

ASSOCIATION OF AFRICAN UNIVERSITIES

Leadership Development Workshop (LEDEV)

Kigali, Rwanda
April 23 – May 2, 2008

Report

INTRODUCTION

The second AAU Leadership Development Workshop (LEDEV) was held at Hotel des Mille Collines in Kigali, Rwanda, April 23 – May 2, 2008. The event, hosted by The Kigali Institute of Science and Technology (KIST), brought together 27 participants made up of 2 Vice-Chancellors, 3 Deputy Vice-Chancellors, an Executive Director of a National Council on Higher Education and 21 other senior academics and university managers from 7 countries in Africa. Six of the participants were women. (See [Attachment 1](#) for the *List of Participants*)

The workshop was funded principally under the AAU Capacity Development Project for the Revitalisation of African Higher Education Institutions (AAU-CADRE) financed by the African Capacity Building Foundation (ACBF), with a supplementary grant of US\$9,540 from the Swedish International Development Agency (SIDA), Lusaka. Since most participants, being from AAU member institutions in good standing, enjoyed a fee-waiver, registration fees collected amounted to US\$950.

BACKGROUND

The AAU Leadership Development Workshop follows the Association's Senior University Management Workshops (SUMA), which were organised between 1991 and 2002 and whose review in 2003 resulted in its differentiation into leadership development and management training. These are currently run as separate programmes, namely, LEDEV and a new Management Development Workshop (MADEV).

Like SUMA, participation in LEDEV is drawn from the leadership of Africa's higher education, with a particular focus on newly appointed Rectors, Vice-Chancellors, Deputy Vice-Chancellors of public and private institutions, University Council members, as well as heads of national and regional higher education regulatory agencies.

OBJECTIVES OF LEDEV

LEDEV aims to enhance the leadership skills of university leaders, particularly in the promotion of innovation and the management of change, two essential features of African higher education in the 21st century.

WORKSHOP

Thrust and Method

The workshop was conducted over 8 working days during the period April 23 – May 2, 2008.

Prof. Silas Lwakabamba, Rector of the National University of Rwanda gave the Keynote Address at the Opening Ceremony, which was chaired by Prof. Chrysologue Karangwa, Rector of KIST, on Wednesday April 23, 2008. Prof. Lwakabamba's address is presented as Attachment 2. This was followed the course introduction, in which the Course Director set out the objectives, structure and approach of LEDEV. Participants then introduced themselves, each saying a few words about himself/herself and their institutions.

The rest of the workshop was devoted to intensive interaction on the various themes as outlined in the programme (Attachment 3). The workshop focused on 6 modules, namely:

- Institutional Culture, Gender and Change
- Quality Assurance
- ICT and Research and Education Networking
- University Leadership and the Fight against HIV/AIDS
- Financial Management: Resource Mobilisation and Allocation; Financial Analysis, Reporting and Performance Monitoring
- Theory to Practice

These were discussed and deliberated upon through intensive participant interaction over carefully selected case and other material, with lead lectures and group work, in a process facilitated by Resource Persons. In advance of the workshop, pre-workshop exercises had been given to participants, which involved a set of background issues and the key policy and management challenges facing African higher education, and the role of institutional leaders in meeting them.

During the final module, "*From Theory to Action*", participants were encouraged to reflect on the lessons of the previous 8 days and, on that basis, select a set of measures which fell within their mandate at their home institutions, and which they could introduce/implement on their return. The idea was that, within six months each participant was to share with the AAU and their colleagues a report on progress with their commitments. Presentations of three selected participant proposals to the whole group formed the basis for a thorough exploration of how to construct realistic and actionable proposals. The presenters received constructive comments on their proposals.

The Closing Ceremony was addressed by Mr. Romain Murenzi, Minister of Science, Technology, Research and ICT, in the Office of the President, Rwanda.

