



REWU
RWANDA EXTRACTIVE INDUSTRY WORKERS UNION

REWU POLICY FOR VOLUNTEERISM MANAGEMENT

January 2023 (adapted version)

The National Council of REWU in its session of 16-18 /12/2022,

Pursuant to Law N° 66/2018 of 30/08/2018 related to the labor regulation in Rwanda;

Given the statutes of REWU as amended to date,

Given the internal rules and regulations of REWU as amended to date;

Amended the Volunteers Policy management REWU and ordered that it be put in execution by all bodies from the date of its signatory

Chapter 0. INTRODUCTION

0.1. Goals

This Policy is the official guide for REWU volunteers' management; it completes the internal regulation to constitute the references required in administrative matters and financial accounting of the REWU.

The policy is based on management principles generally accepted in financial matters.

The purpose of this policy is to provide stakeholders of REWU in general and its volunteers in particular, guidelines for the analysis and treatment of data related to voluntarism activities of the organization.

I. PROFILE OF REWU

I.1 Executive Summary

REWU is a Rwandan Extractive industry Workers Union, which is organizing all workers in Mining, Quarry Companies and cooperatives in Rwanda since 2014 and has a sounding experience in defending workers right, promoting social dialogue with the employers as well as to organize, mobilize and build capacity of their employees. REWU has 17,381 members across the country.

Rwanda Extractive Industry Workers Union (REWU) is affiliated to CESTRAR (Central des Syndicats des Travailleurs au Rwanda) and National Commission of Human Rights (NCHR) at national level, to the COSOC – GL "coalition des organisations de la société civile luttant contre l'exploitation illégale des ressources naturelles dans la Région des Grand Lacs" (COSOC-GL), it is also an affiliate at international level to the IndustriALL Global Union, and to the Building Wood Workers International Union (BWI);

REWU is a key partner of Ministry of public services and labor (MIFOTRA), Rwanda mines, petroleum and gas board (RMB), Ministry of Local Government (MINALOC), Provinces and Districts; Mining Companies; Rwanda Mining Association (RMA) and Rwanda Quarry Association (RQA) as employers professional organizations in mining sector; Rwanda TVET Board (RTB); University of Rwanda (UR); UNICEF – Rwanda; UNWOMEN-Rwanda and World Vision International (WVI).

REWU was published in Rwanda Official Gazette No. 49 Bis of 08/12/2014.

On one hand, REWU acts as a channel through which workers or union members pass their ideas, problems and aspirations related to work in order to improve their well-being and on another hand, it has a duty of working with members, community and leaders at all levels to combat any form of child abuse and domestic violence.

2. AREAS OF INTERVENTION

2. 1. Making Advocacy, promoting decent work, safety and health, skills development at working place

- To advocate and promote for Labour rights for social security affiliation to RSSB, social protection, transition from informal to formal employees, social dialogue, and promoting occupational safety and health.

2. 2. Promotion of Saving Culture

REWU mobilize/campaign in collaboration with employers, mine workers for having saving culture by sensitizing them to pay salaries via financial institutions as well as joining Ejo Heza long term scheme

2. 3. Promotion of Women and Children’s rights in Mining Industry

REWU advocate, conduct awareness, mobilize mine’s owners, Government institutions and others stakeholders to promote Establishment of Early Childhood Development (ECD) centers at working place, as well as recognition of gender equality through maternity, fighting gender-based violence (GBV).

REWU encourage women to join Mining sector.

2.4. Campaigning against worst form Child labor and sexual abuse

REWU campaigns against Child labour, sexual abuse and any other form of abuse.

2.5. Promoting Skills development

REWU promote mining development skills through assessment for recognition of prior learning (RPL) by certifying mineworkers and upgrade their skills through professional trainings,

3. Mission

The mission is to privilege ways to bring together workers of extractive industry, to defend their interests and living in good conditions.

