



**RWANDA NURSES AND MIDWIVES UNION (RNMU)**

# **CORPORATE GOVERNANCE RULES**

This Corporate Governance Rules was discussed and approved in the 7<sup>th</sup> RNMU National Union Council held at Muhanga from 16-17/03/2017.

**NSABIMANA Jean Pierre**

**RNMMU General Secretary**



**GITEMBAGARA Andre**

**RNMMU President**



## CHAPTER V: REFERRAL HOSPITAL EXECUTIVE BUREAU/RHEB

### Section 1: Composition and responsibilities

#### Article 61: Composition

The Referral Hospitals are CHUK, CHUB, KFH, KMH and NDERA Psychiatric Hospital. The list shall be improved by Union Council decision.

The general assembly of the RHEB is composed of all nurses and midwives RNMU members.

#### Section 2: Rules governing election

#### Article 62: Electoral committee validation

The committee is validated/elected by the RNMU hospital general assembly before elections takes place and this committee is merely only for the election.

The committee is composed by,

- The chairperson
- 2 members
- 2 alternatives in case of unexpected removal of a member.

The RNMU National level delegates shall also supervise election in place of electoral committee.

Delegates shall be at least 2 from National level.

#### Article 64: Electoral committee eligibilities

- Must be a member of general assembly at hospital level
- Members have rights to vote but not be voted
- Must be a trusted person

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Union information.

Any members failing to do so shall be sanctioned by a warning letter and if it's very sensitive information to Rwanda Nurses and Midwives Union or a repetitive action, shall be dismissed from the RNMU by decision taken by the Union council and approved in union Congress.

*Article 65: Electoral committee responsibilities*

- Validation of candidatures;/declaration of candidates
- Supervising the election campaign;
- Leading the elections;
- Counting votes;
- Declaration of election results;
- Receiving complains;
- report
- Submit complains relating to election to the National general assembly to be resolved.
- There shall not be any complain when the general assembly is done.
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*Article 66: Criteria of a candidate*

- Must be a nurse and/or a midwife;
- Must have a Rwanda Nurses and Midwives Union membership card ;
- Must have signed Rwanda Nurses and Midwives Union consent form for the check off system ;
- Must be paying membership contribution at least for three month.

**Section 2: Election process**

*Article 67: Call for candidatures*

The call for candidatures is published during the general Assembly  
 The chairperson of electoral committee is required to publish the call to all Hospital Executive  
 Bureau members present in the general assembly.

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benefits, tangible or intangible.

*Article 60: Use of the Rwanda Nurses and Midwives Union Assets*

Any District Executive Bureau member is required to respect and use in proper manner the assets of Rwanda Nurses and Midwives Union. Failing to do so, she/he shall be sanctioned by a warning, dismissal or brought into court.

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## CHAPTER IX: SANCTION

### Introduction

The purpose of a disciplinary procedure is to ensure that all concern reach the required standards-both in conduct and competence in discharging their duties. A disciplinary procedure should not be simply punitive.

Before a disciplinary procedure is invoked at all, member should be informally counseled about his/her conduct, attendance, work standards, or whatever it is that's causing the problem.

### Section 1 : Sanction applied during the election

Any conflict resulting during election process, misunderstanding shall be addressed in a pacific manner,

It is not allowed to interrupt election process; in this case a member or group shall be removed from the election room and be excluded from the congress or the general assembly if continue doing it outside election room security measures shall be taken .

It is strictly forbidden to insult, fight or any bad act that can psychologically or physically harm your colleague. In this case, security measures shall be taken and that member shall be sanctioned by dismissal from Rwanda Nurses and Midwives Union membership.

### Section 2 : Sanction applied during the meeting

Any conflict resulting from discussions, misunderstanding shall be addressed in a pacific manner, if any member or group is not satisfied, elections may take place to take decision on the case.

It is not allowed to interrupt other member when allowed to speak; in this case a member shall be given two verbal warning if continue shall be removed from the meeting and not participating in decision taking.

It is strictly forbidden to insult, fight or any bad act that can psychologically or physically harm your colleague. In this case, a member shall be sanctioned by dismissal from Rwanda Nurses and Midwives Union membership.

### Section 3: Confidentiality and sanction for breach of confidentiality

Members of the RNMU at all level shall keep confidential for Rwanda Nurses and Midwives

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***Article 68: Declaration***

All candidates to whom their candidatures are accepted will be announced during the General Assembly before the election starts.

***Article 69: Campaign***

Each candidate will be given a maximum of three minutes of speech.

***Article 70: Decision Making***

Decisions of the election shall be taken by a simple majority of the Members present and voting, except otherwise specified before the election. For the purposes of determining the majority, only Members casting an affirmative or negative vote shall be counted as "present and voting". The candidate obtaining a majority of the votes cast shall be declared elected.

***Article 71: Secret ballot***

Appointment of a candidate for the post of all committee shall be decided by secret ballot only RNMU stamped blank pieces of paper, upon which each voter must writes his or her choice. Without revealing the votes to anyone, the voter would fold the ballot paper and place it in a sealed box, which is emptied later for counting

All other elections and decisions relating to individuals shall be voted on by secret ballot whenever five or more Members shall so request or if the Chairman shall so decide.

***Article 72: counting votes***

After the election the electoral committee will count the votes allocated to each candidate and this must be in the presence of all member attend the election and observers.



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Handwritten signature or initials.

- Keep an open mind,
- Listen to the opinion of others,
- Participate,
- Avoid dominating the proceeding,
- Avoid conflict situation,
- Avoid side conversation which distract others,
- Avoid phone calls in the meeting room.

