemura amakimbirane.
- Kugaragaza ingingo ziri mu Itegeko Nshinga rya Repubulika y'u Rwanda zirinda uburenganzira bw'ibanze ari na bwo ibiganiro bihuza abarebwa n'umurimo bose bishingiraho cyane cyane ubwisanzure mu kwishyira hamwe n'uburenganzira ku mishyikirano rusange.

### Igihe inyigisho imara: Iminota 45



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Guha abitabiriye amahugurwa ibi bikurikira: Ingingo z'itegeko n'ibindi biteganywa n'Itegeko Nshinga rya Repubulika y'u Rwanda ryo muri 2003 ryavugururwe muri 2015 biteza imbere ibiganiro n'uburyo nyabwo bwo gukemura amakimbirane: Irangashingiro/Ingingo ya 10 Igika cya 6.
- ✓ Mu matsinda ya babiri babiri: kujya impaka **(1) Ni ubuhe bwoko bw'ibiganiro bibera aho mukorera mu gihe habaye amakimbirane? No (2) kugaragaza ibintu bishobora gutuma hatabaho ibiganiro bitanga umusaruro. (3) Ni iki cyakorwa ngo aho mukorera harangwe n'umuco w'ibiganiro?**
- ✓ Byibura amatsinda atanu ya babiri babiri asangize abandi ibyo bagezeho ku byerekeye uburyo ibiganiro byakorwa n'uburyo bwo gukuraho inzitizi zituma ibiganiro bitabaho aho bakorera.
- ✓ Saba abitabiriye abahugurwa kugira ikindi bongerayo cyabafasha.
- ✓ Gutanga ingingo z'itegeko n'ibiteganywa n'Itegeko rya Repubulika y'u Rwanda biteza imbere ubwisanzure bwo kwishyira hamwe n'uburenganzira ku mishyikirano rusange (Ingingo ya 31, Ingingo ya 32)
- ✓ Kungurana ibitekerezo: **Aho mukorera ubwisanzure mu kwishyira hamwe no kwishyira hamwe hagamijwe kumvikana n'abakoresha banyu ku mikorere y'akazi byubahirizwa ku kigero kingana gite?** (Biri hejuru, biraringaniye, biri hasi, ntibibaho) kandi usobanure igitekerezo cyawe.
- ✓ Kubafasha kugira ngo ibiganiro bigende neza.

**Ibikoresho:** Impapuro zabugenewe, marikeri, ikayi n'ikaramu kuri buri muntu wese witabiriye amahugurwa, urupapuro rurerure rwandikwaho ibygwa cyangwa se urupapuro rw'ibara, porojegiteri yerekanirwaho videwo.

## Inyandiko zifashishijwe:



Itegeko Nshinga Rya Repubulika y'u Rwanda ryo muri 2003 ryavuguruwe muri 2015.

Riboneka:

- [https://www.rwandabar.org.rw/attached\\_pdf/Constitution%20of%20the%20Republic%20of%20Rwanda-1608275353.pdf](https://www.rwandabar.org.rw/attached_pdf/Constitution%20of%20the%20Republic%20of%20Rwanda-1608275353.pdf)

## UMUTWE WA 2.2: IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE N'IMISHYIKIRANO RUSANGE NK'UKO BITEGANYWA N'ITEGEKO RIGENGA IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE MU RWANDA

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gusobanura uburyo itegeko rigenga umurimo mu Rwanda No 66/2018 ryo ku wa 30/08/2018 ryubahiriza uburenganzira bw'ibanze ari na ryo nkingi ya mwamba ry'ibiganiro bihuza abarebwa n'umurimo bose. Ku buryo busobanutse neza ni ubwisanzure bwo kwishyira hamwe n'uburenganzira bwo gukora imishyikirano rusange.
- Kwerekana uko imishyikirano rusange ikorwa nk'uko biteganywa mu itegeko rigenga umurimo mu Rwanda No 66/2018 ryo ku wa 30/08/2018
- Kungurana ibitekerezo ku ngorane z'imishyikirano rusange ku rwego rw'ikigo.

### Igihe inyigisho imara: Iminota 90



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Kugaragariza abahugurwa ingingo zo mu itegeko rigenga umurimo mu Rwanda N° 66/2018 ryo ku wa 30/08/2018 zubahiriza uburenganzira bwo kwishyira hamwe ndetse n'uburenganzira ku mishyikirano rusange (Reba ingingo ya: 81, 91, 92, 93, 94, 95, 96, 97, 99).
- ✓ Kubaza abahugurwa ibibazo bibaganisha kugira icyo babivugaho
- ✓ Gukorera mu matsinda: **Insanganyamatsiko ya 1: Ni izihe ngorane ziboneka mu bijyanye n'imishyikirano rusange mu bigo mukoramo? Insanganyamatsiko ya 2: Ni iki cyakorwa kugira ngo imishyikirano rusange ibeho kandi yimakazwe mu bigo?**
- ✓ Ikitonderwa:
  - Buri tsinda ryitoramo umuyobozi n'uza gusangiza abandi ibyo ryagezeho.
  - Igihe kigenewe amatsinda: iminota 30
- ✓ Buri tsinda rikoresha iminota 5 risangiza itsinda rigari ibyo ryagezeho, hakakirwa ibitekerezo bivuye mu itsinda rigari mu gihe kitarengeje iminota 5.
- ✓ Gusozza iyi nyigisho ubaza abahugurwa niba hari icyo batasobanukiwe.

**Ibikoresho:** Impapuro zabugenewe, marikeri, ikayi n'ikaramu kuri buri muntu wese witabiriye amahugurwa, urupapuro rurerure rwandikwaho ibyigwa cyangwa se urupapuro rw'ibara, porojegiteri yerekanirwaho videwo. **Inyandiko zifashishijwe:**



Itegeko rigenga umurimo mu Rwanda N° 66/2018 ryo ku wa 30/08/2018.

