Leadership and Productive Engagement with The Big Powers: Lessons from Rwanda

By

Izu, Iroro Stephen, PhD
Department of International Relations and Diplomatic Studies,
Ave-Maria University Piyanko, Nasarawa State, Nigeria
izustephen2015@gmail.com, 08166136354

Abstract

The paper x-rayed the priority place of leadership, especially political leadership in salvaging countries and communities from the debacles of backwardness, underdevelopment and asymmetrical relations. The paper looks at the theoretical basis of leadership and how the nature of political leadership being championed in by Paul Kagame has turned the tide around for the people of Rwanda. The paper examined how his leadership style has pushed the once genocidal country to a status of global recognition and progress. The paper adopts qualitative method in exploring how productive engagement with the big powers has been ignited by reason of virile political leadership thereby translating a once backward third-world country to a status comparable to first world countries. At the end, the author argues that strong, virile and progressive political leadership has been singularly instrumental to the success stories coming from the hilly country in Central Africa. A direct outcome of this positive leadership characterization has been the adoption of autochthonous governance system that uses local strength to solve its problems rather than depending on the foreign multilateral system (WB, IMF, WTO, PCC, etc). This now makes the country to relate with the big powers from the position of strength and not weakness. This no doubt is a huge lesson to the rest of African states, especially Nigeria which often derive pleasure going to curry the favour of the big powers from a beggarly, dependent and slave position as they go cap-in-hand for aid, loans and grants. Nigeria to be specific is hardly free or independent in decision making because either the Chinese or the Western system must be demanding certain policy alterations or amendments before such policies would be funded using foreign money. It also recommends that African leaders must tow the part of self-sufficiency or autarky in action and not just in words by putting in place practical and pragmatic institutions and establishments that will realize this mission; that African leaders must outlive the condition where their countries are still largely dominated by nature or natural resource endowments and move to manipulating the natural environment or ecology to galvanize the development they yearn for

Keywords: Leadership, Rwanda, Africa, Development, Big Powers

Introduction

It has been severally argued that one of the major hindrances to Africa's development and respect in the international community, especially in the romance with the big powers, is the syndrome of emphasizing what should be de-emphasized and de-emphasizing what should be emphasized, that is being strong in the areas we ought to be weak and weak in the areas we ought to be strong (Cohen, 1995; Ake, 2001; Achebe, 2012). This is what Hamza Alavi (cited in Alapiki, 2005) calls the overdeveloped state syndrome, a syndrome that represents a diseased condition in which politics is stronger than economics thereby placing excess, unproductive premium on political power over and against entrepreneurial or industrial acumen and investment. This no doubt has left most countries on the second most populous continent in the world prostrate in virtually all sectors and segments of social existence.

It is also axiomatic that one of the greatest elements that needs to be emphasized in Africa as it stands now is effective leadership, leadership that can guarantee that appropriate policies that will galvanize productive programmes and projects for citizens' wellbeing and security are made and implemented with requisite due diligence. This position is better understood when weighed against the backdrop of the fact that in Rwanda, the major vehicle by which the past years of genocidal wars have been successfully outlived is effective leadership which has entrenched a culture of good governance and socio-political stability in the country.

Now, it is important to note that in year 2000 former President Pasteur Bizimungu stepped down and Paul Kagame of Tutsi origin became President. This brought to an end all forms of fighting and struggle, especially in 2003, between the Tutsis and the Hutus, both internally and externally. President Kagame won election in the same year, 2003, and reelection in 2010. He is still the President of Rwanda today. Under his watch, the country has democratized itself, reconciliatory programmes and meetings through the Unity, Reconciliation and Human Rights Commission, have been organized and the country is today generally considered stable, economically, politically and socio-culturally, with every one feeling a sense of inclusion in the nation's governance.

But, what has really stood the country out and made it to earn a high measure of international respect is its application or deployment of autochthonous approach to governance, a governance style that depends on local contents, local energy, and local resources to realize its mission rather than going cap-in-hand to the big powers or their monetary and economic organizations like the International Monetary Fund, the World Bank or the Paris Club of Creditors to seek for bailout, aid, or loan to fund its national

policies or programmes as enunciated in its annual budget. This is diametrically opposed to the failed culture of waste and inanity of past and some present African leaders who see beggarly gestures and inroads to the big powers as a norm, hence losing all iota of self-respect and independence of thought and action internally and externally (Ndoka, 2006; Meridith, 2011).

