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GENDER MAINSTREAMING STRATEGY FOR COTRAF- RWANDA AND AFFILIATED TRADE UNIONS 2024-2028

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Executive summary

This Five-Year (2024-2028) Gender Mainstreaming Strategy for COTRAF-RWANDA and its Trade Unions (TUs) is the first of its kind and is inspired by the Gender audit conducted in COTRAF-RWANDA and its Unions members in 2022 and the country context on gender equality as set in the country's Vision 2050. Based on this forward-looking national economic context, this strategy is meant, due to its crosscutting nature, to contribute to effective achievements of improved advocacy for women, as highlighted in the National Employment Policy 2007.

It is worth emphasizing that this strategy is in line with the current National Strategy for Transformation (NST2). Furthermore, this strategy draws from the internationally and regionally ratified development goals as encapsulated in the Sustainable Development Goals (SDGs) and the African Union Agenda 2063 respectively.

This Gender Mainstreaming Strategy was developed through different methodological approaches including desk-based review of relevant documents and consultations with stakeholders to collect views from their wealthy experience in terms of implementation of gender and employment related interventions. Collected data were processed and analyzed to come up with findings that aligned with the TORs of the assignment. The entire process led to identification of major challenges hampering the promotion of gender equality in the area of trade unions and specifically at COTRAF-Rwanda and its TUs, which informed the formulation of proposed strategic objectives.

This strategy covers the following chapters with their major components:

Chapter I discusses the context and background of the strategy, its rationale, objectives and scope.

Chapter II details the methodology used for its development.

Chapter III details the in-depth gender analysis around the strategic issues of trade unions. Key gender gaps are identified, and possible causes are discussed as emerged from consultations with resource persons at different levels.

Chapter IV is the heart of this strategy: it details proposed strategic objectives to address identified key challenges through associated outcomes, outputs, output indicators, targets and strategic interventions.

Chapter IV discusses coordination with stakeholders, implementation frameworks and monitoring and evaluation.

Abbreviations and acronyms

CEDAW	Convention on Elimination of all forms of Discrimination Against Women
CESTRAR	Centrale des Syndicats des Travailleurs du Rwanda
COTRAF	Congrès du Travail et de la Fraternité des Travailleurs au Rwanda
COTRAF-IB	Congrès du Travail et de la Fraternité des Travailleurs de l'industrie et du bâtiment
DJAF	District Joint Action Forum
EU	European Union
FES	Friedrich Ebert Stiftung
GBV	Gender Based Violence
GMO	Gender Monitoring Office
GoR	Government of Rwanda
ICT	Information Communication Technology
ILO	International Labour Organization
KIIs	Key Informant Interviews
MDGs	Millennium Development Goals
MIGEPROF	Ministry of Gender and Family Promotion
NGMs	National Gender Machineries
NST	National Strategy for Transformation
RMU	Rwanda Media Union
SDGs	Sustainable Development Goals
SMM	Senior Management Meeting
SNIC	Syndicat National Interprofessionnel de cadres
SYNATRAEL	Syndicat National des Travailleur Agriculture et Elevage
SYNATRAS	Syndicat National des Travailleurs en service
SYPERWA	Syndicat du Personnel de l'Education au Rwanda
TOR	Terms of Reference
TU	Trade Union
UNCTAD	United Nations Conference on Trade and Development

1. Introduction

Gender equality is one of the key cross-cutting issues in Rwanda's development agenda. Both Rwanda's Vision 2020 and Vision 2050 highlight gender equality and family promotion as one of the crosscutting areas¹. In this context, a firm foundation for gender equality and women's empowerment was put in place for everyone to realize their rights, voice, and options for participation in all spheres as partners and beneficiaries in the country's development. The Rwandan context proves that gender equality and the empowerment of women is paramount in the journey of national transformation. Within this gender-sensitive context, key achievements have been made including legal reforms like the enactment of gender-sensitive policies and laws that promote gender equality and women's empowerment. Some of these policies and laws include the Constitution of the Republic of Rwanda of 2003 revised in 2015 that encompasses the principles of gender equality and women's rights and provides for the minimum 30% quota for women in all decision-making organs, the land Law N° 43/2013 of 16/06/2013 Governing Land in Rwanda which guarantees equal rights between couples depending on their matrimonial regime to enjoy their rights on land. Other policies include the national gender policy of 2021 that calls all institutions to mainstream gender in their programs and projects and the inheritance law which provides for legal inheritance for women who are legally married.

