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Telephone: ++263 8 677 006 136 | +263 779 279 912

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JOURNAL PURPOSE

The purpose of the journal Futures - Ezekiel Guti University Journal of Leadership, Governance and Development is to provide a forum for eldership, development and governance solutions based on a systems approach and thinking.

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Leaders from various circles of life, professional associations, students, researchers and practitioners will be the primary contributors and consumers.

JOURNAL SPECIFICATIONS

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The journal is a forum for the discussion of ideas, scholarly opinions and case studies of leadership, development and governance at local, national and supranational levels and coming from across various sectors of the economy. It is premised on the idea that leadership is meant to create anticipated futures by the leaders themselves. Development is a revolutionist endeavour that must be governed well for the sake of intergenerational equity. The journal is produced bi-annually.

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Where there are more than three authors, use et al.

Italicise et al., *ibid.*, words that are not English, not names of people or organisations, etc. When you use several authors confirming the same point, state the point and bracket them in one bracket and in ascending order of dates and alphabetically separated by semi-colon e.g. (Falkenmark, 1989, 1990; Reddy, 2002; Dagdeviren and Robertson, 2011; Jacobsen et al., 2012).

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Editorial:

THE INTERSECTION OF LEADERSHIP, GOVERNANCE AND DEVELOPMENT FUTURES

INNOCENT CHIRISA¹

ABSTRACT

Leadership and governance play a critical role in the development of a country's vision. Poor leadership and governance cause the development of the economy and national growth index to be low and vice versa. The study seeks to discuss —futures— meaning a time perceived to come in the near future hope of life and as man lives taking into consideration critical aspects of leadership, governance and development. The methodology used desktop review of different articles on leadership, governance and development through reviewing magazines, government reports and online articles. The study notes that futures differ in different contexts used, environments and cultural contexts used. The study argues that without leadership, good governance and development, a country is bound to a great recession and low economic performance. Results on the ground note that Africa is different and context is defined in determining its future due to various factors that include science, innovation and technology to mention a few. The study recommends that African youths should be upfront and that decision-making should be made in conjunction with the public at large.

Keywords: Africa, decision-making, convergent and divergent thinking, transformation, policy

THE ARGUMENT

Futures may be described as a time to come perceived via talking or writing (Belcher, 2006). Business Futures is an Accenture-based method to pick out signals of commercial enterprise exchange that can be of maximum importance for groups to apprehend on the way to form their successful futures (Bryson, 2018). Future research may be used in the policy context in several methods, starting from the exploration of various issues to methods of explicit selection-making (Henley, 2001). Scenarios are frequently taken into consideration to be anything else

¹ Pro Vice Chancellor, Academic Affairs, Zimbabwe Ezekiel Guti University, Bindura, Zimbabwe

than reality-primarily based. It is, therefore, vital to strain and illustrate that scenarios may be reality-based as reasoning inside a macro monetary discourse. The realm of behaviour and conservatism may be difficult to conquer since there may be the detail of hazards involved in conducting a completely new technique in that the outcomes are difficult to expect. According to Henley, (ibid.) if these cultural boundaries can be conquered and the work with situation development can begin, the following three issues are extraordinarily critical for the achievement of the method:

Ownership from two groups of people is extremely important for the scenario process to become successful (Peck, 1998). Top management of an organisation and/or unit must be behind a scenario process since it will often differ from the 'regular' way of doing things, thus creating anxiety. Clear statements from top management concerning the process may help to alleviate this anxiety. Participants in the scenario group (top management may also be represented here) must engage wholeheartedly throughout the entire process. Otherwise, their input and work will lack the quality needed to develop strong and thought-provoking scenarios.

When the scenario group is identified and other experts are included in the process, the scenario team should always think broadly and inclusively as possible (Frisch, 2001). It is often healthy for the process that the scenario group is diverse, so a certain creative tension can be created and upheld throughout the process (Peck, 1998). There may be many stakeholders and experts with different backgrounds that can enrich the process. If all important actors cannot be directly involved in the process, extra expert committees or advisory groups may be created to ensure that they are allowed to come up with input.