Facilitation

The workshop modules were facilitated by the following:

- Dr. Boubakar Barry (Coordinator, AAU Research and Education Network Unit) – *ICT*
- Mr. Denis Bérubé (Vice-President for Administration and Business Enterprises, Simon Fraser University, Vancouver, Canada) – Financial Management;
- Theo Bhengu (Director, Accreditation, Council on Higher Education (CHE), Pretoria, South Africa) – *Quality Assurance*;
- André Musemakweri (President of the Ligue Universitaire de Lutte Contre le Sida, National University of Rwanda, Butare, Rwanda) – *HIV & AIDS*;
- Prof. Barnabas Otaala (Professor, Uganda Martyrs University, Uganda) – *HIV & AIDS*;
- Dr. Dzodzi Tsikata (Lecturer and Researcher, Institute of Statistical, Social and Economic Research, University of Ghana) – *Gender, Institutional Culture and Change in African Universities*;

- Dr. Justin Wane (HIV/AIDS Project Officer, AAU) – *HIV & AIDS*; and
- Prof. Akilagpa Sawyerr (Secretary-General, AAU) – *Theory to Action*

Course Direction

- Prof. Akilagpa Sawyerr (Secretary-General, AAU) – Course Director

Administrative and Logistic Support

- Ms. Alida Baeta, Executive Assistant to the Secretary-General, AAU
- Mr. Ransford Bekoe, Assistant Project Officer, Office of the Secretary-General, AAU
- Dr. Desiree Karangwa, Dean, Faculty of Science, KIST.

Special Events

Participants made use of a free afternoon to visit KIST the Genocide Memorial Centre in Kigali. The latter presented a harrowing reminder of the repercussions of conflict and war, and man's inhumanity to man.

Other special events included:

- A Welcome Dinner hosted by KIST at *Chez Robert* in Kigali
- An Awards Night held at *Caiman*, Kibagabaga in Kigali.

PREPARATION FOR LEDEV 3

Prior to LEDEV 2, a 'Training of Trainers' Workshop had been held for 4 Francophone Resource Persons at the same venue from the 21-25 April 2008. The workshop, which was conducted by Denis Bérubé, was on the use of cases as a teaching tool. As part of their programme, the participants stayed on to observe the mode of delivery during the first two modules of LEDEV 2. By the end of the training, each participant had written a case, which will be used as part of the Francophone LEDEV workshop.

CONCLUSION

LEDEV 2 was very successful in terms of deepening awareness of the themes presented and the possible approaches to addressing the challenges that were identified. It also facilitated cooperation among the participants with the hope that this would encourage further networking and collaboration.

Participants gave the workshop a very positive evaluation, which is summarised at Attachment 4.



Akilagpa Sawyerr
(COURSE DIRECTOR)

ASSOCIATION OF AFRICAN UNIVERSITIES

LEADERSHIP DEVELOPMENT WORKSHOP (LEDEV)

Kigali, Rwanda
23 April - 02 May, 2008

PARTICIPANTS

	<u>Name of Participant</u>	<u>Country</u>
1.	Dr. Ricks Galetsene CHABO Dean Of Agriculture Botswana College Of Agriculture rchabo@bca.bw	<i>Botswana</i>
2.	Prof. Akosua ADOMAKO AMPOFO Head, Centre For Gender Studies, University Of Ghana adomako@gmail.com	<i>Ghana</i>
3.	Prof. Akwasi ASABERE-AMEYAW Vice Chancellor University Of Education, Winneba vc@uew.edu.gh , asabereameyaw@yahoo.com	<i>Ghana</i>
4.	Prof. Peter .M. F. MBITHI Deputy Vice-Chancellor (Admin & Finance) University Of Nairobi dvcaf@uonbi.ac.ke	Kenya
5.	Prof. Gabriel N. MAGOMA Director, Academic Programmes, Karen Campus Jomo Kenyatta University Of Agriculture And Technology	<i>Kenya</i>
6.	Prof. Catherine W. MUTHURI Head Of Botany Department Jomo Kenyatta University Of Agriculture And Technology cmuthuri@fsc.jkuat.ac.ke	<i>Kenya</i>
7.	Dr. Isaac Ipara ODEO Director Masinde Muliro University Of Sci & Tech iparaodeo@yahoo.com	<i>Kenya</i>
8.	Prof. Asenath J. SIGOT Deputy Vice-Chancellor Masinde Muliro University Of Sci & Tech	<i>Kenya</i>