**Section 5: Attendance of the District Executive Bureau meeting**

***Article 57: Attend the meeting and sanction for not attending***

All District Executive Bureau members must attend by invitation the ordinary or extraordinary District Executive Bureau meeting.

Any member of the District Executive Bureau failing to attend 2 meetings shall be sanctioned by a warning letter and 3 meetings by a dismissal after a decision taken by the District General Assembly.

***Article 58: Activities reporting and sanction for not reporting***

The Chairperson shall provide an activity and financial quarterly report to Rwanda Nurses and Midwives Union national headquarter. A chairperson who does not report for the whole year shall be sanctioned by a warning letter from National Executive Bureau and shall be replaced after two years of not reporting.

***Article 59: Conflicts of interest***

A District Executive Bureau member, as a result of the position they occupy, shall disengage himself or herself from any private dealings that may result into receiving improper personal

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**Section 2: Rules Governing Election of Shop Steward**

The election rules and regulations of SHOP STEWARD at workplace shall be determined by the National Executive Bureau and submit it to the District and Chapters 15 days before election

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*Article 73: Equal Vote*

If a vote is equally divided, a second vote shall be conducted.

*Article 74: Gender balance*

Gender balance must be applied, at least 50% of elected of executive bureau (President, Vice president, Secretary, and Treasurer).

*Article 75: Election report*

The electoral committee must provide signed report of election within a week

*Article 76: Conflict Management*

Any complains rose from elections should be addressed immediately oral to the electoral committee.

The electoral committee is required to address the complaint together with the general assembly.

If not satisfied, the general assembly shall vote for decision on the case.

**Section 3: handover (ongoing and elected committee.)**

*Article 77: handover procedures*

The electoral committee organizes and supervises the handover process within 14 days after election.

To ensure a successful handover could prevent the new committee from having unsuccessful

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## CORPORATE GOVERNANCE RULES

### PREAMBLE

#### Section 1: Purpose

The organization's purpose in establishing this corporate governance rules is to document the principles, commitment and measurable objectives in relation to governance rules upon which the organisation forms and implements its election to all level of committees.

#### Section 2: Background

The organisation has established this rule following Corporate Governance Principles and Recommendations also in relation to gender diversity and in doing so has moved to early adoption of a rule on Corporate Governance.

RNMU has, prior to the establishment of this Corporate Governance rule, implemented a number of initiatives with the aim of increasing the organisation of its members participating at all elected levels.

#### Section 3: Abbreviations and Definitions

- 1. Rule:** Authoritative statement of what to do or not to do in a specific situation, issued by an appropriate person or body. It clarifies, demarcates, or interprets a law or policy  
**Policies:** A set of policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible.
- 2. Procedures:** Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization.



- A written handover document.

#### **Section 4: Rules governing the meeting**

##### *Article 55: The Duties of the Chairperson*

- The chairperson controls the meeting;
- All remarks are addressed through the chairperson;
- Members do not interrupt each other;
- Members aim to reach a consensus;
- A vote is taken if consensus is not reached;
- The majority wins the vote;
- All members accept the majority decision.

When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. The chairperson's summary during meetings can:

- Indicate progress, or lack of;
- Refocus discussion that has wandered off the point;
- Conclude one point and lead into the next;
- Highlight important points;
- Assist the secretary if necessary;
- Clarify any misunderstanding.

##### *Article 56: Disciplinary Provisions*

To ensure an effective meeting all participants shall:

- Undertake any necessary preparation prior to the meeting,
- Arrive on time,

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## CHAPTER VIII: SHOP STEWARDS/work place representatives

### Section 1 : Composition and responsibilities

#### *Article 132: Shop Stewards*

The Shop Steward is required to organize Rwanda Nurses and Midwives Union workplace meeting, collecting informed consents, membership cards and other Rwanda Nurses and Midwives Union forms, conducting negotiations at initial level with the employer for works issues, make follow up on membership contribution and send a quarterly report to District Executive Bureau.

A shop steward who does not report for the whole year shall be sanctioned by a warning letter from the District Executive Bureau chairperson and shall be replaced after two years of not reporting.

In each workplace where members of the Rwanda Nurses and Midwives Union are employed, shop stewards shall be elected by and from those members.

#### *Article 133: Duties of the Shop Steward:*

- To represent the RNMU and its members in negotiations and in other matters that affect the members' interests at the workplace;
- Responsible for ensuring that members' meetings are held;
- The Bureau will initiate and/ or coordinate initiatives and other RNMU business/project at the workplace;
- Promote teamwork at the work place;
- Implement any other activities in line of RNMU's status.

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start to their term of office. Handover processes are:

- A handover meeting with both incoming and outgoing committees
- A written handover document

#### **Section 4: Rules governing the meeting**

##### *Article 78: The Duties of the Chairperson*

- The chairperson controls the meeting;
- All remarks are addressed through the chairperson;
- Members do not interrupt each other;
- Members aim to reach a consensus;
- A vote is taken if consensus is not reached;
- The majority wins the vote;
- All members accept the majority decision.

When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. The chairperson's summary during meetings can:

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- Refocus discussion that has wandered off the point;
- Conclude one point and lead into the next;
- Highlight important points;
- Assist the secretary if necessary;
- Clarify any misunderstanding.

