Challenges of Transformative-Strategic Leadership in Developing Economies; an Analysis of Africa Leadership Approach in Economic Development

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Abstract
Leadership is a process that brings about change, and not maintaining the status quo in a society. A constant change that does not coercing followers, but it is a sharing process of the same purpose and values. An important aspect of leadership is influencing others to come together around a common vision and perform a certain responsibility to bring about change toward a desirable future. Transformational-strategic leadership is a process of complex changes in organizations that finally transforms people, and through them the whole business environment. However, though several scholars have been critical of research efforts relating to leadership in developing countries, very few have attributed Transformational-strategic leadership to change that focus on economic development in emerging economies. The need for transformative-strategic leadership and governance in developing economies is timely, important and no doubt topical, reflecting the worldwide thrust toward political and economic liberalization in the 21st century. African citizens have difficulties understanding about leadership competence, emotional and social intelligence are developed; there are challenges that definitely influence economic development. This study takes a theoretical approach and a content analysis in developing a critical role of transformational-strategic leadership in economic development laying more emphasis in African leadership challenges in the 21st century. It is an analysis of transformative- strategic leadership in developing economies and the efforts being made to address leadership challenges in Africa and the need for a locally driven strategy to develop leadership that will influence knowledge based economy. The objective of the study is to assess challenges facing leadership styles and processes that are affecting developing countries especially in Africa.

Key words: Transformational -Strategic Leadership, Economic Development, Knowledge Based Economy, African Leadership

1.0 Introduction

According to Brătianu and Anagnoste (2011), many challenges characterize emerging economies and rapid changes in the business environment. These changes brought about by the need of developing up to a maturity level, and by the need of compatibility with the well-developed economies. There were complex changes along the political, economical, social, educational, cultural, scientific and technological dimensions. These changes are organizational and economical in nature and the role of transformational leadership is essential (Anagnoste & Agoston, 2010). Transformational leadership is a process of complex changes in organizations that finally

transforms people, and through them the whole business environment. It focuses on the ability of key people to make change happen and to improve the performance of an organization, a system, and, in this case, a country (Brătianu & Anagnoste, 2011).

The need for transformative- strategic leadership focus and governance is timely, important and no doubt topical, reflecting the worldwide thrust toward political and economic liberalization in the 21st century. Transformative-strategic leadership skills are required amongst government civil service and political leaders and their development partners if economic development agenda is to succeed in growing economies in the

world. The skills of assessing choices and options, opportunities and challenges visioning, communicating, partnership and alliance building are to the fore. All leaders working with citizenry, employers and investors(domestic and foreign) to reduce the risks involved in investing or expanding development programmes and projects is a key attributing factor of economic development. The challenge for all leaders but particularly for those in developing countries is to find solutions to sustain competitiveness, growth, development and effective institutions (Jantzen, 2012)

Local economic and political leadership will require the mobilization of active support from citizens for economic development processes that involve economic growth change, diversification, globalization and the challenge of relinquishing old leadership styles in favour of new ones, which may be unfamiliar in addressing economic development in developing economies. According to Ofori and Toor (2012), throughout the whole world, there is an urgent desire among various people and government for unity, justice, peace and stability for purposes of meaningful economic development in Africa. Today, the confluence and combination of the post-industrial revolution, the information age and globalization, as well as the implications of this unique congruence of phenomena, pose new challenges to leaders in all types of organizations. The key challenges include the human resource issues, such as leadership in multi-cultural and multi-disciplinary team to lead organizations to better performance (Ofori & Toor, 2012).

Transformational -Strategic Leadership
According to Graig (2005), leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. Robert et al (2004) affirms that leadership involves a complex interaction among the leader, the followers, and the situation in which stakeholders have different needs. Transformational leadership is one of the most popular leadership theories in recent years. Transformational leadership is defined it as the extent to which the leader influences, or transforms, followers (Sashkin, 2004). Therefore, leadership "matters" when it comes to economic growth and development, a conclusion that

follows political institutions are important contributors to the social and economic progress of developing countries (Gutterman, 2015). Effective transformational Leadership identified by a clear strategic planning, documentation, implementation and control of development programmes and projects that are set to bring about social and economic transformation. This implies a planning approach that values the economic and social character of an evolving area, takes the time to understand this and makes appropriate interventions early in the planning and development process(Gutterman, 2015)..

According to Lord and Hall (2005) transformational leadership skills are first learned through problem-related experiences or observational learning in specific contexts and then are organized into increasingly higher level systems of awareness that guide behaviour, knowledge and social perceptions. These processes develop along with emerging personal identities in which leadership roles and skills become more central to an actor's sense of who they are.

