

ACP-EU Development Minerals Programme
Implemented in partnership with UNDP

Programme Partners:



Event Partners:



**INTERNATIONAL CONFERENCE ON GEOLOGY, MINING, MINERAL AND
GROUNDWATER RESOURCES OF THE SUB-SAHARAN AFRICA: OPPORTUNITIES
AND CHALLENGES AHEAD**

Chrismar Hotel, Livingstone (Zambia), 11-13 July, 2017

RETURN TO WORK PLANS (RWP)

An initiative of the African, Caribbean and Pacific Group of States, financed by the European Union and United Nations Development Programme, and implemented by UNDP.

I. RETURN-TO-WORK PLANS

Return to Work projects is a valuable mechanism for workshop participants' personal and professional development. As part of your sponsorship, you are required to develop a return-to-work plan on a project you will undertake on your return, applying the knowledge and skills gained from workshop to influence change.

Periodic follow-up on the progress of implementation of the plan will be undertaken by UNDP.

II. REPORTING STRUCTURE FOR RETURN-TO-WORK PLANS

To facilitate ease of reporting and follow-up on your return to work project, the structure below outlines the key project elements that need to be covered in the reporting. **Please submit a Return to Work Project (RWP)** using the structure provided below.

| GENERAL INFORMATION |
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| Brief Description of the project: <p>Rwanda has an ambitious "Vision 2020" of which the overarching goal is "Accelerating progress to middle income status and better quality of life for all Rwandans". Mining sub-sector is one of the key priority areas that could trigger economic growth of the country if sufficient investment in the sub-sector was made and the challenges that hinder the development of the sub-sector removed.</p> <p>Approximately 60% of domestic mineral production is supplied by Artisanal and Small Scale Mining (ASM) hence a special consideration should be drawn to its development. So far ASM don't have appropriate skills for mineral research and mining, they are using primitive tools, do not have any notion of mineral exploration, mining, processing and do not know the right value and the destination of their products. They totally ignore environmental requirements, mining and quarrying laws and regulations.</p> <p>Officially 30,000 people work in ASM in metallic ore extraction (Sn, W, Coltan and Au) while more than 100,000 are involved in "industrial minerals" including construction stones, dimension stones, sand, clays, limestone etc. A special attention should be paid to these industrial minerals as it employs many people. As ASM is very important in boosting economic and social livelihoods of the miners, our project is conceived to help them to understand and improve their operations, increase their profits and reduce any negative impacts on their activities.</p> <p>After the workshop, our immediate project will be to <u>"Elaborate and implement a module of training"</u> aiming at helping to improve the knowledge and the performance of ASM.</p> |

In this regards, we will need sources of financing for this project as we should look for consultancy services to develop a training module and conduct trainings of Mining companies and Cooperatives on Best Mining Practices, Rwandan Mining Laws and Regulations and ICGLR Mineral Certification Standards.

Expected Outcomes:

The consultancy assignment will be twofold: (1) it will consist of the elaboration of training module on best mining practices and Rwandan legal and regulatory framework for mining sector and (2) conducting trainings of mining companies in four (4) provinces and Kigali City. The beneficiaries of the training will be the selected local mining companies and cooperatives.

At the end of the training, the participants should:

Expected Outputs:

Output 1: Elaboration of the training module

The consultancy assignment will be to produce a training module which will be used for the present training and further ones organized by the Ministry of Natural Resources (MINIRENA), the Mining, Petroleum and Gas Board (MPGB), or by Rwanda Mining Association (RMA).

The training module shall cover at least the following areas:

1. Introduction to mineral exploration
2. Introduction to mining techniques
3. Introduction to mineral processing techniques
4. Cross-cutting issues:
 - 4.1. Environmental aspect issues:
 - (i) Ecosystems protection and conservation
 - (ii) Occupational Health, Safety and Security in mining industry
 - 4.2. Women in mining industry
 - 4.3. Social corporate activities : Managing mining community expectations
5. Legal aspects:
 - 5.1. Rwanda's legal and regulatory framework for mining
 - 5.2. Regional mining legislation : ICGLR Mineral Certification Scheme
6. Economic aspects:
 - 6.1. Mining sector and national economic development EDPRS II (Economic Development and Poverty Reduction Strategies II (2013-2018)
 - 6.2. Raising finance on money market and negotiation of off take agreements

