RWANDA'S DETERMINING FACTORS FOR EQUALITY IN WOMEN LEADERSHIP

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Rwanda's Determining Factors for Equality in Women Leadership

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Abstract

Purpose: The purpose of this study was to analyze the determinant of equality practices on women leadership in Rwanda.

Methodology: The study adopted a desktop methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low-cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

Results: The results revealed that there exist conceptual and contextual gaps relating to the study on equality practices on women leadership in Rwanda Government. Preliminary empirical review reveals that there was a historical conviction that, women are accountable to take care of kids and do household chores than involving themselves in outside home activities like career advancement or furthering in higher education.

Unique Contribution to Theory, Practice and Policy: Liberalism theory, alternate approach theory and patriarchy theory may be used to categorize the key work design factors which may relate to equality practices on women leadership in Rwanda. The results of this research will form the basis for further research to investigate into the areas of gender equality strategies in women leadership and evaluation

Keywords: *Leadership, Gender Equality, Gender, Women Empowerment.*

INTRODUCTION

Gender equality in leadership is a practice and notion that is contested and obligatory requisite. The term gender parity has been acknowledged by mutually globally and by government Institutions. Appreciation of the impact of gender fairness is a pleasing objective required across many avenues in internationally progression practice (UN 2022). According to Walby (2015), gender equality is not only seen as the re-invention in women leadership but also seen as a way to restructure and re-brand a vital feminism part in the contemporary era.

As illustrated in the Economic and Social Council (ECOSOC) masterminded ends from 1997, the UN characterized sexual orientation balance as, "the movement of evaluating the consequences of people of any expected activity including enactment, strategies and projects in all roads and at the three levels." It is an approach for empowering ladies like men's interests and encounters a basic part of the execution, plan, and evaluation of methodologies and projects in monetary, political, and aggregate circles with the goal that ladies and men advantage consistently and divergence isn't sustained. The pivotal reason for existing is to accomplish sexual orientation equality (United Nations, 2022).

Basically, sexual orientation fairness implies that sex disparity isn't perceived in its entire as a major aspect of regular techniques. Sexual orientation shamefulness issues require to be taken care of within each feature of institutional structure rather than them being a disconnected (Ravindran and Kelkar- Khambete, 2017). Over the previous years, cognizance and devotion taking into account sexual orientation equity in authority has been on the expansion. Sex can be defined as the status of both genders. Sexual orientation portrays all people in network and is eminently by physical and conceptive dissimilarities. The term 'sexual orientation' has slowly procured a mutual implication where it signifies how guys and the females cooperate in the network. The cultural significance of "sex" alludes to orchestrated mutual anticipated set of accepted rules and obligations dependent on an individual sex (Mehra and Gupta, 2016). Then again, McClain (2016) indicates that no careful sexual orientation ought to plan thoughts based on cliché duties. In this manner, individuals ought not to endure sex prospect. As explained by UNESCO (2015), equality happens when people can: circulate incomparability and weight uniformly, have comparable possibilities for money related independence throughout occupation or by methods for trade, can get identical right to tutoring and the opportunity to extend singular premium and abilities where kids are illuminated from weight and sex-based hostility in the work and at habitation.

Worldwide, women have frequently encounter disparities on the basis of society forced factors such as customs and religious belief. These hindrances differ depending on state. Sorrowfully, girls and women from third world countries have persistently experienced the repercussions on the basis of gender prejudice for ages (Grigorian, 2017). Gender equality in leadership has created chances for several individual living in developing countries. According to Grigorian (2017), the Asian states for example, South Korea, India, Japan, Thailand and China has included sex equality and has been acknowledged to be an important dynamic force at inspiring both female and male to discover the need of gender equality thus working together to overcome the obstacles. "In South Korea, the gender equality in leadership lobby group was acknowledged as an essential approach of ensuring women's enlightenment through issuance of the Gender equality in the platform for

Action Statement at the 4th World Conference on Women held in Beijing in 1995 by the United Nations" (Lee, 2016).