Thus, over time, leadership skills and knowledge become inextricably integrated with the development of a person's self-concept as a leader (Lord & Hall 2005). They argued that the attainment of transformational leadership competencies should be understood as a shift in identity and selfhood, where leadership becomes an aspect of the person's sense of their life purpose to serve the public. According to Lord and Hall (2005), it is important to provide the motivation required to develop and practice challenging leadership competencies and to go through the journey of awareness building and social transformation to develop emotional and social intelligence that will provide necessary environment for social and economic transformation. Strategic leadership typically includes setting policy and overseeing strategic direction, managing resource allocation, and monitoring policy targets and outcomes of such mega projects, which attract both domestic and foreign investment (Daire, et.al, 2014). Leaders must be able to forge formal or informal coalitions, vertical or horizontal, to solve problems that influence informal institutions in developing countries and it imperative for political leaders to understand those government institutions and engage with them in order to be

effective to influence social economic transformation (De Ver, 2009).

Strategic leadership is as a process of enabling others to work in a specific context to achieve certain objectives. It involves the creation of a vision and strategic direction for the organization, the communication of that vision to staff and stakeholders, and inspiring, motivating and aligning actors and the organization to the achievement of the vision (Daire, Gilson, & Cleary, 2014). Strategic leadership involves influencing task objectives and strategies, influencing commitment and compliance in task behaviour to achieve these objectives, influencing group maintenance and identification and influencing the culture of an organization that support economic development(Ofori & Toor, 2012). The decisions by strategic leaders are strategic because they are characterized by (a) long-term direction and sustainable success; (b) the link between the internal and external environment; (c) the overseeing of major resources; (d) having an effect on the entire organization; and (e) are shaped by the values and expectations of stakeholders (Louw & Venter, 2010:2). According to Nonxuba (2013), strategic leaders initiate, and ensure the successful implementation and management of organizational change, as such, the notion of strategic leaders explains what happens at the apex of the organization (Boal & Hooijberg, 2001;Vera & Crossan, 2004). Notably, strategic leaders reflect the relational aspects between top management and organizational members and exert influence, implement decisions, and enhance organizational performance (Clegg *et al*., 2006; Raes *et al*., 2007).The strategic leadership challenges in the context of KBE-led change are therefore significant and diverse, and vary in their intensity across and between continents.

They relate to the ways that any locality acts as a nexus for identifying, growing and liberating latent KBE talent and capability - whilst at the same time avoiding the inherent economic and social dangers of parochialism(Gibney & Murie, 2008). Effective strategic leadership require more complex economic development policy processes and increasing recognition that innovation and opportunities for change and improvement in the delivery of public and private services involve working across existing boundaries(Nonxuba, 2013). Strategic leaders should ensure consolidation of community ethics; implement leadership roles for the community and the organization, implement, and monitor political ideological mandates (Van der Waldt, 2010).

Similarly, strategic leaders develop transformed reasoning for the ever changing social transformation processes (Shrivastava & Nachman, 1989; Quong & Walker, 2010), by recognizing diverse views, decisions, backgrounds, achievements, and cultural orientations for the purpose of on-going progress (Sá and Kanji, 2010)

2.0 Statement of the Problem

African economic development problems are as complex as they are multifaceted in different social dynamics. Their resolution ultimately depends on the capacity of people to understand what is happening around them, both internally and externally (November 1988). According to Afegbua and Adejuwon (2012), the process of economic development in Africa is associated with huge external debt, net capital flight to developed economies, disinvestments, collapse of social infrastructure and poverty, food crisis and insecurity, unpopular, repressive and alienating economic policies. Africa's failures have come about largely because of among other things; progressive distancing of African from the masses of the people; inadequate preparation of the leadership that assumed the responsibility to govern their countries. According to Nkurayija, (2011), the economic development challenges of Africa are deeper than low income, falling trade shares, low savings, and slow growth. Others include high inequality, uneven access to resources, social exclusion, insecurity, environmental degradation, HIV/AIDS pandemic, among others. In addition, there has been a growing recognition that the study of leadership in developing countries, and training of prospective leaders in those countries, is important because leaders in developing countries can, "by creating vision, direction and collective purposes", play a pivotal role in resolving multiple problems that impede social development and economic growth. However, several scholars have been critical of research efforts relating to leadership in developing countries, because leadership in the literature are associated with developed economies that have matured in institutions of governance and social transformation. According

to Gutterman, (2015) these concepts tend to be Universalist or individualistic, and there are few conceptions which either incorporate a political understanding of leadership as a process or which have developmental salience.