The training module shall fulfill the following minimum requirements

1. The training module should indicate the training methodology, each chapter or section shall be followed by corresponding questions to measure the level of understanding of the trainees, necessary references used, further reading materials, summary of the chapter;
2. The training module shall contain the examples, statistics (tables), and figures or charts, maps, use colors wherever necessary;
3. The sections, chapters, and sub-chapters shall be organized in a good logical sequence
4. Training model shall contain the CVs of the trainers and a short description of the company providing the training (in annex)

5. The cover page of the training module shall indicate the logs chosen by the funds provider (UNDP in this context)
6. The training module shall respect the international referencing and citation standards;
7. The training module shall contain the relevant case studies;
8. The training module shall be suitably bounded;
9. Each topic shall concisely be presented for the ease understanding of the trainees;
10. The module shall be in English. The Power Point shall be in Kinyarwanda.

The Consultant (Firm) will work closely with the Ministry of Natural Resources; collect all relevant documentation/information to be considered in the module. The training module will be validated by a validation committee to be established by UNDP/MINIRENA.

Output 2: Conducting trainings

The Consultant (Firm) shall avail his team of trainers to train at least 30 people in each four provinces plus Kigali City. The training module mentioned in Output 1 of the scope of the assignment shall constitute the main training manual. The Consultant shall fulfill the following:

1. Prepare the Power Point presentations covering all topics developed in the training module. Such power points shall be in Kinyarwanda.
2. Use modern teaching methods e.g. videos/movies, case studies, group work, learner's centered method, etc.
3. Ensure active participation of the trainees and sharing best practices,
4. Issuing the certificates for attendance.

Please describe how you plan to implement the return to work project: (outline key partnerships and collaborations across sectors in your country as well as any joint collaboration with other countries)

▪ **Deliverables**

The deliverables are as follows:

- Training module
- Prepare the training materials power point presentations, videos/movies;
- Conducting training courses in four training centers
- Issuing training certificates
- Comprehensive training report with clear recommendations (in English)

▪ **Methodology**

- Participatory method should be privileged
- Field study tours should be organized to back up theoretical courses
- At the end of the training, an assessment should be made by the trainees, taking into consideration the following points of evaluation: Pertinence, Efficiency, Appropriateness, Clarity... of the Content, the Methodology, the Tools, the Explanation by the trainer, the behavior of the trainer, accommodation and food, General customer care, Health care, Communication etc.
- Advice on what is to be improved for further trainings.

▪ **Organization**

- ✓ The training will be organized in four pre-selected training centers: Northern Province (Musanze District), Southern Province (Muhanga District), Western Province (Rubavu District) and Eastern Province together with Kigali City (Rwamagana District);
- ✓ The training module will be taught by qualified and experienced geologists, mining engineers, mineral economists, lawyers, rural development experts...
- ✓ Professional qualification for the consultancy

The following key qualifications are expected:

- Demonstrate expertise in developing working documents and relevant knowledge of national, regional and international mining standards;
- Good and sound educational background in mining and geology;
- Track record in training less skilled workers in the mining industry most importantly technical mining skills;
- Be familiar with the local conditions;
- Ability to fluently write and speak Kinyarwanda, English and ideally French

▪ **Key partnerships**

- Ministry of Natural Resources, Rwanda Cooperatives Authority and Mining, Petroleum and Gas Board represent the Government of Rwanda whom the main roles in mining industry are: Promotion, regulation and service provider.
- Private Sector Federation (PSF), Rwanda Mining Association (RMA) and Fecomirwa (Federation des Coopératives Minières au Rwanda) are providing services to mining artisans, companies and cooperatives.
- Universities as Kigali College of Science and Technology (KCST) and Institute of High Education in mining as Integrated Polytechnic Regional Centre (IPRC) shall provide the trainers
- International Cooperation includes UNDP (Rwanda) that finances some projects in Rwanda including mining activities.
- Royal Museum for Central Africa, Tervuren, Belgium is providing technical assistance to Rwanda since 1960's.