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3. **Governance:** Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization.
4. **Organisation:** A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment.
5. **Union:** A group of workers joined together in a specific type of organization for the purpose of improving their working conditions as well as to help in promoting the common interests of the group.
6. **Committee:** Individual or a group, appointed by an agency, authority, or larger assembly, to whom a matter is referred, or is committed for attention, investigation, analysis, or resolution. A committee has no power per se, except the power(s) assigned to it by its appointer.
7. **Election:** The act of party casting votes to elect an individual for some type of position. Elections may involve a public or private vote depending on the position.
8. **Candidate:** Potential filler of a job position
9. **Campaign:** the work of candidates before an election when they try to win votes
10. **Secret Ballot:** A method of voting that ensures that all votes are cast in secret, so that the voter is not influenced by any other individual, and at the time of voting no one else knows who the voter chose. A secret ballot can be ensured in many different ways, primarily by using enclosed voting areas, or simply a place to record your answers that is far enough away from all other voters.
11. **Handover:** a transfer or surrender of authorities and responsibilities. The handover of something is when possession or control of it is given by one person or group of people to another.



If a vote is equally divided, a second vote shall be conducted.

***Article 51: Gender balance***

Gender balance must be applied, at least 50% of elected of executive bureau (President, Vice president, Secretary, and Treasurer).

***Article 52: Election report***

The electoral committee must provide signed report of election within a week

***Article 53: Conflict Management***

Any complains rose from elections should be addressed immediately oral to the electoral committee.

The electoral committee is required to address the complaint together with the general assembly.

If not satisfied, the general assembly shall vote for decision on the case.

***Section 3: handover (ongoing and elected committee.)***

***Article 54: handover procedures***

The electoral committee organizes and supervises the handover process within 14 days after election.

To ensure a successful handover could prevent the new committee from having unsuccessful start to their term of office. Handover processes are;

- A handover meeting with both incoming and outgoing committees

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*Article 129: Activities reporting and sanction for not reporting*

The Chairperson shall provide an activity and financial quarterly report to Rwanda Nurses and Midwives Union national headquarter. A chairperson who does not report for the whole year shall be sanctioned by a warning letter from National Executive Bureau and shall be replaced after two years of not reporting.

*Article 130: Conflicts of interest*

A Private Sector Bureau member, as a result of the position they occupy, shall disengage himself or herself from any private dealings that may result into receiving improper personal benefits, tangible or intangible.

*Article 131: Use of the Rwanda Nurses and Midwives Union Assets*

Private Sector Bureau member is required to respect and use in proper manner the assets of Rwanda Nurses and Midwives Union. Failing to do so, she/he shall be sanctioned by a warning, dismissal or brought into court.

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***Article 79: Disciplinary Provisions***

To ensure an effective meeting all participants shall:

- Undertake any necessary preparation prior to the meeting,
- Arrive on time,
- Keep an open mind,
- Listen to the opinion of others,
- Participate,
- Avoid dominating the proceeding,
- Avoid conflict situation,
- Avoid side conversation which distract others,
- Avoid phone calls in the meeting room.

**Section 5: Attendance of the Referral Hospital Executive bureau meeting**

***Article 80: Attend the meeting and sanction for not attending***

All Referral Hospital Executive Bureau members must attend by invitation the ordinary or extraordinary Referral Hospital Executive Bureau meeting.

Any member of the Referral Hospital Executive Bureau failing to attend two meetings shall be sanctioned by a warning letter and three meetings by a dismissal after a decision taken by the Referral Hospital General Assembly.

***Article 81: Activities reporting and sanction for not reporting***

The Chairperson shall provide an activity and financial quarterly report to Rwanda Nurses and Midwives Union national headquarter. A chairperson who does not report for the whole year shall be sanctioned by a warning letter from National Executive Bureau and shall be replaced

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- 12. Observers:** Persons who are sent to observe an important event or situation, especially in order to make sure it happens as it should, or so that they can tell other people about it.
- 13. Conflict Management:** is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting
- 14. Outgoing Committee:** leaving or retiring committee from a position or office
- 15. Ongoing Committee:** Coming or new committee to a position or office

### *Article 1: Policy Statement*

The rules and regulations of Rwanda Nurses and Midwives Union aim is to establish a framework that enables National Union Congress, National Union Council, District Executive Bureau, Referral Hospital Executive Bureau, private sector and educators Chapter, shop steward members and assets controllers to work within *ethical, professional, transparent condition* and enjoy mutual trust and respect.

Trustworthiness, consistency of good character, transparency, confidentiality, personal and group integrity of the Rwanda Nurses and Midwives Union leaders will earn the union credibility, trust and confidence from members and stakeholders.

### *Article 2: References*

The Union's objectives refer to the Article 4 of the statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Page 68-69.

Philosophy of the Rwanda Nurses and Midwives Union refer to the Statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Paragraph 3, Page 65.

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Assembly before the election starts.

***Article 46: Campaign***

Each candidate will be given a maximum of five minutes of speech.

***Article 47: Decision Making***

Decisions of the election shall be taken by a simple majority of the Members present and voting, except otherwise specified before the election. For the purposes of determining the majority, only Members casting an affirmative or negative vote shall be counted as "present and voting". The candidate obtaining a majority of the votes cast shall be declared elected.

***Article 48: Secret ballot***

Appointment of a candidate for the post of all committee shall be decided by secret ballot only RNMU stamped blank pieces of paper, upon which each voter must writes his or her choice. Without revealing the votes to anyone, the voter would fold the ballot paper and place it in a sealed box, which is emptied later for counting  
All other elections and decisions relating to individuals shall be voted on by secret ballot whenever five or more Members shall so request or if the Chairman shall so decide.