In 1941, as females were fighting for elimination of household oppression, improved women's living principles, equal rights to education and freedom from household labor, their rights and gender uniformity for inspiration were renowned and valued in Europe within the knowledgeable circles. the society delegated gender responsibilities and jobs and the duties often imitate the religious, political, economic, and cultural experience and viewpoint of a specific society (Ravindran & Kelkar- Khambete, 2017). Concerns to sex predominantly in Russia, if considered in the phase of females' enlightenment and overwhelming biased one-sided worldwide view of inferior societal category in relation to females and inquiries relating to society, fit in the universal inhabitants' margin and political wellbeing and consciousness. Concerns relating to gender and traditions are inclined to compound in Russia. expert and educational isolation relating to women, gender unevenness, women considerably under-represented in choice-making and inferior female income levels have overwhelmed Russia. Frequently, these concerns are applicable to the traditional section.

Regardless of sex responsibilities being customary in most societies, responsibility ascription differs from one generation to another. Gender responsibilities have assured dynamic distinctiveness and these are; they adjust from time to time; they are learned deeds and they fluctuate between cultural spheres. As a result, due to conflicting cultural ascription pertaining to gender responsibilities, gender impartiality becomes indispensable to ensure gender mainstreaming perspectives become a custom (UNESCO, 2015).

Additionally, women still encounter segregation politically collectively in societal set up and in economic set up with their narrow voice improbable to manipulate any choice-making supremacy both locally and at employment positions. The government of Rwanda has put up measures for ensuring that women are included in the transformation of economy. This has been achieved through a nationwide strategy structure where gender fairness is embraced. In Rwanda the debates of women in leadership is escalating though at a low rate. The slow-moving advancement to the gender parity in leadership that allow women take up leadership position in Rwanda is a huge subject matter that require lawful debate and interest of scholarly research equality strategies in leadership in the patriarchy society that we live in.

Statement of the Problem

The National Gender and Equity Commission was established but the country still does not include women fully in most of decision-making positions. In addition, women in management are highly included at the middle and bottom level with the principle of gender equality not being seen at the top management where choice making on how to run the Country Government takes place. This study therefore, aims at examining the equality strategies in women leadership in Rwanda. A number of studies have been conducted in the area of women leadership in different contexts. For instance, Dhatt, Theobald, Buzuzi, Ros, Vong, Muraya and Jackson (2017) evaluated the role of women's leadership and gender equity in leadership and health system strengthening.

Theoretical Review

Liberalism Theory

This theory was proposed by Hobbes and Locke (1959). Liberalism theory is a political philosophy or worldview founded on ideas of liberty and equality. Liberals adopt a wide range of views depending on the principal understanding of these, but in general they support programmes and ideas for example the freedom of speech, press, religion, civil rights, free markets, democratic societies, international cooperation, gender equality and secular governments (Crenshaw, 2017). Gender equality, which is one of the views supported by liberals, is a state of equal access to opportunity and resources on the gender, decision-making plus participation in the economy; valuing the stature of different behaviors, equal needs and aspirations despite the gender. Equality on gender, equality in men and women, has the concept that all human beings, men and women, can without charge to develop on their personal abilities, making choices without the limitations of rigid gender roles, stereotypes as well as prejudices (Moravcsik, 2022). Gender equality denote that the different aspirations, behavior as well as the needs of both men and women are looked in to, valued and favored in equal measures.

Liberalism is based on the moral argument that ensuring the right of an individual person to life, liberty and property is the highest goal of government. Consequently, liberals emphasize the wellbeing of the individual as the fundamental building block of a just political system. A political system characterized by unchecked power, such as a monarchy or a dictatorship, cannot protect the life and liberty of its citizens (Seidman, 2015). According to Schalkwyk (2015), participation additionally leads in conveying of legitimate and noteworthy administrations as it is an appropriate for each resident to be allowed to contribute in choices making. This is accomplished through instruction of individuals on the current issues accordingly guaranteeing all formative exercises meet the individuals' needs and wants, a method for dissimilarity goal is given and each individual is given a feeling of ownership in methodology advancement and thinking of activities.

U.N agenda for 2030 on Sustainable Development Goals embrace the specific goal towards gender equality, which aims to stop on discrimination and cruelty towards girls and women in ensuring equal opportunities and participation in all the areas of life. Advancing female political participation is a means to the attainment of the SDGs. It is amongst the Targets for Goal Five that "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life" (United Nations, 2022). Over the years, different countries around the world have developed policies and strategies to improve women participation in politics. Some of these policies and strategies include creation of new parliamentary seats research for women (women representative) and the one third gender rule. Other strategies include advocacy and capacity building.

