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Tackling the root causes of challenges in Africa for a sustainable development: An empirical review

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Abstract

Africa is a continent that is changing rapidly. Since 2000, Africa's economies have been growing of five per cent at an average annual rate. The African's population is expected to grow by fifty per cent over the next twenty years, to 1.56 billion. The working-age population is expected to reach 1.4 billion by 2050.Despite Africa's relatively strong economic development performance over the previous years, different nations in the continent are facing several development challenges ranging from food insecurity, high unemployment rate, poverty and social inequality. There is also the problem of, increased market volatility, slow growth of economies, and lack of economic transformation, environmental degradation, and low incorporation of the Africa continent in inclusive economy. To overcome these challenges, Africa countries have to work together towards an inclusive economic and social development and environmental sustainability by building sustained strong policies, strategies and institutions. A sustainable development is development which meets the needs of the present without compromising the capacity of coming generations to increase their own needs. This paper aims to tackle the root causes of these challenges for a sustainable future development; it intends to review the existing challenges facing the African continent, proposes solutions and gives recommendations.

Keywords: managing the future, sustainable development, inclusive development, economic growth

1. Introduction

In the 21st century, the problem of food insecurity, unemployment, income and gender disparities, education, resource conservation, and environmental protection have arisen as main world concerns. Different conferences and plans had been made to find the solution to these problems. The strategies and principles of sustainable development have been formulated and widely accepted by decision-makers and peoples all over the world. Then, different countries have been seeking sustainable tracks that will permit them to instantaneously address both socioeconomic and environmental concerns. The objectives of this paper are to ascertain the problems that affect Africa's economic growth by identifying the key challenges posed to sustainable development; and to develop scenarios and recommendations for tackling identified challenges. This study is an empirical review. In this study, we analyzed the following questions: "What is sustainable?" "When is development sustainable?" and "How to realize the sustainable development".

2. An overview of World economic development

The world economic growth reduced to 3.3% in 2013 from 3.4% in 2012. For 2014, the global GDP growth is revised down to 3.3% from 3.7% as it has been projected by IMF in July 2014. However, facilitated by gradually improving economic fundamentals in developed countries, it is projected to slightly improve to 3.8% through 2015. In developed economies, real GDP growth is gaining momentum and reached 1.8% in 2014 from 1.4% in 2013 and it is projected to reach 2.3% in 2015. By end 2015, US economy is foreseen to increase by 3.1% as evidenced by increasing business investment and consumers' confidence (IMF, World Economic Outlook,2014). In the Euro area, the economic growth is projected to 1.3% by end 2015 helped by structural reforms and fiscal consolidation, accommodative monetary policy and improving financing conditions. However, In Japan, from 1.5% in 2013, the economic growth was projected to be 0.9% by end 2014 against the previous forecast of 1.6% as result of a sharp decline in domestic demand after the sales tax hike from 5% to 8% in April 2014 and to further decline to 0.8% in 2015 as fiscal stimulus is planned to decrease.

In the Asia continent, growth remained resilient and expected to grow at 6.5% in 2014 after 6.6% in 2013 mainly driven by China and India although some control in the Chinese economy. Indeed, due to the weak performance in real estate, heavy industry sector, in external demand and following tighter credit conditions, Chinese growth was projected to increase at a slowing pace in 2014 and 2015 growing by 7.4% and 7.1% respectively against 7.7% in 2013.

In Sub-Saharan African countries, economic activity increased and raised by 5.1 percent in 2013 from 4.4% in 2012 backed by improved economic policies and strong investment. It is projected to grow by 5.1% and 5.8% in 2014 and 2015 respectively supported by investments in infrastructure, expansion in the mining industry and robust consumption (BNR, 2014).