***Article 49: counting votes***

After the election the electoral committee will count the votes allocated to each candidate and this must be in the presence of all member attend the election and observers.

***Article 50: Equal Vote***

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- Indicate progress, or lack of;
- Refocus discussion that has wandered off the point;
- Conclude one point and lead into the next;
- Highlight important points;
- Assist the secretary if necessary;
- Clarify any misunderstanding.

***Article 127: Disciplinary Provisions***

To ensure an effective meeting all participants shall:

- Undertake any necessary preparation prior to the meeting,
- Arrive on time,
- Keep an open mind,
- Listen to the opinion of others,
- Participate,
- Avoid dominating the proceeding,
- Avoid conflict situation,
- Avoid side conversation which distract others,
- Avoid phone calls in the meeting room.

**Section 6: Attendance of the Private Sector bureau meeting**

***Article 128: Attend the meeting and sanction for not attending***

All Private Sector Bureau members must attend by invitation the ordinary or extraordinary Private Sector Bureau meeting.

Any member of the Private Sector Bureau failing to attend two meetings shall be sanctioned by a warning letter and three meetings by a dismissal after a decision taken by the Referral Hospital General Assembly.

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after two years of not reporting.

*Article 82: Conflicts of interest*

A Referral Hospital Executive Bureau member, as a result of the position they occupy, shall disengage himself or herself from any private dealings that may result into receiving improper personal benefits, tangible or intangible.

*Article 83: Use of the Rwanda Nurses and Midwives Union Assets*

Any Referral Hospital Executive Bureau member is required to respect and use in proper manner the assets of Rwanda Nurses and Midwives Union. Failing to do so, she/he shall be sanctioned by a warning, dismissal or brought into court.

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Vision of the Rwanda Nurses and Midwives Union refer to the Statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Paragraph 4, Page 65.

Mission of the Rwanda Nurses and Midwives Union refer to the Statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Paragraph 1, Page 66.

National Union Congress refer to the Article 12, 13 of the statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Page 74

National union council composition refer to the Article 14, 15 of the of the statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Page 76

National executive bureau refer to the Article 17,18, 19 of the of the statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Page 77, 78, 79

Referral Hospital and District Executive Bureau refer to the Article 20, 21, 22, 23 of the statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Page 83, 84

Shop steward refer to the Article 24, 25 of the statutes of Rwanda Nurses and Midwives Trade Union (R.N.M.U), official gazette no 22 of 01/06/2015, Page 84.

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***Article 42: Electoral committee responsibilities***

- Validation of candidatures;/declaration of candidates
- Supervising the election campaign;
- Leading the elections;
- Counting votes;
- Declaration of election results;
- Receiving complains;
- report
- Submit complains relating to election to the National Union Congress to be resolved.
- There shall not be any complain when the general assembly is done.

***Article 43: Criteria of a candidate***

- Must be a nurse and/or a midwife;
- Must have a Rwanda Nurses and Midwives Union membership card ;
- Must have signed Rwanda Nurses and Midwives Union consent form for the check off system ;
- Must be paying membership contribution at least for three months.

**Section 2: Election process**

***Article 44: Call for candidatures***

The call for candidatures is published during the general Assembly  
 The chairperson of electoral committee is required to publish the call to all District Executive Bureau members present in the general assembly.

***Article 45: Declaration***

All candidates to whom their candidatures are accepted will be announced during the General

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If not satisfied, the general assembly shall vote for decision on the case.

**Section 3: handover (ongoing and elected committee.)**

*Article 125: handover procedures*

The electoral committee organizes and supervises the handover process within 14 days after election.

To ensure a successful handover could prevent the new committee from having unsuccessful start to their term of office. Handover processes are;

- A handover meeting with both incoming and outgoing committees
- A written handover document

**Section 5: Rules governing the Private Sector Bureau meeting**

*Article 126: The Duties of the Chairperson*

- The chairperson controls the meeting;
- All remarks are addressed through the chairperson;
- Members do not interrupt each other;
- Members aim to reach a consensus;
- A vote is taken if consensus is not reached;
- The majority wins the vote;
- All members accept the majority decision.

When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. The chairperson's summary during meetings can:

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## CHAPTER VI: Educators Chapter

### Section 1: Composition and responsibilities

There shall be Educators Chapter, responsible for the implementation of Rwanda Nurses and Midwives Union business at nursing and midwifery educational level, answerable to the National Executive Bureau.

#### *Article 84: Educators Chapter Composition*

The Educators chapter shall be consisting of the following:

1. Chairperson
2. V/Chairperson;
3. Secretary;
4. Treasurer;
5. Commissioner in charge of social affairs and Gender;
6. Commissioner in charge of education and research.

The Educators chapter shall be elected at an Educators General Assembly meeting; their mandate is three (03) years renewable once.

A vacancy in Educators Chapter Bureau shall be filled by the National Executive Bureau by appointing a member from the nursing and /or midwifery education.

The Educators Chapter Bureau shall meet at least quarterly.

Minutes of meetings held by Educators Chapter Bureau shall be sent to the National Secretariat within one Week from the date of the meeting.

Educator's Chapter Bureau is elected during the general assembly of Rwanda Nurses and Midwives Union in the schools.