- Riboneka kuri: <https://www.mifotra.gov.rw/index.php?eID=dumpFile&t=f&f=9117&token=5c2fd-dc3524e332d3695076d376d3841a00320c1>

### UMUTWE WA 2.3: AMAHAME MPUZAMAHANGA Y'INGENZI YEREKEYE IBIGANIRO BINOZE BIHUZA ABAREBWA N'UMURIMO BOSE

#### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Kuvuga ibiranga Amasezerano y'Umuryango Mpuzamahanga wita ku Murimo.
- Kugaragaza ibiteganywa mu Masezerano y'Umuryango Mpuzamahanga wita ku murimo, Nomero 87 na nomero 154 byemejwe burundu n'u Rwanda.

#### Igihe inyigisho imara : iminota 45



**Uburyo bwiza inyigisho itangwamo:** Ushobora kwigisha izi nyigisho ugenda uhana ibitekerezo n'abahugurwa?

- ✓ Gutangira ubasogongeza ku bijyanye n'Umuryango Mpuzamahanga wita ku Murimo (ILO), uburyo ugizwe n'impande eshatu ndetse n'imirimo ukora
- ✓ Gusobanura ayo masezerano nk'ayitabazwa mu rwego rw'amategeko mpuzamahanga
- ✓ Gusobanura ko amasezerano aba agomba kubahirizwa mu gihe igihugu cyayemeje burundu.
- ✓ Kugaragaza ibiteganywa mu masezerano 3 akurikira y'Umuryango Mpuzamahanga wita ku Murimo (ILO)
  - Ubwisanzure bwo kwishyira hamwe no kubahiriza uburenganzira bwo gutegura amasezerano, 1948 (Nomero 87)
  - Uburenganzira bwo gukoresha imishyikirano rusange, 1949 (Nomero 98)
  - Amasezerano yerekeye imishyikirano rusange, 1981 (Nomero 154):
- ✓ Kubaza abahugurwa ibibazo kugira bagire icyo babivugaho. Kuyobora ikiganiro.

**Ibikoresho:** Impapuro zabugenewe, marikeri, ikayi n'ikaramu kuri buri muntu wese witabiriye amahugurwa, urupapuro rurerure rwandikwaho ibygwa cyangwa se urupapuro rw'ibara, porojeteri yerekanirwaho videwo.

#### Inyandiko zifashishijwe:



- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), iboneka kuri <https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12000:0::NO::>
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98) iboneka kuri <https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12000:0::NO::>
- Collective Bargaining Convention, 1981 (No. 154) iboneka kuri <https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12000:0::NO::>
- Workers' Representatives Convention, 1971 (No. 135), iboneka kuri <https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12000:0::NO::>
- Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), iboneka kuri <https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12000:0::NO::>



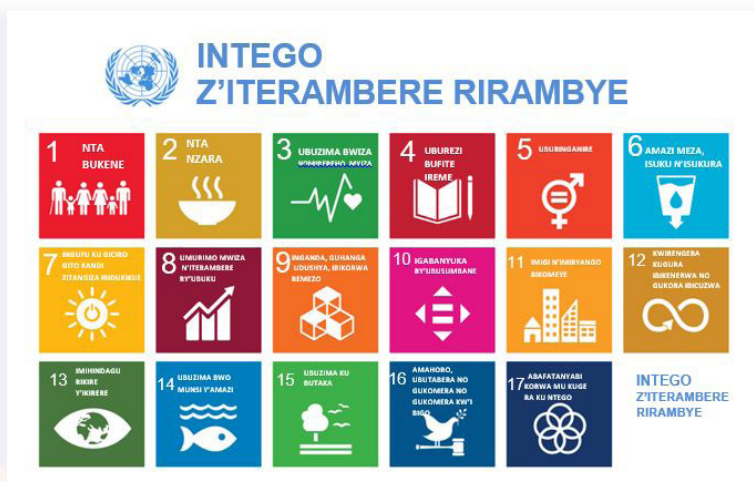
### IMBUMBANYIGISHO YA 3: IBIGANIRO BIHUZA ABAREBWA N'UMURIMO BOSE N'INTEGO Z'ITERAMBARE RIRAMBYE

Intego y'iyi mbumbanyigisho ikubiye mu bintu bibiri: Kubaka abahugurwa mu ubushobozi bwo kubona intego z' iterambare rirambye, impamvu zashyirwaho ndetse n'icyo zigamije, hanyuma abahugurwa bagahabwa ubushobozi bwo kuzisesengura bazihuza n'ibiganiro bihuza abarebwa n'umurimo bose ariko cyane cyane bibanda ku ntego ya 8 mu ntego z'iterambare rirambye (SDG 8) mu biganiro bihuza abarebwa n'umurimo bose.

Imbumbanyigisho ya 3: Ibiganiro bihuza abarebwa n'umurimo bose n'itego z'iterambare rirambye	
Imitwe ikubiye inyigisho	Igihe kigenewe inyigisho
Umutwe wa 3.1: Imitere n'ishusho rusange y'itego z'iterambare rirambye	Isaha 1
Umutwe wa 3.2: SDG 8 n'umurimo mwiza.	Isaha 1
Igiteranyo	Amasaha 2

### AMAKURU Y'IBANZE

Ku wa 25/09/2015, abayobozi ku rwego rw'isi bemeje umwanzuro wa 70/1 w'Umuryango w'abibumbye ugira uti **“Duhindure isi yacu, icyerekezo cya 2030 cy'iterambare rirambye”**. Iki cyerekezo cya 2030 kigizwe n'itego 17 zigamije kwesa imihigo igera ku 169 **ikubiye hamwe, itagabanywa, ireba isi kandi igomba gushyirwa mu bikorwa ku isi hose** kugira ngo ikemure inzitizi eshanu z'ingenzi zishingiye: **ku bantu, ku mubumbe dutuyeho, ku burumbuke, ku mahoro no ku mikoranire**<sup>6</sup>. Iki cyerekezo gifatwa nk'umurongo ngenderwaho isi izagenderaho mu gushyiraho politiki zitandukanye kugera mu mwaka wa 2030<sup>7</sup>.



