

# **Leadership training, Phases 1, II & III (Dates: Jan 7<sup>th</sup>-9<sup>th</sup>, 11<sup>th</sup> – 13<sup>th</sup> and January 30,31 &Feb 1 2007)**

**Place: Nyagatare (former LWF field premises)**

## **Training Reports**

### **Phase 1**

**Leadership training participants from Byumba, Rukira Rusumo, and Nyarubuye  
at former Nyagatare LWF premises (not in picture)**

#### **1. INTRODUCTION:**

Leadership training was organized by Lutheran Church of Rwanda. It was held in Nyagatare Lutheran church training center from 7<sup>th</sup> - 9<sup>th</sup>, 11<sup>th</sup>-13, and 30-31 Jan- Feb 1<sup>st</sup> 2007. Participants came from Kayonza, Byumba, Rukira, Nyarubuye, Rusumo, Kigali and Kayonza/Rwamagana, and Bugesera.

The purpose of training was to equip LCR pastors and potential leaders (men and women) from each parish to acquire skills and desire in leadership that would push every individual to build a culture of accountability to each other..... and do monthly reports. Participants numbered forty eight (48). Two participants from Japan International Cooperation Agency (JICA) asked pastor John Rutsindintwarane if they could join the training. Therefore, we had a total number of 50 participants.

#### **Facilitators:**

Muvunyi Gerard from KwaZulu Natal university (S.Africa) Mrs. Dina Gitema from Jijuka women association, Family Planning, Eastern Province), Pastor John Rustindintwarane (Lutheran Church of Rwanda and Congregations Rebuilding Community in Rwanda, Mumeya), Mr. Emanuel Mukunzi (Ministry of Justice, and Land Issues, office of the President) and three members of Mumeya community ( Paulina, Ezra and Specioza), facilitated the training to meet training objectives.

#### **Specific training objectives:**

- To increase the capacity for Districts, parishes, and congregations in leadership development activities, peace building and justice
- To give District pastors and lay leaders the capacity to identify problems in their areas of work, be able to intervene by breaking problems into issues (PICO model)
- Assisting the pastors and parish potential leaders to develop capacity in management skills.
- To develop skills in reporting and monitoring system and build a culture of accountability to all stakeholders from parish, district, head office Kigali to the LCR partners and friends.

## 2. List of Participants:

#	Name	Gender		Parish
		Male	Female	
1	Rev. Habiyakare Martine	√		Kibungo
2	Rev.Mahirane Gerard W.	√		Nyarubuye
3	Rev,Mbarushimana Berard	√		Byumba
4	Rev.Ntawutaramryundi Joas	√		Gasarabwaye
5	Rev.Mugabo Evariste	√		Kirehe
6	Rev.Kayitana John	√		Rwanteru
7	Rev.Nzajyibwami Silasi	√		Mumeya
8	Ev.Mugabo Athanse	√		Kirehe
9	Bizimana Ananias	√		Nyarubuye
10	Kanyamahungu Augustin	√		Rwanteru
11	Ndikumana Edson	√		Mumeya
12	Mukarushema Eline		√	Rwanteru
13	Usabyenzeza Poline		√	Mumeya
14	Nkubana Ezra	√		Mumeya
15	Manarigaba Emanuel	√		Ngarama
16	Mukanzanira Josephen		√	Ngarama
17	Dusengimana Speciose		√	Mumeya

18	Uwampaye Evangeline		√	Rukira
19	Mukandahiro Jannette		√	Rwanteru
20	Mistengayire Cabale lesien		√	Kirehe
21	Mukakalala Drothee		√	Rukira
22	Mukamwiza Saveline		√	Mumeya
23	Nyandwi Celestine	√		Gasarabwayi
24	Gatari Jean Paul	√		Kayonza
25	Munyandinda Martin	√		Rwanteru
26	Ngerejeho Innoncent	√		Rukira
27	Niyonzima Epharaim	√		Rukira
28	Mpuguje Elnest	√		Gasarabwayi
29	Kabakama Cosmas	√		Kirehe
30	Rev.Muzigura Faustin	√		Nyamata- Kigali
31	Mr.Ntacyumpaye J.Damacent	√		Nyamata- Kigali
32	Rev. Bashasho Paschal	√		Kabuga - Kigali
33	Mr. Bagaragaza Jamvier	√		Kabuga Kigali
34	Mrs Mukabaranga Magureti		√	Kigali
35	Ev.Mukundane Robert	√		Nyagatare- Umutara
36	Rev.Ruhinda Theonest	√		Ngagatare- Umutara
37	Mukamunana Dorocy		√	Ngagatare- Umutara
38	Rev.Ntidendereza David	√		Ngagatare- Umutara
39	Rev.Twahirwa Eledard	√		Kagitumba -