According to UNIDO (2013) &UNCTAD (2015), Africa has been taking off and growing strongly and progressively for nearly two decades and showing remarkable resilience in the face of the global economic crisis. In 2009, when the global economy contracted by 0. 6 percent, sub-Saharan African economies continued to expand, with a growth 2.6 percent on average, recovering to an estimated 5 percent in 2010. More than 2/3 of the African countries have enjoyed 10 or more years of continuous growth(Africa Development Bank, 2007 &World Bank, 2014).
In spite of this progress, the continent faces daunting challenges such as poverty, high population growth, and reliance on subsistence agriculture, lack of nutrition and inadequate education, income and gender disparities, inequalities in the distribution of resources and in political power (UNIDO, 2013). Progress toward a sustainable and meaningful economic development in Africa remains inconsistent and uncertain (Accounting for Sustainability (A4S) CFO Leadership Network (2014).

3. Sustainable development concept

The World Commission on Environment and Development (1987), defined the concept of sustainable development as a development which meets the needs of the present without compromising the ability of future generations to meet their own needs. From this definition other studies (Holmberg, 1992; Reed, 1997; Harris et al., 2001), stated that sustainable development has three essential aspects: firstly, the economic aspect in which an economically sustainable system must be able to produce goods and services on an ongoing root, to sustain appropriate levels of management and outside obligations, and to avoid extreme sectorial imbalances which damage agricultural or industrial production. Secondly, maintaining the environmental aspect which includes the maintenance of atmospheric stability, biodiversity, and other ecosystem utilities. Finally, Social aspect in which a socially sustainable system must achieve fairness in distribution and opportunity, delivering appropriate social services as well as education and health, gender equity, and political accountability and participation (Harris et al., 2001). The study is linked to the theory of sustainable development which states that sustainable development is an applicable approach to promote economic development, appropriate use of resources and protection of the environment (Sathaye et al., 2007). The theories of sustainability try to place and incorporate collective responses to environmental and cultural challenges. Economical the theory intends to sustain financial and natural capital; ecologically this theory attempts to integrate biological diversity and ecological integrity aspects; on the political aspect, it looks to social systems that realize human dignity. According to standard economic theory, effective resource distribution should have the effect of maximizing utility from consumption. The objective of sustainable development is to create and maintain thriving economic, ecological and social systems. To persevere in this changing environment, we must strive for resilient socio-environmental systems to achieve sustainable development.

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4. The economic development challenges in Africa

Many, if not all, of the most critical challenges to humans such as climate change, food insecurity, increased population pressures, migration, undeveloped financial markets, political risks, health pandemics and international insecurity today have particular significance to the African continent (Accounting for Sustainability (A4S) CFO Leadership Network (2014).Different studies show that various global challenges in a rapidly changing world challenge Africa (Maseli, 2013; Ndulu, 2007; Bellamy, 2009). No part of the world undergoes more from international warming; no population is more at risk from rising food and energy prices; and Africans are severely affected by the inequities of the current international trading system, political and social conflicts, and miss-governance(Birkinshaw, 2012; Bellamy, 2009).

Maseli (2013) and Ndulu (2007) categorized these challenges that the African continent is facing in two groups: near-term challenges and long-term challenges. The near-term challenges comprise increased market volatility, slow growth of economies and low prices for some merchandise. The long-term challenges include environmental challenges, demographic and technological challenges. However, Accounting for Sustainability (A4S) CFO Leadership Network, (2014)reported that the main challenge for Africa's economic development is the uncertainty that surrounds global management. The factors that contribute to this uncertainty include: political instability; different conflicts; climate change; long term time horizons; unknown scale and timing of impacts; population growth and the associated increase in demand for food, water and energy; lack of clarity regarding future management policies and regulatory frameworks; and shifting customer preferences across market segments (Japan International Cooperation Agency, 2013).To limit and reduce this uncertainty, Africa leaders should choose accurate forecasting method that helps to develop strategies to promote profitable trends and to avoid unprofitable ones(World Bank, 2010). The selection of the appropriate forecasting technique will depend on the level of economic aggregation involved in each country (National economy, GDP, sectors of the economy, interest rates, inflation etc.).