Irrespective of these great achievements registered in promotion of gender equality across polices and laws, women remain overwhelmingly dominated by men, in the area of trade unions, particularly in the area of education, mining and tea plantation. For example, only 20% of women are in leadership positions at COTRAF-Rwanda and in its TUs and there is no female president of trade unions affiliated to COTRAF-Rwanda². Additionally, women's ownership of high-income generating businesses is still very low with only 20.6% female managers of medium enterprises and 10.9% of big enterprises (NISR, Establishment Census, 2020).

Based on the above context, COTRAF-Rwanda in close collaboration with FES Rwanda have commissioned the development of a gender mainstreaming strategy for COTRAF-Rwanda with the purpose of influencing a gender equality agenda through planning, implementation, monitoring and evaluation by COTRAF-Rwanda and its syndicates in order to ensure equal benefits of access and participation for both men and women, boys and girls at all levels of trade unions, which will pave the way for gender equality and women empowerment.

The gender mainstreaming strategy is developed in partnership between Friedrich-Ebert-Stiftung (FES) with the Congrès du Travail et de la Fraternité (COTRAF-Rwanda) with funding from the EU to foster social protection, social dialogue, minimum wages, and the respect of national and international labour norms in Rwanda. This project targets three sectors M(mining, tea, and education) which are simultaneously facing enormous challenges in terms of gender injustice, occupational safety, and low income. All three sectors are important for the Rwandan economy, especially when reflecting the needs of local and national solutions

¹ The State of Gender Equality in Rwanda Report, 2019

² ECV 3, NISR, Kigali, Rwanda

because the social dialogue on enterprise level is often not well developed neither in the tea nor mining industry. The working conditions are often poor and minimum standards of occupational safety are lacking.

The gender audit report of COTRAF showed that none of the audited syndicates has an anti-sexual harassment policy and gender mainstreaming is still taken as women's issues only. Furthermore, the level of awareness of different types of GBV is very low and specific needs for women are not considered.

On the same note, the findings of the gender audit revealed that developing a gender strategy with a plan of action and monitoring and evaluation for COTRAF-Rwanda and its member unions is key to increase the number of females in the trade union structure in order to create a safe working environment for women within trade union as well as to advocate for gender justice at the workplace. This will also help to adopt a bottom-up approach in planning processes that take into consideration gender responsiveness for all genders at all levels.

1.1. Rationale of the gender Strategy

The gender mainstreaming strategy in COTRAF-Rwanda and its TUs will establish gender sensitive baselines, wherever possible, to inform strategic actions and to reduce identified gender gaps. The gender mainstreaming strategy will tackle issues of low representation of women in trade unions leadership, creation of a safe environment for women in trade unions, change management for COTRAF-Rwanda and its syndicates to support women to enrol in the trade unions to address the problem of low representation.

This gender mainstreaming strategy will provide strategic actions to inform decision makers in COTRAF-Rwanda and its syndicates through their planning and budgeting processes, as well as evidence-based advocacy and resource mobilisation.

1.2. Objective of the gender Strategy

The overall objective of the strategy is to help COTRAF-Rwanda and its TUs to actively involve more women and young people in the union's work. The gender strategy will elaborate concrete policy recommendations to help COTRAF-Rwanda and its individual unions to become more sensitive on questions of gender justice and actively involve more women in the union's work.

More specifically the gender mainstreaming strategy for COTRAF-Rwanda will serve to:

- Increase the number of females in the trade union structure
- Create a safe working environment for women within trade union
- Advocate for gender justice at the workplace
- Adopt a bottom-up approach in planning processes that take into consideration gender responsiveness for all genders at all levels.

- Provide strategic interventions and targets to better promote gender equality in COTRAF-Rwanda and its syndicates.

