



***NARRATIVE REPORT ON TRAINING OF TRAINERS ON
GENDER EQUALITY, WOMEN'S EMPOWERMENT AND
LEADERSHIP IN RWANDA***



Huye February 2020

Introduction

In partnership with United State of America Embassy in Rwanda, KEEPCARE Rwanda has conducted training of trainers on gender equality, women's empowerment and leadership in Rwanda to 15 women leaders in Huye District under the project entitled "Promoting women participation and influence in decision making in Rwanda." The training was conducted to address the gap of low participation and influence of women leaders in decision making process and aimed at increasing leadership skills to women leaders so that they will train other women leaders and increase their participation and influence in decision making process in district plans; district development plans (DDS), performance contracts (IMIHIGO) and budgeting so that the aspect of gender equality, women empowerment and Gender Based Violence are reflected and addressed.

The overall objective of the training was to improve leadership skills of women leaders, their plan and evaluation of achievement, use available documents and analyze its implementation like policies and program and to provide them with facilitation skills so that they can train other women leaders.

Specific objectives of the training

- To equip women with skills and knowledge in leadership and decision making
- To train women who will train other women
- To engage women to participate in decision making, elections for political positions and influence the district plans and budget to respond to gender issues
- To increase the knowledge of women in GBV, advocacy and women empowerment

Profile of trainees

The profile of 15 women leaders from huye district and its 7 sectors that were trained is the following:

- Chairperson of District Council
- Vice Mayor welfare
- District NWC coordinator

- Social Protection Officer
- Water and Sanitation Officer
- District Education Officer
- Gender Officer
- NWC Coordinator Ngoma
- NWC Coordinator Tumba
- NWC Coordinator Mukura
- NWC Coordinator Huye
- NWC Coordinator Gishamvu
- NWC coordinator Karama
- NWC coordinator Mbazi

The training was conducted with the expectations that at the end,

- Seven pair of women leaders will be formed to train other women leaders
- Women will increase their knowledge and skills in leadership, advocacy, GBV and women empowerment
- Women will increase their self-confidence to influence the decision making

Contents of the training

The training was held at Galileo Stadium Hotel in Huye district from 24th to 27th February 2020.

It has focused on different topics which includes but not limited to:

- Understanding power
- Gender and GBV
- Women's empowerment and
- Leadership

On the topic of **understanding power**, participants have been explained different types of power which are Power within, Power with, Power to and Power over. On this topic, participants have done 2 exercises: One exercise was on how we exercise our power where participants were asked to think about when they have used all those types of power and how they felt in using them. Another exercise was conducted by giving participants small papers in which a statement were

written and the participant read out the statement and tell other participants which types of power is the statement.



Photo of Participants doing the exercise on Power, reading the statement and tell other participants which type of power is the statement.

On the topic of **Gender and GBV**, Gender was defined as socially constructed characteristics between men and women, boys and girls, and differentiated from sex in a way that sex is a biological characteristic that someone is born with and it is universal, whereas gender roles are dynamic and can change over time. GBV was defined as act that results 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.

On this topic, participants have done an exercise which requires them to identify, define and give examples of type. Here are the types of GBV they identified:

- **Physical violence:** the intentional use of physical force with the potential to cause harm, injury, disability or death; they gave examples of beating, burning etc
- **Psychological violence:** trauma to the victim caused by acts, threats of acts or coercive tactics; these threats are often related to sexual or physical violence. Examples they gave were insults, bad name calling, and constant criticism and so on.

- **Economic violence:** denial of economic rights to property, succession, employment or other economic benefits; examples they gave here are denial to the use of one's salary or selling a property without the consent of another partner.
- **Sexual violence:** act of forcing another individual, through violence, threats, deception, cultural expectation, weapons or economic circumstances, to engage in sexual behavior against her or his will, this may include rape, showing sexually explicit objects and so on.

On the topic of **Women empowerment**, participants discussed the role of unpaid care works as a barrier to women empowerment. Here they made a comparison of a 24 hours of a man and a woman in rural area and 24 hours of an employed man and woman in urban area. What they found is that a woman in rural area has many works to do compare to his man so that she does not even have the time to rest. They also found that an employed woman in urban has responsibilities related to her job which add on to other responsibilities that she has to fulfill as a woman at home which shows that she has many works to do compared to his man.



Participants being trained on women's empowerment

On the topic of leadership, participants were explained that leadership is an activity not a position, it starts with you and you engage others. Participants were assisted to analyze their strengths and weaknesses as it is important to know what you are good at so that you know where to seek help from others.

Trainers from Kansas State University continue by explaining adaptive leadership as a practical leadership framework that helps individuals and organizations to adapt and thrive in challenging environments. They went on explaining four practices of Adaptive Leadership which are:

- Diagnose the situation
- Manage Self
- Intervene Skillfully
- Energize others

In diagnosing the situation, participants were explained that you have to distinguish technical problems with adaptive challenges. Trainers stated that most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems. They continue by explaining to participants that technical problems have known solutions that can be implemented by current know how. They can be resolved by through the application of authoritative expertise and through organization's current structures, procedures and ways of doing. Adaptive challenges, on the other hand, require new learning because there is no clear or known solution. Adaptive challenges can only be addressed through changes in people's priorities, beliefs, habits and loyalties. Some problems may come mixed, with the technical and adaptive elements intertwined.

In **managing yourself**, participants were explained that exercising leadership effectively requires knowing yourself enough to understand how well you are situated. This involves challenging your assumptions about your strength and weaknesses as well as expanding your repertoire of possible responses.

In **intervening skillfully**, participants were explained that you have to do intentional and skillful acts towards progress. Intervene skillfully will require you to manage conflict by bringing it into

the open and working through it productively.

Trainers stated that you can intervene skillfully when you:

- Distinguish leadership vs authority; by find it extremely useful to see leadership as a practice, an activity- to view leadership as a verb not a job. Authority, power and influence are critical tools, but they do not define leadership.
- Raise the heat, by drawing attention to the tough questions and give people more responsibility than they are comfortable with.
- Create a trustworthy process, by building trust with one another so that people are free to express ideas, thoughts and opinions.
- Acting experimentally, by asking questions, discovers what are essential, what is expendable and what innovation to can work.
- Share the work and
- Hold on Purpose

In **energizing others**, participants were explained that exercising leadership on adaptive challenges requires engaging others. Engaging others means connecting interests, attending to how people work together and inspiring them to make progress.



Participants being trained on Leadership by Dr. Chance and RJ from Kansas State University/School of leadership.

After covering those topics, participants agreed on a way forward which is to give the invitation of the training on men's engage to their partners, and select other women leaders between 15 and 20 and train them on gender equality, women's empowerment and leadership.

Conclusion,

The training has been successful because all the training topics were covered and participants have attended even though it was not easy due to their responsibilities but they have fully participated in the training.



Participants and trainers with their certificates after completing the training