According to World Economic Forum (2013) and Maseli, (2013), inequality (such as inequality in asset, income, gender, health, social welfare and education, disparities in the distribution of resources, inequalities in political power) is another challenge that affects the economic growth of Africa in all sectors. Inequalities in Africa still remain high (Gini index 43.9). The Africa continent is experiencing increasing inequality, causing stress in the social aspect and increased discount. Africa is the second-most inequitable region in the world (African Development Bank, 2014). In 2010, six out of the 10 most unequal countries worldwide were in sub-Saharan Africa and more specifically in Southern Africa (Adejumobi, 2015; Harsch, 2006).

Such inequalities meant that when economic downturn or disaster struck, those at the bottom of the income scale, the most vulnerable, were hurt disproportionately (KayizziMugerwa, 2001). And when national incomes rose, those at the top benefited the most, while the poor saw few gains, if any. Partly as a result, the number of people in sub-Saharan Africa is living in absolute poverty (with incomes of less than $1 per day)(Harsch, 2006).

Moreover, when there is intergroup inequality with religious, ethnic, racial and language divides the prospect of tension rises (Kwesi, 2007). Corruption lies behind much of the income inequality that affects the Africa continent (Moyo, Nandwa, Oduor&Simpasa, 2014). Without clearly defined measures to reduce income inequalities, Maseli (2013)said that the African continent may be directed for the worst levels of poverty set to hit even harder at the already poor. The same author notated that inequality is not only an economic challenge; it is also a social and political liability to any society. Africa's growth has not been as powerful in reducing poverty as it could have been because of the high levels of inequality.

Growth with equity is possible, but it requires a decline in inequality in both outcomes and opportunities (Anyanwu, (2011).Addressing the problems of inequality requires introducing policies that specifically target the gaps and ensure that the poorest segments of the population are able to overcome their disadvantages. Failure to

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address inequalities means that "communities, countries, and regions remain vulnerable to social, political and economic upheaval (World Bank and the International Monetary Fund, 2007)."

Furthermore, Kwesi (2007) affirmed that climate change is among new challenges that are emerging in the world especially in Africa where two-thirds of Africa is already a desert or dryland, with limited scope for agricultural production. The challenges to growth from climate change include reduced food security where more than 95 percent of Africa's agriculture is rain-fed, making it more vulnerable to climate variability than irrigated farming. The second challenge from climate changes is increased water stress where 3/4 of African countries are in arid and semi-arid zones characterized by small reductions in rainfall. By 2020, between 75 and 250 million people in Africa could be exposed to higher water stress due to climate change (Africa Development Bank, 2007). High population growth increases high rates of water use and this result in water scarcity. The third challenge of climate change is growing completion for natural resources. Lastly, climate change causes a higher risk of diseases like rift valley fever, cholera, malaria, etc…(Africa Bank of Development, 2007).

These challenges increased the number of people living in extreme poverty. Consequently, Africa countries experienced a significant deceleration in economic growth. According to Maseli (2013), the rate of poverty remains relatively high in Africa; 48.5% of people living in poverty (413 million). African countries rank low in human development index (education, health etc.)(UNIDO, 2014). This has been confirmed Olaide and Orefi(2015) that about 300 million people living on less than a dollar per day, Africa continent is characterized by lowest per capita income countries in the World (UNEP FI, 2009). Joblessness among the youth is highly growing.

The lack of financial services to support the economic activities of poor people is one of the major factors promoting poverty in the region (IFC, 2013). Consequently, in many African countries, there exists a limited capacity for people to adopt intensive technologies, restricted productivity, inhibited incomes and low domestic savings, social and political conflicts (Vincent, 2005). This situation has also led to the inability of entrepreneurs in the continent to engage in innovative business ventures with the consequence that entrepreneurial activities are neither financially nor environmentally sustainable. Illegitimate outflows of capital from Africa seriously inhibit the efforts for poverty reduction(Abdel, 2009). It impedes both public and private investment and hence job creation, infrastructure, and industrial development. These outflows also reduce tax revenues that could be used for education and health; they drain hard currency reserves, thus encouraging poor countries to borrow money from abroad and worsening their debt burdens (Agaloglou, 2014).