Scenario development may be a process that involves a great deal of anxiety and frustration (Henley, 2001). The initial focus and uncertainties and different development opportunities mean that participants may find it difficult to see that the process will lead to sound and consistent results. Therefore, the scenario team must do its best to describe the logic behind the process design and every phase in it to minimise the anxiety of participants and stakeholders.

INTERPRETATIONS IN LIGHT OF THE CHANGING WORLD

The vital preference for futures going through America these days has risen because their dominant dynamic strategy has been progressively stagnant since the turn of the 20th century

(Snooks, 2020). This has been exacerbated by the boom-restraining rules of orthodox economists, weather mitigationists and health professionals. Unless the antique dynamic strategy can be replaced by an important new one and unless boom-restraining regulations are abandoned, America will slip lower back into the ranks of the arena's second-tier countries (ibid.).

For a long time, European allies have served as the USA —partners of the first motell, both through NATO or coalitions of the willing (Szewczyk, 2019). Economically, Europe is the USA's primary buying and selling and investment partner, dwarfing all others, such as China. Europe has been a critical associate of America in framing and maintaining the post-war order, primarily based on rules and multilateral establishments (Cuccia, 2013; Hill et al., 2017; Szewczyk, 2019).

Thus, information on how Europe can be headed is of key importance for US policymakers. Europe is of wonderful strategic significance to the USA, exactly because predominant factors of American foreign coverage schedule in the Middle East, in the direction of Russia and Iran, in Africa and many different places, cannot be done without deliberating Europe's approach and property (Hill et al., 2017), nor can the traditional US help at no cost and truthful alternative be finished without European collaboration. Understanding the alternatives dealing with Europe will be critical to most of the selections dealing with US policymakers.

Longstanding traits like the increasing significance of reviews, extra adoption of cloud and dramatic changes in buying patterns had been interrupted, multiplied, or reversed during the global COVID-19 pandemic. Now is the time to capitalise on modifications and seize the future. Companies stand to gain from being forward-wondering. Accenture studies have proven that corporations that spend money on sustainability and virtual transformation are two-and-a-half times more likely to be among today's strongest-performing agencies (Ibid.).

Africa is a large and complex continent made up of 54 sovereign states, including some island countries, extending over a land area one hundred times the size of Italy (Khapoya, 2015). Major cities such as Rabat in Morocco, Antananarivo in Madagascar, Cape Town in South Africa and Cairo in Egypt, are separated by 7 000 to 8 000 kilometres and have wildly different political, social and economic histories (Carbone, 2018). Yet there is no lack of aspects that different countries or groups of countries in the area share. Some have to do with their pasts, some with their current trajectories and others with a foreseeable common future. The latter

include the many opportunities and challenges that multiple processes of fast change are generating across the continent.

Exploring Africa's future means telling a story of recent and ongoing fastpaced transformations (Khapoya, 2015). In recent years, economic, sociopolitical and technological changes have been thriving throughout the continent. This picture of Africa steadily distanced the continent from images of poverty, conflict and passivity and paved the way for the —Africa rising‖ narrative. While the challenges impeding development and progress are still many, the opportunities the continent offers are greater than ever, for locals and foreigners alike. African institutions and citizens are assertively taking control over such opportunities by increasingly tackling issues in Africa, from security to development, from innovation to governance (Herr, 2008). Far gone are the days in which the role played by African actors on the international stage was non-influential. In a global context where the hegemony of traditional powers is challenged by emerging ones, Africa's participation in global affairs is finding new spaces for enhancing its bargaining power (East and Prescott, 1975). This applies to trade and aid in sectors as different as agriculture and green technologies, education and infrastructure and so forth.