4. Vision

The vision is to empower workers and their families, beneficiaries of mining fruits by improving the quality of their lives along with contributing to the attainment of social justice and sustainable development in an atmosphere of democracy and solidarity.

5. Motto of REWU

The motto of REWU is “ **Join us for your better future**”

6. Main activities

- Promote decent work in mining sector
- Bring together workers in areas of extractive industry and related activities to better defend their socio-professional interests;
- Maintain and develop, among the extractive workers, unity and solidarity
- Represent its members and defend their interests with their respective employers and associations of the latter, with different partners, public administration and the judiciary;
- Contribute to all decisions concerning extractive workers and their families;
- Fight against worst form child labor as well as sexual abuse;
- Fight against woman's anguish,
- Ensure strict enforcement of social legislation and respect of collective agreements;
- Work towards the promotion of democracy and social justice within companies
- Promote and develop socio-economic actions to improve the welfare of extractive workers
- Ensure participation of all extractive workers in the production increment of the company.
- Conduct capacity buildings of workers representatives on social development aspects
- Conduct assessment and certification of mine workers for Recognition of Prior Learning
- Upgrading professional skills of mine workers

7. Chronological activities of REWU in the mining companies

7.1. Introduction meeting of REWU to the management of the mining company

7.2. REWU & management of the company schedule the employees' meeting

7.3. Conduct meeting of employees for introducing REWU and electing union committee

7.4. Employees fill the registration form of REWU membership and union contribution

7.5. Training of the Committee elected with the employer's representatives

7.6. Quarterly meeting between the elected committee with the employees of company

7.7. Quarterly meeting between the management of the company and the elected committee

7.8. Semestrial meeting between elected committee and REWU general secretariat leader

7.9. Biannual meeting between Management of the company and REWU general secretariat leader

7.8. Conduct collective agreement between Management of the Company and REWU leadership on discipline of workers' education, productivity, professionalism, occupational safety and health, unionism, labor law's implementation, social welfare of employees, etc...

7.8. Solving labor disputes between Management of the company and REWU leadership, if there is any

7.9. Advocate to other institutions if there is any issue raised by the employer or/and employees.

8. Reporting of activities

The activities of REWU are reported to:

- 8.1. Management of the company;
- 8.2. Labor inspector;
- 8.3. Ministry of Public Services and Labor (MIFOTRA);
- 8.4. Ministry of Local Government (MINALOC)
- 8.5. Rwanda Mines, Petroleum and Gas (RMB)
- 8.6. National Commission of Human Rights (NCHR)
- 8.7. Confederation of Workers Trade Union in Rwanda (CESTRAR)
- 8.8. Global IndustriALL Union
- 8.9. Building Wood Workers International (BWI)
- 8.10. Others partners of REWU depending on the activity

9. Representative of REWU:

Name: Eng. Andre MUTSINDASHYAKA

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Email: rewu.tradeunion@gmail.com; mutsindashyaka@yahoo.fr;

Position: Secretary General.

Website: www.rewu.org.rw

10. STAFF & VOLUNTEER OF REWU:

REWU have 56 employees following:

- 7.1. **Secretary General:** His duties are to represent the union and coordinate its all activities;
- 7.2. **Deputy Secretary General:** His duties are the mobilization, recruitment, Finance administrative as well as other responsibilities tasked by general secretary.
- 7.3. **Project Manager:** his duties are the coordination of projects
- 7.4. **Monitoring & Evaluation officer;** His / her duties are to monitor, evaluate and advice on the implementation of the projects
- 7.5. **Project Officer;** his/ her duties are to ensure the smooth project's implementation
- 7.6. **Office manager:** His / her duties are to ensure the communication with members of union, office secretary, legal issues

- 7.7. Accountant officer:** His/her duties are to ensure the smooth financial management
- 7.8. Regional Coordinators:** their duties are the coordination of union activities at provincial level.
- 7.9. Volunteers:** Their duties, are to ensure awareness and community capacity building,

2. REWU Volunteers background

Volunteering and Volunteerism are strongly embedded in the Rwandan culture. Volunteerism in Rwanda's tradition featured through self-help and mutual aid activities as well as caring for the weak and rendering community service. The main motivation behind volunteerism in Rwanda is to alleviate socio-economic constraints experienced by individuals or their communities and improve their quality of life.