For managing the future, Africa needs to have effective leadership that accurately perceive, analyze, decode and diagnoses the situation, matching characteristics of the current situation to those of experience in the past, in the process scanning and forecasting for the relevant course of action. At the same time, there is growing recognition that a more strategic approach to addressing these challenges successfully can help unlock economic growth opportunities and add competitive advantage. Africa leaders will face several challenges from both the future workforce and from the changing nature of work itself. As a result, they will need to get ahead of the game by understanding these major future demographic, technological and societal shifts, and then preparing themselves accordingly.

5. Building an inclusive and solid foundation for sustainable economic development

Factors contributing to building an inclusive and sustainable economic development are: education for all and universal access to health services, access to financial services, investments and infrastructure development, new technology and affordable bank loans, gender equality and more equal resources and income distribution, strong government policies and political stability, climate change management, peace and conflicts resolution (Africa Development Indicators 2008, 2009).

Internal and external factors have contributed to Africa's relatively growth over the past decade. Improved macroeconomic management strategies, high domestic demand and a relatively more stable political environment are some of the internal factors that supported growth in the continent. External factors include favorable commodity prices, resilient economic cooperation with emerging economies, more official development assistance and an increase in foreign direct investment flows contributed to the growth process. Rising agricultural production and public investment in infrastructure, and growth in African retail, telecommunications, transportation, and financial services powered a forecast rise in the regional gross domestic product (GDP) from 4.6 percent per annum in 2014 to 5.2 percent in 2015 (UNCTAD, 2015 &World Bank, 2014)

According to Nortonand Rogerson (2012), a stable and predictable operating environment is a solid foundation for all economic growth and investments. Investments in infrastructure are a primordial factor for building a durable economic growth and accessibility and affordability of services. Sustained economic growth is impossible without industrialization because there is an empirical correlation between levels of manufacturing and economic development. Manufacturing is a source of important spill over effects in the economy, including backward or forward side linkages, the economics of scale, better jobs, etc. To achieve growth, leaders should focus on people-centered development by promoting human capital development and sustainability, innovation, science, and technology; establishing a structural economic transformation and inclusive growth. To build a sustainable future, Africa, we should build on three principal policies: build infrastructure, build institutions and build people(UNCTAD 2013).

Firstly, by building infrastructure, the effort should be given on energy, roads and technology networks. These elements are the foundations of any strong and durable society. African countries should increase investment in the energy sector, emphasizing on the projects that support cross-country trade in electricity, road and railroad networks. These investments are critical for growth to be sustained and expanded. High-quality infrastructure can be a foundation for foreign investment. It can accelerate diversification and employment creation, and support further regional integration.

According to UNCTAD(2014, 2015), Investment in infrastructure is a major determinant of long-term growth in Africa. The concept of the growth and development of capital accumulation is regarded as a key determinant of an economy's growth (Penalosa and Turnovsky, 2011). Empirical studies based on data from Africa countries confirmed the strategic role of investment in the process of development and economic growth. A typical example is a study by Mijiyawa (2013)using cross- country data. It has found that investment, credit to the private sector, government effectiveness, exports and the share of agricultural added value in GDP is significant growth determinants. This has been confirmed by the research done by Ghazanchyan and Stotsky (2013) that investment boosts growth. Fedderke and Bogetic (2006) also find strong empirical evidence that investment in infrastructure is not only positively associated with economic growth, but that it actually leads growth. In addition, both the cross-country and country-level evidence indicates that investment is critical for accelerating growth in African economies."

Secondly, by building institutions, we mean institutions as the systems that ensure that the building functions properly and lasts a long time through increasing good governance, transparency, and sound economic frameworks. Strengthening the institutional and governance frameworks that manage African resources is a good place to start. Transparency can help increase accountability and help ensure that these resources are harnessed for the benefit of all. We cannot forget the role of leadership in building a strong economic growth. The leaders play an effective role in radical changes and transformations of sustainable economic growth. Leaders make cultures and their fundamental role is affecting others. The transformational leader provides a foundation for long-term organizational changes that improve organizational performance over time (Rogers, 2008).

