

THE GREAT ZIMBABWE SCENARIOS PROJECT

SCENARIO NARRATIVE PRESENTATION TO UKZN

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HOW DID IT ALL START?

- A non-partisan initiative
- To engage about possible futures
- To catalyze action towards a better future
- To develop a shared national language about these possible futures, and the opportunities, risks and choices they present.
- Convened by a group of Zimbabwean leaders with a high degree of integrity, respect, confidence, explicitly reflect the neutral and independent nature of the exercise.

WHO ARE THE CONVENORS?

COMPOSITION OF CONVENORS

- 2 academics
- 1 labor
- 2 business
- 1 church

69 sectoral leaders from 16 sectors including :

- Political parties
- War veterans
- Labor
- Women
- Young people
- Farmers
- military
- Chiefs
- Police
- Military Intelligence

Scenarios

- Are an analytical tool to **bring together diverse views** to map out the possible development trajectories
- Scenarios are stories of **what *might* happen**. Because the, it is unpredictable, and so cannot be forecast. **future can be influenced**
- They are **Not a story of what the team *wants* to happen**
- Scenarios must be **relevant, challenging, plausible and clear**

What does this diverse team have in common?

- An openness to learning
- A desire to contribute to the future of this country
- An acknowledgement of the heritage of our past
- A deep concern for the things that are not working in this country today

What are scenario narratives?

Strategic implications -What you could do or not to do

- what possible futures mean to your country/sector/business-
threats and opportunities & risks are (SWOT analysis)
- **Strategic Management Tool**-What **key decisions** and
strategies -what would you want to **do differently?**
- Therefore scenario thinking is *back-casting* not forecasting
- Scenarios bring the future to bear on the present.

What not to include in scenario narratives

- Examples
- Recommendations
- Organizational/party positions
- Current realities as they unfold

- Scenarios are at **strategic apex level**, criticized for being elitist but are critical for the masses

What are the major over-arching uncertainties

- **Diversity Management**-*Notion that majoritarianism takes cognisance of minority groups-age, class, geographical location or political ideology, sexual orientation*
- Institutional enhancement – *public and private –skills flight, corruption, inefficiency*
- **Leadership** – At national and sectoral levels
- **Economic recovery and growth**- sustainable economic growth, poverty reduction, employment creation, price stability, foreign exchange reserves, savings and investment, debt management regimes

The four possible future paths



2021

The Stone People

2021

The Chameleon

Poverty

2011

Well-being



The Vultures People

2021



Stimela/Chitima

2021

Scenario 1: Stone People



- *Remarkable work of architecture, nearly 2000 years old. Made entirely out of self-supporting stone,*
- *built with beautifully cut stone bricks,*
- *holds together without mortar,*
- *exceptional skill and innovation.*
-
- *Character is retained despite weather conditions*
- *walkways have attracted the feet of many nationalities. Remains unaltered., though in some places walls are collapsing remains a world attraction*
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- *Similarly, Zimbabweans are known worldwide as a nation of diligent workers and entrepreneurs, who are resilient.*
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- *Bound by a mysterious social mortar that keeps them going commitment to success remains unchanged though the pathways may differ.*

STONE PEOPLE

- Election is conducted using an inclusive governing system-**FPTP VS PR**
- A national framework for **inclusive growth through the full participation** of ethnic groups, regions, sexes, Diaspora, former freedom fighters, women, men, young people, people living with disabilities and HIV/AIDS
- All institutions both private and public –enhanced
- Natural resources –and inclusive empowerment framework put in place for resource distribution and management.
- **Parliament plays oversight role in awarding of contracts**
- **Foreign participation is restricted to skills transfer** and supply of cutting edge **technology-resource looting**
- **Economic policies put in place start to mobilize resources for capital**
- **The national budget deploys resources propelled by enabled citizenry**
- **Country moves forward**
- **Leadership promotes: participation, manages diversity, manages and distributes natural resources equitably, promotes sound sectoral leadership styles, enhances institutions, embarks on nation-building including conflict mitigation, healing and reconciliation and the country is respected by national , regional and international players**
- **Economic growth rises, industry starts to perform, jobs are created leading to national well being and**

Lessons and challenges of The Stone People

Inclusive system of Governance –Is Zim ready ? Factions?

Framework for **Con. democracy** -regions, generational-(*odious debt, natural resources*), sexes-GAL, minority languages, war vets, whites, farmers (A grand coalition of the political leaders of all significant segments of the plural society) **SELF –RULE!**

Institutional enhancement-role of military, corruption, partisan politics,

National framework for resource distribution **Peace economics**

Johan Gautung –Afrobarometer said people want jobs rather than grabs

Indigenization Policy **minimalist vs maximalist, resisted** internal and external, **Role of parl.** As oversight, resource contracts-corruption, hegemony,

LEADERSHIP IS KEY-DO WE HAVE IT!