2. Methodology

The methodological approaches used to develop this gender strategy covered the major steps including literature review, consultations through interviews and data analysis as unpacked in the following sections.

2.1. Desk review

A literature review of relevant documents was conducted to assess the current situation of gender mainstreaming within COTRAF-Rwanda and its syndicates. The review exercise mainly covered the following sources:

- COTRAF-Rwanda program documents,
- Rwanda Vision 2050 particularly as provided in its section on overarching goal 2 which provides that *(All youth, women, men, and elderly people will contribute as actors of sustainable development, ensuring that no one is left behind in benefiting from development)*
- National Strategy for Transformation (NST 1)
- Labor Force Survey
- 2022 EICV 6
- Establishment Census, 2020
- ILO Gender dimensions of employment trends and future of work: Where would women work next, 2017
- Private Sector Development Strategy 2013-2018
- ILO Gender Equality and Decent Work, 2012

2.2. Consultations

Consultations were organized in forms of individual interviews with most relevant stakeholders. individual interviews focused on deep understanding and clear orientation of different strategy interventions in the concerned sector of trade unions, which served as spaces for discussions around existing gender gaps, challenges, and strategies to overcome them.

2.3. Data analysis

Information gathered from literature review and consultations were processed and analysed through a gender lens to come up with major gender gaps or key challenges in line with

gender mainstreaming in trade unions. Findings from consultations were used to validate or invalidate the secondary data from the literature review and the whole process led to an identification of key gender gaps in trade unions, as informed by findings from consultations.

3. Desk Review

3.1. Trade unions worldwide

A trade union is an organization made up of members (a membership-based organization) and its membership must be made up mainly of workers. Its main aim is to protect and advance the interests of its members in the workplace. Most trade unions are independent of any employer. One of a trade union's main aims is to protect and advance the interests of its members in the workplace.³

Most trade unions are independent of any employer. However, trade unions try to develop close working relationships with employers. This can sometimes take the form of a partnership agreement between the employer and the trade union which identifies their common interests and objectives⁴. From the literature review, it was discovered that trade unions do not bind the syndicates 100% as the latter is not an employee of the other. Hence the roles of the trade unions are to negotiate agreements with employers on pay and conditions of the workers, to discuss major changes in the workplace such as reduction of large scale redundancy, to discuss members' concerns with employers and address any issues related to employment rights and opportunities, to accompany members in disciplinary and grievance meetings and negotiations, to provide members with legal and financial advice where needed and to provide education facilities and certain consumer benefits such as discounted insurance for the employees among others.

Some of the international legal framework to address the gender equality work in the trade union movement are as follows:

- ILO Declaration on Basic Principles and Rights at Work from 1998, which covers the 8 Core Conventions including ILO Convention no. 100 on equal pay from 1951 and ILO Convention no. 111 against discrimination (in employment and at work) from 1958
- ILO Convention no. 183 on Maternity Protection
- ILO Convention no. 189 on decent work for domestic workers from 2011
- UN Conventions on human rights
- CEDAW – the Convention on elimination of all forms of discrimination against women
- UN Sustainable Development Goal no. 5: Achieve gender equality and empower all women and girls

³ <https://www.nidirect.gov.uk/articles/introduction-trade-unions>

⁴ Idem

- The ITUC, the International Trade Union Confederation has identified 7 main areas of intervention to focus on regarding equality and promotion of women’s rights:
 - Education and training
 - Employment and equal pay
 - Social protection with special focus on maternity protection and access to health care
 - Family responsibilities (which means better understanding of and distribution of family responsibilities between men and women)
 - Harassment and violence against women
 - Freedom of association
 - Integration into trade unions

3.2. Trade Unions in Rwanda

The constitution of Rwanda provides for the right to create professional associations and labour unions, and union membership is voluntary and open to all salaried workers. There are no restrictions on the right of association, but all unions must register with the Ministry of labour for official recognition.

There are no known cases in which the government has denied such recognition. The constitution also provides for the right to strike, although unions are required to first go through a series of negotiation before going on strike.