Rwandans relied heavily on volunteerism through mutual help activities such as “*ubudehe*” and “*umuganda*” or “*umusanzu*” which involved several families getting together to work together on projects like communal farming, crop harvesting, and construction of shelter and thatching as well as maintenance of public infrastructure and management of the environment.

The volunteer culture in the Rwandan society was natured and fostered by the institution called “*itorero*” which trained and inculcated in the minds of Rwandans of all ages a set of values – “*indangagaciro*” and preached against taboos and vices – “*kirazira*” which provided benchmarks for the value system upon which the Rwanda Society is founded. It is through *itorero* that the culture of serving the country with a high sense of patriotism, responsibility, selflessness and volunteerism was inculcated among the Rwandans.

The spirit of volunteerism transcended the Rwandan social structure and was relied upon by the national leadership institutions operating under the king as an effective tool of mobilizing people for national and community service activities including among others; security, disaster relief and other social economic community services. The volunteerism spirit was used at all levels among Rwandans to address issues confronting society at various levels.

3. THE CONCEPT OF VOLUNTEERISM

The International Labor Organization (ILO) proposes the following working definition of volunteerism. “Unpaid non-compulsory work, that is, time that individuals give without pay to activities performed either through an organization or directly for others outside their own household.” Therefore, the key elements to be considered according to the ILO definition are: work, unpaid, non-compulsory or non-obligatory work, work not done for family members.

The definition of volunteerism is strongly influenced by the history, politics, religion and culture of a community. What might be seen as volunteering in one country might be dismissed as low paid or labor intensive in another. However, what is important is to ensure that all necessary elements that qualify a certain activity to be voluntary are present.

4. VOLUNTEERISM IN THE RWANDAN CONTEXT

The term Volunteerism in the Rwandan context, is referred to as: “*ubwitange*”, which literally means a “free will action”, performed out of self-motivation and passion. *Ubwitange* includes, amongst others, volunteering activities such as *umuganda*, *gutanga umusanzu*, *guheka abarwayi* (providing ambulance services to sick members of the community).

According to the adopted *Itorero* strategy, Volunteerism is defined as: “the practice of people working for a particular cause without payment for their time and services. It is the desire to undertake by choice and free will a task or work for the benefit of the wider community beyond the volunteer’s immediate family and friends”

Volunteerism in REWU is exhibited through provision of services to the community such as *Umuganda*, *Ubudehe*, *Umusanzu* (*Communal self-help activities based on solidarity*), *Abunzi*, local government councils (*Njyanama*), *Gacaca* judges, electoral commission agents, community health workers (*abajyanama b’ubuzima*), traditional birth attendants etc., that do not involve any salary payment in return and done out of free will for the purpose of benefiting the whole community.

Volunteerism is manifested by carrying out activities especially in the framework of volunteer-involving organizations without expecting payment for the service rendered. This is normally executed through civil society organizations, faith-based organizations, nongovernmental organizations, international organizations, public and corporate companies.

To sum up, based on the criteria mentioned above and taking into account the specificity of the Rwandan context, a volunteer activity in Rwanda, is defined as:

A Self-motivated action, performed by an individual or a group of individuals who contribute their time, skills, advice, talents and passion to the provision of services for the benefit of the larger community, without expecting a salary. The volunteers might however be entitled to stipends intended to cover some of the expenses incurred for the accomplishment of the volunteering activity

5. RATIONALE FOR ESTABLISHING A VOLUNTEERISM POLICY IN REWU

There are several reasons why the Rwanda Extractive Industry Workers Union (REWU) has chosen to implement a volunteerism policy. Here are the reasons:

