



**FRIEDRICH  
EBERT**   
**STIFTUNG**

**TERMS OF REFERENCE (TOR) FOR  
STRATEGIC PLANNING CONSULTANCY**

**November 12, 2020**

**Rwanda Extractive Industry Workers Union (REWU)**

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## **1. Introduction**

Rwanda Extractive Industry Workers Union (REWU) is a Rwandan trade union that brings together workers from the mining and quarry industry. REWU started in 2014 with the vision of empowering workers and beneficiaries of mining fruits to improve the quality of their lives along with contributing to the attainment of social justice and sustainable development in an atmosphere of democracy and solidarity. REWU was published in Rwanda Official Gazette No. 49 Bis of 08/12/2014. REWU has currently around 12,600 members across the country. Since 2018, FES has been supporting REWU in capacity building of REWU members by providing to them trainings in social protection. REWU has been working without a strategic plan, and this was identified as gap that would be filled. The leaders of REWU approached FES for support to develop a 5-year strategic plan that would guide the planning and activities of REWU from 2021 to 2025.

The development of the strategic plan could be technically supported by FES and facilitated by an external expert (consultant) to moderate and to lead the process.

## **2. Background**

The Friedrich-Ebert-Stiftung (FES) is a non-profit Germany political foundation, created in 1925. The main objectives of FES are social democracy, good governance, peace and security, climate change and decent work for all to achieve economic transformation and sustainable development.

For social protection and decent work, FES supports trade unions all around the world and in Rwanda, trade unions are among the key partners of FES Rwanda. One of the supports to trade unions is to strengthen their capacity to play their role of improving decent work for all workers. From that perspective, FES has been working with REWU in capacity building for their members. In addition, FES goes further to support REWU in structural governance: together with REWU, FES could support REWU to develop a strategic plan that would guide REWU's strategic work for the next 5 years (2021-2025).

## **3. The context of the consultancy**

The influence of international trends such as globalization, capitalism and liberal market, climate change, digitalization, the COVID-19 pandemic and also the trade union in transformation approach are changing the traditional way of the operation of trade unions. Like other trade unions, REWU's programmatic environment is constantly changing and is characterized by an evolving policy, theories and socio-economic and political environment, shifting mines owner's mindset, commitments and conflicts of interests, a growing number of stakeholders and expectations, evolving staffing structure and capacity, amongst other determinants are the reason why REWU wants to develop an adaptive strategic plan.

At secretariat level, some major internal structures have also happened (or are ongoing). It is thus a good time for the REWU to reflect on its past and think through the most effective way to capitalize on the new governance and programmatic realities.

During this exercise, structured dialogues on the role of trade unions in the socio-economic development and sustainability will be conducted by the experts to ensure good understanding and openness of the REWU members to the topic.

#### **4. Scope of assignment**

The scope of this assignment is to develop a strategic plan that would guide REWU in the following 5 years.

The main objective of these terms of reference (ToR) is to develop a strategic planning that takes into account the current internal and external operating environment and other factors that affect or influence REWU's work, in order to enhance REWU's effectiveness and sustainability in social protection and decent work in the area of mining and quarries in Rwanda.

At the end of this consultancy, it is expected that REWU will adopt the developed strategic plan (SP), built on the achievements brought forward as part of the implementation of the 2021- 2025 SP and cognizant of its ever-changing operating environment.

To achieve this, the consultant will review and guide REWU in:

- i. developing a strategic plan for the next five years,
- ii. developing an action plan for the upcoming 12 months,
- iii. developing the vision, the mission, the strategic areas of interventions and objectives; including priority focus areas for the strategic period,
- iv. the situational context, through a SWOT analysis to explore strength and weakness, opportunity and threats that would affect REWU's operation. In addition, a PEST analysis could identify political, economic and social guidelines as well as technological factors that directly or indirectly affect REWU as a social protection mining organization,
- v. the sustainability plan; including proposals for effective financial and human resource strategies.