**Aho byavuye:** [https://en.wikipedia.org/wiki/Sustainable\\_Development\\_Goals#/media/File:Sustainable\\_Development\\_Goals.svg](https://en.wikipedia.org/wiki/Sustainable_Development_Goals#/media/File:Sustainable_Development_Goals.svg)

- The Global deal, *Social dialogue in the 2030 Agenda*, <https://www.theglobaldeal.com/news/newsrelease/Social-Dialogue-2030-Agenda-Global-Deal-Thematic-Brief-June-2020.pdf>
- Shirin M. Rai, Benjamin D. Brown, Kanchana N. Ruwanpura, SDG 8: Decent work and economic growth – A gendered analysis, <https://www.sciencedirect.com/science/article/pii/S0305750X18303309>

SDG8 iteza imbere **“Iterambere ry’ubukungu rirambye kandi ridaheza, umurimo utanga umusaruro n’umurimo mwiza kuri bose<sup>8</sup>”**. Yongera gushimangira ko iterambere rirambye rituruka mu iterambere ry’ubukungu no ku murimo mwiza.

Kuri ubu icyumvikanyweho ni uko izi ntego zombi uko ari ebyiri zidasigana mu gutezwa imbere; hari isano hagati ya gahunda zijyanye n’ubukungu n’imibereho , iboneka ry’imirimo ndetse n’umurimo mwiza; biruzuzany<sup>9</sup>.

Mu gihe cy’imishyikirano rusangendetse no mu bindi biganiri bihuza abarebwa n’umurimo bose, imihigo n’ibipimo bya SDG 8 bigomba gukoreshwa kubera impamvu zitandukanye: Isesengura ry’uko ibintu bihagaze, ibiganiri bigamije umushyikirano, igenamigambi, ikurikirana n’isuzumabikorwa hagamije kureba ibyagezweho ku nzego zitandukanye: ku rwego rw’ikigo, no ku rwego rw’igihugu. Kugira ngo habeho ibiganiri bihuza abarebwa n’umurimo bose bisaba ko haba hari inzego zubakitse ndetse n’ubufatanye (Intego ya 16 y’iterambere rirambye n’iya 17). Bityo rero, ibi biganiri bifatwa nk’igikoresho gikomeye mu bijyanye no guteza imbere Intego z’iterambere rirambye binyujijwe mu nsanganyamatsiko nk’ubukene, ubusumbane, uburezi n’ubumenyi, ubuzima n’uburyo bunoze akazi gakorwamo, kwiyongera k’umusaruro n’iboneka ry’akazi, ubukungu buhamye, ibidukikije n’ibindi.



8. Wasoma : <https://sdgs.un.org/goals/goal8>

9. <sup>9</sup>Review of SDG implementation and interrelations among goals. Discussion on SDG 8 – Decent work and economic growth, <https://sustainabledevelopment.un.org/index.php?page=view&type=20000&nr=5693&menu=2993>



## UMUTWE WA 3.1 N'UWA 3.2: IMITERERE N'ISHUSHO RUSANGE BY'INTEGO Z'ITERAMBARE RIRAMBYE

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gusobanura imiterere n'impamvu y'intego ya 17 y'iterambere rirambye.
- Gusobanura uruhare rw'intego z'iterambere rirambye muri politiki y'iterambere ry'igihugu, ishyirwa mu bikorwa ryayo, uburyo bw'isuzumabikorwa.
- Gusobanura ibiranga intego ya 17 y'iterambere rirambye.
- Gusobanura SDG 8 bihuzwa n'izamuka ry'ubukundu ndetse n'umurimo mwiza.
- Gusobanura akamaro k'ibiganiro bihuza abarebwa n'umurimo bose mu kugera ku ntego z'iterambere rirambye.

### Igihe inyigisho imara: Amasaha 2



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Kubwira abahugurwa kuvuga icyo bumva iyo bavuze iterambere rirambye
- ✓ Kubaza abahugurwa niba hari ufite icyo azi ku ntego z'iterambere rirambye n'ibizikubiyemo.
- ✓ Kwereka abahugurwa imbonerahamwe igaragaza intego z'iterambere rirambye
- ✓ Kugaragaza ihuriro riri hagati y'Intego z'iterambere rirambye n'intego z'ikinyagihumbi.
- ✓ Gusobanura iby'ingenzi biranga intego z'iterambere rirambye n'igisobanuro cy'umusaruro, igiciro, kuzamurwa, ahantu n'abantu
- ✓ Kubasogongeza ku byerekeye SDG 8 icyo igamije n'ibipimo byayo bifatanye isano n'uburinganire n'umurimo mwiza wubahiriza amabwiriza yashyizweho.
- ✓ Kwakira ibibazo n'ibitekerezo by'abahugurwa.
  - Gukorera mu matsinda "Ni gute ibiganiro bihuza abarebwa n'umurimo bose bigira uruhare mu kugera ku ntego z'iterambere rirambye?"
- ✓ Gushimira amaze kubasangiza ibyo yakoze.