According to De Ver, (2008), leadership is viewed as a political process, particularly in developing countries, and leadership occurred "within a given indigenous configuration of power, authority and legitimacy, shaped by history, institutions, goals and political culture". It is understandable given how little African citizens know about leadership competence, emotional and social intelligence are developed; there are challenges that will definitely influence economic development. Most citizens tended to focus on managerial functions such as routine planning, budgeting, organizing, staffing, coordination and similar skills that can be gained through formal training programmes (Daire, et.al,2014), and leave leaders to develop leadership skills and competencies by themselves. The results have not delivered the sorts of competencies that are required to transform African society to realize the intended level of economic development, as it was the case with MDGs 2015. The idea of sustainable economic development is shaping its way to the heart of the debate on the form and delivery of integrated economic policies (economic development, planning, housing, regeneration, transport and health) for our neighbourhoods, towns, cities, counties and regions. This approach has become a more complex interdisciplinary leadership task and there is now a requirement for a new approach to the leadership of the collaborative-based processes of collective learning to realize significant economic progress *(Gibney & Murie, 2008).*

3.0 Theoretical Framework Transformational-Strategic Leadership

Burns (1978) developed transformational leadership theory in the late 20th century in his analysis of political leaders (Givens, 2008). Burns characterized transformational leadership as that which "occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. In general, transformational leadership is the extent to which the leader influences, or transforms, followers (Sashkin, 2004). Givens (2008) citing, Hickman (1997) argued that, transformational leaders work

to bring about human development and economic transformation ; they generate visions, missions, goals, and a culture that contributes to the ability of individuals, groups, and the organization to "practice its values and serve its purpose" for organizational development. Transformational leadership (TL) is the capability that a leader has in stimulating interest among followers to view economic development from new perspectives; generate awareness of the mission or vision of the team and organization. Transformational leadership (TL) also focused on developing colleagues and followers to higher levels of ability and potential, and motivating colleagues and followers to look beyond their own interests toward those that will benefit the group (Bass, Avolio, Jung, & Berson, 2003). Transformational leadership (TL) therefore, is the capability and ability that one has in stimulating interest among followers to view their work from new perspectives, generate awareness of the mission or vision of the team and organization. Leaders focus on developing followers to higher levels of ability, activate potential and motivate followers to look beyond their own interests toward those that will benefit the organization (Suzana & Kasim, 2012).

Simola, Barling, and Turner, (2012) noted that transformational leadership as a type of leadership in which interactions among interested parties are organized "around a collective purpose" in such a way that "transform, motivate, and enhance the actions and ethical aspirations of followers." Transformational leadership is a leadership style that seeks positive transformations "in those who follow" and that achieves desired changes through the "strategy and structure" of the organization (Geib & Swenson, 2013). Wang and Howell (2010) argue that transformational leadership is on the individual and group levels performance. Transformational leaders strive to understand employees' abilities, skills, needs, and offer them coaching and mentoring to overcome any weaknesses. Transformational leadership develops common values and beliefs, and inspires unity in order to reach group goals.
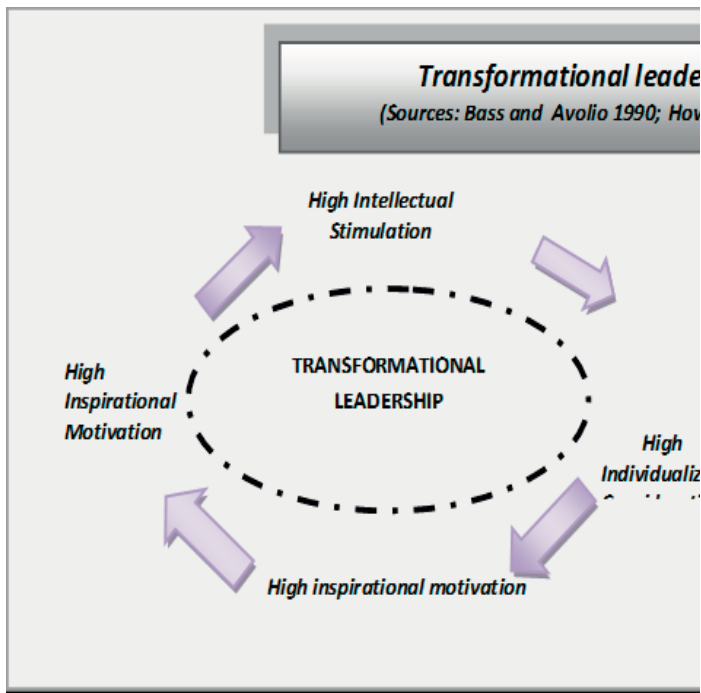
Figure 3.1 Model of Transformational leadership (Kazmi, 2016)