				Umutara
40	Mbabazi Edith		√	Kagitumba - Umutara
41	Nzarora Emanuel	√		Kagitumba - Umutara
42	Twesigye George	√		Matimba - Umutara
43	Rev.Ntagwabira Isaya	√		Bugaragara- Umutara
44	Uwamwezi Meleciana		√	Bugaragara- Umutara
45	Nkubana Ezra	√		Mumeya - Kibungo
46	Dusengimana Specioza		√	Mumeya - Kibungo
47	Nsabyenzeza Poulina		√	Mumeya - Kibungo
48	Ev.Buyenzi Apolo	√		Bugaragara- Umutara
49	Kabasinga Fatia		√	JICA- Nyagatare
	Yuiko Watamoto		√	JICA- Nyagatare
Total		33	17	50 participants

### **3. TRAINING PROGRESS:**

#### **Day 1: Preparation:**

In both sessions, all participants arrived at Nyagatare training center safely; welcomed by Muvunyi Gerard in collaboration with Nyagatare parish members led by Mr.Mukunzi Emmanuel.

In all sessions that started from Jan 7<sup>th</sup> – 9<sup>th</sup> and Jan.11<sup>th</sup> – 13<sup>th</sup> 2007, it was agreed each morning we start the day with prayers. Pastors or any willing person would lead us in prayers before we start training. We also agreed that we would end the day with prayers. The prayers were organized and led by Pastors Mugabo Evariste from Kirehe and David Ntidendereza from Nyagatare parish.

#### **DAY 2- : .**

Mr. Muvunyi Gerard, a student from KwaZulu Natal university in South Africa, opened morning session by leading the participants to understand the purpose of the workshop. That it was organized to enable pastors and parish potentials leaders to strength capacity in leadership skills, development activities, peace, and justice. He thanked Pastor John for organizing the training; for it enables parishes to organize themselves to move towards sustainable development and peace building. Muvunyi shared with the participants applied methods (such as participatory, group work, personal experience, work in pairs, role play)...to be used by facilitators .

The 2<sup>nd</sup> session of the training started on 11<sup>th</sup> January 2007. Pastor John, opened by thanking the ELCA Division for Global Mission East Africa for funding Leadership training. Pastor John emphasized transformation of our thinking by changing our mindset through integrating the word of God into sustainable peace and development. In his speech, John emphasized self sustainability, team work, efficiency and community participation for development of our church. He asked pastors to use knowledge gained from the training to make a difference. He promised that such trainings will continue in phases aiming to strengthen potential leaders and pastors to build their capacity and management skills.

#### 4. LESSONS:

##### Lesson I:

*1. Leadership and responsibilities in a young developing church:*

*Facilitator: Emmanuel Munkuzi*

*LLB: University of Dar-es-salaam*

*From Ministry of Justice, Gov. of Rwanda: Land Reform, Eastern Province*

The facilitator used experience from his Kigali parish where all parishioners had committed themselves to getting out of the tent they had been worshipping in by building a permanent church.

He pointed out some of the characteristics of a good leader:

- A leader has a follower
- Leads by example
- Has a vision
- Takes initiatives
- Take risks
- A leader cares
- He/she delegates
- Learns from others
- Connects the scripture with daily life...

##### Lesson II:

*Activities in our parishes and Reporting:*

*Facilitators: Muvunyi Gerard – University of Kwazulu Natal, BA in community Development studies*

*Pr. John Rutsindintwarane*

1. Activities in our parishes
  - Spiritual: prayers, fellowships, and other church services.
  - Social activities: community meetings, support for vulnerable, poor, and sick

- Development activities e.g. From Mumeya community, community organizing that leads to self help activities such helping widow and orphans get permanent shelter etc. , stewardship
- Health issues, e.g. HIV/AIDS
- Water activities e.g. : provision of accessible potable water
- Food security.
- Peace and reconciliation activities e.g. Support of vulnerable and poor, sport activities, festivals youth and women activities in the parish etc.
- Emergency and relief activities e.g. supporting Rwandan refugees from Tanzania. Lutheran parishes responded by organizing parishioners to provide food relief to the refugees at Kiyanzi.
- Human rights issues and justice activities

The facilitators emphasized that clear reports for such activities are very important and suggested that after a period of time monitoring of such activities must be done to measure the indicators .