**Ibikoresho:** Impapuro zabugenewe, marikeri, ikayi n'ikaramu kuri buri muntu wese witabiriye amahugurwa, urupapuro rurerure rwandikwaho ibygwa cyangwa se urupapuro rw'ibara, porojegiteri yerekanirwaho videwo

### Inyandiko zifashishijwe:



- UN Resolution 70/1: Transforming our world: the 2030 Agenda for Sustainable Development. Iboneka kuri <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N15/291/89/PDF/N1529189.pdf?OpenElement>
- Wasoma: Make the SDGs a reality. <https://sdgs.un.org>
- Shirin M. Rai, Benjamin D. Brown, Kanchana N. Ruwanpura, SDG 8: Decent work and economic growth – A gendered analysis, <https://www.sciencedirect.com/science/article/pii/S0305750X18303309>
- The Global deal, Social dialogue in the 2030 Agenda, <https://www.theglobaldeal.com/news/news-release/Social-Dialogue-2030-Agenda-Global-Deal-Thematic-Brief-June-2020.pdf>.

## IMBUMBANYIGISHO YA 4: UMUSOGONGERO KU BURYO BUKORESHWA MU KUYOBORA IBIGANIRO BIGANISHA KU MUSHYIKIRANO

Iyi mbumbanyigisho ni ingenzi cyane mu zigize iyi mfashanyigisho y'amahugurwa. Ifite intego yo gufasha abahugurwa kumva no gukoresha ubumenyi n'ubushobozi bafite mu kuyobora ibiganiro biganisha ku mushyikirano. Imitwe 4 igize iyi mbumbanyigisho ifite uruhare mu gutuma iyi ntego igerweho.

Imbumbanyigisho ya 4: Umusogongerero ku buryo gukoreshwa mu kuyobora ibiganiro biganisha ku mushyikirano.	
Imitwe ikubiyemo inyigisho	Igihe kigenewe inyigisho
Umutwe wa 4.1: Igisobanuro cy'ibiganiro bigamije umushyikirano n'amoko yabyo	Amasaha 2
Umutwe wa 4.2: Igiciro cyo hasi ntarengwa, igiciro cya nyuma cyumvikanyweho, "ZOPA" AND "BATNA"	Amasaha 2
Umutwe wa 4.3: Ubumenyi bw'ingenzi butuma ibiganiro bigamije umushyikirano bigerwaho neza	Isaha 1
Umutwe wa 4.4: ibyiciro ibiganiro bigamije umushyikirano binyuramo ngo bigerweho	Amasaha 3
Igiteranyo	Amasaha 8

### AMAKURU Y'IBANZE

Ibiganiro bigamije umushyikirano ni ikintu kibaho mu buzima bwacu bwa buri munsu. Haba ku rwego ruciriritse cyangwa se rwo hejuru, ibiganiro bigamije umushyikirano bigenda bifata imisusire itandukanye: Hari ibibera mu ngo, aho dukorera, n'ahandi.

Ibiganiro bigamije umushyikirano bibaho igihe impande ebyiri cyangwa se nyinshi zifitanye amakimbirane ku kintu runaka hanyuma zikagirana ibiganiro zigamije kugera ku mushyikirano. Ni uburyo bwubaka kandi bwiza butuma hirindwa guterana amagambo n'intonganya, ikiba kigamijwe ni ukugera ku mushyikirano aho kuvuga ko hari uwatsinze urugamba<sup>10</sup>.

Mu gihe cy'ibiganiro bigamije umushyikirano, abawuhuriyemo bashobora gukoresha uburyo butandukanye. Habaho ubwoko bubiri bw'ibiganiro bigamije umushyikirano<sup>11</sup>.

**Umushyikirano ugamije kwikubira "nunguke - uhombe":** Intego y'ubu bwoko bw'umushyikirano ni ukugira ngo uruhande rumwe rwegukane igisate kinini cy'umugati, maze urundi ruhande rutahane utuvungukira twonyine. Amayeri akoreshwa muri ubu buryo ni ayo kugira ngo uruhande rumwe runonke inyungu hirindwa ko urundi ruhande rwagira ayo mahirwe. Kubera ko inzira zo kurushanwa zituma habaho uwunguka n'uhomba, abantu benshi babona ko ubu buryo busenya. Mu gushaka ibisubizo, uburyo bw'umushyikirano ugamije kwikubira "nunguke - uhombe" buzwi nka "gutsinda kwanjye bingana no gutsindwa kwawe" bufata ibiganiro bigamije umushyikirano nko kurushanwa. Umushyikirano hagati y'umuntu ku giti cye n'umukoresha we, na wo ufatwa mu ishusho ya "nunguke - uhombe" ubarirwa na wo muri ubu bwoko bw'umushyikirano.

10. Pillutla, M. and Nicholson, N. (eds). (2004). *Negotiation: how to make deals and reach agreement*, <http://salesandnegotiationtraining.blogspot.com/p/negotiation-training.html>

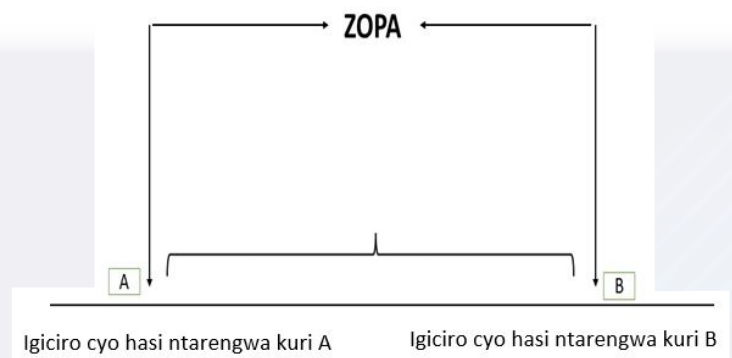
11. FAO. (2008). *Negotiation Theory and Practice. A Review of the Literature*, <https://www.fao.org/3/bq863e/bq863e.pdf>, p.7

**Mu mushyikirano hagati y'umuntu ku giti cyo umukoresha we**, buri ruhande rutangira ruvuga aho ruhagaze, noneho rugashaka gushyikirana rushingiye rushingiye ku byo urundi ruhande ruhagazeho hagamijwe kuza kumvukana ku kintu kimwe. Amayeri akoreshwa mu buryo bwa "nunguke – uhombe" twavugaga: (a) **Gushyira ku gitutu**: Ubu ni uburyo uruhande rumwe rukoresha imbaraga cyangwa se itarabwoba kugira ngo urundi ruhande rugire ibyo rwemera. (b) **Guhanika**: Gutangira uhanika ibintu ku buryo bunarenze ibyo wifuzaga kugeraho kugira ngo urundi ruhande rubure aho ruhera. (c) **Gutinza amasezerano**. Ubu buryo bubaho igihe hari uruhande runaka rurimo gutinza amasezerano cyangwa se rugenda rwemerera urundi ruhande utuntu tudafatika.