According to Suzana and Kasim (2012), leadership theories in the new paradigm of leadership center on traits and behaviors of leaders, the situational context of leadership, and the relationships, between and among leaders and followers in different contexts. There are Personal Strategic Leadership Characteristics (PSLC) bringing him or her to create the fit between the goal sets in operational effectiveness and strategic positioning of his or her in a certain organization. The SLC goal in operational effectiveness, which is internally focused targeting the reduction of cost, increasing productivity and speed; and secondly is aimed at the effectiveness in enhancing overall organizational effectiveness (Suzana & Kasim, 2012). This new approach brings about the idea of transforming leadership in post-modern networking and collaborative leadership theory broadening the leadership perspective vertically as well as horizontally to people and processes at other levels that incorporate transformational and strategic leadership characteristics.

According to Bonn (2005), both leadership and strategy theorists have consensus on the notion that strategic thinking is important at multiple organizational levels. Batty and Quinn (2010) defined strategic thinking as a process that involves collection, combination and filtration of information to generate new, relevant, focused and feasible ideas and strategies. Understanding strategic thinking enables analysis, exploration, understanding and defining a complex situation and then developing planning actions to achieve the greatest possible positive impact towards economic development (Kazmi, 2016). The organizational elements support, refine and boost strategic thinking capacity of the work force by combining numerous team´s as well as organizational practices, specifically highlighting human collaborative work patterns compatible with the work environment (Casey and Goldman, 2010).

A strategic thinking leaders supports building connections between the human cognitive process with most simplified day to day examples, in order to comprehend the complex organizational decision making process and to support systems thinking that focus on social-economic transformation (Kazmi, Takala, & Naaranoja 2014)

Strategic leadership create a shared vision of what the nation ought to be in addition to support day-to-day decision making in managing social economic processes set to transform national economic development. Beatty and Quinn, (2010) defined strategic leadership as a force to ensure decision potential especially highlighting the key points about whether and when to act. They deal with situations and contexts, which are closely, associated with daily life activities that are related to the country vision. Strategic leadership connect to organizational transformation through its corporate vision, internal culture and values, organizational climate, operational structure as well as its internal systems and overall corporate strategy (Kazmi, 2016). According to Kazmi,(2016),a strategic leader operates with a comprehensive plan of actions while integrating short-term results to the long-term focus and such a leader is generally considered driving force for organizational change just as the transformational leader. Transformational leadership in developing economies in Africa should aims at defining a vision that meets the needs of the people and puts national interests above personal interests.
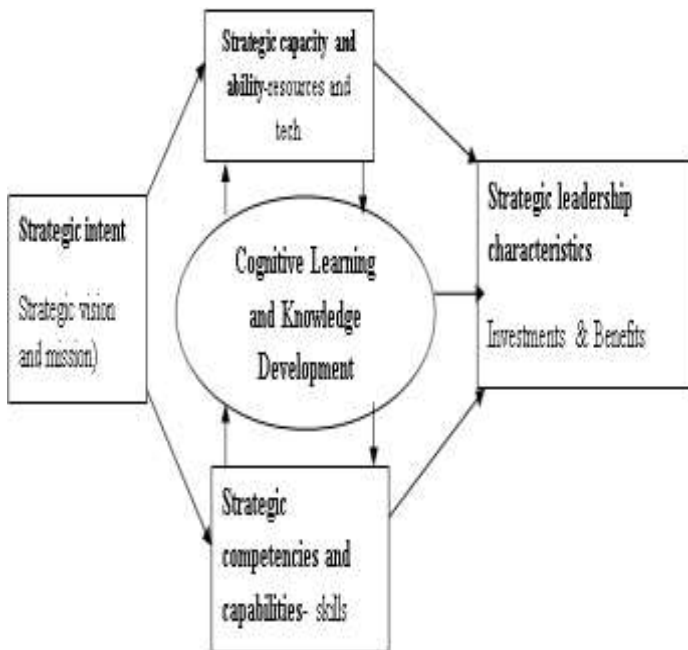
Figure 3.2 Model of Strategic Leadership Process

Knowledge Based Economy in Global Economic Development

Recently in the 21ˢᵗ century, there has been growing interest in the contribution of knowledge to total factor productivity growth and, consequently, to sustainable long-term economic development. For instance, there has been much research into the importance of human capital to economic growth (Sundać & Krmpotić, 2011). The application of knowledge in areas such as entrepreneurship and innovation, R&D, software and product design, and in people's education and skill levels, is now a key source of growth in the global economy (Chen and Dahlman, 2005).