#### **5. Methodology to conduct this assignment**

This assignment will involve close engagement with the internal REWU Strategic Planning Team (comprising of the SG, DSG, Project Coordinator, two regional coordinators, office manager, accountant, three committee members at companies' level and eventually other members who seems to be necessary in the process.

The entire work entails a participatory process, including, but not limited to:

- ✓ a review of internal documents and benchmark with similar institutions or syndicates to show the current situation of REWU,
- ✓ Consultations with REWU members, and partner to set priorities and strategic areas of interventions,
- ✓ Interviews to correct information from the board, staff and members and stakeholders to ensure effective and efficient participation of key people in the development of the strategic plan,
- ✓ the Compilation of all the information to extract key information that would feed in the strategic plan,
- ✓ the facilitation of 3 – 4 strategic planning workshop for REWU members and Drawing up of a Strategic Plan for the next phase and incorporating input from REWU members.

## **6. Expected deliverables:**

- ✓ An inception report detailing the methodology/ approaches and timelines associated with this consultancy assignment,
- ✓ A needs assessment report highlighting the current status and gaps in REWU strategic direction, covering both internal and external factors relevant to the organizational operating environment,
- ✓ A series of two to three-days per month (3 – 4 workshops in total) dedicated to strategic planning workshops for the REWU members and FES as a strategic partner on this activity,
- ✓ A consultancy report that includes the major activities of the consultancy, the highlights of the strategic planning workshop and an evaluation of the workshop.
- ✓ A final binding strategic plan for 2021 – 2025.

## **7. Expert profile**

It is expected that the consultant should have:

- ✓ Master's degree in social sciences and other related studies and experiences to the task;
- ✓ a minimum of 5 years of experience in strategic planning related to the work of trade unions or other local civil society organization basing on membership;
- ✓ Excellent command of English and Kinyarwanda and outstanding written;
- ✓ Excellent analytical, interpersonal, communication, and reporting skills;
- ✓ Good knowledge of the trade union environment in general, knowledge in mining and quarries is requested ;
- ✓ Highly motivated and committed to IILA values of professionalism, accountability, courage in action, integrity and teamwork;
- ✓ Proof of formerly performing a strategic plan assignment is a requirement.

## **8. Selection criteria**

The consultant will submit an Expression of Interest to REWU; including the following:

- ✓ A suitability statement; including commitment to his/her availability for the entire assignment;
- ✓ Updated curriculum vitae that clearly spells out qualifications and experience in relation to this assignment;
- ✓ Contacts of 3 organizations that have recently contracted the consultant to carry out a similar assignment;
- ✓ Financial and technical proposal for this assignment.

## **9. Supervision**

This consultancy assignment will be supervised by REWU Secretary General, with the support of the REWU Strategic Planning team.

## **10. Confidentiality of information**

All documents and data collected in the process of the consultancy will be treated as confidential and used solely to facilitate the consultancy assignment. All information to which the consultant shall receive access to shall always be treated as the property of REWU and shall not be disclosed saved for where express permission has been granted as such.

## **11. Consultancy duration**

The strategic planning exercise is expected to be fully completed by 31<sup>st</sup> May 2021.

Potential dates of the workshops are:

18/01/2021– 20/01/2021

08/02/2021 – 11/2/2020

15/03/2021 – 17/03/2021

## **12. Budget and payment**

The Consultant will submit a detailed budget to REWU for consideration by FES.

The final terms will be stipulated in the consultancy contract.

## **13. 11. Application deadline**

Only email consultancy applications will be analyzed on rolling basis and the deadline for submission of applications is Sunday, **06th of December 2020, 4pm.**

**Kindly send your entire application to: [rewu.tradeunion@gmail.com](mailto:rewu.tradeunion@gmail.com).**

Only complete applications will be considered, and only shortlisted candidates will be invited for further discussions.