**Umushyikirano ugamije isaranganya**: Ubu buryo butangukanye umushyikirano ugamije kwikubira wa "nunguke – uhombe", kuko bwo ni umushyikirano ushingiyeye ku isaranganya 'nunguke – wunguke'. Mu gihe uburyo bwa "nunguke – uhombe" bushaka ko uruhande rumwe ruba ari rwo rwiharira amahirwe, uburyo bwa nunguke – wunguke buharanira ko uruziga rwagurwa kugirango imishyikirano itume amahirwe asaranganywa ku buryo bungana. Kubera ko ikitabwaho ari ugukemura ibibazo, gushyira hamwe, gufatira imyanzuro hamwe, gusaranganya inyungu, mu isaranganya rya 'nunguke – wunguke' bisaba ko abari kugirana iyo mishyikirano bahuriza hamwe bagashaka ibisubizo bituma buri wese yunguka. Bose bagaragaza inyungu iri mu cyo baganiraho, bagatanga ibitekerezo, noneho bagashaka aho bari buhurize. Iyi mishyikirano ikoresha ingamba zo guha agaciro ikigibwaho impaka hanyuma bagateza imbere amahame y'uko inyungu zizasaranganywa.

Umushyikirano ugendera ku mahame, nk'uko yatunganyijwe na Roger Fisher na William Ury bakomoka muri Kaminuza ya Havard, ushingiyeye ku mahame ane ari yo atuma habaho umushyikirano unoze<sup>12</sup>.

- ✓ (a) Kutitiranya abantu n'ikibazo gihari
- ✓ (b) Kwibanda ku nyungu zaboneka kurusha gutsimbarara aho umuntu ahagaze ku kibazo runaka
- ✓ (c) Gushaka ibisubizo bishobora gutuma buri wese agira icyo yunguka
- ✓ (d) Gukoresha ibipimo bitarimo amarangamutima



Mu biganiriro ibyo ari byo byose bigamije imishyikirano, buri ruhande ruba rufite **igiciro cyo hasi ntarengwa**. Ahangaha ni ahigiciro cyo hasi ntarengwa umuntu adashobora kujya munsi mu gihe yemerera urundi ruhande ibintu runaka ku buryo aho kugirango agire ikindi yemera kirenze ibyo ahitamo kwivana mu masezerano. Ni ngombwa rero, gutekereza icyo giciro cyo hasi ntarengwa; ni ukuvugaga aho ugomba kugira aho uhagararira mu gihe ugira ibyo wemerera urundi ruhande kuko mu masezerano yose ibyo bibaho kandi ugasanga bituma hatabaho guharirana.

12. Roger Fisher and William Ury. *Getting to YES Negotiating an agreement without giving in*. With Bruce Patton, Editor Second edition by Fisher, Ury and Patton, RANDOM HOUSE BUSINESS BOOKS, pg.12-44

**“Igihe amasezerano ashobora kubaho”** Igiciro cyo hasi ntarengwa (ZOPA) mu gihe hari umurongo ntarengwa kuri buri ruhande<sup>13</sup>.

Iyo rero hari igiciro cyo hasi ntarengwa, biba bishoboka ko impande zirebwa n’ikibazo ziba zishobora kugera ku gisubizo gifitiye buri wese inyungu.

Amahitamo meza y’amasezerano ashingiye ku mushyikirano abaho igihe byaniranye ko habaho ubwumvikane. Amasezerano yose rero agomba gukorwa habanje kuyageranya n’aya mahitamo yandi abereye. Gushaka no kumenya neza icyo uzakora mu gihe kumvikana binaniranye bishobora gutuma ibintu bigenda neza cyane ku ruhande rwawe. Kugirango, haboneke andi mahitamo abereye, hakorwa ibintu bitatu bitandukanye<sup>14</sup>: (1) Gushyiraho urutonde rw’ibintu ushobora gukora igihe nta bwumvikane bubayeho; (2) Gufata bimwe mu bitekerezo bigaragara ko ari byiza cyane hanyuma ukabibazamo andi mahitamo afatika; (3) cyangwa se ukaba wafata umwanzura uhitamo ikintu ubona ko ari kiza kurusha ibindi.

Umuntu **w’umuhanga mu by’imishyikirano** ni wa wundi ugaragaza ubuhanga mu bijyanye n’ubwumvikane. Ni umuntu wacengewe neza ibijyanye n’ubwumvikane n’abandi bantu ku buryo usanga atega amatwi abandi atuje, atekereza neza, abaza ubwe ndetse no kuyobora ibiganiro usanga abisobanukiwe neza. Harry Warren avuga ko mu bumenyi bukenewe harimo<sup>15</sup> kumenya kuvuga, kumenya gutega amatwi, kumenya gutebya, kugira ikizere, kwiyizera, kutaganzwa n’amarangamutima mu bihe bitoroshye (Gushobora kwihagararaho mu bihe bitari byiza), kudacia intege, kwihangana no guhanga udushya. Kugira ngo ubumenyi mu bijyanye n’ubwumvikane burusheho gutera imbere Fisher na Ury bashyira imbere **gutega amatwi abandi** hitabwa ku bintu bitatu bikurikira:

- ✓ (1) Kumva abandi ntiwihutire gusubiza igihe bari kugira icyo bavuga;
- ✓ (2) Kubaza ibibazo;
- ✓ (3) Kumva ibyo bavuga ukabisobanukirwa mu yandi magambo ariko ntibibe ngombwa ko wemeranya nabo;
- ✓ (4) Kumenya buri gihe ibyavuzwe n’ibitavuzwe<sup>16</sup>.