This chapter is aimed at examining the nature and character of political leadership of Paul Kagame, and how this has extricated Rwanda from a diminutive, dependent and underdeveloped status to one of respect and attraction. It does this examination against the backdrop of the tides of externalization that have characterized actions and inactions of supposed big countries in Africa like Nigeria but which are less respected by the big powers.

Material and Method

In this study, the qualitative methods are employed. In this regard, it uses content analysis method to dissect and deconstruct relevant and related literature, documents and authoritative published opinions with a view to extracting germane facts and figures to operationalize the subject-matter of this research.

Theorizing Leadership

The boom or gloom, agility or fragility, and indeed the entire lenticularity (rise and fall or fall and rise) of nations or organizations primarily rest on the shoulders of leadership. Leadership is the fulcrum around which plans, programmes, projects, creeds, and policies revolve; without leadership the matrix and praxis of these possibilities will be held in a worrisome standstill, a reality that cannot guarantee the actualization of set-organizational objectives or national agenda. This is the case because leadership is what gives direction to organizations or countries; it is the touch-bearer, the way-giver, the idea-initiator and the implementation-trigger.

There is no doubt that a plethora of definitions and explanations and even ramifications of leadership abound, yet the single thread that runs through all of them is that leadership *is response;* it entails rising to the demand of one's office, position, calling, or dream. It is an organic self-motivated, calculated and pragmatic set of steps taken towards making not just things to happen, but making the right things to happen. To this end, it is very important for leadership to be responsible (prudent or honest); but of greater importance is the fact that leadership must also be responsive (result-oriented). A leadership that is not responsive (in addition to being responsible) to the demands of its position or to the

yearnings of the greatest number of those it is to serve, is not only a bad leadership, but indeed *no leadership*.

This position is largely reflective of Peter Drucker's postulations as stated in the forward to Hesselbein, Goldsmith and Beckhard (1996), in the book *The leader of the future*. Drucker, the man generally regarded as the initiator of the theory and practice of management-by-objective (MBO), argues that effective leaders know four simple things:

(1) That the only definition of a leader is someone who has followers. Some people are thinkers. Some are prophets; both roles are important and badly needed. But without followers, there can be no leaders;
(2) That an effective leader is not someone who is loved or admired. He or she is someone whose followers do the right things. Popularity is not leadership. Results are;
(3) That leaders are highly visible. They therefore set examples; and
(4) That leadership is not rank, privileges, titles, or money. It is responsibility.
Furthermore, there are several theories that help us to understand the concept of leadership in clearer relief. Some of these are captured in Table 1 below:

Table 1: Theories of Leadership

Theories/Schools	Description
Great Man or Trait school	Celebrates outstanding individual leaders (in the heroic tradition) and studies their traits or characteristics to understand their accomplishments as leaders.
Behavioural or Styles school	Describes leadership in terms of people- and task-orientation, suggesting that different combinations of these produce different styles of leadership.
Situational or Context school	Emphasises the importance of context in shaping leaders' responses to be more relationship or task motivated, or more authoritative or participative
Contingency or Interactionist school	Proposes that leaders' influence is contingent on various factors (like positional power), which in turn determines appropriate leadership styles
Transactional or Transformational school	Contrasts leadership as a negotiated cost-benefit exchange and as an appeal to self-

	transcendent values of pursuing shared goals for the common good.

Source: ***Cambridge Institute for Sustainability Leadership***

Let also look at some types of leadership styles. Table 2 helps us to make sense out of the various leadership styles leaders may deploy at given times:

Table 2: Different Leadership Styles

Leadership Styles	Description
Charismatic / value-based leadership	Reflects the ability to inspire, to motivate and to expect high performance outcomes from others based on firmly held core values
Team-oriented leadership	Emphasises effective team building and implementation of a common purpose or goal among team members
Participative leadership	Reflects the degree to which leaders involve others in making and implementing decisions
Humane-oriented leadership	Reflects supportive and considerate leadership but also includes compassion and generosity
Autonomous leadership	Refers to independent and individualistic attributes
Self-protective leadership	Focuses on ensuring the safety and security of the individual and group through status-enhancement and face-saving
Autocratic	Top-down approach that usually includes the leader making most of the decisions alone.
Delegatory	Leader often shares responsibilities with followers.
Democratic	A leader uses the opinion of the majority of the group when making decisions and when delegating responsibility.