According to Bajpai (2007), Wealth creation through application of human knowledge and creativity is steadily replacing wealth creation through extraction and processing of natural resources. National economies, at whatever stage or type of economic development they are now in, are to a greater or lesser extent using knowledge for development. It is, therefore, inappropriate to speak of being or not being a KBE (Bajpai, 2007). The World Bank has set these elements as the four pillars of the knowledge economy within the Knowledge Economy Framework. These pillars are (Chen and Dahlman, 2005):

- **an economic incentive and institutional regime** that provides good economic policies and institutions that permit efficient mobilization and allocation of resources and stimulate creativity and incentives for the efficient creation, dissemination and use of existing knowledge;
- **educated and skilled workers** who can continuously upgrade and adapt their skills to efficiently create and use knowledge;
- **an effective innovation system** of firms, research centers, universities, consultants and other organizations that can keep up with the knowledge revolution, tap into the growing stock of global knowledge and assimilate and adapt it to local needs;
- **Modern and adequate information infrastructure** that can facilitate the effective communication, dissemination and processing of information and knowledge.

The Knowledge-Based Economy (KBE), with its emphasis on the importance of interdisciplinary processes that stimulate knowledge creation and the exploitation of knowledge, provides a new leadership context for cities and regions. Knowledge-based economic development and regeneration aspirations increasingly imply the skilful integration of economic, political and social life the facilitation and stewarding of group-based learning and innovation. Capitalizing on the potential for cities and regions across the world to create and exploit knowledge for productive purposes and ensuring that all local communities can benefit, requires an approach to strategic-based leadership that underpins processes of collective learning and 'associational' working. This implies processes, which are interdependent, reciprocal and involve the pooling of resources over an extended period, it is not time limited but time-extensive , it is leadership that is able to look beyond the short-termism of performance goals, the 'statutory' and the 'contractual' (Gibney et al, 2008). KBE has influenced a move from viewing the policy or economic development process as largely linear (where traditional hierarchical leadership and professional project management skills are critical), towards an emphasis on more fluid 'relational' processes (where association, interaction and collaboration between individuals, institutions, firms and other community level groups are what makes things happen). Moreover,

the increasing emphasis on technology-driven economic development adds another layer of leadership challenge.

This is not to ignore the 'traditional' corporate, technical and managerial skills are no longer relevant, but that policymakers must, in addition to being effective managers in the traditional sense, adapt to the contemporary model, engender, and sustain more intense forms of cross-boundary working. Transformational- strategic leadership perspective has a host of challenges as new institutional players, disciplines, professions and communities are involved in the policy environment for economic development (Gibney&Murie, 2008).

According to Sundać and Krmpotić2011) Building a knowledge-based economy is a long process involving radical and far-reaching changes. The social transformations that should take place depend primarily on its achieved level of economic development. Depending on their achieved economic development, all national economies should systematically manage the relevant factors of the knowledge economy to ensure that their economies based increasingly on knowledge, in order to achieve higher rates of economic growth and sustainable development.

4.0 Economic Development and Social Transformation

Economic development requires a regional perspective, partnerships and strategic approaches for social transformation. These include commerce; businesses, workers, environmental pollution, and social discontent do not stop at state or county jurisdictional lines. It is important to understand and work within a broad and holistic strategic approach in, regional as well as global context and understand what productive role that each country plays within a larger economic environment in this era of globalization. Economic development requires a collaborative effort, including county agencies, citizen groups, and local employers, entrepreneurs as well as state, regional, and national entities in order to realize the main objective of it within the parameters of Human Development Index (HDI). The distinction between "developed" and "developing" countries is a continuous issue and is surrounded by fierce debate (Moohebat et al., 2010). The classification of a country as "developed" or "developing" is based on certain

measures such as (1) economic development, (2) education and training provision, (3) political stability, technological development, infrastructure and production rate, (4) healthcare, life expectancy and growth rate of population, and (5) society, demography and culture issues (Othman, 2013).

United Nations (UN) developed another measure, the Human Development Index (HDI), which combines there basic dimensions of human development, namely "long and healthy life", "knowledge" and "decent standard of living", to gauge the level of human development of countries (Human Development Report, 2011)

- Low human development HDI below 0.500
- Medium human development HDI = 0.500 – 0.799
- High human development HDI = 0.800 - 0.899
- Very high human development HDI = 0.90 and above

Economically, the World Bank (2012) classified countries into four income groups based on their Gross National Income (GNI) per capita. All low, lower, and upper middle-income countries are classified as developing countries as follows (Othman, 2013);

- Low income countries GNI ≤ US$ 1,025 per capita
- Lower middle income countries GNI = US$ 1,026 - US$ 4,035 per capita
- Upper middle income countries GNI= US$ 4,036 - US$ 12,475 per capita
- High income countries GNI = US$ 12,476 and above per capita

According to UN HDI report (2011), 52% of the world's population live in countries with "medium human development index," while 18% population countries falling in the "low human development" category. Developed countries with "high" to "very high" human development account for 30% of the world total population. While economic development involved innovation and the use of knowledge-based processes, at the very least the pace (the speed at which we are now creating and deploying new knowledge); the scale (the breadth or volume of what is known to us and is becoming known); and the depth (the level of

detail) of knowledge exceeds anything that was there before.