Scenario 2: Stimela



Critical mode of transport that lubricates industry and Made of

Follows a route that is, **well known and defined** path

Does not create new roads but simply follow the steel cold tracks

No surprise detours normally

Follows **mono-tracks and strict time tables.**

The ride **can be scenic and pleasurable but can be unpleasant**

This scenario depicts a **benevolent leadership** that executes a **state-led development agenda** after rallying people behind it. It **brings about prosperity** and well being but **with limited freedoms**

Stimela

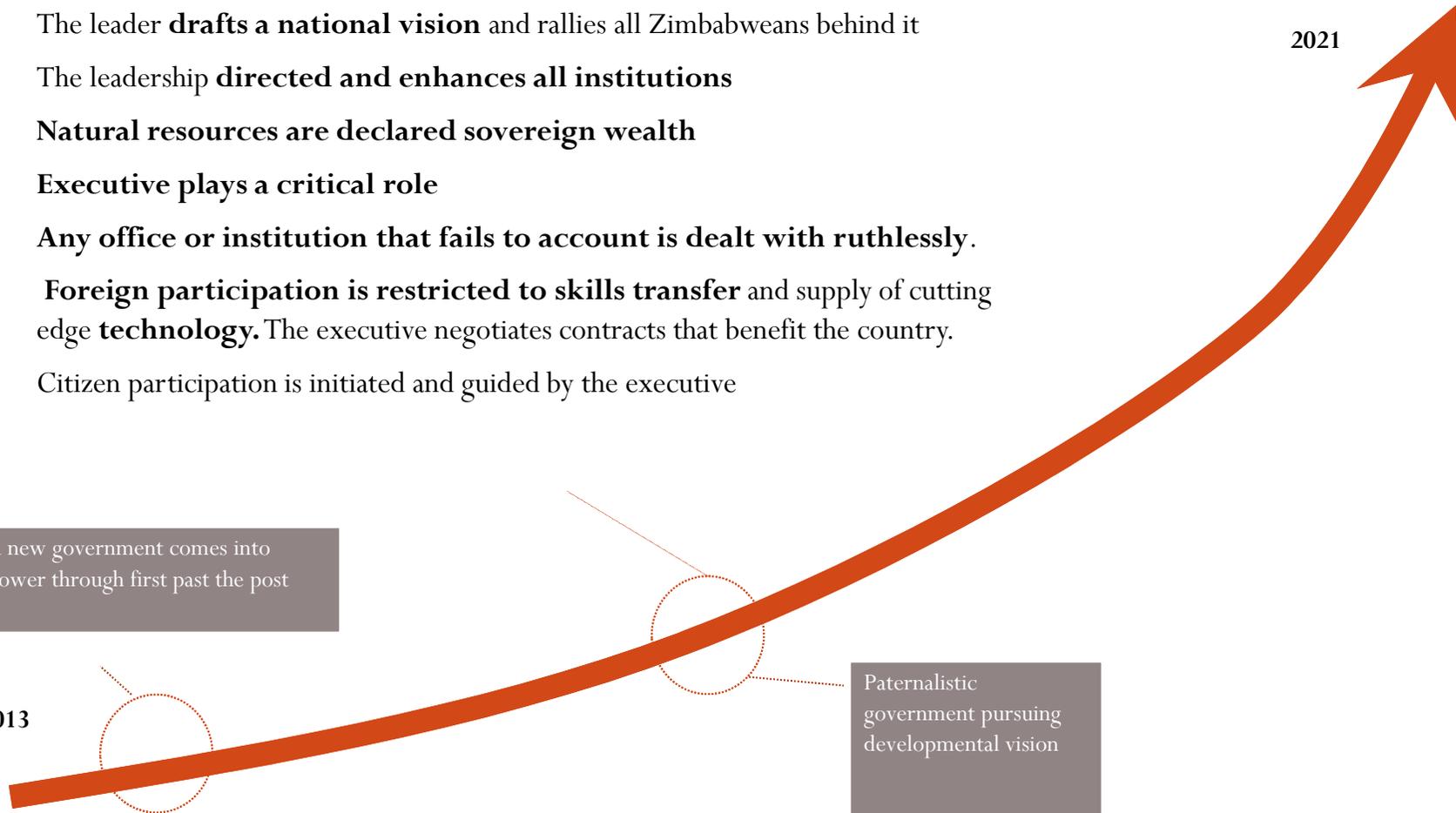
- An election is held using the **Winner-Takes-All system**
- **A benevolent leadership** emerges
- **Restoring economic and social vibrancy** is top on the national
- The leader **drafts a national vision** and rallies all Zimbabweans behind it
- The leadership **directed and enhances all institutions**
- **Natural resources are declared sovereign wealth**
- **Executive plays a critical role**
- **Any office or institution that fails to account is dealt with ruthlessly.**
- **Foreign participation is restricted to skills transfer** and supply of cutting edge **technology**. The executive negotiates contracts that benefit the country.
- Citizen participation is initiated and guided by the executive