Source: House *et al.,* 2004, with modification

Again, let us try to give a cursory differentiation between leadership and management, or better still, between leaders and managers. In this regard we rely on the six-scale differentiations by Al Maktoum, (2012) :

(1) A leader leads his people while a manager leads his team;

(2) A leader manages the global affairs of his people, while a manager directs day to day affairs;

(3) A leader conceives a vision and outlines a strategy to implement it, while a manger is a link in the implementation process;

(4) A leader earns his respect and authority from his personality, capabilities and the love of people, while the manager obtains his powers from laws and authorities delegated to him;

(5) A leader dedicates his life to his people and duty, and therefore has no set working hours while the working hours of a manager are usually fixed; and

(6) A leader answers to his people and his conscience, while a manager answers to rules and regulations.

Table 3: Core Leadership Expectations

Expectations	Abilities	Competencies
Leading change	To bring about strategic change, both within and outside the organisation, to meet organisational goals, including the ability to establish an organisational vision and to implement it in a continuously changing environment	➢ Creativity and innovation ➢ External awareness ➢ Flexibility ➢ Resilience ➢ Strategic thinking ➢ Vision
Leading people	To lead people toward meeting the organisation's vision, mission, and goals, including the ability to provide an inclusive workplace that fosters the development of	➢ Conflict management ➢ Leveraging diversity ➢ Developing others ➢ Team building

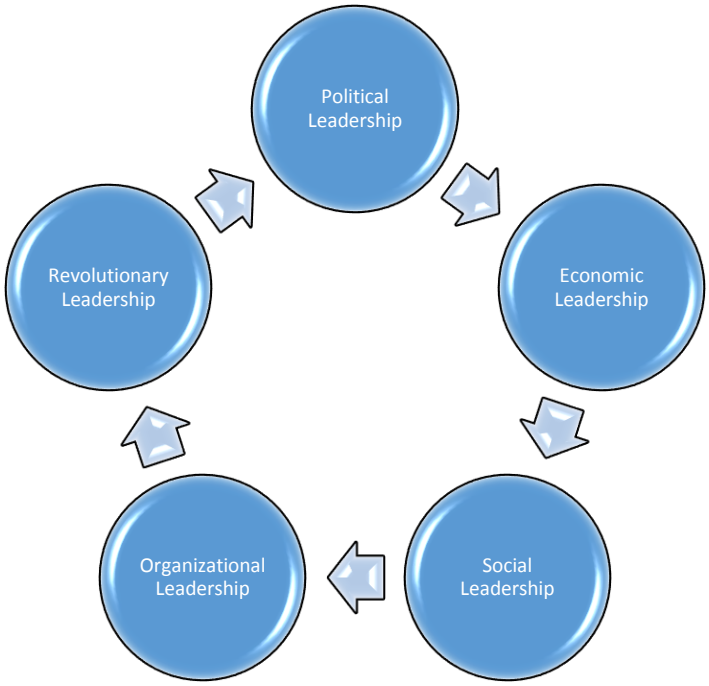
	others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts	
Results driven	To meet organisational goals and customer expectations, including the ability to make decisions that produce high-quality results by applying technical knowledge, analysing problems, and calculating risks.	➢ Accountability ➢ Customer service ➢ Decisiveness ➢ Entrepreneurship ➢ Problem solving ➢ Technical credibility
Business acumen	To manage human, financial, and information resources strategically.	➢ Financial management ➢ Human capital management ➢ Technology management
Building coalitions	To build coalitions internally and with other Federal agencies, State and local governments, non-profit and private sector organisations, foreign governments, or international organisations to achieve common goals	➢ Partnering ➢ Political savvy ➢ Influencing/negotiating

Source: OPM, 2016

Another thing to briefly look at are some dimensions of leadership. Some of the dimensions of leadership are captured in Figure 1. They are:

- Political Leadership
- Economic Leadership
- Organizational Leadership
- Social Leadership
- Revolutionary Leadership

Figure 1: Dimensions of Leadership



Source: Author

Table 4: Dimensions of Leadership

Dimensions of Leadership	Description
Political Leadership	This entails the act of governing states or political societies with a view to meeting citizens demands while appropriating their support
Economic Leadership	This involves the mobilization, management and utilization of available resources to realize specific outcomes
Social Leadership	This essentially has to do with community leadership, involving social, development, civil society leadership targeted at remediating social ills or calling attention to them.
Organizational Leadership	This is the management of human, material and technical resources towards the accomplishment of set-objectives and goals.
Revolutionary Leadership	This is a leadership that seeks to impose or inspire radical changes, spontaneous and simultaneous recalibration or redirection of an organization or society at large.