In developing countries, understanding dysfunctional performance requires an exploration of the survival models that have served well in the past, but no longer do so. To solve both old and new problems in the one-world-information-space requires applying a new approach in leadership for economic development (Jantzen, 2012) Governments and political leadership challenge in developing countries, where approximately 85.4% of the world's population live in, is to achieve their social and economic sustainable development objectives (Human Development Report, 2011; Zeybek & Kaynak, 2006; Cohen, 2006).

This is normally accomplished through constructing infrastructural, industrial, educational, cultural, transportation, medical, and residential projects that provide societies with their needs and fulfill their requirements (Othman, 2012; Mthalane, Othman& Pearl, 2007). Due to their unique nature and characteristics, (MCPs) require high design knowledge and technical skills, competent human resources, professional managerial capabilities and large-scale investment (Sturup, 2009; Frick, 2006; Flyvbjerg, et al., 2003). They attract high levels of public attention and political interest due to the substantial cost, direct and indirect impact on the community, environment, and budgets (Van Marrewijk, Clegg, Pitsis, & Veenswijk, 2008; Capka, 2004). Developing countries suffer from having shortage in providing this essential leadership knowledge, skills, capabilities, and finance, which ultimately challenges economic development. Effective Political leadership and stability, is the key to social and economic development in any country. It is vital for attracting foreign investment and constructing development projects (Dollerya & Worthingtonb, 1996).

Globally, citizens have grown increasingly frustrated with their political parties and leaders. Polls, focus groups and voting behavior indicate that society largely views political parties as ineffective, corrupt, and out of touch with their needs. According to Wollack(2002), established political parties have experienced a dwindling membership that is aging and in conflict with their objectives in life. Young people are hesitating to join or become associated with political parties that do not capture their aspirations, as it is the experience in some European countries like France and Ireland. At the same time, support has risen for independent candidates, special interest parties, and anti-party movements across the world. Emerging democracies worldwide, political parties are too weak, too personalized, too constrained by oppressive governments, or too corrupt and out of touch to earn the respect and support of the public devoid of any economic development ideology that would inspire citizens to participate in processes of national development (Wollack, 2002). African countries must invest heavily in human capital formation as part of economic governance. According to Nkurayija, (2011), economic development today is on information-based global economy depends on a flexible, educated and healthy workforce. Human capital development in leadership promotes individual development and gives the ability to escape poverty. Human capital formation, regional integration and the international community provide more resources to support economic development (Nkurayija, 2011).

5.0 African Transformation-Strategic Leadership Challenges

According to Afegbua and Adejuwon (2012), African development problems are as complex as they are multi-faceted to hinder economic development. Their resolution ultimately depends on the capacity of people to understand what is happening around them, both internally and externally as well as to trust on their leaders to steer the continent to prosperity.

African leaders must possess enhanced ability to be able to take appropriate steps and cope with a variety of problems surrounding them. In fact, most constituted governments in Africa have been undergoing serious and deepening politico-economic crisis. These problems generated by political, social and economic instability and the prevalence of ethnic, communal and religious crises, which have bedeviled Africa, call our attention to the problems of leadership and governance in the continent. In other words, the staggering wave of violence, insecurity, increasing crime wave, economic recession, coupled with the break in law and order are the at tributes to the problem of leadership and governance in Africa (Afegbua & Adejuwon, 2012). Africa's underdevelopment is explained by its colonial,

post-colonial capitalist and imperialist economic exploitation and marginalization, which still is a reflection of ineffective leadership that has continuously failed to transform major institution of governance to be self-reliance under the rule of law. Africa's poverty and underdevelopment can therefore be explained by the way it has been integrated into the global system since the mercantile era (Amin, 2014) Africa is poor, ultimately, because its economy and society have been ravaged by international capital as well as by local elites who are often propped up by foreign powers. The public and private sectors have worked together to drain the continent of resources which otherwise if harnessed and shared fairly should meet the needs of the peoples of Africa (Bond, 2006).