Alternate Approach Theory

This depends on basic thoughts that acknowledgment of sexual orientation equality in initiative needs new points of view, data, creative act of plan assistance and utilizing of existing systems in order to propel activities. This implies sexual orientation equality is pulled together in tasks dependent on the encounters of execution. The other activity model underlines that sex

mainstreaming and uniformity can be blasting if techniques and approaches are reevaluated (Kirima, 2022).

The model expects entertainers to be vital in each period of the movement cycle. First step is the foundation of the development issue that should be taken a shot at. It needs acknowledgment and ensuing following up on the opportunity that is destined to capitulate solid result to the objective populace. One significant advantage of this methodology is that sex mainstreaming and uniformity concern is now relevant. It involves neither support nor endeavor in influential partners of its noteworthiness. Additionally, significant increase of the arranged methodology is that it encourages in requesting of needs for sex-based commitment just as intercession (Lee, 2016). The subject is then picked and sexual orientation know-how is needed to spread out a game-plan. The sex master should pack in the region so they can accomplish dependability with area specialists. The course of activity is then decided in accordance with the more extensive prepared objectives and the master is needed to offer specialized help concerning sex correspondence venture undertakings. Sexual orientation specialists are needed to configuration observing and evaluation frameworks and to record the conclusive outcomes. After the accomplishment of the undertaking, sex ability is extended to record the result deliberately and successfully. The documentation is basic for filling the current hole in information on sex equity activities (Kirima, 2022).

Proper accounts are then assigned for the finish of the tasks and guaranteeing that assets are reachable to support component and exercises considered essential for the achievement of sexual orientation fairness and mainstreaming. The funds are likewise important to make certain the fundamental mastery is accessible for the tasks. As sex mainstreaming and fairness gets blasting, answerability is exceptionally key and result pointers are alluring to assess whether the venture objectives and aims have been acknowledged and the degree at which the cultural and monetary situations and prosperity of target populaces have been upgraded. At last, authority is the most huge and grave parts of the model to procure the assets necessary and guarantee that sex mainstreaming and balance ventures are completed proficiently (Kirima, 2022).

The analyst is utilizing these models as they join all the basic rudiments essential for solid sexual orientation mainstreaming and equity. The theory are fundamental for the examination's hypothetical system to portray out and analyze the normal outcomes in accordance with sex mainstreaming and uniformity. The theories have been favored as they diagram better structure for breaking down variables that influence sex balance in Non-Governmental associations.

Patriarchy Theory

The patriarchy theory was advanced by Hartman (1976). Hartman pronounced two key axes towards male dominance and control over a wide range of domestic and community activities. The first one was the men's superior power. According to Hartman, the men's material power and the women's economic dependence on them is what defines men as superior and women being inferior due to their dependence on the men (Showalter, 2015). The second part forms the basis on labor division that recognizes role of women to the domestic field while the men take charge of the modern economy in the world outside. Women's responsibilities in the domestic sphere take most of their energy and time thus leaving them with neither much energy or much leisure and the freedom of mind to engage in the productive activities than male in the public sphere always do.

Due to this, there is perpetuation of monopoly by male who hold vital socio-economic hierarchy and the related of major institutions of modern society such as law and politics (Alzuabi, 2016). Therefore, male domination and the restriction of women to domestic work is the basis for women's oppression and subordination.

This concept of patriarchy was employed in the study to demonstrate how men's material power has led to their superiority over women in the society, hence their dominance in leadership compared to women (Rifkin, 2020). Stereotypes in gender including those that portray women as incapable to lead and serve hence keeping women to be marginalized in their status by emphasizing their purported weaknesses have shaped societal attitudes towards women (Altius & Raveloharimisy, 2016). In the instances of exclusion of women from powerful positions of leadership, it there follows weakening of the principles to democratic developments, inhibiting on societal economic development. Thus, it remains imperative to adopt measures that enhance women's participation in leadership to achieve sustainable development.