Source: Authors

Having looked at the foregoing, what then are the benefits organizations and nations enjoy when there is good leadership in place? The concept of good leadership is used here to mean a leadership that knows its onus, and fulfil it. It was Frantz Fanon that posited that "each generation must discover its mission, fulfill it or betray it, in relative opacity". This can be clearly applied to leadership and can thus be paraphrased as "each leadership must discover its mission, fulfil it or betray it, with limited or available resources". To this end, a leadership that is not able to fulfil its onus or mission could be said to have failed. What then are some of the practical benefits organizations or countries could enjoy from having a virile leadership?

A Brief Political History of Rwanda: Colonialism, Genocide and Nation-State

Rwanda is one of the countries in Africa where inappropriate balancing of government necessitated the proliferation of shallow graves and mass burial. For a very long period of time, spanning over a century, suspicion and distrust or sheer superiority complex led to

the subordination of one group by another ultimately hampering the nation's unity, stability and prosperity and straining all imaginable relations. Rwanda is now remembered among other things, as a land of skulls and skeletons of about I million Tutsis genocidally slain by their Hutu compatriots.

But there have always been the propensity for genocide or at any rate, ethnic cleansing in the country. This propensity was given elixir to by German and later Belgian colonialists who empowered the Tutsi minority as the ruling aristocracy and made the Hutu majority their subjects. The Tutsi were deliberately empowered, educationally, economically and politically, over and against their Hutu counterparts - the Hutu became second-rated citizens with limited opportunities and respect.

The grievances that thus led to the actual genocide in 1994 had already taken root beginning from 1900s when the colonialists relied on the Tutsi as the ruling aristocracy to enforce control, enabling them to extend their hegemony over the majority Hutus - the minority Tutsi was made taskmasters over the majority Hutus who became labourers. How did it all begin?

First, it is instructive to note that the history of Rwanda is the history of asymmetry and subordination especially between the Tutsi minority and Hutu majority, with the Twa (the 3rd) ethnic group acting as forest dwellers and entertainers. Severally called the land of a thousand hills, having crystallizing mystical beauty, Rwanda was a country that ate its own citizens thereby stampeding its own progress.

Before the Germans conquered the area in 1900s, there was already classical division between the Tutsi and the Hutu with the former been cattle rearers and the latter framers. According to studies, by 1700 around eight kingdoms existed in present-day Rwanda. One of these, the kingdom of Rwanda, ruled by the Tutsi Nyiginya clan, became increasingly dominant from the mid-eighteenth century and compelled the Hutu farmers to serve or work for Tutsi chiefs and rich feudal lords.

When, after the 1884/1885 Berlin conference which ceded Rwanda to Germany, the colonialists maintained the existing politico-administrative order with Tutsi dominance. This exacerbated the worsening rift between the Tutsi and Hutu. The German adopted the existing pre-colonial structures to cut down cost of colonization, not minding the implication of this to the country's survival and oneness.

With the depleting fortunes of the Germans in the First World War, both Rwanda and Burundi came under the direct protection and colonization of Belgium - the country however largely continued with the German Empowerment Programme of the Tutsi over the Hutu. In otherwords, the Hutu remained second-rated citizens in a land where they were the majority. The Belgians even introduced discriminatory identity card system to differentiate Tutsi from Hutu so as to favour the former in education, appointments and economy more than the latter.