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## CHAPTER I: NATIONAL UNION CONGRESS

### Section 1: Composition

#### *Article 3: Composition of the congress*

The national union congress of Rwanda Nurses and Midwives Union is composed of;  
 Members of the national union Congress {37 chairpersons (30 DEBs, 5 RHEBs, 1 Private + 1 Educators Chapter) + 6 NEB members + 3 Asset controllers) equivalent of 46 members  
 Two delegates (Vice president and Secretary) from each Referral Hospital Executive Bureau and District Executive Bureau (Shall be replaced with prior notice letter addressed to the president of Rwanda Nurses and Midwives Union).  
 Two delegates (Vice President and Secretary) from nursing schools (Shall be replaced with prior notice letter addressed to the president of Rwanda Nurses and Midwives Union)  
 Two delegates (Vice president and Secretary) from private Chapters (Shall be replaced with prior notice letter addressed to the president of Rwanda Nurses and Midwives Union).

### Section 2: Rules governing the Meeting

#### *Article 4: The duties of the Chairperson in a congress meeting*

The chairperson controls the meeting;

1. All remarks are addressed through the chairperson;
2. Members do not interrupt each other;
3. Members aim to reach a consensus;
4. A vote is taken if consensus is not reached;
5. The majority wins the vote.

When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. The chairperson's summary during meetings can:

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## CHAPTER IV: DISTRICT EXECUTIVE BUREAU/DEB

### Section 1: Composition and responsibilities

#### Article 39: Composition of the DEB

The Rwanda Nurses and Midwives Union General Assembly in the district is composed by:

- All shop stewards in the district hospital and health centers;
- Chief/Director of nursing in the district hospital member of RNMMU;
- All heads of health centers Member of RNMMU.

### Section 2: Rules governing election

#### Article 40: Electoral committee validation

The committee is validated/elected by the RNMMU district general assembly before elections takes place and this committee is merely only for the election.

The committee is composed by,

- The chairperson
- 2 members
- 2 alternatives in case of unexpected removal of a member.

The RNMMU National level delegates shall also supervise election in place of electoral committee. Delegates shall be at least 2 from National level.

#### Article 41: Electoral committee eligibilities

- Must be a member of general assembly at district level
- Members have rights to vote but not be voted
- Must be a trusted person

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this must be in the presence of all member attend the election and observers.

***Article 120: Equal Vote***

If a vote is equally divided, a second vote shall be conducted.

***Article 121: Gender balance***

Gender balance must be applied, at least 50% of elected of executive bureau (President, Vice president, Secretary, and Treasurer).

***Article 122: Conflict Management***

Any complains rose from elections should be addressed immediately oral to the electoral committee.

The electoral committee is required to address the complaint together with the general assembly.

If not satisfied, the general assembly shall vote for decision on the case.

***Article 123: Election report***

The electoral committee must provide signed report of election within a week

***Article 124: Conflict Management***

Any complains rose from elections should be addressed immediately oral to the electoral committee.

The electoral committee is required to address the complaint together with the general assembly.

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***Article 85: Composition of the general assembly***

The Rwanda Nurses and Midwives Union general assembly in the education is composed by:  
 All shop stewards from nursing/midwifery schools;  
 Deans and principals of nursing/midwifery schools when are nurses and or midwives; shall the members of education chapter bureau.

**Section 2: Rules governing election**

***Article 86: Electoral committee validation***

The committee is validated/elected by the RNMU educators chapter general assembly before elections takes place and this committee is merely only for the election.

The committee is composed by,

- The chairperson
- 2 members
- 2 alternatives in case of unexpected removal of a member.

The RNMU National level delegates shall also supervise election in place of electoral committee. Delegates shall be at least 2 from National level.

***Article 87: Electoral committee eligibilities***

- Must be a member of general assembly at school level
- Members have rights to vote but not be voted
- Must be a trusted person

***Article 88: Electoral committee responsibilities***

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- Indicate progress, or lack of;
- Refocus discussion that has wandered off the point;
- Conclude one point and lead into the next;
- Highlight important points;
- Assist the secretary if necessary;
- Clarify any misunderstanding.

*Article 5: Disciplinary Provisions in Congress Meeting*

To ensure an effective meeting all participants must;

- Undertake any necessary preparation prior to the meeting;
- Arrive on time;
- Keep an open mind;
- Listen to the opinion of others;
- Participate;
- Avoid dominating the proceeding;
- Avoid conflict situation;
- Avoid side conversation which distract others;
- Avoid phone calls in the meeting room

MS

shall be sanctioned by a warning letter from National Executive Bureau and shall be replaced after two years of not reporting.

*Article 37: Conflicts of interest*

A National Executive Bureau member, as a result of the position they occupy, shall disengage himself or herself from any private dealings that may result into receiving improper personal benefits, tangible or intangible.

*Article 38: Use of the Rwanda Nurses and Midwives Union Assets*

Any District Executive Bureau member is required to respect and use in proper manner the assets of Rwanda Nurses and Midwives Union. Failing to do so, she/he shall be sanctioned by a warning, dismissal or brought into court.

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***Article 115: Declaration***

All candidates to whom their candidatures are accepted will be announced during the General Assembly before the election starts.

***Article 116: Campaign***

Each candidate will be given a maximum of three minutes of speech.

***Article 117: Decision Making***

Decisions of the election shall be taken by a simple majority of the Members present and voting, except otherwise specified before the election. For the purposes of determining the majority, only Members casting an affirmative or negative vote shall be counted as "present and voting". The candidate obtaining a majority of the votes cast shall be declared elected.