Change has been ongoing in Zimbabwe for the better part of the country's recent past (Unganai, 1996). This took a wide range of different forms, from demographic expansion and fast urbanisation to economic development, from social progress to environmental challenges, from technological innovation to country integration and from political change to migratory pressures. Only time will tell where exactly the major and complex transformation processes currently underway will lead to and how they will shape the Zimbabwe of tomorrow (Muzondidya et al., 2007). But five key features will most likely characterise the country in the coming future, namely an archipelago of heterogeneous growth trajectories; the leapfrogging of some development stages; regional integration relying primarily on sub-regional processes; the clustering of violent conflicts mainly around some of the country's inner areas; and rising migration pressures not just towards the outside, but predominantly within Zimbabwe itself.

The story of Africa's future continues to be an unfolding one. As Gatune (2010) points out, the story is more like a rollercoaster following short-term economic results. When growth is good, the story's future is rosy but when the growth topples, which tends to happen often especially

when commodity cycles dip, the prospects tend to be seen as poor. Not enough attention is given to capturing the deeper drivers of Africa and capturing where Africa is heading without being distracted by the many stories of despair that Africa seems to spawn. These stories of desperation tend to loom large and largely shape the story of Africa's future, perhaps a testimony of the power of the old colonial narrative of the dark continent. The recent good performance of African economies has seen a flurry of good stories. Even the Economist magazine that in 2001 had declared Africa —a hopeless continent¹ changed its forecast in 2011 and declared Africa —a rising continent², a complete reversal (Adewumi, 2011).

It is fact that Africa remains a place beset by many challenges of underdevelopment (Khapoya, 2015). The majority of the world's poor live in Africa. Malnutrition and resulting stunting of growth are killing the intellectual potential of many children, crippling their prospects even before they start the race into knowledge-based economies of the future where brain power will be the key asset. Challenges are being compounded by new trends, in particular climate change. The trends provide some hope but are also a cause for concern. Though Africa continues to rise economy wise, the number of poor people continues to grow. In 2035, there could be as many as 170 million more extremely poor Africans than in 2016 (Herr, 2008). Tepid economic growth is not keeping up with fast demographic growth. So, the challenge of employing a fast-growing youth population is perhaps the most daunting challenge facing Africa. The youth bulge is a double-edged sword, with the right investments especially in skills and unlocking economic opportunities through investment in infrastructure, the transformation of economies through increased value addition and greater integration of economies to improve markets, among other policies. Failure to adequately address this can have disastrous consequences. North Africa is still grappling with the turmoil of an unfinished revolution, the Arab Spring, a revolt of the millennials due to a lack of economic opportunities among other reasons as discussed Nisreen and Gatune (2018).

One may accuse this issue of falling into identical folly as many consider Africa as one monolith, failing to appreciate the large variety throughout the continent (Gatune, 2018). This is partially proper. There is not enough area to capture the whole diversity and Africa became largely the unit of analysis in this issue. Though Africa is heterogeneous one also can argue that many things tie Africa as one and certainly you can still argue that the fortunes of African international locations are intertwined. So, until the demanding situations of Congo are

resolved, the great lakes region will stay in turmoil. The fortunes of East Africa are very much tied to Kenya's overall performance. Indeed, the not-unusual ties play a much bigger role in shaping the future of Africa than the heterogeneity we see. All the identical research at a rustic or nearby level can provide insights into the destiny and offer insights into upcoming challenges that are but to appear at a more aggregated level, the so known as weak indicators (Giddens, 2003). Though Africa's cognizance is the teens' bulge, we could omit a new assignment that is looming, and is that of getting old. People are living longer and by 2035 and beyond, there might be a huge cohort of humans over the age of 65 and South Africa will be one of the first countries to need to cope with the undertaking (Gatune, 2018).

However, 4IR will require greater than just ability, it will also infrastructure (internet and electricity), accurate governance to draw investment and vibrant innovation systems as pointed out in the latest record by ACET for the Africa Development Bank (ACET, 2018). All it does is represent an opportunity for Africa to fashion a completely one-of-a-kind destiny.