This gave rise to the Rwanda revolution or wind of destruction between 1959 and 1961 led by Hutu activists, killing hundreds of Tutsis and forcing many more to flee the country. With Rwanda now largely Hutu-dominated, pre-independence referendum favoured the abolishing of the Tutsi Monarchy and replaced it with majority rule. Violence however continued as the exiled Tutsi maintained their attack from neighbouring countries and Hutu retaliating with horrendous slaughter and repression. The situation of the country was so dire that a report by the United Nations Trusteeship Commission in 1961 warned that: "the developments of the last eighteen months have brought about the racial dictatorship of one party…An oppressive system has been replaced by another one…it is quite possible that somehow we will witness violent reactions on the part of the Tutsi". With this fear in mind, the Belgians granted Rwanda political independence on July 1, 1962, a country that was now Hutu-dominated.

The volatile and violent realities continued with the Hutus becoming even more dictatorial than their previous oppressors, the situation which attracted widespread regional and international condemnation. The first President of independent Rwanda, Gregoire Kayibanda, clearly proved that he was President of only the Hutu and nightmare to the Tutsi. And so when his own Defense Minister, Major-General Juvenal Habyarimana staged a bloodless coup that ousted Kayibanda, there was mass support especially among the urban population. The former President and his wife who had been placed under confinement, later starved to death.

President Habyarimana however maintained pro-Hutu domination and of course discrimination, but with less violence against the Tutsi - they were allowed to achieve some economic prosperity without political accommodation.

In 1990, Tutsi exiles and refugees under the banner of Rwanda Patriotic Front (RPF) stormed the Northern part of the country thereby sparking off the long-drawn Rwandan civil war. Amid the war, the RPF leader, Fred Rwigyema, was killed, prompting Paul Kagame who was then in the United States to return to Rwanda and reorganize the RPF

Army. After months of rigorous training and reorganization it re-launched its attack this time, targeting the Western city of Ruhengeri where President Habyarimana and his wife hailed from. The attacks continued and became more ferocious until ceasefire was brokered and signed on 12th July, 1992 in Arusha, Tanzania. The ceasefire which took effect on 31st July, 1992, was supervised by the Organization for Africa Unity (OAU) now Africa union (AU). The ceasefire accord came to an abrupt end on April 6, 1994, when President Habyarimana and his Burundian counterpart, Cyprian Ntaryamira, were killed when an airplane carrying them was shot down in Rwanda's capital, Kigali.

The death of the Hutu-born president triggered off a declaration of genocide, or if you like, ethnic cleansing, on the Tutsis. About a million Tutsis and moderate Hutus were macheted/slaughtered to death.

The RPF fighters however continued their attacks, pushing more and more into the country's capital. These troops took Kigali on 4th July, 1994, leaving the Hutu soldiers disbanded and its population fled in droves into neighbouring countries, especially Zaire (now Democratic Republic of Congo), Burundi, Tanzania and Uganda. The genocide had officially ended, but retaliatory fightings continued even outside Rwanda, between the Tutsi and Hutu. In 2000 President Pasteur Bizimungu stepped down and Paul Kagame of Tutsi origin became President. All the fighting, both internal and external, ended in 2003. President Kagame won election in the same year and in 2010. He is still the President of Rwanda today.

Under his watch, the country has democratized itself, reconciliatory programmes and meetings through the Unity, Reconciliation and Human Rights Commission, have been organized and the country is today stable, economically, politically and socio-culturally, with every one feeling a sense of inclusion in the nation's governance. This however does not exit citizens fears that Kagame may turn out to become another sit-tight leader whose administration has superintended over the amendment of the nation's constitution to allow him continue in office.

In the new arrangement, writes Claudine Vidal (2016), "the current president could run again in 2017 for another term. Then, in 2024, year-zero of the new constitution - the seven-year term would be replaced by a five-year one, renewable once". Vidal adds that: "this ingenious arrangement gives Paul Kagame the possibility of running for two new mandates in 2024.He thus could potentially stay in office until 2034". Being a Tutsi and taking cognizance of what led to the ethnic cleansing, the new constitutional arrangement in which Kagame would rule for over 30 years in a stretch is to say the least, worrisome.

Rwanda through the Lenses of the Big Powers

Rwanda today is a highly respected country in the world especially in the eyes of the big powers like the United States of America, United Kingdom, Israel, China, India, and more because of how well it has been able to maintain political leadership stability in the landlocked and hilly Central African country. Its records of economic growth, social welfare and national citizen solidarity have been traced to its political leadership proficiency especially since Paul Kagame took over as President. Kagame's leadership style even though has been criticized for having semblance with electoral authoritarianism like Russia and communist Cuba, has been hailed by many as being progressive and accommodative to the end that it fairly involves every segment and sector of the citizenry in the governance process. Men, women, youth, old and young feel a sense of participation in the governance of their collective commonwealth. This has brought stability, security and prosperity to all.