***Article 118: Secret ballot***

Appointment of a candidate for the post of all committee shall be decided by secret ballot only RNMU stamped blank pieces of paper, upon which each voter must writes his or her choice. Without revealing the votes to anyone, the voter would fold the ballot paper and place it in a sealed box, which is emptied later for counting  
All other elections and decisions relating to individuals shall be voted on by secret ballot whenever five or more Members shall so request or if the Chairman shall so decide.

***Article 119: counting votes***

After the election the electoral committee will count the votes allocated to each candidate and

*Man*



- Validation of candidatures;/declaration of candidates
- Supervising the election campaign;
- Leading the elections;
- Counting votes;
- Declaration of election results;
- Receiving complains;
- report
- Submit complains relating to election to the National general assembly to be resolved.
- There shall not be any complain when the general assembly is done.

*Article 89: Criteria of a candidate*

- Must be a nurse and/or a midwife;
- Must have a Rwanda Nurses and Midwives Union membership card ;
- Must have signed Rwanda Nurses and Midwives Union consent form for the check off system ;
- Must be paying membership contribution at least for three month.

**Section 3: Election process**

*Article 90: Call for candidatures*

The call for candidatures is published during the general Assembly  
 The chairperson of electoral committee is required to publish the call to all educators chapter  
 Bureau members present in the general assembly.

*Mr.*

## CHAPTER II: THE NATIONAL UNION COUNCIL

### Section 1 : composition

#### *Article 6: composition the council*

The National Union Council is composed of

1. Members of the National Executive Bureau;
2. Chairpersons of referral hospitals and districts;
3. Chairperson of Private Chapter and Chairperson of Educators Chapter
4. Asset's controller (3)

### Section 2: Rules governing the Meeting

#### *Article 7: The duties of the Chairperson in a Council meeting*

The chairperson controls the meeting;

- All remarks are addressed through the chairperson;
- Members do not interrupt each other;
- Members aim to reach a consensus;
- A vote is taken if consensus is not reached;
- The majority wins the vote.

When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. The chairperson's summary during meetings can:

- Indicate progress, or lack of;
- Refocus discussion that has wandered off the point;
- Conclude one point and lead into the next;

*NTW*

- Assist the secretary if necessary.
- Clarify any misunderstanding.

***Article 34: Disciplinary Provisions***

To ensure an effective meeting all participants must;

- Undertake any necessary preparation prior to the meeting,
- Arrive on time,
- Keep an open mind,
- Listen to the opinion of others,
- Participate,
- Avoid dominating the proceeding,
- Avoid conflict situation,
- Avoid side conversation which distract others,
- Avoid phone calls in the meeting room.

***Section 5: Attendance of the National executive bureau meeting***

***Article 35: Attend the meeting and sanction for not attending***

All National Executive Bureau members must attend by invitation the ordinary or extraordinary National Executive Bureau meeting.

Any member of the National Executive Bureau failing to attend two meetings shall be sanctioned by a warning letter and three meetings by a dismissal after a decision taken by the General Assembly.

***Article 36: Activities reporting and sanction for not reporting***

The Chairperson shall provide an activity and financial quarterly report to Rwanda Nurses and Midwives Union national headquarter. A chairperson who does not report for the whole year

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*Article 112: Electoral committee responsibilities*

- Validation of candidatures;/declaration of candidates
- Supervising the election campaign;
- Leading the elections;
- Counting votes;
- Declaration of election results;
- Receiving complains;
- report
- Submit complains relating to election to the National general assembly to be resolved.
- There shall not be any complain when the general assembly is done.

*Article 113: Criteria of a candidate*

- Must be a nurse and/or a midwife;
- Must have a Rwanda Nurses and Midwives Union membership card ;
- Must have signed Rwanda Nurses and Midwives Union consent form for the check off system ;
- Must be paying membership contribution at least for three month.

**Section 3: Election process**

*Article 114: Call for candidatures*

The call for candidatures is published during the general Assembly  
 The chairperson of electoral committee is required to publish the call to all educators chapter Bureau members present in the general assembly.

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***Article 91: Declaration***

All candidates to whom their candidatures are accepted will be announced during the General Assembly before the election starts.

***Article 92: Campaign***

Each candidate will be given a maximum of three minutes of speech.

***Article 93: Decision Making***

Decisions of the election shall be taken by a simple majority of the Members present and voting, except otherwise specified before the election. For the purposes of determining the majority, only Members casting an affirmative or negative vote shall be counted as "present and voting". The candidate obtaining a majority of the votes cast shall be declared elected.

***Article 94: Secret ballot***

Appointment of a candidate for the post of all committee shall be decided by secret ballot only RNMLU stamped blank pieces of paper, upon which each voter must writes his or her choice. Without revealing the votes to anyone, the voter would fold the ballot paper and place it in a sealed box, which is emptied later for counting

All other elections and decisions relating to individuals shall be voted on by secret ballot whenever five or more Members shall so request or if the Chairman shall so decide.

***Article 95: counting votes***

After the election the electoral committee will count the votes allocated to each candidate and this must be in the presence of all member attend the election and observers.

*Mr.*

- Highlight important points;
- Assist the secretary if necessary;
- Clarify any misunderstanding.

***Article 8: Disciplinary Provisions in Council Meeting***

To ensure an effective meeting all participants must;

- Undertake any necessary preparation prior to the meeting;
- Arrive on time;
- Keep an open mind;
- Listen to the opinion of others;
- Participate;
- Avoid dominating the proceeding;
- Avoid conflict situation;
- Avoid side conversation which distract others;
- Avoid phone calls in the meeting room

Mr.