	<u><i>Name of Participant</i></u>	<u><i>Country</i></u>
	sigot@africaonline.co.ke	
9.	Dr. Gituro WAINAINA Business Development Manager University Of Nairobi Enterprises And Services Limited wainainagituro@yahoo.com	<i>Kenya</i>
10.	Prof. B. C. C. WANGILA Vice-Chancellor Masinde Muliro University Of Sci & Tech vc@mmust.ac.ke	<i>Kenya</i>
11.	Ms. N. A. M. FANANA Dean, Faculty Of Law National University Of Lesotho nam.fanana@nul.ls	<i>Lesotho</i>
12.	Mr. Magnus KIRORI National University Of Rwanda mkirori@nur.ac.rw	<i>Rwanda</i>
13.	Dr. Aloys RUZIBIZA NATIONAL UNIVERSITY OF RWANDA aruzibiza@nur.ac.rw	<i>Rwanda</i>
14.	Dr. Herman MUSAHARA Dean, Faculty Of Economics And Management National University Of Rwanda hmusahara@nur.ac.rw	<i>Rwanda</i>
15.	Dr. Nurdin Kassim MUSHULE Director Of Research, Publications And Consultancy Kigali Institute Of Science And Technology drpc@kist.ac.rw	<i>Rwanda</i>
16.	Dr. Antonia MUTORO Director, Academic Quality Kigali Institute Of Science And Technology dq@kist.ac.rw , antoniامتورو@yahoo.com	<i>Rwanda</i>
17.	Ms. Coletha Uwineza RUHAMYA Vice Dean Kigali Institute Of Science & Technology coletharuhamya@yahoo.co.uk	<i>Rwanda</i>
18.	Dr. Jean Damascene GATABAZI Lecturer, Dean Of Faculty Kigali Institute Of Science & Technology dgatabazi@yahoo.com	<i>Rwanda</i>
19.	Dr Desire KARANGWA	<i>Rwanda</i>

	<u><i>Name of Participant</i></u>	<u><i>Country</i></u>
	Dean, Faculty Of Science Kigali Institute Of Science & Technology dkarangwa2003@yahoo.com	
20.	Ms. Florence KANEZA Director, Academic Affairs/ Registrar Kigali Institute Of Science & Technology Registrar@Kist.Ac.Rw	<i>Rwanda</i>
21.	Ms. Susan MUTONI Director Of Planning And Development National University Of Rwanda	<i>Rwanda</i>
22.	Mr. Francois NARAMABUYE, Director, Centre For Environment, Entrepreneurship, And Sustainable Development National University Of Rwanda	<i>Rwanda</i>
23.	Mr. Jean Baptiste RUSINE Director, Kist Language Centre Kigali Institute Of Science And Technology j.rusine@kist.ac.rw	<i>Rwanda</i>
24.	Mr. Celestin KABAHIZI Vice Rector (Admin & Finance) Kigali Institute Of Education	<i>Rwanda</i>
25.	Mr. Marcellin MWUNVANEZA Director Of Finance Kigali Health Institute	<i>Rwanda</i>
26.	Prof. A.B.K. KASOZI Executive Director National Council For Higher Education abkasozi@yahoo.com	<i>Uganda</i>
27.	Mr. Edward Ilangalibalele DHLAMINI Bursar/Head Of Finance University Of Zimbabwe edhlamini@yahoo.co.uk	<i>Zimbabwe</i>

RESOURCE PERSONS

28. Akilagpa Sawyerr (asawyerr@aau.org)	<i>Theory to Action</i>
29. Dzodzi Tsikata (dzodzit@yahoo.co.uk)	<i>Gender & Institutional Culture</i>
30. Denis Berube (dberube@sfu.ca)	<i>Financial/Resource Management</i>
31. Boubakar Barry (barry@aau.org)	<i>ICT</i>
32. Justin Wane (jwane@aau.org)	<i>HIV</i>

33. Barnabas Otaala (otaala.barnabas@gmail.com)	<i>HIV</i>
34. Theo Bhengu (theophilus8@gmail.com)	<i>Quality Assurance</i>

AAU STAFF

35. Ransford Bekoe (ransford@aau.org)	Assistant Project Officer
36. Alida Baeta (abaeta@aau.org)	Executive Secretary

ASSOCIATION OF AFRICAN UNIVERSITIES

Leadership Development Workshop (LEDEV)

Kigali, Rwanda
23 April - 02 May, 2008

Keynote Speech

by

Prof. Silas Lwakabamba,
Rector, National University of Rwanda

Honourable Secretary General of the Association of African Universities

Your Excellencies Ambassadors and Representatives of International Organisations.....

Rectors, Vice Chancellors, Deputy Rectors/ Vice Chancellors, Deans, Directors, and other Senior University officials

Distinguished Guests

Ladies and Gentlemen

Honourable Secretary General, I would like to thank you for inviting me to share ideas on Leadership with this important Workshop. I feel honoured and a bit humbled by the challenge. I can't tell you what leadership is, or how to do it. I would not claim to be a great leader. For me I just do the job that is in front of me as well as I am able to. However, I do seem to have been doing it in Rwanda and elsewhere for some time now. So it may be relevant to tell you how I have been going about it.