Umuryango mpuzamahanga wita ku murimo (ILO) ugaragaza neza ubumenyi cyangwa se uburyo abayobora amashyirahamwe y’abakozi cyangwa se komite zayo bakoresha igihe bitegura kwinjira mu masezerano. Ubwo buryo ni ubu<sup>17</sup>: (1) kuvuga ibintu bifatika; (2) kwigenzura; (3) kuvugisha ukuri; (4) Gushaka ibirenze ibyo wumva wari kubona; (5) gufata umwanzuro wawe wa nyuma; (6)

13. FAO. (2008). *idem*, p.8.

14. Roger Fisher and William Ury, *idem*, pg.53

15. Harry Warren. *Bag that essential deal with impressive negotiation skills*, p.10

16. FAO. (2008). *idem*, p.24

17. ILO. (2003). *Collective Bargaining and Negotiation Skills; A Training Guide for Trade Union*, Jakarta, Kantor Perburuhan Internasional, p.97-100.



kwibanda ku by'ingenzi ; (7) kugira amakenga ku bimenyetso (8) gukora ibintu byawe mu gihe gikwiye; (9) gucishamo ugafata akanya ukaruhuka gato; (10) kumenya kugaragaza ko ibyo abandi bavuze hari ukundi ubibona.

Imishyikirano rusange ibamo n'ibice bitatu: imyiteguro, umushyikirano nyir'izina n'ishyirwa mu bikorwa ry'amasezerano<sup>18</sup>.

**(A) IGIHE CY'IMYTEGURO:** Imishyikirano rusange isaba ibintu byinshi bityo hakaba hagomba kubaho imyiteguro ku ruhande rw'amashyirahamwe y'abakozi. Bagomba kwitegura ibyo biganiro: bashyiraho itsinda rigomba kubahagararira bashaka amakuru no kuyasesengura bategura ibyifuzo bazajyana ndetse bategura n'uburyo bazakoresha muri ibyo biganiro<sup>19</sup>.

**(B) IGIHE CY'UMUSHYIKIRANO NYIRIZINA/KU MEZA Y'IBIGANIRO:** Iki gice cy'ingenzi k'ibiganiro kiba gishingiye ku gice kikibanziriza. Nacyo kigizwe n'ibice bine ari byo<sup>20</sup>:

- **Igice kibanza:** Hategurwa uburyo n'umwuka umushyikirano uzakorwamo. Aha niho amategeko azagenga umushyishyikirano ategurirwa ndetse by'akarusho aha niho ububasha bw'itsinda rihagarariye amashyirahamwe y'abakozi bugomba kwemerwa.
- **Gufungura ibiganiro:** Iyo ibiganiro bifunguwe hagaragazwa ibyifuzo hanyuma buri ruhande rukumva ibyo urundi ruhande rwifuza hanyuma bakagerageza ku mva ibibazo by'ingenzi bihari. Aha ni igihe cyiza cyo kubaza ibibazo no gusasa inzobe kugirango ibyifuzo n'aho imande zombi zihagaze byumvikane.
- **Umushyikirano mu mizi:** Iki ni igice nyakuri cy'ibiganiro, ni na cyo gifata igihe kirekire. Ni wo mutima w'ibiganiro niho ibibazo byose biganirwaho niho usanga impande zihindura ibiteerezo zari zifite niho usanga uruhande ruhinyuza ibitekerezo urundi ruhande rwazanye, niho hatangwa hakanageragezwa ibitekerezo bishya kandi ni naho umuti w'ibibazo ushakirwa. Ku bw'amahirwe iyo ibintu bigenze neza muri iki kiciro nibwo noneho icyiciro cya nyuma gitangira.
- **Icyiciro cya nyuma;** Muri rusange aha niho impande zigira ibyozumvikanaho. Ibyumvikanyweho birandikwa hanyuma hagafatwa n'umwanya wo gushyira umucyo ku bintu bimwe na bimwe no kubaza ibibazo bijyanye n'ayo masezerano. Aha niho tumenya niba ibintu byaragenze neza cyangwa se niba hari icyakozwe cyaganisha ku masezerano cyangwa se niba amasezerano ya burundu yaragezweho. Iyo bitabaye ibyo ni ukuvuga ko ibintu biba bitaragenze neza; abantu baba bari mu gihirahiro.

**(C) IGIHE CY'ISHYIRWA MU BIKORWA RY'AMASEZERANO:** Muri iki kiciro ni ho impande zombi zishyira mu bikorwa ibyemeranyijweho mu gihe cy'amasezerano.

18. ILO. (2003). *Collective Bargaining and Negotiation Skills; A Training Guide for Trade Union*, Jakarta, Kantor Perburuhan Internasional, p.97-100

19. ICFTU, *Negotiating better working living condition. Gender mainstreaming in collective bargaining*, p.23.

20. ICFTU, idem, p. 41.

## UMUTWE WA 4.1: IGISOBANURO CY'IBIGANIRO BIGAMIJE UMUSHYIKIRANO N'AMOKO YABYO.

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gutanga igisobanuro cy'ibiganiro bigamije umushyikirano
- Kuvuga ibiranga umushyikirano wo kwikubira (Nunguke-uhombe) n'umushyikirano ugamije isaranganya (Nunguke-wunguke)
- Gusobanura ibiganiro birimo gutsimbarara n'ingaruka zayo
- Gusobanura uburyo buboneye umushyikirano ukorwano.