The electoral committee organizes and supervises the handover process within 14 days after election.

To ensure a successful handover could prevent the new committee from having unsuccessful start to their term of office. Handover processes are;

- A handover meeting with both incoming and outgoing committees
- A written handover document

*Article 32: Outgoing NEB permanent members advantages*

*Staff*

- Six months salaries including health insurance, social security fund.

**N.B : The benefit shall be immediately stoped in case the member gets job**

**Section 4: Rules governing the Meeting**

*Article 33: The Duties of the Chairperson*

- The chairman controls the meeting.
- All remarks are addressed through the chairperson.
- Members do not interrupt each other.
- Members aim to reach a consensus.
- A vote is taken if consensus is not reached.
- The majority wins the vote.

When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. The chairperson's summary during meetings can:

- Indicate progress, or lack of.
- Refocus discussion that has wandered off the point.
- Conclude one point and lead into the next.
- Highlight important points.

*MR*

**Article 109: composition of the general assembly**

The Rwanda Nurses and Midwives Union general assembly in the private sector is composed by:

- 2 shop stewards from each private hospital/clinic with equal or more than 30 nurses/midwives
- 1 shop steward from each private hospital/clinic with less than 30 nurses/midwives
- 4 shop stewards representing nurses/midwives working in private pharmacies
- 5 shop stewards representing nurses/midwives working in private dispensaries

**Section 2: Rules governing election**

**Article 110: Electoral committee validation**

The committee is validated/elected by the RNMU private sector general assembly before elections takes place and this committee is merely only for the election.

The committee is composed by,

- The chairperson
- 2 members
- 2 alternatives in case of unexpected removal of a member.

The RNMU National level delegates shall also supervise election in place of electoral committee.

Delegates shall be at least 2 from National level.

**Article 111: Electoral committee eligibilities**

- Must be a member of general assembly at school level
- Members have rights to vote but not be voted
- Must be a trusted person

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***Article 96: Equal Vote***

If a vote is equally divided, a second vote shall be conducted.

***Article 97: Gender balance***

Gender balance must be applied, at least 50% of elected of executive bureau (President, Vice president, Secretary, and Treasurer).

***Article 98: Conflict Management***

Any complains rose from elections should be addressed immediately oral to the electoral committee.

The electoral committee is required to address the complaint together with the general assembly.

If not satisfied, the general assembly shall vote for decision on the case.

***Article 99: Election report***

The electoral committee must provide signed report of election within a week

***Article 100: Conflict Management***

Any complains rose from elections should be addressed immediately oral to the electoral committee.

The electoral committee is required to address the complaint together with the general assembly.

If not satisfied, the general assembly shall vote for decision on the case.

## CHAPTER III: NATIONAL EXECUTIVE BUREAU

### Section 1: Rules governing elections

#### *Article 9: Electoral committee validation /election*

The committee is validated /elected by the Union Council for elections and this committee is only for the election.

The committee is composed by:

1. The chairperson;
2. 2 members;
3. 2 alternatives in case of unexpected removal of a member.

#### *Article 10: Electoral committee eligibilities*

1. Must be member of the congress;
2. Members have right to vote but not be elected;
3. Must be a trusted person;

#### *Article 11: Electoral Committee responsibilities*

1. Validation of candidatures;/declaration of candidates
2. Supervising the election campaign;
3. Leading the elections;
4. Counting votes;
5. Declaration of election results;
6. Receiving complains;
7. report
8. Submit complains relating to election to the National Union Congress to be resolved.

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***Article 26: counting votes***

After the election the electoral committee will count the votes allocated to each candidate and this must be in the presence of all members attending the election.

***Article 27: Equal Vote***

If a vote is equally divided, a second vote shall be conducted.

***Article 28: Gender balance***

Gender balance must be applied, at least 50% of elected of executive bureau (President, Vice president, Secretary, and Treasurer).

***Article 29: Election report***

The electoral committee must provide signed report of election within a week

***Article 30: Conflict Management***

Any complains rose from elections should be addressed immediately oral to the electoral committee.

The electoral committee is required to address the complaint together with the Congress.

If not satisfied, the Union Congress shall vote for decision on the case.

**Section 3: Handover (ongoing and elected committee.)**

***Article 31: Handover process***

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## CHAPTER VII: Private Sector Bureau

### Section 1: Composition and responsibilities

There shall be a Rwanda Nurses and Midwives Union Private Sector Bureau, responsible for the implementation of Rwanda Nurses and Midwives Union business at private sector level, answerable to the National Executive Bureau.

#### *Article 108: Rwanda Nurses and Midwives Union Private Sector Bureau*

The Rwanda Nurses and Midwives Union Private Sector Bureau shall be consisting of the following:

1. Chairperson;
2. V/Chairperson;
3. Secretary;
4. Treasurer;
5. Commissioner in charge of social affairs and Gender;
6. Commissioner in charge of education and research.

The Rwanda Nurses and Midwives Union Private Sector Bureau shall be elected at a Rwanda Nurses and Midwives Union Private sector in General Assembly meeting; their mandate is three (03) years renewable once.

A vacancy in the Private sector Bureau shall be filled by the National Executive Bureau by appointing a member from nursing and /or midwifery education.

The Private Sector Bureau shall meet at least quarterly.

Minutes of meetings held by the Private Sector Bureau shall be sent to the National Secretariat within one Week from the date of the meeting.

Private Sector Bureau is elected during the general assembly of Rwanda Nurses and Midwives Union in the private sector.