For those who do not know me, I am the Rector of the National University of Rwanda, which is quite large by Rwandan standards. We take in about half of the public-sector students in the country, over eight thousand of them. Some of our Faculties and even Departments are larger than many other entire Rwandan higher education institutions. I lead the University.

Ladies and Gentlemen: What I have been asked to talk about today is to introduce this workshop on what leadership is all about. I don't want to talk about 'being a leader' – that is being in a prestigious position. It means standing at the top. Rather, I want to talk about leading – what it means to take the lead, what is entailed in leading a group or an institution. I want to rehearse some fairly obvious ideas, so that we can remind ourselves about them and they will remain in our minds in later discussions.

Ladies and Gentlemen: First of all, what I mean by 'leadership' is a set of attitudes and practices – a way of working with people and a way of looking at what it means to work

effectively in an institution. My examples will be from education. But I believe the same points hold for all kinds of leadership in all kinds of institutions.

Secondly what I am also going to say is that leadership is not about taking command. It is about everybody taking responsibility. It is about building and sharing a consensus. It is about trusting colleagues and finding ways for everyone to grow together.

By taking responsibility I mean being prepared to make decisions. Even among the students we graduate, a good honours graduate is someone who doesn't have to wait to be told what to do. He or she has the confidence, and the knowledge and skills, to get on and do things for themselves. In the same way, our staff lead the students, and our Heads of Departments and Deans lead the staff. This does not mean that they just pass on the orders but they take responsibility for students, for staff, and make sure that things work smoothly at their level. Leadership is not something that occurs just at the top. There is leadership at all levels. However, the Rector or Vice Chancellor is ultimately responsible for the University. 'The buck stops here', as an American President used to say. And it is up to the Rector or Vice Chancellor to ensure that the University is working smoothly and 'going somewhere'.

Ladies and Gentlemen: This notion of 'going somewhere' is central to my idea of what we have to do to lead effectively. **Innovation and change are central to the concept of leadership.** If all you are doing is reproducing last year's pattern of work, you don't need a leader. People are perfectly capable of doing this by themselves. However, the institution, which is not changing in a positive sense, is dying. Institutions which do not adapt to changes in the world, and even make changes in the world, quickly become irrelevant and lose their place and their purpose. In Higher Education in Rwanda we are going through a particularly vicious and determined cycle of change at the moment, as we try to ensure that our graduates become as good as anybody's, from anywhere in the world. This has meant that our leaders at all levels have had to work hard, convincing those they lead to adopt, not just new paperwork and a new way of working, but a new vision of what the University is all about. We have worked hard during the time since I have been at the National University of Rwanda, on agreeing our vision, our mission, and our strategic plan for the next five years, and everyone in the University owns all of these key conceptual frameworks.

Ladies and Gentlemen: An institution is defined by its vision of itself. And so **leadership is about building and sharing a vision.** Institutions and their staff have to know what they are, in order to know where they are going and what they can become. You lead an institution – or a Faculty, or a Department, or a class, or any working group – ultimately by consensus. You get agreement as to what the institution or group is, how it wants to see itself, and from this follows what it wants to be in the future. It does have to be a consensus exercise, but it has to start somewhere, and the person who leads is the person who is able to formulate the vision and bring about that consensus. If you like, an institution or group or company has an ideology which defines what it is and what it has become. Leading is about embodying that ideology but also about shaping it. It is also about destroying false ideologies – the dull visions that say that we cannot change, that we cannot become better, that some things are beyond our achievement.

Ladies and Gentlemen: Leaders do not just create consensus; they also embody what consensus produces, and the agreed vision may not be quite what the leader envisaged it would be. **Leaders are not always right.** Leading is about identifying problems and proposing the right solutions. However, the existence of the problems has to be agreed by

everyone and the nature of the problem often changes as you talk to others about it - and others may be able to propose different solutions by seeing the problem rather differently. Leaders lead, but they have also to be flexible and to be led by others with a clearer perception or a better solution.