A new government comes into power through first past the post

2013

Paternalistic government pursuing developmental vision

2021



Stimela

- All citizens across the board shift to enjoy social and economic wellness.
- command strategies and discipline regimes for restoration
- Ensures all Zimbabweans benefit.
- Fundamental freedoms and rights are not a priority
- The focus is almost exclusively on economic recovery, improved quality of life and civic discipline irrespective of political, ethnic, and regional diversity.
- **LEADERSHIP IS KEY-benevolent**

A new government comes into power through first past the post

2013

Paternalistic government pursuing developmental vision

Growth benefitting the whole, but through limitation of freedoms

2021



Lessons and challenges of Stimela

- **Do we have leadership** that is above individual, regional and party politics
- **No national vision**-14 initiatives –role for TGZSP
- During institutional **enhancement-human rights violation, rule by decree**
- **Guided democracy**
- **Executive** above legislature and judiciary
- Skills transfer, efficient institutions, good contracts, tech. transfer = **jobs and well being**

Stimela 3: Vulture Land



Scavenge areas where the dead, dying and rotting

Have a knack for identifying weak prey

Patiently waiting for the weakest moments

Never fly too far away from the prey

Have no qualms eating their prey alive

Meticulously pick on the flesh until only the clean

Masters of taking advantage of the disadvantaged

This scenario depicts a government that fails to connect with its people and pursue a national development agenda that benefits a few.

VULTURE LAND

- **Elections - First –Past –The Post System. As opposed to Inclusive system**
- **A clear winner emerges and there are compromised checks and balances**
- **Politics of patronage.**
- **Institutions are politicized and weakened .**
- **The economy is state-driven, characterized by anemic growth, with weak public enterprises.**
- **The well-connected political elites benefit from the State resources while the majority of the population struggle with unemployment, declining incomes, poor service delivery and increasing poverty.**

- **The social impact is widening inequality**
- **The government, due to its structural elitism, ignores the issues of diversity.**
- **External investors' court politicians**
- **Enclave economic growth and a high degree of informalisation of the economy.** The resultant **jobless growth** does not translate into improvement in the living standards of the general populace who live in **abject poverty.**
- **No improvement in the living standards**
- **There is thus poverty and disconnected leadership**

CHALLENGES AND LESSONS OF VULTURE LAND

- It already exist! But can it be broken-corruption, elitism, poverty, inequality
- Enclave economy!
- Some '**foreign investors**' will pry on Zimbabwe 's wealth if leadership is weak and partisan and disconnected from the people
- What strategies can be put in place to avoid undesirable scenarios?

The Chameleon



The **slow moving creature adapts to its environment, taking on the colour that best protects it from visibility.** It combats first level threats by **guising itself** with the color of its terrain.

It can post fair speeds if chasing prey or in danger. Yet, it can often fail to respond to danger and be caught flat-footed

This scenario depicts a coalition government, which struggles to move the nation forward as politicians remain politically connected to their own political party driven ideological policy positions.

Elections take place and there is **no clear winner.** A **Coalition government** is put in place due to a constitutional provision. **The leadership to the parties in the government are connected to their own people but the forced government system is not jointly connected to the people**

- Political **horse-trading and sabotage** between parties **impede service delivery**
- **Management of diversity is a struggle**
- **Divide and rule** by foreign interests along party lines
- **The economy performs poorly**
- **Foreign interests play divide and rule** along partisan lines.
- **Selective improvement of life**
- **Basic service delivery is generally poor**, with isolated efficient delivery where the coalition government is in agreement
- **There is poverty and leadership is disconnected to the country**

Lessons of the Chameleon

- **It prevails today-can it be broken**
- The **foundation determines the future**; a weak foundation – in the form of weak relationships – is not able to bring a stable future.
- An electoral system does not in itself improve **leadership**. In the absence of political will to discourse progressively, no system of government produces results for its people.
- **Leadership** to navigate ideological differences in pursuit of a national development agenda

Questions most needing attention!

- Which are the most desired scenarios?
- Which are the least preferred scenarios?
- What do we need to do/not to do today to get to the desired scenarios?
- What do we need to do/not to do today to avoid the least desired scenarios?

- LESSONS
- There are progressive people in all camps-Do we have leadership to attract them
- Can we resist sub-imperial powers
- Learning journeys
- Suspending ideas-The dura- wall mentality
- The death of civil society
- Many un-coordinated national initiatives
- Power mapping