CESTRAR is the main union body in Rwanda. Created in 1985. Its services to affiliated unions primarily focus on strengthening capacities for membership drives, unionization, legal assistance. CESTRAR also carries out a range of lobbying activities on privatization, income taxes, and the new labour code. In this last area, it has worked in concert with other civil society groups on issues of mutual concern. For example, CESTRAR worked with Pro-Femmes, Haguruka, and Forum of Women Parliamentarians on the issue of maternity leave.

CESTRAR has also launched several civic education campaigns on democracy, good governance, and the fight against corruption. They produced a comprehensive training manual that covers topics such as definitions of democracy, the role of government in a democracy, understanding abuses of power, citizen rights and responsibilities under democracy, elections and participation by citizens and union members.

Le Conseil de Concertation des Organisations Libres au Rwanda (COSYLI), a collective of seven unions, was created in 1993 as an independent alternative to CESTRAR. It was officially recognized in 1997. It shares many of the same goals as CESTRAR and has as its central mission the defence of worker rights in disputes with employers, but it also appears to have a more explicit focus on women’s and children’s rights.

COTRAF-Rwanda is a trade union established in 2003 with the aim of revamping STRIGECOMI which was established in 1989. It is composed by following 6 Trade Unions:

- COTRAF IB : Congrès du Travail et de la Fraternité des Travailleurs de l'industrie et du bâtiment (Industries and Construction)
- SYNATRAEL : Syndicat National des Travailleur en Agriculture et Elevage (Agriculture and animal husbandry)
- SYPERWA : Syndicat du Personnel de l'Education au Rwanda
- SNIC: Syndicat National Interprofessionnel de Cadres (Civil servants, Universities and Higher Learning Institutions staff)
- SYNATRAS : Syndicat National des Travailleur en Service (Services Providers)
- RMU: Rwanda Media Union

In addition to institutions that aim at improving the rights of workers and safety of working environment, three federations of trade unions namely Centrale des Syndicats des Travailleurs au Rwanda CESTRAR, Confederation of Free Trade Unions of Rwanda (COSYLI) and the Congress of Labour and Fraternity in Rwanda (COTRAF) in Rwanda have achieved a lot as far as fighting for workers' rights and safe working conditions is concerned.

3.3. Women Representation in Trade unions in Rwanda

Rwanda is internationally recognized for its efforts of promoting women's empowerment. In the aftermath of the 1994 genocide, the Government embarked on both policy and legal reforms to address the political, social, legal, and economic status of women. The key ones were legal reforms to give women property rights, and to enable them to inherit property, including land and the right to work just like their male counterparts. Despite these positive changes that have been done by the government, the number of women in trade unions is still very low as the patriarchal culture and gender disparities continue to characterize gender relations in Rwanda. Cultural factors play a significant role in determining men's and women's roles and responsibilities, capacities, and decision-making authority. Rwanda remains a deeply patriarchal society and cultural attitudes to women remain negative, especially in trade unions. There is high tolerance of gender inequalities and women are expected to take on the double burden of domestic work and childcare as well as productive work (NISR et al 2011). Although there is high representation of women in the public sector at national level there is still a long way to go at trade union levels (Gender Monitoring Office 2011, 2013).

3.4. Overview of Gender issues at COTRAF-Rwanda and affiliated TUs

The following are the summarized issues/gaps indicated by the gender audit carried out within COTRAF-Rwanda and its affiliated trade unions in 2022:

3.4.1. Low representation of women in leadership positions

- **Few females in leadership position:** None among presidents is a female; and only one out of six vice presidents (about 20%) are female.