So, Leadership is about taking responsibility and making decisions, but not by yourself – **leading is a group process**. It is about helping the institution or company or group to develop – to adapt to changes, and to grow organically to become what it wants to become and what it knows it can become. Leaders see things differently and help other people to see things differently. This means it is not just about decisions taken or even systems set in place. It is about how people see themselves and their group, and how they see the world in which it is set. Leadership is about agreeing values and determining a mission. It is about giving oneself and the others a direction in which to progress. The Leader manages minds, not just actions. He or she helps people see what they can be, in the institutional context, and what they are capable of doing.

Further, leaders do not work by themselves. They have to have colleagues and to trust these colleagues. **Ladies and Gentlemen**, I am credited in this country with building the Kigali Institute of Science and Technology (KIST) from nothing to a very successful institution. This was indeed the outcome, but it's not at all what I did – certainly not all by myself. What I did at KIST was to set up a very good team of senior managers – including one who is now a Minister and, later, another who now heads the National Council for Higher Education here in Rwanda – and we worked together to build an institution that worked and was going somewhere. Now that I am at the National University of Rwanda I am lucky to have been given a team around me that has a lot of experience of managing education institutions, and we work together, and together with our very experienced staff, to decide how the University can do its business better and what it should become in the short- and in the long-term. The Vice Rectors in their turn work with Deans and Directors, and the Deans work with programme leaders, and the programme leaders work with lecturers and students. At all levels, leadership is '**working with**' to achieve our aims together.

So I would stress that **leadership is not just something done by Leaders** –that is by the people who stand formally or informally on the top of the pyramid. Everyone who works with other people can and should exercise some degree of leadership. Everyone needs to take responsibility, to take ownership for what their group is doing and where it is going. Everyone needs to build a consensus and a trust with working colleagues. Leadership, in one sense, is what binds people together into functional units. It is how people work together to become more than isolated individuals. It is taking responsibility for each other. It is about agreeing common goals and forging a common determination to see them achieved. It is having respect for each other and making sure that everyone is in a position to contribute what they do best.

Ladies and Gentlemen: What leadership is not is management. Managers do lead, and leaders do have to manage; of course things have to get done. Management, however, is doing it yourself and deciding how it shall be done. Leadership is about letting other people do it, giving them the freedom to develop the future, within the common space of purpose, which you and they have created, under your coordination. **Micro-management is the enemy of leadership**. It takes away people's ability to do their job and make their contribution to the common goal to the best of their ability, and substitutes the will of one person and one person's working methods. Leaders, paradoxically, have to be able to stand back and let others get on with the work.

This is because leadership has worked effectively only when people freely agree to work together in an effective manner. When you are bringing up children, you can tell them what to do and how to remain safe, but you cannot tell them how to grow up into the sort of people who can take decisions and themselves take on the role of leader. We can give our students knowledge and give them skills, but becoming the kinds of people who can use the knowledge and skills – potential and actual leaders – is something they have to do for themselves, with our help. In the same way, you cannot build an effective institution just by managing it. What you have to do is to ensure that your all agree on what is going on and where you want to go. You have to be sure that the procedures are adequate and the resources are sufficient to achieve the goals you all want to achieve. Then you absolutely must let them get on and do it. They in their turn don't just tell people what to do; they share a view of what needs to be done, and they are successful when the people they lead take on that vision and apply it themselves. And so on down the chain.

Ladies and Gentlemen: I don't think I've really told you what leadership is or how to be a leader. But I have given you my own strong views on what leadership is and is not. I hope that you will find this interesting, and perhaps even useful.

I thank you again for listening to me and I wish you the best during the week of your stay here.

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Draft Programme	
Tues April 22	Arrivals and Registration
Wed April 23	
08.30 – 09.00	Arrivals and Registration
09.00 – 10.00	OPENING CEREMONY
10.00 – 10.30	Group Photograph/Coffee Break
10.30 – 11.30	Course Introduction & Orientation (Sawyers)
	MODULE I: Institutional Culture, Gender and Change (Tsikata)
11.30 – 13.00	Session 1: Institutional Culture, Gender and Change
14.00 – 17.00	Session 2: Institutional Culture, Gender and Change
EVENING	Welcome Dinner – CHEZ ROBERT, KIGALI
Thurs April 24	
08.30 – 10.30	Session 3: Institutional Culture, Gender and Change
	MODULE II: Financial Planning and Budgeting (Berube)
11.00 – 13.00	Session 1: Financial Planning and Budgeting
14.00 - 18.00	Session 2: Revenue Diversification and Cost Recovery
Fri April 25	
08.30 – 13.00	Session 3: Resource Allocation
	MODULE III: ICT & Research and Education Network (Barry)
14.00 - 18.00	Session 1: ICT & Research and Education Network