This is the view of the World Bank's 2021 updated report on Rwanda. It hinges the country's steady and geometric rise to political leadership courage, patriotism and honesty. This no doubt devolves from the readiness of the administration of Kagame to look inwards, and not outwards, so as to use what the country has in human capital, natural resource endowment and ecology to spark off homegrown development and stability.

Political leadership effectiveness has thus been the major anchorage of the country's development. This reality confirms the assertion of two Nigerian scholars who separately note that leadership is the centerpiece or epicenter of progress and protection. Even though their positions were tailored around the political economy of Nigeria, they could be stretched as ramifications on the entire continent.

With reference to Nigeria, the late literary colossus, Chinua Achebe in his book *The Trouble with Nigeria (1981)* asserts that "there is nothing basically wrong with the Nigerian character. There is nothing wrong with Nigerian land or water or air or anything else. The Nigerian problem is unwillingness or inability of its leaders to rise to the responsibility, to the challenge of personal example which are the hallmarks of true leadership". He reechoed this view in his last classic *There was a Country (2012).*

This view has been largely corroborated by Erezene (2018) who notes that "the present clamour for restructuring which focuses on devolution of powers and fiscal federalism or resource control in the country is, frankly speaking, just a consequence of bad leadership. All that Nigeria needs are good leaders who will give every section of the country a sense

of belonging. When this happens, Nigeria will be a peaceful place for everybody to live in."

So Africa has never been short of resources, human and material; what it has been short of is effective political leadership. This is exactly what the Kagame's silent social revolution is showing already.

To be sure, the World Bank's report reveals that:

> Rwanda's strong economic growth…(has been)…accompanied by substantial improvements in living standards, with a two-thirds drop in child mortality and near-universal primary school enrollment. A strong focus on homegrown policies and initiatives has contributed to significant improvement in access to services and human development indicators. Measured by the national poverty line, poverty declined from 77% in 2001 to 55% in 2017, while life expectancy at birth improved from 29 in the mid-1990s to 69 in 2019. The maternal mortality ratio has fallen from 1,270 per 100,000 live births in the 1990s to 290 in 2019. The official inequality measure, the Gini index, declined from 0.52 in 2006 to 0.43 in 2017. However, the COVID-19 crisis is dramatically increasing poverty, and threatening human capital (WB, 2021).

The report adds that:

> Rwanda now aspires to Middle Income Country status by 2035 and High-Income Country status by 2050. This will be achieved through a series of seven-year National Strategies for Transformation (NSTI), underpinned by sectoral strategies focused on achieving the Sustainable Development Goals. The NST1 came after two, five-year Economic Development and Poverty Reduction Strategies — EDPRS (2008-12) and EDPRS-2 (2013-18), under which Rwanda experienced robust economic and social performance. Growth averaged 7.2% over the decade to 2019, while per capita gross domestic product (GDP) grew at 5% annually. Rwanda was in the middle of an economic boom before the pandemic. Growth exceeded 10% in 2019, driven mostly by public investments for implementation of the National Strategy of Transformation. Strong growth was expected to continue in 2020 (WB, 2021).

This report also reveals that Rwanda is a country that prefers to mobilize resources from within than from abroad, even when it needs to collect loan, it prefers doing so within the country than from multilateral agencies. The country's leadership holds strong aversion for imperialist exports to the country. It also practises some degree of protectionism so as to protect local enterprises and industries.

To this end, in dealing with the big powers it does not relate from an angle of weakness but from an angle of strength; this makes it to be strong in the area it needs to be strong unlike most leaders in Africa that are weak in the area they should be strong and strong in the area they need to be weak. In Nigeria for instance, political leaders tend to be strong in the area of perpetrating and perpetuating a culture of corrupt practices, nepotism and state capture. Speaking on the saddening character of corruption in Nigeria in 2016 at the Annual Meeting of the World Economic Forum, John Kerry, America's Secretary of State under President Barrack Obama, asserted that: "There is nothing, absolutely nothing more demoralizing, disempowering to any citizen than to believe that the system is rigged against them, and the people in positions of power are…crooks who are stealing the future of their own people."