According to Bass &Avolio (1994), the inspirational leader articulates shared goals and mutual understanding of what is right and what is important. Transformational leaders are inwardly and outwardly concerned about the

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good that can be achieved for a nation, group, organization, or society for which they feel responsible (Krishnan, 2005). They are intellectually stimulating leaders to engage to think about problems in new ways, questioning their beliefs, assumptions, and values as well as developing the capacity to solve future problems in creative and innovative ways. This makes the followers develop the capacity to solve future problems unforeseen by the leader and learn to be creative and innovative(Howell & Costly, 2006). Leaders develop intellectually stimulating concepts to the extent that they can discern, comprehend, conceptualize, and articulate to their followers the opportunities and threats facing their organization as well as its strengths, weaknesses, and comparative advantages. The ranking is then examined, and new, creative methods of accomplishing the organization's mission are explored. They provide a foundation for long-term organizational changes that improve organizational performance over time.

Regarding the necessity of making fundamental changes in Africa and the respective roles of organizational leadership and management and their interrelationships in such future perspective, Africa continent needs leaders to enable it to make a dramatic shift by motivating and inspiring their countries by establishing a clear vision of the future state and defining the new steps required to achieve it (Yukl, 2006).

Africa's future growth will result from leadership actions to end political conflicts and improve macroeconomic and political stability, creating a better business environment which enabling growth and improves microeconomics reforms. Africa governments should help companies to achieve economies of scale, increase investment and become more competitive.

Thirdly, by building people, we need to include and involve all people (children, youth, workers, and women). Africa's greatest potential is its people. Investing in people has a great rate of return economically and socially for a resilient future. They are the key for the region to fully capture the dividends from population growth. By some estimates, a one percentage point increase in the working-age population can boost GDP growth by 0.5 percentage points. For this to happen, however, "good" jobs need to be created in the private sector. The research shows that today, only one in five people in Africa find work in the formal sector. This a big challenge to build a strong economic growth(Prabhu, and Kersi, 2003).

To building an inclusive and solid foundation for sustainable economic growth, we must increase the number of people who have access to quality education, healthcare, and infrastructure services. This can be done through technology development to extend that millions of people reach and access to financial services. Here, Kenya's experience offers valuable lessons to the rest of the world on how to empower the poor through financial access (McAuliffe, Catherine, Sweta, and Masafumi, 2012).

By building people, African women could afford to work. A challenge is that most women cannot afford to work. However, when they do, they are mostly employed in informal activities. This results in low productivity, low incomes, and low prospects. Consequently, people do not have access to education, credit, and markets (Conference United Nations on trade and Development, 2007and UNIDO, 2014).

To ensure economic sustainability of the continent several policy actions should be taken, for example, institutional and skills development, the economic and financing gap should be highlighted that will be the benchmark to mobilize additional resources for sustainability(McKinsey, 2010). The economic sector-wide approach mechanism should be proposed as a means to manage the available resources and also mobilization of additional funds to achieve future growth(NortonandRogerson, 2012).

To achieve a strong and sustainable future, Africa leaders should promote new development paradigm that empowers population to play their economic, social and environmental roles to the full. Hence, a transformational management approach to Africa population, innovative and productive society is needed. The implementation of this strategy is through goals, targets, indicators, and modalities that give explicit attention to Africa women and men and their role in building a better future (Cilliers et al., 2011).