Sat April 26

08.30 - 13.00

Session 2: ICT & Research and Education Network

14.00 - 17.30

FREE AFTERNOON

EVENING

ENTERTAINMENT

Mon April 28

08.30 – 10.30

Session 3: ICT & Research and Education Network

(Barry)

11.00 - 13.00

MODULE IV: HIV & AIDS Response Management and Mitigation

(Wane/Otaala/Owino)

Session 1: The Role of Leadership in the fight against HIV/AIDS

14.00 - 16.00

Session 2: The Role of Leadership in the fight against HIV/AIDS

16.30 – 17.30

From Theory to Action

(Sawyerr)

Tues April 29

08.30 – 13.00

Session 3: HIV & AIDS Response Management and Mitigation

14.00 - 17.30

MODULE V: The Role of Institutional Leadership in Quality Assurance

(Bhengu)

Session 1: The Role of Institutional Leadership in Quality Assurance

Wed April 30

08.30 - 13.00

Session 2: The Role of Institutional Leadership in Quality Assurance

14.00 - 17.30

VISIT TO KIST, GENOCIDE MEMORIAL CENTRE

Thurs May 1

08.30 - 10.30

Session 3: The Role of Institutional Leadership in Quality Assurance

11.00 - 13.00

COURSE CONCLUSION: From Theory to Action

(Sawyerr)

14.00 – 16.00

From Theory to Action

EVENING:

CLOSING DINNER AND AWARDS NIGHT

Friday, May 2

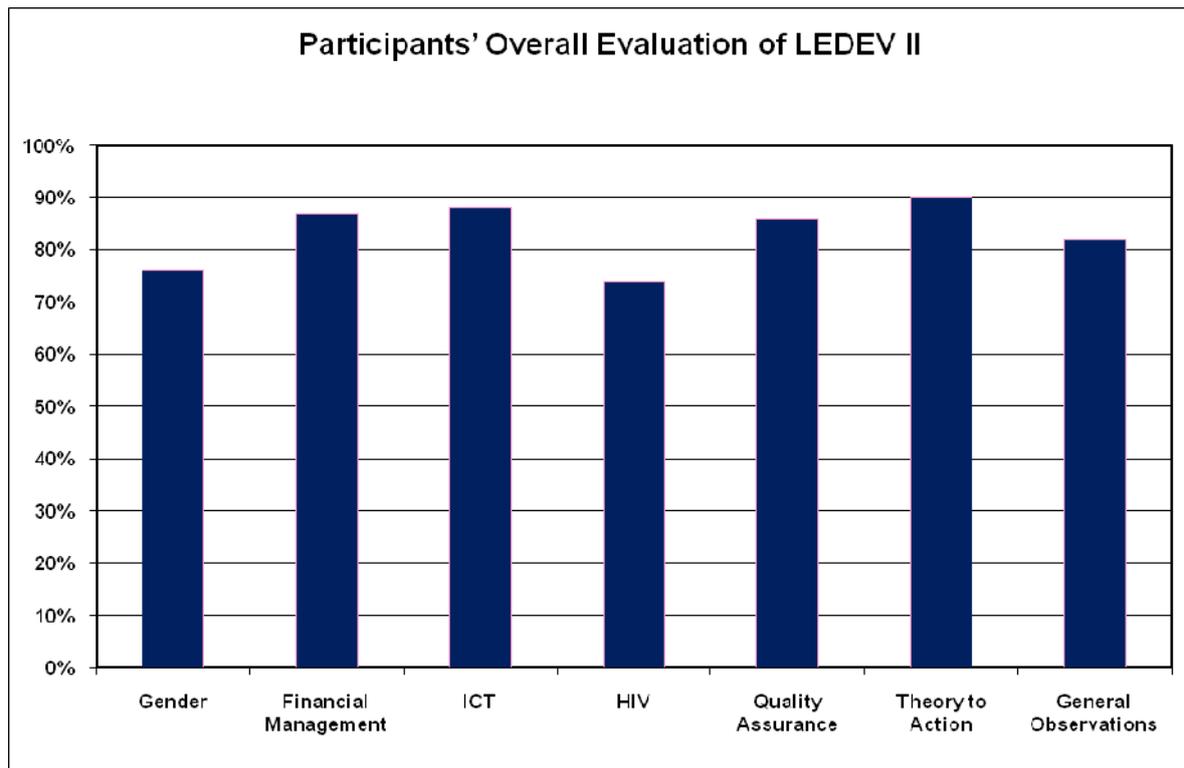
DEPARTURES

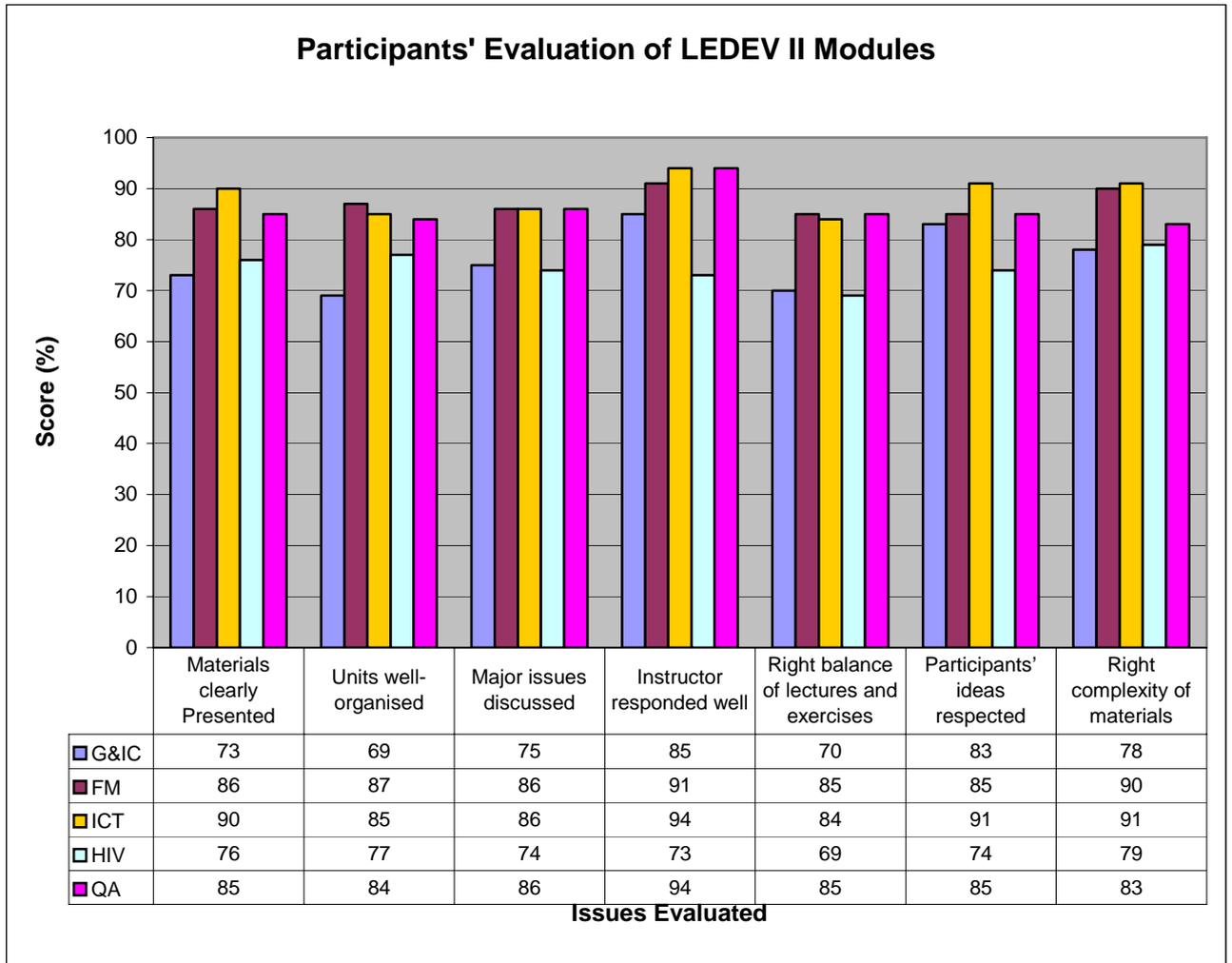
Tea/Coffee Break (morning)	10.30 – 11.00
Tea/Coffee Break (afternoon)	16.15 – 16.30
Lunch	13.00 – 14.00