- **Gender Bias:** One of the biggest barriers for women seeking leadership roles is the persistent gender bias that exists in many organizations. Men are often seen as more competent and capable of leadership than women, even when they have the same qualifications. Men tend to be more assertive and dominant, whereas women tend to be more communal, cooperative and nurturing.
- **Lack of Role Models:** It can be challenging for women to envision themselves as leaders if they don't have strong role models to look to for guidance and inspiration. When women see few other women in leadership positions, it can be harder for them to believe that they too can achieve roles at the executive level.
- **Work-Life Balance:** Many women face challenges in balancing their work and personal lives, which can make it difficult for them to pursue leadership roles. For example, women may be more likely to take on caregiving responsibilities for children or elderly relatives, which can impact their ability to devote time and energy to their careers.
- **Stereotypes and Expectations:** There are still many stereotypes and expectations about what a leader should look and behave like, and these often do not align with the traditional roles and expectations placed on women. As a result, women may feel that they do not fit the mould of a leader and thus may not feel confident in pursuing leadership roles. However, these stereotypes seem to be changing as several studies found that men view women as equally effective in leadership roles.
- **Limited Access to Networks and Opportunities:** Women may have less access to networks and opportunities that can help them advance their careers and become leaders. According to the World Economic Forum, women have a harder time building strategic networks that help them to envision the future, sell ideas and get the information and resources they need to succeed. They may be less likely to be invited to join professional organizations or be given leadership training and development opportunities.

3.4.2. Lack of gender sensitivity in recruitment procedures

The recruitment was not found gender sensitive. According to consultations, it was revealed that trade unions were conceived by men, ruled in a patriarchal way where men made decisions a lot and this has continued to reflect until to date.

3.4.3. Lack of anti GBV policy in COTRAF-Rwanda

The gender audit report (2022) showed that none of the audited syndicates has a sexual harassment policy and gender mainstreaming is still taken as a women's issues only. The trade unions also lack a code of conduct that prohibits gender-based discrimination and promotes fairness in the workplace.

3.4.4. Lack of gender responsive planning and monitoring

The strategic plan of COTRAF-Rwanda is gender neutral; however, there is no Human Resource Policy and current annual plan as well as report.

3.4.5. Limited capacity building on gender related matters

From the consultations, it was revealed that the level of awareness of different types of GBV is very low and specific needs for women are not considered within COTRAF-Rwanda and the syndicates. There are no provisions for gender or gender-based violence related training. FGDs revealed that no gender training has been undertaken for staff/members at all level.

The Trade Union management revealed that they have commission in charge of gender but they don't have enough gender related skills, there is lack of training on different aspects to put them in leadership positions.

4. Strategic Objectives and Associated Interventions for the Gender Strategy in COTRAF-Rwanda

Given the complexity of gender and trade union issues and the diverse nature of identified challenges, an efficient and effective approach has to be adopted for the creation of a holistic, productive and freely chosen gender strategy. It is important to highlight that while the trade unions act mainly as facilitators, negotiators and advocates for creating a friendly work environment for everyone taking into consideration gender dimension would rest on the COTRAF-Rwanda.

This chapter discusses the strategic objectives and associated interventions to address the identified challenges which hinder effective gender mainstreaming in structures, policies and programs of COTRAF-Rwanda and its syndicates. Prior to the discussion of the strategic objectives, it also provides for the vision, mission and objectives of the Gender Strategy for COTRAF-Rwanda.

4.1. Strategic objectives and associated interventions

This section outlines four strategic objectives which are aligned with identified key challenges as discussed under this chapter. These strategic objectives are comprised of strategic interventions/activities to guide the implementation of the Gender Strategy for COTRAF-Rwanda.

Strategic Objective 1: Strengthen the leadership capacities of women members of COTRAF-Rwanda

- **Activity 1.1:** To develop gender policy within Cotraf-Rwanda and its affiliated trade unions to promote gender justice

- Activity 1.2 To promote safe space for females in trade unions by creating a female trade union forum
- Activity 1.3: Special training on Feminism and safeguarding for female representatives in each trade union affiliated to Cotraf-Rwanda
- Activity 1.4: Develop a new recruitment methodology attracting skilled women to join trade union

Strategic Objective 2: Create a gender-sensitive work environment in COTRAF - Rwanda and affiliated Tus

- **Action 2.1:** Establish a gender desk bureau within Cotraf-Rwanda.
- **Action 2.2:** Adopt 30 % of women in decision-making positions at COTRAF-Rwanda and affiliated Tus
- **Action 2.3:** Mobilisation and follow-up to ensure 30 % of women in decision-making making is respected at all levels (to match with the national guidelines/regulations);
- **Action 2.4:** Develop or revise all statutory documents and policies to ensure they are gender sensitive.
- **Action 2.5:** Make known the anti-sexual policy among all the trade union members
- **Action 2.6:** Establish separate washrooms (for women and for men) in COTRAF and affiliated Tus.
- **Action 2.7:** Establish childcare facilities in COTRAF and affiliated TUs.