## 2. Importance of Reporting:

- To know the progress/sebacks of activities.
- To know if activity plan is being followed
- To check whether financial /Budget plan is being followed
- To identify the achievements, weakness, and problems
- To meet donors' requirements
- Assist in monitoring and evaluation of activities

## 3. When do we need to submit the report

- During and after implementation of activities.
- When the management requests the report
- In each monthly pastors' meeting

## 4. Where do we submit the report:

- To Lutheran Church of Rwanda's headquarters in Kigali.
- To donors- especially sister parishes

- To other partners in collaborations
  - To all parishioners and any stakeholders
5. Types of reports required :
- Financial report- Monthly/quarterly/annual
  - Activity report – monthly or Quarterly
  - Monitoring report
  - Annual report
6. Who submits the report:
- Parish pastors
  - Potential leaders elected by parish/community
7. Components in a report:
- Geographical situation /Characteristics of the parish/District
  - Activities in progress – implemented activities
  - Provide Data/ figures in reported activities e.g how many women/men attended the training , how many orphans supported , when supported and how,
  - Indicate the Impact / expected outcome of implemented/planned activities
  - Indicate the achievements and the challenges
  - Suggest the solution / give your opinion

***Lesson III:***

***Community organizing around problems: Example from Mumeya’s leaders:***

***Facilitators:***

1. Mrs. Paulina Usabyenzeza: A leader from Mumeya Congregations Rebuilding Community in Rwanda (CRCR)
2. Specioza Dusengimana: A leader from Mumeya Congregations Rebuilding Community in Rwanda (CRCR)

3. Ezra Nkubana: A leader from Mumeya Congregations Rebuilding Community in Rwanda (CRCR)

4. Rev. Cyrus Nzajjibwami: Lutheran pastor, Mumeya parish

The lesson was divided into 4 parts

1. Part : Rev. Cyrus Nzajjibwami's story

**His Experience:**

- Got leadership training from Pr. John Rutsindintwarane in April 2006. Went back to Mumeya to share learning with Mumeya people.
- Mumeya people asked Rev. Cyrus Nzajjibwami to ask Pr. John Rutsindintwarane to visit them and help them to find out how to solve problems facing them particularly to get rid of traveling 30 km from homes to the hospital.....
- Pr. John accepted invitation.... met the community of Mumeya and local authority to listen to the dream they have for Mumeya village. Conducted 1-1s surveys with trained leaders from the community and found out that all the people needed the clinic.
- Trained 25 potential leaders from different denominations to transform their lives.

2. Ezra NKUBANA

**His story & Experience:**

Ezra is one of the Congregations Rebuilding Community in Mumeya and a local leader who visited Pastor John and Pastor Cyrus Nzajjibwami . Ezra told the trainees. "I was among the first trainees who had been trained to conduct 1-1s and carry out Research Action meetings. My role was to be a good example of a good a leader in conducting 1-1s with every individual so that we could find out how to build our own clinic. Together with fellow leaders we sensitized self help activities such as developing a simple method of breaking stones, carrying them to the building site, clearing the land for foundation, planting trees to the site.....today, we have gathered more than 400 tons of stones.

3. Specioza Dusengimana:

Her story

Specioza Desengimana with her baby in the back facilitating tr...☺



“I am one of the leaders. I got leadership training from Pr. John. We were trained to conduct 1-1s surveys, which enabled us to uncover concerns of the people in our community. We conducted research analysis, found out that the main concern was the clinic; and we were able to form Local organizing committee (LOC), did weekly training that led us to take Action by breaking stones and carrying them to the building site. We were trained to carry out Research Action with public and religious officials e.g. we conducted Research Action meeting with the Mayor of Kirehe District and Sister Martha the head of Gituku hospital. After he had seen our high level of commitment and activities we had done, the mayor of Kirehe promised us 200 iron sheets and 7,000,000 Rwf (seven million Rwandan Francs) to the community of Mumeya. Every activity was led by prayers that focused on what we were going to do. Specioza gave example of “RESEARCH ACTION”.