In Africa, a different culture of leadership is visible, with emphasis on ceremony, cultural ritual, interpersonal relations, reciprocity, tribalism and the distribution of scant resources to clan and ethnic affiliates over and above profit and competition (Blunt & Jones, 1997). The situation is slowly changing as developing countries engage in restructuring and strengthening of their institutions of governance. Leaders in developing countries operate in an environment in which rules change constantly, change is slowly accepted, and often with great suspicion by citizens especially those that feel marginalized in the process of change. This is one of the reasons that a key role of an organizational leader in a developing country is protecting the organization against the possibility of adverse changes in policy by public institutions, since the state continues to exercise substantial influence in the marketplaces of developing countries (Gutterman, 2015). Africa is underdeveloped today mainly because its leaders have not realized their influence in economic development and the need to embrace socio- political transformation. Kurfi (2009) explains that qualities of effective leadership are often lacking in developing countries such as Nigeria where leadership is frequently associated with corruption and leaders habitually neglect the welfare of the followers and the need for honor and integrity and instead concentrate on their personal interests and the interests of their own "in-group".

In fact, another observer of the situation in Nigeria argued that the country's main problem was the absence of the required leadership sincerity and political will to marshal the resources available to address the poverty that exists among a vast majority of the citizens of that country (Dandago, 2005). Ineffective leadership, the passiveness of citizens to hold their leaders accountable and a silent international community have combined to give African leaders an opportunity to wreck havoc on their countries and people (Mills, 2011). Africans blame the international system and institutions for Africa's loss of about $150 billion a year to corruption (Hanson, 2009). Similarly, external factors did not teach President Omar Bongo, former president of Gabon, to cling on to power for 42 years, appoint his son Ali as his minister of defence, his daughter Pascaline head of the presidency and his son in-law Paul Tongine the minister of foreign affairs (Mills, 2011).

The same problem is in countries like Uganda, Angola and even in the current leadership of South Africa, where family members are in charge of institutions of governance or using public resources to enrich themselves. The international community and system, and colonial legacy may share some blame but the great responsibility lies with the Africans themselves. Certainly, as Mills argues 'Africa's current and future economic development will not be fully realized unless, African leadership makes a rational decision to build stable institutions of governance under effective management of public resources. These institutions must adhere to the tenet of economic development in terms of Human Development Index (HDI) and Sustainable Development Goals (SGS) The challenge of managing leadership and its subsequent impact on Africa's economic development and poor governance has generated concerted efforts, both from the international community and institutions that facilitate processes of economic development. United Nations (UN) has realized that Africa's problems and challenges emanate from leadership and governance weaknesses; therefore addressing leadership problem is considered a prerequisite for economic development. Its agencies are now addressing challenges in managing African resources and attempting to address exploitation of these resources for narrow individual interests that does not serve national interests. The International Monetary Fund (IMF) for example, started paying more attention to governance issues which were believed to be significant in

making the market work if they were addressed(Bolarinwa, 2013).

As a result, IMF started to fund governance programmes in Africa, building capacity of young leadership that can transform Africa's economic development. Good governance became a condition to be addressed for African countries to receive grants and loans from the International Financial Institutions (IFIs). International criminal court (ICC) though with great resistance from African leadership is keen on justice, rule of law and prosecuting leaders who commit crimes against humanity. The focus of good governance for its own and the sake of Africans but for making sure that markets and capital would function properly in Africa. This was part of the reasons for why Africa needed to liberalize its politics (democratization) during the early 1990s. The World Bank, for example, argued that better governance required political renewal which meant concerted efforts against corruption from the highest to the lowest levels and which could be done by setting a good example, by strengthening accountability, encouraging public debate, strengthening the press, empowering women and the poor (The World Bank, 1989). The result of this has been an increase in the number of non-governmental organizations and civil society organizations established and working in Africa. Civil organizations are funded by, among others, the IFIs to champion good governance in Africa. For example, there are currently about 2,085 NGOs and CSOs (only those registered on the UN website) working in Africa on all areas of development. Africa's leadership must achieve sustainable performance through innovative competitiveness, transformational growth, inclusive and equitable development and institutional and government alignment in a one-world-information-space (Jantzen, 2012)

However, the consensus appears to be that certain traits are considered desirable for leaders in certain contexts may be naturally endowed, one can develop some, if not most, leadership attributes and capabilities through appropriate structured interventions (Ofori & Toor, 2012). Perhaps Africa does not develop leaders so much as foster the conditions that bring leadership out, in context.

The key among these interventions has to be the self-respect that derives from working things out for ourselves, individually and collectively with communities that have their own initiatives of economic development.