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In addition, African leaders should focus on emerging priorities by mobilizing savings and investment; increasing access to finance and financial inclusion especially in a rural area; skill and leadership development in all sectors. In order to address the current challenges and achieve outcomes in the future, it requires that all sector stakeholders own the process especially understanding their key roles and responsibilities for their relevant concert policy actions that shall be pursued (Kumar, Sunder, and Leone (2014). Still, cross-cutting sectors consultations will be vital to draw out synergies and avoid duplication of activities. These sectors are private sector development, agriculture sector, macro, and economic and financial sector. Furthermore, reporting government targets will be inclusive of all concerned stakeholders. To build a long term economic growth, Africa needs to be sustained and shared growth, driven by the private sector, with a more equal distribution of opportunities and it needs to be more integrated. Without integration, the continent will remain disjointed, with many small, shallow markets that are uncompetitive on their own and unattractive to investors(Africa Bank of development, 2007).

6. Toward a sustainable African development

The Africa continent acknowledged economic growth in the last past decade. From 1980-1989, the average annual growth rate of real output in Africa increased from 1.8 percent to 2.6 percent in 1990–2000. From 2000–2010, it increased by 5.3 percent (UNCTAD (2012a, b, c &d).In addition, twelve countries had an average growth rate above the developing country average of 6.1 percent over the period 2000–2010, and two countries (Angola and Equatorial Guinea) had double-digit growth rates (UNCTAD, 2009,2012,2013).

Africa's macroeconomic indicators are progressive. The GDP of real growth was estimated to go above 6% in 2008, up from 4–5% in 2005–06, and more than twice the 2–3% of the late 1990s (African Development Bank, 2007). The continent experienced a significant decrease in growth due to the global financial and economic crisis of 2008-2009 (Osakwe, 2010). However, the average growth rate of Africa in the post-crisis period (2008–2012) was about 2 percentage points higher than that of the world economy (World Bank, 2014).

For instance, Africa continent has come far and the journey continues; each African country has taken its destiny into its own hands, now is the time to build the future not as an individual but as unified continent (Lagarde, 2014). Hence, there is still much to be done in the future; the continent is very diverse, and some countries risk being left behind, especially those faced with recurring conflict (Japan International Cooperation Agency, 2013). In others, the rapid growth is yet to be widely shared across the population, with many Africans failing to see the fruits of economic success (Lagarde, 2014).

Recognizing the nexus between managing the future, economic growth, sustainability and poverty reduction in Africa, the Africa leaders need to build a more inclusive society where every African will have equal access to economic and developmental opportunities (Moeletsi, 2010). Hence, we are living in challenging times for the global economy (Lagarde, 2011).

For a sustainable and resilient future economic growth, the continent needs a better management strategy of its low natural resources and population by creating new opportunities and establishing measures and policies that impact a rapid future growth (Maseli,2013). The future management offers a straightforward and pragmatic mechanism and approach to strategic planning (Joel et al 2013). It will help Africa safeguard economic growth that supports sustainability and resilience of different economic sectors, to promote policy and investment options. It takes an honest look at the limitations of forecasting, and shows (through real-life examples and a wealth of experience) how managers can best use a variety of forecasting methods, including scenarios, horizon scanning, and trend monitoring (Birkinshaw,2012). This approach will bridge the gap between traditional practices of African leaders and intensified fundamental principles that seek higher profits, and at the same create opportunities to integrate measures and policies to manage future crises.

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According to the report by UNIDO (2014), African people want to live in a continent where extreme poverty has disappeared, everyone is well fed, all children have access to quality education, economies are dynamic and the benefits from growth are equitably shared, jobs are available to everyone, natural resources are used equitably and sustainably, and temperature increases from climate change are manageable. The challenge is to ensure that this vision is recognized by Africa leaders and reflected in the future Africa development agenda (McKinsey, 2010; Rogers, 2008). In addition, to sustain economic growth and make sure that it builds opportunities for all, African leaders should continue to rebuild shock absorbers and implement micro and macro management strategies that will boost economic growth (African Development Bank, 2014).

7. Conclusion

Common challenges take different forms in different regions of the world. At the same time, they show that complexity and interconnectedness will be a crucial attribute of crises in the foreseeable future. According to the African Development Bank(2014), the majority of African countries experienced an economic decrease due to inflation, weak performance of investment inflows, labour market unrest, unfavourable international prices of major exports and scaling back of manufacturing activities, weak demand, weak recovery of global economy, liquidity constraints and domestic constraints to production, particularly energy.