Paulina Usabyeneza

She gave examples of activity report; (Report: Summary of Clinic construction Activities since June 2006-Jan 2007).  
 Introduction: “ I am one of the leaders of the Congregations Rebuilding community in Mumeya. I am one of the isolated people who have passion for building our clinic...I am committed to build the clinic because since 1973 we have been asking the government and churches to help us build the clinic. Each person is responsible to do various activities and we’re all trained to lead successful and strategic meetings and report back completed activities. Completed activities are given values in terms of Rwandan Francs as indicated below”.

E.g. November 2007 Activity Report - attendants Data and labor cost:

<i>Date</i>	<i>Men</i>	<i>women</i>	<i>Total</i>	<i>Labor cost in RwFR</i>
<i>Tues .Nov 4</i>	<i>300</i>	<i>154</i>	<i>454</i>	<i>227,000.00</i>
<i>Total</i>	<i>300</i>	<i>154</i>	<i>454</i>	<i>227,000.00</i>

Also we had visitors from various countries as follows:

Abashyitsi (Visitors)	Igihugu bavuyemo (Country)	Maoni (comment)
Mt Calvary Lutheran in Sugarpine, led by Jim and Carol Floyd	California, USA	Donated first aid, impressed by Mumeya community organizing towards problems around us, sent e-mail saying that they will donate \$ 2,000. 00
Luther Place memorial Church led by Vicar Sarah Scherschlicht	Washington DC, USA	Donated used computers and first Aid medicine
Catholic Bishop, Kibungo Diocese, Hon. Fredrick Rubwejanga	Rwanda	Visited us, was impressed and vowed to pray for us and support ongoing activities
Musa Filibus	Nigeria: From LWF Geneva office.	Was impressed by the community work, reports and level of commitment ....
Rev. Robert Klonowski from ELCA Chicago	ELCA Chicago (USA)	Was impressed by our vision and mission
Alycia Wright	USA, Arizona Community of Grace Arizona	Her church promised to donate \$ 3,000.00
Rev. David Johnson	Pennsylvania (USA), former LWF country rep in Palestine and Tanzania	Was impressed by our commitment and activities, will visit back
John Baumann and Ron Snyder	Oakland, CA	Were impressed by our level of understanding and practicing community organizing, commitment, turn out... Saw role play and reports of activities
Mayor of Kirehe, Mr. Patrick	Eastern province	Had action meeting with him,

Nkunzumwami		appreciated our struggle, donated 200 iron sheets for roofing temporary store house, and pledged Fr.7,000,000 from Kirehe district. Provided technician, Mr. Alex Kaguma
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**Conclusion:** After Mumeya leaders' presentations, participants had group discussions on the above lessons.

They came up with the followings:

1. Every individual is a leader, responsible for spiritual and community development in their area of work.
2. To provide report of activities indicating activities, next steps to be taken
3. Team work and discipline of time
4. From the story of Mumeya, pastors and participants found that it is possible to apply Mumeya's model to fight poverty and ethnic conflict in their parishes

Dufite ubushake  
bwo kuzana  
amajyambere (“We  
have desire to make a  
difference” Pastors &  
potentials leaders during  
leadership training }

**Lesson IV:**

Development and Family Planning- (Church role)

Facilitator: Dina Gitema

- The facilitator emphasized the importance of family planning....with examples she showed how a family will be able to meet necessary needs and to provide necessary requirements of her dependants, and make a good contribution in development of the family and the country as whole.
- Showed how a church as an institution with people to take care of spiritual, social and economic needs, has to take responsibility to provide teachings of family planning to their congregations.
- After group discussions, participants came with resolution that family planning in development of church is necessary. The agreed that more training is required so more knowledge of family is gained by pastors and other members of church as well.

### DAY 3- (9<sup>th</sup> and 13<sup>th</sup> January 2007.)

#### Lesson 3:

The Role of a visionary leader in poverty reduction in parishes/community (1-1 model)

Facilitator Pr. John Rutsindintwarane

#### Subjects:

- Who is a leader?
- Moses of OT as a model
- Leaders we need in our time: Those who stand with the poor e.g. empowering them to liberate them from poverty.
- Simple methods e.g. PICO Model, ( People Improving Community through Organizing)” A model adapted from PICO, California, USA.