With specific reference to Nigeria, Kerry added that:

> Corruption is a social danger because it feeds organized crime, it destroys nation-states, it imperils opportunities particularly for women and girls, it facilitates environmental degradation, contributes to human trafficking and undermines whole communities; it destroys the future. Corruption is a radicalizer because it destroys fate in legitimate authority, it opens up a vacuum which allows the predators to move in, and no one knows that better than the violent extremist groups who regularly use corruption as a recruitment tool. Corruption is an opportunity destroyer because it discourages honest and accountable investments, it makes businesses more expensive to operate, it dries up the sources for local tax payers; it turns a nation's entire budget into a feeding trough for the privileged few (cited in Izu, 2021).

This is one of the major drawbacks that has infested the political economy of Nigeria, and indeed most of African countries to the extent that their state-oriented policies, programmes and projects easily become moribund or fall into a state of disuse. This according to Mazrui (1980) and Ndoka (2006) constitute the intravenous factors that have elicited the underdevelopment and dependent conditions that currently characterize the

physiognomy of the continent. Rwanda, under Kagame, has shown that something good can still emanate from the most populous black continent in the world, that Africa's demographic asset can be turned into socio-economic dividend. The Rwanda experience has shown that Africa cannot only be seen as being characterized by *civil wars*, military coups, inter-border clashes, bad debts, galloping inflation, stolen funds, bankrupted states, deficit budgets, impoverished citizens, diseased communities, religious fanaticism/extremism, planlessness, illegal arms, skewed censuses, and debauched elections; but by successful and succeeding political leadership and citizenship.

It has shown that the history of Africa can no more be the history of maggots, predators, profiteers and pirates as political leaders who feed on their citizens, defraud their countries, confuse civilized policies and theories, and waste potentialities, but can be rewritten as the history patriots, statesmen and progressives.

The ramifications of this kind of reality is that rising from the previous dismal historical conditions in which Africa was a continent where people had certificates without knowledge, where people taught what they had not been taught themselves, where there was work without wages, power without authority, resources without riches, populations without patriots, positions without development, religions without spirituality, languages without communication, children without heirs, politicians without leaders, long convoys with little contents, and lengthy speeches with no solutions, all of which represented horrifying contradictions; the continent will then become an El Dorado of peace and prosperity. Rwanda is the beacon to this effect, a country generally acclaimed as a first world country, by all indicators, in a third world continent.

Conclusion

This paper has examined the political economy of Rwanda's current development leap and the respect it now enjoys in the comity of nations. The author argues that strong, virile and progressive political leadership has been singularly instrumental to the success stories coming from the hilly country in Central Africa. A direct outcome of this positive leadership characterization has been the adoption of autochthonous governance system that uses local strength to solve its problems rather than depending on the foreign multilateral system (WB, IMF, WTO, PCC, etc). This now makes the country to relate with the big powers from the position of strength and not weakness. This no doubt is a huge lesson to the rest of African states, especially Nigeria which often derive pleasure going to curry the favour of the big powers from a beggarly, dependent and slave position as they go cap-in-hand for aid, loans and grants. Nigeria to be specific is hardly free or independent in decision making because either the Chinese or the Western system must

be demanding certain policy alterations or amendments before such policies would be funded using foreign money.

Recommendations

The following recommendations are therefore put forward for consideration by leaders of other African countries and the Rwanda government itself:

i. That African leaders must tow the part of self-sufficiency or autarky in action and not just in words by putting in place practical and pragmatic institutions and establishments that will realize this mission;

ii. That African leaders must outlive the condition where their countries are still largely dominated by nature or natural resource endowments and move to manipulating the natural environment or ecology to galvanize the development they yearn for;

iii. That true, virile and productive leadership must be entrenched through the ballot and through good governance procedures so as to be able to realize the mission of citizen-centered development and advancement;

iv. That loans, aids, and grants from multilateral organizations must be received with reluctance, and energy should be put in mobilizing local resources, human and material, to operationalize their countries' budgets – this requires discipline, sacrifice and dedication to sustainable development and attitude;

v. That Rwanda under Paul Kagame must not over-manipulate the country's constitution to over-prolong his tenure or reign so as not to resonate the circumstances that elicited the 1994 genocidal wars.

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