Strategic Objective 3: Contribute to transformation of trade unions for gender equality

- **Action 3.1:** Conduct mobilization campaigns to support and empower women joining trade unions to advocate for their rights and the rights of other workers.
- **Action 3.2:** Unpack different gender equality-related policies, laws and regulations to increase advocacy for better working conditions for all.

Strategic Objective 4: Strengthen coordination, monitoring and evaluation of the gender strategy

- **Action 4.1:** Prepare annual plans and reports to ensure both are gender sensitive with sex disaggregated data or indicators.
- **Action 4.2:** Ensure planning is done through a bottom-up approach to take into consideration gender responsiveness for all genders from grassroots on.
- **Action 4.3:** Mobilize funds to implement gender and GBV related activities like trainings, mobilisation campaigns and advocacy initiatives (through grants or other sort of resources mobilisation).
- **Action 4.4:** Develop gender sensitive checklists and guidelines for the coordination committee to guide the implementation of this strategy.
- **Action 4.5:** Conduct regular midterm review and final evaluation on the implementation of this strategy. (After 2.5 years; and after 5 years).

ANNEX1: Logical framework

Strategic Objectives	Activities	Indicator	Target	Baseline	Source of data	Timeline in Years (2024-2028)					Budget in RWF
						1	2	3	4	5	
Strategic Objective 1: Strengthen the leadership capacities of men and women members of COTRAF-Rwanda and affiliated TUs Output: Equitable distribution of leadership positions between men and women (at least 30% of leadership positions held by women)	Activity 1.1: To develop gender policy within Cotraf-Rwanda and its affiliated trade unions in order to promote gender justice.	Gender Policy	1	0	COTRAF-Rwanda and affiliated TUs	X					2,000,000
	Activity 1.2: To promote safe space for females in trade unions by creating a female trade union forum	Female trade union forum	1	0	Cotraf	X					1,000,000
	Activity 1.3: Special training on Feminism and safeguarding for female representatives in each trade union affiliated to Cotraf Rwanda	Number of female trade unions trained	200	0	COTRAF-Rwanda and affiliated TUs			X	X	X	1,000,000
	Activity 1.4: Develop a new recruitment methodology attracting skilled women to join trade union	1 recruitment strategy developed	1	0	COTRAF-Rwanda and affiliated TUs		X				1,000,000
	Activity 1.5: Training of trade union leaders on gender-responsive budgeting and planning to COTRAF-Rwanda and affiliated TUs	Number of trained participants	50	0	COTRAF-Rwanda and affiliated TUs	X	X				4,000,000
Total SO 1											16,000,000

Strategic Objectives	Activities	Indicator	Target	Baseline	Source of data	Timeline in Years (2024-2028)					Budget in RWF	
						1	2	3	4	5		
Strategic Objective 2: Create a gender sensitive work environment in COTRAF Rwanda and affiliated TUs Output: A conducive working environment for both men and women (existence of relevant gender related policies and guidelines)	Action 2.1: Establish a gender desk bureau within Cotraf-Rwanda	1 person appointed	1	0	COTRAF-Rwanda and affiliated TUs	X					500,000	
	Action 2.2: Adopt 30 % of women in decision-making positions at COTRAF-Rwanda and affiliated TUs	Gender audit report	30%	0% on president 20% on Vice-president	COTRAF-Rwanda and affiliated TUs	X	X	X	X		X	0
	Action 2.3: Develop or revise all statutory documents and policies to ensure they are gender sensitive	Statutory documents and policies revised	All	0	COTRAF-Rwanda and affiliated TUs	X						1,000,000
	Action 2.4: Adopt a policy on sexual exploitation and abuse (PSEA) and establish a reporting mechanism for GBV cases (COTRAF and affiliated TUs)	Existence of a PSEA and reporting mechanisms	PSEA and reporting mechanisms	0	COTRAF-Rwanda and affiliated TUs	X						3,000,000
	Action 2.5: Establish separate washrooms (for women and for men) in COTRAF and affiliated TUs	Separate washrooms	At COTRAF-Rwanda and TUs	0	COTRAF-Rwanda and affiliated TUs			X	X	X		0