This transformational process would in turn create organizations that can likewise stand on their own feet and find their own ways of doing things, building on the best of their own cultural traditions. First, leadership can be fostered, much like economic development. Africa can foster the conditions that give rise to indigenous leadership, particularly those of thoughtful self-reliance without political patronage or selfish motives to exploit public resources. Not just as leaders, but as individual human beings, in their beliefs and behaviours, their thoughtfulness and self-respect can take the responsibility of transforming Africa's economic development (Ofori & Toor, 2012). African leaders have frequently come to leadership positions with limited experience and from different background orientation in leadership such as military, rebellions or hereditary. One of the reason why African governments are faced with increased democratic reforms and greater decentralization at the same time as massive transformations are taking place in the global economy resulting from trade liberalization, privatization, and enhanced telecommunications (Jantzen, 2012). The significance of these changes is that citizens and devolved governments now face formidable challenges, greater opportunity, and growing responsibility to together to address the economic development of localities and the livelihood of their local citizens, many of whom are unemployed and living in poverty. The challenge therefore is not only how African leaders can make economic growth and development a reality among communities with divergent needs, but also to make sure that how economic development benefits the marginalized and the poor in African countries.

African leadership, power is concentrated in a political groupings under certain individuals, the individual leader often not viewed as a representative of the nation as a whole, but rather as a member of a particular family or tribe. Political power is seen as an end in itself rather than as a means for serving the people and producing tangible results in economic development. Though most of them have often battled on, confronting their awesome problems of development and nation building essentially not

only unprepared but unaided, but also with the challenge of managing national resources for the good of public at large instead of selected interests. A well-developed entrepreneurial class, motivated and trained to organize resources for efficient production, is often missing in developing countries in Africa. Managerial responsibilities in government positions are awarded based on family, ethnicity status or political patronage rather than merit, it may be the prevalence of economic or cultural attitudes that do not favour acquisition of wealth by organizing productive activities, or it may simply be an absence of the quantity or quality of education or training that is required.

Conclusion

African potential transformative-strategic leaders have focused primarily on single issues, lacking time to look at wider, critical regional and world challenges in the era of globalization. The time for comprehensive study and reflection, for sharing experiences with persons inside, let alone outside their countries, region, and field of concentration is very limited(Afegbua & Adejuwon, 2012). Africa must create institutions that develop responsible strategic transformative leadership that respond to the needs of the public and equip itself with the intellectual and scientific capacity and the knowledge base to formulate long-term strategies.

It must upgrade considerably its ability to analyze economic and social issues correctly and to implement such policies with the necessary political vision (Nkurayija, 2011). This requires firmly placing LED within the broader framework of local sustainable development.

This approach demands a transformative-strategic approach to LED that implies careful consideration of the various trade-offs, and making difficult choices. It also demands harnessing and mobilizing the local human, social, financial and natural capital towards the common vision, goals and objectives that the community aspires to achieve (Nonxuba, 2013). According to Nonxuba (2013), Local Economic Development (LED) is a participatory process in which local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a way to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized. Local economic development encourages public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants to take advantage of business opportunities, labour, capital and other local resources to achieve local priorities (e.g., to promote quality jobs, reduce poverty, generate municipal taxes). LED practitioners have many actions available to them. All stakeholders and practitioners in the LED should have knowledge of these actions and be committed to a process to achieve sustainable results in economic development objectives. Children, youth and women require special attention in LED strategy development because they tend to be more vulnerable to economic shocks and the transitional pressure of change that accompanies economic restructuring and globalization.

According to Brempong and Kimenyi(2013)**,** young people aged 15-24, make up 41 per cent of the worlds unemployed and pose a significant challenge to economic development because of their dynamic needs influenced by the knowledge-based economy through transfer of knowledge for innovations that serve the wider international community. About 70 percent of its population is 30 years of age or younger and those between 15 and 24 years of age, constituted 21 percent of the more than 1 billion people in Africa(Brempong & Kimenyi,2013**)**. They are the main resource that developing economies should develop their potential in order to exploit other resources that influence economic development. Developing ICT infrastructure is crucial as a strategic capability that will create a platform that can connect young people with developed communities to learn strategies that promote innovations and creativity for wealth creation in the global economy. According to Brempong and Kimenyi (2013)**,** one of the greatest challenges facing leaders, governments and policymakers in Africa today is how to provide opportunities for the continent's more than 200 million youth so that they can have decent lives and contribute to the economic development of their countries. Youth could be a source of labor inputs as well as human capital in production, which would improve total factor productivity in a region of the world where capital formation is limited. When employed, youth could be a reliable source of demand for the economy

through their consumption activities. Youth of Africa are a critical population for the development of strategic entrepreneurs that African countries need as a developing continent.

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