### Igihe inyigisho imara:

#### Amasaha 2



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Wifashishije ingero zifatika, kwerekana ukuntu ibiganiro bigamije umushyikirano ari ikintu kibaho mu buzima bwacu bwa buri munsu: mu muryango, ku isoko, mu kazi, hagati y'ibihugu n'ibindi.
- ✓ Mu matsinda ya babiribabiri, saba abahugurwa gusangizanya inkuru ku biganiro baba barigeze kugira bigamije umushyikirano: Ese ikibazo cyari ikihe? Ese ni nde bari bagifitanye, n'ibindi? (koresha iminota icumi)
- ✓ Inkuru eshatu zisangizwe itsinda rigari.
- ✓ Gusaba abahugurwa gutanga igisobanuro cy'ibiganiro bigamije umushyikirano bashingiye ku nkuru bamaze kumva.
- ✓ Gutanga igisobanuro nyacyo (Kirebe mu makuru y'ibanze)
- ✓ Mu ibanga, mu gihe cy'akaruhuko saba kandi utegure itsinda rito ry'abantu babiri maze bakine bigana ibibaho mu biganiro bibogamiye ku ruhande rumwe cyangwa se ashingiye ku gutsimbarara, aho buri ruhande ruba rushaka kugushamo urundi rukanga kuva ku izima
- ✓ Abantu babiri **bakine bigana** ibiganiro bigamije umushyikirano bigamije kugaragaza uwatsinze n'uwatsinzwe.
- ✓ Saba abahugurwa kuvuga ibiranga bene ubwo bwoko bw'ibiganiro bigamije umushyikirano n'ingaruka zabyo banabisobanure.
- ✓ Kugaragaza no gusobanura umushyikirano hagati y'umuntu ku giti ke n'umukoresha we
- ✓ Kugaragaza amahame Umushyikirano ugamije isaranganya (Nunguke-Wunguke) ugenderano

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, ikaye n'ikaramu kuri buri wese witabiriye amahugurwa, urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, porojegiteri yerekanirwaho videwo. Inyandiko zivuga ku: "Igisobanuro cy'ibiganiro bigamije umushyikirano n'amoko yabyo"

### Inyandiko zifashishijwe:



- UN Resolution 70/1: Transforming our world: the 2030 Agenda for Sustainable Development. Iboneka kuri <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N15/291/89/PDF/N1529189.pdf?OpenElement>
- Wasoma: Make the SDGs a reality. <https://sdgs.un.org>
- Shirin M. Rai, Benjamin D. Brown, Kanchana N. Ruwanpura, SDG 8: Decent work and economic growth – A gendered analysis, <https://www.sciencedirect.com/science/article/pii/S0305750X18303309>
- The Global deal, Social dialogue in the 2030 Agenda, <https://www.theglobaldeal.com/news/news-release/Social-Dialogue-2030-Agenda-Global-Deal-Thematic-Brief-June-2020.pdf>.



## UMUTWE WA 4.2: IGICIRO CYO HASI NTARENGWA, IGICIRO CYA NYUMA CYUMVIKANYWEHO, "ZOPA" NA "BATNA"

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gutegura ikiganiro kigamije gushyikirana bagaragaza inzira bicamo ngo haboneke igiciro cyo hasi ntarengwa n'igiciro cya nyuma cyumvikanyweho. "ZOPA" na "BATNA"

### Igihe inyigisho imara: Amasaha 2



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Kugaragaza no gusobanura ibyerekeye igiciro cyo hasi ntarengwa n'igiciro cya nyuma cyumvikanyweho "ZOPA" na "BATNA"
- ✓ Gukorera mu matsinda: Gutegura ikiganiro kigamije umushyikirano"
  - Buri tsinda rya 6 riraba rihagarariye ikigo.
  - Bahimbe izina ry'ikigo ariko ritabaho.
  - Buri tsinda ryigabanyemo amatsinda abiri matoya:
  - Itsinda rya mbere rito (rigizwe n'abantu 3) riraba rifatwa nk'irihagarariye komite y'umukoresha mu biganiro naho irindi rifatwe nk'irihagarariye komite y'ishyirahamwe ry'abakozi.
  - Itsinda rihagarariye ishyirahamwe ry'abakozi rikora urutonde rw'ibyifuzwa kuganirwaho harimo umushara uburyo akazi gakorwamo, imibanire n'abandi bibuka kandi ibijyanye n'uburinganire. Abahagarariye komite y' umukoresha nabo bazakora nk'iby byo bakurikije inyungu z'umukoresha
  - Buri ruhanda rugendeye ku makuru yakusanyijwe rutegura umurongo ntarengwa rugendereho n'amayeri baza gukoresha mu kumvikanisha ibyifuzo byabo.
  - Ibiganiro byateguwe na buri tsinda bigirwa ibanga mu gihe cyose bagitegereje kubijyana ku meza y'ibiganiro.

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, ikaye n'ikaramu kuri buri wese witabiriye amahugurwa, urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, videwo na porojegiteri.

### Inyandiko zifashishijwe:



- FAO. (2008). Negotiation Theory and Practice. A Review of the Literature. Iboneka kuri <https://www.fao.org/3/bq863e/bq863e.pdf>
- Pillutla, M. and Nicholson, N. (eds). (2004). Negotiation: how to make deals and reach agreement, <http://salesandnegotiationtraining.blogspot.com/p/negotiation-training.html>
- Roger Fisher and William Ury. Getting to YES Negotiating an agreement without giving in. With Bruce Patton, Editor Second edition by Fisher, Ury and Patton, RANDOM HOUSE BUSINESS BOOKS, Iboneka kuri <http://www2.hawaii.edu/~barkai/HO/GTY.pdf>.