1. **Community Engagement:** A volunteerism policy demonstrates REWU's commitment to the local communities where the extractive industry operates. By encouraging workers to volunteer their time and skills for community projects, REWU fosters positive relationships with local residents and contribute to the overall development and well-being of the community.
2. **Social Responsibility:** The extractive industry has significant social and environmental impacts on local communities. Implementing a volunteerism policy showcases REWU's dedication to responsible business practices and its desire to give back to the communities affected by the industry's operations. This helps improve the industry's reputation and enhance its social license to operate.
3. **Skills Development:** Volunteering provides workers with opportunities to develop new skills and enhance existing ones. REWU believes that engaging in employing volunteers and contribute to the personal and professional growth of its members, making them more well-rounded individuals and potentially more valuable employees.
4. **Employee Morale and Satisfaction:** Engaging volunteers boost employee morale and job satisfaction. A volunteerism policy creates a sense of pride and purpose among workers, knowing that they are contributing positively to society beyond their regular work duties.
5. **Team Building:** Volunteering as a group fosters a sense of unity and teamwork among REWU members. Collaborating on community projects outside of the workplace can strengthen relationships among workers and improve overall cohesion within the union.
6. **Networking and Relationships:** Volunteering often involves interacting with diverse groups of people, including community members, local organizations, and other volunteers. These interactions help REWU members expand their networks, build relationships, and potentially open up new opportunities for collaboration or partnerships.
7. **Advocacy and Influence:** By actively participating in community projects through volunteerism, REWU positions itself as a responsible and engaged stakeholder in the extractive industry. This provides the union with a platform to advocate for worker rights, labor standards, and environmental sustainability on a broader scale.
8. **Public Relations and Visibility:** Volunteering initiatives garners positive media coverage and enhance the public image of REWU. The union's commitment to giving back to the community can attract favorable attention and showcase its dedication to being a socially responsible organization.
9. **Government and Regulatory Relations:** A volunteerism policy also contributes to positive relationships with government authorities and regulatory bodies. Demonstrating a commitment to community development and environmental stewardship might lead to smoother interactions with regulatory agencies and potential support for REWU's initiatives.
10. **Long-Term Sustainability:** By investing in community development and social well-being, REWU contributes to the long-term sustainability of the areas affected by

the extractive industry. This helps to create more stable and supportive environment for both the industry and the communities it operates in.

It's important to note that the specific reasons for implementing a volunteerism policy depends on the goals, values, and priorities of REWU, as well as the unique context of the extractive industry and the communities it operates in within Rwanda.

6. Vision for volunteering policy

The volunteerism culture is fully embedded in the Rwandan people and institutions and for REWU is effectively used as a tool for cascading activities at community level

6.1 Objectives of the policy

The broad objective of the volunteerism policy is to embed volunteerism in the REWU development process in order to tap the human resources potential and professionals to convert them into active agents of the social and economic transformation at community level;

6.2 Specific policy objective;

- ✓ Support and promote the concept of volunteerism and the positive benefits it brings to volunteer-using individual volunteers, their communities;
- ✓ Incorporate volunteer services in the REWU planning process and ensure that there is a volunteer service component in all REWU strategic plans;
- ✓ Establish a regional coordination framework to effectively connect the regional and community volunteer resources;
- ✓ Put in place an effective volunteer management system to address issues of volunteer recruitment, contracting, placement/matching, training/skills development, supervision and appraisal, retention and exit management;
- ✓ Develop a framework through which the contribution of individual volunteers are recognized, facilitated, protected while at work and networked;
- ✓ Establish a mechanism to effectively measure volunteer effort in terms of the value of their contribution to socio-economic development and the cost implication of delivering volunteer services;

6. The Regional Coordinator

Regional Coordinator is a volunteer person and shall fulfil the following responsibilities:

- Represent organization in the region tasked;
- Coordinate trade union committee and volunteers based in the region tasked;
- Assurer the well-being of the organization membership;
- Recruit members from the companies based in the region tasked;
- Assist union members to different institutions based in the region tasked;
- Respect regulations of REWU trade union;

- Recover monthly membership contribution in the region tasked;
- Respect and implement the rules, obligations and decisions from the superior organs.