Growth was also negatively affected by subdued private consumption, which was a result of the negative effects of labor market unrests and weak growth in real disposable income (Davoodi, 2012). The complexity and intertwined nature of the challenges require collective solutions from the Africa Union. The governments will need to confront the realities that demographic; climate and economic change will impose on them in the future.

Growing and continued inequalities can pose a threat to high, efficient and sustained growth. Thus, Africa continent should adopt inclusive economic growth as future managing strategy, which is a long term strategic framework, a strategy about economic growth with equality of opportunities. High, efficient, and sustained growth; social inclusion are future needed to ensure equal access to opportunities; and social safety nets to protect the most vulnerable and deprived people. While addressing the current economic challenges, there is an urgent need to look into the future. The pace of international change is accelerating, but the development of institutional capacities in the African Union and African sub-regional organizations to respond to new challenges remains challenging and slow(Bellamy, 2009).

There are no challenges facing African countries that cannot be resolved by leaders who concentrate on the task of resolving them, by single-minded allegiance to their countries and people and the task of successful governance. African leaders must change their structure of priorities. From leaders who are lording it over their people to servant leaders who are serving the causes of their people. From leaders who abuse the public trust and "willy-nilly" steal from their people to leaders who understand the sacred trust invested in them to do right by the people who called them to serve " (Akhile, 2014). Governance in Africa must be improved for the continent's countries and people to build real freedom and real development. Without good governance, Africa cannot eradicate these economic challenges (Nyerere, 1998).In addition, Ibrahim and Soiri (2014) affirmed that to steady economic growth, reducing poverty and diminishing violent conflicts, the only way this can be sustained is through better future leadership and management of Africa economies, the social life of people, legal structure and institutions.

8. Recommendations

The Africa leaders should coordinate multiple efforts in identifying the root causes and challenges, and in designing credible response mechanisms to prevent, manage, and resolve them by a closer and sustained analysis. Moreover, to respond effectively to root causes and challenges inhibiting Africa's growth, Africa's leaders should identify the risks and adapt current risks identified to consider the particular characteristics of risks derived from economic sustainability and consideration should be given to managing uncertainty around how economic development will manifest into multiple future scenarios. They should look beyond short time horizons to longer-term impacts and understand risks and emerging issues across entire Africa. Adapt traditional risk management processes, rather than seeking to develop new, or parallel approaches. Bridge the knowledge gap by providing the management with insight into key risks associated with macro sustainability developments. Adopt a longer-term focus and plan for multiple possible outcomes and scenarios to accommodate the uncertainty associated with these impacts. Transformational leadership is needed in Africa to bring into existence an invention of value that can be sustained into the future.

Africa leaders should be responsible for managing the affairs of their people and countries not always waiting for an external solution. They should defend their nation from external threats, provide stable employment for their people and usher in prosperity. Africa leaders should help lessen inequalities and realize the progressively redistributive dimensions of development by ensuring that all sectors of the population are socially and politically integrated, that roads and other infrastructure are extended to geographically remote areas and that economic policies emphasize activities that stimulate the creation of jobs.

Africa's long-term growth will be supported by internal and external social and demographic trends; particularly Africa's growing labor force, urbanization, income
Equality, access to international capital and economic partnership with global investors.

Africa union leadership should:

1. Adopt an integrated future management approach when making stewardship and development decisions affecting the Africa continent.
2. Develop different industrialization paths where each country should select its policies and forecasting strategies based on their specific socio-economic circumstances, resources base and institutional capabilities.
3. Replicate best practices from abroad only if it best matches with country capabilities
4. Establish future priorities and focus on all essential sectors, including infrastructure, services, trade, science and technology, logistics, etc.
5. Create a platform for people to plan for their future more effectively. When forecasts are explicit and transparent, they help leaders think about trade-offs among choices in the face of uncertainty.

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