ASSOCIATION OF AFRICAN UNIVERSITIES
LEDEV II

KIGALI, RWANDA
23 April – 2 May, 2008

Participants Evaluation of the Modules and Comments

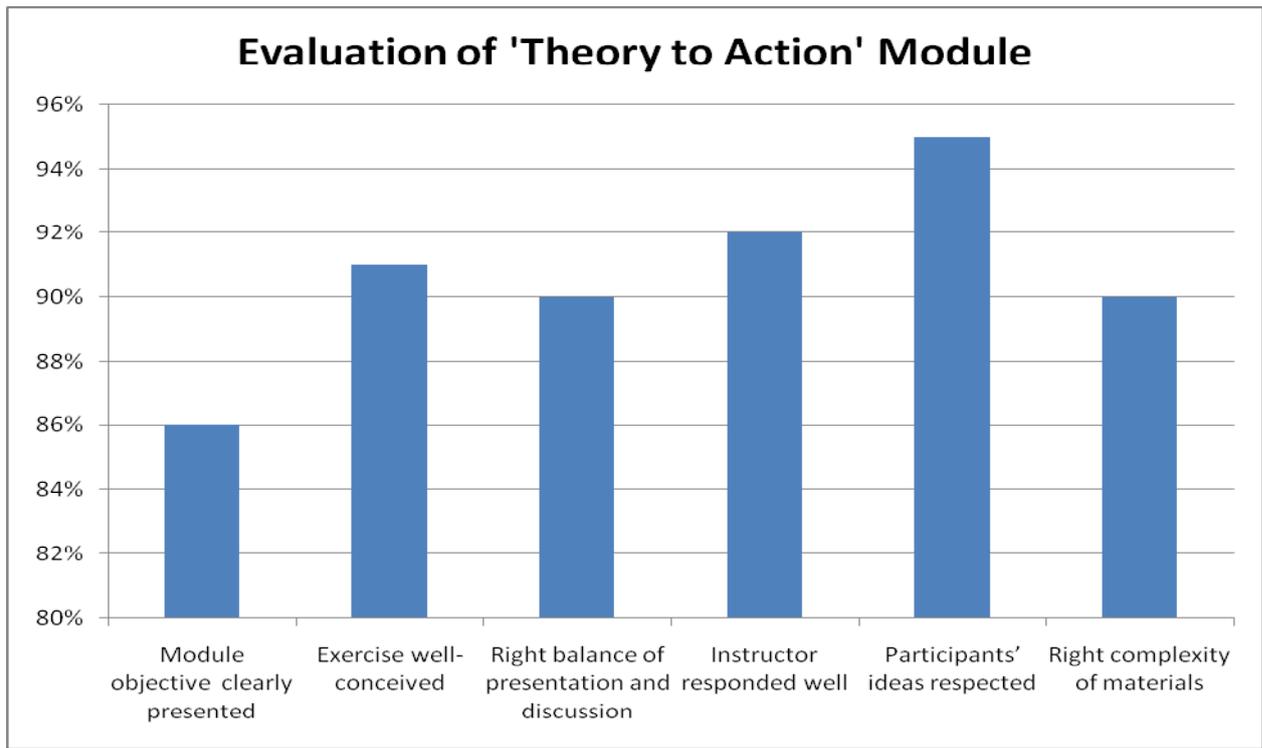




Key

- G&IC: Gender and Institutional Culture
- FM: Financial Management
- ICT: ICT and Research and Education Networks
- HIV: Human Immunodeficiency Virus
- QA: Quality Assurance

The questionnaire on the 'Theory to Action' module was slightly different from those administered on the other five modules, and its graphic is presented below.



VIEWS OF PARTICIPANTS

- The topics were well selected.
- The workshop was well organized and perfectly implemented. It is advised that future workshops should take into account specific areas and gather specialists from all the universities, for example, research topics related to agriculture, natural resource management, and African politics.
- The mix of presentation from different parts of Africa and outside was good.
- The workshop was good. Could be better if the time was more. The experience from Africa was very good and constructive.
- Good facilitation – The Quality Assurance (QA) facilitator has a lot of experience.
- There is so much to learn from South Africa (in terms of QA).
- The ICT module was well done. However, in future module, consideration for inviting ICT decision makers would perhaps be useful.
- The presenter on 'Theory to Action' has a lot of experience and we shall all benefit from it.
- The module on 'Theory to Action' was a very thoughtful addition to the other modules. It provided an opportunity for the participants to internalize the modules and provide the way forward. Congratulations on this addition.