6.1. The volunteer

Volunteer is a personal nominated by head quarter of REWU for a defined period and tasks or a union member based at working place at company level.

7. PAYMENT OF MANAGEMENT MISSION FEES

- ✓ An amount of fifteen thousand Rwandan francs (Rwf 15,000) per day is granted to REWU Volunteers who spend the night outside the duty post,
- ✓ An amount of twenty thousand Rwandan francs (Rwf 20,000) per day is granted to REWU Committee members, DM&E, project officer, Accountant, Cashier, the Regional Coordinator and REWU Volunteers as transport facilitation to the workshop/training as well as field work
- ✓ An amount of two thousand Rwandan francs (Rwf 2,000) for the facilitation of transport and three thousand Rwandan francs (Rwf 3,000) for the facilitation of meals per day is granted to REWU volunteer,

8. RECRUITMENT OF REWU VOLUNTEERS

REWU does not engage in fixed activities or maintain a permanent source of financial income. Its personnel, including both staff and volunteers, are regulated through various means such as fixed-term employment contracts, consultancy agreements, or voluntary arrangements for specific tasks.

The applicable governing document directs the actions of the staff, as mentioned previously. The present methods of staff recruitment involve the appointment of a recruitment committee by the Secretary General. This committee holds full autonomy throughout the recruitment process, encompassing tasks such as issuing notices, candidate selection, administering written tests and interviews, and reporting results to the Secretary General for final approval.

In light of limited resources, the Secretary General retains the authority to hire any additional personnel to support union activities.

8.1. Employment contract

The agreement entered into between the staff and REWU can be of a temporary or permanent nature. This contract embodies the shared agreement between the employee and the organization, wherein both commit to upholding their respective responsibilities.

8.2. Role of REWU Volunteers

The volunteer's role involves coordinating the efforts of REWU such as participating in the ITER campaign (a collaboration between REWU and World Vision RWANDA in child rights protection). The tasks encompass:

1. Coordinating and executing awareness-related initiatives for the ITER campaign.
2. Providing support to REWU activities in community.
3. Gathering data and preparing reports for the REWU project Coordinator, while also sharing a copy with DM&E.
4. Identifying and sharing success stories with the REWU project coordinator and DM&E.

REWU commits to the following:

Induction and Training: We aim to offer a structured introduction to the workings of REWU, the volunteer role, and essential training to equip volunteers with the skills required to fulfill their responsibilities effectively.

Supervision, Support, and Flexibility:

- Establishing appropriate service standards for REWU, fostering communication, and providing support to empower volunteers in accomplishing and sustaining their voluntary engagements.
- Appointing a supervisor who will maintain regular contact with volunteers to facilitate discussions about planned activities.
- Reimbursing volunteers for the following expenses incurred during their activities:
 - Reimbursement of transportation costs at a rate of 3,000 Rwf per day worked.
 - Reimbursement of meal expenses at a rate of 2,000 Rwf per day worked

Part 2 The volunteer commits to the following:

1. To effectively carry out the duties assigned by REWU during ITER Campaign engagements.
2. To fulfill their volunteer role to the utmost of their capabilities.
3. To adhere to REWU's regulations, protocols, decorum, and benchmarks, including those related to health and safety precautions.
4. To uphold the confidentiality of both REWU's sensitive information and that of their clients.
5. To adhere to agreed-upon schedules and benchmarks, with exceptions granted only under extraordinary circumstances, and to provide sufficient advance notice for alternative arrangements when possible.
6. To officially represent REWU in various activities upon receiving written authorization from REWU's central office.

Part 3: Duration of volunteerism agreement

This agreement is for one year, and can be renewable upon the signature of both parties

Approved by: **Eng. Andre MUTSINDASHYAKA**

REWU Secretary General