Strategic Objectives	Activities	Indicator	Target	Baseline	Source of data	Timeline in Years (2024-2028)					Budget in RWF
						1	2	3	4	5	
	Action 2.6: Establish childcare facilities in COTRAF and affiliated TUs	childcare facilities	At COTRAF-Rwanda and TUs	0	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	7,000,000
Total SO2											28,000,000
Strategic Objective 3: Contribute to transformation of trade unions for gender equality Output: Raised awareness on gender equality at	Action 3.1: Make known the anti-sexual policy among all the trade union members	Anti-sexual harassment policy available and communicated publically within Cotraf-gatherings	1 anti-sexual harassment policy	0	COTRAF-Rwanda and affiliated TUs	X					1,000,000
	Action 3.2: Establish a gender focus person at the district level and link her/him with One stop Centre at the district Level.										

Strategic Objectives	Activities	Indicator	Target	Baseline	Source of data	Timeline in Years (2024-2028)					Budget in RWF
						1	2	3	4	5	
COTRAF and affiliated TUs	Action 3.3: Conduct Mobilization campaigns to support and empower women joining trade unions to advocate for their rights and the rights of other workers;	Annual Mobilisation campaigns	5	0	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	10,000,000
	Action 3.4: Promoting gender seal certification programs in all companies where Cotraf is present.	Number of Companies with gender seal awards	6	0	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	1,000,000
	Action 3.5: Establish Gender Accountability Week in Cotraf	Annual activity during the gender accountability week	1 week in year	0	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	1,000,000
	Action 3.6: Establish a suggestion box for gender accountability in all companies where Cotraf is present	Suggestion boxes available to the public	50	0	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	1,000,000
	Action 3.2: Creating trade union clubs in secondary school and empower youth females to join trade unions.	Trade union Clubs	5	0	COTRAF-Rwanda	X					3,000,000
Total SO 3											18,000,000
Strategic Objective 4:	Action 4.1: Prepare annual plans and reports and ensure both are gender	Annual plans	7	-	COTRAF-Rwanda	X	X	X	X	X	7,000,000

Strategic Objectives	Activities	Indicator	Target	Baseline	Source of data	Timeline in Years (2024-2028)					Budget in RWF
						1	2	3	4	5	
<p>Strengthen coordination, monitoring and evaluation of the gender strategy</p> <p>Output: Smooth implementation of all the planned activities under this strategy</p>	sensitive with sex disaggregated data or indicators				and affiliated TUs						
		Annual Reports	7	-	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	7,000,000
	Action 4.2: Hold annual planning session with all members to ensure planning is done through a down – top approach to take into consideration gender responsiveness for both men and women from grassroots	Report of the annual planning session (consultation session)	7	-	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	14,000,000
	Action 4.3: Mobilize funds to implement gender and GBV related activities like trainings, mobilisation campaigns and advocacy initiatives (through grants or other types of resources mobilisation)	Projects/ Grant proposals	10	-	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	5,000,000
	Action 4.4: Develop gender sensitive checklists and guidelines for the coordination committee to guide the implementation of this gender strategy;	gender sensitive checklists and guidelines	7	0	COTRAF-Rwanda and affiliated TUs	X	X	X	X	X	7,000,000
	Action 4.5: Conduct regular midterm review and final evaluation on the	MTR and Endline report	2	0	COTRAF-Rwanda			X		X	6,000,000

Strategic Objectives	Activities	Indicator	Target	Baseline	Source of data	Timeline in Years (2024-2028)					Budget in RWF
						1	2	3	4	5	
	implementation of this gender strategy (after 2.5 years; and after 5 years).										
Total SO 4											46,000,000
OVERALL TOTAL IN FIVE YEARS (2024-2028):											108,000,000

ANNEX2: Definition of Terms

Gender: it is *socially constructed* set of roles.