What indicators of success will you employ? (include indicators of success that go beyond activity-level implementation)

Indicators while on the job

- Areas of exploitation are well defined before exploitation.
- The techniques for mineral extraction have been improved
- Adding value to the minerals is underway: e.g. so far we acquired 2 jigs and 1 shaking table.
- We know the true monetary value of our products as we can follow day to day the exchange rate for the minerals.
- We have been trained to know the trade chain of mineral products to avoid to our minerals to be smuggled or to be involved in illegal mineral transactions.
- We actually know how to calculate our production costs and know if we make profit or not.
- We strictly use the PPEs in all our mining activities.
- We have the necessary and right sanitation equipments (toilets, water...) at our mining sites etc.

Beyond activity-level implementation

Economic and social indicators:

- How do you consider your monthly income (salary) compared to other activities (masonry, carpentry, agriculture....), do you think you gain more than those artisans or not?
- How much are you able to save per month?
- How much were you able to save before integrating the mining industry?
- Are you paying easily the health insurance for your family?
- Are you paying school fees for the children more easily than before being involved in mining?
- How many times do you take your meals per day (1, 2 or 3 times)?
- Since you work in mining sector have you built, bought or restored your house?
- Have you brought electricity and water at home?
- Have you created any other income generating activity, for example a small shop for your wife/husband or any other business?
- Have set up an animal husbandry or bought land for agriculture?
- Have you bought a bicycle, motorbike, a car?
- Mobile phone, Radio or Television set?...

What other strategic opportunities have you identified that will contribute to the success and sustainability of your project? (include linkages to sub-regional and regional agenda)

1. Political will: The Rwandan Government is firmly committed to carrying out reforms to create enabling environment in all sectors in general and in the mining sector in particular, as evidenced by the recent rapid evolution of the legal framework in the later.
2. Political stability and security: Rwanda is amongst the most secure countries in the region and one of the least corrupt in Africa (According to Transparency International report, 2016)
3. High mineral potential: Rwanda has an established mineral potential in rare metals of tin, tungsten, tantalum and niobium, gemstones with industrial demand projected into the long term.
4. The market of industrial minerals and construction materials is open as regional integration provides an outlet for the country. Rwanda is a member of international and regional alliances: Commonwealth, African Union (AU), Common Market for East and Southern Africa (COMESA), East African Community (EAC), Communauté Economique des Pays des Grands Lacs (CEPGL). The hosts of markets and opportunities are opened if investing in the right infrastructure for increased connectivity.

What aspects of the training will be most useful in implementing your project? Explain

The overall objective of this project is to create a sustainable support to small scale mining in mitigating the challenges that hinder the activities and the profitability. The main challenges include: The lack of knowledge and therefore the ignorance of mineral resources and reserves, the lack of planning for sustainable exploitation, anarchic mineral extraction, and no adding value to local raw materials, unregulated and illicit mining activities, environment, safety and security for the people working in mines etc. Capacity building aspect would be welcome and most useful in implementing the project.

What are your future plans? (Include any additional capacity building needs for your professional development that you have identified during the course of the workshop).

Tentative timeline and schedule

| ACTION PLAN | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|
| Period | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 |
| Activities | | | | | | | |
| Activity 1: Prepare ToR | X | | | | | | |
| Activity 2: Advertisement of the project | X | | | | | | |
| Activity 3: Reception of | | X | | | | | |

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|---------------------------------------|---|---|---|---|---|---|---|
| Expressions of Interest | X | | | | | | |
| Activity 4: Selecting the Firms | | X | | | | | |
| Preparation of the contract | | X | | | | | |
| Activity 5: Signature of the contract | | | X | | | | |
| Preparation of the module | | | X | X | | | |
| Presentation of the module | | | | X | | | |
| Assessment of the module | | | | X | | | |
| Implementation | | | | | X | X | |
| Draft report presentation | | | | | | X | |
| Final report presentation | | | | | | | X |

III. SUBMISSION DATE OF THE DRAFT RETURN-TO-WORK PLAN

The draft Return to Work plan should be sent to lyapa.manza@undp.org; taonga.mshanga@undp.org