### UMUTWE WA 4.3: UBUMENYI BW'INGENZI BUTUMA IBIGANIRO BIGAMIJE UMUSHYIKIRANO BIGERWAHO

#### Ibigerwaho nyuma y'inyigisho

Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Kuganira ku bumenyi butuma ibiganiro bigamije umushyikirano bigerwaho.
- Gusobanura neza ibijyanye no gutegana amatwi mu gihe cy'imishyikirano.

#### Igihe inyigisho imara: Isaha 1



##### Uburyo bwiza inyigisho itangwamo:

- ✓ Kuyobora umwanya wo gutanga ibitekerezo: "Ubumenyi bw'ingenzi butuma ibiganiro bigamije umushyikirano bigerwaho" Baza abahugurwa ubumenyi bakeneye bwatuma bakora neza ibiganiro bigamije umushyikirano. Yobora ibiganiro mu gihe barimo gutanga ibitekerezo kuri buri bumenyi.
  - ✓ Kuyobora ibiganiro igihe abahugurwa barimo gutanga ibitekerezo bijyanye n'ibiranga kutumvikane mu gihe cy'ibiganiro bigamije umushyikirano.
  - ✓ Kubara inkuru: Saba abahugurwa gusangizanya ubunararibonye bubigaragaza.
  - ✓ Gusaba abahugurwa bakore amatsinda y'abantu 6 (Buri tsinda ryigabanywemo amatsinda 2 mato buri tsinda rigizwe n'abantu 3) hanyuma bakine bigana kutumvikana mu gihe k'ibiganiro bigamije umushyikirano.
  - ✓ Amatsinda akine yigana.
  - ✓ Gusaba abahugurwa kugira icyo bavuga kuri uwo mukino bakurijye ibiranga ubwumvikane buboneye.
- Mu matsinda ya babiribabiri, uhugurwa wese agerageza gusuzuma ubumenyi afite (bakiha amanota kuva kuri 1kugeza ku icumi) hanyuma akareba aho afite intege nke n'icyo yakora kugirango abashe kugira ubuhanga buhagije mu gihe cy'igiganiro bigamije umushyikirano.
- ✓ Ku bushake bwabo, abahugurwa basangizanya amanita bihaye nyuma yo kwisuzuma. (amenshi ni 5)
  - ✓ Kubaza ibibazo hanyuma ukabasaba kugira icyo babivugaho.

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, ikaye n'ikaramu kuri buri wese witabiriye amahugurwa, urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, porojegiteri yerekanirwaho videwo.

#### Inyandiko zifashishijwe:



- ILO. (2003). Collective Bargaining and Negotiation Skills; A Training Guide for Trade Union, Jakarta. Iboneka kuri [https://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-jakarta/documents/publication/wcms\\_120176.pdf](https://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-jakarta/documents/publication/wcms_120176.pdf)
- Roger Fisher and William Ury. Getting to YES Negotiating an agreement without giving in. With Bruce Patton, Editor Second edition by Fisher, Ury and Patton, RANDOM HOUSE BUSINESS BOOKS, Iboneka kuri <http://www2.hawaii.edu/~barkai/HO/GTY.pdf>.

## UMUTWE WA 4.4: IBYICIRO IBIGANIRO BIGAMIJE UMUSHYIKIRANO BINYURAMO NGO BIGERWEHO.

### Ibigerwaho nyuma y'inyigisho



Nyuma y'inyigisho zikubiye muri uyu mutwe, abahugurwa baraba bashobora:

- Gukoresha ubumenyi n'uburyo buboneye mu gihe k'ibiganiro bigamije umushyikirano.
- Kwirinda ko ibiganiro bibaho ariko ntibigire icyo bitanga.

### Igihe inyigisho imara: Amasaha 3



#### Uburyo bwiza inyigisho itangwamo:

- ✓ Kwerekana ibyiciro 3 by'ibiganiro bigamije imishyikirano n'ibikorwa muri buri kiciro
- ✓ Gukorera mu matsinda: Gukina bigana: "Ku meza y'ibiganiro"
  - Bakurijye umwitozo wakoze ku bijyanye "n'imyiteguro y'ibiganiro bigamije imishyikirano" impande zombi ziragirana umushyikirano.
  - Impande zombi zandika umwanzuro w'amasezerano zumvikanyeho
- ✓ Mu itsinda rigari, basangiza abandi mu nshamake ubunararibonye bakuyemo hanyuma bakanagaragaza umwanzuro wa nyuma bagezeho ndetse n'icyatumye ibiganiro bigenda neza. Mu gihe ibi biganiro bitagenze neza bagaragaza icyabiteye hanyuma banakiganireho.

**Ibikoresho:** Urupapuro rwabugenewe, marikeri, ikaye n'ikaramu kuri buri wese witabiriye amahugurwa, Urupapuro rwagutse ruriho ibyigwa, urupapuro rw'ibara, porojegiteri yerekanirwaho videwo. Agatabo kavuga ku: "Ibyiciro ibiganiro bigamije umushyikirano binyuramo ngo bigerweho"

### Inyandiko zifashishijwe:



- ILO. (2003). Collective Bargaining and Negotiation Skills; A Training Guide for Trade Union, Jakarta. Iboneka kuri [https://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-jakarta/documents/publication/wcms\\_120176.pdf](https://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-jakarta/documents/publication/wcms_120176.pdf)
- ICFTU, Negotiating better working living condition. Gender mainstreaming in collective bargaining. Iboneka kuri [http://www.oit.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-moscow/documents/publication/wcms\\_307210.pdf](http://www.oit.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-moscow/documents/publication/wcms_307210.pdf).

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