*Mr.*

### **Section 3: handover (ongoing and elected committee.)**

#### *Article 101: handover procedures*

The electoral committee organizes and supervises the handover process within 14 days after election.

To ensure a successful handover could prevent the new committee from having unsuccessful start to their term of office. Handover processes are;

- A handover meeting with both incoming and outgoing committees
- A written handover document

### **Section 5: Rules governing the meeting**

#### *Article 102: The Duties of the Chairperson*

- The chairperson controls the meeting;
- All remarks are addressed through the chairperson;
- Members do not interrupt each other;
- Members aim to reach a consensus;
- A vote is taken if consensus is not reached;
- The majority wins the vote;
- All members accept the majority decision.

When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. The chairperson's summary during meetings can:

- Indicate progress, or lack of;
- Refocus discussion that has wandered off the point;

*Mr.*

9. There shall not be any complain when the general assembly is done.

***Article 12: Observer /CESTRAR***

Trade Union Centre of Workers of Rwanda (CESTRAR) will;

As our umbrella, shall be invited if necessary to oversee the election process

***Article 13: Criteria of candidates***

1. Must be a nurse and/or a midwife;
2. Must have a Rwanda Nurses and Midwives Union membership card;
3. Must have signed Rwanda Nurses and Midwives Union consent form for the check of system;
4. Must have been paying membership contribution at least for three last months.

**Section 2: Election Process**

***Article 14: Call for Candidatures***

The call for candidatures is published through a letter signed by the chairperson of RNMU and sent to the District Executive Bureau/Referral Hospital Executive Bureau /council members and chapters two weeks (14 days) before the Congress meeting; the call will also be published through RNMU website.

***Article 15: Submission of candidatures***

The only congress members are eligible to submit their candidatures.

The outgoing National Executive Bureau members are also eligible to submit their candidatures to new National Executive Bureau.

The candidate is not allowed to mention the position she/he wants to run for.

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***Article 21: Validation withdrawal***

Once a candidate has validly withdrawn, he cannot be allowed to cancel such withdrawal and to continue as a candidate.

***Article 22: Publication of Notices of withdrawal***

As soon as any valid notice of withdrawal is received by the candidate, the election committee publish as notice on the notice board.

***Article 23: Campaign***

Each candidate will be given a maximum of five minutes of speech.

***Article 24: Decision Making***

Decisions of the election shall be taken by a simple majority of the Members present and voting, except otherwise specified before the election. For the purposes of determining the majority, only Members casting an affirmative or negative vote shall be counted as "present and voting".

The candidate obtaining a majority of the votes cast shall be declared elected.

***Article 25: Secret ballot***

Appointment of a candidate for the post of all committee shall be decided by secret ballot only RNMLU stamped blank pieces of paper, upon which each voter must writes his or her choice. Without revealing the votes to anyone, the voter would fold the ballot paper and place it in a sealed box, which is emptied later for counting

All other elections and decisions relating to individuals shall be voted on by secret ballot whenever five or more Members shall so request or if the Chairman shall so decide.

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***Article 105: Activities reporting and sanction for not reporting***

The Chairperson shall provide an activity and financial quarterly report to Rwanda Nurses and Midwives Union national headquarter. A chairperson who does not report for the whole year shall be sanctioned by a warning letter from National Executive Bureau and shall be replaced after two years of not reporting.

***Article 106: Conflicts of interest***

Educators' chapter Bureau member, as a result of the position they occupy, shall disengage himself or herself from any private dealings that may result into receiving improper personal benefits, tangible or intangible.

***Article 107: Use of the Rwanda Nurses and Midwives Union Assets***

Any Educators chapter Bureau member is required to respect and use in proper manner the assets of Rwanda Nurses and Midwives Union. Failing to do so, she/he shall be sanctioned by a warning, dismissal or brought into court.

*Mr.*

- Conclude one point and lead into the next;
- Highlight important points;
- Assist the secretary if necessary;
- Clarify any misunderstandings

***Article 103: Disciplinary Provisions***

To ensure an effective meeting all participants shall:

- Undertake any necessary preparation prior to the meeting,
- Arrive on time,
- Keep an open mind,
- Listen to the opinion of others,
- Participate,
- Avoid dominating the proceeding,
- Avoid conflict situation,
- Avoid side conversation which distract others,
- Avoid phone calls in the meeting room.

**Section 6: Attendance of the Educators chapter bureau meeting**

***Article 104: Attend the meeting and sanction for not attending***

All Educators chapter Bureau members must attend by invitation the ordinary or extraordinary Educators chapter Bureau meeting.

Any member of the Educators chapter Bureau failing to attend two meetings shall be sanctioned by a warning letter and three meetings by a dismissal after a decision taken by the Referral Hospital General Assembly.

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***Article 16: Reviewing of candidatures***

The electoral committee reserves the responsibility to select candidates according to the criteria; Non-selected candidates have rights to complain before elections take place, and the Congress may take decision on the case.

***Article 17: Publication of list of candidates***

The list of candidates is posted in the congress meeting room the day of election.

***Article 18: Declaration***

All candidates to whom their candidatures are accepted will be announced during the congress before the election starts.

***Article 19: candidature withdrawal***

Candidate may withdraw his/her candidature by giving a notice in signed letter by him/her and delivered before the election. Every notice of withdrawal must be delivered to the election committee by the candidate her/himself.

***Article 20: Receipt for withdrawal***

Once the election committee receive the withdraw letter, a copy of reception must be signed and original copy must be kept for filing purpose.

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