Empirical Review

Klettner, Clarke and Boersma (2016) researched on strategic and regulatory approaches to increasing women in leadership. While substantial evidence is emerging internationally of positive increases in the participation of women on company boards, there is less evidence of any significant change in the proportion of women in senior executive ranks. This paper described evidence of positive changes in the number of women on boards in Australia. The study explored some of the reasons for these disproportionate changes and examined the likely effect of the recent amendments to the Australian stock exchange's corporate governance code designed to improve gender diversity both on boards and throughout organizations. Interview evidence was presented suggesting that the primary reasons for the lack of women in leadership are not simply lack of opportunity at the apex of the corporation, but issues at mid-management level that are unlikely to be resolved by mandatory board quotas. In some circumstances carefully monitored voluntary targets may be more effective at promoting cultural and strategic change at the heart of the corporation.

Perryman, Fernando and Tripathy (2016) examined gender diversity on firm performance, risk, and executive compensation. Women have made great strides in recent years in climbing the corporate ladder, yet the current corporate landscape suggests that obstacles still exist before true gender equity is achieved. The study investigated the impact of gender diversity in top management teams (TMTs) on firm performance and firm risk, in conjunction with examining the moderating effect of gender diversity on executive compensation. The study found that firms with greater gender diversity in TMTs show lower risk and deliver better performance. In turn, female executives were found to be paid less than their male colleagues, even at the TMT level. However, as gender diversity in the TMT increases, compensation differences between the genders decrease. As such, the study highlighted a failure in the employment market place and also point to continuing challenges faced by female executives in their search for parity in TMTs.

Howe-Walsh and Turnbull (2016) investigated the barriers to women leaders in academia. There is growing concern regarding the lack of women in senior positions in science and technology (ST) in United Kingdom (UK) universities. This article reports on research to examine women's

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experiences regarding the perceived barriers to leadership in ST faculties in UK universities. Using in-depth interviews, the authors explored personal narratives to highlight the perceived barriers to career advancement. Findings report on the gendered nature of ST faculties and how women struggle to navigate their careers. The investigation illustrated the effect of organizational influences such as temporary work arrangements, male-dominated networks, intimidation and harassment, as well as individual influences such as lack of confidence.

Tate and Yang (2015) investigated female leadership and gender equity. The study used a unique worker-plant matched panel data to measure differences in wage changes experienced by workers displaced from closing plants. The research observed larger losses among women than men, comparing workers who moved from the same closing plant to the same new firm. However, it found a significantly smaller gap in hiring firms with female leadership. The results were strongest among women who were displaced from male-led plants and from less competitive industries. The results suggested an important externality to having women in leadership positions: They cultivate more female-friendly cultures inside their firms.

METHODOLOGY

The study adopted a desktop methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low-cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

RESULTS

The results were grouped into various research gap categories namely as conceptual, contextual, and geographical.

Conceptual Gaps

Studies by Klettner, Clarke and Boersma (2016), Perryman, Fernando and Tripathy (2016), Howe-Walsh and Turnbull (2016), Tate and Yang (2015) had a conceptual framework gap. The determinant of equality practices on women leadership were not established by any of the research cited. The research did not provide a clear breakdown of the determining factors for equality in women leadership. Because of this, the current work aims to fill in these conceptual gaps.

Contextual and Geographical Gap

Studies by Klettner, Clarke and Boersma (2016), Perryman, Fernando and Tripathy (2016), Howe-Walsh and Turnbull (2016), Tate and Yang (2015) had geographical gap because they weren't actually done in Rwanda. This suggests that the findings may not be applicable in Rwanda due to the fact that the methods employed in each country vary. This study was undertaken with the intention of filling that void.

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CONCLUSION AND RECOMMENDATIONS

The study findings and recommendation will enable the administration and management of Rwandan Government make informed strategic decisions and actions on the issue of gender equality strategies in women leadership and how to have effective, efficient and viable government that is approachable to the prerequisites and ambitions of the citizens of Rwanda. The study may also be used by the government to assess their strong and weak points while enhancing gender equality in women leadership hence the need for change of stereotypes concerning gender inclusiveness issues in areas registering low performance on side of gender. The government may use the study results and recommendations to obtain valuable information and strategies which can be replicated in other countries to strengthen gender equality strategies in women leadership. Further researchers and academicians may use the study as a premise for further academic investigations into the areas of gender equality strategies in women leadership and evaluation.

Liberalism theory, alternate approach theory and patriarchy theory may be used to categorize the key work design factors which may relate to equality practices on women leadership in Rwanda.

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