#### **Simple methods of conducting 1-1s:**

Purpose: Uncover issues, build broken relationships and:

Empower the grassroots leaders to conduct Research analysis, form Local Organizing committee (LOC) in their parishes/community.

Empower them to Take Action and Evaluate done activities, hold public officials and religious leaders accountable.....

Empower potential leaders to create agenda as follows:

1. Welcome and purpose ( takes 3 minutes)
2. Credential (2 minutes)
3. Faith Reflection (10 minutes)
4. Reports from the field (20 minutes)
5. Training (20-45 minutes): build this with every one: how do we hold each other accountable after training? **Note:** DO not forget to keep asking **“WHY, WHY, WHY, WHY?????”** In Rwandan culture and “theology”, we are not used to ask why... but once used to it, sharpens our ability and desire to learn and take actions....
6. Next steps (5-10 minutes)
7. Closing with prayer (2 minutes)
8. Evaluation: ( for those who have time to stay)

Pr. John conducting 1-1s:  
applying PICO model

#### **5. BUDGET:**

**Training 1 – Budget in Franc Rwanda (7<sup>th</sup> -9<sup>th</sup> January 2007)**

#	Description of the cost	No of peoples	Unity	Cost per unit	Total
1	TRANSPORT FOR PARTICIPATNS	29	2	3000	174,000
2	FACILITATORS ALLOWANCE	3	2 days	10,000	60,000
3	STATIONARIES	1	Lump sum	-	35,000
4	DINNER	29	3 days	1000	87,000
5	BREAKFAST	29	3 days	400	34,800
6	LUNCH	29	3 days	1000	87,000
7	BREAK-EA	29	3 days	400	34,800
8	COMMUNICATION	4	5 days	2500-	50,000
9	VEHICLE COST	1	2 days	50,000	100,000
10	ACCOMODATION	29	2 days	2000	116,000
11	WORKSHOP HALL	1	2 days	20000	40,000
	TOTAL			-	818,600Fr

### Training 2 – Budget in Frw. Rwanda (11<sup>th</sup> -13<sup>th</sup> January 2007)

#	Description of the cost	NO of peoples	Unity	Cost per unit	Total
1	TRANSPORT FOR PARTICIPATNS	19	2	2000	76,000
2	FACILITATORS ALLOWANCE	3	2 days	10,000	60,000
3	STATIONARIES	1	Lump sum	-	35,000
4	DINNER	19	3 days	1000	57,000
5	BREAKFAST	19	3 days	400	22,800
6	LUNCH	19	3 days	1000	57,000
7	BREAK-TEA	19	3 days	400	22,800
8	COMMUNICATION	2	5 days	5,000-	50,000
9	VEHICLE COST	1	2 days	50,000	100,000
10	ACCOMODATION	19	2 days	2500	100,000
11	WORKSHOP HALL	1	2 days	20000	40,000
	TOTAL	122		-	620,600 Fr

**Grand Total Budget: = 439,200 Frw (= \$ 2,500.00)**

**6. CONCLUSION:**

- Participants thanked facilitators and ELCA/DGM (Evangelical Lutheran Church in America, Division of Global Mission), through Gaylord Thomas for financial support which has made this training possible.
  - Participants asked the facilitators to set-up another leadership training
  - According to the evaluation forms given to the participants, 95 % indicated that the training was “excellent”.
  - 5 percent indicated that it was “good”
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- Leadership Training was very useful to the Lutheran pastors and parish potential leaders because “it is a new model not only in the Lutheran Church of Rwanda but also in the country; it can empower the parishioners to identify, address and solve their own problems. In this way they do not need to wait for educated people to solve problem facing them; instead they have to take initiative, commitment, risks and team work in solving problems”.
  - The participants agreed to apply the model in their parishes from Jan 18<sup>th</sup> 2007.
  - By March, 2007, all participants will be back for the second leadership training with reports indicating 1-1s methods. For those parishes which have partners in the USA, pastors said that they will be sharing field reports with partner congregations in Sierra Pacific Synod.

**The reports prepared by:**

Muvunyi Gerald and Pr. John Rutsindintwarane

**Phase II Jan 11-13 / 07**

**KINYARWANDA VERSION: In this report, we have used some English sentences because some facilitators spoke both languages when the training was going on; and it takes more time to translate from Kinyarwanda into English.**