Empowerment: empowerment encompasses self-sufficiency and self-confidence and is inherently linked to knowledge and voice. Empowerment is a function of individual initiative, which is facilitated by institutional change.

Gender analysis: The systematic assessment of policy and practice on women and men respectively and on the social and economic relationships between the two. The application of a gender perspective to the development issue which is being addressed requires an analysis of the gender division of labor, the identification of the needs and priorities of women and men, the identification of existing opportunities and constraints to the achievements of development objectives and the choice of an intervention strategy to address these.

Gender-Based Violence: The GBV is defined in the Law on Prevention and Punishment of Gender-based Violence as: “[Any] act that result in a bodily, psychological, sexual and economic harm to somebody just because they are female or male. Such act results in the deprivation of freedom and negative consequences. This violence may be exercised within or outside the household.”

Gender Blindness: The inability to perceive that there are different gender roles and responsibilities and, consequently, the failure to realize that policies, programs and projects may have different impact on women and men.

Gender Budget: a budgeting method that takes into account how a government or an organization’s budget affects men and women, boys and girls, it also looks at how the budget affects budget or looking for additional resources for women.

Gender Concerns/Issues arise where an instance of gender equality is recognized as unjust. The fact that women have a higher of illiteracy than men is a gender concern and would need to be taken into account in a project that requires literacy skills. Other examples of gender – specific issues are: Female genital mutilation, violence against women, discrimination of men in family planning services, etc.

Gender/Sex disaggregated data: The collection of information and the analysis of results on the basis of gender.

Gender discrimination: providing differential treatment to individuals on the grounds of their gender. This involves systematic and structural discrimination against women in the distribution of income, access to resources, and participation in decision making. Structural discrimination may exist where the societal system of gender discrimination is practiced by public or social institutions. It becomes more entrenched if it is maintained by administrative rules and laws, rather than by only custom and tradition.

Gender Division of labour: an overall societal pattern where women are allotted one set of gender roles and men allotted another. This division is not based on skill, but on the basis of sex. An unequal gender division of labor refers to a situation in which one gender category not only carries most of the burden of the labor in question, but one where there exists an unequal division of rewards based on gender.

Gender Equality: Requires equal enjoyment by women and men of socially valued goods, opportunities, resources and rewards. Achieving gender equality requires changes in the institutional practices and social relations through which disparities are reinforced and sustained.

Gender Equity: Justice in the distribution of resources, benefits and responsibilities between women and men, boys and girls. The concept recognizes that power relations between girls and boys, men and women are unequal, and that such inequalities should be addressed.

Gender Mainstreaming: a process of identifying, taking full account of and integrating the needs and interests of women and men into all policies, strategies, programs, and administrative and financial activities. It involves the recognition of examining the co-operative and conflictual relations which exists between women and men. It utilizes gender analysis as a tool to enhance and enable development practitioners to identify the opportunities and constraints that each gender faces and to determine whether the policies and programs that they implement provide the same opportunities for women and men. Gender mainstreaming also seeks to involve women, to the greatest possible extent, in development decision making process.

Gender needs: These needs arise out of the relative positioning of women (and men) in relation to the gender division of labour. They are usually different for men and women.

Gender roles: A set of social and behavioural norms that are generally considered acceptable for women and men within a particular social system or group, and that determine the tasks and responsibilities conventionally attributed to them. Traditionally, the roles assigned to women and men have placed them in differing positions of power and social value; as such, efforts aimed at human development must necessarily question this distribution in order to eliminate power imbalances.

Gender sensitive indicator: A number, a fact or a perception whose purpose is to point out how far and in what way a development program or project is meeting its gender objectives and achieving results related to gender equity.

Gender stereotypes: A set of beliefs shared by a given social system regarding the different attributes or characteristics of women and men which are used to maintain the assignment of gender roles.

Sexual Exploitation: The abuse of a position of vulnerability, differential power, or trust for sexual purposes; this includes profiting monetarily, socially or politically from the sexual

exploitation of another.

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