However, all is not rosy about 4IR any longer, as the article Van Vuuren (2011) points out. The new technologies will come with demanding situations and additionally compound vintage challenges. The potential of cyberspace terrorism is actual if societies continue to be fragmented as the new media affords new approaches of organisation and coordination. States can erode many citizens' rights. Information technology, with the aid of developing new sources of power, is reshaping the trajectory of political development far from the political and democratic fashions of the West. The capability of these new systems calls for additional strengthening collaboration and commonplace know-how.

LIMITS AND POSSIBILITIES IN THE CURRENT AND FUTURE

The article points to 6 key drivers of the destiny of the ARI machine that had been then used to construct scenarios for the destiny of agricultural research and innovation in Africa. The maximum applicable scenario points out that the key may be getting the needed political will to devote budgets and additionally constructing a crucial mass of futurists in the ARI device.

Governance has been a perennial undertaking in Africa, (ibid. probably the most fundamental and intractable project (Gatune, 2018).

And even in the end, we are witnessing a return to ethnic primarily based systems, confirmation that the universalist state misses something, the connectedness that includes conventional structures. The universalist state will not be the way forward for Africa. The argument is that if this spirit of belongingness, identity and self-affirmation is placed inside the financial sphere (not in the sphere of politics!) via cooperative networks and entrepreneurial —tribes!, an equilibrium may be found in the background of the past and the demanding situations of the future (De Benoist and Champetier, 1999).

Leadership performs a key position in developing conditions shaping the future. African management has failed to create the right situations and is accused of selling —used futures! — those that may have succeeded somewhere else, for an instance, Europe, but does not fit into the neighbourhood context of Sub-Saharan Africa (Gatune, 2018). For example, the pan-African imaginative and prescient is a pacesetter-precipitated shared vision on paper, but it is not always the shared vision of the people. There is want for a story primarily based on the Ubuntu philosophy of inclusiveness that supports the bottom-up approach, a network-pushed exchange that truly places humans first. Essentially, the worldview actions from humans being connected primarily based on political and economic ideologies that may bring about a used destiny to communities and solidarity become the glue of society, based totally on cultural values and the reputation of each other (De Benoist and Champetier, 1999). Embracing Ubuntu is consequently visible as an important thing to a higher future that gives opportunities for all.

WHY RESEARCH AND MORE RESEARCH NEEDED

This present study teaches us that future-oriented work is targeted at mastering and using new insights to attain several exceptional ends. To explain the functions of the various special methodologies associated with destiny-orientated paintings, it might appear suitable to apply a terminology evolved in the field of cognitive theories of learning. In his look on checks and measures of intelligence, Hudson (1967) identifies seemingly extraordinary forms of wondering (skills): Convergent and Divergent questioning.

Convergent thinking is largely traditional trouble-solving. It usually involves bringing fabric from a variety of sources to undergo a problem, in one way to produce the "accurate" solution (ibid.). This sort of wondering is suitable for technological know-how, maths and era because it includes description, commentary, deduction, and/or prioritisation in terms of a given trouble.

Divergent wondering is a skill broadly associated with the creative elaboration of ideas prompted by a stimulus (ibid.). In a conventional line of thought, such questioning is perfect for inventive pursuits and studies in the humanities.

Convergent and Divergent questioning terminology may be used to explain the maximum of the strategies and equipment applied inside destiny oriented paintings. There are various strategies designed to foster divergent and 'out of the field' questioning and there are more than a few techniques used to foster convergent and synthesis-orientated wondering, although one may think that situation and destiny analysis with its extra or less specific awareness of the question of 'what if' might be heavily biased towards divergent methods. This is not the case. A good future study layout needs to stabilise the divergent and convergent approaches with the purpose of facilitating a technique in which using both ways of thinking produce a result that is exploratory and innovative and rooted in information, numbers and explicitly stated rational assumptions.

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